



Quality and Business Management Conference Proceedings

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ISSN# 2414-6110

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Foreword

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The papers presented at the Quality and Business Management conference held under the auspices of Innovation Arabia 10 and included in these proceedings reflect the architecture of quality and excellence that deals with a set of systems, arrangements, resources and processes through which an organization creates a new and bright future for itself. Lessons from developed nations explicitly suggest that it is the architecture of quality and management that differentiates a successful organization from others. How can organizations operating in the Middle East create a solid architecture or at least foundations of it based on the tenets of quality and excellence? This overarching question is addressed with great clarity by scholars in their papers collected here. This question paved the way for the wide-ranging discussions of the topics presented at the conference.

We are very grateful to the many people who helped with the organization of the conference sessions. First and foremost, we are grateful to Dr. Mansoor Al Awar, Chancellor of HBMSU for his guidance and support at every stage of the conference. Thanks are due to Mr. Wissam Steitie, Congress Chair and his able team for meticulously organizing the conference. Thanks are also due to Prof. Moustafa Hassan, Vice-Chancellor, Academic Affairs, Professor Khalid Sartawi, Dean, School of Business and Quality Management and Technical Committee members for their support. Finally, we would like to record our sincere appreciation of the huge efforts made by Mrs. Reem Asqoul effectively to communicate with the authors of the papers presented here.

Research Papers

Corporate Social Responsibility: Reflections on Universities in the UAE

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Abstract

A formidable body of research has emerged to establish a direct link between the wellbeing of nations and the quality and impact of their higher education institutions (UNESCO: World Conference on Higher Education Partners, June 2003). Recognizing this link, nations worldwide have launched initiatives to invest responsibly in higher education with a view to improving community life. The United Arab Emirates (UAE) is no exception.

If social responsibility is a principle that applies to all organizations, it becomes therefore more relevance to public service institutions where responsibility or duty converges partly or entirely with social urgent needs. As institutions, universities are cases in point. The social responsibility of a university emerges not only because of its fundamental missions (training, creation and dissemination of knowledge, etc), but also because of the challenges involved in its socialization function and to the influence it has on society through individual and group values (development of attitudes, spreading of certain values, instilling ideologies, providing intellectual, cultural, cognitive, logical, moral leadership ideals).

The recent years have witnessed a rapid proliferation of private universities in the UAE. The academic and professional programs offered by these universities have been designed mostly in line with the revenue-generating model practiced in North America, Europe and Asia. However, in view of a rising tide of interest in corporate social responsibility (CSR) in the UAE, several pieces of the profit-oriented

conventional model may be challenged. This paper examines CSR-related-evidence. Four levels of responsibility are identified and analyzed: Academic responsibility, responsibility towards disadvantaged groups, societal responsibility, and the environmental responsibility.

Introduction

The ideas and knowledge generated by and individuals trained at universities have a great influence on society. For this reason it would be of immense interest to study the social responsibility of universities, which may be measured in terms of economic, social and cultural aspects of the development of societies.

Corporate Social Responsibility (CSR) is more important in developing societies. Amid the 1980s economic and social crisis, the World Bank claimed that developing countries did not actually need higher education. Nevertheless, the question of social responsibility of universities in developing countries is still relevant. The question should take us beyond the general assumptions about the benefits of education. There is little information about the non-profit effects of the university on the whole social and educational system in the Arab World. As such, this paper examines the CSR of universities in the UAE with a view to perhaps developing some reflections on the roles and missions of higher education institutions for the wider Arab nations where an assessment of the changes taking place becomes urgent.

1. Social Responsibility and the Academic Environment

In this section, CSR is defined within a comprehensive approach, and applied to the university as a social institution.

1.2. Corporate Social Responsibility: Comprehensive Approach

According to Bowen (1953), corporate social responsibility is based on two principles: the social contract (macro level) and the moral commitment (micro level). Although many subsequent works and interpretations have elaborated on the concept, it is still largely ambiguous. This ambiguity is semantic, theoretical and ideological.

-Semantic ambiguity is due to the fact that the use of the concept in English means both the corporate social responsibility and the corporate social responsiveness.

-Theoretical ambiguity results from the absence of clear theoretical definitions and from the ongoing debate between the moral approach and the pragmatic contractualist one.

-Ideological ambiguity stems from the notion of “responsibility” itself, which poses the problem of defining its limits and scope.

Initially, responsibility was used to mean civil responsibility. But it was also given a moral dimension as “it’s a moral obligation to correct a mistake.” Hence, it is interesting to establish the economic, legal and moral limits of corporate social responsibility.

One of the well-known representations of the CSR is the Elkington’s “triple bottom line” (Elkington, 1999), which states that the socially responsible company should be a performing one in the three sectors: the economic, social/societal and environmental. In other words, the company should seek economic profit while minimizing environmental impact and taking into account the interests of stakeholders. The combination of these three objectives concerns the sustainability

of human resources and activities, social justice and the integration of the company in its community life.

1.3. Social Responsibility of the University in Arab World

The question of social responsibility of the Arab university is no longer a luxury but a necessity. For a long time, the university in the Arab World has been isolated from its environment limiting access to a handful of people. As a result the university has been working in total ignorance of the real needs and ambitions of the populations. Still today, questions are raised about its adaptation with its surrounding environment and about involvement in finding long-term solutions to the current socio-economic, cultural and political problems.

In the Arab World, the social responsibility of the university is weakly developed, and the analysis of university performance is much less developed. However, there are some initiatives on social responsibility which have been emerging since international accreditation started gaining significance.

As to the UAE, there is no study conducted to examine this question, though there is reference to social responsibility or community engagement in the *Standards for Licensure and Accreditation* published by the Commission for Academic Accreditation (CAA) in 2011.

2. UAE Universities and the Social Responsibility

Given the large scope of social responsibility, it would be impossible to deal in this study with all questions relating to the social responsibility of the universities in the UAE. For this reason, it would perhaps be more worthwhile to deal with academic social responsibility.

2.1. Academic Responsibility

The first major responsibility of the university is academic considering the duty of knowledge transmission, professional

insertion, as well as the matching of training to employment in the future.

2.1.1. Knowledge Transmission

As part of the educational chain (system), a university cannot and should not do everything. Nevertheless, knowledge, which should be transmitted by the university can be broken down into three areas:

- a. Theoretical knowledge which can be acquired through study and experience. It may itself be broken down into several categories: scientific, procedural, strategic, practical, and action knowledge.
- b. Know-how: Practical skills used in any profession or activity.
- c. Self-management skills, which collectively refer to the ability to produce actions adapted to the human and ecological environments.

The major issue here is whether students at universities licensed to operate in the UAE are able to acquire all forms of knowledge, which is becoming more necessary for them in a society with growing complex needs. The universities remain deeply attached to the traditional mission of transmitting theoretical knowledge much more than the know-how and self-management skills. This also applies to the majority of Arab universities. Due to pressures from the corporate world, and to keep up with international tendency in this field, some reforms have been initiated to deal mainly with the transmission of the know-how.

In UAE, the reasons of the challenges of the transfer of the know-how are twofold:

- Institutional reasons: The University is huddled up on itself.
- Financial reasons: The transfer of know-how requires multiple financial and material resources, which are often not available.

Concerning self-management skills, the production capacity of the traditional university is not adequate. The inadequacy

poses the problem of civic responsibility of the university, which can be stated in this question: What balance can be set between the functions of a University and those of a company? Actually, universities attach serious importance to this issue, but mostly during the times of review accreditation and often their answers are usually contextual. But the university is not isolated from society, and as such it has to play its role in addressing issues like civic engagement, long-life learning, unemployment, plagiarism, incivility, research, etc.

2.1.2. Professional Insertion

The success of the university can be measured by its ability to facilitate the integration of its graduates in the job market and to develop entrepreneurial spirit among young graduates. Here again, most universities have a lot to do to deliver remarkable results because for a long time graduates have been ensured automatic employment in a booming economy market. Today, graduates face serious problems in finding decent jobs and many find it difficult to secure jobs that match their qualifications. Despite this alarming situation, universities have been rather slow to act. Still, universities do not show real interest in promoting entrepreneurial spirit or technical strategies or plans (like incubators) relating to finding jobs or self-employment. The situation largely remains that the university's main function is to train and educate people and has nothing to do with developing professional insertion mechanisms. Nevertheless, a small number of universities, including United Arab Emirates University (UAEU), Zayed University (ZU), and Hamdan Bin Mohammed Smart University (HBMSU) have recently attached a special attention to professional insertion through the setting up necessary mechanisms, building real relations with companies, and encouraging graduates to start their own business (startups).

2.2. Responsibility towards Disadvantaged Groups

Responsibility towards disadvantaged groups in society is one major responsibility of the university. It involves its ability to provide opportunities of social promotion to disadvantaged groups as well as to minorities. Concerning universities in the UAE, there are very few studies on this issue making it difficult to state whether the university produces or reproduces social inequalities. In this paper, the focus is on the attention universities accord to women (gender), disadvantaged social classes and the handicapped (physically challenged).

2.2.1. Women (Gender)

Equality between women and men in higher education is well balanced in UAE universities to the advantage of women especially in gender segregated universities. It remains very apparent though that as a result of social considerations, women are bound to do some particular jobs and assume certain roles. Despite much progress in recent years, education in the UAE still suffer from certain cultural values that impact higher education. The efforts of Universities to promote the presence of women in higher education leadership roles and teaching positions are still not below the required level to warrant talk of gender equality. In general, the image of subordinated women is reproduced if not amplified within UAE universities.

2.2.2. Disadvantaged Social Classes

Globally, education has been a driving force for social mobility. To significantly contribute to social mobility, the university should provide education opportunities to those who otherwise would miss that opportunity. It should also establish a system for the validation of professional or experience-based skills, a system for credit transfer, stream pathways and continuous training. With little innovation, universities in the UAE are still academically conservative that they do not encourage social mobility in an effective way.

2.2.3. The Handicapped (Physically Challenged)

Like any other educational institutions, universities have to promote the education and training of handicapped (physically challenged) persons through the development of an inclusive education that can improve social and economic integration of this social group. Unfortunately, most universities lack effective integration mechanisms and do not seem to be concerned with the empowerment of the handicapped or physically challenged. So far, universities have not set up efficient processes to meet the special needs of this group and to facilitate their access to different facilities as well as success and progression through the university. Furthermore, universities do not seem to be actively involved in promoting the rights of the handicapped or physically challenged members of society. It seems therefore that the social responsibility of universities does not reflect any great voluntary involvement in advancing disadvantaged groups.

2.3. Local Level Analysis

At this level there is a fundamental difference between universities in the UAE. There are federal government universities, local government universities, partially government-owned universities, and private universities. Unlike private universities, government universities are established and funded for clear political and social considerations, a matter of a national vocation. Government owned universities have taken many good initiatives in the following areas:

- **Employment:** UAE nationals are privileged for low-skilled jobs.
- **Transportation:** UAE students have access to transportation from/to different emirates and higher education institutions.
- **Local development:** A partnership between government universities and the industry is going well and bona fide

projects are encouraged by the business community.

2.4. Dissemination and Transmission of Values

Universities should not overlook their responsibility to disseminate values for the following three reasons:

First, every form of education should aim to construct an ideal citizen. Second, teaching and research activities and academic practices should make use of several values. Last, the university should not disregard socially accepted values or put its own values above those of societal ones.

Almost all university stakeholders agree on the need to revive and develop positive values like community belonging, the culture of success and excellence, modesty, transparency, and other values that relate to the Arab-Islamic identity of the UAE, but with an eye on the global context. Nevertheless, very little is done to develop and instill in students such values and no clear approach has so far been developed. The Universities in the UAE do not seem to be actively involved in making their actors uphold values which society itself increasingly upholds such as the sense of truth and honesty, rationality, open-mindedness, freedom of thought, etc.

It would also be interesting to explore the university's commitment to spread civic values and good citizenship practices. Concerning civic values, which cover all principles and rules of life, individual or collective, necessary to live in a society, as well as moral values, the University is not a primary school supposed to teach civic education. Yet, it still has a role to play in this area as a national institution. But what is noticed is that the universities in the UAE remain permanent hotbeds of incivility acts like violence, damaging public property, violation of university rules, disrespect of teachers and university authority, and the like.

Concerning good citizenship practices, the university is not the ideal place to learn or practice these. However, stimulating dialogue, promoting governance, defending and spreading human rights and democratic values, and encouraging the free circulation of information are values that are not totally ignored by the universities in the UAE. They appear in program contents and some aspects of university life. In addition, the universities in the UAE do not show convincing commitment to other forms of citizenship practices like the right to protest, petition, dialogue, and benevolent and voluntary actions.

2.5. Involvement in Political Conflicts

The UAE is a shining model among the the Gulf Cooperation Council states, the Arab World and further afield for its stable political system. Here, it would be worth studying the contribution of the university, as an institution, in supporting the building of that system and also to explore the current challenges. The majority of academics in the UAE consider one of their social responsibilities the fight for national services and rights. In the UAE, two stages can be distinguished in terms of the university's real commitment to development.

During the first stage, from 1976 to 1988, UAEU was the only government higher education institution. The second stage, 1988-2001, and particularly in 1988, The Higher Colleges of Technology (HCT) were established as a new system of post-secondary education for UAE Nationals that would stress the ideals of productivity, self-determination, and excellence, and all geared to hands-on practical education.

Zayed University was established in 1998 by the Emirati federal government. Until 2008, the university accepted only UAE national women, but after the opening of Sweihan campus, a collaboration between Zayed University and the UAE Armed Forces, approximately 200 male students were admitted. The university is currently

engaged in cooperative relationships with a number of institutions throughout the world.

The third stage was triggered by the establishment of the Commission for Academic Accreditation (CAA) in 2001 and the publication of the Standards for Licensure and Accreditation in 2001. As the UAE is a liberal economy, investors have entered the sector by founding private universities and colleges. Currently, the total number of universities in the UAE stands at about 76.

2.6. Development of a National Foundation

On the eve of independence, the UAE hastened to set up a good and modern education system modelled on the American educational system. Most academic traditions in the UAE are based on hour-credit system.

Concerning language, the universities in the UAE give some importance to Arabic, which is the UAE national language. But most courses are offered in English, which is the global language of business, science and technology in the UAE and most importantly the language required for employment in the private sector.

2.7. Creation and Popularization of Socially Useful Knowledge

The social responsibility of the university should not only consist of transmitting and creating knowledge, but also of disseminating it in such a way as to enable the wider public to have access to the results of scientific research (knowledge), hence contributing to the creation of a true knowledge society. The limited research carried out within universities in the UAE does not match the needs of the country in terms of knowledge. In the area of the popularization of scientific knowledge, universities still face serious problems in disseminating scientific knowledge.

2.8. Environmental and Ecological Responsibility

Universities should be committed to sustainable development. As they prepare tomorrow's leaderships, universities have to give special attention to ecological and environmental issues in their programs as well as in their policies and activities. These are issues that affect today and tomorrow.

2.8.1. Integration of Environment Protection in Study and Research Programs

One of the functions of the university is to provide environmental courses and studies and conduct research in this field. Most universities in the UAE are far from doing an effective job. In fact, environmental questions are not paid serious attention in academic programs and projects. Generally, universities lack a global and systematic approach to make of environmental education a pillar of academic studies. Furthermore, universities rarely offer training in environment professions.

Still, some initiatives are carried out from time to time. Seven universities have started to offer programs in environment studies, including Hamdan Bin Mohammed Smart University (HBMSU) and its Master of Science: Excellence in Environmental Management.

Conclusion

Universities in the UAE have much more work to do in terms of their corporate social responsibility, some work is urgent. But the problem is not only a lack of determination, but rather a problem of parameters to measure social responsibility as stipulated by the CAA.

To become socially responsible and effectively contribute to the development of the country, universities should start some drastic reforms of their operational methodologies and redefine their expected outcomes to reflect effective CSR. After all, universities need society to function, and it is to society that they should answer by being efficiently socially responsible institutions.

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The Diffusion of Accounting Innovations in the New Public Sector: Actor-Network Theory

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Abstract

Purpose: This paper aims to explain the diffusion of management accounting systems within the Jordanian governmental field. It is concerned with the diffusion of management accounting innovations viewed as a process of actor-network building and translation.

Design/Methodology/Approach: The paper drawing on Actor-Network Theory (ANT) and present an interpretive case study. The aim is to better understand the nature of accounting systems. Using Actor-Network Theory, this paper analyzes two innovations that have had different fates in Jordan. These innovations are Results Based Budgeting and Government Financial Management Information System. It's particularly concerned with the dynamic of actor-networks throughout the diffusion processes of these innovations. The paper thus examines innovations diffusion in the government environment and its orientation toward NPM ideas, especially the diffusion of Results Based Management (RBM) and excellence performance culture. It uses the theoretical lens of Actor-Network Theory to explain the diffusion of management accounting systems, as a part of Results Based Management (RBM) approach.

Findings: The study recognizes that accounting innovations in Public Financial Management over the last decade were central to the rise of the NPM doctrine and its associated ideas of RBM and public accountability, of which accounting is a key element. The study also concludes that the diffusion process implied three isomorphic interests; i.e. it created pressure for similar reforms and structural changes in many

governmental aspects, especially the ways of thinking and doing. It thus provides a discernible conclusion through exploring the processes of accounting change as influenced by the tenets of ANT. Like Chua (1995), it has examined accounting change as a process of 'fabrication'. Accounting innovations are constructions (Andon et al. 2007), often built on a wide array of social, economic and political factors.

Research Limitations/Implications: There have been several studies of the public sector transformation but this paper has a different focus: the diffusion and adoption of management accounting systems within the new public sector. The paper discusses the findings of an interpretive case study, which is Ministry of Finance (MOF) in Jordan. The results of the study indicate that diffusion and adopting of accounting innovations by MOF is largely affected by the government influence, and these innovations usually occurred "beyond the enterprise" as well as within it.

Originality/value: The study contributes to both accounting literature and Actor-Network Theory by providing more understanding and explanation about the dynamics of accounting innovations in the public sector. This paper has interesting findings, but also points to the need for more studies about the diffusion of accounting innovations in the public sector.

Keywords: Innovations Diffusion, Accounting Innovations, Accounting Systems, Actor-Network Theory (ANT), Public Sector Accounting

1. Introduction

A large amount of studies deal with the transformation of the public sector (Lapsley and Wright 2004). "Little was known about: the diffusion and adoption of management accounting innovations within the new public sector" (Lapsley and Wright 2004: 355). This paper is very much adhered with this research agenda, and it aims to explore the manner and means of diffusion of accounting innovations, the obstacles to adoption, and to add value for this research agenda. In recent years, reform of the public sector has been the primary focus of policy makers and accounting systems and policies have played a key role in initiatives for change (*ibid.*). Given the frequency with which new management accounting ideas have been advocated as a result, the way in which accounting innovations diffuse through organizations (or not) is of particular interest to researchers, policy makers and practitioners (*ibid.*). This paper extends prior research by focusing on the manner and means of diffusion of accounting innovations, and by drawing the views of key actors in the diffusion process in the public sector.

A few number of management and accounting publications deal with the diffusion of innovation (Rogers 1995). "An innovation is an idea, practice, or object perceived as new by an individual or other unit of adoption" (*ibid.*:1). Diffusion of innovation attempts to determine the innovation's diffusion curve over time and to recognize the factors explaining its shape. A large number of studies with a positivist and rational approach are concerned with the diffusion of innovation. However, the models and concepts employed by most of this type of research are not easily transposed to the study of managerial innovations (Lundblad 2003). Furthermore, positivist research in management (accounting) often prefers to ignore power struggles and conflicting logics, as well as rationalities other than technical ones, which are significantly influence the diffusion of

new accounting systems and practices (Baxter and Chua 2003). These boundaries lead us towards alternative research in management accounting, which is interpretive and non-positivist approach.

Unlike rational approach, interpretive approach examines accounting as a part of social system that is influenced by power and institutional logics. It considers accounting as a discipline of the social science and it seemed important to us to understand it in the context of a broader set of discourses from the social sciences. Baxter and Chua (2003) identify seven different research perspectives that lie outside the mainstream research. This paper follows the line of "Latourian" research. This stream of research is concerned with the fabrication of management accounting innovations by using Actor-Network Theory (ANT). Unforeseeable interactions between human and non-human actors are central to this type of analysis. In this view, accounting innovations diffuse because they translate the changing and transitory interests of various groups of actors who are looking to maintain their position and influence within organizations and society. Actors use accounting innovations to produce "inscriptions" (i.e. figures and numbers which become "facts", see Robson (1992)) and manipulate them to serve their interests.

ANT has been used in management accounting research to address two questions. First, what are the roles played by accounting innovations within organizations and society once they have reached the status of black boxes? In this respect, ANT-based research is particularly concerned with the way accounting technologies are able, once created, to "act at a distance" thanks notably to the inscriptions (i.e. accounting figures) they produce (Robson 1994; Bloomfield and Vurdubakis 1997; Ogden 1997). Second, how are management accounting innovations produced, modified and accepted (Preston *et al.* 1992; Chua 1995; Jones and Dugdale 2002; Quattrone

and Hopper 2005; Alcouffe *et al.* 2008)? This paper addresses the second question. The main aim is to realize how and why such accounting innovations, as Results Based Budgeting (RBB) and Governmental Financial Management Information System (GFMIS), were created and/or modified and then eventually became accepted in Jordan. To do this, I will apply the ANT concept of translation. In doing so, I will discuss the notion of accounting change and the innovating nature of such techniques as RBB and GFMIS. I will also attempt to show how accounting innovations do not operate in a vacuum but instead, are in competition with one another.

This paper is concerned with the diffusion of management accounting innovations within the Jordanian governmental field viewed as a process of actor-network building and translation. The aim is to better understand the nature of accounting change. Using Actor-Network Theory (ANT), this paper analyzes two innovations that have had different fates in Jordan. These innovations are RBB and GFMIS. This paper, after the introduction, discusses the role of Actor-Network Theory (ANT) in Management Accounting. Section 3 presents the research site and approach. Section 4 (part one) focuses on innovations diffusion in the government environment and its orientation toward NPM ideas, and discusses the diffusion of Results Based Management (RBM) and excellence performance culture. Section 4 (part two) explains the diffusion of management accounting systems, especially RBB and GFMIS, as a part of Results Based Management (RBM) approach. The discussion is concluded by recognizing the translation process between ANT and the context, which has accordingly been reflected in the analysis and discussion.

2. Actor-Network Theory (ANT) and Management Accounting

ANT is a new avenue for interpretive case approaches to support the understanding of

diffusion of accounting innovations; it was developed by Latour and others (Latour and Woolgar 1979; Callon and Law 1982; Callon 1986; Callon *et al.* 1986; Latour 1986; 1987; 1991; 1993; 1999; 1999; 2005). The origin of this theoretical framework refers to the need for new social theory that integrates science and technology rather than focusing only on social factors (Latour 2004b). ANT aims to understand accounting's innovative diffusion in the context of networks of human and non-human actors (or social and technical elements); it assumes that both are significant in the networks as actors and that they complement each other without discrimination between them (Latour and Biezenski 1987; Latour 2005). The main approach of the ANT model is the translation process¹, which is defined as the process through which divergent actors and their interests are translated into facts in order to reach a common interest or the main actor (innovation or new system) (Callon 1986; Latour 1987).

Callon (1986) affirms that the translation process comprises four overlapping and interacting phases, aiming to measure the implementation of accounting systems innovation: problematization, interessement, enrolment, and mobilization. Quattrone and Hopper (2005:737) recognize that “accounting representations [...] only emerge after a process of translation involving mediations between various interests and existing technologies that re-define their attributes and why they were introduced”. ANT has particular benefits for the study of accounting change in general and the diffusion of MA innovations in particular, i.e. interpreting innovation diffusion through translation process (Chua 1995). According to the translation model, the diffusion of an innovation is a collective process manifested by a chain of actors who are

¹ Latour points out that this translation process is “displacement, drift, invention, mediation, the creation of a link that did not exist before and that to a degree modifies the original [design]” (1999:179).

actively participating in shaping the innovations (Latour 1987).

Robson (1991) clarifies that translation is the process through which new and even pre-existing accounting systems are articulated discursively; it thus constructs individuals' and groups' "interest" in those techniques. The innovation diffusion is thus the scene of the progressive construction of a network of divergent actors (Christensen et al. 2010). Such a view of the diffusion of an innovation and the construction of facts has been seen as ANT (*ibid.*). The use of ANT to study the acceptance of an innovation (new accounting system), can help to reconstitute the identity of actors asking to join the networks, and to emphasize the chain of translation of their own interests and the shape of the "stabilized" form progressively taken by the innovation (*ibid.*). Actually, it occurs after facing many difficulties, problems, and minor or major adjustments (*ibid.*).

ANT analyzes fabrication of MA technologies and innovations, which are diffusing as a result of translating the changing and temporary interests of heterogeneous actors, who are looking to maintain their position and influence within organizations and society. In addition, actors use accounting innovations to construct inscriptions (e.g. figures and numbers) and to serve their interests (Preston *et al.* 1992; Robson 1992; Chua 1995; Briers and Chua 2001; Andon *et al.* 2007; Chua and Mahama 2007). ANT thus has been adopted by MA researchers to explain how MA innovations are translated and constructed by accommodating and convincing heterogeneous interests within the organization. Hence, it regards accounting numbers as "fabrications" or "inscriptions" built to be shown as "facts" (Latour and Biezunski 1987; Preston *et al.* 1992; Chua 1995; Briers and Chua 2001; Baxter and Chua 2003; Latour 2005; Baxter and Chua 2006; Andon *et al.* 2007; Chua and Mahama 2007; Alcouffe *et al.* 2008; Tatnall 2010).

MA researchers have applied ANT to accounting research in different ways, including the implementation and fabrication of accounting systems and budgeting practices (Wickings *et al.* 1983; Pinch *et al.* 1989; Preston *et al.* 1992; Chua 1995; Lowe 1997; Lowe 2000; Briers and Chua 2001; Lowe 2001; Lodh and Gaffikin 2003; Andon *et al.* 2007; Chua and Mahama 2007), the diffusion of MAPs or innovations (Firth 1996; Tatnall and Gilding 1999; Briers and Chua 2001; Bjorkman 2003; Jackson and Lapsley 2003; Ax and Bjørnenak 2005; Ax and Bjørnenak 2005; Ax and Bjørnenak 2007; Alcouffe *et al.* 2008; Tatnall 2010), and the translation and change of accounting innovations (Robson 1991; Robson 1992; Sarker and Sidorova 2006; Wongkaew 2006; Wongkaew 2007; Mouritsen *et al.* 2009; Christensen *et al.* 2010; Oliveira 2010).

However, ANT assumes that each actor in the network itself is regarded as a network consisting of different elements, and both human and non-human (system) actors interact to attain the main goal or interest; hence it deals with each actor as a full network² by considering it as "black box" or 'boundary objects'³ (Tatnall and Gilding 1999; Latour 2005). Consequently, MA researchers find it difficult to analyze the elements of each actor separately in detail because, while I can cope with an infinity network, each actor network must be dealt with as 'black box' (Tatnall and Gilding 1999; Latour 2005; Alcouffe *et al.* 2008; Christensen *et al.* 2010; Tatnall 2010). Since the ANT examines MAPs and innovations as "black box" or 'boundary objects'

² For example: one can here assume that the University of Durham is an actor network; each school in the university is regarded as a network including many departments, and each department is also considered a network including staff, students, technologies, systems, computers, furniture and stationery. All of these elements interact to shape a single network.

³ Boundary objects represent certain abilities and specialties, such as repositories of things, ideal types, coincident boundaries, and standardized methods (Briers and Chua 2001).

without opening them or paying any attention to the factors that may affect these innovations (Wickramasinghe and Alawattage 2007), this paper examines factors beyond the accounting innovations which can add value to this theory.

ANT focuses on the ideal types of accounting systems and on actors who mobilize new systems; it ignores the process of institutionalization in human actions and institutions. In addition, MA researchers unintentionally neglect the significance of power and politics mobilization, and how power factors might render new systems effective or ineffective (Wickramasinghe and Alawattage 2007). Moreover, MA researchers cannot successfully build their studies in the respective historical and social contexts through which MAPs evolution emerges. Thus, they have avoided setting their case-studies in broader historical contexts, although their studies seem to be longitudinal in nature (*ibid.*). However, the

political and historical character of interpretive study as in this study contributes to this research gap and this perspective deficiency as well (*ibid.*; and see also, Hopper *et al.* 1987; Ashton *et al.* 1991; Cooper and Hopper 2006).

3. Research Site and Approach

This paper presents a case study of the Jordanian Ministry of Finance (MOF), which has changed its accounting systems as influenced by NPM and public sector reforms. The establishment of the MOF dates back to the creation of the first ministry under the Emirate of Transjordan on April, 1920. Several public organizations as set out in figure (1) were linked to the ministry, including: the Customs Organization, the Income & Sales Tax Organization, the General Budget Organization, the Organization of Land & Survey, and the General Supplies Organization.

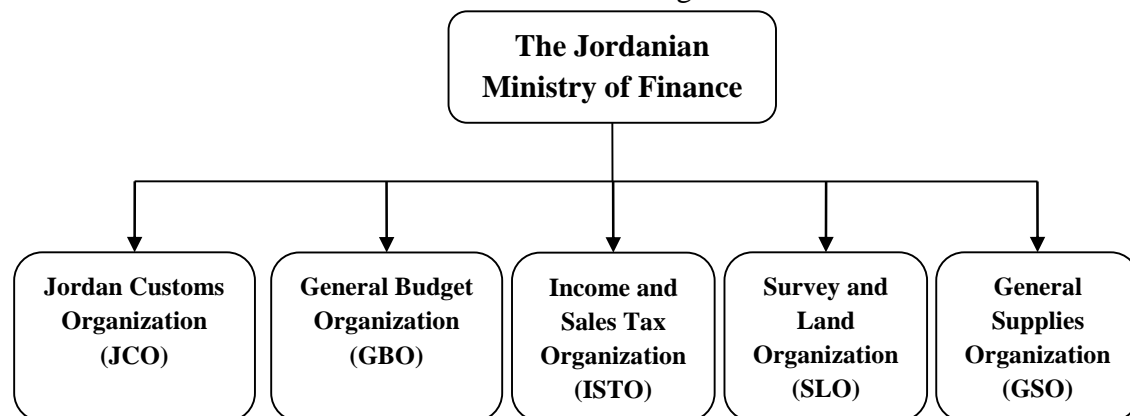


Figure 1: Organizational Field of MOF

(Source: MOF, Jordan)

The paper contributes to accounting research by identifying factors and main actors beyond diffusion of accounting changes as well as circumstances that resistant the practical implementation of accounting changes at organizational field level. The MOF is headed by a Finance Minister who reports directly to the Prime Minister. It is complex public organization as shown in figure 1; it works in a dynamic, variable environment and has witnessed rapid technological and accounting changes.

The roles and responsibilities of MOF are large and wide in line with its public and fiscal policies and its objectives. In response to the reinvention of government, MOF has advanced to become more mission-driven, customer-focused, result-oriented, and decentralized to match the needs of stakeholders, and to maintain its institutional stability and legitimacy. The mission of MOF is "Improving public finance management mechanisms and the quality of rendered services through

modernization of financial legislations and implementation of international best practices building on the accumulated knowledge and highly qualified human resources".

Since the aim of this paper is to explain the diffusion processes of accounting changes as turned out by the public and fiscal reforms, a qualitative research takes the form of an interpretive case-study to follow different paths of change and their consequences over time (Brignall and Modell 2000). This paper is concerned with the diffusion of management accounting innovations within the Jordanian governmental field viewed as a process of actor-network building and translation. The aim is to better understand the nature of accounting change. Thus, this paper uses Actor-Network Theory (ANT) framework to achieve the required objective. Using Actor-Network Theory (ANT), the study analyzes two innovations that have had different fates in Jordan. These innovations are RBB and GFMIS. While the relations among the network are not necessarily simple and/or linear, and are inextricably linked (Hong 1991; Bhimani 2001), an explanatory case-study (Scapens 1990) is needed in this paper to explain these complex relations, and theoretical concepts are required to interpret the case-study findings.

This study focuses on both the external and internal environments of the MOF, as well as their interactions. By exploring the interface between the macro -and micro-levels, it will be possible to study the diffusion process of accounting changes in the MOF in more details. However, constraints on data collection and analysis resulted in a number of limitations. A longitudinal study could not be conducted to observe the historical events unfolding over time; nevertheless, I was able to reconstruct the historical context of the MOF, based on documentary evidence, historical data and interviews with managers (and others) who worked during the pre-and post- diffusion phase of the new accounting systems.

To enhance the validity of the research results, this study uses the triangulation method of data collection; interviews and observations as primary evidence, and documents and archival records as secondary evidence. This approach has been used by other authors (Lind 2001; Marginson 2002; Hopper and Major 2007; Lukka 2007; Vaivio and Sirén 2010). Although the semi-structured and unstructured interviews constituted the primary method of data collection, other methods were used to complement these interviews as follows: participant observations; reviews of documents, annual reports, monthly management reports and legislative documents; and direct observations of the processing activities.

The interviewees, drawn from different levels of the MOF, held different positions and they have different backgrounds. 31 interviews were undertaken with different individuals over field-visits to the site in 2013, 2014 and 2015. These visits were used to gather evidence on diffusion of accounting changes and the internal and external factors that affected the existing and new systems. As such, a retrospective approach was used; with interviewees being asked to describe, explain and reflect upon the events they had experienced. In some situations, relying on their memories was the only practical option, but memories can be partial and may be shaped by present viewpoints. Hence, wherever possible, multiple data sources were used.

The views of the different groups were sought and interviewees were asked similar questions on the role of accounting innovations. However, it is relevant to note that most of the accountants who had been present throughout the entire diffusion process were interviewed. These also included some members of the financial management, strategic planning, GFMIS project, and operations divisions, as well as senior managers within MOF field. In addition, related government officials from different public organizations were

interviewed. The selection of the particular interviewees was directed by both theory and research questions. The sampling of interviewees was therefore purposeful and not theoretical (Chandler 1992; Chandler 1993; Nor-Aziah and Scapens 2007). There was a planned focus on the professional groups most likely to be involved in the accounting changes that had taken place during and beyond the diffusion process, such as RBB and GFMIS experts.

Furthermore, this study uses both types of qualitative observations to supplement the other methods and increase the research validity. For direct observation, the GFMIS department was considered a suitable unit by the author as it is the largest part of the ministry. The observation included the accounting innovations and the new accounting practices. Participant observation⁴ enabled the author to share the subjects' experiences not merely by observing what was happening but also by feeling it (Gill and Johnson 2002). This method is used, especially in committee meetings and training courses, to discover delicate nuances of meanings and symbolic frames, and to increase the level of immersion.

The evidence from the interviews and observations was further reinforced by documentary evidence. This study used internal and external documents to gain a large amount of information about the history of accounting changes. Background information on the MOF was obtained through its webpage, reports, newspapers, general budget manuals, public policy, fiscal reform plans and others. The internal

documents were obtained and reviewed during the fieldwork. They included, among others, the annual reports, the ministry prospectus, the planning and budgeting manuals, public and fiscal policy issues, projects manuals, strategic plans, organizational structure, etc. Informal documents, such as the internal divisional newsletters and brochures, were also obtained and reviewed.

The process of analysis began at the same time as the data were collected and prepared for analysis. Accordingly, interviews were recorded and transcribed progressively in a word-processed (*ibid.*). The process of analysis commenced with the full transcript of all interviews. These transcripts were entered and coded in QSR Nvivo9 software by reading and re-reading data many times, paying special attention to the mode of expression (e.g. intonation, pauses, etc.). This helped the author to recognize the particular issues that resulted from each interview in relation to other evidence. Thus, data reduction took place when common sequences and patterns were spotted and highlighted. Afterwards, similar themes were grouped and classified, such as RBB and GFMIS. Meanwhile, the detection of any differences in perceptions among interviewees that might disconfirm the patterns previously identified was closely managed. In this regard, similar themes or opinions expressed by the interviewees were explained within the normal body of discussion and analysis, while dissimilar themes were discussed using direct quotations from the interviewees. These procedures were followed to guarantee the plausibility of the analysis and the authenticity of the paper findings.

4. Analysis and Discussion

Innovations in public management accounting are necessary to meet the developments in the business environment that have occurred. As a result of the lack of innovation, management accounting has lost its relevance today. Johnson and Kaplan

⁴ The researcher's identity has to be disclosed when he gathers the data from their sources. The reason for this is that the researcher is known by the participants. Furthermore, the researcher cannot take part in activities in the organization being studied because he does not want to affect the participants' behavior (Ryan *et al.* 2002). The first author had been working as "Customs Auditor" in the JCO that was selected as a case-study. He has also maintained good relationships with some of the managers, accountants and employees.

(1987) assert that management accounting lost its relevance after the significant development in technology and information systems. Johnson and Kaplan (1987) introduce a great opportunity to discuss and encourage use of innovations techniques. New management accounting means that innovations or so-called advanced management accounting techniques, such as ABC, BSC, RBB and GFMIS can be introduced (Kaplan 1998; Alsharari 2013). Although many organizations modify their management accounting practices, the changes are in the methods of management accounting used, rather than the use of new systems or techniques (Scapens and Burns 2000). A variety of innovation systems, such as RBB and GFMIS, have been suggested as a solution for the substitution of traditional management accounting systems in order to respond to the changes that have occurred within business environment. This study examines the diffusion and implementation of accounting innovations, especially RBB and GFMIS systems, in Jordanian Public sector (Government Environment). Therefore, the following sections will specifically describe the diffusion and implementation of management accounting systems within the Ministry of Finance (MOF) field.

4.1. Jordanian Public Sector and Accounting Innovations

The accounting innovations in public financial management have been introduced to improve budget performance and increase government efficiency, were at the core of the diffusion of NPM ideas and initiatives of fiscal reform. Such innovations are particularly necessary to secure the required funding for socio-economic development programs. Jordan's public finances suffered from continual distortions and deficits despite relative improvements in fiscal performance. The growing budget deficit was mainly caused by the growth in government expenditures, which continued to be driven by capital expenditures, defense and security, public sector salaries and

pensions. Furthermore, the expected decline in foreign grants, coupled with a high dependence on oil subsidies, made the budget extremely responsive to oil price fluctuations; all of these prompted the support for fiscal reforms (Alsharari 2013). As a result, reforms such as NPM, proposed to improve budget performance, include the following initiatives:

(A) Fiscal Reform (FRP I): mitigate oil subsidies, improve pension system, develop civil service and incentive system (wage bill), accelerate privatization program, modernize the customs and tax administration and system.

(B) Government Efficiency (Public Financial Management) (FRP II): complete the implementation of the Public Sector Reform Program (FRP I), which was approved by the Cabinet in 2004, including RBB system. Also, develop and implement a comprehensive e-government program.

The FRP I (2004-2008) was implemented within the Public Sector Reform Strategy that was adopted in 2004 by the MOF. It focused on a public financial management reform, consisting of Results Based Management approach, RBB system, and the introduction of GFMIS system as well as other public accounting innovations (Beschel and Ahern 2012). The FRP (I) was supplemented by FRP (II) which is being implemented gradually between 2009 and 2014. Thus, the work of the USAID FRP II is implemented through six components: A) Tax Revenue Mobilization; B) Public Financial Management; C) MOF Capacity and Organization; D) Customs Administration and Trade Facilitation; E) Results-Oriented Government (ROG); and F) Government Financial Management Information System (GFMIS) (USAID 2011a). In this regard, it should be emphasized that the MOF, with the support of expertise and consultants and financed by USAID, has embarked on a computerization scheme (in the form of GFMIS) adapted to a

new chart of account (COA) based on the accrual system, and in full conformity with the International Public Sector Accounting Standards (IPSAS).

The accounting innovations have been, and continue to be, the subject of constant major reform, bringing practices and procedures in to line with International Best Practice, under both FRP I and II. Both initiatives are having a major positive impact on fiscal

discipline and the effectiveness in accounting and budgeting systems. The management accounting system has been undertaking major reform by implementing the Oracle-based Government Wide Financial Management System, or GFMIS (USAID 2010a). Figure (2) illustrates the implementation of the public sector and fiscal reforms in the Jordanian public sector.

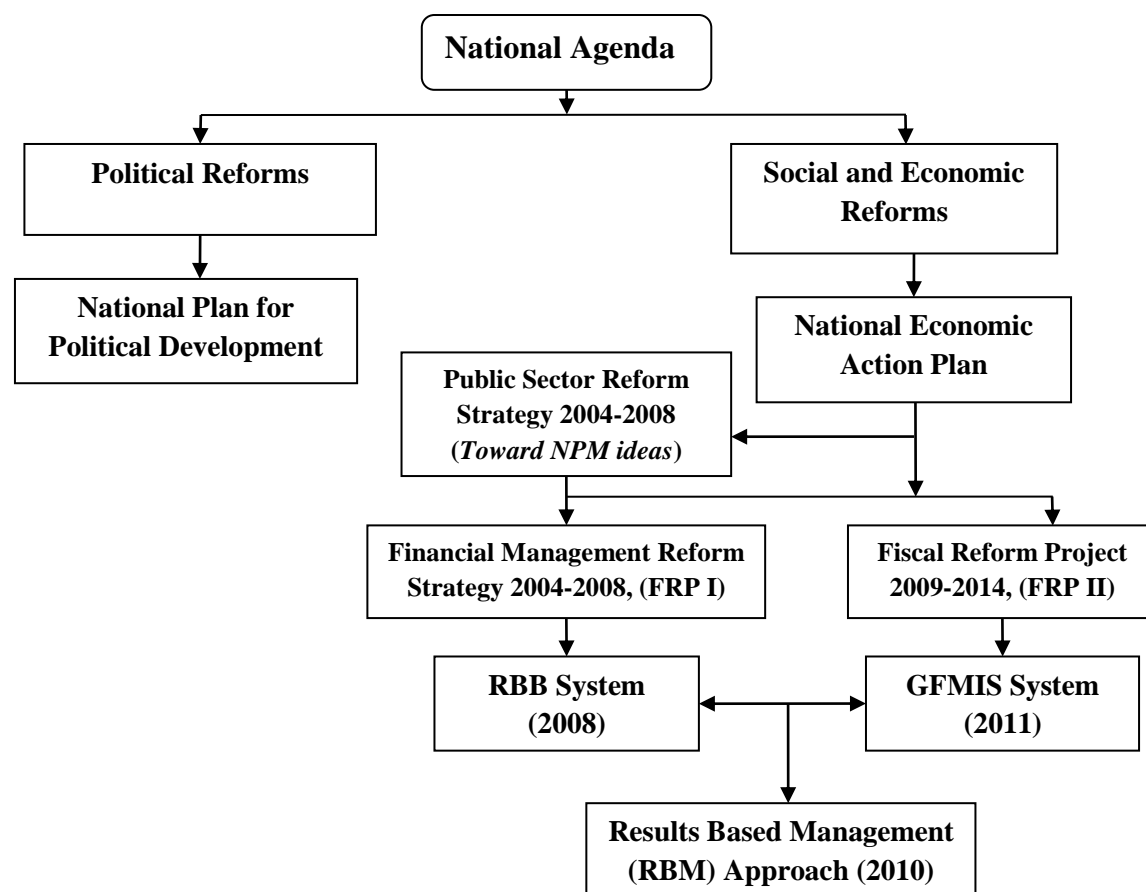


Figure 2: The Implementation of Public Sector and Fiscal Reforms

(Source: Author)

The MOF, by implementing these initiatives (FRP I & II), focused on three main objectives drawing on the Results Based Management (RBM) approach: 1) Improving the macro-fiscal conditions of the treasury through the improvement of the public debt management and domestic revenues management, and continuing to review public expenditure annually to allocate funds in accordance with national priorities; 2) Raising competence in

planning, preparation, and implementation of the central budget through a rationalization of the budget preparation in terms of RBB within clear sector priorities, and also aiming to attain more fiscal transparency, and promotion of the quality of public services to citizens and investors through more accountability in ministries and outflow organizations; And 3) the construction of institutional capacity and human resources development by a full

reconsideration of the managerial and organizational structure of the MOF and affiliated organizations as well as the definitions of functions and job descriptions (EU 2007b; Alsharari 2013).

The public sector and fiscal reforms program aimed to improve the performance of ministries and public organizations by providing them with general guidelines to work towards mid- and long-term strategic objectives as well as national objectives, at the same time ensuring that change comes from within and in cooperation with the private sector. Thus, the government has developed its plan for the public sector and fiscal reforms program to achieve administrative and accounting development. The objectives of the plan included ensuring greater transparency and accountability of government performance. According to the plan and its program, the four main principles for reforming the public sector involved the following: developing accounting systems and practices that can achieve actual results in the development process; ensuring accountability and transparency; decentralizing decision-making; and ensuring the proper use of financial resources (Caïmed 2012).

The implementation of public sector and fiscal reform initiatives over the last decade has led to significant changes within public organizations in the governmental field, in terms of management accounting and organizational changes. These changes have taken place in different aspects including organizational structure, strategies, information technology (IT), financial and management accounting and other aspects of financial management, human resources management, customer orientation, and performance measures. The objective of these initiatives has been to stimulate the socio-economic and political development by accelerating private sector-led growth and implementation of sound economic and fiscal policies. These initiatives were grounded in the RBM paradigm. In this regard, the government introduced the

performance excellence model and TQM system, created competitiveness, and modified government structure to promote an excellence culture within the environment and its adaptation to this new paradigm. All of these reforms can be considered as related to the introduction of NPM ideas. The following sections show the major changes in the organizational and governmental fields.

4.1.1. Diffusion of Results Based Management (RBM) Approach

Several challenges have affected public sector performance, including the continual expansion of the government size, duplication of efforts, and institutional responsibility for regulation and public services. This has been due, relatively, to the non-existence of clear processes for identifying and eliminating duplication of efforts, insufficient focus on public service outcomes and a disconnection between budget allocations and project results (GOJ 2010). As a result, ROG⁵ Component Leader in cooperation with USAID discusses that,

"The ROG was introduced by the USAID FRP-II as an approach to transforming government. It was launched in a workshop led by David Osborne, who is the author of 'Reinventing Government'. The workshop also focused on the RBB system as a tool for inspiring creativity, innovation and responsiveness to produce better government outcomes and highlighting the possible added value of the government performance".

According to Osborne and his co-authors, the RBM approach can be defined as the connection of a results-orientation to a cluster of ideas that they term 'Re-inventing Government', especially entrepreneurial government and the measurement of performance. For them, results are identical to outcomes. Their approach requires

⁵ ROG concept is the same as the 'Results Based Management' (RBM) approach. Both are used in this study interchangeably.

improved accountability through new systems of performance measurement, which in recent years have become technologically possible. Hence entrepreneurial governments will innovate and learn as they innovate. Performers are to be rewarded as they have been conventionally through Management by Objectives (MbO)⁶. However, Osborne and Gaebler declare that 'MbO' is the least effective approach as objectives "rarely have anything to do with the organisation's key results: the quantity, quality and cost of its services" (1992:156). These practices become subjective and involve favoritism, artificially low objectives, 'gaming the numbers' and internal conflict and departmentalism (Osborne and Gaebler 1992). They suggest measuring service quantity, cost and quality, including customer satisfaction surveys, and rewarding groups rather than individual performance. They claim that 'Management by Results' is more efficient than 'MbO'. This can be developed through the use of systems such as TQM and RBB. The RBB system could be mission-driven budgeting, output budgeting, performance budgeting, outcome budgeting or customer-driven budgeting (*ibid.* and see also, Rose 2003).

The ROG initiative thus aims to produce a more result-oriented government management through review and redesign of the key performance drivers of the public organizations including structures, processes and systems (GOJ 2010). The ROG approach, which is simply defined as "Government that achieves results" was implemented by applying three pillars that maintain its success (see MOPSD 2012): 1) an organizational culture dedicated to service that embraces innovation and learning processes; 2) strategic planning and performance management excellence; 3)

government focus on achieving societal goals (results) and strategic definition of its role. Each pillar is essential for implementing RBM approach in the Jordanian government; hence, these pillars reinforce and enrich one another.

The government's organizational culture was always at the heart of ROG. The values of public service, transparency, innovation and learning have to be embraced and shared in order for people within the government to sustain the dedication needed for ROG. These foundational values of the culture are translated into action by an effective strategic direction and results management system of planning, budgeting, management and evaluation. The third pillar represents societal goals and benefits that ROG achieves during the results management cycle, and it strengthens transparency, accountability and monitoring of public sector performance. In this way, learning and innovation are interlinked throughout ROG in the reflective spaces that appear when public organizations make performance transparent and engage stakeholders inside and outside government in understanding and improving results (MOPSD 2012). These three pillars support ROG like concentric circles by illustrating how they build upon one another to work as a whole (see figure 3). Thus, the government's organizational culture⁷ is the

6 MbO was transferred from the private sector to government in the 1970s. The technique involves managers setting objectives and developing plans to achieve objectives. Individuals are rewarded for achieving their objectives (Rose 2003).

⁷ The culture of service, innovation and learning actively seeks and embraces opportunities to improve results. Accordingly, strategic planning puts the focus on societal goals (national objectives) and roles when government strategic plans can construct clear vision, mission, and goals, define its role and build partnerships to better achieve societal goals. Budgeting for results as part of ROG brings value for money once the government invests resources to achieve goals and use RBB. Management for results enhances responsiveness once management focuses on delivering the service results as planned and budgeted. Evaluation of results achievement supports transparency and accountability when government monitors and evaluates attainment of results; hence, it discovers its performance since government actively measures and compares actual results with planned results, creating opportunities to learn and improve the performance. By doing so, the ROG

core of RBM and is considered a platform to implement RBM approach.

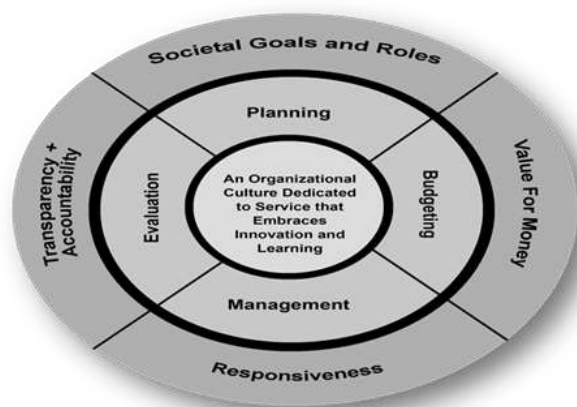


Figure 3: Interrelationships among the Pillars of ROG Approach

(Source: MOPSD, FRP-II, Jordan)

The transition to the RBM approach is a major change for most organizations. Government leaders must be aware of the organizational culture and understand that they are leading organizational change. Building skills on the human side of change will help managers in overcoming resistance and facilitating RBM. This approach builds capacity in change management specifically related to strategic planning and RBM practices (MOPSD 2012). A focus on results, as envisioned by the Jordanian government, implies that programs contributing to the same or similar results should collaborate to ensure that goals are consistent and, when appropriate, program efforts are mutually reinforcing. MOF and other public organizations can use their strategic and annual performance plans as tools to drive collaboration with other organizations and partners, and establish complementary goals and strategies for achieving results. Such plans can also reinforce accountability for the collaboration (teamwork) by aligning organizational goals and strategies with those of the collaborative efforts. Accountability for collaboration is

improves the organization's focus on results in each phase of the RBM approach (MOPSD 2012).

reinforced through public reporting of results for each organization (GAO 2005). In this regards, ROG Component Leader added that,

"The Jordanian government, in cooperation with USAID, established a ROG administration⁸ with the major role for MOPSD⁹ in order to coordinate the implementation of the ROG initiative. The key priority programs and projects that were achieved within the Jordanian government in order to implement ROG comprised results orientation, restructuring the public sector, and restructuring of salaries and allowances in the public sector. It also applied for strategic planning in all public organizations by linking the strategic planning process with the RBB system and improving the quality of public services by introducing a comprehensive service improvement and automation of government services and E-Government such as GFMIS. Thus, a new sectorial governance framework was introduced to unify the sectorial structure and management"¹⁰.

Noteworthy, the MOF implemented and disseminated a number of systems under the RBM (i.e. ROG) initiative in support of USAID, including RBB, GFMIS and other

⁸ The administration was established through the signing of a Memorandum of Understanding to coordinate the execution of the program between the Ministry of Public Sector Development, Ministry of Finance, Ministry of Planning and International Cooperation, Ministry of Information and Communications Technology, Civil Service Bureau, Government Performance Control Administration, King Abdullah II Centre for Excellence, and The National Institute for Training.

⁹ MOPSD mission is "Results-oriented government administration, heading to the citizen, working efficiently and effectively" (source: MOPSD, Jordan).

¹⁰ A functional restructuring approach led to the achieving of a number of results: reducing bureaucracy, complexity, overlap and duplication; reducing the span of control, especially by the prime minister; reducing structural divergence; increasing efficiency, productivity and transparency; merging similar function-institutions; eliminating unnecessary units and institutions; and rationalizing public institutions (source: MOPSD, Jordan).

systems related to simplifying government procedures. In doing so, public organizations engaged in RBM approach need to create the means to monitor and evaluate their activities to enable them to identify areas for development. Reporting on these activities can help key decision-makers within public organizations, as well as stakeholders, obtain feedback for improving both policy and operational effectiveness.

High-performing organizations use their performance management systems to support accountability for results, particularly by placing greater emphasis on fostering the necessary cooperation and coordination both within and across organizational boundaries to achieve results. Hence, a government-wide performance strategy could provide a broader perspective of the government's goals and strategies to address issues that cut across different public organizations, including redundancy and other inefficiencies in how the government does its business (GAO 2005). There is evidence that RBM approach works best in an atmosphere of TQM and a culture of performance excellence. So, among the government-wide initiatives in Jordan is the King Abdullah II Award (KAA) for Excellence in Government Performance and Transparency.

4.1.2. The Diffusion of Excellence Culture in the Public Sector

The fundamental principles of applying the RBM approach within the Jordanian public sector were considered as complementary design principles in accordance with the design of the "*King Abdullah II Award for Excellence in Government Performance and Transparency (hereafter KAA Model)*". The adoption of the KAA model was intended to improve the performance and culture of public sector management and services. While the government has aimed to develop a strategy of private sector-led and public sector-enabled economic growth, the KAA model embodies the leadership support for reforms, sustainable development, and

globally competitive public organizations. It also provides a valuable incentive to stimulate public sector reform. Without this strong national mandate, reform efforts would have little chance of success (Al Kayed 2005).

In the early 2000s, Jordan initially applied the KAA Model in the private sector; it was later launched in the public sector in order to reflect the level of seriousness and desire for change in this context (Al Kayed 2005). Afterwards, the King Abdullah II Centre for Excellence (KACE)¹¹ was established in 2006 in order to manage and supervise the application of the KAA Model among public organizations, as it is considered the most prestigious award for excellence at the national level in all sectors. Quality Assurance Officers stated that,

"KAA Model was produced and reproduced from an international excellence model, namely the EFQM Excellence Model, which is very similar to the Balanced Scorecard (BSC). Hence, the pillars and criteria of the KAA Model apply a modified copy of EFQM Model criteria".

The KAA thus aims to create a quantum leap to develop the performance of public organizations and services in serving Jordanian citizens and investors, as well as to enhance positive competitiveness among public organizations by promoting awareness of the concepts of distinguished performance, innovation and TQM principles, highlighting the outstanding efforts of public sector enterprises and presenting their achievements in the development of systems, processes and

¹¹ The Vision of the KACE is "To entrench the culture of excellence in government institutions in Jordan, so that institutions and individuals work towards excelling in their performances, thus leading to or surpassing the set international best practices". The Mission is "To provide an environment that helps create a culture of excellence and promote it in various institutions by putting in place standards that set the bases of excellence, support policies, programs and incentives leading to the achievement of that" (www.kaa.jo).

services, and entrenching the culture of excellence that is founded on three international pillars for best practice (KAA 2012). Jordan strongly believes that an institutional excellence and governance program will not be beneficial unless collaborative efforts are incorporated in it and a sense of great demand is deployed and applied. Consequently, an excellent and good governance model has been tailored to

reflect the Jordanian Initiative, which falls within the following main five criteria: Leadership; Human Resources; Processes; Knowledge; and Financial Resources (see figure 4). Each of these criteria is geared towards three main pillars: Results-Orientation; Customer-Focus; and Transparency. These in turn reinforce the culture of excellence (*ibid.*).

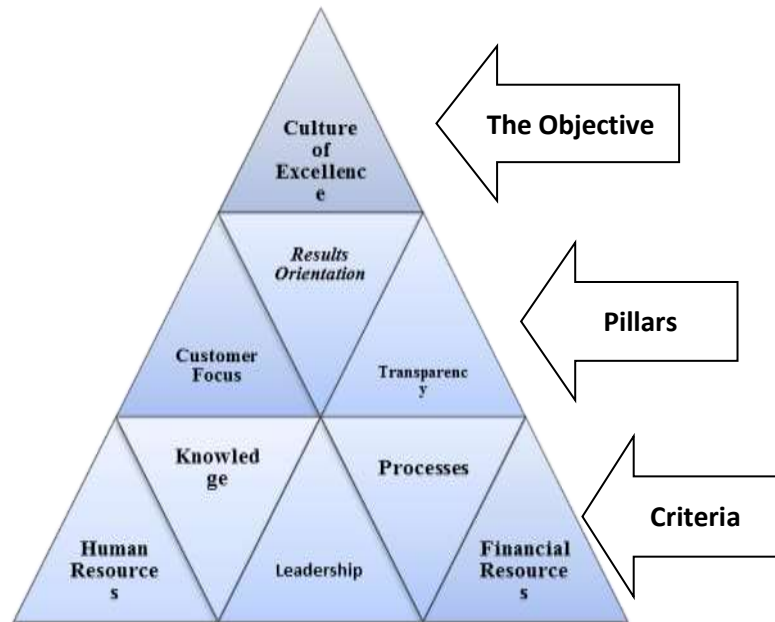


Figure 4: KAA Model of Excellence

(Source: KACE, Jordan)

The above model provides a reference guide and set of standards for measuring the level of progress and development of the performance of public organizations in Jordan. The KAA Model takes the form of continual assessment of participating public organizations every two years as an award cycle. The participation in the KAA is mandatory for all ministries and public organizations. Participating ministries and organizations in each cycle are determined by the Board of Trustees according to the type of services delivered to the customers. The participating organizations must meet the Award's criteria and submit the participation report along with the supporting documents to the KACE (KAA 2012). The KACE assigns a specialized committee to discuss the final submitted

reports, in terms of the assessment process (60%), the mystery shopper (15%), the customer satisfaction (15%) and the employee satisfaction (10%), for those organizations competing to win the KAA Award. The Assessment is carried out in line with international standards by experts. Accordingly, the KAA is granted to one or more winners in each of the following categories: Best Ministry; Best Public organization or Department; Best Accomplishment; Distinguished Government Employee; etc. (KAA 2012).

The KAA, with its focus on RBM approach, develops long-term goals and accountability for results by providing a framework that the government and public organizations can use to consider the appropriate mix of

long-term strategic goals and strategies needed to identify and address national objectives that cut across organizational boundaries. Recently, the KACE, in cooperation with MOPSD and FRP II, has introduced new initiatives to change the perspectives of the KAA competition from an award to an excellence model, focusing less on the annual KAA report itself and more on execution, continuous improvement, innovation and inter-agency collaboration. Indeed, the KAA award has motivated customer-focused process improvements to reduce both the time and cost of public services. Examples include installation of electronic queuing systems, web-enabled services, processes reengineering, one-stop shops and the automated Single Window, implemented with FRP II support (USAID 2011c). In this way, KAA has promoted innovations diffusion and performance excellence in government's field depending significantly on incentives. Consequently, the KAA has been considered a catalyst for change toward the RBM approach (*ibid.*). Besides, the KAA has helped to change and adopt many accounting practices, systems and processes within public organizations. It has also promoted the culture of excellence in performance and management in all public organizations, with the ultimate goal of increasing Jordan's international competitiveness to help secure a sustainable and prosperous future for Jordan (KAA 2012).

4.1.3. The Competitiveness in the Public Sector

According to the Global Competitiveness Report by the World Economic Forum, the competitiveness is defined as “a set of institutions, policies and factors that determine the level of productivity of the country”. The level of productivity sets the sustainable prosperity goals to be achieved by the economy, as more competitive economies tend to produce higher levels of income for their citizens. In this regard, Gross Domestic Product (GDP) is the most

commonly-used measure of a country's overall economic activity. The relation between Jordan's prosperity and competitiveness is direct: the higher the competitive position of Jordan, the higher the level of income for its citizens. The principal economic goal of a country is to produce a high and a continually improving standard of living for its population (measured by social indicators). Such a goal can only be achieved through correct macroeconomic decision-making, a stable macroeconomic situation and a strong competitive position of single businesses, sectors and the economy (MPIC 2010). The Minister of Ministry of Planning and International Cooperation (MPIC) asserts that,

“Competitiveness is the key word in economic development today as the world economy has entered a new era of competition. As a country with limited natural resources, Jordan will only succeed economically if it adopts a distinct strategy and practice. It is obvious that Jordan's reform efforts have corresponded to new global trends, and success has been accomplished creating a favorable investment environment, in which businesses can flourish and prosper” (Jordan's National Competitiveness Report 2008-2009).

Many countries including Jordan are currently suffering market losses, rising unemployment, growing budget deficits and public debt, as well as bankruptcies and undermined public trust in financial institutions. In addition, the rising prices of energy, oil and commodities have caused inflation growth, increasing the cost of living and levels of poverty. During these multifarious periods of economic slowdown, governments and businesses have been facing significant pressures to maintain their competitive position in order to ensure future prosperity (MPIC 2010). Competitiveness is thus critical to Jordan's future prosperity. Jordan's recent economic

growth is notable and impressive: it was one of only four countries (Turkey, Kuwait and Lebanon were the others) in the region to achieve annual growth in GDP per capita above 6% in 2007 (MPIC 2007). Thus, the construction of national competitive advantage became a main priority on any governmental agenda.

As an open and small market economy, Jordan has not been immune to the global financial crisis. However, it seems that Jordan has successfully managed to overcome difficult economic periods; thus, in 2008, despite certain macroeconomic barriers, such as high inflation rate, current account deficit, budget deficit etc., Jordan has maintained positive developments through reform initiatives. The small market size and relatively unsophisticated financial products have provided Jordan with some buffering, while the total impact of the global financial crisis only manifested itself in 2009. Thus, Jordan's economy has had the ability to cope with the external shocks and in many cases has avoided their negative effects. This could not have been achieved without sound and prudent

economic policies and reform initiatives. As discussed in the previous sections, examples of some of the reforms introduced by Jordan in the 2000s included launching RBB system and then the GFMS, implementation of RBM, improving budget classification, and implementing new chart of accounts. All of these reforms focused on economic development, social protection, (public) financial management, public services, human capital development and governance (MPIC 2010).

The Jordanian Government, supported by the donors (mainly USAID and EU), has achieved, to some extent, the objectives of Jordan's reforms as shown in the following figure (5): that is, to accelerate economic growth, promote greater social inclusion, and expand the country's social, political, and economic development. FRP I and II have supported the government in transforming into a high-performing and results-oriented management that taxes citizens fairly, spends money rationally and moves goods smoothly, improving public services and enhancing stability in the country and across the region.

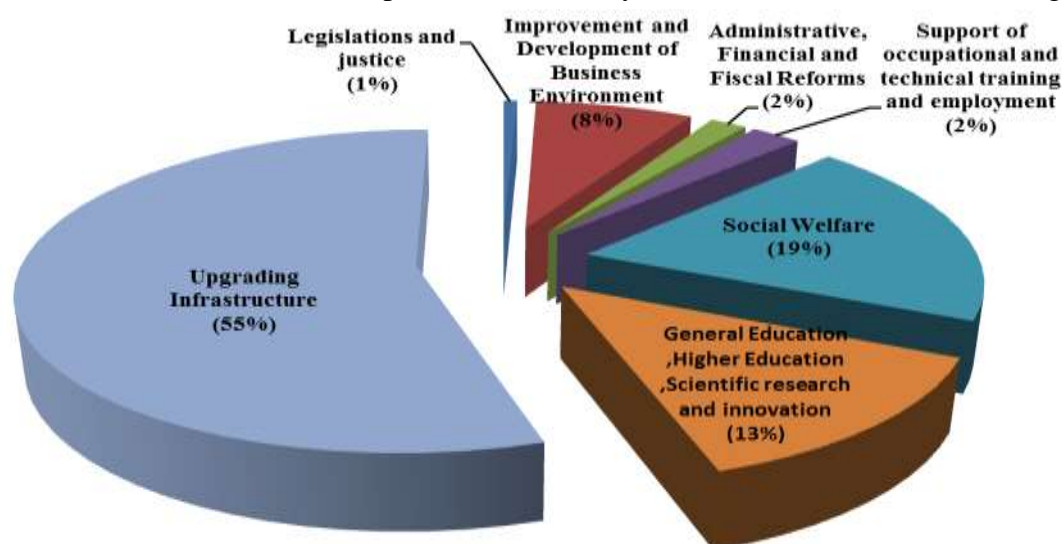


Figure 5: Incompletion Percentage of Reform Initiatives

(Source: Executive Development Program 2011-2013, MPIC: Jordan)

As a result, many elements of reform programs including public financial management (PFM) have been successfully implemented, while others are still in

progress. To strengthen Jordan's economic base and improve the competitiveness and efficiency of Jordanian enterprises, an export-oriented policy was adopted to open

and improve integration, reduce bureaucracy and simplify procedures, as well as to facilitate services offered to local, Arab and foreign investors to invest in Jordan (MPIC 2010). According to the Global Competitiveness Report 2011-2012, Jordan is ranked (71) among (142) countries who have achieved good progress in terms of the control of corruption, government effectiveness, regulatory quality, and the rule of law. Hence, a competitive environment has brought economic and social progress to the country. But to face global competition, public as well as private organizations need to constantly evolve, modernize their processes, improve their services and train their staff. This involves applying strategic thinking, keeping up to date with modern management accounting techniques and IT technologies. A strong competitive position is never given - it needs to be achieved, maintained and strengthened over time (MPIC 2010).

So far there have been two relatively recent PEFA¹² assessments of Jordan's PFM performance: the first one in 2007 and the other in 2011. The PEFA assessment of PFM in Jordan is based on the PFM Performance Measurement Framework (PMF) developed by PEFA partners¹³ as a tool to provide reliable information on the performance of PFM systems, processes and institutions over time (PEFA 2011). According to PEFA report 2011, the overall change and reform in PFM areas has trended in a positive direction during the four-year period despite some unfavorable atmospheres also flourishing, mainly as a result of political factors such as the dissolution of Parliament for a lengthy period and external factors such as the Arab Spring. However, the overall situation of the PFM system in Jordan remained positive

(*ibid.*). PEFA assessment of 2007 concluded that Jordan has made great progress in PFM in recent years in terms of planning, controlling, monitoring and securing greater transparency of its fiscal policies, budget implementation and debt management (PEFA 2007). The reviews confirm that PFM has been high on the reform agenda of both the government of Jordan and its international development partners, and that positive results have been achieved (WB 2010). In 2009, a joint IMF/World Bank review entitled 'Jordan: Advancing the PFM Reform Agenda' has also concluded that the Jordanian authorities have made considerable progress in developing PFM reforms, especially RBM approach including accounting innovations. The following sections explain the diffusion and implementation of accounting innovations, i.e. RBB and GFMIS systems, as key processes of accounting change within the governmental field.

4.2. Diffusion of Accounting Innovations within the MOF Field

Accounting innovations in Public Financial Management (PFM) over the last decade were central to the rise of the NPM doctrine and its associated ideas of RBM and public accountability, of which accounting is a key element. NPM arose as an alternative paradigm to bureaucratic (traditional) public management (see Hood 1995). NPM is often interpreted as a response to budget cuts, fiscal stress, government overload and social dissatisfaction, with relatively poor macroeconomic indicators including high public debt, budget deficit, inflation and unemployment. NPM reforms were taken up and generated by OECD¹⁴ countries in the 1980s (*ibid.*). The NPM, called "a new paradigm" by many researchers, seems to have dominated thinking about public sector and fiscal reforms by practitioners and academics alike (Osborne and Gaebler 1992; Hood 1995; Hughes 1998). As Hughes (1998:1) states, "traditional public administration has been discredited

¹² PEFA is the Public Expenditure and Financial Accountability

¹³ PEFA partners are the World Bank, the IMF, the European Union, the UK Department for International Development, the French Ministry of Foreign Affairs, the Royal Norwegian Ministry of Foreign affairs, and the Swiss State Secretariat for Economic Affairs.

¹⁴ OECD is the Organization for Economic Cooperation and Development

theoretically and practically, and the adoption of new forms of public management means the emergence of a new paradigm in the public sector”. Thus, NPM reforms appear to be a general response to widespread pressures including improving public management and services, remedying fiscal stresses, minimizing budgets, and the imperatives of globalization (Aucoin 1990; Polidano and Hulme 1999).

There is a universal consensus that key components of NPM reforms include deregulation of line management, RBM emphasis, strategic planning, performance-based accountability and conversion of civil service departments (see, Aucoin 1990; Hood 1991). Some authors also insert privatization and downsizing as components of the package (Ingraham 1996; Minogue 1998; Polidano and Hulme 1999). Recently, the government of Jordan has made significant changes in PFM by drawing on the RBM approach as a main notion in NPM doctrine in terms of planning, budgeting, controlling, monitoring and accountability.

The budgeting systems, as a key part of PFM, were implemented along with the RBM approach by the MOF (PEFA 2011).

At the government environment, MOF as a key actor is responsible about the public financial management (PFM), as set out in the figure 6. The MOF, in cooperation with USAID consultants and experts, have developed procedures, guidelines and plans on how accounting systems should and/or could be implemented by specific organizations and disseminated within certain industries. MOF with the passage of time have gained experience in these accounting systems. The systems have been reinforced or alternative accounting practices developed. Certain practices have come to the fore and be recognized as ‘better’ practices (see Dillard *et al.* 2004). This study focuses on diffusion and implementation of accounting innovations (RBB & GFMIS) among MOF field. Therefore, the following sections explain the diffusion and implementation of accounting systems within the MOF field.



Figure 6: Organizational Structure of MOF

(Source: MOF, Jordan)

4.2.1. Diffusion of Results Based Budgeting (RBB)

The changing approach to public sector budgeting is part of a more general move to improve public sector performance management, referred to by the OECD as ‘performance management’: “In general one could argue that, under performance management, input-oriented budgets are turned into performance budgets [i.e. RBB], cash-based accounting systems are changed into accrual-based cost accounting systems [...] or performance reporting systems, and compliance and financial audits are complemented by performance audits and evaluations” (OECD 1997:21). The OECD describes a subset of new approaches to the delivery of public services which is often described as ‘RBM approach’. The shift from the old public administration to NPM has fundamental implications for results-based budgeting. NPM systems permit greater flexibility of inputs and processes in return for greater emphasis on outputs and performance (OECD 1997; Rose 2003). In this regard, performance-based systems are intended to complement accounting systems rather than replace them (Rose 2003).

Kristensen *et al.* (2002:11-12) recognize the key drivers of an outcome-focused approach to budgeting and management to improve public sector learning about how government policy can have an impact on society: (1) to make government leaders more accountable for program performance and their impacts on society; (2) to enable government to prioritize the allocation of resources based on planned program results; and (3) to understand that the achievement of positive outcomes involves realizing national objectives. Kristensen *et al.* (2002:7) also reviewed the steps that OECD states have taken to move from input-based budgeting to output-based budgeting. They conclude that, generally, it is the view of central budgeting and management institutions that a change in focus enhances the quality of management and increases program effectiveness and efficiency. And

one key change is the shift in many OECD countries from cash accounting to accruals budgeting and accounting, a shift designed to link the “allocation of costs to outputs and outcomes” (*ibid.*: 17). In fact, RBB can be viewed as a new way of thinking in modern budgeting systems:

“Modern budgetary thinking is clearly moving towards performance, with a focus on outputs and a more consistent and sustainable linkage to government policy. To become a reality, the operational structure of the budget must evolve an approach that is focused on outputs as opposed to inputs and does not simply follow incremental rules. The structure must be able to accommodate the setting of objectives, to the assignment of specific responsibilities for achieving results, for a systematic review and analysis, to ensure that budgetary allocations reach their intended targets. Once established, such a structure must also be amenable to the assignment of managerial responsibility and accountability” (USAID 2012a:12; see also UNCDF 2006).

In Jordan, there was a lack of an accounting system based on obligation, resulting in the absence of a system to control accruals and disburse expenditures evenly. Hence, there was a need to develop the budget orientation, process, classification of the budget, accountability and transparency, and the credibility of the budget (see USAID 2008). At the request of the European Commission, a team of three experts¹⁵ travelled to Jordan to carry out an assignment delegated to them, consisting of an evaluation of the quality of PFM through the methodology designed by the World Bank and explained in a detailed PMF framework. This framework comprises 31

¹⁵ The team was composed of the team leader, a Public Finance specialist and structural reform expert, a Chartered Accountant and expert in audit and control procedures in the public sector, and a senior macroeconomist.

indicators covering the credibility of the budget, its comprehensiveness and transparency, and the adequate management of the budget process in comparison with donors' practices and requirements. The mission was arranged by the European Commission as one of Jordan's main donors. This mission considered that continuation of its financial support to the government of Jordan could contribute to a better understanding of the dynamics of the Jordanian Reform Program in the field of PFM, which could help both the Jordanian Authorities and the Donor community (EU 2007b). As a result, the IMF and World Bank published a Joint Report in 2004 and recommended that,

"The long-term objective should be to have a comprehensive budget system [i.e. RBB] that gives a complete breakdown of all budget expenditures, the activities they finance, the outputs that are produced and the outcomes that are realized, and the linkages between the different parameters".

RBB is a planning and strategic management tool. It is actually a subset of the RBM approach. RBB seeks to align budget allocations with anticipated results. In the case under study three bodies played an important role in the diffusion process of RBB within the organizational field. These include: the consultants, MOF represented by the General Budget Organization (GBO) and the public organizations. According to Budget Execution Officer in GBO,

Firstly, the consultants provided the content expertise, organization of training and implementation, and resources for self-directed learning. Secondly, the GBO as a budget preparer played a key role in the implementation and diffusion of RBB through an interface between FRP-I consultants and public organizations by: (1) adapting RBB system within the organizational context; (2) providing

required training and workshops, and sustainability after project completion; and (3) diffusing the system to other organizations within the field. The final and important role was played by public organizations in showing their willingness to implement RBB, prepare and link organizational strategic plans with RBB, and provide actual needs of training and learning".

The Budget Analyst added that

"As a result, the implementation of RBB by MOF has included the following changes in comparison with traditional budgets: prepare organizational strategic plan by identifying organizational objectives, mission, and vision, in relation to sectorial (field) and national objectives; link the strategic plan with the RBB system within the Medium-Term Expenditure Framework (MTEF); and developing and integrating KPIs into RBB".

The MOF represented by GBO implemented the RBB system in 2008. The budget has been restructured into programs and for the first time the budget included KPIs (targets) for programs and projects. Hence, it presented an integrated approach to value-for-money budgeting by allocating expenditure according to programs, sub-programs, projects and activities, and not just inputs. In this way, the procedures of policy, financing and implementation were involved and coordinated in the budget process. In 2008 and 2009, RBB was implemented at a program and project level in Jordan. The 2010 RBB Budget has extended the reform to include budgets at an activity level (UNICEF 2009). The GBO thus developed a new budget methodology and manual in 2008. This required the inclusion of strategic goals for each ministry/organization and key performance indicators (KPIs) by identifying desired results for each program. The RBB

methodology¹⁶ overcomes deficiencies of previous traditional budget methodologies, which accounted for the levels of expenditures rather than outputs. By including outcomes and outputs in budget statements, ministries/organizations can be held accountable for achieving results (UNICEF 2009). RBB focuses on KPIs that are mainly measures of the effects of a program (outputs and outcomes) rather than the causes of a program (inputs, actions, processes, and intermediate outputs). Hence, RBB incorporates efficiency indicators in the KPIs. RBB chooses SMART¹⁷ indicators and target levels for performance (USAID 2011b).

Along with FRP I, the RBB was implemented in the first time in six pilot sites after the successful implementation in the MOF. These selected sites are Jordan Customs Organization (JCO), Ministry of Transportation, Ministry of Health, Ministry of Education, Lands and Surveys, and Ministry of Industry and Trade. Afterwards, the RBB was diffused to all other public organizations and ministries including MOF organizations. The adoption of RBB system in these pilot organizations not only exposed these organizations to modern approaches to budget planning and management, but also reinforced healthy competition for program funds within organizations, triggered better engagement across public organizations supporting common programs and objectives, and, finally, resulted in more cost-effective and better budget proposals (USAID 2011c). FRP II has continued to deepen knowledge and practice of the RBB system by extending its diffusion to several new public organizations, by fostering

greater consistency in budgeting across public sector, and by promoting increased inter-organizational coordination and communication throughout the budget process (*ibid.*).

In Jordan, the GBO in the MOF is responsible for preparing a budget by using limited resources to maximize achievement of national objectives. In the Planning Stage, MOF and GBO prepare the budget framework in consistency with RBB, with approval from the Cabinet. In the Preparation Stage, the budget formulation process starts one year prior to the beginning of the fiscal year. Since 2008, a three-year strategic planning process (i.e. MTEF standard) has been introduced. Each line ministry and public organization needs to submit a development program in accordance with the RBB system together with a strategic financial plan which is based on the previous year's State Budget Strategy. The GBO consolidates submitted development programs and proposals into the Central RBB system. The Central RBB system is discussed and approved by MOF and the Cabinet in an official Government Session which discusses it as draft budget law (see Tikk and Almann 2011). In the Ratification Stage, the Jordanian Parliament discusses the draft of the budget law, and approves it as the Annual Budget Law; the King then confirms it. Approved law is published on the website of the GBO. In the Execution Stage, public organizations and ministries execute the budget, with supervision by GBO and MOF. In the Auditing and Evaluation stage, the Audit Bureau, GBO and public organizations and ministries review the execution of the budget in conformity with legal requirements and progress towards national policy objectives (USAID 2012a).

GBO in cooperation with all public organizations and ministries supports the process of using RBB practices. These practices involve budget classification and chart of accounts (COA), strategic planning, KPIs, budget analysis manual, and budget

¹⁶ To meet RBB methodology, each public organization or ministry should prepare its strategic plan, including organizational goals, mission and vision, and link it with national goals through sectoral goals. In this way, the RBB process establishes KPIs that are reported in organizational strategic plans, to measure and analyze the progress of government projects and programs.

¹⁷ specific, measurable, achievable, relevant, and time-bound

cycle manual. The ultimate goal of the budget process is not simply to formulate a budget, but rather to build good policy through the system of the budget. Hence, it is important to view the budget process in terms of its role in developing and implementing national policy. Simultaneously, a properly implemented budget process also ensures that public funds have been spent in the manner legally required, consistent with national objectives. In this way, the RBB system enables public organizations and ministries to achieve the objectives of the National Agenda (USAID 2012a). Consequently, the GBO has implemented a countrywide “RBB system”, a methodology that attempts to link public expenditure on projects with national policy objectives (USAID 2011b). By creating links between national policy objectives, funding and results, financial analysts can identify those activities that create the best value, considering the cost of achieving different results. The RBB system uses ‘program’ or ‘performance’ formats, which link the expenditures to what they will achieve by measurable KPIs - how much money will be spent on each of the outputs that benefit the citizens (USAID 2011b). According to Budget Execution Officers in GBO,

"The RBB is used by MOF and other public organizations (as preparers), and GBO (as reviewer), to allocate resources based on problems and needs - i.e., the programs address the results they are expected to achieve. The allocation base is thus informed by trends in KPIs, needs, problems and opportunities. In addition, the analysis of ROB has been used to guide and improve the implementation of programs and capital projects (i.e. more than one year). The ultimate ROB document may contain information presented in a combination of program and/or performance budget formats. Public organizations and ministries regularly prepare their RBB aligned with the strategic policy plan. Hence, RBB system brings policy decisions into the budget process by stating what policy

objectives are to be achieved, who is responsible for implementation, what work they will undertake, and how much money the government will spend on that work. If this plan is properly developed and presented in the budget, the budget will represent an agreement on how to prioritize government actions and results. In this way, the RBB recognizes the transparency and accountability within the organizational field.

The RBB that is prepared by each public organization should be linked directly to the performance measure¹⁸ of defined targets. The use of KPIs in the organizational strategic plan can help to compare actual performance with goals and explain variances. Only those organizations that can demonstrate a measurable improvement in economy, efficiency or effectiveness will receive increases, and unjustified variance from targets will be penalized. The information of KPIs should thus be used to improve accountability and encourage employees to think more clearly about the results of their work and their responsibility to deliver government programs economically, efficiently and effectively. It should also support the Audit Bureau in determining the propriety of expenditures and whether value for money is being achieved (*ibid.*). Furthermore, KPIs confirm an increasing emphasis on improving quality of service as well as the more usual economy and efficiency measures (*ibid.*). As a result, the RBB process evaluates various ways of working and thinking that public organizations employ in working towards achieving shared or related goals and plans. RBB analysis identifies what is needed to achieve goals and objectives

¹⁸ The use of performance measurement aims to link planning, budgeting and accounting systems and integrate them with the routine operation of performance measures and indicators. Thus, operational planning systems have since been developed to bring together information by activity, on resources, workloads, results, outputs, and KPIs. Each system compares outcome against plans and targets (Osborne and Plastrik 1997).

recognized by external factors that influence the organization's ability to achieve performance outcomes.

The organization can thus work with other organizations in the same field that have the responsibility or ability to address those external factors. In this way, RBB analysis promotes the comparison of different approaches or alternatives to achieve mutual goals and objectives, which helps the homogeneity to become clear within the organizational field. The organization itself can also learn from the processes and achievements of other organizations that work towards achieving similar goals and objectives. In the RBB process, the annual budget recognizes KPIs to be reported and supports the use of data from impartial organizations, or impartial validation of public organizations and department data. It also requires documentation by the issuing of papers and other systematic reports of the budget analysis, which lead to strategic decisions (USAID 2011b).

Accordingly, the budgeting system is fundamental to effective operations of a contemporary government. It is a key tool for the implementation of government policies and programs. The state RBB system is thus seen as a political document (USAID 2010a). Although expenditure choices are necessarily political, it is the role of the budget process to provide politicians and other key decision-makers with a coherent menu of options for meeting both their own priorities and those of society as a whole. In this context, budget allocations can be improved by depending not only on an effective RBB system, but also on the ability to secure support and agreement, especially political support and agreement, and to promote a demand for disciplined, policy-based decision-making. Accounting systems such as RBB and GFMIS have the potential to improve budgetary decision-making, but they can never replace the political process of making those resource choices (USAID 2010a; 2011b).

However, RBB should not be viewed as a standalone initiative. Rather, it should be seen as part of a set of broader integrated reforms – often referred to as RBM approach – designed to focus public financial management more on results delivered and less on internal processes or inputs. These broader reforms include the GFMIS system designed to increase the efficiency and effectiveness of public resources, organizational restructuring to increase the focus on service delivery and improve coordination, and institutional and supervisory changes to strengthen public accountability of performance. The RBB system is an important complement to the implementation of the GFMIS system, which makes information more easily available to RBB and also reduces the bureaucratic workload of budget analysts and decision-makers; thus, they make more time for RBB analysis and focus on strategic objectives (USAID 2011b). GFMIS implementation helps MOF efforts to improve internal financial control throughout government, as well as the efficiency and effectiveness of public expenditure (USAID 2011c).

4.2.2. Diffusion of Government Financial Management Information System (GFMIS)

To implement RBB electronically, the government introduced GFMIS along with a new chart of accounts (COA), in conformity with the IMF Government Financial Statistics. On the one hand, GFMIS implementation assists MOF efforts to improve internal financial control throughout government. It also enables not only greater control and efficiency but also transparency in the use of public resources. Hence, it provides one integrated system to be used by all Budget organizations, which can collect all the information needed to present the budget in any format. The data in all Budget organizations are processed through the secure governmental network. In doing so, new internal financial control by-laws have been developed with FRP II

assistance; hence, new measures have been created to ensure financial compliance and reduce opportunities for the diversion and misuse of public funds (USAID 2011c). On the other hand, the new COA sets uniform and consistent accounting norms and facilitates the use of RBB to identify expenditure for specific programs, activities and projects. The new COA thus has six levels of classification built in GFMIS to facilitate the budget preparation and process. This budget cycle in GFMIS tackles all the procedures related to general budget preparation, planning, and execution, from the Budget Preparation Circular to approving the General Budget Law, issuing the special and general orders, and performing financial transfers and allowances (USAID 2012a).

To implement GFMIS, MOF signed a contract in 2005 with the American consulting company, BearingPoint Inc., in order to evaluate the PFM functions in Jordan by studying and analyzing all reports and recommendations provided by the international interested parties, leading to development of strategies for the necessary reforms (GFMIS 2012). BearingPoint had introduced several recommendations, one of which was to adopt the GFMIS project in order to change stand-alone PFM systems used in MOF and related organizations into an integrated GFMIS. The principal aim of GFMIS is to simplify the operating procedures of the financial and accounting functions in these organizations, and to provide effective tools for control, planning and decision-making processes (*ibid.*). The Head of Budget Component in GFMIS stated that,

"the aims of implementing GFMIS were as follows: to develop one integrated accounting system to be used by all budget organizations under one network (server) controlled and managed by MOF; to implement RBB processes and procedures automatically in the whole government; integration with the central bank, customs accounting system, income tax and sales,

and E-government; and to unify all public accounting procedures".

The GFMIS can play a significant role in the PFM reform program and provide the required controls and reporting purposes to assist in achieving the fiscal policy objectives. To do so, the MOF sought to introduce a modern computer-based GFMIS, together with the necessary system integration to ensure full internal integration of the provided accounting system, and complete interoperability with the remaining existing accounting systems. The GFMIS is being used to track government financial operations and the related financial reporting, enhancing transparency and strengthening fiscal discipline in the Jordanian government. However, the management believed that it could be further implemented through a modern comprehensive system that matches instantaneous requirements for decision-making; it was also capable of being enhanced to accommodate future developments in the realm of the PFM (see Intracom 2012). Bearing in mind the above, the implementation project of GFMIS was awarded to INTRACOM S.A following a negotiation phase about certain financial and technical requirements. In early 2008, the MOF signed a contract with INTRACOM (hereafter consultants), who started the implementation process of GFMIS in the same year. A change in accounting systems can lead to a change in the organizational structure. Hence, a new directorate was established to manage the project within the organizational structure of MOF, which reports directly about the implementation stages to the MOF and Cabinet (GFMIS 2012).

The consultants have provided an integrated solution, including the development of software applications, the installation of infrastructure and networks, training, support and maintenance, by using services and products from ORACLE, IBM and many other languages (see Intracom 2012). The implementation process included the

supply, installation, integration, training, technical support and implementation services of a commercially available and integrated software solution and hardware platform for the GFMIS (*ibid.*). The recently concluded new bylaw on internal financial control led to improved control over budget execution and strengthened financial supervision. In this regard, the Audit Bureau has also introduced “performance auditing” to complement its traditional financial audits, which helped to narrow the gap between RBB and government performance. However, after a few years the MOF implemented its new GFMIS, which automates many phases of budget planning, execution, process, accounting, treasury operations, and reporting. All of these helped to achieve better control over public finances and more efficient and effective deployment of public resources (USAID 2011b).

The GFMIS system was implemented and diffused as a first stage at the following pilot sites considered as pioneering sites after the successful implementation in the MOF: GBO; JCO; MPIC; Ministry of Education; Ministry of Health; and the Aqaba regional finance center. Afterwards, it was diffused to 48 other ministries and public organizations, and (15) regional finance centers as a second stage of implementation within the Jordanian context. One of these public organizations was JCO. The Project Plan was jointly prepared by consultants and MOF in the form of contract terms, and was signed by the top management of MOF in late 2008. Thereafter, both decided to use the accounting basis (Cash or combined Cash-Accrual) underpinning GFMIS design. This was decided in a workshop which discussed the best options for GFMIS implementation. At the end of the workshop, the participants decided to use the Cash basis of accounting built into GFMIS.

The consultants also submitted their suggestions regarding the COA to be implemented in GFMIS. As a result, and

according to the complicated process of RBB system and stand-alone PFM systems used in different organizations, the GFMIS now helps to computerize the whole life cycle of budget preparation, classifications, budget execution, and financial reporting. In doing so, an integrated GFMIS has contributed among all public organizations to ensure transparency and accountability in the resources allocation, use and monitoring of Jordan’s public resources. In this way, the GFMIS has linked all public organizations to support the decision-making process and prompt control of the trade balance. The GFMIS has enabled the government to implement budget preparation and execution processes systematically and interrelated across all public organizations (both expenditure and collection agencies) (USAID 2012c).

The GFMIS has improved governance and fiscal management by providing real-time financial information that managers can use to manage programs and capital projects effectively, formulate budgets, and allocate resources. Nowadays, GFMIS is being applied in most public organizations by MOF as an implementer of innovation. These organizations are managing a sizable share of government financial transactions, including most expenditure and large portions of other financial transactions. In 2011 the entire central RBB was prepared in accordance with the GFMIS; this was the first time that the budget had been prepared using an integrated automated system (USAID 2012b). Thus, GFMIS enabled each program to be split into subprograms through the COA in the form of programmatic classification. The final level of this classification is the activity and project level. The programmatic classification is developed to enable the reporting of budget execution to be processed in terms of program format (GFMIS 2012). Accordingly, GFMIS represents a significant achievement in PFM by controlling the expenditures and revenues, and by ensuring that allocations, transactions and appropriations are all

aligned; non-appropriated expenditure cannot happen without proper authorization and notification; inter-organization financial transfers are controlled; proper accounts are charged, thus preventing misuse of trust accounts; and expenditure commitments are accurately controlled. In so doing, GFMIS reduces accounting errors and opportunities for corruption, and helps the government to achieve macro-fiscal objectives (USAID 2012b).

Conclusions

The study recognizes that accounting innovations in Public Financial Management (PFM) over the last decade were central to the rise of the NPM doctrine and its associated ideas of RBM and public accountability, of which accounting is a key element. It concludes that the implementation of NPM, and possibly of post-NPM reforms (such as RBB and GFMIS), may have emerged primarily as a response to external pressures. This environmental determinism may have resulted from an active national administrative policy and constraints from historically-developed administrative cultures (Olsen 1992). The reform initiatives and programs are not characterized by a simple adjustment to existing administrative doctrines. They are evidently filtered, interpreted and modified through the combination of two more nationally-based processes (*ibid.*). The study also concludes that the diffusion process implied three isomorphic interests; i.e. it created pressure for similar reforms and structural changes in many governmental aspects, especially the ways of thinking and doing (DiMaggio and Powell 1991; Christensen and Lægrend 2007). This study also explained how MOF responded to the external pressures by implementing the 'RBM' approach, especially the RBB and GFMIS systems, and what were the most change dynamics of accounting and organizational change within MOF field.

At the government environment, MOF as a key actor is responsible about the public financial management (PFM). The MOF, in cooperation with USAID consultants and experts, have developed procedures, guidelines and plans on how accounting systems (RBB and GFMIS) should and/or could be implemented by specific organizations and diffused within certain public sector. MOF with the passage of time have gained experience in these accounting systems. The systems have been reinforced or alternative accounting practices developed and diffused. Certain practices have come to the fore and are recognized as 'better' practices.

This paper also provides a discernible conclusion through exploring the processes of accounting change as influenced by the tenets of ANT. Like Chua (1995), it has examined accounting change as a process of 'fabrication'. Accounting innovations are constructions (Andon et al. 2007), often built on a wide array of social, economic and political factors. The notion of 'translation' is drawn upon in this study to reflect the ways in which societal interests are connected to diverse factors and funneled through 'obligatory passage points' (Chua, 1995; Robson, 1991). For example, accounting change, in the form of RBM, was observed to translate the "economic growth" imperatives of Jordanian government policy makers into organizational processes and activities (Miller 1991). Further, various types of 'boundary objects' have been observed to mediate and bind together diverse interests within networks, facilitating the process of accounting change (Briers and Chua 2001). In relation to the processes of change, the paper has sought to examine the diffusion of accounting innovations. For example, it has examined the drivers of RBB and GFMIS diffusion along with RBM approach. As Malmi (1999), the paper found that the drivers of diffusion modify during the course of the diffusion process.

ANT of innovations provides a useful perspective on the diffusion of accounting innovations and more advanced budgeting practices. Government, professional bodies and publications provide communication networks between administrators and legislators in Jordan. The successes and failures of individual public organization's accounting system are shared among decision makers, offering an opportunity for government officials to learn from one another. Public organizations with similar political, economic, and social environments tend to take cues from one another, explaining why more advanced forms of accounting system tended to concentrate in small regional clusters with common governmental cultures. In comparison with previous ANT-based accounting studies, this paper may be distinguished in terms of its level of analysis and its comparative nature. Most research addressing the development issue of accounting innovations do so at a "local" level and study only one innovation at a time. This paper contributes new knowledge since it is one of the first to take a more "global" level of analysis and to study more than one

innovation at a time (see, Sharma and Lawrence 2005; Alcouffe *et al.* 2008).

Accounting innovations (RBB and GFMIS) diffused vertically from the government to several highly innovative organizations especially MOF. These early adopters met with mixed success and some abandoned their accounting innovations which handicapped future attempts to revive accounting systems in these organizations. A second wave of accounting system brought several less innovative organizations into the field during the "Reinventing Government" movement of the 2000s. Accounting and budgeting practices have diffused horizontally since then. This study serves as a starting point for future research in the innovations diffusion of accounting changes and budgeting practices in public sector. Comparative studies of budgeting practices diffusion may help track the communication networks enabling the diffusion of RBB while case studies on the justifications for adopting accounting innovations should provide a clearer picture of the influence of government culture on budgeting practices diffusion.

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Innovative Heuristics Modeling for Dynamic Project Optimization

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Abstract

Efficient and effective project management significantly improves the bottom line of the organization and also enhances ultimate service provided to the customer. The dynamic nature of the cost and schedule deviations of the various tasks of the project is a serious issue during project execution stage. Efficient project management is a complex process in our effort to execute it within the cost and schedule constraints and the complexity of the problem increases when more number of tasks and longer duration of the project are involved.. In this paper, an optimization methodology is proposed that utilizes the Particle Swarm Optimization algorithm to generate essential predictive analytics to overcome the impasse in maintaining the optimal project performance.

Key words: Project management, Project optimization, Performance modelling, Particle swarm optimization (PSO)

Introduction

Manufacturing enterprises have been under pressure to competently cope with a market that is rapidly changing due to global competition, shorter product life cycles, dynamic changes of demand patterns and product varieties (Sarmiento,2007). Competitiveness in today's marketplace depends heavily on the ability of a firm to handle the challenges of reducing lead-times and costs as well as increasing customer service levels. All these factors have driven business organizations to move towards dynamic performance optimization on various projects undertaken (Mileff, Peter,2006) .

The task of managing project performance

can be a major challenge for organizations which are faced with increasing pressures to execute project Schedule in alignment with planned progress as well as in alignment with cost considerations. Earned Value can help analyze a project and the technique integrates cost, time, and the work done (scope) to actually assess the project performance. The Earned Value (EV) can then be compared to actual project performance and planned project performance to determine project performance and predict future performance trends (Paley, 2003), (Anbari,2003)

Particle Swarm Optimization (PSO) is a population-based stochastic global optimization algorithm and the robust performance of the proposed method over a variety of difficult optimization problems has been proved (Joines,2008),(Alberto Moraglio,2008). In accordance with PSO, either the best local or the best global individual affects the behavior of each individual in order to help it fly through a hyperspace (H. Lu,2003). The ability of the particles to remember the best position that they have seen is an advantage of PSO. An evaluation function that is to be optimized evaluates the fitness values of all the particles (Ling-Feng Hsieh, 2007).

Method and Methodology

A project consists of many activities and we assume it has 5 activities for illustrating the proposed model.

In a project there are many tasks involved to be executed and for each task for each period we calculate the Cost Schedule performance index (CSI) as follows:

$$CSI_{ij} = EV_{ij}^2 / (AC_{ij} (PV_{ij}))$$

where

EV_{ij} = Earned value which provides estimated Value of the Work Actually Accomplished for task i for period j

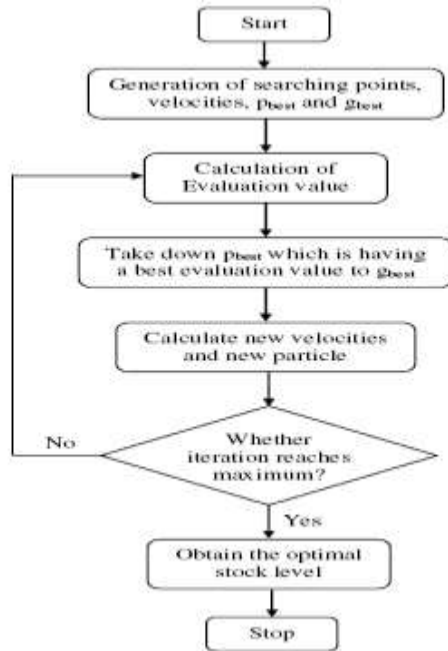
AC_{ij} = Amount expended to date (actual cost) for task i for period j

PV_{ij} = Planned Value for task i for period

A database consisting of these data values is created for each period during the course of execution of the project.

How the various tasks of the project perform with respect to cost in alignment with the earned value is the main objective and optimization methodology is developed accordingly as illustrated in Figure 1 to move towards dynamic project performance optimization on various tasks of the project undertaken .

Fig. 1: Particle swarm optimization Methodology



The PSO methodology is outlined below. The individuals of the population including searching points, velocities, p_{best} and g_{best} are initialized randomly but within the lower and upper bounds of the CSI values, which have to be specified in advance.

Determination of Evaluation function

$$f(i) = -\log\left(1 - \frac{n_{occ}(i)}{n_{tot}}\right) \quad i = 1, 2, 3, \dots, n$$

$n_{occ}(i)$ is the number of occurrences of the particle i in the record set

n_{tot} is the total number of records that have been collected from the past or total number of data present in the record set.

n is the total number of particles for which the fitness function is calculated.

For every individual, a comparison is made between its evaluation value and its p_{best} . The g_{best} indicates the most excellent evaluation value among the p_{best} . This g_{best} nothing but an index that points the best individual we have generated so far.

Subsequently the adjustment of the velocity of each particle a is as follows:

$$v_{new}(a, b) = w * v_{cnt}(a) + c_1 * r_1 * [p_{best}(a, b) - I_{cnt}(a, b)] + c_2 * r_2 * [g_{best}(b) - I_{cnt}(a, b)]$$

where,

$$a = 1, 2, \dots, N_p$$

$$b = 1, 2, \dots, d$$

Here, $v_{cnt}(a)$ represents current velocity of the particle, $v_{new}(a, b)$ represents new velocity of a particular parameter of a particle, r_1 and r_2 are arbitrary numbers in the interval $[0, 1]$, c_1 and c_2 are acceleration constants (often chosen as 2.0), w is the inertia weight that is given as

$$w = w_{max} - \frac{w_{max} - w_{min}}{iter_{max}} \times iter$$

where,

w_{max} and w_{min} are the maximum and minimum inertia weight factors respectively that are chosen randomly in the interval $[0, 1]$. Also v_{min} and v_{max} are the minimum and maximum limit for velocities respectively

$iter_{max}$ is the maximum number of iterations

$iter$ is the current number of iteration

Such newly obtained particle should not exceed the limits. This would be checked and corrected before proceeding further as follows,

If $v_{new}(a,b) > v_{\max}(b)$, then
 $v_{new}(a,b) = v_{\max}(b)$
 if $v_{new}(a,b) < v_{\min}(b)$, then
 $v_{new}(a,b) = v_{\min}(b)$

Then, as per the newly obtained velocity, the parameters of each particle is changed as follows

$$I_{new}(a,b) = I_{cnt}(a,b) + v_{new}(a,b)$$

Then the parameter of each particle is also verified whether it is beyond the lower bound and upper bound limits. If the parameter is lower than the corresponding lower bound limit then replace the new parameter by the lower bound value. If the parameter is higher than the corresponding upper bound value, then replace the new parameter by the upper bound value. For instance,

If $P_k < P_{L.B}$, then $P_k = P_{L.B}$.

Similarly, if $P_k > P_{U.B}$, then

$$P_k = P_{U.B}.$$

This is to be done for the other parameters also.

This process will be repeated again and again until the evaluation function value is stabilizing and the algorithm has converged towards optimal solution.

Implementation Results

The analysis based on PSO for predicting optimal Cost Schedule performance has been implemented in the platform of MATLAB .As stated, we have the detailed information about the CSI values for each task of the project for each period. The sample data having this information is given in the Table1.

Table 1: A sample data of CSI

PI	CS1	CS2	CS3	CS4	CS5
1	0.3	0.6	1	1.3	1.3
2	0.8	0.8	1.2	1	1.3
3	0.9	0.6	1	1.1	1.5
4	1	0.7	1.1	1	1.4
5	0.8	0.9	1	0.8	1
6	0.9	0.8	1.2	1	1.1

As initialization step of the PSO process, the random individuals and their corresponding velocities are generated.

Table 2: Initial random individuals

CS1	CS2	CS3	CS4	CS5
0.3	0.6	1	1.3	1.3
1	0.8	1.2	1	1.3

Table 2 describes two random individuals. Similarly, Table 3 represents random velocities which correspond to each particle of the individual.

Table 3: Initial Random velocities corresponding to each particle of the individual

CS1	CS2	CS3	CS4	CS5
0.1350	0.1350	0.1350	0.1350	0.1350
0.0259	0.0259	0.0259	0.0259	0.0259

The simulation run on a huge database of 5000 past records showing evaluation function improvement at different levels of iteration is as follows:

Simulation Result showing evaluation function improvement

For iteration 50: evaluation function = 0.35;

For iteration 80; evaluation function = 0.45

For iteration 150; evaluation function = 0.65;

For iteration 200; evaluation function = 0.95;

The final individual obtained after satisfying the convergence criteria is given in Table 4.

Table 4: Database format of Final Individual

CS1	CS2	CS3	CS4	CS5
0.8	0.7	1	1.2	1.3

The final individual thus obtained represents the most emerging pattern for the project cost schedule performance levels for each task, providing essential information towards optimal project performance levels. Based on the essential information provided by the final best chromosome, the following inference is emerging.

CSI=1 actual performance equals planned progress;

CSI>1 better than expected performance;

CSI<1 lower than expected performance;

CSI<1 means the project calls for remedial measures to control the Cost Schedule deviation so as to move towards project performance optimization. In this case TaskT1 and Task T2 are not meeting the expected performance level and requires intervention with remedial measures to control the Cost and schedule

deviation so as to move towards project performance optimization.

Conclusion

Cost Schedule performance management is an important component of project management. As the project has many tasks with respective planned schedules and costs, any cost or schedule deviation will have huge impact on the total project performance. The Cost schedule performance index plays a vital role in the in finding out the cost and schedule deviation and hence gives an inference for control of project deviations. To tackle the complexity in predicting the cost and schedule deviations, we have proposed an innovative and efficient approach based on Particle Swarm optimization algorithm using MATLAB that is aimed at predicting the most probable cost and schedule deviation of the project for the forthcoming period necessitating intervention with remedial measures to control the project deviation so as to move towards performance optimization.

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Individual Creativity – Four Building Blocks of Innovation & Entrepreneurship

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Abstract

Creativity was first defined as a component of intellectual ability by the psychologist J P Guilford in 1949. It was subsequently recognized as a vital, complimentary ability after the Sputnik Shock of 1957, when the United States blamed its failure in the first leg of the Space Race on a lack of creativity among its engineers. Over the subsequent 60 years, creativity has developed primarily as a psychological construct that is conceived as a system of four interacting elements – the person, the process, the product and the organizational climate (the so-called “press”). These four elements define who is creative, how they think, where the creativity takes place, and what they create. It is now widely recognized that creativity (the fundamental capacity to generate novel and effective ideas) is a necessary precursor to innovation (the capacity to exploit novel and effective ideas). In this sense, creativity provides four building blocks that underpin innovation. These building blocks describe elements of the innovative person – the entrepreneur – and they describe elements of the organizations that drive innovation. In this paper, the relation between creativity, innovation and entrepreneurship is described, and the vital contribution of each building block is explained. The capacity for innovation is a blend of entrepreneurial individuals working in entrepreneurial organizations, and the four building blocks must be understood and nurtured in order to ensure that innovation is successful. This paper outlines the psychological characteristics and qualities of the individual entrepreneur, the cognitive processes that they employ, the organizational factors that support

innovation, and explains how innovative solutions are recognized and developed.

Keywords: Creativity, Innovation, Entrepreneurship, Building Blocks

Introduction – Change Drives Innovation

Understanding the building blocks of innovation starts with understanding the reasons why organizations engage in innovation. Many different explanations are proffered, ranging across economics (e.g. Freeman & Soete, 1997), business (e.g. Davila et al, 2012) and social sciences (e.g. Cropley & Cropley, 2015), however, the key to *all* innovation lies in why and how we *respond to change*.

Change – for example, in the form of climate change, demographic change, economic change, or social change – is pervasive and continuous. Change has two effects, both of which are central to innovation. On the one hand, change leads to so-called *market pull*. Market-pull represents the new demands and desires of end-users, or, customers. For example, climate change has generated a demand among consumers for cleaner (in the sense of reduced carbon emissions) air travel. Ultimately, therefore, *change generates problems*, via market-pull, such as how to reduce the carbon emissions of commercial aircraft? More importantly, these problems offer opportunities for growth and advancement, both in a narrower, economic sense, as well as in a broader, societal context.

On the other hand, change also produces so-called *technology-push*. Technology-push is the generation of new solutions resulting, for example, from scientific research and

development activities. An example is the discovery that the shape of aircraft wingtips plays an important role in determining the drag exerted on an aircraft. Change therefore also *generates solutions* that have the potential to address needs and lead to growth. The core of change, therefore, is *novelty* – in the form of new needs and new solutions.

Innovation is the process of connecting together the new problems and new solutions that arise out of change – i.e. the ability to generate and exploit novelty. Organizations, of course, are central to this process.

The Front-End of Innovation: Creativity

Innovation is frequently explored, in organizations, from the point of view of the *business* of innovation (e.g. Davila et al, 2012). Organizations develop new products, and the effect of these is observed as an effect on the *performance* of the organization. Market share, profit, and the consumption and allocation of resources are therefore frequently the measures by which innovation is assessed. What is often overlooked is the driving force behind the new ideas and products – in other words, the *human capital* of the organization.

Turning attention to the human capital of innovation inevitably means addressing the factors that give rise to – or *cause* – the observable effects of innovation. Though frequently misunderstood, and ignored in favor of more readily measurable outputs, the front-end of innovation is critical in determining the success of the overall process. The front-end is where new problems are recognized and defined, where *possible* solutions are generated, and is the realm of *creativity*. More importantly, this creative front-end is a complex, human-capital system comprising interactions between individuals, the processes they employ to generate ideas, the environment in which they work, and the nature of the ideas they generate. Ultimately, therefore, the success or failure of innovation hinges on the ability of organizations to harness the creativity of their people. This paper will

now explore the four key elements of creativity that must be harnessed for successful innovation.

The Person

The Sputnik Shock (Dickson, 2001) of 1957 – the successful launch of the world's first artificial satellite by the Soviet Union – has been described as the catalyst of the modern creativity era (e.g. Cropley & Cropley, 2005). One significant impact of this was that it shifted the concept of technological innovation from a quantitative paradigm to a *qualitative* one (Cropley, 2015). In other words, for the first time technological innovation was seen not simply as a matter of *how many* engineers were available to a country, nor even how technically proficient they were, but instead was a question of *who* they were, and the qualities and dispositions they possessed. Not least among these qualities was the ability to generate new and effective solutions to problems – i.e. creativity.

In fact, the discipline of psychology had already studied this problem (e.g. Guilford, 1950) and it was understood that the process of generating, and exploiting, new and effective ideas was critically dependent on the human capital of an organization, and in particular, on four factors – first called the *4Ps* by Rhodes (1961) and Barron (1969). First among these was the psychological nature of the *Person* involved.

In a psychological sense, there are three elements of the Person that are critical for creativity and innovation (e.g. Feist, 2010). These are: (a) the *Personal Properties* of the individual – e.g. the degree to which an individual is willing to take risks, the extent to which the individual can tolerate uncertainty, and their openness to new ideas; (b) the *Motivation* of the individual – e.g. the extent to which they are driven by a desire to engage in idea generation for its own worth, or by the promise of external rewards, and; (c) *Feelings* – e.g. the extent to which the individual feels positive about change and new ideas. A range of stereotypical properties of the creative person is summarized in Table 1.

Table 1: Properties of the Creative Person

Personal Properties	Motivation	Feelings
Optimism Self-Discipline Openness Self-Confidence Nonconformity Flexibility Autonomy	Hope of Gain Preference for Complexity Tolerance of Ambiguity Risk Preference Problem Solving Drive Willingness to Work Hard Desire for Recognition	Interest Curiosity Excitement Dissatisfaction Hopefulness Pride Anticipation

The Process

The second key element of human capital vital for creativity is concerned with the cognitive process involved in the generation of new ideas. It was the psychologist J P Guilford who first suggested that human intellect was more than simply the ability to recall facts quickly and accurately (Guilford, 1950), but was also characterized as the ability to think *divergently*. Indeed, since the 1950s divergent thinking has become synonymous with creativity, and is the basis of many approaches to testing individual creativity (e.g. Torrance, 1966; Urban & Jellen, 1996).

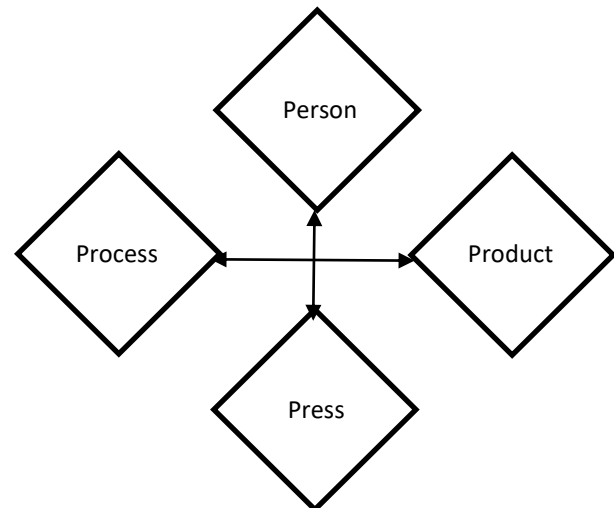
Divergent thinking, at its simplest, can be thought of as the ability to generate many *possible* solutions to a stimulus or problem, in contrast to convergent thinking, which is the ability to find a single, correct answer to a problem or stimulus. This can be illustrated by the following example. Convergent thinking allows us to correctly supply the answer “4” in response to the question “what is $2 + 2$?” Convergent thinking draws on accumulated factual knowledge, the correct application of rules, or logic, and may be most strongly linked to so-called crystallized intelligence (Kaufman, 2009).

Divergent thinking, on the other hand, is used in response to the question “how many different ways can we arrive at the answer 4?” In this case, there is no single correct answer, only *possible* answers (e.g. $1 + 3$; $2 + 2$; $-1 + 5$). A better example, representative of traditional divergent

thinking tests, is to give *alternate uses* for an everyday object. What are possible uses of a shoe (e.g. walking, but also, propping open a door; a paperweight, etc.)? What could we do with a brick (e.g. build a house, but also, use it as ballast in a boat; use it to pave a path)?

Extensive research, sparked by Torrance (e.g. 1965, 1966), has shown that divergent thinking is defined by four principal metrics. These are: (a) Fluency – the ability to generate *many* ideas; (b) Flexibility – the ability to generate *different* ideas; (c) Originality – the ability to generate *novel* ideas, and; (d) Elaboration – the ability to *extend and embellish* ideas.

Figure 1: The Human-Capital System of Creativity



An important point regarding the four key elements of creativity and innovation is now relevant. The so-called 4Ps comprise a *system* (Figure 1) – in other words, the resulting effect – creativity – is a function as much of the *interaction* of Person, Process, etc., as it is of each individual P. For example, the ability to think divergently (Process) is impacted by an individual’s personal properties. Someone presented with the question “how could you unfasten a screw if you didn’t have a screwdriver?” might find this a difficult problem to solve if they have a low tolerance of ambiguity and are closed to new ideas, compared to someone comfortable with uncertainty and highly open to new ideas. Thus, divergent

thinking (Process) is affected by motivation and personal properties (Person).

The Press

The third key element of human capital that drives creativity and innovation is the impact of the organizational and social climate. Referred to as the *Press* – in the sense of the *pressure* exerted by the environment on the individual – by some early creativity researchers (e.g. Rhodes, 1961), and also through terms such as *climate* and *culture* (e.g. Ekvall, 1996), this element plays a critical role at the intersection of the individual and the organization, and is therefore crucial for innovation.

Possibly the most thorough examination of the impact of the Press on creativity is the work of Amabile et al (1996). Not only did this establish that factors such as management support for creativity, and the availability of resources (e.g. time and money) are critical to the success of creativity in organizations, but also that there is a *sweet spot* – more formally, an inverted U-shaped relationship – between many organizational factors and creativity/innovation.

What this means is that establishing the ideal climate for creativity requires a delicate balance of support, resources, and institutional rewards. Although it seems obvious that too little support, and too few resources might hamper creativity, the opposite is also true – too much time and unlimited resources can also be detrimental to creativity.

The Press encompasses not only resources, but also management style and even the general, organizational attitude towards creativity. Evidence is growing that this links strongly, for example, to factors such as the gender balance in an organization (e.g. Anita Borg Institute, 2014). A resource-based perspective suggests that organizations with a good gender balance perform better with respect to creativity and innovation, however, such a gender balance

can still be wasted if the prevailing culture of the organization is unsupportive.

The Press, therefore, adds to the systems view of creativity. Individuals, with a range of personal properties and cognitive abilities, combine together in organizational settings to achieve certain creative outcomes. However, they are subject to the prevailing conditions of the organization – the management style, the traditions, the *way things are done here* (Lundy & Cowling, 1996), the available resources – and these conditions mold and shape the ability of the individuals to express their creativity. For managers, this means that understanding their own organizational Press, and its likely impact on creativity, is vital if organizations hope to excel at innovation.

The Product

The fourth and final key element of creativity is the *Product*. This examines the nature of the outputs that are generated in the creative endeavor. It is axiomatic that an organization seeking to engage in creativity and innovation must be able to identify when, in fact, it has succeeded in achieving an outcome – a solution to a problem – that *is* creative. When organizations are presented with *new* problems, it is axiomatic that *old* solutions will not suffice. For example, confronted by the need to reduce carbon emissions, the solution to cleaner power generation is unlikely to be found in building *more* coal-fired power stations! This is because the new problem can only be solved by a new, *creative*, solution – not the reapplication of an old solution. Creativity has already been tied to the generation of novelty – new solutions to new problems, stemming from change – however, is novelty all that is required?

Even before defining the characteristics that make a product creative, it is helpful to expand on the different forms that a product can take. The nature of change, and the resulting problems generated, is very broad, encompassing technology, human activity and complex, interdisciplinary systems. Not

surprisingly, the solutions resulting from the problem solving process are similarly wide-ranging. Irrespective of the domain, solutions – i.e. products – can take one of four forms: (a) tangible artefacts – for example, a cell phone, a screw driver, or even a paper clip; (b) complex systems – e.g. combinations of interacting hardware, software and people; (c) processes – e.g. ways of producing something – e.g. a production line, a procedure, and; (d) services – organized systems of labor and material aids, e.g. a bank account. Regardless of the type of product, what is it that determines if the solution is creative?

There is broad agreement in the literature that a product can be considered creative if it possesses two pre-requisite qualities (e.g. Kaufman, 2009). The first of these is *novelty*. For a Product to be considered creative it must, first and foremost, be new, or original – in other words, it must be something that has not been seen before. The second pre-requisite for creativity is that the Product must solve the problem that it is intended to solve – in simple terms, it must be *relevant and effective*.

In addition to these two characteristics, there are at least two others that have been identified as contributing to Product creativity. The first – *elegance* – embodies both functional and aesthetic elements that characterize a complete, well-made and pleasing solution (Taylor, 1975; Besemer & O’Quin, 1987;). This characteristic of creativity acknowledges a property, long recognized in the engineering domain, that *a good solution usually looks like a good solution* (Cropley & Cropley, 2005). In fact, elegance contributes to effectiveness – a well-made, complete and fully-worked-out solution is more likely to function effectively than one which is incomplete or poorly executed.

The final characteristic of creative Products, and possibly the most elusive, has been defined as *genesis*. Recent research on Product creativity (Cropley, Kaufman, & Cropley, 2011; Cropley & Kaufman, 2012) has, in fact, differentiated between

incremental novelty, and a more paradigm-shifting, *disruptive* novelty. The latter is *genesis*. The difference between incremental novelty and disruptive genesis was articulated by Buhl (1960). Paraphrasing his example, the transition from steam locomotives to electric trains is an incremental improvement – novelty in a narrow sense – but replacing trains altogether, for example with drones, would represent a completely new approach to transport, and is an example of genesis.

Equipped with these four indicators of creativity, individuals and organizations are able to recognize creativity in solutions, and, enhance specific elements as part of a solution development process. In fact, this rudimentary, four-item scale for product creativity has been expanded by several researchers. For example, the *Creative Product Semantic Scale* (Besemer & O’Quin, 1987) and the *Creative Solution Diagnosis Scale* (Cropley & Cropley, 2009).

With the 4Ps framework now established (see Figure 1), and understanding that these four elements form a system of interacting elements, acting together to give rise to creativity, two important questions emerge. First, *how do the 4Ps of creativity serve as the building blocks of innovation*, and second, *how do managers recognize and nurture creative individuals and harness their abilities for the purpose of innovation and entrepreneurship?*

Phases

The first question – how do the 4Ps of creativity serve as the building blocks of innovation – requires the addition of one final piece to the organizational innovation puzzle. That piece is linked to the fact that problem solving processes, whether business innovation, or simple individual problem solving, do not occur as a single step or action. Solutions to problems do not emerge, fully formed, from an ill-defined cloud of ideas. Rather, innovation – that activity of identifying problems arising from change, and responding with new and effective solutions – is a *process*. Not the Process of

creativity in the sense of divergent thinking (i.e. cognition), but process in the sense of a series of stages, each with a specific purpose in the problem solving activity (e.g. Cropley & Cropley, 2008), and each, most importantly, with a specific profile of the ideal Person, Process, Product and Press (Table 2).

Table 2: Seven Phases of Innovation

Start	→ → → → → → →						Finish
Preparation	Activation	Generation	Illumination	Verification	Communication	Validation	

Furthermore, the action of the 4Ps across different Phases gives rise to a final concept that addresses the second question - how do managers recognize and nurture creative individuals and harness their abilities for the purpose of innovation and entrepreneurship? Successful management of the human capital of innovation requires managers to understand that the specific profile of the 4Ps that favors innovation in one phase may hinder innovation in another phase. This is the *paradox of innovation* – something can be both *good and bad* for innovation, depending on the phase. For example (Table 3), the ideal *Process* in the Generation phase (i.e. divergent, idea generation) is the opposite of the ideal *Process* in the Verification phase (i.e. convergent analysis)!

Table 3: The Paradox of Innovation – Contrasting Requirements of Phases

Table 4: The Human-Capital Innovation Roadmap

Phase 4Ps	Preparation	Activation	Generation	Illumination	Verification	Communication	Validation
Person	Adaptive	Innovative	Innovative	Innovative	Adaptive	Adaptive	Adaptive
Process	Convergent	Divergent	Divergent	Convergent	Convergent	Mixed	Convergent
Product	Routine	Creative	Creative	Creative	Routine	Routine	Routine
Press	High Demand	Low Demand	Low Demand	Low Demand	High Demand	High Demand	High Demand

Consequences

What does all of this mean in practice? Change creates problems that must be solved, for growth and development. Innovation, driven by a creative, human-centric front-end, is the means by which

	Generation	Verification
Person	Resistance to Premature Closure	Desire for Closure
Process	Idea Generation	Idea Analysis
Product	Many Possible Solutions	A Single Promising Solution
Press	Low Pressure	High Pressure

Successful management of the front-end human capital of innovation therefore requires managers to understand the relationship between the 4Ps, the Phases of innovation, and the Paradoxes embedded in that matrix. Table 4 shows the relationships, and is the *roadmap* that innovation managers – in fact, organizational leaders of all types and function – need in order to maximize the potential for successful innovation. This roadmap tells managers what is needed, at each stage of innovation, to maximize the potential for success.

Innovation capacity is more than just the *resources* capacity – i.e. how much money a firm spends on the correlates of innovation (e.g. R&D) – it is also *human capital capacity*. “The better built the innovation capacity, the more effectively an enterprise can conduct [the] innovation process and thus, the stronger the innovation performance” (Smith et al, 2011, p. 8). This vital *human capital capacity* is described and defined by the relationship between the 4Ps and the Phases of innovation set out in Table 4.

organizations and individuals tackle these problems. Many organizations seek to manage innovation exclusively by managing the resources of innovation – and these in the narrow sense of numbers of employees, R&D expenditure, and the like. While these quantitative, resource-based variables *do*

correlate to innovation performance, the relationship is, nevertheless, highly variable. In general terms, organizations spending more on inputs like *R&D* and *training*, and devoting more resources to *infrastructure* and *marketing*, find that there is a statistical relationship to their performance (profit, market share, etc.). However, correlations do not explain *why* the relationship exists, nor do they explain why some organizations, despite devoting ample resources to the front-end and the process of innovation, still fail to perform (nor do they explain why some organizations spend very little on the front-end and/or process, yet still innovate successfully). The missing piece in the puzzle – the *causal* factor that explains *why* innovation occurs – is the *human capital*.

Innovation management therefore cannot afford to ignore the role of the human capital in defining an organization's capacity for innovation – how innovative is the organization able to be? Innovation management is no longer simply a matter of allocating resources – money, people, etc. – to innovation; rather it requires managers to understand the four building blocks that drive creativity and entrepreneurship, and to harness these appropriately across the stages of innovation.

One fundamental change that is required as part of this human-capital innovation management focus is an understanding that innovation is not a one-size-fits-all process. The Phases of innovation create the paradox referred to earlier, and this means that managers must be aware, not only that the building blocks exist, but how their impact changes across the phases of innovation.

To assist in this management activity, Cropley and Cropley (2008) created the Innovation Phase Model (IPM). The IPM – in simple terms, the roadmap shown in Table 4 – sets out the relationship between the 4Ps – Person, Process, Press and Product – and the Phases of innovation, in particular

defining the ideal for of the 4Ps in each stage. In other words, the IPM shows the manager that in some phases of innovation, with respect to Process, divergent thinking is the ideal, while in other phases, convergent thinking is ideal.

The consequence of this human-capital approach to innovation management is that managers must be able to recognize the active phase of innovation, at any given point in time, and must be able to tailor the 4Ps to suit. Organizations that are able to adopt this agile approach reconfigure themselves as the innovation process unfolds, ensuring that they are as aligned as possible to the ideal conditions of innovation, at every stage of the process.

In closing, it is worth noting that the starting point for managing the human capital of innovation is understanding an organization's current alignment to the Innovation Phase Model. Are the employees in an organization naturally divergent thinkers, or are they convergent thinkers? Is the culture in an organization generally focused on meeting deadlines and delivering products, or is it more focused on creating time and space to generate new ideas? Are the employees in an organization naturally open risk-takers, or are they generally of a more conservative, risk-averse disposition? Before innovation managers can begin the process of aligning the human capital to the ideal conditions, across the 4Ps, they first need a *measure* of current strengths and weaknesses. The Innovation Phase Assessment Instrument (IPAI) developed by Cropley and Cropley (2011, 2012, 2013) has been designed to give organizations a detailed snapshot of their alignment across the 4Ps, highlighting strengths – where the organization is well-aligned to the ideal conditions for innovation – and weaknesses – where it is poorly aligned. This then is the basis for managing the human-capital building blocks of innovation.

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Measuring Organizational Innovation Capacity

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Abstract

Traditional, resource-based models of organizations characterize the assets, processes, knowledge and capabilities of firms in static, inward-focused terms. When applied to organizational innovation, a resource-based view drives the measurement of innovation towards lagging, historical measures of performance structured around static resources. Thus, innovation performance tends to be measured in terms of profit, market share, sales and patents, driven by the number of employees and R&D investment in the organization. Despite recognizing “capabilities”, and by extension, the human capital that embodies capabilities, as organizational resources – and which can be either strengths or weaknesses in an organization – innovation measurement has largely failed to move beyond a resource-based paradigm.

However, as attention shifts towards more dynamic models of capability in organizations, coupled with greater attention on the abilities of the human capital, innovation measurement is able to shift to a more forward-looking footing. Innovation capacity, in contrast to innovation performance, describes the dynamic relationship between elements of the human capital of the organization, and the latent ability to generate and exploit novel solutions, which in turn drives performance measures of output and outcome. In simple terms, innovation performance is not driven by static, resource-based measures of employee numbers and R&D spend, but by the capacity of the human capital to generate and exploit ideas, supported by the organization.

In this paper, a dynamic measure of innovation capacity based on the human capital of organizations is described. The advantages of the measure – the Innovation Phase Assessment Instrument (IPAI) – are explained, and examples of the application of the measure to diagnosing and improving the innovation capacity of organizations are presented.

Keywords: Innovation Capacity, Measurement, Management, Organizations

Introduction – From Resources to Human Capital

Traditional, resource-based models of organizations characterize the assets, processes, knowledge and capabilities of firms in static, inward-focused terms. When applied to organizational innovation, a resource-based view drives the measurement of innovation towards lagging, historical measures of performance structured around static resources (see e.g. Davila et al, 2012). Thus, innovation performance tends to be measured in terms of profit, market share, sales and patents, driven by the number of employees and R&D investment in the organization. Despite recognizing “capabilities”, and by extension, the *human capital* that embodies capabilities, as organizational resources – and which can be either strengths or weaknesses in an organization – innovation measurement has largely failed to move beyond this resource-based, *performance* paradigm.

However, as attention shifts towards more dynamic, and more qualitative, models of capability in organizations, coupled with greater attention on the abilities of the human capital (e.g. Kanter, 1983),

innovation measurement is able to shift to a more forward-looking, causal footing. Innovation capacity, in contrast to innovation performance, describes the dynamic relationship between elements of the human capital of the organization, and the latent ability to generate and exploit novel solutions, which in turn drives performance measures of output and outcome. In simple terms, innovation performance is not determined by static, resource-based measures of employee numbers and R&D spend (even though these frequently *correlate* to performance), but by the capacity of the human capital to generate and exploit ideas, supported by the organization.

At the same time, without a theoretical framework that explains the role of human capital in determining innovation performance, and without a means for measuring the relevant aspects of this human capital, innovation management is limited largely to lagging measures of resource-based performance. This paper describes an instrument designed to remedy this problem.

Human Capital and Innovation

Why is human capital important for innovation? Although it is tempting, and common, to analyze innovation in terms of the allocation and use of tangible resources – not least, money – the fact remains that innovation begins with the identification of a problem that needs to be solved (e.g. Luecke & Katz, 2003). This opportunity recognition then drives a process of generating and evaluating ideas, before these are then developed and exploited.

The front-end of this process – opportunity (problem) recognition, idea generation and evaluation – is *creativity*. In other words, innovation has two key stages: creativity and exploitation. The connection to human capital is that creativity – and creative problem solving – has been studied extensively for at least 70 years, not in business or economics, but in the field of

psychology. The extensive body of knowledge of creativity, developed since the beginning of the modern creativity era in 1950 (for an overview, see Kaufman & Sternberg, 2010), has shown unequivocally that successful creative problem solving results from a system of four interacting elements. The *Person* describes the psychological characteristics of the creative individual. The *Process* describes the cognitive mechanisms by which ideas are generated and evaluated. The *Press* describes the role of the organizational environment on the activity of problem solving. The *Product* describes the characteristics and nature of the end-result.

The nature of these so-called 4Ps makes it clear that creativity, and creative problem solving, is the business of people – the human capital of organizations – and, while mediated or moderated by other factors and resources, to be properly understood, measured and controlled, must be modelled in terms of *people*. The consequence of this is that innovation measurement and management must turn to the psychology of creativity for answers.

The Innovation Phase Model (IPM)

Cropley and Cropley (2008) first set out to link the psychology of creativity explicitly to the process of innovation through an *Extended Phase Model* of creativity and problem solving. In fact, the concept of creative problem solving, and innovation, as a sequence of steps was articulated much earlier. Prindle (1906) studied inventors, and concluded that every invention is the result of a series of steps, each advancing the development of the invention by a small amount by adding something to what has already been achieved. The gain in one step creates a new jumping off point for the next step, and so on. Wallas (1926) then suggested that there were seven phases to this process: *Encounter* (a problem or challenge is identified), *Preparation* (information is gathered), *Concentration* (an effort is made to solve the problem),

Incubation (ideas churn in the person's head), *Illumination* (what seems to be a solution becomes apparent), *Verification* (the individual checks out the apparent solution), and *Persuasion* (the individual attempts to convince others that the product really does solve the problem). Osborn (1953) – the father of Brainstorming – also argued for a seven-step creativity process involving *Orientation*, *Preparation*, *Analysis*, *Ideation*, *Incubation*, *Synthesis*, and *Evaluation*. The most recent articulations of creative problem solving – for example *Design Thinking* – continue to model creativity as a sequence of distinct steps (e.g. Puccio & Cabra, 2010; Cropley, 2015)

Csikszentmihalyi (2006), however, emphasized that while the creative process may include distinct *phases* or different *forms* – steps, in other words – these steps *draw on different psychological resources*. This point encapsulates a key feature of the innovation process – one that probably explains why innovation measurement has avoided the human capital – namely, that, in psychological terms, innovation is highly *paradoxical*. The challenge presented by the paradox of innovation is that elements of the human capital seem simultaneously to be both bad, and good, for innovation.

The resolution of the paradox of innovation is to recognize that different states of the *Person*, their cognitive *Processes*, the organizational *Press*, and the nature of the *Product* required from each stage of innovation may be different, depending on

the stage of innovation that is current and active (see Table 1), and that these can be clearly articulated and managed. In other words, something can be favorable to innovation in one stage, but unfavorable to innovation in another stage!

Once managers understand this, they are equipped with a conceptual framework that guides their management of the innovation process. However, this process would be made much simpler if the manager was also equipped with a *measure* of how well aligned their organization is to this matrix of paradoxical human-capital factors. If, for example, divergent thinking is best for innovation during the stage of *Generation*, then how good is the organization at thinking divergently?

Table 1 describes the particular *condition* at each intersection of Phase and the 4Ps that is most favorable for innovation. For simplicity, these conditions are presented as one of two poles on a continuum. For example, for *Person*, the condition that favors innovation can be either an *adaptive* personality or an *innovative* personality. The details of these contrasting conditions is set out in Cropley and Cropley (2012).

The development of the IPM is the precursor to the creation of a validated measuring instrument – the *Innovation Phase Assessment Instrument* (IPAI) – explicitly designed to measure an organization's *alignment* to the human capital ideals defined in the IPM (Table 1).

Table 1: The Innovation Phase Model (IPM)

Phase	Preparation	Activation	Generation	Illumination	Verification	Communication	Validation
4Ps							
Person	Adaptive	Innovative	Innovative	Innovative	Adaptive	Adaptive	Adaptive
Process	Convergent	Divergent	Divergent	Convergent	Convergent	Mixed	Convergent
Product	Routine	Creative	Creative	Creative	Routine	Routine	Routine
Press	High Demand	Low Demand	Low Demand	Low Demand	High Demand	High Demand	High Demand

The Innovation Phase Assessment Instrument (IPAI)

The Innovation Phase Assessment Instrument (IPAI) is a survey-based assessment tool developed from the Innovation Phase Model (IPM). The IPAI is designed to assess the degree to which an organization is aligned to the ideals of human-capital states and dispositions across seven stages of the innovation process (i.e. the matrix set out in Table 1). The IPAI has been tested and validated with pilot studies, and a description of the technical and statistical properties of the instrument is given in Cropley and Cropley (2012) and Cropley, Cropley, Chiera and Kaufman (2013).

The original, long-form IPAI consists of 168 dichotomous-choice (true/false) questions, structured as 42 nodes, each of four questions. Each question is preceded by a common stem “In this organization...”, and individual questions take the form, for example, of “...staff are encouraged to explore new ideas”. The body of questions consists of a mix of regular and reverse-coded questions, to minimize forms of response bias, and preliminary studies have shown the questions to have a statistical reliability in excess of 0.9. The 42 question nodes correspond to the 42 intersections of human-capital states/dispositions (referred to as *Dimensions*) and the seven *Phases* of innovation set out in the IPM (see Table 1). For example, the intersection of *Press* and *Generation* defines one node. The four questions associated with each node are designed to measure the degree to which a given organization is aligned to the innovation ideal *for that node* – e.g. a *low demand Press* is ideal in the *Generation* phase.

The IPAI results in an alignment score in each node (ranging from 0-100%) by aggregating the responses of individual employees in the organization. The more an organization is aligned to the ideal in a node, the greater the capacity for innovation in that organization. The more nodes that are favorably aligned, the greater the overall

innovation capacity of the organization. For this reason, the IPAI measure is subject to statistical constraints, and benefits from a reasonably broad sample of employees.

The 42 individual node alignment scores are then aggregated to form: (a) alignment scores for each individual Dimension (Person, Process, etc.); (b) alignment scores for each individual Phase, and: (c) the Overall Innovation Capacity of the organization. Each of these aggregate scores is expressed as a percentage score.

The unique power of the IPAI is the fact that innovation capacity can be assessed at several different levels, from a single, global score (*Overall Innovation Capacity*), through Phase scores (e.g. *Generation*), Dimension scores (typically, *Attitudes Towards Innovation*, *Cognitive Process*, and *Organizational Culture*), and down to the level of individual nodes. For this reason, the IPAI provides a highly differentiated diagnosis of human-capital innovation capacity, and serves as the basis for managing and improving innovation capacity.

IPAI analyses can also be conducted by examining the differences in innovation capacity between different groups within an organization. Typical groups are: (a) gender – comparing male and female employees; (b) level of education – comparing the impact of different educational qualifications; (c) age – comparing different age-based cohorts in the organization; (d) experience – assessing the impact of job experience, and; (e) work function – comparing innovation capacity across different functional groups in the organization.

It is readily apparent that the IPAI moves well beyond innovation measurement in the sense of “if we spend more on R&D, we seem to make greater profits”. The IPAI allows the organization to understand if valuable ideas are being generated and exploited (or not, as the case may be), who is generating and exploiting those ideas, whether some groups within the

organization are better at this than others, and offers explanations for *why*.

IPAI Outcomes

The rich nature of the data provided by an IPAI assessment presents many possibilities for organizational analysis and action. Two broad strategies are available: (1) Benchmarking; (2) Capacity Development.

Benchmarking is used where an organization is seeking an external comparison of human-capital innovation capacity. As the use of the IPAI grows, a database of innovation capacity scores is developed, and these can be used, in conjunction with other measures of performance, to benchmark organizations relative to their competitors.

Capacity Development is used by organizations seeking to improve their ability to innovate. A typical approach begins with a broad IPAI assessment of the organization. For example, in an organization with 200 employees, evenly split across four work functions, the IPAI should be applied to a minimum of 30 people in each work function group (for a total of 120). This is the accepted minimum for statistically valid group comparisons. Additionally, with a sample of 120 employees drawn from a total of 200, the overall IPAI data has a margin of error of approximately $\pm 5\%$. In other words, if the IPAI indicates an overall innovation capacity of 65%, then it can be assumed that the true value lies between 60-70%. The margin of error can be improved significantly with a larger sample – for example, a sample of 165 employees out of the 200 would improve the margin of error to approximately $\pm 3\%$.

Equipped with the IPAI data from a broad sample, the organization seeking to develop innovation capacity is then able to draw on the highly differentiated nature of the IPAI scores. In addition to an *Overall Innovation Capacity* score, e.g. 65%, the IPAI data is broken down first into a series of Phase and Dimension percentage scores, and finally, into 42 node percentage scores (Figure 1).

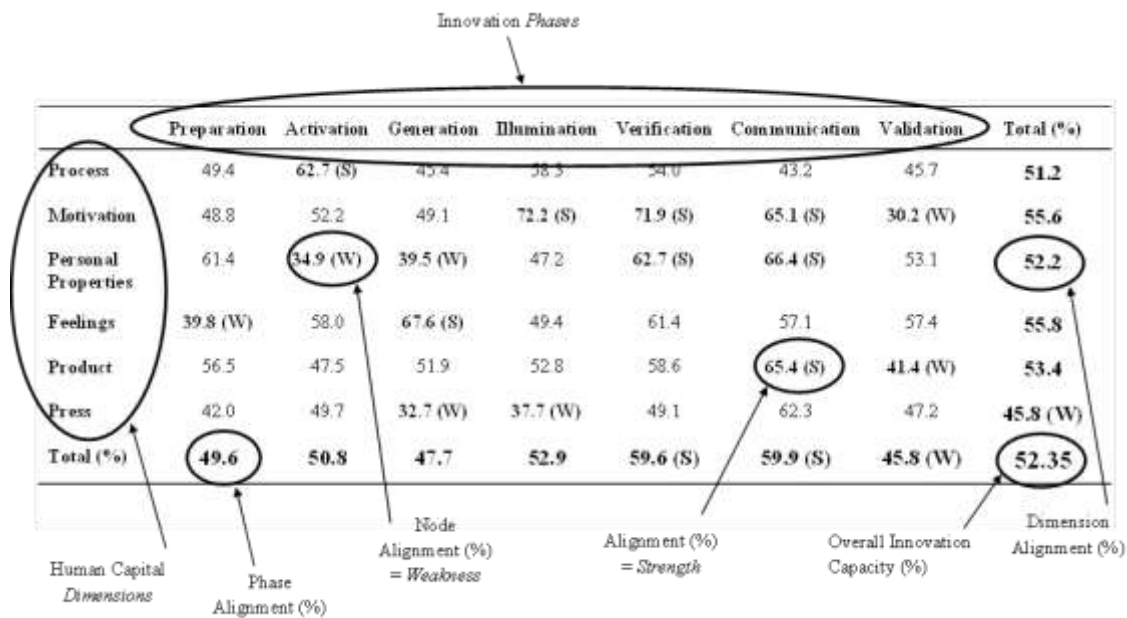
Two options are used to evaluate scores. In keeping with the concept of capability maturity models (e.g. Humphrey, 1989), four universal levels of innovation capability maturity have been defined. A score of 0-25% is defined as *Deficient*; 26-50% is defined as *Exposed*; 51-75% is defined as *Emergent*, and; 76-100% is defined as *Robust*.

For many organizations, however, a more important consideration is their *internal* strengths and weaknesses – i.e. strengths and weaknesses relative to their own mean capacity. Regardless of how well they are innovating, relative to other organizations, any given organization has areas of strength, and areas that could be improved. To facilitate such analysis, the IPAI also defines four levels of innovation capacity relative to the organization's mean. Alignment scores that are greater than one standard deviation below the mean are defined as *Weaknesses*. Alignment scores that are up to one standard deviation below the mean are defined as *Threats*, while scores up to one standard deviation above the mean are *Opportunities*. Finally, alignment scores greater than one standard deviation above the mean are defined as *Strengths*.

This level of detail not only gives the organization a more nuanced and differentiated picture of their innovation capacity, but facilitates the optimal use of time and resources to target improvements to innovation capacity. A set of typical IPAI data is shown in Figure 1.

A common strategy for Capacity Development is to focus on improving weaknesses. Organizations typically have between six and eight weak nodes (as well as six to eight strong nodes). By focusing development activities only on the identified weaknesses, organizations are able to tailor their change processes. Coupled with a focus on the capacity of different groups, change management can be applied where it is most needed, and most likely to result in tangible improvements.

Figure 1: Typical IPAI Data



Finally, the highly differentiated nature of the IPAI measure means that the analysis is similarly highly differentiated. Many assessments of organizational innovation suffer from the weakness that the feedback is frequently bland and generic. For example, an organization might be advised that it needs to improve its capacity for idea generation. This sort of feedback is difficult to action, because it is so generic. The feedback provided by the IPAI, in contrast, is highly specific. It may be that a general weakness in idea generation is caused by weaknesses in the motivation of individual staff, in combination with an unsupportive organizational climate, and that this may be specific to a particular work group. The IPAI is able to differentiate the underlying causes of innovation capacity weaknesses in this way.

Applications

The IPAI has been used successfully to diagnose human-capital innovation capacity in a range of different organizations. Assessments have been undertaken for local government organizations, schools, universities, advanced manufacturing firms, government departments and food processing firms. Three examples are briefly outlined.

Local Government

The IPAI has been used to conduct assessments of innovation capacity in several local government organizations in Australia. One such case study is described in Cropley (2016). In a recent example, the IPAI analysis drove a process of developing a new approach to identifying and solving problems of council asset management. In one case, a council was able to identify and save approximately A\$40,000 per annum in the use of council vehicles by implementing a new approach to problem identification and solving.

Local governments play a critical role in managing community assets, and are faced with constant budget pressures, meaning that innovation is a key capability for dealing with economic, demographic and regulatory change.

Schools

IPAI assessments have been conducted with schools. This based on the rationale that, as places that are responsible for teaching students how to solving problems, school themselves should be innovative organizations. One such IPAI surveyed not only the school staff (both teaching and non-teaching staff), but also the students. In

the quest for improving the school as a place of innovation, it was instructive for the management team to see both differences in how the school is assessed, between students and staff, and also to see differences across different student year levels.

The study revealed that there were significant differences between teaching staff, non-teaching staff, and students (in grade 8-12) across all dimensions and phases of the innovation process. Students typically assessed the innovation capacity of the school about 10 points lower than staff, with Grade 9 students assessing it the lowest of all. In similar fashion, non-teaching staff assessed the innovation capacity of the school somewhat lower than the teaching staff. All of these results are informing the school's leadership team as they move to implement greater levels of creativity in the curriculum, and as they strive to make the school a place where innovation and problem solving flourish.

Advanced Manufacturing

IPAI assessments have been conducted with engineering firms in the advanced manufacturing sector. A project comparing the innovation capacity of three advanced manufacturers in a single Australian city is yielding important findings that have wider consequences for human capital innovation management.

The first is that firms of a similar type appear to have a common *profile* with respect to innovation capacity. Broadly speaking, such firms appear to be best at exploitation, and struggle with the creative front-end of innovation. Staff are typically highly motivated, and want to be more creative, but are frustrated by existing structures and often a lack of the skills needed (e.g. idea generation).

A second important finding emerging from this project relates to the impact of the organizational climate on female employees in manufacturing firms. These firms are generally male-dominated, and the data

suggest that the capacity for innovation among female employees is actively suppressed by such an environment. This occurs to the point that the more women in a given group, the lower that group's capacity for innovation – a result which directly contradicts other evidence about the benefits of women for innovation (e.g. Anita Borg Institute, 2014). These findings suggest that to gain the benefits to innovation of diverse teams, organizations must address the negative impact of unfavorable organizational cultures.

Conclusions

In any endeavor, it has been said, “what gets measured gets done” (Davila et al, 2012). The same applies to innovation management. The prevailing approach to innovation measurement has focused on resource-based, highly quantitative, parameters. These are readily available, and there is evidence of an association between input capability and output performance – more money spent on R&D, for example, appears to be associated with higher profits.

However, this approach ignores the fact that the front-end of innovation is intimately linked to creativity, and that creativity, fundamentally, is a human-capital endeavor. To move beyond relatively simplistic, quantitative associations of input and output, and to explain *why* innovation occurs, innovation measurement must seek to measure the human-capital front-end. That requires a framework, and an instrument, that explains the relationship between people, how they think, and where they work, and innovation.

The discipline of psychology provides the conceptual framework for such a measure. This has been captured in the Innovation Phase Model. The Innovation Phase Assessment Instrument (IPAI) is means by which the IPM is turned into a practical measurement and management tool that allows organizations to understand and develop their human-capital capacity for innovation.

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Developing the Capacity for Innovation in Local Government

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Abstract

The importance of innovation to organizations of all types is well established. One way to characterize the problem that societies and organizations face is as the need to deal with change. Both for-profit and not-for-profit organizations are confronted by discontinuous change in many domains. The impact of change is widespread, affecting production and distribution, reducing product lifecycles, driving new demands from stakeholders, increasing competition, changing supply chains, and accelerating degradation of the environment. Local governments are no less subject to these forces. Howard (2012) noted (p.5) that “The current economic, financial and policy climate requires that government services have to deliver significantly better performance at significantly lower cost.” Most important is the fact that “This requirement extends beyond a dedication to incremental and continuous improvement...It requires a commitment to fundamental change in the way services are planned, organized and delivered.” Local government is under pressure to respond to continuous change by engaging in innovation, and this paper presents a case study of the assessment of innovation capacity in a local government organisation. The assessment is the basis of a diagnosis of strengths and weaknesses in the capacity for innovation that can be addressed through a program of change management and continuous improvement. The paper describes the application of the Innovation Phase Assessment Instrument (IPAI) to the diagnosis and development of innovation capacity in local government.

Keywords: Innovation, Capacity, Measurement, Local Government

Introduction – The Need for Innovation in Organizations

Over at least the last thirty years, innovation has become firmly established as a central pillar of business and organizational success (e.g. Van de Ven, 1986; Freeman & Soete, 1997; Collis, 2010; Kriekels, 2013). Indeed, the pace of discussions has accelerated since the global financial crisis of 2008/09 (e.g. Anderson, Potocnik, and Zhou, 2014) and “innovate or die” has become a common catch-cry across business, government and broader organizational contexts.

What is rarely discussed, however, is the driving force behind innovation. Innovation is not so much a *cause*, as it is often characterized, but an *effect*. Organizations do not innovate in order to cause change; rather they innovate *in response to change* (Knapper & Cropley, 2000). In this sense, both *for-profit* and *not-for-profit* organizations are confronted by constant change across many domains – e.g. regulatory change, demographic change and economic change. The impact of these changes is pervasive, driving new customer/stakeholder demands, disrupting production and distribution, reducing product lifecycles, increasing competition, altering supply chains, and accelerating degradation of the environment. Critically, these changes create problems that the organization must either solve, or risk obsolescence.

A simple example serves to illustrate: climate change drives new customer demands – e.g. for cleaner electricity generation. Utilities are then faced with the problem of how to generate cleaner electricity, or risk losing customers to more responsive competitors. Local governments

are no less subject to these forces. Howard (2012), for example, noted (p.5) that “The current economic, financial and policy climate requires that government services have to deliver significantly better performance at significantly lower cost.” Most important is the fact that “This requirement extends beyond a dedication to incremental and continuous improvement...It requires a commitment to fundamental change [i.e. radical innovation] in the way services are planned, organized and delivered.” Like all for-profit organizations, local government is therefore under pressure to respond to a wide range of changes by engaging in innovation if it is to remain relevant and responsive to the needs of its stakeholders.

Change-driven innovation – both incremental and radical – in local government, therefore finds application across a number of core areas including asset management, waste management, community services and economic development. It follows that measuring and improving the capacity for innovation – the ability to solve the problems arising from change – in local government organizations is therefore a priority. This paper describes a case study of innovation capacity measurement and improvement in a local government organization.

The Innovation Phase Assessment Instrument (IPAI)

The primary source of data for this study was the *Innovation Phase Assessment Instrument (IPAI)*, described by Cropley and Cropley (2012) and Cropley, Cropley, Chiera and Kaufman (2013). The IPAI is a leading (i.e. input) measure of the human capital antecedents of innovation and was most recently placed in the wider context of organizational innovation by Cropley and Cropley (2015).

The IPAI consists of 168 dichotomous choice items, grouped in a matrix of seven *phases* and six human capital *dimensions* to

yield 42 *nodes*. Each item consists of a common stem “In this organization...” and a unique statement, for example “...staff help to define the goals of their work.” that is specific to the particular node. Participants respond to each statement by indicating whether that item is *true* or *false* for their organization, under normal circumstances. Each response is then compared to a theoretical *ideal condition* to determine a *percentage alignment* of the organization to the conditions and characteristics favorable to innovation. From this diagnosis an organization’s current innovation capacity, as well as areas of strength and weakness, can be determined, and serve as the basis for organizational development and improvement.

In addition to an overall score of *Organizational Innovation Capacity (OIC)*, the results of the IPAI can be expressed as scores of phase alignment, three subscales (*Attitudes Towards Innovation (ATI)*; *Organizational Culture (OC)*; *Cognitive Process (CP)*), as well as a matrix of 42 node alignment scores. The IPAI therefore offers a highly differentiated diagnosis of the degree to which the organization is aligned to the conditions ideal for innovation.

The IPAI is highly reliable and values of scale reliability (Cronbach’s alpha) for this case study are: *Organizational Innovation Capacity* ($\alpha = .947$), and includes subscales for *Attitudes Towards Innovation* ($\alpha = .902$), *Organisational Climate* ($\alpha = .818$) and *Cognitive Process* ($\alpha = .709$).

Target Organization

The focus of this case study was a single local government organization covering a town (population approx. 5,000) and surrounding area (total population approx. 12,500) in Australia. The participants in this case study consisted of 81 (59 male, 21 female, 1 no gender indicated) employees of the local government organization. The ages of participants ranged from 18-24 years (6

participants) through to 65+ (3 participants) with the most common age band being 50-54 years (18 participants). The level of education of participants spanned high school, through to various levels of university education. The most common level of education consisted of professional/trade qualifications (30 participants). All organizational units of the local government organization were represented in the sample, with a majority located in Engineering Services (42 participants). The participants' experience as employees of the organization ranged from 0-5 years (27 participants) through to more than 35 years (5 participants). Finally, the majority of participants (70) were employed on a full-time basis by this local government organization. Participants completed the 168-item *Innovation Phase Assessment Instrument* either online or in hard copy form.

IPAI Results

Aggregate Data

The first purpose of the IPAI is to diagnose the overall *Organizational Innovation Capacity (OIC)* of the target organization. This single statistic represents the aggregate

percentage alignment of the organization to the ideal conditions for innovation across all phases and dimensions. The target local government organization achieved a score of 52.35% for *Organizational Innovation Capacity* (see Table 1).

Drilling down into greater detail, results can be analyzed across a range of *dimensions* (Process, Motivation, etc., see Table 1). These can be grouped together as three key subscales. *Attitudes Towards Innovation* (Motivation and Feelings) resulted in a score of 55.7% alignment, *Organizational Culture* (Press) yielded a score of 45.8% alignment, while *Cognitive Process* (Process) showed a score of 51.2% alignment (see Tables 1 and 2).

Results for the *phases* of innovation showed scores ranging from 45.8% alignment (Validation, see Table 1), to 59.9% alignment (Communication). Finally, individual *node* scores provide the most highly differentiated level of analysis of innovation capacity. For the target organization, node scores ranged from 30.2% alignment (Validation x Motivation) to 72.2% alignment (Illumination x Motivation). Table 1 shows the full matrix of node alignment scores.

Table 1: Innovation Alignment (%) by Dimension, Phase and Node

	Preparation	Activation	Generation	Illumination	Verification	Communication	Validation	Total (Dimensions)
Process	49.4	62.7	45.4	58.3	54.0	43.2	45.7	51.2
Motivation	48.8	52.2	49.1	72.2	71.9	65.1	30.2	55.6
Personal Properties	61.4	34.9	39.5	47.2	62.7	66.4	53.1	52.2
Feelings	39.8	58.0	67.6	49.4	61.4	57.1	57.4	55.8
Product	56.5	47.5	51.9	52.8	58.6	65.4	41.4	53.4
Press	42.0	49.7	32.7	37.7	49.1	62.3	47.2	45.8
Total (Phases)	49.6	50.8	47.7	52.9	59.6	59.9	45.8	52.35 (OIC)

Group Data: Dimensions

In addition to allowing for an analysis of innovation alignment across the entire organization, the IPAI can also be used to examine differences in innovation alignment between different groups. In the present case study four such group analyses were conducted (using an *independent samples t-*

test) for *Overall Innovation Capacity (OIC)*, as well as the subscales *Attitudes Towards Innovation (ATI)*, *Organizational Culture (OC)* and *Cognitive Process (CP)*. Aside from gender, groups were selected to attempt to balance numbers, for statistical purposes. Alignment scores for each scale are shown in Table 2.

Table 2: Group Innovation Alignment (%) by Dimensions

Group	N	Mean OIC	Mean ATI	Mean OC	Mean CP
Male	59	52.99	55.99	46.97	51.69
Female	21	50.54	54.59	43.03	50.51
Head Office	39	50.26	53.30	45.79	53.32
Engineering	42	54.29	57.99	45.83	51.23
Age (≤ 49)	38	50.67	58.06	45.77	49.91
Age (> 49)	43	53.83	53.10	45.85	52.41
Years (≤ 10)	46	50.87	54.70	44.49	49.53
Years (> 10)	35	54.30	57.09	47.55	53.47
Total	81	52.35	55.73	45.81	51.23

Although there are numerical differences in alignment scores for the different groups, none of these was statistically significant at the level $p < .05$.

Group Data: Phases

The same groups were also used to explore differences (again, using the independent samples t-test) across the seven phases of innovation. Alignment scores for each phase are shown in Table 3.

Table 3: Group Innovation Alignment (%) by Phase

Group	N	Preparation	Activation	Generation	Illumination	Verification	Communication	Validation
Male	59	50.85	52.53	48.63	53.04	59.18	61.02	45.83
Female	21	46.83	47.02	44.25	52.58	60.91	56.55	45.63
Head Office	39	47.65	49.04	44.34	51.71	57.05	58.01	44.02
Engineering	42	51.49	52.48	50.79	54.07	62.00	61.71	47.52
Age (≤ 49)	38	47.81	49.45	45.39	52.96	57.57	58.22	43.31
Age (> 49)	43	51.26	52.03	49.71	52.91	61.43	61.43	48.06
Years (≤ 10)	46	49.18	50.09	45.29	51.36	57.88	57.97	44.29
Years (> 10)	35	50.24	51.79	50.83	55.00	61.90	62.50	47.86
Total	81	49.64	50.82	47.69	52.93	59.62	59.93	45.83

Only a single statistically significant difference ($p < .10$) was found, between employees in the Head Office and Engineering, in the phase *Generation*.

Group Data: Nodes

The same four groupings were also used to explore possible differences at the level of the individual *nodes*. Independent samples t-tests showed a small number of statistically significant differences in nodes, four of which are illustrated in Table 4.

Table 4: Group Innovation Alignment (%) by Node

	Preparation	Activation	Generation	Illumination	Verification	Communication	Validation
Process	49.4	62.7	45.4	58.3	54.0	43.2	45.7
Motivation	48.8	52.2	42.3 (Head) 55.4 (Eng)	72.2	71.9	65.1	37.2 (> 49yo) 22.4 (≤ 49yo)
Personal Properties	61.4	34.9	39.5	47.2	62.7	66.4	53.1
Feelings	39.8	61.0 (Male) 48.8 (Female)	67.6	55.0 (> 10 years) 45.1 (≤ 10 years)	61.4	57.1	57.4
Product	56.5	47.5	51.9	52.8	58.6	65.4	41.4
Press	42.0	49.7	32.7	37.7	49.1	62.3	47.2

Discussion

The results of the IPAI analysis open up a range of possibilities for understanding and developing the organization's capacity for innovation. The organization's aggregate innovation capacity can be explored first in an *absolute* sense – how does the target organization compare to other organizations with respect to innovation capacity? Drawing on the concept of *capability maturity* – first defined for software engineering by Humphrey (1989) – and applied more recently to the development of an organisational *innovation roadmap* by the Australian Commonwealth Scientific and Industrial Research Organisation (CSIRO), four *absolute* levels of innovation capacity may be defined on the IPAI scale. These range from *Deficient* (0-25% alignment), through *Exposed* (26-50% alignment), *Emergent* (51-75% alignment), and up to *Robust* (76-100% alignment).

In this case study, the target local government organization's score for OIC was 52.35%. In absolute terms this is at the bottom end of *Emergent*, and suggests that the target organization is vulnerable to change, with only a modest capacity to solve the problems arising from change. Subscale scores for ATI (55.73% - *Emergent*), OC (45.81% - *Exposed*) and CP (51.23% - *Emergent*) suggest that improvements are needed across all dimensions of the human capital, with a particular vulnerability in the Organizational Culture.

While an analysis of scores in an absolute sense provides a useful picture of the target organisation relative to other organizations, for the purpose of improving innovation capacity through a program of targeted organizational development, an internal analysis of strengths and weaknesses offers a more informative picture of the target organization. Table 5 shows a system of analysing the target organization's innovation capacity in terms of four scoring categories – *Strengths* (alignment scores greater than one standard deviation above

the target organization's mean), *Opportunities* (alignment scores up to one standard deviation above the mean), *Threats* (alignment scores up to one standard deviation below the mean), and *Weaknesses* (alignment scores greater than one standard deviation below the mean).

Table 5: Internal Innovation SWOT scoring bands

	Weakness	Threat	Opportunity	Strength
Node	<42.0%	42.0 – 52.4%	52.4 – 62.6%	>62.6%
Phase	<46.8%	46.8 – 52.4%	52.4 – 58.0%	>58.0%
Dimension	<48.7%	48.7 – 52.4%	52.4 – 56.1%	>56.1%

Using this SWOT-type analytical framework, a range of strengths and weaknesses can be identified for the target organization. Strengths serve as a basis for developing pockets of excellence in the target organization. The nature of antecedent innovation capacity is that it is highly differentiated. For this reason, a broad brush approach should be avoided, as it risks disrupting elements of the organization's human capital that already support innovation well. The IPAI allows for a highly differentiated response to the development of innovation capacity, focusing limited time and resources only on those elements of the human capital that are holding back the organization, i.e. its *weaknesses*. Table 6 shows the internal dimension, phase and node strengths and weaknesses for the target local government organization.

Combining the two analytical frameworks together, it can be seen that the target organization has a modest *Organizational Innovation Capacity* (OIC). Without further detail it is difficult, if not impossible, to recommend any specific actions to improve the target organization's innovation capacity. Once the dimension and phase weaknesses are identified – specifically, weaknesses in the dimension *Organizational Culture* (Press), and in the phase *Validation* (see Table 6) – the steps

needed to improve the target organization's innovation capacity can be made more specific. Node-level analysis, however, provides the most specific information about the causes of weaknesses, and therefore for remedial action and the development of innovation capacity in the target organization.

In the case of the target organization, the weakness in Organizational Culture can be seen (Table 6, nodes Generation x Press, and Illumination x Press) to be driven, in particular, by a misalignment in two key phases associated with idea generation, risk tolerance and management support. In the case of the target organization, the most pressing remediation is therefore the development of a culture and management style that supports creativity, fosters a mindset of generating a broad set of potential solutions to problems, ensures that

idea generation is adequately resourced (in terms of time, personnel and physical resources), accepts the risk inherent in the search for novel solutions, and does not punish failure.

The weakness in the Validation phase, in similar fashion, is driven by weaknesses in two nodes (Table 6, Validation x Motivation, and Validation x Product). The former indicates a specific misalignment in employee motivation in a phase that requires a willingness to engage with end-users and seek external feedback, while the latter indicates a specific misalignment with respect to the manner in which the end-product of the target organization (its local government services) are identified and communicated to stakeholders.

Table 6: Internal Innovation (%) Strengths, Weaknesses, Opportunities and Threats (SWOT)

	Preparation	Activation	Generation	Illumi- nation	Verifi- cation	Commu- nication	Validation	Total (Dimensions)
Process	49.4	62.7 (S)	45.4	58.3	54.0	43.2	45.7	51.2
Motivation	48.8	52.2	49.1	72.2 (S)	71.9 (S)	65.1 (S)	30.2 (W)	55.6
Personal Properties	61.4	34.9 (W)	39.5 (W)	47.2	62.7 (S)	66.4 (S)	53.1	52.2
Feelings	39.8 (W)	58.0	67.6 (S)	49.4	61.4	57.1	57.4	55.8
Product	56.5	47.5	51.9	52.8	58.6	65.4 (S)	41.4 (W)	53.4
Press	42.0	49.7	32.7 (W)	37.7 (W)	49.1	62.3	47.2	45.8 (W)
Total (Phases)	49.6	50.8	47.7	52.9	59.6 (S)	59.9 (S)	45.8 (W)	52.35

(S) = Strength; (W) = Weakness

For each of the specific weak nodes, remedial actions in the form of training, education and development can be tailored to bring about specific improvements. Even modest improvements in the weak nodes, e.g. an improvement in alignment from 30% to 50%, would lift the alignment of *Organizational Culture* and *Validation* by some 5%.

In addition to devising specific remedial actions for the target organization, based on aggregate IPAI data, remediation and change management can also be informed by group differences. Once again, the highly differentiated nature of innovation logically demands a similarly differentiated response

to weaknesses in innovation capacity. The IPAI analysis identified statistically significant differences, for example, in the *Validation x Motivation* node (Table 4). In this case, the aggregate weakness (30.2%) was a factor of a 37.2% alignment for employees older than 49 years, and a 22.4% alignment among employees younger than 49 years. This suggests that remedial actions might focus in particular on those younger employees – why is their motivation in this key, final stage of innovation so misaligned? Can training and development be tailored specifically to this group to bring about positive change and improvement in innovation capacity?

A similar, and stark, group difference was also found between male and female employees in the node *Activation x Feelings* (Table 4). According to the IPAI data, male employees report a much stronger alignment (61.0%) to the personal feelings (e.g. openness to new ideas) that support innovation, compared to female employees (48.8%). This suggests that remedial actions based on this node should explore possible underlying gender differences, and be tailored accordingly. Indeed, Cropley (in press) has found strong evidence of a number of gender-based differences that may impact on organizational innovation.

Limitations

One noteworthy limitation of this study is the sample size (n=81) relative to the total population of employees (n=169). The principal impact of this is to increase the confidence interval (i.e. margin of error, in this case approximately +/- 8%), thus expanding the range of alignment scores over which it can be assumed that the true figure lies for the full population. To improve this figure, it would be necessary to sample a larger proportion of the members of the target organization in question. As is the case with all research of this type, sample size plays an important role in the conclusions that can be drawn from the data. The impact of sample size on the confidence interval is particularly important for smaller populations, and therefore future research into local government innovation must endeavor to maximize sample sizes if meaningful, and broadly generalizable, conclusions are to be drawn.

Conclusions

Local government organizations fulfil a dual role in relation to innovation. They must be both *generators* of innovation – developing new ways to deliver effective services to their constituents – and also *implementers* of innovation – adopting and diffusing new and effective services developed, for example, by central governments. In both cases, the success of local government organizations is tied to their alignment to the antecedents of innovation – fundamentally, their capacity for innovation. The current case study illustrates the use of the Innovation Phase Assessment Instrument (IPAI) to develop a highly differentiated analysis of innovation strengths and weaknesses in a local government organization. The IPAI moves beyond a single, broad measure of innovation capacity, and provides data on capacity across seven *phases* of the innovation process, and in relation to six human capital dimensions that are the antecedents of innovation. Ultimately, the IPAI facilitates the analysis of innovation capacity in 42 specific *nodes* – unique intersections of phase and dimension – permitting the development of highly specific, tailored training and development. The IPAI is also able to differentiate between specific groups within the organization – for example, male and female employees – so that organizational development resources can be used highly effectively to bring about improvements in the capacity to innovate.

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The Link between Some HRM Functions and Importance of Implementing Innovations (Radical-Incremental) for Being an Entrepreneurship: A Field Study in the U.A.E Pharmaceutical Organizations

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Abstract

Purpose: Human Resource Management (HRM) is considered as a milestone of successful Innovation and Entrepreneurship within the modern organizations. A field study is carried out to examine the effect of some functions of (HRM) on innovation and being an entrepreneurship to achieve strategic objectives of business.

Design/Approach: This paper includes two parts. The first part is a theoretical study from different resources such as: books, journals, web sites, and...Etc. The second part is a field survey on case set analysis to the effect of some (HRM) functions on innovation types and entrepreneurship in the U.A.E. pharmaceutical organizations in relation to business development.

Findings: It has been concluded that: the tested modern (HRM) functions through change acceptance culture have a positive impact on perceiving innovations (Incremental and Radical innovations) and entrepreneurship as well in the Emirates pharmaceutical organizations. In addition, results indicate that in pharmaceutical organizations there is an impact of Incremental innovation with statistical significant at ($\alpha \leq 0.05$) on Radical innovation.

Originality/Value: Based on the study it was clarified (by testing) the harmony between innovation and then entrepreneurship, and (HRM) functions which were strongly contributed to sustain achieve strategic objectives of Emirates pharmaceutical organizations. A conceptual framework was suggested by linking

through culture between some (HRM) functions, Innovation types, and being an Entrepreneurship.

Keywords: Innovation, Entrepreneurship, Human Resource Management (HRM), Business Development, Emirates Pharmaceutical Organizations, Strategic Goals, United Arab Emirates (U.A.E).

Introduction

Today's business climate keeps forcing a shift in the role (HRM) plays, from administrative support to strategic management of organization's greatest asset, its employees. So, we need to focus on key functions behind the shift and vital role of change acceptance culture in supporting (HRM)'s transformation. This paper aims to highlight on the power of link between some functions of (HRM), executing innovation for being an entrepreneurship, and why organizations are deploying innovation at record rates. While research tells us "how fast" the pharmaceutical organizations are growing, this white paper explains some drivers behind this growth.

Each successful organization began as a nimble, innovation starts up with the ability to correct, adapt, and almost create the needs of its internal and external, actual and expected customers. But along the way, Success, Growth, and environment voice cause changes in structures, plans, strategies, and sometimes even vision of organizations, As Figure 1 shows.

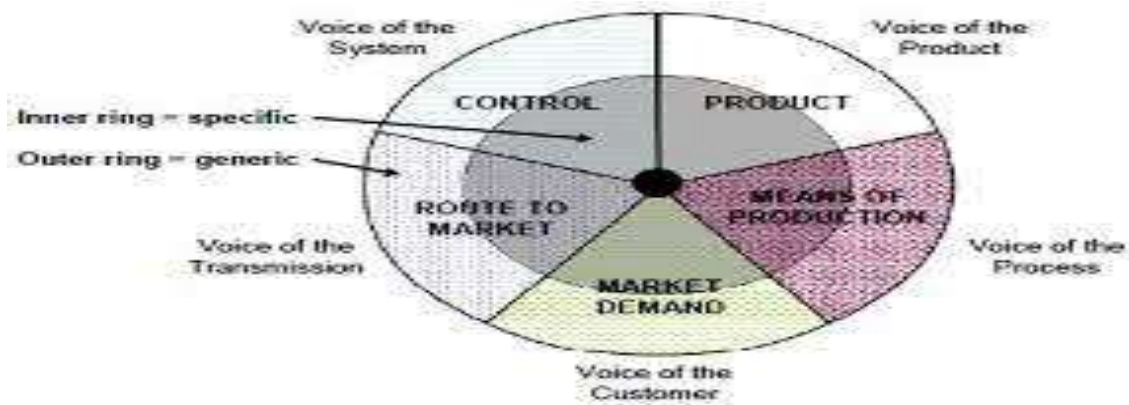


Figure 1: Voice of environment elements, and the need to Innovate

Often when organizations find themselves being unexpectedly disrupted by new entrants or losing share to existing competitors, they do the mistakes of copying the aircrafts they observe in the marketplace or that they read about in the previous cases. Too often, organizations then seek to boost their innovation and entrepreneurship by undertaking one off brainstorming or ideation sessions to come up with their next technology, product, or process innovation. Instead, (HRM) in each organization needs to look internally to uncover the innovation barriers that are challenging their organizations, knock them down, and redesign existing resources that will enable them to create more innovations and entrepreneurial chances that can be adopted and sustained. (Braden, K. 2010).

The added value of this paper could be expressed by testing the link between some innovative functions in (HRM) and the implementation of Innovation and being an entrepreneurship to achieve business goals in the Emirates Pharmaceutical Organizations.

Research Problem and Limitations

The main problem of this research is defined in the next question:

Till to any degree (HRM) functions is affecting on the implementation of innovation and then being an entrepreneurship in the U.A.E. pharmaceutical organizations? By reviewing the literature related to the study and

conducting a pilot study, Author became able to define and built the research model, hypotheses, and questionnaire.

However, like any effort there are some limitations:

- 1) Use some innovative functions in (HRM) as variables, because it is impossible to test all functions in a single paper.
- 2) Same reason for perceived Innovations, variables were tested based only on the scale: Radical-Incremental.
- 3) All variables have been tested in Emirates pharmaceutical organizations for many considerations: A- Pharmaceutical organizations are ready by their own resources to react, invest, and use the output of the paper. B- Internationally, a record of implementing perceived innovations is long in all levels within pharmaceutical organizations (it is Built In). So, this paper is trying to make sure about that within U.A.E pharmaceutical organizations.
- 4) Such kind of this paper will motivate other researchers to test other variables, actually that would be a valuable addition in general to the scientific research and especially to U.A.E.

The History of Linkage between (HRM), Innovation, and Entrepreneurship

Recent events and developments in the Middle East (especially in U.A.E.), require a

crucial amendments in order to be familiar with the new directions in (HRM), Innovation, and Entrepreneurship.

First, Entrepreneurship has become one of the basic bases to the booming. While global organizations still entering (U.A.E), the entrepreneurship is an active approach not only for expanding in new markets and elevating competitiveness, but also more local organizations encourage introducing and recruiting foreign managers for their joint ventures and key local facilities for their development. **Second**, Innovation and being an Entrepreneurship are popular strategies for growth in the world through a variety of mergers, acquisitions, joint ventures, and business alliances. However in many cases, (HRM) functions were bedrock for differentiation, and integration to achieve strategic objectives. **Third**, among (U.A.E) organizations, there is a preliminary link but not enough in integration between (HRM) functions and being an entrepreneurship, and therefore entrepreneurship is still in progress in terms of sustainability.

Most of studies called to be used to make and improve decisions for integration between (HRM) functions in organizations and innovation in order to acquire the uniqueness in the market.

In the last decades, many international studies clarified that innovation and (HRM) are linked for specific advantages and benefits, for instance: (Wang, Z.M. 2003; Shrivastave and Shaw. 2004). Thereafter, Recent studies indicated that (HRM) functions it might be a strong mediator for improving innovation and entrepreneurship.

On the other hand, Major Innovation surveys such as the annual innovation survey from: Boston Consulting Group (Boston Consulting Group. 2006) however, suggests that although the importance of (HRM) functions are fully realized by most organizations, and they continue to spend more and more on innovation and entrepreneurship activities. But many of

these initiatives did not generate high profits or competitive advantages. Based on the previous facts, The problem does not lie in the invention part or the generation of innovative ideas, but it is more in realizing the role of (HRM) functions in innovation and being an entrepreneurship from an idea through product to a customer (A to Z) in the target market (Kemp, RGM, *et al.* 2003; Loof, H. and Heshmati, A. 2002; Van der Panne, G.*et al.* 2003; Du Preez, N.D. and Louw, L. 2008).

In order to be effective, there are no fixed functions for (HRM); functions must be consistent with the other parts inside and outside of organization. Based on research approach, the most suitable (HRM) functions for organization are which trying to gain competitive advantages, through innovation and entrepreneurship, and reflecting that in business development. For sure, that will be somehow different from those classical functions suitable for traditional organizations seeking only to stability. So this paper will examine some major and up to date (HRM) functions, and how it will affect on perceiving innovations (Incremental and Radical) then being an entrepreneurship to achieve strategic objectives of the business.

In the next topics, paper will highlight on the latest roles of (HRM), nature of innovation and entrepreneurship to determine the variables.

HRM Roles in 21th Century

To understand the new roles of (HRM), we need first to define it from innovational and entrepreneurial perspective. Historically, Human Resource is the segment of a business that recruits, trains, and develop an organization`s employees. It is the department of any organization which responsible for: staffing, training, compensation and benefits, career management, and performance appraisal. Human Resource referred to as: (HR), human capital, casting (Disney term), or

personnel (Steve Mariotti and Caroline Glackin. 2012).

When organizations develop innovative outputs, such as: introduce new products, new process, new administrative practices....etc; they need to recruit unique employees who are: flexible, risk taking, tolerant of uncertainty, and ambiguity (Chen & Huang. 2007). So, it is supposed that the maximum resource that could provide the template of innovation and being an Entrepreneurship in any organization is (HRM).

The second role is to clarify (HRM) Initiatives in innovation and entrepreneurship by the next steps: 1- Put innovation and Entrepreneurship focused employees into decisions and influence making positions. 2- Design new organization's structure: reinvent/innovate roles & responsibilities. 3- Increase multi-discipline knowledge flows, internally &, externally and provide required tools. 4- Address organizational cross-functional, cross-geography, cross-disciplinary challenges and obstacles. 5- Train employees to apply learning's from failure, prototype, iterate, reapply ...etc. 6- Help organization overcome fear of losing control, of looking stupid, failing, punishment, peer pressure ...etc. Through helping to shape the new culture, encouraging the required leadership, and providing some tools to help overcome that fear (Arun and Rashmi Bhatia. 2012).

On the other hand, the interventions presented by Carmen Kobe & Ina Goller (asked experts, consultants, and managers how they experienced successful improvement of innovativeness in their business life) are aimed at developing organization's innovation capabilities, focused on the ability to develop new products and processes, and brought them successfully to market by reactivate the following functions:

- 1) Recruit, Develop, and Train all Innovative Human Resources;

- 2) Adopt the suitable structures and practices;
- 3) Create and Implement Innovative Ideas;
- 4) Embrace upgraded Values and Norms.

The outcome of interventions aimed at innovation and entrepreneurship will depend on the organization's strategies, abilities and resources. For sure Sustainable innovation requires a combination of efforts and abilities (Carmen Kobe & Ina Goller. 2014).

By the increase in competition, the realization of (HRM) must play a critical role in the success of organizations. Within a sophisticated environment, (HRM) have to be a customer driven management with fully understand the organization's big picture, and it should be able to influence on performance. In order to achieve strategic objectives, (HRM) is needed to be a real strategic partner by being a change mentor toward implementing Innovation and Entrepreneurship (Lourdes Rayen & J. Jaya Ani. 2014).

As a result, the (HRM) should have a balance in terms of centralization or decentralization of (HRM) functions. The most known and up to date functions in (HRM) are (Lourdes Rayen & J. Jaya Ani. 2014; Omar Wasfi Akili. 2005):

- 1) Recruitment and Selection
- 2) Research, Training, and Development
- 3) Rewards, Benefits, and Recognition
- 4) Career planning
- 5) Employees engagement
- 6) Performance Management

The author used some functions in (HRM) as variables in the practical part.

Root and Nature of Innovation & Entrepreneurship

Innovation was widely recognized by industries and academics as an essential competitive enabler for any organization wants to remain competitive, survive, and grew (Drucker, P.2007; EU, European Commission. 2004). Unlike the cartoon Image, Innovation requires a little more than just a light-bulb moment as an idea flashes

above someone's head. In reality it involves a journey, growing and shaping the original trigger idea into something which can spread across population and creative values

(Tidd, J. and J, Bessant. 2009). Travelling along this road means finding answers to the 5 key questions of innovation master plan As Figure 2 shows



Figure 2: The 5 major questions for designing Innovation Master Plan

Actually, Researchers have distinguished between different scales for innovations:

1) Administrative vs. technical. Based on the objective of innovation adoption; 2) rational plan vs. communication web vs. disciplined problem solving. Based on the performance measures; 3) competence enhancing vs. competence destroying. Based on innovation's effect on organization competencies; 4) radical vs. incremental. Based on the extent of change to technology (Jung Young Lee. 2011). Among that, the last scale, radical innovation versus incremental innovation, has recently received much attention from researchers who are interested in organization redesign and dynamic capability (for example: Ahmad Nasser and Ahmad Abuzaid. 2014).

So, Innovation could take many forms as Figure 3 suggests, there is a plenty of space to explore. However, based on the last scale (Radical-Incremental) the proper classification (Type) of any innovation is:

- Product Innovation: changes in the products which an organization offers;
- Process Innovation: changes in the ways in which products are created and delivered;
- Position Innovation: changes in the context in which the products are introduced;
- Paradigm Innovation: changes in the underlying mental models which frame what the organization does. (Francis and Bessant. 2005)

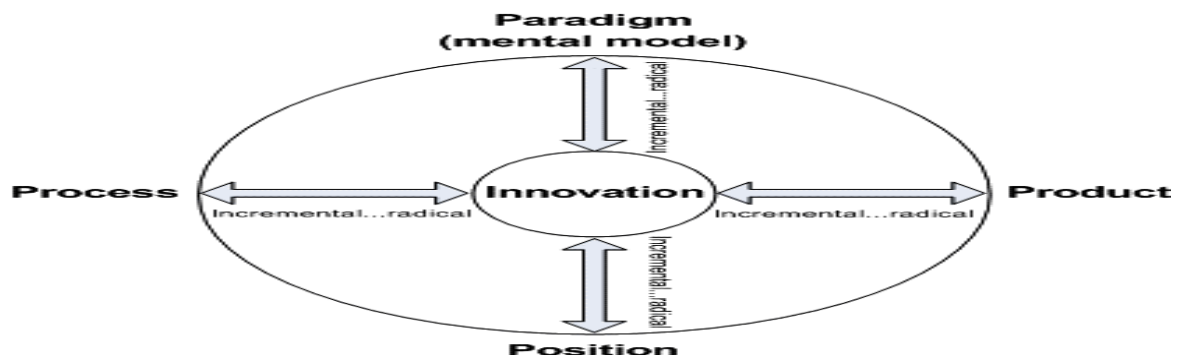


Figure 3: The 4p's of Innovation based on the scale: Radical-Incremental

Based on the fact, No organization could follow and react to the whole changes or chances in the environment, so it defines the improvement and selection area within it innovates, and that specific selection shapes what it pays attention to, and what it decides to do about it. Redesigning strategic objectives brings new challenges and opportunities to light and opens up new. This is what exactly entrepreneurs do by: screening new elements within a different frame and exploiting innovation opportunities for challenging aims. This sets up the competitive dynamics which characterize innovation (Richard Owen, John Bessant, and Maggy Heintz. 2013).

This was Schumpeter's conclusion when he wrote about the economic foundations of free organization and entrepreneurship, point that Drucker agrees and elaborates: "Innovation.... is the means by which the entrepreneur either creates new wealth-producing resources or endows existing resources with enhanced potential for creating wealth?". So,

Innovation could be defined by the author: first to idea (creativity) + first to produce (Transforming the voice of environment elements into products) + first to the market (Introduce it before others to

the final customer) which applied by the Entrepreneurs (Author).

Entrepreneurship is: human characteristic which mixes structure with passion, planning with vision, tools with the wisdom to use them, strategy with the energy to execute it and judgment with the propensity to take risks (John Bessant and Joe Tidd, 2013).

Questions, Research Model, and Hypotheses

Without a doubt, this research is tried to come back with next questions:

- 1) Do (HRM) functions in Emirates pharmaceutical organizations concentrate on the change of organizational culture, and do they have the openness to attaining it?
- 2) Are they aware enough about the importance and implementation of innovations and being an entrepreneurship in order to achieve strategic goals of organizations?

Accordingly, analyzing the power of link between some (HRM) functions on innovation and being an entrepreneurship is the bed rock of this paper. Figure 4 provides the elements of research model and relationships.

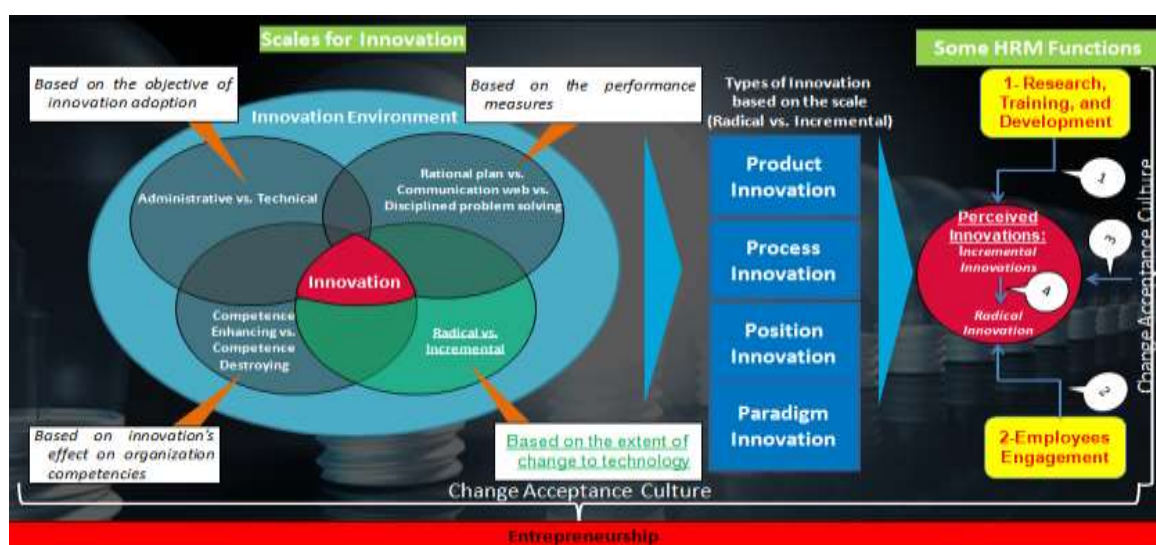


Figure 4: Conceptual Framework links between some Human Resource functions, Innovation and Entrepreneurship

Hypotheses of the Study

H1: Training and Development have no impact with statistical significant at ($\alpha \leq 0.05$) on Perceived innovations (radical and incremental) through change acceptance culture.

H2: Employees Engagement through change acceptance culture have an impact with statistical significant at ($\alpha \leq 0.05$) on Perceived innovations (radical and incremental).

H3: Human Resource functions (Training & Development, and Employees Engagement) through change acceptance culture have an impact with statistical significant at ($\alpha \leq 0.05$) on Perceived innovations (radical and incremental).

H4: Incremental innovation in Emirates pharmaceutical organizations have an impact with statistical significant at ($\alpha \leq 0.05$) on Radical innovation.

The following section describes the research methodology which used to answer the questions and assess the hypothesized relationships presented in Figure 4.

Methodology

According to the nature of study, and its primary purpose to examine the power of link between (the independent impact) some functions of (HRM) and (the dependent impact) innovation and being an entrepreneurship through (the mediator) change acceptance culture to achieve strategic goals of business. The author used both: the descriptive methodology by reviewing the literature related to the study variables, and analytical methodology by analyzing the data collected through the questionnaire which was distributed and consisted of two parts:

Part (A) covered the demographic variables, for instance organization age and size (number of employees), responses percentage from the study sample based on: gender, and years of experience.

Part (B) covered the elements of research model (independent and dependent

variables). The answers of part (B) was built on Likert's Scale, ranging from strongly disagree (1); disagree (2); moderately degree (3); I agree (4); and strongly agree (5). Some items in the questionnaire were adopted from (Li, *et al.* 2008; and Herbig. 1994).

Data Collection and Sample

In order to accomplish the aims of this paper, data was collected from population of (5) Emirates pharmaceutical organization which producing (manufacturing) drugs and medications from (8) organizations working in this industry (sector) in U.A.E. Where there is (1) organization rejected due to inaccurate data. Pharmaceutical organizations were chosen carefully to exert the purposes of relationships clearly.

The size of study sample was applied on (47) of managers those job are related to, and responsible for: Innovation, R&D, and (HRM) within the target organizations to have a high level of authenticity. Overall response rate was measured (78%).

Research Findings

Instrument's Reliability: In order to test the reliability of questionnaire measurement, Cronbach's alpha test was applied on all variables measurement as table 1 shows the result of the test.

Table1: Cronbach's alpha for all variables

Variables	Number of Items	Cronbach's alpha value
Training & Development	10	0,75
Career Planning & Engagement	10	0,76
Change Organizational Culture	10	0,73
Concepts& Importance of Innovation and Entrepreneurship	6	0,85
Radical Innovation	5	0,67
Incremental innovation	5	0,74

The results (all Cronbach's alpha scores > 60%), which means the manipulation for dependent and independent variables were reliable and effective (Sekaran, U. 2003).

Descriptive Statistics: The characteristics of study population and sample are introduced in tables 2, 3, 4, and 5 accordingly. Statistical methods were applied to get meaningful information.

Table 2: Descriptive statistics- Organization age

Organization Age		# Organizations
N=5 (in years)	<10	1
	10-20	3
	21-30	0
	31-40	1

It is clear that, (80%) of organization are new and less than 20 years old.

Table 3: Descriptive statistics- No. of employees

Organization size		# Organizations
N=5 Employees (no. of employees)	<1000	4
	1000-2000	0
	2001-3000	1
	3001-4000	0

Only one organization (Julphar) (20%) has 3000 employees, while the majority of others (80%) have less than 1000 employees.

Table 4: Descriptive statistics- Gender

Gender	Frequency	Percentage
Male	28	59,6
Female	19	40,4
Total	47	100%

Based on sample, 60% of the covered managers of Innovation, R&D, and (HRM) are men and the rest 40% are women. That means, males are still able to take risks and adopt the creative and innovative ideas more than females in the Emirates pharmaceutical organizations.

Table 5: Descriptive statistics - Experience

Years of experience	Frequency	Percentage
< 5	11	23,4
5-10	18	38,3
11-15	7	14,9
16-20	5	10,6
20<	6	12,8
Total	47	100%

More than 50% of the covered officers have less than 10 years of experience, which reflect a fact that organizations management

trust on fresh employees to handle and control the innovative and entrepreneurial processes.

Data presentation: To answer the questions, author used means and standard deviations for the respondent's answers on the questionnaire items related to characteristics of change organizational culture and perceived concepts and importance of innovations and being an entrepreneurship introduced in Tables 6 and 7. The results were discussed under each table.

Table 6: Change Organizational Culture

Change Organizational Culture	Means	SD
Individual performance is emphasized as an important goal; achievements in increasing performance are rewarded.	4,2143	,8322
Ideas are welcomed from any level in the organization everyone's views are taken into account before important decisions are made.	3,9286	,9974
The organization will try radically new ideas at times, even if it is not guaranteed that they will work.	3,9000	,9653
Decisions are made promptly and on the basis of facts, not personal prejudice or self-interest.	4,1857	,9056
Employees take responsibility for their decisions and are not penalized if the results are not as they expected.	3,9714	,9776
The issue of professionalism is frequently discussed and regarded as an important asset.	3,9571	,9546
Time and money are committed to exploring new ideas.	3,8000	1,0014
Employees feel that, their views are valuable, will be considered carefully, and acted on if they are appropriate.	4,100	,9033
Employees say what they really think and information on future plans, etc., is readily accessible.	4,2714	,8499
Employees take time to understand their customers' markets and business pressures.	4,1286	,9619
Average	4,0457	,6271

The results of table 6 indicates that, Emirates pharmaceutical organizations focus on strategic planning (mean 4,27) and

then on an individual performance with mean (4,21). But on the other hand, these organizations provide less importance for linking between money and time to create new ideas (mean 3,80). However, the importance of creating new ideas in implementing innovations and being an entrepreneurship was considered as for granted issue in the scientific literature.

Table 7: Concepts and Importance of Innovation and Entrepreneurship

Concepts and Importance of Innovation	Means	SD
Innovation and Entrepreneurship involved fundamental new concepts for our organization.	4,1714	,6588
Organization introduced innovation by making simple adjustments to the existing technology.	4,1143	,8771
Innovation requisite new skills which organization did not possess.	3,9000	,8013
Innovation required organization to adopt different methods and procedures.	3,9143	,6966
Product and Process innovations are important to our organization, So we keep up with the latest product and process developments.	4,1143	,6925
Innovation and being an Entrepreneurship mean failure some times, and our organization accepts this fact.	3,7286	,8327
Average	3,9905	,4198

As shown in table 7 the results indicate that, Emirates pharmaceutical organizations concentrate on changing current concepts to be familiar with innovation and entrepreneurship processes (mean 4,17). At the same time, organizations set a reduced amount of accepting the breakdown cases with mean (3,72).

Hypotheses testing: To test H1, H2, and H3 Multiple Regression test was used, while to test H4 Simple Regression test was run. The first regression test describes the relationship between training & development and perceived Innovations. As prescribed in Tables (8, A, B, and C).

Table 8: A The Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,667 ^a	0,445	0,443	0,78986

a. Predictors: (Constant), Training & Development

As shown in the table above results indicate that, the value of R square (0,445) which means this test explains (0,445) from the variance in the dependent variable (perceived innovations) by Training & Development.

Table 8: B ANOVA analysis ^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	205,706	1	205,706	329,725	0,000 ^a
Residual	257,035	44	0,624		
Total	462,742	45			

a. Predictors: (Constant), Training & Development

b. Dependent Variable: Perceived Innovations.

As shown in table 8, B the results indicate that the value of (F) is (329,725) with significant (0,000) which is lower than the specified value (0,05) so the test is suitable and acceptable.

Table 8: C Coefficients ^a

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,485	0,098		15,225	0,000
T&D	0,609	0,034	0,667	18,158	0,000

a. Dependent Variable: Perceived Innovations.

As shown in the previous table, results of multiple regression analysis indicate that, Training& Development outcome affects on organization innovations. Values of beta and t-tests show that Training& Development through change acceptance culture have a high positive impact (0,667) on perceived organization innovations at ($\alpha \leq 0.05$).

Based on the results from Tables (8, A, B, and C) author rejects H1, and accepts the Alternative Hypothesis which stated: Training and Development have an impact with statistical significant at ($\alpha \leq 0.05$) on perceived innovations (Radical and Incremental) through change acceptance culture.

The second regression test describes the relationship between Employees Engagement and perceived Innovations. See Tables (9, A, B, and C).

Table 9: A The Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,348 ^a	0,121	0,119	0,99337

a. Predictors: (Constant), Employees Engagement

Table 9: B ANOVA analysis ^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56,184	1	56,184	56,936	0,000 ^a
	Residual	406,557	44	0,987		
	Total	462,742	45			

c. Predictors: (Constant), Employees Engagement

d. Dependent Variable: Perceived Innovations.

Table 9: C Coefficients ^a

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,963	0,160		12,299	0,000
	Employees Engagement	0,347	0,046	0,348	7,546	0,000

b. Dependent Variable: Perceived Innovations.

The above tables described that (F) (56,946) and its Significance value (0,000). (R) is (0,348) which indicates to a weak positive relationship between Employee's Engagement and perceived innovations. R square (0,121) which shed light on that employee's engagement could explain (12,1%) of the variation in perceiving innovations (radical and incremental) in the Emirates pharmaceutical organizations.

Based on the results from Tables (9, A, B, and C) author accepts relatively H2, which stated: Employees Engagement have an impact with statistical significant at ($\alpha \leq 0.05$) on perceived Innovations (Radical and Incremental) through change acceptance culture. By comparing the impact of Employees Engagement with the impact of Training and Development, it might be said

that Employees Engagement plays a relatively weaker role in explaining the variation in perceiving Innovations (Radical and Incremental).

The third regression test describes the relationship between some (HRM) functions (Training & Development, and Employees Engagement) at the same time and perceived Innovations. See Tables (10, A, B, and C).

Table 10: A The Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	0,697 ^a	0,485	0,484	0,76027

a. Predictors: (Constant), Training & Development, Employees Engagement

As shown in the table above, results indicate that the value of R square is (0,485) which means that the model explains (0,485) from the variance in the dependent variable (perceived innovations) by some (HRM) functions (Training & Development, and Employees Engagement).

Table 10: B ANOVA analysis ^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	224,602	2	224,602	388,577	0,000 ^a
	Residual	238,140	44	0,578		
	Total	462,742	46			

a. Predictors: (Constant), Training & Development, Employees Engagement

b. Dependent Variable: Perceived Innovations.

As shown in table 10, B the results indicate that the value of (F) is (388,577) with significant (0,000) which is lower than the specified value (0,05) so the model is suitable and acceptable.

Table 10: C Coefficients ^a

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,905	0,118		7,680	0,000
	T&D	0,671	0,034	0,697	19,712	0,000
	Employees Engagement	0,241	0,045	0,254	5,326	0,000

a. Dependent Variable: Perceived Innovations.

As shown in table, the results of multiple regression analysis indicate that (HRM) functions (Training & Development and Employees Engagement) effect on perceived organization innovations. The values of beta and t-tests show that some (HRM) functions (Training & Development and Employees Engagement) through change acceptance culture have a positive impact on perceived organization Innovations at ($\alpha \leq 0.05$). The high impact was for Training & Development (Beta 0,697) and the low impact was for Employees Engagement (Beta 0,254).

Based on the results from the Tables (10, A, B, and C) Author accepts H3, which stated: Human Resource Functions (Training & Development, and Employees Engagement) through change acceptance culture have an impact with statistical significant at ($\alpha \leq 0.05$) on Perceived Innovations (Radical and Incremental).

In order to test **H4**, see the results of simple regression test in Table (11).

Table 11: ANOVA analysis ^b

Model		Sum of Squares	df	Mean Square	R	R Square	F	Sig.
1	Regression	279,409	1	279,409	0,624	0,389	262,759	0,000 ^a
	Residual	141,037	44	0,623				
	Total	420,446	45					

a. Predictors: (Constant), Incremental Innovation

b. Dependent Variable: Radical Innovation.

The above tables described that $F = 262,759$ and its Significance value (0,000). (R) is (0,624) which indicates a high positive relationship between Incremental Innovation and Radical innovation. R square (0,389) illuminate that, Incremental Innovation could explain (38, 9%) of the variation in Radical innovation of Emirates pharmaceutical organizations.

Based on the results from the Table (11) Author accepts H4, which stated: Incremental Innovation in Emirates pharmaceutical organizations have an

impact with statistical significant at ($\alpha \leq 0.05$) on Radical Innovation.

Conclusions

- It has been concluded that, the suggested (HRM) functions through change acceptance culture have a positive impact on perceiving Innovations (Incremental and Radical Innovations) and being an Entrepreneurship in Emirates Pharmaceutical organizations.
- The results also showed that, Training& Development variable was major determinant of respondent's Innovations and Entrepreneurship. Training& Development variable is able alone to explain about (44,5 %) from the variance in the dependent variable (perceived Innovations).
- Employee's Engagement has a lower effect on perceived innovations compared to the Training& Development.
- The field study revealed that, change organizational culture have a crucial role in accepting concepts and importance of Innovation and being an Entrepreneurship in Emirates Pharmaceutical organizations.
- Impacts for some (HRM) functions have been proved through the analysis of Questionnaire. But without any doubt, if we use the same tests with considering all functions of (HRM), the impacts are going to be different.
- In addition, results indicated that, there is an impact of Incremental Innovation with statistical significant at ($\alpha \leq 0.05$) on Radical innovation.
- This study agrees and supports partially the results of other studies, for instance (Mothe, C. and Nguyen-Thi, T.U. 2012).

Managerial Implications and Recommendations

Based on analysis and conclusions, this study contributes to the Management literature in four directions.

First, (HRM), Innovation, and Entrepreneurship are integrated entities. So, theoretically without developing (HRM) functions no innovation and entrepreneurship will appear, and vice versa. By doing so, the results contribute to the literature of Management science. In particular, this study proves that the investigated functions have different positive impacts on implementation of Innovation and being an Entrepreneurship.

Second, some points must be well thought-out and put into operation (such as: 1- consider the changes in demand of medical services and use it as an input to plan for Innovation and Entrepreneurship, 2- Support the flexibility in procedures to create a real Innovative environment (not just a shining logo) to achieve a unique competencies by generating new, integrated, and effective products (goods and/or services).

Third, Instead of focusing on a single type of products, a comprehensive approach should be applied considering the up to date needs and on entire U.A.E Industry portfolio.

Forth, this study supports other studies which focus on Pharmaceutical

organizations (known with its high level of innovativeness).

Further Research

- 1) The research`s sample included only Emirates pharmaceutical organizations, which may raise the concern of generalizability. Therefore, future research is encouraged to replicate this study in different industrial or cultural environments.
- 2) This study offers potential for future research by using the output of the paper, which it would be beneficial.
- 3) By focusing on some (HRM) functions which have a potential to explain the complex link and effect of (HRM) on implementing Innovation and being an Entrepreneurship. Extending research to other (HRM) functions such as:
- 4) Career planning, Performance Management, and.....etc. That may further advance the findings of this paper.
- 5) Author is encouraged to address all limitations in the future studies.

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A Comparative Case Study On Corporate Social Responsibility Practices in Oman LNG and OMIFCO at Sur City in Oman

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Abstract

Purpose: The main research objective of the study is to compare Corporate Social Responsibility practices in Oman LNG and OMIFCO in Sur city in Oman.

Design /Methodology/Approach: The primary research methodology chosen based on a questionnaire using 15 questions send online to both companies CSR specialists, whilst secondary data was collected from both company websites, annual financial reports, and CSR bulletins.

Findings: The study revealed that, Oman LNG has gone the extra mile by establishing Oman National Fund in 2015, and to be the CSR pioneer in oil and gas industry in national Omani context, whereas OMIFCO CSR projects, without under estimating their CSR efforts in national setting, the main focus was primarily geographically; North and South of Sharqiah Governate only. Finally, a dialogue in between both companies' officials is necessary to avoid replications on CSR projects.

Research Limitations/Implications: This case study used a questionnaire in comparing the two companies CSR approach, where a bigger sample from other industries in Sur city and by using survey from benefiter's perspectives' is highly recommended for future research.

Originality/Value: No prior study has undergone a comparative CSR practices of companies at Sur city in Oman. This study will draw a road map to further research on CSR activities in scope and scale in other locations in Oman.

Keywords: Corporate Social Responsibility (CSR), Oman Liquefied Nitrogen Gas

Company (Oman LNG), Omani Indian Fertilizer & Chemicals Company (OMIFCO), Sur City-Oman.

1. Introduction

Corporate Social Responsibility (CSR) is new phenomena to Oman business environment. Although CSR topic has been researched in academia in many countries with state of saturation from various perspectives and dimension's. It's still not the case in Oman. . It could be described as in its cradle stage. However, a small number of CSR studies discussed the topic in Omani setting, whether in one specific industry, like the study of Sangeetha, K., Pria, S, (2011), which evaluated CSR activities from stakeholders perspectives' on the Omani banking sector; or the study of cross sectors ones' which was an exploratory empirical study investigating social expectations of CSR highlighting the practice of CSR on large and medium size Omani companies in several industries researched by (Minnee, Shanka, Taylor, & Handley, 2013).

In a geographical setting, the study of Khan, M, & Al Mamari, M. (2016), both, investigated the roles of Corporate Social Responsibility towards the community development at a specific geographical location which covered Sohar Port area in North Oman on ten companies selected on a random sampling basis. However, the findings show that manufacturing companies have high tendency towards CSR activities compared to other ones on the same area. In addition, results revealed that each company came up with their new CSR initiatives'' in their own diverse.

Moreover, Oman government economic plan which is called vision 2020, has taken the decision of having strategic economic projects to be widespread in different geographical locations for wide-ranging development objectives. Concurrently, these objectives may include; economic diversity on renewable resources, develop human resources and capabilities of Omani people to generate and manage technological changes efficiently, encouragement of foreign direct investment, and developing a dynamic, efficient and competitive private sector (WTO, 2014).

On implementing such economic plan, one of the chosen locations for this mega projects were Sur city, which is situated in the eastern coast of Oman, the capital of administrative South Sharqiyah Governate. Although, Sur city is not one of the three free economic zone areas in Oman, like Sohar, Salalah, Duqum (Pauceanu. A, 2016), but have very strategic location with its center location and openness to Indian Ocean, where Sur port could be reused for business maritime transportation similarly to the old ages. Nowadays, many companies chosen the city for their operations as well as a hub for exporting their products to the outside world.

Collectively, the above-mentioned studies whether in numbers or in its' thematic domain still draw a good start for the country CSR road map. In contrast, it does not represent fully enriched Omani researched CSR business environment. As result, Sur city was chosen on this academic paper based on the diverse industries involved (one from oil and gas industry Vs. fertilizer and chemicals), size of companies, the company history in the country.

Based on the same, Sur city as a geographical location with its mega companies operating there, no research attempts earlier were made to discover CSR activities and practices on companies operating there and their utmost engagement with community development. Thus, the main study contribution to existing literature

that would investigate from geographical perspective and industries involved on the case study.

The current study would try to compare two companies from different industries in this geographical setting from various CSR dimensions. By achieving the current study, it would enable policy makers and practitioners to understand and improve the CSR from company's perspective and also in national setting. this study objective is to familiarize policy makers and practitioners in the both companies in their achievements of CSR projects and specialization.

Consequently, this study tries to fill in a research gap by comparing CSR practices and activities and reveal the challenges in between the two-different mega gas and chemicals companies located in Sur city in the eastern coast of South Sharqiyah Governate in Oman. The two companies chosen are **Oman Liquefied Nitrogen Gas Company** (herein and after **Oman LNG**) and the **Omani Indian Fertilizer & Chemicals Company** (herein and after **OMIFCO**).

2. Literature Review

The World Business Council for Sustainable Development defines CSR as “the commitment of business to contribute to sustainable economic development, working with employees, their families and the local communities” (WBCSD, 2001 in Jamali and Mirshak, 2007). Likewise, CSR ought not to be taken purely as a practice to maximize profit for the shareholders, it has a duty to turn up as a corporate citizen, adhere to the law, and contribute to the community and the environment. In other perception, Corporate Social Responsibility (CSR) classically described as the concept that business has an obligation to society that extends beyond its narrow obligation to its owners or shareholders (Bowen, 1953).

In a brief history, Asian traditions and current practices provide foundations for a truly indigenous Asian debate on the

appropriate meaning and nature of CSR in the region. However, this different discourse draws on deep-rooted traditional business concepts to give CSR a unique cultural identity, such as the *danwei* in China; the Gandhian notion of “trusteeship” in India; the 17th century mercantilist responsibility as defined in the *Shuchu Kiyaku* in Japan; the concept of *bayanihan* in the Philippines; *gotong-royong* in Indonesia and the Buddhist *dharma* in Thailand (Sharma, 2013).

Corporate social responsibility (CSR) is defined as categories of economic, legal, ethical and discretionary activities of a business entity as adapted to contribute to the values and expectations of society (Coldwell, 2000; Grunig, 1979). CSR is also the continuing commitments by any business organization whereby they emphasize the ethical elements in their management and overall organizational structure (Richardson et. al, 1999). At the same time, companies are responsible for national economic development by improving the quality of life of the whole workforce and their families as well (Abbott & Monsen, 1979).

The nature of an industry determines CSR concerns and the social concerns are highly diverse between different industries. For instance, the clothing industry raises issues of employment conditions and the responsibility of firms within complex global supply chains¹⁴, fast-food restaurants raise the issue of obesity¹⁵, while the main issue in the tobacco industry is the long-term health effects of smoking¹⁶. These concerns may vary between countries, but the key concerns related to an industry’s operations are typically shared in most countries, and this is no different in the oil and gas sector.

Nonetheless, Oil and gas production sector is one of the biggest sectors compared to other business ones with many multinational corporations operating in different continents. For example, in 2014, world crude oil production averaged at 73.4

million barrels/day, increasing by 0.7 per cent, over 2013 (Opec Annual Bulletin, 2014). However, many countries in Asia, no exception, the largest geographical location, still exploring and production of crude oil and gas with high revenues. Yet, CSR initiatives are numerous in oil and gas sector in scale and scope which aims to enhance community development.

However, Oman changed gradually in 1970 and the years after with succession of the new Sultan, Qaboos bin Saeed from his father, who led the new government (Funsch, L. P, 2015). The new regime created political stability which gave the basic pillars and hope to build a road map for a robust economic and prosperity to the nation. At the beginnings of the new era, the operations exploration and extraction of oil in particular which took place in various locations in the Omani lands gave an optimism to the new government to go for dramatic change. As a result, the revenues generated from oil and later on the gas, transformed the country from agriculture based economy into more diversified economy. In addition, many different services provided to Omani people at no cost. Yet, it could be said that, Oman currently is categorized as similar to a welfare state (Novak, 1996).

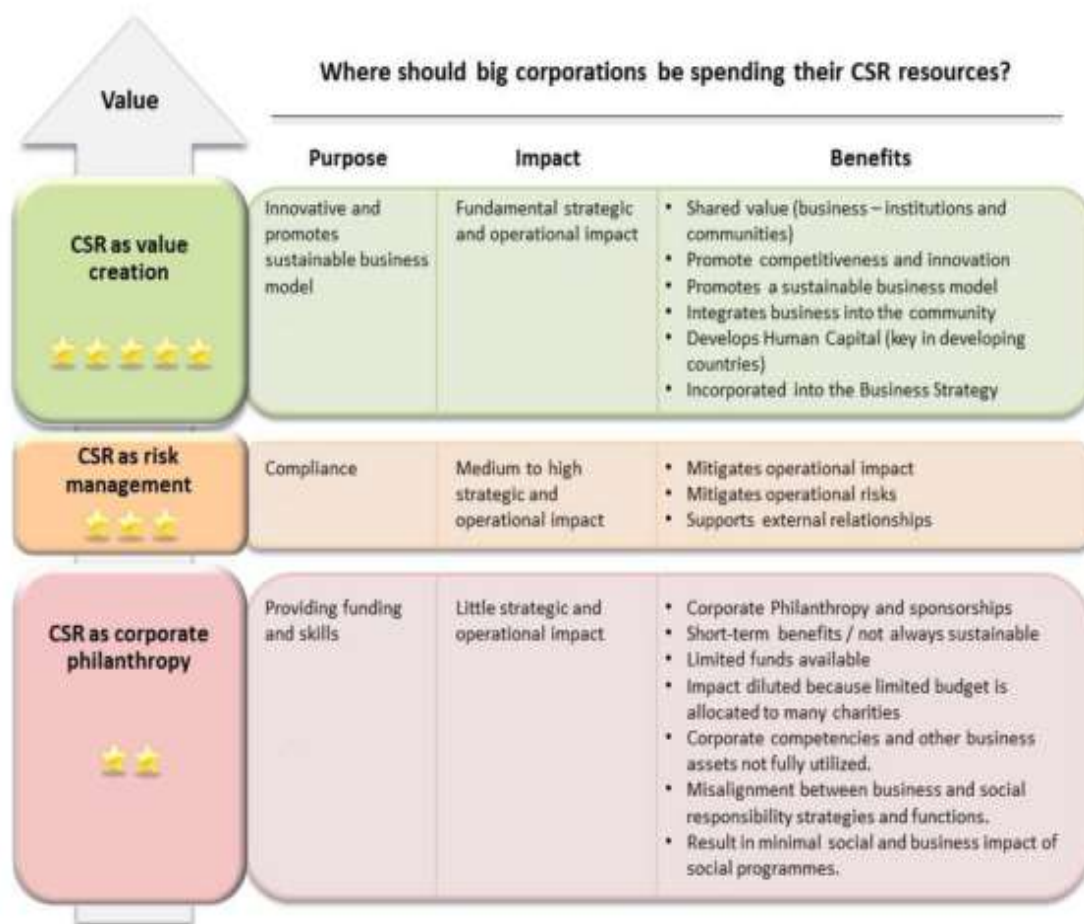
Internationally, today after forty-six years of the development in the country, Oman is categorized as an oil and gas producing country with average daily production of oil at 981.1000 (BPD), and gas with average daily production at 1,408,490 (MNSCF) consecutively as an official figure of 2015 (Oman Statistical book, 2016, p: 198).

On the bases of the above facts, several diverse multinational companies residing now in Oman (whether they are taking shape of government owned or subsidiary, etc.) in various activities are generating high profits on their investments, especially, companies in oil and gas as well as in chemicals ones’.

On the same terrine, CSR is new topic to many residing Omani companies, with exception for the multinational companies who have extended accumulative expertise on the field from their operations elsewhere. Continuously, company's tendency to establish CSR departments in their management hierarchy increased by the persist calls from public and other local organizations to contribute towards the society in its larger term, i.e. NGOs, NPOs, etc. These calls emerged as a result from the pollution and the harmful effects caused by these companies to the environment and inhabitants equally.

In one hand, companies' tendency in oil and gas sector and many other industries would practice CSR on risk management model

(either citizenship strategy or reciprocal strategy) both which may mitigate undesired acts from different stakeholders in their surrounding operation environment or from other key players on the wider term of society. On the other hand, concerned companies in implementing such CSR model would try to pay back some of revenues to the society on funding various projects by building their corporate citizenship and satisfy their different stakeholders. For instance, public have big expectations from these companies not limited to, but including contributing generously on Sustainable development projects as well as philanthropic and charitable activities in order to legitimize their business.



Source: Ajayi,etl.(2016)

3. CSR Approaches of Oman LNG & OMIFCO

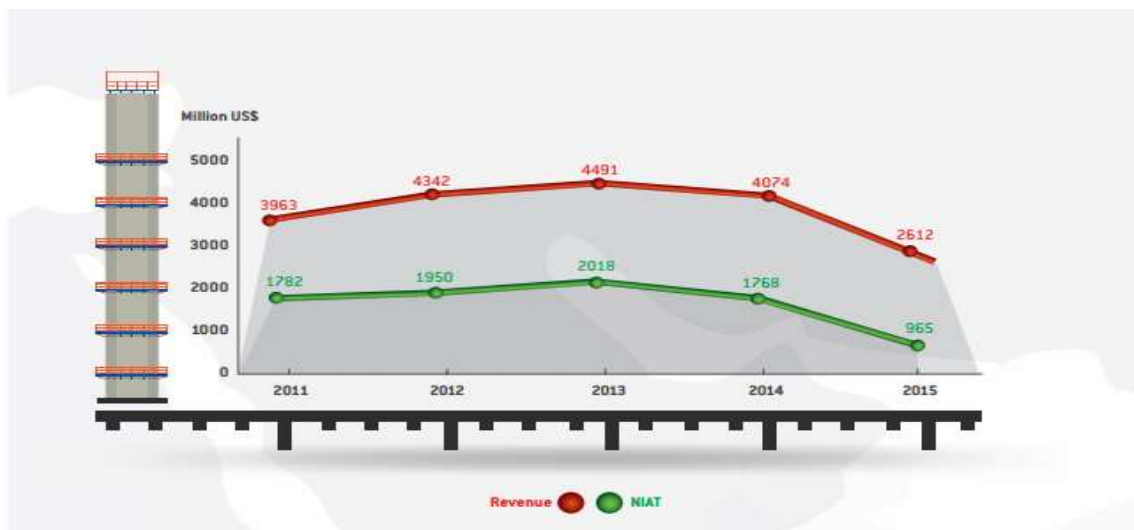
3.1. Oman LNG

First, it is a joint venture company established by a Royal Decree in 1994 operating under the laws of the Sultanate of Oman. Actually, the company engages in the business of producing and selling liquefied natural gas (LNG), and its by-product, natural gas liquids (NGLs). It undertakes, directly or indirectly, project operations and related activities essential to

liquefy, store, transport, and market Oman's natural gas and deliver LNG to customers.

Moreover, the company's activities contribute to the Government's objective of diversifying the economy. In addition, the company operates three liquefaction trains – two owned by Oman LNG LLC and one by Qalhat LNG SAOC with a nameplate capacity of 10.4 million tonnes per annum (mtpa) – at its plant in Qalhat in Sur city, South Sharqiyah Governorate. The figure below shows one of the company's' financial performance indicators' during the period of 2011- 2015.

Figure 1: Oman LNG revenues Vs. Net income after tax (2011-2015)



Source: Adapted from Oman LNG Annual Report (2015): P35

Furthermore, on September 2013, Oman LNG and Qalhat LNG integrated to form a single entity operating under the name of Oman LNG. The head office of Oman LNG resides in Muscat. Oman LNG operates as a joint venture with a shareholding structure comprising the Government of Oman and many other various shareholders.

CSR Purpose

Based on the vision and mission statements, the CSR purpose of Oman LNG include the following:

- Serving the local community and Omani society at a large.

- Managing their business safely, reliably and efficiently.
- Creating new concept for CSR sustainability/income projects in Oman.
- Being a role model in partnering, knowledge sharing, and capacity building in projects in national development.
- Building a good image of corporate citizenship in Oman and outside.

CSR Approach

Since its inception in 1994, Oman LNG has placed significant emphasis on contributing to the socio-economic growth and development of the Sultanate through its

Corporate Social Responsibility programs. CSR has been part and parcel of Oman LNG when it was founded through the investment of 1.5% net income after tax (NIAT) to contribute to the social development of sustainable programs. Over the past sixteen years, the company's social investment programs have spanned the length and breadth of the country and have invested USD 150 Million in more than 3600 various projects (Oman LNG annual report ,2016).

Moreover, in the first of July 2015, Official launch of the Oman LNG Development Foundation (**ODF**) with starting budget of US\$ 10,572 million. As a charitable organisation, the foundation will be in better position to conduct the necessary related studies to serve and develop communities, while maintaining the existing levels of support established through the framework of Oman LNG's CSR. Concurrently, the Foundation addresses many areas of social development in Oman, but in general comprises of the following:

- **Community Fund:** targeting initiatives related to the Local Community where its world-class, three-train liquefaction plant is located.
- **National Fund:** that covers a wide swath of the company's social development programs across the Sultanate. It comprises three focus areas; Human Resources Development (HRD), National Projects (NP), and Sponsorship and Donations (SD).
- **Reserve Fund:** to address the sustainability and continuity of the company's Corporate Social Responsibility programs.

CSR Projects

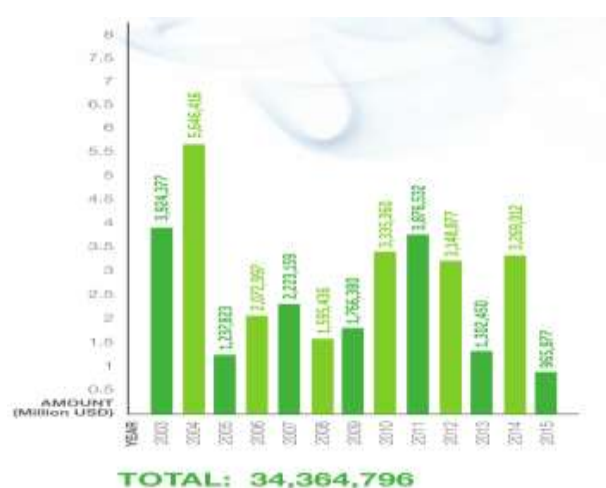
The company introduced many initiatives and initiated and supported various projects whether in Sur city or other geographical areas in Oman, including the following:

1. **Community Development,** Under this category which focuses in Sur city solely, and its' surrounding areas,

Oman LNG, invested in many different projects since foundation like; schools facilities, support disables children daily care centers, fishermen's nets, improving social infrastructure in coast of Sur and road safety infrastructure and awareness for pedestrians' and road users, easing lives by providing devices and training for Braille visually impaired people, investment in heritage by building school of sailing for future champions, and facilitating and encouraging healthy life style for the community.

Moreover, in new initiative, the funding of the "**Harah**" project, which involves establishing a multipurpose playground for children in three locations in Sur in an area of 1,500m2 approximately. The playground will also include equipment designed specifically to suit the disabled. The figure below indicate Oman LNG expenditure allocated for community development for the period 2003-2015.

Figure: 2 Oman LNG Community Fund Investment



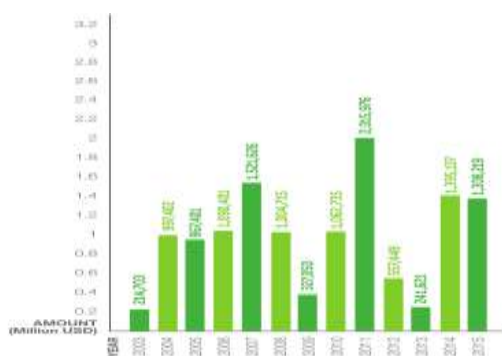
Source: Oman LNG Development Foundation Booklet (2015)

2. **Gift to the Nation,** Oil and gas companies resides in Oman has taken similar initiative "Gift to the nation" a contribution to the society. However, under this initiative, Oman LNG has support and enhance socio-economic of Oman, of contributing to welfare and

prosperity of society, every five years, and based on agreed selected criteria. Moreover, during the celebration of 45th national day, Oman LNG, announced two enormous projects, the first funding the national center for autism, to be in Muscat, in collaboration with ministry of social development, whereas the second project, in partnership with royal Oman police, funding a road safety Institute to be built in Sur city, the home base for the company operations, to curtail the efforts of road accidents in the country. In 2010, similar project, where the company donated 26 ambulances with equipment's to enhance response rates across the nation. Last, gift to the nation, is complement with other company's similar initiatives in the field.

3. **Human Resource Development**, this program is one of the core focuses of national fund aimed to supporting the initiatives of government of Oman to bring strong, capable, and equipped human resource base through imparting specialized skills to young Omani people. For example, for the year 2015, according to company figures, the amount spent approx. \$ 1,308,219 (Oman LNG Development foundation booklet, 2016, p14). The number who undergone such training reached more than 3000 Omani who undergone such training and rehabilitation.

Figure: 3 Oman LNG Human resource development investment



Source: Oman LNG Development Foundation Booklet (2015)

4. National Projects

Under the national fund, projects and initiatives which goes beyond the community company's' plant area in Sur city. In addition, which improve the quality of life across the country. For examples, but not limited to, new equipment's to hospitals, road safety projects, preservation of Omani irrigation system (Falaj), education and training for schools.

5. Sponsorship and Donations

Oman LNG aimed by this to support small scale social investment initiatives'. However, these initiatives requests coming from individuals, associations, non-governmental organisations, and from various locations in Oman, i.e., donations of vehicles to charitable organisations.

6. Centre of Excellence

This center aims to enable the development of CSR initiatives, and to be a platform and enhance CSR activities with others, through partnering, knowledge sharing, funding and investments with Oman LNG Development foundation.

3.2. OMIFCO

Oman India Fertilizer Company (OMIFCO) celebrated foundation stone in 2003. Moreover, the first ammonia and urea Export took place in 2005. The company foundation was as a result of an initiative by the Governments of Oman & India, in order to construct, own and operate a modern world scale two-train ammonia-urea fertilizer manufacturing plant at the Sur Industrial Estate in Oman. However, the plant has the capacity to produce 1,750 T/D of Anhydrous Ammonia from 2 Ammonia Plants and 2,530 T/D of granular urea from 2 Urea Plants.

CSR Purpose

Based on the vision and mission statements, the CSR purpose of OMIFCO include the following:

- Serving the local community and Oman society at a large.
- Managing their business quality performance standers in health, safety and environmental protection.
- Building CSR sustainability culture of excellence with its various shareholders and stakeholders.
- Being an international CSR model in its industry.

CSR Approach

Corporate Social Responsibility at OMIFCO is a business management mechanism and a vehicle to engage the company and its employees with the community and collectively determine the social-economic and environmental priorities in the community in line with the company's objectives. In order to ensure sustainability is core to our business strategy, OMIFCO has begun the process of adopting sustainability management that integrates management of economic, environmental and social performance, with the aim of delivering value for all our stakeholders, i.e. government, shareholders/customers, employees, local community, partners and suppliers, and the environment. Three per cent (3%) of OMIFCO annual net profits is allocated for CSR projects. The figure 4 below shows the main four **OMIFCO** CSR approaches. Furthermore, the company considers the issue of reducing the environmental impacts resulting from its operations as its top priority along with the promotion of production to raise the national economy.

- **Entrepreneurship and Micro Business Development:** OMIFCO's focus on developing Microbusinesses comes in response with the increasing number of youth entering the workforce each year, and the demands on the national economy to create additional opportunities for employment.
- **Education and Workforce Development:** OMIFCO is keen to develop local youth, especially those

interested in entering the technical workforce by pursuing a science, technology, or engineering Bachelor or Diploma Degrees, by providing scholarships each year in one of the leading higher education colleges/universities in Oman. OMIFCO to provide vocational training to Omani youth in order to connect them with employment opportunities in various sectors and professional fields.

- **Environmental Stewardship:** OMIFCO has invested heavily in ensuring that its operations have a minimal impact on the environment, and to seek ways in which to improve. Furthermore, OMIFCO seeks opportunities to support environmental education, awareness programs, and initiatives which will have a significant impact on lifting up Oman on the international ecological footprint measurement.
- **Cultural, Heritage & Quality of Life Programs:** OMIFCO support projects which will benefit the most people in the community, addresses key issues in the community, have the potential to generate measurable results.

Figure 4: OMIFCO main CSR approaches.



Source: www.OMIFCO.com

CSR Projects

The company introduced many initiatives and initiated and supported various projects whether in Sur city or other geographical areas in Oman. From 2013 to 2015, OMIFCO has invested around OMR 3 million for supporting about 159 CSR

projects in diversified categories including employment generation, education, women empowerment, health, human resources development, sports and culture, community development and environment, the following some of these projects:

Figure 5: OMIFCO CSR funds distribution & number of projects



Source: OMIFCO Community Investment Review (2016).

- 1. The Cell,** OMIFCO has launched its innovative program in January 2012. Moreover, this program is being implemented with the collaboration of experts and consultants specialized in SME and start-up operations. It is the first initiative of its kind in Oman to be led by the private sector. OMIFCO has developed the CELL program initiative to encourage self-employment through supporting entrepreneurship and development of micro businesses. However, through the CELL initiative, OMIFCO will not only provide financial resources and technical and administrative support to aspiring entrepreneurs, but also lead to the creation of several innovative SMEs and additional jobs.
- 2. OMIFCO Football School,** the football school is one of the sustainable community projects started in 2007. It

targets young boys from ages 8 to 13 years to receive basic training in the fundamentals of football game provided by professional football coaches. Moreover, annually, around 100 boys join the school. In addition, the school is managed by a group of local coaches who are former players of the national team or local sports clubs.

- 3. Enhancing Education,** to improve the educational environment of schools and make it more attractive for students, the company, established playgrounds in nine cycle one (grades 1-4) schools in South Sharqiya Governate. In addition, 11 schools from all over Oman were supported with sunshades and sitting areas. Moreover, to raise the schools' capabilities and enhance the use of educational technology in learning, OMIFCO provided smart boards, computers and other various devices to

24 schools all over Oman. Yet, another outstanding educational project was establishing six kindergarten classrooms in rural schools in South Sharqiya Governorate. The project gave youngsters from these countryside area access to pre-school education.

- 4. Youngster Preparation Centre,** OMIFCO has implemented the Youngster Preparation Centre project in Sur city, in cooperation with the Ministry of Sports Affairs. This project is one of the most important CSR projects of OMIFCO. A sum of OMR 350,000 was allocated to implement this important project, which was chosen to be located close to the city Youth Centre. The construction of the Centre started mid-2016, and to be operated by the Ministry. However, the center will be a hub for the youth with gym and multi-purpose facilities to help them practice their skills and talents. The figure 5 below indicate OMIFCO expenditure on CSR funds and total number of projects allocated, i.e. entrepreneurship and human capital

development was 1,877, 613 OMR with 75 projects funded from 2013- 2015.

4. Methodology

The main methodology chosen was questionnaire send to CSR specialists for both selected companies, via e-mail, whilst secondary data was collected from both company websites, annual financial reports, and CSR bulletins. Moreover, a total of 15 questions were formed to investigate the current position of CSR activities in both companies and their future CSR vision. However, questions aimed to understand both companies CSR activities practiced in their surrounding business environment or in national context. In short, questions were ranging from companies' business CSR approaches, main CSR projects, measurements for their successful CSR projects, to CSR disclosure, and challenges in the long term. The content analysis tool for the case study was used. The answers could be summarized in the following time table below (*Note: Some answers have been synthesized for summary purpose only).

Questions	Oman LNG	OMIFCO	Remarks
1. What are the main products of the company and its Market share?	Liquefied natural gas / NA	UREA & Ammonia/NA	Both companies didn't disclose their market share.
2. What does it mean CSR concept to the company in Community Development?	Working with stakeholders, capacity building	Conducting business with responsibility, preserving traditions, and culture	
3. Do the company have CSR strategy in place and what are the main features?	Yes. Corporate Citizenship	Yes. Corporate reciprocal strategy	Although OMIFCO hasn't clearly revealed it in their answer.
4. Is there is risk involved from company operations to surrounding local environment and society at large?	Safety is the first priority for the company, with high score of safety recorded.	Safety is the main domain for operations.	Although both companies in compliance to national safety standard from answers obtained, neither Oman LNG, nor OMIFCO revealed percentage of pollution and wastage to their surrounding business environment and mechanism of mitigation of damages.
5. Which Criteria do the	Programs focus on	Programs within CSR	

company act upon approving or contributing towards CSR projects?	sustainability, capacity building, social impact, each project value.	policy, part of Community investment area, high impact in social return of investment	
6. Who decided CSR initiatives, and Is there is any representation for local community in their decisions’?	Company Board of Directors with community representatives	Company Board of Directors only.	No official representation of local community on OMIFCO CSR projects compared to Oman LNG.
7. When does, the company started practicing CSR activities, and What are the main CSR activities involved in?	Since 1994. Through Community fund, National fund, and reserve fund.	Since 2006. Capacity building, environmental stewardship, preserving culture, heritage, and enhancing of life quality.	Both companies using risk management as a tool in satisfying various stakeholders.
8. Which projects company contributed towards it continuously throughout the years and reasons for that?	Evaluation annually, no long-term commitment, unless community needs and for projects successfulness.	Very high Involvement in long term impact projects, like the cell for new entrepreneurship.	Although Oman LNG has no yearly continuous commitment but has very social impact factor due to scope and scale of involvement in CSR national projects and budget allocated.
9. Does CSR programs cover Sur city or other geographical areas in Oman, and percentage of coverage?	Sur city and Oman as whole. NA	Not limited to Sur city but all governates. 70% to Sharqia South & North Governate, where 30% rest of Oman Governates.	Although Oman LNG hasn’t show percentage of CSR projects coverage’s, but number of their projects nation wise still represent a good portion in comparison to OMIFCO who main focus the North and South of Sharqia Governate.
10. How much budget allocated for CSR activities during the period of 2013-2015?	Invests 1.5% net income after tax.	Allocate 3% of its net income for CSR projects.	Despite less percentage of allocation in Oman LNG in comparison to OMIFCO, with high revenues in Oman LNG CSR budget allocation would be higher than OMIFCO.
11. How does the company evaluate the success of their CSR projects?	By using a dedicated team, using post implementation review as social impact assessment.	By community feedback forum from time to time and conducting social return on investment study for major projects after implementation.	Both companies lack of systematic assessment approach which still doesn’t undermine their successful CSR projects.
12. Does the company disseminate and share their CSR activities to the media? and how?	Yes. Using social media and others.	Yes. Using social media and others.	Although both companies disseminating their CSR activities through various media tools, Oman LNG is historically being far front by its diverse usage of social multimedia as well as traditional ones’.
13. How much percentage do the company	Massive and comprehensive in	Available in all social media and local	Due to lack of availability of OMIFCO annual reports,

disclose CSR information in respective media tools?	website, annual reports, and special bulletins.	media.	percentage can't be distinguished.
14. Do the company confronted with challenges / hindrances on achieving CSR projects aimed to community development? Describe them? How to overcome such challenges?	Managing expectations of community, addressing the current needs, aligning with government objectives and sustaining the efforts. By continuous engagement with communities and stakeholders.	Managing the community and stakeholder's expectation. By organizing CSR forum to explain CSR company direction and receive feedback.	Although both companies have common challenges, OMIFCO have not got a community representation in their CSR board of directors in comparison to Oman LNG.
15. What are the future vision for the company CSR projects and why?	Create a sustainable income channel and being an enabler for others to develop CSR initiatives through partnership, and knowledge sharing	Be in line with government CSR related strategies as well as parent company strategy, and community support as priority, return back investments to the community	Both visions are promising in theory but it is conditional by the level of commitment to be put by both companies and by identifying the current weaknesses in order to have a good CSR road map.

5. Discussion and Findings

It is obvious from answers collected from questionnaire that both Oman LNG and OMIFCO companies are indulging in different CSR projects and activities in Sur city, where they operate as well as in national Omani context. Moreover, both companies have a clear CSR concept and approaches which led to good strategy implementation (Citizenship strategy for Oman LNG, and reciprocal ones for OMIFCO), by which both companies respond to the persist calls of community in satisfying different stakeholders as the main focus.

From different perspective, although both companies in compliance to national safety standard from answers obtained, neither Oman LNG, nor OMIFCO revealed percentage involved of quantity of pollution to the air and wastage dumped to their surrounding business environment and the mechanism of mitigation such damages. In addition, the study revealed that, no official representation of local community on OMIFCO CSR projects decision making compared to Oman LNG. In contradiction, Oman LNG has no yearly continuous commitment compared to OMIFCO, but has

accumulative experience on CSR projects throughout the years since foundation as well as very high social impact factor due to the scope and scale of involvement in CSR national projects and in budget allocated.

Despite the fact that, Oman LNG hasn't show percentage of CSR projects coverage's, but total numbers of their projects nation wise still represent an excellent quota in comparison to OMIFCO whom main focus (70%) allocated geographically to the North and South of Sharqiah Governate only. In other ground, less percentage of CSR budget allocation in Oman LNG (1.5% NIAT) in comparison to OMIFCO (3% NI), with frequent high revenues in Oman LNG, CSR budget allocation would result to be higher than OMIFCO. Conversely, both companies lack of systematic assessment approach to their level of success on their CSR projects which still doesn't undermine their successful CSR projects. Ultimately, usage of standard measurement is a dilemma in CSR projects which is still repeated question to many companies worldwide.

Thematically, both chosen similar CSR approaches with little differences towards community development like funding youth

training, education and supporting the different associations and clubs. Likewise, providing generous budget allocated for the above categories, whether in Sur City or other geographical locations in Oman. Conversely, Oman LNG by establishing Oman Development Fund(ODF) in July 2015, has taken an important milestone in framing its CSR shape towards local community and national level, with dedicated team and generous allocated budget from its board of directors. In addition, the 'Gift of the nation' project which funded every five years as a capital project and announced on the national day for the sultanate, makes Oman LNG gone the extra mile in CSR road map compared to OMIFCO.

Indeed, in media usage, both companies disseminating their CSR activities through various media tools, Oman LNG is historically being far front in quantity and quality and by its diverse usage of social multimedia as well as traditional ones'. Finally, both CSR visions are theoretically promising but it is conditional by the level of commitment to be placed by higher management of both companies. Similarly, it is important in identifying the current challenges in order to overcome such hindrances, to result in a better shape of future CSR road map in Oman.

Furthermore, although both Oman LNG and OMIFCO separately has their own way in communicating with surroundings local communities in their business environment, there is a necessity to establish a formal mean of dialogue in between both companies, and the rest of stakeholders in the business environment in order to be combatable in CSR projects, and to avoid replication of some projects, i.e. youth training, education, enhancing quality of life, etc.

Moreover, from risk management procedure, both Oman LNG and OMIFCO should disclose their mechanism on mitigating air pollution or environmental wastage, despite the fact, both company's

adherence to national standard on mitigating the damages which are promulgated on their CSR reports. Last, an evaluation of successful CSR projects for both companies whether in planning, designing, implementing, and in completion phase is highly recommended.

6. Conclusion

In conclusion, despite many multinational companies operating and practicing CSR with different approaches and shapes, corporate social responsibility still in its cradle stage in many industries in Oman. Moreover, the main Focus of the research question was to compare CSR practices in operating in Sur City which is located in the eastern coast of Oman. The two chosen companies (namely, Oman LNG from gas industry and OMIFCO from Fertilizers industry)

Furthermore, methodology used was questionnaire by sending online 15 questions to both companies CSR specialists as primary data collection, whilst secondary data collection. was from both companies' web sites, CSR bulletin, etc.

Nonetheless, Findings shows that both companies practicing CSR activities and projects aimed towards community development in their local operation sites in Sur city, and funding generously various projects nationwide. In addition, study revealed that both companies' build up a good CSR strategy in their business model, i. e citizenship strategy for Oman LNG, and reciprocal ones for OMIFCO, in respond to the persist calls of Omani community needs and satisfying different stakeholders. Also, findings show that, both companies lack of systematic assessment approach to the level of impact on their CSR projects. However, it is still not to under estimate their promising CSR projects. It is clearly shows that, specialization in CSR projects is highly required from both companies in order to achieve harmonization and diversity of various projects.

Notably, one of the most important findings were the main CSR focus in OMIFCO was Sur City only, in comparison to Oman LNG which focuses in national context. Conversely, Oman LNG currently a pioneer in oil and gas industry by establishing Oman Development Fund in 2015, providing the 'Gift of the nation' project which funded every five years, in comparison to OMIFCO, which main focus was local community operation only. Furthermore, there is a necessity to establish a formal mean of dialogue in between both companies, and the rest of business environment in order to be combatable in CSR projects, and to avoid replication of similar projects.

Finally, it could be concluded that, Oman LNG has gone the extra mile in scope and scale in CSR projects and activities in Oman in comparison to OMIFCO.

7. Research Limitations/ Implications

This research used a questionnaire only as primary data collection to investigate CSR practices from company's' under study perspective. Thus, a survey to investigate, how successful CSR projects from benefitters' perspective and to increase companies sample is highly recommended. In doing so, this will enable policy makers, researchers, and practitioners to have a broader picture about CSR projects and activities in Oman.

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The Impact of Perceived Corporate Social Responsibility Television Commercials on the People of Lahore, Pakistan (from March, 2015 March, 2016)

Moneeba Iftikhar and Farah Naz
Pakistan

Abstract

This research investigates “The impact of perceived Corporate Social Responsibility Television commercials on people of Lahore, Pakistan from March, 2015 March, 2016”. To check the proposed hypothesis, the researcher used both qualitative research methodology of focus group with twelve respondents and quantitative method in a form of survey as tool of research comprising of 20 close ended questions. A sample of 203 respondents was selected from population through convenient sampling. The basic purpose of this research is to explore the, opinions, buying decisions and association of people towards television commercials based on the appeal/technique of corporate social responsibility. The outcomes of the research show that the Television commercials based on corporate social responsibility may have an influence on the buying behavior of the people of Lahore to some extent and they observe some positive changes in them towards the development of the society. Moreover it was found a significant approach to achieve social change and development in a country like Pakistan. While some of them didn’t show their concern about this emerging concept in Pakistani advertising medium.

Keywords: Corporate Social Responsibility, Buying behavior, Development, TVCs

Introduction

Prevailing media has got privilege with its significant impact on viewers. Among the diverse forms and types of media advertising is reinforce owing its crucial

role in society. Today, the importance of advertising wing has gain more than it ever has before. Advertisements are composed aiming; shaping and influencing perceptions of the public. Television advertisements or TVCs are being acknowledged ever since the TV first began to come into sight in the living rooms. “The effects of television advertising upon the viewing public (and the effects of mass media in general) have been the subject of philosophical discourse by such luminaries” (McLuhan, 1964). Now a days marketers don’t only trying to pitch the consumers to spend more money rather they are trying to reach and influence the minds of the consumers more and for that reason they have been planning and developing different advertising and marketing techniques to convince them for final purchase. Therefore it is evident that now a days advertising has become an essential market part of any marketing plan. (Abasi & sheikh, 2014)

Global trends of advertising have been followed in Pakistan meeting the cultural needs. It is required to consider deeply with respect of responsibility of this medium within culture. What has got them esteem? It’s effective because it’s so brilliantly simplistic. The observation, he gives reasons for the opinion about diversity (McLuhan, 1964). Tempting viewers right away with the likely appeal the ad campaigns create an image even after they expire. Observations are that imitator is there every time you turn on the TV. It was successful because it was wonderfully creative with the persuasive and memorable footprint.

Literature Review

Influenced by priming CSR in a retailer's ARP promotion, consumer's evaluations be leading to a more favorable deal evaluation, then the retailer should consider incorporating their CSR message into price promotion strategies while stressing upon the moderating effect of retailer CSR (Wei Ho et al., 2015) ATT_A, a theoretical case presenting ATT_A implication as mediator for branding, empirical facts in favor offered; and future agenda proposed. (Shimp et al., 2013) Television commercials are successful to facilitate casting spell over the attitude towards the brands. The mechanism of classical conditioning was prohibited for account of the linkage that might also be working for the accomplishment (Shimp et al., 2013)

CSR is a long lasting image building in the favor of the company. Building the associations and attribution, CSR communication is an effective tool controlling behavior earning the most possible profit for company (SankarSen et al., 2010). Apparently Corporate Social Responsibility seems to be a big tool in determining the role of the consumers in value of social, emotional and functional level (Peloza et al., 2011). Building trustable situations among the stakeholder and companies and consumers and companies, Corporate Social Responsibility has direct and central role. This is the influential technique and persuasive for the profit gaining and direct correlations. (Pivato, Misani & Tencati, 2008)

CSR has a mediating role to facilitate trust of the consumers. Patronage and suggestions are the goals strengthen by the response. The positive effects are the proof that regardless of the company's performance, service and quality, CSR attempt motivates profit (K. Avramidis et al., 2009). Achieving high advertising value CSR intends to improve the image of the company. Particularly the way efficiently and strongly it presents the message (Yoon & Canli, 2006). Initiating CSR to manipulate consumers with the distinctive

effort for wellbeing of society is the growing marketing technique. It really improves the buying intentions, behaviors and attitudes with the right timing and motivation. (Olsen et al., 2006)

Consumers not only intend to buy the product but also urge to contribute via donations respecting corporate social responsible behavior; mediating between the corporate and consumers. They perceive this as an opportunity to do something for their society (Lichtenstein et al., 2004)

Advertisers have the target reaching that community (MC Evoy, 2002). TVCs are powerful recalling the brand (Goldsmith et al., 2002). Evaluating CSR in relation with consumer's purchase attitude indicates that people involve more in the corporate activities for the society and has a great role endorsing positive image and effecting intentions of the public for purchase of the products. (Wigely, 2002)

CSR along with the beliefs of the company are the director of the initiatives taken for CSR ad congruence with the company and audiences' response. In certain surroundings the intentions of the company may counter to augment the attention (Sen, 2001). Political television commercials have a primacy in attracting people and recalling them; it cast more strong impact. They carve for what comes next and are more likely to evaluate the candidates while conjuring up the advertisements they experienced on Television medium (Wattenberg et al., 1996). Growing constraint on the corporations to be socially accountable while upholding success has a profitable solution as expression of Corporate Social Responsibility; it leads towards the extremely responsible behavior from heartless feelings at all (E. Harris et al., 1981). Television ads altering the perceptions and attitudes might be selling with the product message involved, persuading the purchaser for commercial effort (Krugman, 1965). Advertising using television medium do manipulates the purchaser reforming product image (Griffin, 1965).

Corporate social responsibility (CSR) is now one of the standard business practices. It was nominated after consideration of advertisers in order to magnetize people that lead to the adoption of this technique (Carroll & Bocholt 2003, p. 36), labels Economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time. "It's an opportunity to connect to the core of consumers—to say, 'This is what I stand for,'" as explained by (Daniel, 1976).

(Carroll, 1991) defines Corporate Social Responsibility (CSR) as a strategic practice is the key to organizational success because it is one of the few practices that can positively impact. The use of corporate social responsibility (CSR) initiatives to influence people and differentiate product offerings has become quite common. This study would be significant analyzing the impact of perceived Corporate Social Response (CSR) TVC'S on people's buying decisions.

Albert Bandura (1977) in social learning theory explains that humans are on the go processors of information and consider their relationship between specified behavior and its consequences. Observational learning has a link with cognitive processes. The cognition intervenes in the learning process to establish if a response is obtained. So, individuals do not automatically observe the behavior of a model and imitate it. There is some thought consideration process that is called meditational process.

Methodology

The period of TV ads selected for this research is from 25th march, 2015 to 26th march 2016 to find out the impact of perceived Corporate Social Response CSR based TV Commercials on the people of Lahore, Pakistan. The study carried out on general population with direct exposure to CSR TV ads. The study aims to examine the relation and impact of CSR initiatives and practices, people's opinion and association with the following objectives in the mind.

- Probe the impact of CSR based TVCs on buying decisions of the people (age ranging between sixteen to forty years).
- Probe either such TVCS that are based on the corporate social responsibility generate a sense of social responsibility to among the people to motivate them in order to change their social behavior towards societal development.
- Isn't advertising or marketing that are based on CSR can easily gain attention of the target audience/ consumers to help them to change their buying decisions for the said goods products and services.

On the basis of above objectives, following are the hypotheses are formulated for this study.

H₁: Viewing CSR based TVC's significantly changes the buying behavior of the people.

H₀: Viewing CSR based TVC's does not significantly change the buying behavior of the people.

H₂: CSR based TVC's are significant in motivating people towards social development.

This is the examination of "The impact of perceived Corporate Social Responsibility (CSR) TVC's on people of Lahore, Pakistan from 25th march, 2015 to 26th march, 2016" focus group and general survey is carried out for the data collection. Qualitative approach goes well with the study. Data collection applies both primary and secondary data.

General survey guided by the questionnaire gathered the opinion of general public through convenience sampling across a sample of 203 respondents (age ranging between sixteen to forty years). All the people contributed to this study were from Lahore, out of the universe Pakistan. Out of 203, 103(i.e. 50.7%) were males and 100 (i.e. 49.2%) were females. Moreover all of them were 100% viewers of television from every sector, class and educational background. CSR TVC's watched by majority of people who watch TV and have

strong and direct impact. A well-structured questionnaire designed consisting 20 closed ended questions based on simple survey response scale ranging from 0= yes, 1= no, to some extent = 3 neutral = 4. After applying the correlation analysis on people behavior in response to these TVCS with regression analysis were taken to explore the relationship between dependent and independent variables of the study. While in the qualitative method, a focus group discussion with the sample size for present study was 12. The facilitator conducted in depth discussion with 12 heavy viewers of CSR TV ad campaigns during the focus group discussion. Focus group commencing 12 participants in group form gave exposure to explore new directions and dimensions. In sample the variables studied were; Perceived Corporate Social Responsibility (CSR) TVC's as independent variable, while viewing of TVCs based on CSR by the general Public of Lahore had been considered as the dependent variable. The study seeks to find out;

Results & Analysis

According to the results of 85% population including both males and females from 16 years to forty years of age, watched TV, while, 14% watched it occasionally. Majority were heavy viewers as, 16% of population watch TV for 1 to 2 hours, 34% watch for 3 to 4 hours 49% watch for more on daily basis. Half of the population watch TVCs and involve in it, 23% do not others often watch. Elaborating it further 20% of people watch TV commercials just for entertainment purpose, 37% for information purpose and other 20% watch for other reasons. CSR TVC is all about their concept and servings, 19% of population perceive the ideas, 35% focus on the product and 23% look for social messages in TVC.

Perception of the idea provoking concern catering 30% of population building their interest in social message in CSR, 7% were unable to build their attention, 34% had curiosity level and 5% were confused. Considering the impact 20% populace felt

that CSR TVC's leave impression, 35% population assumed that CSR TVC's have impact to some extent, 12% experienced no impact while just 5% population was not cleared about this concept. Giving views about the concept 30% consent the idea and preferred to buy that product with CSR TVC, 9% build association but did not buy leading association, while 27% disagreed with this notion.

CSR TVCs have an element of interest or not? 61% of the population found the elements of interest in CSR TVC's while 39% of them did not. Targeting CSR TVC of Lays featuring Messi and Wasim Akram endorsing social message of "Keep the Pakistan Clean and Green" grabbed 50% of the public and they liked it very much, 12% did not like others like it for social message. Allied Bank TVC with social message was also liked by majority attributing social message. Easy Paisa CSR TVC was also appreciated by 54%. A small number of people were aware of the Meezan Ramzan TVC with CSR while majority did not. Talking about the Supreme Tea TVC 46% uncovered their likeness, 14% did not like 16% population did not even know about it. Tapal Tea CSR TVC was the most recalled than Bright Total, Coca Cola, Pepsi, Olpers, Every day, UBL ads. Out of the total population 58% consider Corporate Social Responsibility ads can bring change in society. They can also bring change; this is the view of the 51% people who believe that CSR TVCs can direct societal positive change and 9% did not agree.

30% of population believes CSR TV ads built up their interest level and influence them to buy it while 34% of population reported that it happened with them to some extent. Another question regarding the change in buying behavior of the consumer shows that near about 20% of population felt that CSR based TVC's left strong impact on their buying decision making, 38% population thought that CSR TVC's left impact on their buying behavior to some extent, 12% are those who disagreed with it while 5% of population had no idea about it.

Impact of corporation's CSR initiatives on consumer buying decisions is appreciated by 30% population, 61% reported that buying behavior of them was influenced by such TVCs to some extent while 9% of population was much involved buying product with CSR TVCs. H_1 is accepted which proves that, viewing CSR based TVC's significantly changes the buying behavior of the people while as a result H_0 is rejected. The contemporary CSR practices in the TVC are well perceived as a social message by 30% involving their interest, 34% found less interest to some extent, while 46% did not find any interest. Exploring the opinion regarding of people towards CSR TV ad campaigns 58% believed that social change is likely to occur with CSR, 8% disagreeing and 10% showed neutral response. It shows that in Pakistani as a new concept has convinced more than half percentage of people that CSR is quite a better approach for social welfare and development. Similar findings regarding the association of people with the message in TVCs with CSR approach, figured out that 58% of population favoring social change can be brought by using CSR approach in TVCs, 8% denied this fact and 10% were neutral about it. The above findings show H_2 is strongly accepted.

Hypothesis Testing

In order to analyze the impact of CSR based TVCs, for H_1 : Viewing CSR based TVC's significantly changes the buying behavior of the people, correlation analysis was performed to discover the relationship between dependent variables BC (change in buying behavior) and social identity and development (SID) with independent variable CSR TVCs watching.

Table 1: Correlation analysis			
		BC	CSR TVCs watching
Pearson Correlation	BC	1.000	.201
	CSR TVCs watching	.201	1.000

Table 1 presents the correlation analysis of BC with CSR TVCs watching which is

precisely correlated with each other with a value 0.201 which shows a satisfactory correlation. Following the same procedure another correlation analysis was for H_2 : CSR based TVC's are significant in motivating people towards social development, was done to discover the relationship between the other dependent variables SID with independent variable CSR TVCs watching. Table 2 shows the correlation analysis of SID with CSR TVCs watching which is highly correlated as it is 0.618 with Independent variable (CSR watching TVCs). (Table 2).

Table 2: Correlation analysis

		SID	CSR TVCs watching
Pearson Correlation	SID	1.000	.618
	CSR TVCs watching	.618	1.000

It is concluded that change in buying behavior of people of Lahore and their motivation towards CSR is being influenced by the TVCs based on corporate social responsibility concept.

Table 3: Regression analysis Of BC

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.976	.227		8.721	.000
CSR TVCs watching	.302	.104	.201	2.908	.004

a. Dependent variables : BC

Further the regression analysis was done to probe the impact CSR based TVCs (independent variable) on the buying behavior (BC). Table no3 shows that the respondents on the two questions about change in the buying behavior of the people after watching CSR based TVCs were summated for BC. The result shows that there is a change in the buying behavior of people (BC) of that brand due to the change in independent. As the significance level is 0.004 which is less than 0.05.

Further the regression analysis was done to probe the impact CSR based TVCs (independent variable) on the about people

motivation towards social welfare and development. Table- 4 displays that the respondents on the three questions about people motivation towards social welfare and development after watching CSR based TVCs were summated for SID.

Table 4: Regression analysis of SID

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.274	.201		-1.360	.175
CSR TVCs watching	.298	.027	.618	11.158	.000

b. Dependent variable : SID

The result shows that change about people motivation towards social welfare and development in the buying behavior of people (SID) is strongly due to the change in independent. As the significance level is 0.000 which is less than 0.05.

Focus Group Discussion

Focus group discussion carried out on May 22, 2016 at Gulberg III, Lahore with the 12 participants including people from different fields of life (age ranging between 16 to 40), most of them representing present status of Pakistani society. All of them were regular viewers of Pakistani TVCs. Most of them especially the adults group agreed with the notion that CSR is an approach for companies to assist themselves with the profile while serving society. Using CSR approach in advertising can help to engage customers in new ways. In view of the fact that the message is about something “good,” it can be an easier way to talk to with customers. This is an underused instrument for business-to-business company communication. Furthermore, CSR based TVC’s involves an opportunity to bring a revolution the world. It leaves positive impact and direct positive change. The associations people make with that brand make them purchase and it cause to generate revenue. Some of them denied that they cannot bring a change in the buying behavior although they believed that these TV commercials are promoting social

messages for the better functioning of society. CSR TVC introduced innovative ideas like recycling; they also have intrinsic and extrinsic impact on the people. It may cause some positive change in society. Youngsters in that group agreed that CSR TVC can promote positive social change in society and these push us to buy the product/brand. Especially the TVC of Lays featuring Wasim Akram and Messi influence the buying behavior. A positive feeling and association develop watching them. It grabs the attention of people and alters the attributes to some extent. Especially Ramzan commercials were found more interesting. One of an uneducated group member’s shared her views in favor of CSR TVC’s with its possible positive and influential impact but have no association for that product or buying urge. Interesting to watch and bring change in society with social, moral and ethical values. Interpretation of data with focus group concluded that majority of sample agreed with the notion that CSR is an approach for companies to promote product and services, while working for the development of the society. The fresh practice is helpful to bring change among the masses in a long run.

Discussion & Conclusion

Advertisements are the proved strategy to persuade buying behavior of the audience and its tactics are updated with time. Corporate Social Responsibility technique is the emerging practice and a remarkable addition as an advertising approach. As elaborated by (SankarSen et al., 2010) it is great for building positive image of the company and come out with the best for companies. It is further elaborated by (Pivato, Misani & Tencati, 2008) with their finding of CSR technique as influential for the direct relations among the company and its consumers. Studying “The impact of perceived corporate social responsibility (CSR) TVC’s on people of Lahore, Pakistan from 25th march 2015 to 25th march 2016 with the basic purpose to explore the opinion and association of people towards

CSR TVCs and the relation of corporation's CSR initiatives on consumer buying decisions (general public) was carried out.

Electronic media's rapid and exponential growth was considered to select it for the study. Television commercials are at the top of the list among the media of advertising in Pakistan. The results of the survey as consequence of the 203, a questionnaires with 20 questions carried out on the audience ranging from 16 to 40 years of age group with "convenient sampling" to collect samples from different areas of Lahore. Examining the hypotheses regarding the effectiveness and powerful impact on viewers of these TVC's, this study approves CSR TVC's have a noticeable impact over society in terms of changing the buying behavior of the people which can positively affect consumers' behavior.

A global online survey conducted by Nielson in 2015 reveals that among 30,000 internet users from 30 countries worldwide responded about CSR ad campaigns. In this survey 66% of total respondents claimed that are interested to buy such goods and services rather brands that active in promoting development for society. It can be said that in country like Pakistan where we need change regarding social development and strengthening our economic position, such practices are worth needed (Malik, 2015). Although CSR in advertising is a new concept in Pakistan, and this study gives Pakistanis advertising practitioners an intimation and hope to utilize CSR technique both for increasing the consumer purchase as well as to motivate people towards social development. The results show that as CSR technique in TVCs are getting acceptance. CSR approach in advertising have been started in advertising a couple of years ago , therefore as an emerging technique in Pakistani advertising industry the response of the people of Lahore (Pakistan) is quite encouraging and more than half of the population reported that their association with CSR based TVCs increases and in turn they buy that particular brand , similarly

majority of the these people believed that CSR based TVCs are playing good role in bringing positive change among masses and social development can highly be achieved with this new approach through advertising. In Pakistan abundant MNCs and big local industry along with numerous brands are working on CSR within their means and sources. In this way they are balancing the organization in terms of money and company reputation by practicing sustainability for society in form on CSR based advertising (Malik, 2015). It is a comment confirmation that TVC's are the prospective social play therefore it should be designed for the guidance and positive information for the prosperity of the society within its norms and values. Our country Pakistan needs people that can bring positive change for the welfare and development of the country. Abassi & Sheikh (2014) stated that people of advertising and marketing should focus on target audience and their area of interest in order to persuade them towards advertising message. If they do this accordingly, it will be helpful for marketers to select appropriate emotional appeal to motivate people. It is noticeable that findings of the current research are aligned with findings of past research. Initiating CSR to manipulate consumers with the distinctive effort for wellbeing of society is the growing marketing technique which improves the buying intentions, behaviors (Olsen et al., 2006). Consumers not only intend to buy the product but also urge to contribute via donations respecting corporate social responsible behavior (Lichtenstein et al., 2004).

This research is immature and people's behavior is still young, advertisers tried to hire such type of techniques for gaining attention of people and for the sale of product (Carroll, 1979). The last but not the least is that the current research would be a very significant ground work in the future, in exploring new trends for sustainable development with the help of TV advertising in Pakistan.

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Corporate Social Performance Affects Human Resources: The Philippine Experience

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Abstract

Corporate Social Performance significantly affects corporate human resource in terms of hires and personnel retention. The human resource or the workforce are significantly affected by the so-called corporate social performance. Work place organizations which are deemed to be socially responsible are potentially more attractive to potential applicants because of their enhanced reputation and social desirability. In fact, the so-called Millennials or Generation Y or the so-called 'Yers' are more attracted to "green companies" (companies who practice corporate social responsibility) and jobs that offer time off for community service work or outreach. They are more attracted to companies regarded as "socially responsible." Therefore, a commitment to Corporate Social Performance leads to commitment to employee well-being, which benefits the organization through cost reduction, skill development, and the retention of valuable employees; not to mention, good reputation. The dynamics between labor demand and labor supply poses a great challenge for a manager both local and abroad practically in all sectors of the industry. Personnel strategic planning recognizes the value of getting young professionals to ensure sufficient supply of productive labor in the 'glocal' (global & local) village. Charitable, civic, socio-economic and environment-sustainability projects are some of the activities where businesses actively take part. As they become active with such projects, their public image and reputation is also enhanced. Somehow, creating some kind of a social branding. Therefore, they leave to society a very good

impression of their corporate image which, in turn attracts more competent recruits, and a greater number of customers and clients as well.

Sustainable & community-based Corporate Social Performance practices in the Philippines are gaining grounds and changing the landscape in doing business. Corporate Social Performance is now looked upon as an investment effort by companies and organizations both profit and non-profit that results to better public image, better reputation, and good corporate branding. Business executives are becoming more convinced that they are driven and motivated to the highest extent thru their corporate social performance efforts. Sustainable practices proved to be healthy for business (of course, to the employees, customers, and the so-called end-consumers) and to all the stakeholders.

Likewise, concerns regarding workplace management, proper employee compensation, ensuring ideal the working environment, and strict compliance on regular staff training and development opportunities, all exemplify good Corporate Social Performance practice. These efforts and practices result to a significant improvement of the business' reputation and image.

Keywords: *Corporate Social Performance, Human Resource and Social Responsibility.*

Introduction

Corporate Social Performance significantly affects corporate human resource in terms of hired personnel and their retention. Work place organizations which are deemed to be socially responsible are potentially more

attractive to potential applicants because of their enhanced reputation and social desirability. In fact, the so-called Millennials or Generation Y or the so-called 'Yers' are more attracted to "green companies" (companies who practice corporate social responsibility) and jobs that offer time off for community service work or outreach since these are viewed as more engaging and connecting, so to speak. 'Yers' are more attracted to companies regarded as "socially responsible" and socially responsive too. Therefore, a commitment to Corporate Social Performance leads to commitment to employee well-being, which benefits the organization through cost reduction, skill development, and the retention of valuable employees; not to mention, good reputation. The dynamics between labor demand and labor supply poses a great challenge for a manager both local and abroad practically in all sectors of the industry. Personnel strategic planning recognizes the value of getting young professional workers to ensure sufficient supply of productive labor in the 'glocal' (global & local) village. Charitable, civic and socio-economic projects are some of the activities where businesses engage and take part. As organizations become active with such projects, their public image and reputation is also enhanced. Somehow, this has created some kind of a social branding. Therefore, they leave to the society a very good impression of their corporate image and attracts more competent recruits and a greater number of customers and clients as well.

The present and future landscape of human resource talent acquisition wrestles against the very basic issues on recruitment and retention of talents. Corporations, companies & organizations (small, medium or big) around the world are now recognizing the positive and significant impact of corporate social responsibility in shaping their public image and good reputation. Attractiveness brought about by social responsiveness and performance galvanizes the pivotal benefit emanating

from a serious social performance in the conduct of meaningful and cause-oriented community projects. Top executives are now looking at a lens valuing employees' engagement efforts as a strategic imperative. Employees are now driven to social performance knowing that CSR is an integral part of the corporate mission and shared values (Bhattacharya, Sen, Korschun, 2008).

Across the globe, teams, organizations, and the industry sectors in general were created as part of making corporate social performance an integral component of business operations, strategies, and even corporate branding. The ever-changing economic landscape demands a more strategic action from corporate leaders and managers. Corporate Social Performance creates a tremendous impact to both internal & external stakeholders of the corporate organization. The economic well-being of both the shareholders, specifically, the employees are given primary attention and guaranteed by a Corporate Social Performance practicing firms. Welfare, well-being, security & safety of workers are now being attended to by corporate management with an all-out support from top leadership. Corporate vision-mission and core values manifest commitment to social responsibility aside from its business objectives. Similarly, legal and ethical practices are conducted by the entire corporate organization as a commitment to quality management, social performance and social responsibility. Philanthropic performance by the organization drives the employee great inspiration and motivation to serve their immediate community as well as other adopted communities. Corporate organizations are becoming pro-active, engaging & responsive. Consequently, creating a positive effect in both the internal integration and external adaptation of the corporate organization. In simple words, a happy employee builds a satisfactory performance. Consequently, resulting to happy customers whom they serve.

The common view of efforts targeting Corporate Social Performance as just a cost and expense matter to the company is no longer the same because of the assurance of monetary gains as a result of stakeholder's loyalty and satisfaction both internal & external. As a result, it affects the so-called 'bottom lines' such as financial performance, organizational strength and long-term customer relations. Corporate Social Performance can be viewed as an investment in morals instead of just simply as a financial liability. Closely examining corporate social responsibility from this viewpoint would surely produce extremely valuable benefits together with financial advantages because of stakeholder's loyalty & satisfaction that corporate social responsibility will generate. Customer value and uniqueness plays a pivotal role in corporate competitive advantage and even in term of the so-called positioning. And Corporate Social Performance provides a platform for organizations to become competitive and strategic as well.

Millennials or the Generation Y

Millennials, depending on whom you ask, are people born from year 1980 to year 2000. They came of age at the turn of the new millennium. They are those who have grown up together with the rapid development of information technology. They comprise teens and individuals in their 20s. The effects of the following factors such as globalization, social media, widespread infiltration of western culture into the fabric of local mindsets magnified by the speed of change, has led to a somewhat homogenous group of millennials all over the world. This observation is clearly seen when the local distinctiveness of the millennials is compared to the generation that came before them. Nowadays, a very clear evidence of this generation distinctiveness is the presence of mobile phones in the hands of children which allow these kids to connect with others anytime they please through sending

and receiving an amount of texts a day. Thus, Millennials are interacting with their peers all day but through an electronic and interactive screen. The 'Yers' are inflating themselves like balloons on Facebook. They celebrate participation via the Instagram, YouTube, Twitter, iPads or Snapchat. These are techno-savvy group of young people who have tremendous access to information on their finger tip. They also move 'to and from' as they enjoy travelling around the globe for learning, adventure, recreation, relaxation, fun, and experience. They are mobile and readily willing to transfer jobs at will. Technology, globalization and modernity are redefining this group of young people. Thus, technology is creating a new breed of generation who are driven by their aspirations, visions, and dreams. They want occupations that will give them meaning and purpose in life.

In the corporate world, the daunting reality of the retirement of the so-called baby boomers or otherwise known as the X Generation in massive proportion calls for urgency for human resource practitioners to open their eyes to the Millennials or the Y Generation who would eventually replace them by the year 2025 onwards. Strategic planning of companies in the corporate communities must seriously consider tapping this younger generation of workforce. In fact even in the hospital sector in the United States are cognizant of this unavoidable reality as mentioned in an article by Laura Putre entitled 'The March of the Millennials Your Hospital Staff in 2015: The same, only different' wherein the Millennials would comprise a bigger chunk in the workforce arena in the field of health. The key issues that would challenge workplace organizations would be on how to attract this group, what appeals them and how retain them (Putre, 2013).

In a study done in the United States amongst the top 500 corporations in the franchise industry, corporate social responsibility efforts provide the Generation Y or the

Millennials inspiring attraction towards corporate loyalty (Litalien, 2012).

In India, the young working professionals engage during weekends on CSR programs and projects. They meaningfully participate in the so-called 'Go Green' activities and sustainable projects. They are pretty concern with the society they live in and believe on making a great difference in the lives of their fellowmen (Kiran, 2015).

Nowadays, the companies have found themselves starting to adjust not only to habits of millennials but also to their perceived expectations of the corporate world. This generation has learned effective ways to take advantage of their negotiation skills for better contracts in different industries they enter. They know what they want and they simply would ask for it – and they get it. In view of diversity issues, millennials are more open to diversity in terms of gender issues, cultural distinctiveness, and relatively to highly controversial ideas that may have not been openly welcomed by the generation that came before them. Moreover, it is due to this openness, the millennials are observed to be more determined and positive. They allow a lot of leg room for diversity by embracing change. They are passionate in terms of practicality and function and are more optimistic due to this openness. The millennials are pro-business and are the new greatest generation of optimistic entrepreneurs. They're financially responsible and they want new experiences, which are more important to them than material goods (Stein, 2013).

Millennials' unique consumer behavior supports products and services from a company whom they believed to be imbued by a noble cause, driven by a purpose and inspired by a good mission; even if it would mean they need to spend more. This young people are passionate about their dreams, aspirations and goals in life. They want to connect, to act, and make a difference in the hearts and lives of men, society and the planet.

In Croatia, students who were asked in a study conducted spoke for the importance of social responsibility, ethical issues and business practice. Youths who are prospective future workers and employees recognizes the significance of social responsibility beyond corporate reputation or image building. Corporations must be more engaging in employee relationships, customer relations and community involvement (Novoknet, Bilic, 2016).

Job seekers prefer companies perceived to be socially performing and have reputation of doing CSR (Corporate Social Responsibility) efforts. Organizational attractiveness among the job seekers and the company's desirability to become the employer of choice is greatly measured based on social performance. They value community involvement and participation to environmental protection efforts. The anticipated pride to be gained plus the values and treatment the employees would enjoy influences job search (Jones, Willness & Madey 2014).

The Deloitte's 2016 Millennial Survey which included participants from the Philippines, millennials don't mind job-hopping. The average is that 6 out of 10 will leave their current job in the next four years. However, they are willing to stay beyond 5 years provided they find meaning and strong sense of purpose in the organization they work with. In the Philippines, almost half of those employed during the October 2015 Labor Force Survey by the Philippine Statistics Authority were Millennials, thus, it pauses a great challenge for companies and organizations to retain this young group of professional workers.

Based on the research conducted by Spencer Bednarz, Connor Briggs & Oliver Brozyna entitled Millennial Perceptions on Dimensions of Corporate Social Responsibility: A Qualitative Study, pro-environmental practices of companies do not only interest young professional worker-participants, but millennial's or Generation Y will also engage in working for and

associating themselves with corporate organizations that contribute positively to the surrounding environment.

Corporate Social Performance Conceptual Consideration

By definition, Corporate Social Performance (CSP) refers to the various engagements of an entity whether private or public geared towards charity, good deeds, social benefits, alleviation assistance and the likes which bring positive impact on communities, employees, consumers and the rest of the internal & external stakeholders. This is especially so in regions where fundamental governance, the creation and implementation of the rule of law and mechanisms of accountability are insufficient or limited. In other words, corporate social performance is all about social responsiveness of the corporate organization in engaging communities, group of people, and individuals geared towards poverty alleviation, reducing vulnerability, empowerment, and sustainability.

Loyalty, corporate citizenship & strong organizational culture may be viewed as a by-product of corporate social performance - sustainable practice of a given work-place organization. In fact, review of related literature pertaining to the positive and significant relationship between financial performance and social performance. It shows that companies do benefit from corporate social performance and it creates an eventual favorable corporate reputation among its stakeholders. Figure #1 shown below would graphically show that both internal stakeholders (within an organization) and external stakeholders are impacted by Corporate Social Performance practice and engagement. A company or firm who is compliant to the legal, economic & ethical requirements or needs would surely affect its employees, investors & even suppliers. Corporations sought to be compliant with all the necessary legal regulations and requirements as a testimony

of good will and ethics. They submit to governing bodies and comply with statutory and regulatory matters. Employees' economic needs should also be taken good care of by the company and should be protected even by the concerned owners-investors. Just like the sayings go, 'charity begins at home.' Likewise, philanthropic actions by the corporate organizations bring inspirations to individuals & groups inside & outside the organizations. Philippine companies are now proactively engaging in corporate social initiatives as an act of philanthropic response to the failures, inability of government and failure of the State to address social problems and on-going issues besetting the country. It creates a deep sense of organizational pride to the organization's members and builds up the competitiveness of the corporate organizations as well (Habaradas, 2013). As a consequence, customers, government agencies, and communities are also impacted by the company's social performance. Furthermore, trade organizations, mass media, special interest groups and even competitors are significantly affected positively. As a result, it brings far better image, organizational attractiveness & great reputation to both internal & external stakeholders and shareholders alike.

Figure 1: Corporate Social Performance Conceptual Framework



Corporate Social Performance Practice in the Philippines

Sustainable & community-based Corporate Social Performance practices in the Philippines are gaining grounds and changing the landscape in doing business. Corporate Social Performance is now viewed as an investment initiative by groups both profit and non-profit that results to better public image, better reputation, and good corporate branding. Business executives are becoming more convinced that they are driven and motivated to the highest extent thru their corporate social performance efforts. Sustainable practices proved to be healthy for business (of course, to the employees, customers, and the so-called endconsumers) and to all the stakeholders. Likewise, managing workplace concerns such as proper compensation, maintenance of the best working conditions, and the delivery of adequate quality training and development opportunities to employees, all speak of good Corporate Social Performance practice. These efforts and practice results to a significant improvement of the business' reputation and image. A satisfied worker is a happy worker and it radiates into an atmosphere of happiness in the workplace. Consequently, it significantly and positively affects the customers, suppliers, and the rest of the stakeholders.

Exemplifying Corporate Social Performance is Pru Life UK which is a subsidiary of United Kingdom-based financial services giant Prudential plc. It has headquarters in different regions. For example, Prudential Corporation Asia which is based in Hong Kong and has operations in 13 global markets – China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Philippines, Singapore, Taiwan, Thailand, Vietnam, United Arab Emirates and Cambodia. Pru Life UK is a leading global life insurance company operating in the Philippines implemented a literacy program for the youth dubbed as “Cha Ching” in partnership with the Department of

Education, several public and private schools to teach 7 to 12 year old kids the life skills of money management to become “money smart kids” through exposure to the concepts of earn, save, spend and donate. Based from their recent corporate profile presentations, they've partnered with two public schools & eight private schools, conducted 15 Cha-Ching World Tours, have benefitted 9,691 children and have trained 179 basic education teachers. More so, over 100,000 customers, over 70 branches in 40 plus locations nationwide; Pru Life UK undertakes a social performance geared towards values formation amongst the Filipino children.

As a result, it creates a remarkable and lasting impression on parents and children that positions Pru Life UK as the best partner for financial planning needs – increased receptivity to agent sales activity. Thus, more sales agents and sales consultants were attracted to become part of the company because of the economic opportunity they would enjoy plus the joy of serving communities being reach out by the program of Pru Life UK. Truly, Pru Life UK live-up to their inspirational statement of “doing well by doing good”.

‘Yum! Brands,’ the parent company of KFC, Pizza Hut and Taco Bell, is another noteworthy organization in terms of corporate social performance. It employs hundreds of young professionals and working students in the Philippines. The top listed company donated \$1.5 Million of World Hunger Funds during the 2013 Typhoon Hajyan which affected 41 provinces and more than 615,000 Filipino people displaced. In addition, families of their employees affected by the super typhoon also received financial assistance to help them rebuild their lives (Regional Business News, 2013). This philanthropic act of kindness creates an impression of care by the company both to their employees and to the community at large.

Millions of Overseas Filipino Workers from Asia, Middle East & Australia benefits from

the affordable budget air fares from Cebu Pacific Air who is one of the largest airline carriers in the Philippines. But what is more admirable is the commitment of the JG Summit Holdings, Inc. who owns the said airline to pay back to society thru their distinctive social performance efforts. They initiated numerous educational assistance programs under the Gokongwei Brothers Foundation which donated school facilities and scholarships benefitting thousands of youth. This conglomerate has provided employment opportunities to millions of young professionals in their several companies like Universal Robina Corporations, Robinsons Land Corporations, Robinsons Bank, Meralco, PLDT, to name a few.

One of the most trusted and growing bank is the Philippine National Bank, they reported a 6.3 Billion net profit last 2015 and have employed hundreds of young talents. At the very heart of the organization is the compassion to help and make a difference in the lives of the Filipino people. They seriously exercise social performance inside and out of their work place organization. They strive to be fair in terms of the corporate policies and frameworks and conducting their business affairs in a professional, ethical, regulatory & legal way. Externally, they respond to the needs of their target communities through philanthropic efforts and initiatives. Thousands of their employees coming from their hundreds of branches and offices nationwide are continually engaging in programs and projects geared towards literacy for the youth empowerment and environmental protection and sustainability. Corporate values and organizational culture of PNB mirrors social responsibility, ethics and rewards social performance.

In the education sector, universities and colleges both public and private are actively engaged in the challenge of social responsibility within their sphere of influence and target communities. It results to an enhanced public image and creating a

high sense of organizational pride. This in turn, redefines the way educational businesses conduct their affairs towards ethics, sustainability and development. The general perception of Corporate Social Responsibility (CSR) efforts as just a cost and expense has changed because of the assurance of financial benefits brought about by the loyalty and satisfaction of stakeholder. The implications of this phenomenon – CSR can be profound and far-reaching (Valdez, 2012).

During the 10th Asian Forum on Corporate Social Responsibility (AFCSR) which was held last October 18-19, 2011 at Shangrila Hotel, Mandaluyong City Philippines, Shell Country Chairman Edgar Chua spoke about their companies CSR efforts and contributions towards sustainable development. He claimed that Shell's corporate social performance efforts are not limited through its products and services but is expanded through various social investment programs for communities that the company identifies. The programs and projects implemented include the Movement Against Malaria (MAM) program, which has exploded into a nationwide campaign of 40 malaria endemic provinces and has been a great factor in reducing malaria morbidity and mortality throughout the country; the Pandacan Social Performance programme which covers livelihood, skills training, health and environment; the Shell Eco-marathon, where student teams all over the world are encouraged to come up with the most creative idea leading to the most fuel-efficient vehicle that can travel the farthest distance with the least amount of fuel and emissions; and its various partnerships with groups such as proponents of the Pasig River Rehabilitation Program and the Philippine Road Safety Partnership, Inc. Chairman Chua asserts that CSR is at the very core of Shell's strategic vision-mission and an integral part of their corporate business. The Shell companies in the Philippines comprise of different companies operating in oil and gas exploration, production, oil refining, distribution and sales to consumers. It started

operations in 1914, and has earned itself a name as being one of the Philippines' largest investors. Shell has employed over 3,000 people nationwide. The corporate social performance of Shell companies all the more make them attractive to potential young professional workers. Needless to mention, it breeds loyalty and better performance among her employees, customers and other stakeholders.

Implications of the Corporate Social Performance

Corporate Social Performance ushers in a new mind set and lifestyle bringing meaning and purpose to individuals as well as to the entire corporate entities. It is redefining work ethics, corporate vision-mission, personal goals & objectives, notions of responsibility and accountability, and nation-building. In a society and nation like the Philippines who is ravaged by poverty, environmental degradation, and calamities (both man-made and natural), the country desperately need a new breed of human resource fueled by a high sense of social responsibility, responsiveness and performance. Young professional work force ably contributing to the economic milestone of the country and at the same time purposively satisfied and happy brings tremendous inspiration to the entire population as a whole. Truly, social performance feeds on the very soul of the young professional workers and the old ones alike, the less fortunate and those who are in abundance, the weak and the strong, those who are vulnerable and the powerful. Unimaginable positive and significant results arise from the heap of apathy, self-centeredness, greed, and hopelessness. Evidently, transformation happens in all fronts as more laborers and employees go in partnership with stakeholders and shareholders in responding to the pitiful plight and miseries of their fellowmen.

Needless to mention, they begin to see positive changes even in their own respective corporate territory and

workplace. Business and work ethics are now being practice, welfare of others are promoted, legal requirements & practices are respected and personal needs are attended fairly. Consequently, it creates a better public image amongst corporate organizations which eventually attracts prospects and young applicants who are self-driven, talented and skillful. Likewise, financial performance also results as an offshoot of social performance; a timely essential for multinational corporations to thrive in a developing country like the Philippines. It also boosts both the legitimacy and reputation needs of corporate entities. In a study done, it was claimed that an improved corporate social responsibility efforts translate to an enhanced stakeholders and shareholders engagement and commitment; enhancing corporate citizenship too (Zyglidopoulos, 2016).

Companies must embark in communicating their social performance efforts and initiatives in order to benefit from it. They need to utilize several social media platforms in order to maximize information dissemination. Job seekers are in constant search for work organizations perceived as socially responsible, active and relevant to the community and society in general. Consequently, companies that build on strong corporate image or brand reputation stand to benefit more in terms of higher opportunities for customer patronage among Filipinos, which may translate to market performance stability. Thus, social performance produces some sort of a multiplier effects benefitting the company itself, its employees, target market, beneficiaries and other stakeholders.

In a long-range plan of action, corporate social performance is good both for the company and the bigger society. Simply said, a company can 'do well by doing good.' In other words, companies can achieve profit & prosper, and at the same time benefitting others, the environment, and society – making a better world (Falck, Heblich, 2007)

The Philippine Islands dominated by the Christian faith whose population and society adhere to the noble teachings of the holy bible which fundamentally include the teachings of Jesus Christ to be neighborly, responsive to needs, and exert efforts to alleviate the pitiful plight of others. Love and charity must be a lifestyle for each and every believer. Helping the poor, needy, deprived, unfortunate and less privilege ones is an expected norm for a Christian at all times. According to a bible scripture, Jesus even stated clearly and emphatically during his earthly ministry that ‘whatever you have done to the least of my brethren, you have done it unto me.’ This altruistic

challenge inspires millions of Filipinos in all ages to rise up from the heap of economic poverty & misery, and proactively perform social responsibility and help their fellow countrymen. Unexplainable joy and happiness floods the heart and soul of everyone engaged in social performance and those benefitting from such acts. Social performance, social responsiveness and social responsibility serve as a panacea to evil as seen both by the scenic and skeptics. It redefines the true meaning of hope and love. Consequently, restoring trust to humanity, experiencing love and giving glory to God Almighty.

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Effects of Dubai Quality Awards Criteria on Customer Growth: An Empirical Investigation in the UAE

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Abstract

Purpose: This paper presents the findings of an empirical research on the effects of Dubai Quality Award on customer growth. Despite some research was done on Quality Awards, no prior study has measured the effects of the Dubai Quality Award (DQA) by considering each of the criterion as the antecedents of effects on customer growth in the UAE.

Design/Methodology/Approach: A quantitative research design is selected given its appropriateness toward achieving the study objectives. The target population was the organisations that won DQA using the EFQM framework during the period of 2001 to 2011 (which meets the requirements of three years after winning the award). A total of 51 organisations was identified using the criteria established for the research. The accessible population with usable responses for this study was 45 DQA winning organisations.

Findings: This study found statistically significant positive relationship between the DQA criteria and Customer growth. Recommendations based on the research findings were also provided for professional practice and for future research.

Originality/Value: The results of this empirical study contributed to quality management theory with the conclusions derived from the findings that statistically significant positive relationships exist between the DQA criteria and customer growth.

Keywords: Total quality management, Quality award, customer's satisfaction, organizational performance.

Paper Type: Paper research.

1. Introduction

As world markets are becoming increasingly integrated, United Arab Emirates (UAE) organisations are coming under strong pressures to ensure that their performance is up to global standards and remain globally competitive. For that reason, different models of quality awards are implemented in the UAE that strives to improve and develop organizations. The Dubai Quality Award (DQA) is one of the most prestigious quality awards in the UAE. The DQA is derived from the Excellence Model of the European Foundation for Quality Management (EFQM) with nine criteria: five criteria for enablers and four for results. These criteria seek to improve the organisations' performance. There are three categories of this award: Dubai Quality Award Appreciation, Dubai Quality Award Category, and Dubai Quality Award Gold

Many organisations participate in different quality awards for different reasons. Some are interested in increasing their profit, reputation, market share, and improving productivity or sales growth, while others participate simply to imitate the approach of their competitors without properly realizing the benefits of such awards. Participating in any quality award process is not an easy decision (Birhanu, Daniel, & Negalign,

2013). Top management believes that quality awards require them to change their policy, strategy, and sometimes their organisational structure to meet quality standards. Winning awards can enhance the reputation of an organisation but may not provide consumers with real indicators of quality.

The objective of this study is to determine whether receiving the DQA has a positive implication for customer growth of the award recipients over the three years after receiving the award. For this study, secondary data relating to DQA scores was collected from Department of Economic Development (DED) archive. Data elicited were subjected to statistical analyses using the Partial Least Squares (PLS) and Structural Equation Model (SEM) approaches. This was done to measure the relationship between DQA and customer growth. The results indicated that winning the DQA significantly enhances customer growth. This study contributes to the theoretical domains of quality management and human resources development. Recommendations based on the research findings were also provided for professional practice and for future research.

2. Literature Review

Quality management (QM) is a concept with diverse meanings and understandings. QM is often mistaken to imply other management concepts like Total Quality Management (TQM). However, based on opinions of numerous quality experts, a notable convergence is that QM is much broader as may encompass other quality management related concepts.

Some think that the two concepts of QM and TQM are synonymous. Quite a number of definitions have been proposed by quality gurus to explain the meaning of QM and TQM. For instance, W. Edwards Deming (1986) stated that, Quality should be aimed at the needs of the consumer, present and future. Joseph M. Juran defined TQM as a comprehensive management approach

aiming at satisfying the customer. Juran extended his definition to include continuous improvement and total customer satisfaction (Juran, 1986). The most successful and innovative organisations concentrate on using quality management as a model toward achieving excellence. As competitive pressures force companies to constantly improve to survive; only those who can stay ahead through excellence are well-positioned (Reis, Pena, & Gillis, 2011).

According to Noori (1990), competitiveness cannot be achieved except through quality management; the needs for quality are fourfold: cost, competitive advantage, reputation, and staying alive. All of these concepts can be found in TQM and in any quality award. In contrast, TQM is a wide-ranging term than quality management that includes all levels of management in organisations and covers numerous activities of organisational management. QM and TQM enhance continuous improvement to increase organisational performance.

In addition, total quality management (TQM) models are designed to guide organisations in their journey towards achieving business excellence. It offers a framework for implementing a set of high-performance management practices that guide organisations towards achieving higher goals and better results (Marta, & Alvarez, 2013). Furthermore, Dean, James, & Bowen, (1994) viewed TQM as a philosophy. They stated that TQM is a management approach that is premised on principles, practices, and techniques. As markets become more dynamic, competition also becomes intense. As such, organisations enhance their competitive priorities by improving their services and suggesting new or alternative services in order to achieve the organisations' targets (Lee & Allaway, 2002). Organisations need to establish an appropriate TQM system and provide training for all staff to increase their skills and thereby enhance the organisational performance.

In addition, many studies have found a positive impact of TQM on organisational performance (Ho, Duffy, & Shih, 1999; Soltani & Lai, 2007; Zu, 2009; Birhanu, Daniel, & Negalign, 2013; Andrei, 2014), a handful of studies concluded the opposite. As such, it seems the findings are inconclusive about whether or not total quality management enhances organisational performance. Nonetheless, it would be expected that an organisation that wins a quality award should ideally have a justification for the award reflected in the quality of its products and services after winning the award thus resulting in better organisational performance through organisation customer's growth.

2.1 Quality Awards (QA)

Hellsten and Klefsjo (2000) noticed that TQM is often illustrated by the model of a quality award such as the MBNQA in the USA. They also recognised that these award models and their award criteria have had enormous influence on the practical implementation of TQM. There are standardised quality models or formal evaluation models used by firms as a guide for their implementation, or in order to carry out self-assessments of their quality practices. Even though each quality award is a replica of some sort or improvement on prior existing notable quality awards (Williams, Bertsch, Wiele, Iwaarden, & Dale, 2006), emphasis on TQM is not misplaced. As such, rather than focusing specifically on products or services, attention is placed on the entire gamut of management activities, processes, and behaviours that bear directly on the quality of service rendered.

According to Jaafreh and Al-abadallat (2013), such comprehensive framework provides a basis for firms' evaluation and possible improvements of their TQM implementation practices. Each country attempted to develop its own quality award standards and create a specific model. These models include the Deming Quality Prize,

Malcolm Baldrige National Quality Award (MBNQA), and the European Foundation for Quality Management (EFQM) Award. These models are used in diverse fields such as service, education, and medicine at a government level (Jae, Sang, Park, & Yung, 2011).

Arguably due to comprehensiveness and wide appeal, the W. Edwards Deming Prize (DP), Malcom Baldrige National Quality Award (MBNQA), and European Foundation for Quality Management (EFQM) Award have enjoyed wide patronage across the world. It is worth noting that these models have been mainly used as self-assessment tools for continuous quality improvement. This has further enhanced the global recognition as gauges for quality rather than a mere award in recognition of quality (Esquildsen, Kristensen & Juhl, 2001; Gorji & Siami, 2011; Marta & Alvarez, 2013).

2.2 Dubai Quality Award (DQA)

Today, most countries and organisations have developed strategies for quality improvement, and various performance criteria have been applied to monitor self-performance improvement. The framework of any award is a process for providing organisations with a roadmap to achieving excellence. This is through the adoption of good practices that are systematically deployed and are continuously measured and reviewed. Overtime, it has come to be realised that quality award frameworks can influence several aspects of their business; the framework provides a continuous journey of improvement that is compatible with the Deming cycle (Andrei, 2014).

Different quality awards with various frameworks encourage firms to improve their performance and to ensure their goals are achieved. The quality award programmes are applied worldwide. The various quality awards have different criteria for measuring performance excellence. They represent some frameworks for evaluating high-

performance management system (Singh, Khan, & Grover, 2012). The Dubai Quality Award is one of many quality awards in UAE. Organisations intending to win this award need to meet the requirements (criteria) and submit all documents as supporting evidence. This is necessary so that the award assessors may examine them and give the accurate score based on the organisations fulfilment of the award's requirements.

However, the applicant organisations of the DQA must demonstrate sustained continuous improvement. The organisations should focus on the improvement process and not on winning the award. That is because the journey for excellence and the improvement activities will be much more valuable for organisations than winning a trophy. For that reason, the maximum validity of DQA is three years. Thereafter, the organisation should reapply for this award because quality is a journey not a destination, whether it is increasing efficiency, managing growth, finding new markets, or meeting external challenges (DQA, 2014).

In brief, it is expected that Dubai Quality Award (Enablers) should exert a strong positive influence on the outcome - organisational performance. It is further expected that such positive influence is an aggregation of the scores on the enablers. To this extent, any weak enabler should erode to relative strength of the aggregated impact of the DQA on the organisational performance.

On the other hand, Dubai Quality Award was using MBNQA framework from 1994 till 2000 and assessed all applicants through seven categories: (1) leadership (2) strategic planning (3) customer and market focus (4) measurement, analysis and knowledge management (5) workforce focus (6) process management, and (7) results. From 2001 till now, DQA used EFQM framework for assessing all applicants based on nine criteria; five for enablers and four for results.

2.2.1 Dubai Quality Award (DQA) Criteria

The DQA model framework is based on the EFQM Excellence Model consisting of nine main criteria and 32 sub-criteria. It comprises five 'Enablers' and four 'Results' as follows:

a) Leadership

The leadership has the power to guide and motivate innovation behaviour and activities in a meaningful way Neville, Jane, & Michael, (2014). In order to foster innovation at all levels within an organisation, a culture of innovation has to be established and sustained by senior leadership. An innovation- driven culture is reflected in the vision, mission, and value statements which communicate the identity and aspirations of the organisation to internal and external stakeholders of the organisation

Furthermore, to achieve high scores in this criterion, DQA specifies that excellent organisations should have leaders who shape the future and make it happen. Such leaders act as role models for its subordinates by being positively exemplary and promoting values, ethics and inspiring trust at all times. The leaders have to be flexible, enabling the organisation to anticipate and react in a timely manner to ensure the on-going success of the organisation. Quality leaders in successful organisations believe that management and the system are the cause of poor quality rather than the workers (Juran & Gryna, 1993). In DQA, there are five main criteria and 25 sub-criteria to measure the effects of the leadership and increase the organisational performance.

b) People

To achieve a high score in this criterion, DQA specifies that excellent organisations should value the people and create a culture that allows the mutually beneficial achievement of organisational and personal goals (Shipton, Fay, West, Patterson &

Birdi, 2005). To develop the capabilities of the people and promote fairness and equality, the organisation values communication, reward, and recognition in a way that motivates people, builds commitment, and encourages them to use the skills and knowledge for the benefit of the organisation (Rix, Parkinson, & Gaunt, 1994).

The quality of people working in an organisation cannot be discountenanced as being very important for organisational success. To this extent, an effective workforce management that places emphasis on recognition of quality employee performance and providing commensurate incentives as compliments is a *sine qua non* for organisational success. As aptly stated in Flynn, Schroeder, and Sakakibara (1995), Black and Porter (1996), Flynn, Schroeder, & Sakakibara, (1994) and, such workforce management that accentuates employee quality performance via team work, training, and engaging in quality decision making has great positive implications for employee commitment and satisfactory performance.

It is equally important that the top management commitment to TQM is demonstrated and communicated to their subordinates. According to Islam and Mostapha (2008) would help mitigate the likely overt or covert resistance that will be visited by subordinates on implementation of strategies like TQM. This is especially the case when the subordinates are not carried along during the conceptualisation. Islam, and Mostapha (2008) noted in their study that the successful implementation of TQM is likely if 90% of the staff are aware and understand the basic principles that underlie it. This criterion ensures that people are motivated to achieve the organisational targets and thereby increase performance. In DQA, there are five main criteria and 25 sub-criteria to measure this criterion.

c) Strategy

Juran & Gryna (1993) provide a very apt definition for strategy. They viewed strategic planning as a process that basically involves the following stages: establishing long-range quality goals at the strategic level of management, breaking the strategy into tactical divides, and defining the means to be used to operationalise the strategy to achieve organisational goals.

The implication of having a strategic quality planning or otherwise is noted in Rao, & Solis, & Raghunathan, (1999). The authors argued that resource allocation decisions should be ideally driven by strategic quality planning as doing otherwise may have negative consequences. For instance, Rao et al. (1999) stated that both customer satisfaction and market success can be stymied if an effective strategic quality planning is not put into place. On the other hand, having a comprehensive and integrated strategic plan that incorporates customer satisfaction and market orientation issues make for a pure plan with unambiguous goals upon which priorities can be set and resource allocation can be based (Godfrey, 1993).

In addition, Ehlers and Lazenby (2007) argued that the knowledge era is important for strategy implementation. This is to ensure that employees are allocated the most important task in implementing the strategy. An organisation's farsightedness reflected in its clear-cut long term strategies is important for corporate survival and longevity. As such, strategic quality planning is also very important.

To achieve a high score in this criterion, DQA expects that excellent organisations should implement their mission and vision by developing a stakeholder focused strategy. Policies, plans, objectives, and processes are developed and deployed to deliver the strategy. Nowadays, most organisations have launched plans, strategies, and policies to enhance and facilitate the employees to increase their

performance (Armstrong, 2002). In DQA there are four main criteria and 19 sub-criteria to measure an organisation's strategy and how the organisation can achieve the targets to increase its performance.

d) Partnerships & Resources

Feigenbaum (1991) and Ishikawa (1985) acknowledged the relative importance of the quality of suppliers in achieving organisational quality and by extension success because they provide the requisite inputs needed by an organisation in a timely, reliable, and quality manner. As such, it is logical as concluded in Deming (1986), that organisations choose their suppliers based on quality rather than price because the price itself is driven by the quality of the materials supplied.

On the other hand, the quality of supplier has huge implication for the quality management in an organisation (Kaynak, 2003). This statement is corroborated by Rao et al. (1999) who opined that the recognition accorded to the quality of suppliers as being crucial for achieving excellent quality is arguably one of the main contributions of TQM.

In order to achieve a high score in this criterion, DQA expects that excellent organisations have to plan and manage external partnerships, suppliers, and internal resources in order to support their strategy, policies, and the effective operation of processes. The organisations have to ensure that they have effectively managed their environmental and societal impact. In DQA, there are five main criteria and 26 sub-criteria to achieve the target of this criterion.

e) Process, Products & Services

The definition of TQM in the EFQM Excellence Model which describes process management as, how the organisation designs, manages and improves its processes in order to support its policy and strategy and fully satisfy, and generate

increasing value for, its customers and other stakeholders (EFQM, 2014).

In addition, Ahire, Golhar, & Waller, (1996) illustrated quality of products and services can be enhanced to the organisational performance. Furthermore, organisations are likely to engage in random inspection of their products in order to ensure quality control. However, as stated in Deming (1986), the quality does not derive from inspection. Rather, it depends on the quality improvement programme as a manifestation of the TQM in an organisation.

To achieve a high score in this criterion, DQA expects that excellent organisations should design, manage, and improve processes, products, and services to generate increasing value for customers and other stakeholders. The design of the production process is also an important practice affecting internal quality performance and competitive capabilities. In DQA there are five main criteria and 23 sub-criteria to be achieved to get a high score in this criterion. While the 'Results' criteria cover what the organisation achieves, those 'Results' should be caused by 'Enablers'. The following four criteria are used for assessing the DQA framework results that are explained in the subsequent subsections.

f) People Results

To measure this criterion, DQA determined that excellent organisations should stand out in terms of their achieving and sustaining excellent results that commensurate with the expectations of their people. In this regard, feedback is very important, and communicating the results of the activities of employees would help identify the strengths and weaknesses so that may improve on the organisational performance. According to Camardella (2003), this may lead to employee complacency and reduced quality.

Furthermore, Lambooi, Sanders, Koster, and Zwiers (2006) mentioned that the relative importance of human resource development is also hinge on the benefit of

operational efficiency and performance enhancement it affords an organisation through improved communication of tasks, and expected outcome. Obviously, the human resource department in any organisation have an important task as strategic partners in finding, managing, and developing talent and in ensuring that individual and organisational objectives are aligned (Ellström, 2012). As such, the related human resource development activities are apparently pivotal connecting the interests and expectations of the various stakeholders in an organisation. In DQA there are two main criteria and 14 sub-criteria to ensure that an organisation meets the people's expectations.

g) Customer Results

Similar to any quality award, a high score is given to the customer results as in DQA. In this regard, Fram and McCarthy (2011) recommended that for managers to sustain customer satisfaction, they need to do three things. They recommend continuous focus on the basic expectations of customers, and continuous provision of customer support via efficient deployment of existing technological capabilities with a view to continuous improvements in a way that keeps pace with technological innovations.

In addition, Capodagli & Jackson (1999) mentioned understanding your customer is an essential element in achieving organisational excellence. As the master of customer focus, Walt Disney mentioned that, you don't build the product for yourself; you need to know what the people want and build it for them (Capodagli & Jackson, 1999). Fram and McCarthy (2011) suggested a continuous assessment of an improvement in the financial value proposition that is offered to customers. In addition, several studies have reported a strong link between the delivery of high quality goods and services and profitability through customer satisfaction (Shetty, 1998; Yong & Wilkinson, 2003; Sila & Ebrahimpour, 2005; Marie, Al-Nasser & Ibrahim, 2013).

h) Society Results

To measure this criterion, DQA determined that excellent organisations should achieve and sustain outstanding results. This is needed to meet or exceed the needs and expectations of relevant stakeholders within society (Fey, Bjorkman and Pavlovskaya 2000; McLean, 2001; Cooke, 2013). In DQA there are two main criteria and 14 sub-criteria to ensure that the organisations met the stakeholder needs within the society.

i) Business Results

Essentially, the DQA is designed to measure overall organisational performance. In order to do this, DQA expects that excellent organisations have to achieve and sustain outstanding results to meet or exceed the needs and expectations of their business stakeholders. In DQA there are two main criteria and 14 sub-criteria to ensure that an organisation meets the business stakeholders.

All nine criteria mentioned above are complement parts working as one complete system, such that any deficiency in one area will affect the score in other areas. The model does not deny that the system has parts, but it focuses on the whole, where the whole is larger than the sum of its parts. The model was designed to be non-prescriptive, in order to acknowledge the fact that there may be more than one approach for achieving excellence. In order to maintain the credibility and high standing of the award, it is important for winning organisations to demonstrate sustained improvement activities with results reflecting favourable trends over a number of years after the award is won.

2.3 Customer Growth

The customer numbers can increase in any organisation when they are satisfied. Studies such as Choi & Eboch (1998) and Hendricks & Singhal (1996) mentioned that any increase in customer loyalty should lead to higher productivity. Also, as a firm builds a reputation for the quality of its products, it

will see an increase in customer numbers. This may allow to raise prices and thus increase profits (Shetty, 1998).

Globalisation has led to increased international competition. To succeed in today's more competitive and globalised economic environments, any business must adapt to the empowered consumer and establish customer oriented strategies (Jun & Liu, 2010). Increasing customer demands are forcing organisations to take up new concept business models. This is to provide unique services and change the customers' mentality to evaluate these types of services. According to Juran, there are two groups of customers: internal customers who deal with the products during its developmental stages, and external customers who deal with the finished products (Juran & Gryna, 1993).

In addition, Juran (1991a) illustrated that some strategies that organisations have used to obtain excellent results include making customer focus a major strategy element and addressing the needs of internal as well as external customers. Most of the quality awards seem to place the highest score for the criteria related to the customer, underscoring the importance of customers to an organisation. Based on the view of successful organisations, satisfied customers influence an increase in the number of customers. Hashmi (2004) mentioned that management philosophy seeks to integrate all organisational functions to focus on meeting customer needs and organisational objectives.

The organisations' customers are the most important assets for any business. Increasing the number of customers can help maintain the profitability of any firm. Therefore, most companies conduct the feedback surveys monthly, quarterly and annually to collect direct opinions from their customers in order to improve the products / services and increase the number of the customers. In addition, Quality Function Deployment (QFD) can be used as the link to customer requirements by designing products that

aligns with the customers' needs (Silva, 2004).

Moreover, companies that have been certified ISO 9001:2000 must now demonstrate how to measure customer satisfaction and improve their results (Franceschini et al., 2011). The key to the success of any customer survey is what happens after the data has been collected. Many companies spend a tremendous amount of time preparing the appropriate questionnaire, but less time on the analysis and application of these results (Chen, 2008).

To increase the number of customers, the organisation should give adequate attention to the customers' feedback, through using variety of techniques. For example, companies can establish "800" toll-free telephone numbers and conduct random surveys of their customers. Otherwise, it can call all new customers within 90 days after a sale to measure their satisfactions and to find out if any problems existed.

According to the study of Yang (2006), TQM along with human resource management significantly affected quality performance, especially with regard to customer and employee. TQM in an organisation can help to maintain customer focus and continuously improve in order to better conform to the customer needs (Duke, & Price, 1993). To increase the number of an organisation's customers, Hakala (2008) and Armstrong (2006) showed that different researchers suggested the indicators for measuring the customer satisfaction by the number of loyal customers and positive customer feedback.

Most of the literature confirmed that TQM results improved the performance and increase customer satisfaction (Lee, Ooi, Tan, & Chong, 2010). As the product and service quality of a firm improves, a firm's reputation, satisfaction, and loyalty among customers will inevitably increase the number of customers, product, prices, and ultimately profits (Corredor & Goni, 2011). Taking a detour, Fuentes, Benavent,

Moreno, Cruz and Val (2000) identified important customer-related barriers that may have an impact on the successful implementation of total quality management in any organisation, they noted that the following can reduce the number of the customers:

- Lack of commitment to satisfy customers.
- Lack of integration of customer satisfaction in an organisation's goals and vision.
- Lack of knowledge of customer needs and expectations.
- Lack of cooperation from customers.
- Lack of usage of customer feedback in new service and goods design.
- Inappropriate monitoring of customer satisfaction.
- Ineffective response to customer complaints.

However, Tayyara, Nasser and Ghadban (2000) found that the absence of the customer's voice and lack of alternatives for the customers to accepting or rejecting the product were obstacles to increase the number of the customers. Based on a pervious review, researchers adopted the measurement of organisational performance in terms of customer satisfaction. This supports the conclusion by Deming (1986) that confirmed the focus on quality will lead to increased number of customers, efficiency and profitability.

2.4 Dubai Quality Award (DQA)

Many studies have examined the impact of quality awards on organisational performance in terms of financial results, operating management, employees and customer satisfaction (Hendricks & Singhal, 1997; Choi & Eboch, 1998; Terziovski & Samson, 1999a, 2000; Fisher, Dauterive, & Barfield, 2001; Agus & Hassan, 2000; Brah et al., 2000, 2002; Saizarbitoria, 2005; Fuentes, Montes, and Fernandez, 2006; Karia & Asaari, 2006; Yang, 2006). This study measured the organisational performance in a different way, which is

based on customer growth, as the customer numbers can increase when they are satisfied with quality products as well as with the services provided by organizations.

Furthermore, other studies mentioned that increase in customer loyalty resulting from quality improvements in products and services should lead to higher productivity (Hendricks & Singhal, 1996). Sila (2007) measured customer and employee satisfaction and streamlined processes together to produce improved operational and financial results which eventually led to business excellence performance. Nonetheless, a notable lacuna in the extant literature is that no study has considered the relationship between DQA and customer growth.

From an organisational theory perspective, successful development and management of any organisation would potentially lead to satisfied employees (Cooke, 2013). Again, when employees in an organisation are satisfied and motivated, they are expected to positively affect the efficiency and quality of work and service produced in the organisation. This will further lead to customer satisfaction.

3. Methodology

This paper presents a description of the methods used to collect data in order to test the main study hypothesis (H1)) which is: there is a significant positive relationship between Dubai Quality Award (DQA) and customer growth, and the five sub hypotheses (H1a-e), which are presented below:

- There is a significant positive relationship between leadership aspect of DQA and customer growth.
- There is a significant positive relationship between people aspect of DQA and customer growth.
- There is a significant positive relationship between strategy aspect of DQA and customer growth.
- There is a significant positive relationship between partnerships and

resources aspect of DQA and customer growth.

- There is a significant positive relationship between processes, products and services aspect of DQA and customer growth.

For examining the relationships between these variables, quantitative research approach was used in line with the positivist philosophical stance adopted in this study to achieve the study objectives. Appropriate analyses methods were chosen to examine the relationship between the DQA scores obtained by recipient organisations and their performance three years after receiving the award. The Partial Least Square (PLS) based measures were used to test the hypotheses. When they produce similar results and where the sample size is very large, the two methods adopted different statistical assumptions to produce estimates and fit statistics (Hair, Anderson, Tatham, & Black, 2006). The PLS is adopted in this study because it focuses on explaining the relationship among variables. For instance, this study focuses on the investigation of the performance of the organisations that have won the DQA in the past. This is done via the explained interrelationship among exogenous latent variables viz. leadership, people, strategy, partnerships & resources and processes, products & services. The mediating influence of human resource development practices is also assessed. This focus on explanation is at the expense of predicting specific outcome variables.

Other reasons that influenced the choice of PLS include the bootstrapping estimation method used in PLS-SEM as it provides a cushion against a likely departure from the assumption of multivariate normality quite synonymous with social science data (Pallant, 2006). In addition, the fact that the entire population of companies that meet the criteria may also be relatively small for conducting a covariance based SEM, the PLS-SEM alternative seems more appropriate. According to Hair, Anderson, Tatham & Black (2010), the PLS-SEM can conveniently handle small population sizes

and is able to solve multiple relationships simultaneously, taken into consideration the measurement errors so as to produce accurate estimates, and is able to determine the direction of causality.

4. Discussions of Findings

This paper presents summarised results of the study by addressing the main hypothesis between DQA and customer's growth and between each criterion (enablers) of DQA with customer's growth. The results indicated that there is a statistically significant positive relationship between; (a) DQA and customer growth; and among (b) five DQA criteria (of leadership, people, strategy, partnerships & resources, process, products and services) and customer's growth, while there is statistically non-significant relationship between the criterion of "process, products and services and customer growth.

This section presents a discussion of the key findings based on the data analysis results. The discussion is based on the result of the main hypothesis (H1) and five sub-hypotheses (H1a-e) that are tested for this study as well as the relevant evidences which are presented on how they converge or diverge from the findings of the extant literature. Table 1 illustrates a summary of the relationships between DQA and customer growth. It shows the statistically significant positive relationships for the hypotheses; (H1), (H1a-d) and positive but statistically non-significant relationships for the hypothesis (H1e). Table 1 serves as a guiding chart for the discussions of findings and for implications and recommendations.

From the below table we can find that the criterion; process, product and services should be re-evaluated with necessary changes made to the sub-criteria within this criterion. The description of this criterion in the DQA criteria (booklet) is, "Excellent organisations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders" (Dubai Quality Award, 2014, p7).

Table 1: Summary of Findings

	Research Hypotheses	Results
H1	There is significant positive relationship between DQA and customer growth.	Supported
H1a	There is a significant positive relationship between leadership aspects of DQA and customer growth.	Supported
H1b	There is a significant positive relationship between People aspects of DQA and customer growth.	Supported
H1c	There is a significant positive relationship between Strategy aspects of DQA and customer growth.	Supported
H1d	There is a significant positive relationship between Partnerships and Resources aspects of DQA and customer growth..	Supported
H1e	There is significant positive relationship between Processes, Products and Service aspects of DQA and customer growth.	Positive / Not Significant

**Table 2: Summary of Significant Findings (+/-)
The Relationship between DQA criteria and customer growth**

Variable	Customer Growth
DQA	+
Leadership	+
People	+
Strategy	+
Partnerships and Resources	+
Process, Products and Services	-

To achieve high scores in this criterion, the following five sub-criteria should be considered:

- Use framework of key process to implement the organisation's strategy.
- Manage the end to end processes, including processes that extend beyond the boundaries of the organisations.
- Ensure process owners understand their role and responsibility in developing, maintaining and improving processes.
- Develop meaningful mix of process performance indicators and related outcome measures, enabling the review off the efficiency and effectiveness of the key processes and their contributions towards the strategic goals.
- Use data on the current performance and capabilities of their process, as well as

appropriate benchmarks, to drive improvement, creatively and innovation.

Birhanu, Daniel and Negalign, (2013) illustrated that there is the positive relationship between the winning organisations of quality awards and their performance. In addition, they explained that most of the organisations are certified because of either internal motives or external pressure from the international trade. Internally motivated companies are those that demand continuous organisational improvement. However, there is still a debate whether Quality Management System (QMS) increases organisational performance or not. Proponents of ISO 9000 (QMS) Certification argue that proper implementation leads to better organisational performance, an increase in production volumes, a decrease of customer complaints, a reduction of variance in the production process, and an elevation in competitiveness are among the benefits (Rusjan & Alic, 2010; Kim, Kumar, & Kumar, 2011; Sampaio, Saraiva, & Rodrigues, 2011).

However, Yong, Zhen, and Yung (2010) analysed the causal relationships among the categories of China Quality Award (ChQA) model based on the Malcom Baldrige National Quality Award (MBNQA) model. Those authors identified different factors from China Quality Award categories (e.g. leadership, strategic planning, human resource focus, process management, customer and market focus, information and analysis) and used the Structural Equation Model (SEM) to analyse the empirical data and estimate the path coefficients among China Quality Award categories. Their study showed that all criteria in China Quality Award have a great influence on organisational performance except the process management criterion, which had no relationship with organisational performance, similar with this empirical study, which found that there is a positive relationship but statistically non-significant

between DQA criterion “Processes, Products, & Services” and customer growth.

On the other hand, Seedee, Sulaiman, and Ismail (2009) found that Thai ceramics firms concentrated mostly on best leadership practices, best customers and market focus practices, best process management practices, and best product innovation practices to improve firm performance with positively and significantly relationship with firm performance.

The result of this study, could be due to that some winning organisations still use long processes and procedures requiring more steps to complete any task. Deming (1986) submits that the workability of TQM is based on the assumption that quality of products and services can be enhanced to the extent that the direct and indirect related processes are of high quality. The following figure show this relation.

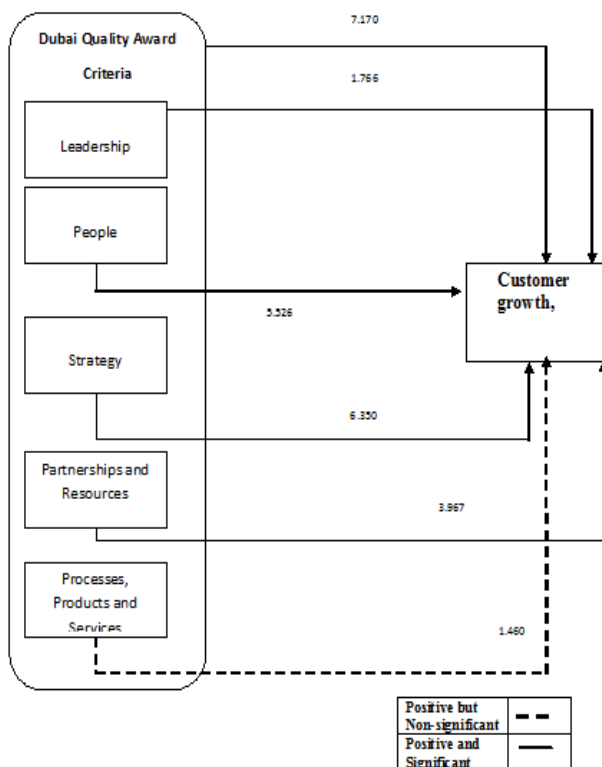


Figure 01: The Research Model

5. Conclusions

Based on the findings of this study, the following implications for professional practice are suggested:

- Department of Economic Development (DED) of UAE can use the findings from this study to re-evaluate the criteria and sub-criteria for measuring the effects of DQA and make necessary policy decisions. For instance, this study shows that there is a non-significant relationship between Process, Products & Services and customer growth which effect in organisation performance.
- Organisational managers can assess the impacts of each specific criterion of DQA such as Leadership, People, Strategy, Partnerships & Resources and Processes, Products & Services on customer growth and make relevant decisions based on the analysed results.
- The findings from this study could encourage new applicants to participate in the DQA process by concentrating on the DQA criteria that can improve organisational performance. This study can provide a useful reference for researchers and eventually benefit managers attempting to improve organisational performance.
- The specific objective of this study was to develop practical guidelines to assist leaders and managers of different types of organisations in private and public sectors to improve the customer satisfaction which strive to increase the number of the customers.
- The results of this study would be useful to adopt relevant policy guidelines that would be appropriate for different organizations by considering the nature of their products, services, and customers.

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The Relevance of Qiyas (Analogy) Principle in Islamic Banking Operation

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Abstract

The philosophy of Islamic jurisprudence is relevant to the Islamic banking and finance, as one of its principle has been used and applied by Shariah Supervisory Board (SSB) to approve Islamic banking products and operations. The purpose of this research is to explore how Usul al fiqh (philosophy of Islamic jurisprudent) is related and relevant to Islamic finance. The paper will also examine the concept of Qiyas, its meaning, pillars, some opinions of jurists and modern applications of Analogy or reasoning (Qiyas) in Islamic economics and finance. This paper will analyze some practical application of Qiyas principle in contemporary Islamic banking and finance. The paper will explain and analyze three examples from the practice of some of the Islamic financial institutions. Finally, the paper will conclude that philosophy of Islamic jurisprudence (Usul al fiqh) has urged the contemporary Shariah expert jurists to use Ijtihad and Analogy, but at the same time they must be aware of the consequences of committing mistakes using Analogy principle.

Keywords: Qiyas principle, Islamic Jurisprudence, Shariah Board, Islamic economic, Shariah Rulings

Introduction

Islam has encouraged man to quest for knowledge in different aspects of life. Some aspects include the human knowledge only to understand the laws and secrets of life, such as mathematics. On the other hand, there are aspects that the human knowledge alone is not enough, revelation must integrate with human reasoning to make the

correct legal decision. Revelation includes the Quran and Sunnah that include all the general principles and rules, which can cover numerous new cases using it along with reasoning. The new upcoming cases are not the same as previous one, every case has different feature, including time and place. The jurist must examine the case and determine which evidence it may put under, by considering certain procedure and methodology.

After the death of God's messenger, the prophet Mohammed peace been upon him, new cases and issues were emerging. The jurists had to give out legal rules, as Shari'ah can solve different problems in every time and place. On the other hand, Quran and Sunnah cannot change and finite, while human cases are changing. Many Muslim scholars, and from the most prominent Imam Al Shafi'i, have formulated new principles. As Imam Al Shafi'I insisted that if there was a specific ruling from the Quran or Sunnah, it must be followed. But if there wasn't, the jurists must exercise Ijtihad to give rules to the new cases, and Ijtihad is Qiyas.¹⁹

Definition of Qiyas Principle

Literally, Qiyas means measuring the length, weight, or quality of something. It can also mean comparison, in which two things have similarities and some qualities in common. Where in the technical meaning, Qiyas is defined as the extension of a Shari'ah value from an original case to a new case, because the new case has the same effective cause as the original case.

¹⁹ Al Salami, M. A. (1994) "Al-Qiyas (Analogy) And Its Modern Application." Kingdom of Saudi Arabia: Islamic Development Bank..

The original case is legalized by a text in Quran, Sunnah or Ijma. This legal rule is extended to the new case, if the effective cause was common between the original and the new case, then Qiyas takes place.²⁰

The Pillars of Qiyas Principle

There are four essential requirements and pillars of Qiyas, which include the original Case (asl), the parallel case (far'), the effective cause ('illah), and the rule of the original Case (hukm al asl).

1. The Original Case (Asl)

The original case or asl can have different meanings that are all relevant to the same subject. It can be the legal rule itself such as the text from Quran and Sunnah. It also defined as the subject matter of the legal rule. The main asl or sources of Qiyas are Quran and Sunnah. Furthermore, most of the jurists agree that Ijma is also a source of Qiyas, in which they can take a rule of an original case that was established by Ijma.

In fact, a small number of jurists had a disagreement on considering Ijma as a source of Qiyas. Their reason was that a rule that is established by Ijma doesn't explain the justification of the rule, so it will be hard to identify the 'illah or the effective cause, and Qiyas cannot be applied without the presence of the effective cause. But this is not the case. The effective cause not always specified in the source. It is the Mujtahid's task to derive the 'illah from the source if it was not specified, whether it was from Quran, Sunnah, or Ijma.²¹

Moreover, there are different opinions regarding whether Qiyas can be the asl for another Qiyas or not. Al Hanafi and Al Shafi'I Schools disagreed to use Qiyas on original cases that previous Qiyas

established their rule. Unlike the Maliki and the Hanbali Schools, which accepted to use Qiyas on rules that were established by a previous Qiyas.²²

2. The new Case (Far')

The parallel or new case is the case in which its ruling requires the use of Analogy. The parallel case must meet three conditions. The first condition is that the new case must not be in the text of Ijma. If the new case was present in Quran, Sunnah, or Ijma, there is no need for Qiyas. Although some of Al Maliki and Al Hanbali jurists used Qiyas in the presence of the new case in the primary resources, they have done this in the some cases only such as when the source is solitary hadith. The second condition is that the effective cause or the 'illah must be the same as the original case. Finally, the third conditions states that the use of Qiyas on the new case must not change or overrule the law of the text.²³

3. The Rule of the Original Case (Hukm)

The Hukm is the ruling that comes from Quran, Sunnah, or Ijma, such as command and prohibition of a certain case. The Hukm must meet certain conditions. First the rule must be practical Sharia'i ruling. Second the rule must be valid, in other words not abolished. Third, the hukm must be rational, in which one can know the effective cause of the rule. Generally, all the rules are rational except the rules that lie under 'ibadat, in which it is hard to specify the effective cause of it. Forth, the rule must be normal and not an exceptional rule, that's because it will be extended to new cases so the exceptional rules does not apply in Analogy. Finally, the Hukm used in Analogy must be a concession. Islam is a mercy religion, which gave us some concessions such as the right not to fast in

²⁰ Kamali, M. H. (2003), Principles of Islamic Jurisprudence. United Kingdom: Islamic Texts Society.

²¹ Kamali, M. H. Principles of Islamic Jurisprudence. United Kingdom: Islamic Texts Society, 2003.

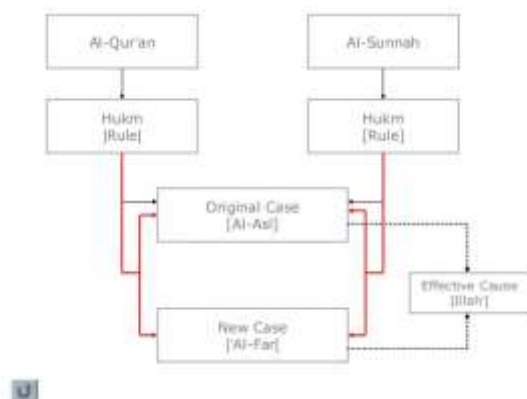
²² Al Salami, M. A. "Al-Qiyas (Analogy) And Its Modern Application." 15 (December 12, 1994).

²³ Kamali, M. H. Principles of Islamic Jurisprudence. United Kingdom: Islamic Texts Society, 2003.

the case of travel in Ramadan. This Hukm cannot be the used in Analogy according to most scholars. But according to Al Shafi'i, if the effective cause is clear, the rule can be used in Analogy even if it was exceptional.²⁴

4. The Effective Cause ('illah)

According to the majority of scholars, the effective cause is an attribute of the *asl* that is constant and evident, and have a relationship with the rule or the law in the text. In other words, it is the cause of the *hukm*, and it may be a fact, a condition, or a deliberation. There are some conditions of the effective cause, some are controversial, in which some scholars agree and some of them disagree.



Source: This Diagram is from the Authors

For example, the Hanbalis and Malikis, they use either 'illah or hikmah to give out the rule. They believe that the hikmah can show the benefits or the harms, thus be able to give out the rule or the *hukm*. On the other hand, the Shafi'is and Hanafis accept only the constant evident 'illah, and don't use hikmah because it's not constant and this makes it difficult to consider it the base of Qiyas. Moreover, the 'illah must be evident and not hidden, have a proper relationship to the *hukm*, and *muta'addi* in which it can be transferred to other cases. And definitively, the 'illah must not alter the law of the text.²⁵

Evidence of Qiyas Principle

The Four Sunni Schools have agreed on Qiyas as it is a principal source of Shari'ah. The differences between the schools regarding Qiyas are the practices of it and its priority. According to Abu Hanifah, he adopted Qiyas the most (Sallami, 1994). Abu Hanifah was in Iraq, in which scholars there were called *ahl-al-ray*. This means that they (*ahl-al-ray*) rely on personal opinions, that's why they adopted Qiyas the most. Thus, Qiyas was a major principal in Al Hanafi School.

According to Imam Malik, Qiyas has the priority over the hadith of single narrator. As concluded from some cases, Imam Malik take Qiyas over solitary hadith as well.²⁶ Although the four Sunni leading schools have agreed on the validity of Qiyas and its reliability as a proof, they differ over issues both in theory and practice. Most Scholars who investigated the Sunni schools have held that the school of Abu Hanifah relies on Qiyas on the widest scale. Ibn Khaldun stated in the *Muqadimah* that "two different approaches have been taken toward fiqh: One being of those who adopt Qiyas and personal opinion, and those are the scholars of Iraq, also known as the *Ahl al-Ra'y*, and the school of *Ahl al-Hadith*, whose followers mainly resided in the Hijaz. Since there were few scholars of Hadith in Iraq, they made much more use of Qiyas and became competent therein, which is why they have been called *Ahl al-Ra'y*."

Foremost among them was Abu Hanifah and his disciples among whom this discipline became firmly established. In Hijaz, Malik and his successor al-Shafi'i led the *Ahl al-Hadith*. According to Shaykh AlHajaw: "The Hanafi School has the broadest outlook and thus the most liberal on the whole; offering to the competent jurist an easy method of analogical inference. This is because the Hanafi School

²⁴ Kamali, M. H. Principles of Islamic Jurisprudence. United Kingdom: Islamic Texts Society, 2003.

²⁵ Kamali, M. H. Principles of Islamic Jurisprudence. United Kingdom: Islamic Texts Society, 2003.

²⁶ Al Salami, M. A. "Al-Qiyas (Analogy) And Its Modern Application." 15 (December 12, 1994).

pays greater attention to the philosophy and rationale of the injunctions,

It seems valid to say that Malik does not preclude concessionary rules (al-rukhas) from the scope of Qiyas, but applies Qiyas to them, although the Hanafis abstain from applying Qiyas to concessions, on the analysis that concessions represent a departure from normal rules, so applying Qiyas to them is likely to lead to frequent deviations from evidence, which is why it should not be attempted.

Relevance of Qiyas Principle in Islamic Banking Operations

Qiyas is one of the most effective principles for the new and upcoming issues in Islamic banking and finance. Same goes for the Islamic economic field, there are many emerging economic problems in which using Analogy principle will be the best solution. Below are some of the examples of cases show the relevance of Qiyas principle in the Islamic banking operations.

1. The Case of Bank Notes in Islamic banks
2. The Case of Pledge from a Bank Partner
3. The Case of Conventional Insurance

1. The Case of Bank Notes in Islamic Banks

One of the economic problems is the currency used in financial transactions. At the prophet time, people's transactions were mainly dealt with gold and silver. In consequence, all the hadiths that talk about financial transactions were about transactions dealt with gold and silver. Including buying and selling, division (qisma), creating wills, borrowing, and exchange of items. Additional details were also mentioned in hadiths, including zakat, wages, rewards and others. The problem is that from the First World War, people stopped using gold and silver in those transactions, they started using bank notes instead. Furthermore, in 1971 the bank notes were no longer pegged with the gold.

Countries stopped giving out gold in return to accumulated transactions. Hence, there is no text in the Quran or the Sunnah that is related to Bank Notes. Moreover, Muslim jurists didn't negotiate it because bank notes was not existed at that time as well.

This is a huge problem. That is because if we applied the rules of gold and silver on bank notes, we have to equate gold and silver with bank notes. If we didn't, the bank notes will take the rule of the merchandise. But if we consider it as merchandise, it doesn't have the property of pricing and evaluation, and at the same time it can't take the rule of gold and silver. The solution for this issue will be making rules for every transaction, to determine whether each transaction is legalized or not under Islamic Law.

After a deep research and different jurist's opinions after covering this topic in depth, the Islamic Fiqh Academy No (9) came up with a resolution. It stated that the bank notes are considered as currency. Besides having all the features of currency, they are used as unit of pricing. Moreover, all gold and silver rules are applied to bank notes, including the concepts regarding usury, zakat, and others. This hukm was out by using Qiyas principle. The original case is gold and silver, the new case is the bank notes, the effective cause is that both are unit of currencies, and the rule is the prohibition of usury and collecting of zakat. In general, the rules include exchange of currency, rent, reward, partnership and other types of transactions using banknotes.²⁷

This is a very serious issue because if we consider banknotes equal to gold and silver, we have to apply the rules of gold and silver to banknotes. But if we do not equate banknotes with gold and silver, banknotes would be seen as a merchandise. Had we done this, banknotes would have no criteria for evaluation and pricing and the result would be that the legal rules of gold and

²⁷ Al Salami, M. A. "Al-Qiyas (Analogy) And Its Modern Application." Pp 13.

silver currencies do not apply to banknotes. A solution to this problematic should provide a foundation upon which legal rules for every economic activity may be based, and issues may be addressed as to determining the permissibility or otherwise of commercial transactions. For this reason, banknotes were the topic discussed at the Fiqh Academy of Makkah.

The resolution of the Islamic Fiqh Academy No (9) D/3/07/86 states that banknotes are considered as currency. They have all the attributes of currency and are fully valid as unit of pricing. They also qualify for the application of all the legal rules established for gold and silver with respect to usury, zakah, advance payment sale (salam) and similar transactions. Here we find an example of juridical analogy. The parallel case is the banknotes, the original case is gold and silver currency; the legal cause is being a unit of currency and the legal rule is prohibition of usury in both, as well as the levying of zakah on them and the legality of using banknotes as capital for advance payment sale (salam). Then the resolution generalized the legal rules to include currency-exchange, dormant partnership (mudaraba), lease, reward (ja'ala), partnership and all other types of transactions in banknotes.

This resolution had been previously adopted by the Fatwa Committee of the Faisal Islamic Bank. It is stated in the opinion of this Committee "that banknotes such as dollars are included in the legal rules of usury by analogy with gold and silver for the legal cause of being units of pricing ". However, It should be noticed that the Shari'a Advisory Committee of Faisal Islamic Sudanese Bank had based its formal legal opinion (fatwa) on Qiyas. This means that it went out of the domain of imitation taqlid to the domain of independent legal ruling ijtiḥad. Being an imitator mugallid, the Committee is not authorized to base its opinion on the sources from which the legal rule has been deduced. Rather the imitator has a limit not to be exceeded,

that is, to verify what he follows, then carefully understand it and then try to apply it to a suitable specified incident. This explicitly indicates that independent legal ruling ijtiḥad is still capable of providing Muslims with Shariah rulings. ijtiḥad has never been closed nor does anyone have the right to close by his personal opinion, what the Lawgiver has clearly ordained

2. The Case of Pledge from a Bank Partner

Another case for the application of Qiyas is asking pledge rahn from a partner the bank may agree with another partner to enter a contract of partnership on a specific deal or enter a diminishing partnership (alsharika al-mutanaqisa) that terminates in ownership. In this case, the Islamic Bank wishes to hold pledge from its partner to secure the rights of the Bank in repayment of the financial facilities offered to the partner. The Shari'a Supervisory Committee of Faisal Islamic Sudanese Bank has been asked : Is it legally permissible for the Bank to ask a partner to offer a pledge of the same value as of the bank financing so that the Bank has the right to take back its money in case the money wrongfully perishes or is lost through negligence on the side of the partner? The Shari'a Supervisory Committee responded as follows :

The Maliki school is of the opinion that it is permissible to take a pledge from the partner if the aim is to secure what is wrongfully or negligently lost by the partner. Al-Khirshi said : "We stipulate that the pledge should be for a debt to exclude transactions that are in the nature of trust. So, it is not permissible to pay money for a mudarabah and also take a pledge". Shaykh Al-ʿAdawi commented on that : "Because if the trust is lost or perished, the trustee is not responsible for compensation. This is true if the trust has been lost without negligence. But it is valid for the bank to take a pledge stipulating that the partner is liable for repayment of the trust in case it is lost through negligence; thus, there is no

difference between a pledge and suretyship (al-daman) for the Maliki school.

The Hanbali school makes a distinction between a pledge and suretyship. They do not accept a pledge in what does not involve an obligation but permit suretyship in the same. They argue that taking a pledge would be costly to the debtor because the thing pledged remains in the hand of the creditor and the debtor has no right to dispose of it. This is contrary to a suretyship contract.

This is the rule for the possessed pledge (al-rahn al-hayazi). According to the Maliki school, it is valid to take a pledge in the form of landed property for trust (al-rahn al-'iqari al-i'timani); because if they (Maliki) accept taking a possessed pledge by priority, they would also fortiori accept taking pledge of landed property for trust where the pledged property is not possessed by the bank. This type of pledge is also permissible according to the Hanbali school by analogy to suretyship, because they draw a distinction between taking pledge and suretyship (by rejecting the first and accepting the second), because the thing pledged would remain in the hand of the creditor and this is true only in case of the possessed pledge. As for the pledge of landed property for trust, the thing pledged is not possessed by the creditor, so there is no difference between the debtor and the surety.

This legal opinion (fatwa) maintains that:

- (a) The bank has the right to ask the partner to offer the bank a pledge of landed property as a guarantee so that the bank could secure its rights if the partner wasted or neglected the property of the partnership.
- (b) This fatwa is derived from the Maliki School by inference and is derived from the Hanbali School by analogy.
- (c) The fatwa talks here about the pledge of landed property for trust (al-rahn al-'iqari al-i'timani), which means taking

the title deeds of the property as pledge. Since the current laws in almost every states have made ownership dependent on the completion of written documents, it follows that any type of disposal, whether by way of charity or exchange as well as suretyship is not valid when the ownership is incomplete.

This is because the owner would have only the right of usufruct and not the right of disposal as his right of disposal is restricted during the duration of the pledge. This type of pledge has been mentioned by Shaykh Muhammad Tahir Ibn 'Ashur in his interpretation of the Qur'anic phrase which reads that "a pledge with possession - farihanun maqbudatun - (may serve the purpose)". He inferred from this that a pledge is effective even if the creditor does not enforce the debtor to transfer possession because the Qur'anic verse makes the possession a quality of the pledge, not its essence. So the quality of the pledge has established the meaning of the pledge in the sense that it can be without taking possession. Then he said : "The people of Tunisia are content with taking official documents as pledge when they pledge their immovable properties and lands. They consider this as real possession in case of taking a pledge for a loan.¹⁶¹ Thus, when Shaykh Ibn 'Ashur did not find in the works of the previous jurists any statement in reference to considering the possession of the title deeds of a property as substitute to real possession but found it as a common workable method in Tunisia, he considered it an acceptable legal method for pledge taking. This method is generally accepted by both the Muslim judges and by Muslims in general in their documentation.

The Shari'a Supervisory Committee called this type of pledge-taking as a pledge on realty (al-rahn al-'iqari); but I would rather call it "pledge of contracts or documents (rahn al-'uqud wa'l-rusum)". The Shari'a Supervisory Committee considered this type of pledge permissible in the Maliki school according to their investigation. This means

that the Maliki school has not identified a text dealing with this type of pledge. Rather, they made it legal according to their deduction and they consider this to be an analogy of the superior (Qiyas al-awla). As for the Hanbali school, they made it legal by way of analogy. The original case here is the permissibility of taking a pledge from the partner to repay the money in case of default or loss. The parallel case here is taking a pledge in landed property by taking their title deeds. The legal cause is the right of the partner to suretyship in order to secure his right.

3. The Case of Conventional Insurance

Al Hanafi School mentioned regarding the surety contracts that, if an advisor tell you go to this way and I guarantee your safety, then you get harmed, the advisor have to compensate you. Using analogy, Sheikh Mustafa used only one opinion of Al Hanafi and permit insurance. In which the original case is when an advisor tell you I guarantee your safety, if you get harmed I will compensate you. The new case is when the insurance company tells the trader, carry this commodity in on board the ship and I guarantee your safety. And if the ship sunk the insurance company is liable. The effective cause is that if anyone accepts to do a lawful task, he must be accountable for his responsibility.

But if we look at this case, and compare the original and the parallel case, there is a big difference. In the original case, the advisor does not demand something in return. In other words, when Al Hanafi mentioned the example of surety contracts, he didn't mention that the guarantor doesn't take anything in return. But in the parallel case, the insurance company does take a fixed amount from the trader in return. In the example of Al Hanafi, it is an act of goodwill, but this is not the case in insurance companies. So this is a big difference, which makes this Analogy of Shaykh Mustafa invalid. This shows how

danger the case is when mistakes are done using Analogy.²⁸

Conclusion and Recommendation

Qiyas principle is needed thus used in most of the cases that are new in Islamic banking and finance. Analogists must be very careful not to make mistakes as much as possible. It is not easy to make Analogy and it is a great responsibility. But they have to try their best to give out the rule using Qiyas. Moreover, the analogists should be highly authorized and experienced to deal with cases that need Qiyas. The degree and value of the Mujtahid is really high and hard to reach. Even the most qualified Analogists don't put themselves in the place or value of the Mujtahid because of it is great value. However, most of legal rules regarding economics are done collectively, which makes the probability of falling in mistakes less. We do need a lot of qualified jurists today, but they have to be aware of the importance of their tasks and its consequences. Because jurists have a great responsibility, Allah rewards them. As Prophet Mohammed (pbuh) said that the Mufti gets rewarded once if he was wrong, and twice if he was right.

Qiyas principle opens new avenues for Islamic economics legislation, and it should be attempted collectively and not individually. In this way, the analogist would be safe and satisfied with his understanding that the legal rule resulting from his analogy about the issue under discussion is the ruling of Allah. This is the required degree of effort to be undertaken in the formulation of fatwa/resolution. According to a renowned hadith, the Mufti is rewarded once if he makes an error and rewarded twice if he is right

²⁸ Al Salami, M. A. "Al-Qiyas (Analogy) And Its Modern Application." 15 (December 12, 1994).

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Are Diversified Exports the Key for Long Run Economic Growth in UAE?

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Abstract

This research examines the causal effects of diversified exports on economic growth in UAE over the period 1981-2012, based on a neoclassical production function augmented with non-oil exports, re-exports and imports of goods and services. For the estimation of this model, the time series properties of the variables are examined by performing the conventional unit root tests and the unit root test with a structural break proposed by Saikkonen and Lutkepohl (2002). To investigate the existence of a long-run relationship between the variables, this study performs the Johansen cointegration test, while the direction of the short-run causality is examined by applying the Granger causality test in Vector Error Correction Model framework. Moreover, a modified Wald test in an augmented Vector Autoregressive Model, developed by Toda and Yamamoto (1995), is applied in order to find the direction of the long-run causality. This research provides evidence to support an indirect short-run causality from economic growth to re-exports, through physical capital accumulation and imports. As far as the long-run causality is concerned, the empirical results show that a bi-directional causality exists between re-exports and economic growth.

Keywords: Diversification, Re-Exports, Economic Growth, Causality, UAE

JEL classification: O47, F43, C22

Introduction

The relationship between exports and economic growth has been analysed by several studies, indicating that exports have a positive effect on economic growth,

through the impact on economies of scale, the adoption of advanced technology and higher level of capacity utilization. Moreover, previous studies have found that not all exports affect equally economic growth, with diversified exports contributing more to economic growth than primary exports. Empirical studies have emphasised the important role of diversified exports in economic growth process, but are diversified exports the key for long-run economic growth in the UAE?

During the period 1981-2012, UAE have experienced significant export diversification and high rate of economic growth. In particular, export diversification is reflected by the increase of non-oil exports and re-exports during the last three decades. The value of non-oil exports has increased from around US\$500 millions in 1981 to US\$46.2 billions in 2012, an increase of about 99 times. In addition, the share of non-oil exports in GDP averaged at just below 1% in 1981, while this proportion increased to approximately 12% in 2012, which was the highest share over the period 1981-2012. Moreover, further evidence of significant diversification process is the fact that in 2012, the value of re-exports increased by 48 per cent comparing with the 2009 level, estimated at around US\$ 59.5 billions, an increase of about 56 times comparing with the 1981 level.

Accordingly, this research will identify and evaluate the causal relationship between diversified exports and economic growth, by shedding further light on the causal effects, non-oil exports and re-exports can have. In the UAE context, evidence on the causal relationship between exports and economic growth is limited and mixed, while there is

no study has yet examined the short-run and long-run effects of diversified exports on economic growth. In sum, this study will help in designing future policies for enhancing and sustaining economic growth in UAE.

Literature Review

Earlier studies have noted the positive impact of export expansion on economic growth. As demonstrated by Chenery and Strout (1966) and Gylfason (1998), an increase in exports causes a vast expansion of imports of services and capital goods, which are essential to improving productivity, while the increasing inflows of technology have considerable positive effects on economic growth. In addition, Rodrik (1997) notes that the rate of economic growth is affected by the rate of exports, because of the increase in investments in export-oriented firms and in those that cover the increasing domestic demand.

However, few studies have confirmed the negative effects of exports on economic growth (Myrdal, 1957; Meier, 1970; Lee and Huang, 2002; Kim and Lin, 2009). This negative effect of exports on economic growth can be due to the fact that some countries have a high share of primary exports in total exports. This category of exports can be subject to excessive price fluctuations (Myrdal, 1957) and does not offer knowledge spillovers and other externalities as manufactured exports (Herzer et al., 2006). This led many economists to investigate the impact of export categories on economic growth, as aggregate measures may mask the different causal effects that subcategories of exports can have. In particular, the studies by Tuan and Ng (1998), Herzer et al. (2006), Siliverstovs and Herzer (2006) and Hosseini and Tang (2014) examine the effect of export composition on economic growth, indicating that not all exports affect equally economic growth.

The study by Tuan and Ng (1998) examines the long-run relationship between trade and economic growth in Hong Kong over the period 1961-1995, using the Johansen cointegration test and Vector Error correction Model (VECM). In this study trade is measured by total exports, domestic exports and re-exports, while GDP is used as a proxy for economic growth. As Tuan and Ng (1998:125) notes “While no long-run relationship seemingly exists between growth of GDP and total exports, the growth of GDP and export trade are related by components”. In addition, the results show that 1 per cent increase in real domestic exports and real re-exports would increase GDP by 0.7 and 0.2 percent respectively, indicating that “manufacturing operations would have much higher value-added contents than trading firms” (Tuan and Ng, 1998:128).

The empirical study by Abu-Qarn and Abu-Bader (2004) investigates the relationship between exports and economic growth for nine Middle East and North Africa countries during specified periods. The methodology used in this research involves the Johansen cointegration test and the Granger causality test in the empirical framework of trivariate systems. In particular, the variables used are the real GDP, real total exports, real manufactured exports and real imports taken in constant prices and local currencies. The results of this study demonstrate that “not all exports contribute equally to economic growth” and that the promotion of manufactured exports in MENA region could accelerate economic growth.

The study by Herzer et al. (2006), examines the export-led growth hypothesis for Chile over the period 1960-2001, using the Engle Granger cointegration test and the Granger causality in VECM framework. The variables used in this study are real imports, real exports of manufactured goods and the real primary exports as proxies for exports and the real non-export output as a proxy for economic growth. The results indicate that manufactured exports and the exports of

primary products are found to have a statistically positive and negative impact on economic growth respectively. According to this study by Herzer et al. (2006:325), "manufactured exports might offer greater potential for knowledge spillovers and other externalities than primary exports".

Similarly, Siliverstovs and Herzer (2006) perform the Granger causality test in Vector Autoregressive model, using annual time series data for Chile, over the period 1960-2001. In this study, the exports are divided into manufactured and primary exports, while all the variables are expressed in real terms. The results show that there is a uni-directional Granger causality from the manufactured exports to the real net of exports GDP, while primary exports does not cause economic growth.

The study by Hosseini and Tang (2014) investigates the causal relationship between oil and non-oil exports in Iran over the period 1970-2008, using the Johansen's cointegration test and the Granger causality test in VECM framework. The cointegration results indicate that a long-run relationship exists between the variables, while all the variables are found to have positive long-run effect on economic growth, except from oil exports and imports. Moreover, this study shows that oil and gas exports and non-oil exports Granger cause economic growth in the short-run.

It should be noted that empirical studies on the relationship between exports and economic growth in UAE are limited. Two studies have investigated the causality between aggregate exports and economic growth in the UAE, while their results are contradictive. The study by Al-Yousif (1997) examines the existence of a long-run relationship between exports and economic growth in four of the Arab Gulf countries, including UAE, over the period 1973-1993. This study uses an augmented production function with exports, government expenditure and terms of trade and applies the two-step cointegration technique and regression analysis. The results indicate that

there is no long-run relationship between exports and economic growth in all the countries under investigation, while exports positively affect economic growth in the short-run for all the selected Arab countries.

The study by El-Sakka and Al-Mutairi (2000) examines the relationship between exports and growth in Arab countries, using bivariate Granger causality tests. This study confirms the results by Al-Yousif (1997) regarding the non-existence of a long-run relationship between exports and economic growth for all the countries, but indicates that the short-run causality runs from growth to exports in UAE (1972-1996). As far as the short-run causality between exports and economic growth in the other Arab countries, the results are mixed. In particular, no causal relationship between exports and economic growth exists in the case of Kuwait, Qatar, Libya, Tunis and Sudan, while there is a bi-directional causal relationship between exports and growth in the case of Oman, Algeria, Egypt, Jordan, Bahrain and Mauritania. For Saudi Arabia, Iraq, Morocco and Syria, a unidirectional causality runs from exports to growth. Therefore, there is no agreement on whether exports cause economic growth in the Arab World.

Data and Methodology

This paper tests whether diversified exports cause economic growth, assuming that the aggregate production of the economy can be expressed as a function of physical capital, human capital, imports, non-oil exports and re-exports. This study follows Tuan and Ng (1998) and Hosseini and Tang (2014) in defining the export variables used in this model:

$$Y_t = A_t K_t^\alpha HC_t^\beta, 0 < \alpha + \beta < 1 \quad (1)$$

Where Y_t denotes the aggregate production of the UAE economy at time t , A_t is the total factor productivity, while K_t and HC_t represent the physical capital stock and human capital respectively. The constants α and β are between zero and one, measuring

the share of physical and human capital on income. As it is mentioned above, in order to test the relationship between non-oil exports, re-exports and economic growth, it is assumed that the total factor productivity can be expressed as a function of non-oil exports, NOILX_t, re-exports, REX_t and imports of goods and services, IMP_t and other exogenous factors C_t:

$$A_t = f(\text{NOILX}_t, \text{REX}_t, \text{IMP}_t, C_t) = \text{NOILX}_t^\gamma \text{REX}_t^\delta \text{IMP}_t^\zeta C_t \quad (2)$$

Combing the equation (1) and (2) the following equation is obtained:

$$Y_t = C_t K_t^\alpha \text{HC}_t^\beta \text{NOILX}_t^\gamma \text{REX}_t^\delta \text{IMP}_t^\zeta \quad (3)$$

Where α , β , γ , δ and ζ represent the elasticities of production with respect to the inputs of production: K_t, HC_t, NOILX_t, REX_t and IMP_t. After taking the natural logs of both sides of equation (3), the following equation is obtained:

$$\text{LY}_t = c + \alpha \text{LK}_t + \beta \text{LHC}_t + \gamma \text{LNOILX}_t + \delta \text{LREX}_t + \zeta \text{LIMP}_t + \varepsilon_t \quad (4)$$

Where c is the intercept, the coefficients α , β , γ , δ and ζ are constant elasticities, while ε_t is the error term, which reflects the influence of other factors that are not included in the model.

This research uses annual time series for UAE over the period 1981-2012, obtained from national and international sources. Specifically, the Gross Domestic Product (Y) are derived from the World Development Indicators- World Bank, while the population (HC), the non-oil exports (NOILX) and re-exports (REX) are obtained from National Bureau of Statistics of UAE. The data series for Imports of Goods and Services (IMP) and Gross Fixed Capital Formation (K) are taken from IMF, National Bureau of Statistics and World Bank. All the variables are expressed in logarithmic form and in real terms, using GDP deflator taken from the World Bank.

Unit Root Test

Initially, the Augmented Dickey-Fuller (ADF) test is conducted in order to test for

the presence of a unit root (Enders, 1995). The ADF test is based on the following three equations:

$$\Delta Y_t = \gamma Y_{t-1} + \sum_{i=1}^p \beta_i \Delta Y_{t-i} + \varepsilon_t \quad (5)$$

$$\Delta Y_t = \alpha_0 + \gamma Y_{t-1} + \sum_{i=1}^p \beta_i \Delta Y_{t-i} + \varepsilon_t \quad (6)$$

$$\Delta Y_t = \alpha_0 + \gamma Y_{t-1} + \alpha_2 t + \sum_{i=1}^p \beta_i \Delta Y_{t-i} + \varepsilon_t \quad (7)$$

Where α_0 and α_2 represents the deterministic elements.

Equation (5) is a random walk, equation (6) is a random walk with intercept only, while the last equation is a random walk with intercept and time trend (Gujarati, 2003). In addition the random errors are assumed to be uncorrelated and identically distributed with zero mean and variance σ^2 $\{\varepsilon_t \sim \text{ii}(0, \sigma^2)$ for $t = 1, 2, \dots\}$. In each case, the null hypothesis is that $\gamma = 0$; H₀: the time series is not stationary, while the alternative hypothesis is that $\gamma < 0$; H_a: the time series is stationary.

In addition, this research applies the Phillips-Perron unit root test, which is a generalization of the DF procedure that allows for serial correlation and heteroskedasticity in the error terms (Enders, 1995). This test involves the following equations:

$$Y_t = \gamma^*_0 + \gamma^*_1 y_{t-1} + \mu_t \quad (8)$$

$$Y_t = \gamma^*_0 + \gamma^*_1 y_{t-1} + \gamma^*_2 (t - T/2) + \mu_t \quad (9)$$

Where γ^*_0 and γ^*_1 are the deterministic elements, T is the number of observations, while μ_t is the error term.

It should be mentioned that, if there are structural breaks in the data, the ADF and PP test statistics are biased toward the non-rejection of a unit root. As a result, a structural break is identified as evidence of non-stationarity. For this reason, the unit root test with a structural break proposed by Saikkonen and Lutkepohl (2002) is applied to this research, which involves the following equations:

$$Y_t = \mu_0 + \mu_1 t + \delta d_{1t} + u_t \quad (10)$$

$$Y_t = \mu_0 + \delta d_{1t} + u_t, \quad (11)$$

Where μ_0 is the constant term, μ_1 and δ are the coefficients of the trend term and the shift dummy variable respectively, while u_t is the error term. In particular, d_{1t} is a shift dummy variable with break date T_{break} : $d_{1t} = 0$, for $t < T_{\text{break}}$ and $d_{1t} = 1$, for $t > T_{\text{break}}$.

Cointegration Test

This paper applies the Johansen cointegration test (Johansen, 1988) in order to confirm the existence of a long-run relationship between the variables. Johansen's methodology takes its starting point in the Vector Autoregression (VAR) of order p given by:

$$X_t = \mu + A_1 X_{t-1} + \dots + A_p X_{t-p} + \varepsilon_t \quad (12)$$

Where X_t is a $(n \times 1)$ vector of variables that are $I(1)$, μ is a $(n \times 1)$ vector of constants, while ε_t is a $(n \times 1)$ vector of random errors. Subtracting X_{t-1} from each side of this equation and letting I be an $(n \times n)$ identity matrix, this VAR can be re-written as:

$$\Delta X_t = \mu + \Pi X_{t-1} + \sum_{i=1}^{p-1} \Gamma_i \Delta X_{t-i} + \varepsilon_t \quad (13)$$

$$\text{Where } \Gamma_i = - \sum_{j=i+1}^p A_j, \Pi = \sum_{i=1}^p A_i - I$$

Γ and Π are the coefficient matrices, ΠX_{t-1} is the error-correction term, while the coefficient matrix Π provides information about the long-run relationships between the variables. The Johansen's cointegration test is applied using the trace test statistics adjusted for small sample size, proposed by Reinsel and Ahn (1992).

Short-run Granger Causality Test

If the variables are found to be cointegrated, which is the most common case for macroeconomic variables, the following restricted VAR model (Vector Error Correction Model) can be used to find the direction of the causality:

$$\begin{aligned} \Delta LY_t = & \sum_{j=1}^p \beta_{1j} \Delta LY_{t-j} + \sum_{j=1}^p \gamma_{1j} \Delta LK_{t-j} \\ & + \sum_{j=1}^p \delta_{1j} \Delta LHC_{t-j} + \sum_{j=1}^p \zeta_{1j} \Delta LNOILX_{t-j} + \\ & + \sum_{j=1}^p \theta_{1j} \Delta LREX_{t-j} + \sum_{j=1}^p \mu_{1j} \Delta LIMP_{t-j} - \\ & \lambda_y \text{ECT}_{t-1} + \varepsilon_{1t} \end{aligned} \quad (14)$$

$$\begin{aligned} \Delta LK_t = & \sum_{j=1}^p \beta_{2j} \Delta LY_{t-j} + \sum_{j=1}^p \gamma_{2j} \Delta LK_{t-j} \\ & + \sum_{j=1}^p \delta_{2j} \Delta LHC_{t-j} + \sum_{j=1}^p \zeta_{2j} \Delta LNOILX_{t-j} + \\ & + \sum_{j=1}^p \theta_{2j} \Delta LREX_{t-j} + \sum_{j=1}^p \mu_{2j} \Delta LIMP_{t-j} - \\ & \lambda_k \text{ECT}_{t-1} + \varepsilon_{2t} \end{aligned} \quad (15)$$

$$\begin{aligned} \Delta LHC_t = & \sum_{j=1}^p \beta_{3j} \Delta LY_{t-j} + \sum_{j=1}^p \gamma_{3j} \Delta LK_{t-j} \\ & + \sum_{j=1}^p \delta_{3j} \Delta LHC_{t-j} + \sum_{j=1}^p \zeta_{3j} \Delta LNOILX_{t-j} + \\ & + \sum_{j=1}^p \theta_{3j} \Delta LREX_{t-j} + \sum_{j=1}^p \mu_{3j} \Delta LIMP_{t-j} - \\ & \lambda_{hc} \text{ECT}_{t-1} + \varepsilon_{3t} \end{aligned} \quad (16)$$

$$\begin{aligned} \Delta LNOILX_t = & \sum_{j=1}^p \beta_{4j} \Delta LY_{t-j} + \sum_{j=1}^p \gamma_{4j} \Delta LK_{t-j} + \sum_{j=1}^p \delta_{4j} \Delta LHC_{t-j} + \sum_{j=1}^p \zeta_{4j} \Delta LNOILX_{t-j} \\ & + \sum_{j=1}^p \theta_{4j} \Delta LREX_{t-j} + \sum_{j=1}^p \mu_{4j} \Delta LIMP_{t-j} - \lambda_{noilx} \text{ECT}_{t-1} + \varepsilon_{4t} \end{aligned} \quad (17)$$

$$\begin{aligned} \Delta LREX_t = & \sum_{j=1}^p \beta_{5j} \Delta LY_{t-j} + \sum_{j=1}^p \gamma_{5j} \Delta LK_{t-j} \\ & + \sum_{j=1}^p \delta_{5j} \Delta LHC_{t-j} + \sum_{j=1}^p \zeta_{5j} \Delta LNOILX_{t-j} + \\ & + \sum_{j=1}^p \theta_{5j} \Delta LREX_{t-j} + \sum_{j=1}^p \mu_{5j} \Delta LIMP_{t-j} - \\ & \lambda_{rex} \text{ECT}_{t-1} + \varepsilon_{5t} \end{aligned} \quad (18)$$

$$\begin{aligned} \Delta LIMP_t = & \sum_{j=1}^p \beta_{6j} \Delta LY_{t-j} + \sum_{j=1}^p \gamma_{6j} \Delta LK_{t-j} \\ & + \sum_{j=1}^p \delta_{6j} \Delta LHC_{t-j} + \sum_{j=1}^p \zeta_{6j} \Delta LNOILX_{t-j} + \\ & + \sum_{j=1}^p \theta_{6j} \Delta LREX_{t-j} + \sum_{j=1}^p \mu_{6j} \Delta LIMP_{t-j} - \\ & \lambda_{imp} \text{ECT}_{t-1} + \varepsilon_{6t} \end{aligned} \quad (19)$$

Where Δ is the difference operator, β_{ij} , γ_{ij} , δ_{ij} , ζ_{ij} , θ_{ij} , μ_{ij} and λ_{ij} are the regression coefficients and ECT_{t-1} is the error correction term derived from the cointegration equation.

After estimating the above model, this research applies the multivariate causality test (Granger, 1969; Granger, 1988). The causality from diversified exports to economic growth and vice versa can be

examined by conducting the chi-square test. The following hypothesis are tested:

H₀: $\sum_{j=1}^p \zeta_{lj} = 0$ “non-oil exports do not Granger cause economic growth”

H_A: $\sum_{j=1}^p \zeta_{lj} \neq 0$ “non-oil exports Granger cause economic growth”

H₀: $\sum_{j=1}^p \theta_{lj} = 0$ “re-exports do not Granger cause economic growth”

H_A: $\sum_{j=1}^p \theta_{lj} \neq 0$ “re-exports Granger cause economic growth”

H₀: $\sum_{j=1}^p \beta_{4j} = 0$ “economic growth does not Granger cause non-oil exports”

H_A: $\sum_{j=1}^p \beta_{4j} \neq 0$ “economic growth Granger causes non-oil exports”

H₀: $\sum_{j=1}^p \beta_{5j} = 0$ “economic growth does not Granger cause re-exports”

H_A: $\sum_{j=1}^p \beta_{5j} \neq 0$ “economic growth Granger causes re-exports”

Long-run Granger Causality Test

This paper applies the modified version of the Granger causality test (MWALD) proposed by Toda and Yamamoto (1995), involving the following model:

$$\begin{aligned} LY_t = & \alpha_{10} + \sum_{j=1}^{p+dmax} \beta_{1j} LY_{t-j} + \sum_{j=1}^{p+dmax} \gamma_{1j} LK_{t-j} \\ & + \sum_{j=1}^{p+dmax} \delta_{1j} LHC_{t-j} + \sum_{j=1}^{p+dmax} \zeta_{1j} LNOILX_{t-j} + \sum_{j=1}^{p+dmax} \theta_{1j} LREX_{t-j} \\ & + \sum_{j=1}^{p+dmax} \mu_{1j} LIMP_{t-j} + \varepsilon_{1t} \quad (20) \end{aligned}$$

$$\begin{aligned} LK_t = & \alpha_{20} + \sum_{j=1}^{p+dmax} \beta_{2j} LY_{t-j} + \sum_{j=1}^{p+dmax} \gamma_{2j} LK_{t-j} \\ & + \sum_{j=1}^{p+dmax} \delta_{2j} LHC_{t-j} + \sum_{j=1}^{p+dmax} \zeta_{2j} LNOILX_{t-j} + \sum_{j=1}^{p+dmax} \theta_{2j} LREX_{t-j} \\ & + \sum_{j=1}^{p+dmax} \mu_{2j} LIMP_{t-j} + \varepsilon_{2t} \quad (21) \end{aligned}$$

$$\begin{aligned} LHC_t = & \alpha_{30} + \sum_{j=1}^{p+dmax} \beta_{3j} LY_{t-j} + \sum_{j=1}^{p+dmax} \gamma_{3j} LK_{t-j} \\ & + \sum_{j=1}^{p+dmax} \delta_{3j} LHC_{t-j} + \sum_{j=1}^{p+dmax} \zeta_{3j} LNOILX_{t-j} + \sum_{j=1}^{p+dmax} \theta_{3j} LREX_{t-j} \\ & + \sum_{j=1}^{p+dmax} \mu_{3j} LIMP_{t-j} + \varepsilon_{3t} \quad (22) \end{aligned}$$

$$\begin{aligned} LNOILX_t = & \alpha_{40} + \sum_{j=1}^{p+dmax} \beta_{4j} LY_{t-j} + \sum_{j=1}^{p+dmax} \gamma_{4j} LK_{t-j} \\ & + \sum_{j=1}^{p+dmax} \delta_{4j} LHC_{t-j} + \sum_{j=1}^{p+dmax} \zeta_{4j} LNOILX_{t-j} + \sum_{j=1}^{p+dmax} \theta_{4j} LREX_{t-j} \\ & + \sum_{j=1}^{p+dmax} \mu_{4j} LIMP_{t-j} + \varepsilon_{4t} \quad (23) \end{aligned}$$

$$\begin{aligned} LREX_t = & \alpha_{50} + \sum_{j=1}^{p+dmax} \beta_{5j} LY_{t-j} + \sum_{j=1}^{p+dmax} \gamma_{5j} LK_{t-j} \\ & + \sum_{j=1}^{p+dmax} \delta_{5j} LHC_{t-j} + \sum_{j=1}^{p+dmax} \zeta_{5j} LNOILX_{t-j} + \sum_{j=1}^{p+dmax} \theta_{5j} LREX_{t-j} \\ & + \sum_{j=1}^{p+dmax} \mu_{5j} LIMP_{t-j} + \varepsilon_{5t} \quad (24) \end{aligned}$$

$$\begin{aligned} LIMP_t = & \alpha_{60} + \sum_{j=1}^{p+dmax} \beta_{6j} LY_{t-j} + \sum_{j=1}^{p+dmax} \gamma_{6j} LK_{t-j} \\ & + \sum_{j=1}^{p+dmax} \delta_{6j} LHC_{t-j} + \sum_{j=1}^{p+dmax} \zeta_{6j} LNOILX_{t-j} + \sum_{j=1}^{p+dmax} \theta_{6j} LREX_{t-j} \\ & + \sum_{j=1}^{p+dmax} \mu_{6j} LIMP_{t-j} + \varepsilon_{6t} \quad (25) \end{aligned}$$

$$\begin{aligned} LNOILX_t = & \alpha_{40} + \sum_{j=1}^{p+dmax} \beta_{4j} LY_{t-j} + \sum_{j=1}^{p+dmax} \gamma_{4j} LK_{t-j} \\ & + \sum_{j=1}^{p+dmax} \delta_{4j} LHC_{t-j} + \sum_{j=1}^{p+dmax} \zeta_{4j} LNOILX_{t-j} + \sum_{j=1}^{p+dmax} \theta_{4j} LREX_{t-j} \\ & + \sum_{j=1}^{p+dmax} \mu_{4j} LIMP_{t-j} + \varepsilon_{4t} \quad (23) \end{aligned}$$

$$\begin{aligned} LREX_t = & \alpha_{50} + \sum_{j=1}^{p+dmax} \beta_{5j} LY_{t-j} + \sum_{j=1}^{p+dmax} \gamma_{5j} LK_{t-j} \\ & + \sum_{j=1}^{p+dmax} \delta_{5j} LHC_{t-j} + \sum_{j=1}^{p+dmax} \zeta_{5j} LNOILX_{t-j} + \sum_{j=1}^{p+dmax} \theta_{5j} LREX_{t-j} \\ & + \sum_{j=1}^{p+dmax} \mu_{5j} LIMP_{t-j} + \varepsilon_{5t} \quad (24) \end{aligned}$$

$$\begin{aligned} LIMP_t = & \alpha_{60} + \sum_{j=1}^{p+dmax} \beta_{6j} LY_{t-j} + \sum_{j=1}^{p+dmax} \gamma_{6j} LK_{t-j} \\ & + \sum_{j=1}^{p+dmax} \delta_{6j} LHC_{t-j} + \sum_{j=1}^{p+dmax} \zeta_{6j} LNOILX_{t-j} + \sum_{j=1}^{p+dmax} \theta_{6j} LREX_{t-j} \\ & + \sum_{j=1}^{p+dmax} \mu_{6j} LIMP_{t-j} + \varepsilon_{6t} \quad (25) \end{aligned}$$

$$\begin{aligned} LNOILX_t = & \alpha_{40} + \sum_{j=1}^{p+dmax} \beta_{4j} LY_{t-j} + \sum_{j=1}^{p+dmax} \gamma_{4j} LK_{t-j} \\ & + \sum_{j=1}^{p+dmax} \delta_{4j} LHC_{t-j} + \sum_{j=1}^{p+dmax} \zeta_{4j} LNOILX_{t-j} + \sum_{j=1}^{p+dmax} \theta_{4j} LREX_{t-j} \\ & + \sum_{j=1}^{p+dmax} \mu_{4j} LIMP_{t-j} + \varepsilon_{4t} \quad (23) \end{aligned}$$

Where p is the optimal lag length, selected by minimising the value of Schwartz Information Criterion (SIC), while dmax is the maximum order of integration of the variables in the model. In particular, the selected lag length (p) is augmented by the maximum order of integration (dmax) and the chi-square test is applied to the first p VAR coefficients.

Empirical Results

Unit Root Tests

Table 1 presents the results of the ADF, PP and SL unit root tests at levels and first differences. The results suggest that all variables are I(1) and therefore the cointegration test can be applied in order to investigate the existence of a long-run relationship between the variables.

Table 1: ADF, PP and SL test results at logarithmic level and first difference

	ADF test	PP test	SL test			
			Without trend		With trend	
LY^(a)	-3.45* [0]	-3.41* {3}	0.77 [0]	1990	-1.09 [0]	1986
DLY^(b)	-4.32*** [0]	-4.30*** {1}	-5.14*** [0]	1986	-4.50*** [0]	1990
LK^(a)	-2.36 [0]	-2.36 {6}	0.11 [0]	2001	-1.45 [0]	2001
DLK^(c)	-4.84*** [0]	-4.88*** {2}	-4.85*** [0]	2001	-4.95*** [0]	2001
LHC^(a)	-2.02 [1]	5.84 {1}	0.05 [1]	2008	-2.64 [1]	2008
DLHC^(b)	-3.04** [0]	-3.04** {3}	-3.75*** [1]	2008	-3.46** [1]	2008
LNOILX^(a)	-1.94 [0]	-1.86 {3}	0.85 [0]	1988	-2.50 [0]	1999
DLNOILX^(b)	-8.75*** [0]	-8.55*** {2}	-5.93*** [0]	1987	-5.11*** [0]	1987
LREX^(a)	-3.06 [1]	-3.06 {3}	-1.05 [0]	1987	-1.72 [1]	1985
DLREX^(b)	-6.38*** [0]	-8.63*** {16}	-6.79*** [0]	1987	-6.86*** [0]	1987

Notes: *, **, *** denote the rejection of the null hypothesis of a unit root at 10%, 5% and 1% respectively. Numbers in [] corresponding to ADF and SL test statistics are the optimal lags, chosen based on Schwarz Information Criterion (SIC). Bandwidth in { } (Newey-West automatic) using Bartlett kernel estimation method. The maximum lag length for the ADF test is found by rounding up $P_{\max} = [12 * (T/100)^{1/4}] = [12 * (38/100)^{1/4}] \cong 9$ (Schwert, 1989). All the time series are tested for the unit root including intercept and trend (a), intercept only (b) and no constant or trend (c). The letters in brackets indicate the selected model following Doldado et al. (1990). Critical values for the SL test are tabulated in Lanne et al. (2002).

Cointegration Test

The Johansen cointegration test is conducted in order to investigate the existence of a long-run relationship between the variables.

Table 2: Johansen's Cointegration Test results

Hypothesized No. of Cointegrating equations	Adjusted Trace Statistic	Critical Value		
		1%	5%	10%
$r=0$	133.39***	111.01	102.14	97.18
$r \leq 1$	70.71	84.45	76.07	71.86
$r \leq 2$	40.89	60.16	53.12	49.65
$r \leq 3$	24.45	41.07	34.91	32.00

Note: Critical values are taken from Osterwald-Lenum (1992). The model includes a restricted constant (Model selection based on Pantula, 1989). The lag length for the cointegration test is determined by minimizing the Schwarz Information Criterion (SIC), while the diagnostic tests reveal that the residuals are multivariate normal and homoscedastic, while there is no evidence of serial correlation.

*, ** and *** indicate rejection at 10%, 5% and 1% significance level respectively

Table 2 shows that null hypothesis of no cointegration is rejected at 1% significance level, indicating the existence of one cointegrating vector. The cointegrating vector is estimated after normalizing on LY and the following long-run relationship is obtained. The absolute t-statistics are reported in the parentheses:

$$\begin{array}{lcl} \text{LY}_t = 0.565***\text{LK}_t - 0.531***\text{LHC}_t + & & \\ 0.221***\text{LNOILX}_t + 0.750***\text{LREX}_t & & \\ (12.322) & & (7.019) \\ (4.771) & & (15.888) \end{array}$$

$$-0.556^{***} \text{LIMP}_t + 11.567^{***} \quad (26)$$

(8.078) (25.111)

From the above equation, an 1% increase in real non-oil exports leads to a 0.221% increase in real GDP, while a 1% increase in re-exports rises real GDP by 0.750%. In addition, real GDP increases by 0.565% in response to a 1% increase in physical

capital. In contrast, 1% increase in population and imports can lead to a decrease in real GDP by 0.531% and 0.556% respectively. These results suggest that both categories of diversified exports enhance economic growth in UAE, with re-exports contributing more than non-oil exports in the long-run.

Granger Causality in VECM Framework

The short-run Granger causality results²⁹ for UAE are reported in table 3. The results show that the null hypothesis of non causality from non-oil exports and re-exports to economic growth cannot be rejected at 1% significance level. In addition, the null hypothesis that economic growth does not Granger cause non-oil exports and the null hypothesis that economic growth does not Granger cause re-exports cannot be rejected at any conventional significance level. Therefore, there is no direct causal relationship between economic growth, non-oil exports and re-exports in the short-run.

At the same time a significant causality runs from human capital to non-oil exports at 5% significance level, indicating that human capital is essential for the expansion of non-oil exports. In addition, re-exports are causally affected directly by human capital and imports of goods and services at 1% significance level, indicating that human capital and imports contribute to the expansion of re-exports. Moreover, a bi-directional causal relationship exists between non-oil exports and re-exports in the short-run.

It should be noted that an indirect short-run causal relationship exists between economic growth and re-exports, through physical capital accumulation and imports. In particular, economic growth Granger causes

physical capital at 5% significance level and physical capital Granger causes re-exports at 10% significance level. At the same time, economic growth Granger causes imports at 5% significance level and imports Granger causes re-exports at 1% significance level. Therefore, economic growth indirectly causes re-exports in the short-run, through physical capital accumulation and imports.

Since the aim of this research focuses on the relationship between exports and economic growth, emphasis is placed on the structural stability of the parameters of the estimated error correction models for economic growth and diversified exports. The CUSUM plots (figure 1) for the estimated Error Correction Models (ECM) for economic growth and diversified exports show that there is no movement outside the 5% critical lines. Therefore, the estimated ECMs for economic growth and diversified exports, including the impulse dummy for the year 2000, are stable. Thus, there is no reason to test for the presence of a second structural break.

Toda-Yamamoto Granger Causality Test

The maximum order of integration of the variables is $d_{\max} = 1$, while the optimal lag length, based on Schwarz Information Criterion is one. Therefore the selected lag length ($p=1$) is augmented by the maximum order of integration ($d_{\max}=1$) and the Wald tests are applied to the first p VAR coefficients. The results are presented in table 4.

The results of the MWALD test indicate that LREX Granger causes LY at 10% significance level, while LY Granger causes LREX at 5% significance level, indicating that a bi-directional causal relationship exists between LY and LREX. These results show that economic growth can cause an increase in re-exports, by increasing the inflow of investments to the re-exports sector and improving the existing technology. At the same time, the expansion of re-exports increases the inflows of foreign exchange, leading to economic growth. Moreover, economic growth

²⁹ The VECM is estimated with the inclusion of an impulse dummy variable for the year 2000, as the CUSUMQ plot of the initially estimated ECM for economic growth shows evidence of structural instability. The estimated ECM without the inclusion of the dummy variable is not reported here, but is available upon request.

indirectly causes re-exports in the long-run, through physical capital. In particular, LY Granger causes LK at 10% significance

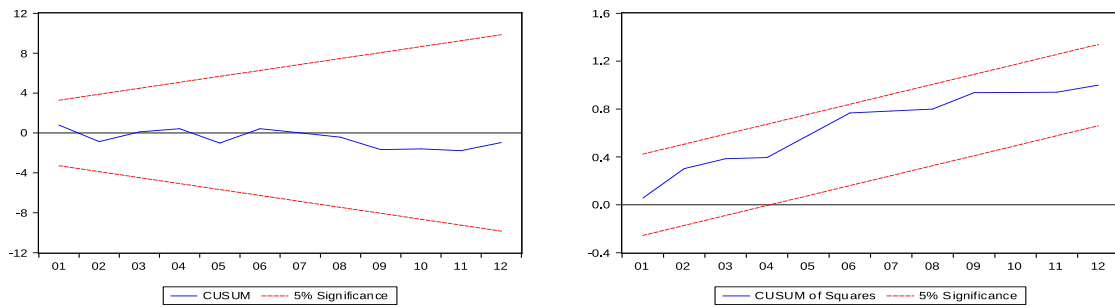
level and LK Granger causes LREX at 1% significance level.

Table 0: Short-run Granger causality test

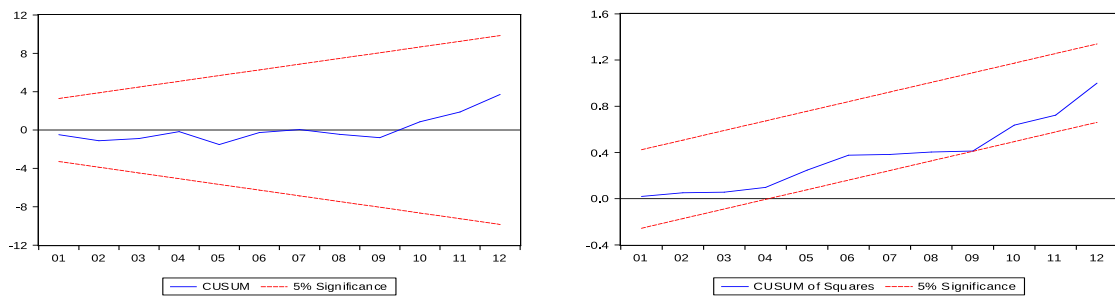
Dependent Variable	Source of causation						
	ΔLY_t	ΔLK_t	ΔLHC_t	$\Delta LNOILX_t$	$\Delta LREX_t$	$\Delta LIMP_t$	ALL
	$\chi^2 (1)$	$\chi^2 (1)$	$\chi^2 (1)$	$\chi^2 (1)$	$\chi^2 (1)$	$\chi^2 (1)$	$\chi^2 (5)$
ΔLY_t	-	0.181	0.301	2.403	1.631	0.178	6.813
ΔLK_t	5.676**	-	0.000	0.413	0.177	0.000	9.369*
ΔLHC_t	0.093	2.503	-	0.539	0.010	0.413	3.225
$\Delta LNOILX_t$	0.456	0.073	5.509**	-	2.764*	0.023	30.304***
$\Delta LREX_t$	1.361	3.250*	13.455***	20.138***	-	16.453***	38.403***
$\Delta LIMP_t$	4.141**	0.213	0.769	0.122	0.176	-	9.986*

Note: *, ** and *** indicates significance at 10%, 5% and 1% significance level respectively. The diagnostic tests for the VECM model show that there is no problem of serial correlation, while the residuals are multivariate normal and homoskedastic. In addition the stability of the VECM is confirmed by calculating the inverse roots of the characteristic AR polynomial.

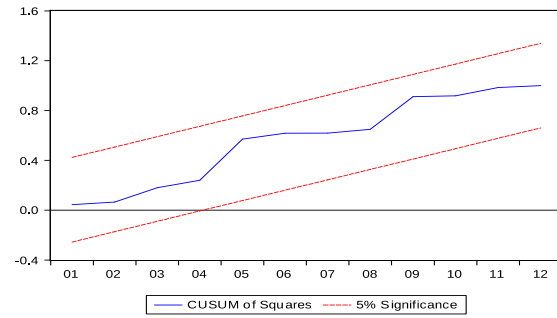
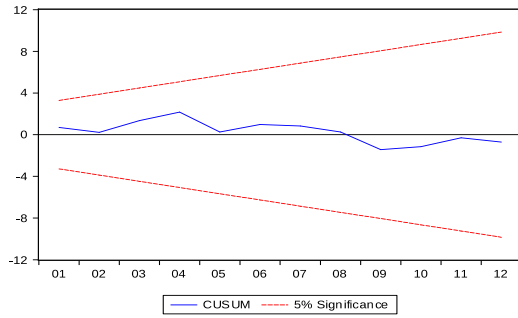
Figure 1: Plot of CUSUM and CUSUMQ for the estimated ECM for economic growth, Non-Oil exports and Re-exports



$$\Delta LY_t = 0.274 \Delta LY_{t-1} + 0.048 \Delta LK_{t-1} - 0.117 \Delta LHC_{t-1} + 0.080 \Delta LNOILX_{t-1} + 0.085 LREX_{t-1} + 0.065 \Delta LIMP_{t-1} + 0.152 DUM00 - 0.114 ECT_{t-1}$$



$$\Delta LNOILX_t = 0.443 \Delta LY_{t-1} - 0.122 \Delta LK_{t-1} + 1.992 \Delta LHC_{t-1} - 0.641 \Delta LNOILX_{t-1} + 0.439 LREX_{t-1} - 0.093 \Delta LIMP_{t-1} - 0.474 DUM00 - 0.104 ECT_{t-1}$$



$$\Delta LREX_t = 0.421\Delta LY_{t-1} - 0.447\Delta LK_{t-1} - 1.712\Delta LHC_{t-1} + 0.505\Delta LNOILX_{t-1} + 0.503LREX_{t-1} + 1.370\Delta LIMP_{t-1} + 0.343DUM00 + 1.623ECT_{t-1}$$

Table 4: Granger Causality based on Toda-Yamamoto procedure (MWALD)

Dependent Variable	Source of causation						
	LY _t	LK _t	LHC _t	LNOILX _t	LREX _t	LIMP _t	ALL
	$\chi^2 (1)$	$\chi^2 (1)$	$\chi^2 (1)$	$\chi^2 (1)$	$\chi^2 (1)$	$\chi^2 (1)$	$\chi^2 (5)$
LY _t	-	1.633	0.563	0.003	3.709*	0.322	8.052
LK _t	3.795*	-	0.030	0.049	0.088	0.010	5.367
LHC _t	0.558	2.003	-	0.209	1.280	1.163	3.019
LNOILX _t	0.099	0.284	2.214	-	1.004	0.006	5.512
LREX _t	5.324**	8.225***	2.881*	1.064	-	13.893***	19.751***
LIMP _t	1.210	0.547	0.377	0.763	0.434	-	6.884

Note: *, ** and *** indicates significance at 10%, 5% and 1% significance level respectively. The diagnostic tests for the select VAR(p) model prior to the application of the Toda-Yamamoto procedure show that there is no problem of serial correlation, while the residuals are multivariate normal and homoskedastic.

Conclusions

The empirical results show that GDP, physical capital, human capital, non-oil exports, re-exports and imports are cointegrated, while no direct causality exists between non-oil exports or re-exports and economic growth in the short-run. However, there is evidence to support the existence of a bidirectional causality between re-exports and economic growth in the long-run, which is in accordance with the study by Tuan and Ng (1998). Thus, re-exports are the only export category that causes economic growth in the long-run.

Therefore, further increase in the degree of export diversification from oil could accelerate economic growth in UAE. Given that pearls, precious stones and precious metals comprise 39.71% of total re-exports, followed by machinery (20.8%) and vehicles of transport (16.2%), further expansion of these re-exports will continue to enhance economic growth. However, emphasis should be placed on physical and human capital accumulation, as these factors directly or indirectly cause exports and economic growth. In parallel, programs that enhance UAE competitiveness should be implemented, as re-exports can be easily displaced by competition.

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Is it possible to manage a non-formal music school based on ISO 29990?

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Abstract

Keywords: ISO29990, non-formal music school, structure of quality, curriculum for education, music instructor

The purpose of this paper is to clarify whether ISO 29990 can or should be introduced into the management of non-formal music schools in Japan and to examine what kind of quality structure should be provided. To this end, we created and distributed a questionnaire based on ISO 29990 and conducted follow-up interviews based on our results. Among our findings, we found that music instructors have little opportunity to receive evaluations from third parties regarding their professional development, there is a lack of information-gathering related to the learning needs of students, many music instructors fail to record lesson results, and there is a tendency to pass on the teaching method of the previous generation to the next generation, which discourages the development of new teaching methods. Most importantly, our research showed that the introduction of ISO 29990 is difficult for individual proprietors primarily because it requires a management structure that is unsuitable to small organizations. In order to acquire and maintain ISO, review, certification by third party institutions, and periodic external/internal audits are required. We propose two interconnected alternative measures: The first is to create a practical learning system for music instructors; the second is to use a qualification system that combines elements of a number of qualification systems commonly applied in Japan. These measures offer a way to assure the same quality as ISO 29990 without the need to

impose the burden of an ISO-driven management system on small, often single-operator businesses. Implementing this type of approach will provide a method for ensuring the quality of non-formal Japanese music schools, 80% of which are owned by individuals.

Introduction

ISO 29990 was published in 2010. According to the Japanese Standards Association (2011), the objective of this international standard is to provide a generic model for quality professional practice and performance, and to offer a common reference for learning service providers and their clients in the design, development, and delivery of non-formal education, training and development.

Market Size in Japan

The total size of the culture-learning population in the Japanese private sector is estimated to be 10.5 million people (MEXT & METI, 2014). According to the Japanese Ministry of the Economy (2015), there are 78,632 businesses engaged in education and learning support, employing approximately 232,600 persons (for an average of roughly three employees per provider). The total number of music lesson providers is estimated to be 20,325 (25.85% of all education and learning support businesses), of which 83.0% (16,858) are individual proprietors. Roughly 1.4 people per provider are engaged in music instruction; 84.4% of them are women. (Statistics Bureau in Japan, 2014).

Background

Anthony E. Kemp (Kemp, 1996) has conducted extensive research on the personality and temperament of musicians. He points out that many of those engaged in teaching music at home in the UK have done little or no job preparation in a system that lacks oversight and management guidelines. The situation is similar in Japan. The KAKEHASHI foundation (2001) reported that 59% of university music students want to become music instructors after graduation, yet the curriculum at most schools fails to prepare such students for this type of career. As a consequence, preparation must be done through self-study, and the acquisition of qualifications such as a YAMAHA grade, as well as the collection of relevant information, must be done independently and without guidance.

Problems

As noted, Japan has a large number of non-formal music schools but lacks a standardized management process or template, which means that schools are left to manage on their own (Kemp, 1996; KAKEHASHI foundation, 2001). In total, 10.5 million people in Japan attend non-formal cultural centers; 8.24% of this total make up the lesson-taking population (MEXT & METI, 2014). It is not an exaggeration to say that the quality of instruction is not guaranteed and that there is a wide information gap between suppliers and consumers. Given this state, it should be no surprise that many complaints are registered with the National Consumer Affairs Center of Japan (NCAC). MEXT & METI (2014), which has a powerful role in securing quality and promoting improvement-based information disclosure.

The purpose of this paper is to clarify whether ISO 29990 can be introduced into non-formal music schools in Japan and to examine what kind of alternative measures would best ensure the quality of these schools.

Data Analysis

Methods

In pursuit of our goal, we carried out semi-structured interviews with individual proprietors of non-formal music schools to confirm whether the requirements of ISO29990 could be effectively introduced into such an environment. The research period was from November to December 2013. Seven music instructors (seven women; mean age, 43.57; range, 32–67) responded. Based on ISO 299990, the questionnaire was created by the author and adapted for music schools in the private sector (cf. Appendix). The questionnaire was divided into two sections: The first 21 questions (Q1) were about management; the next 11 questions (Q2) related to teaching method. For each question, respondents were asked to choose one of three responses: 1=Yes, 2=So so, 3=No. A higher score implies less effective performance.

Results

We used Cronbach's α to verify data reliability, producing a .90 coefficient. This high value confirmed the reliability of the data.

Overall

A statistical analysis of the study's participants is provided in Table 1.

Table 1: Participant attributes, and means and standard deviations of their responses.
Abbreviation: Vn = Violin, Fl = Flute, Pf = Piano, Vo = Vocal.

sex	Age	Experience term	instru ment	Q1		Q2	
				M	SD	M	SD
female	37	over six years	Vn	1.86	.73	1.55	.52
female	43	over six years	Fl	1.44	.51	1.27	.65
female	44	over six years	Fl	1.67	.86	1.00	.00
female	45	over six years	Pf	1.33	.59	1.27	.47
female	37	four to five years	Fl & Pf	2.29	.85	1.82	.75
female	67	over six years	Vo & Pf	1.14	.36	1.18	.40
female	32	under one year	Vo & Pf	2.14	.85	1.18	.60

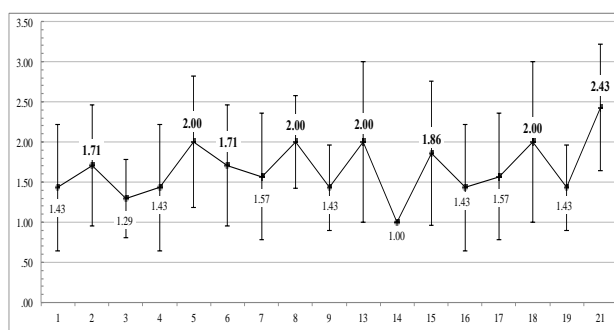
For Q1 (questions related to management), the average score for the two musicians with less than five years of experience was greater than 2. The Instrument column

shows the instrument(s) used in lessons. Note that the average Q1 (management-related) score tends to be higher than the average Q2 (teaching-related) score.

Q1

Graph 1 shows the mean and standard deviation for each Q1 question. After items with missing values were deleted, 17 items out of the original 21 were included. As shown, 8 out of 17 means (47.06% of the total) exceeded the overall mean of 1.71.

Graph 1: The means and standard deviations of 17 Q1 questions. The bold face indicates that the mean exceeds the overall mean of 1.71.



We examined whether there is a difference in mean responses depending on the years of experience of the instructor. Respondents were divided into two groups based on their experience: those with under five years of experience (Group 1) and those with over six years of experience (Group 2). Based on a series simple t-tests, a significant difference was observed for four of the Q1 questions ($p < .05$). Table 2 shows the results.

Table 2: Four questions that showed a significant difference.

	<i>t</i>	<i>p</i>
Q1_11	3.87	.03
Q1_12	4.67	.01
Q1_15	6.53	.00
Q1_17	3.05	.03

Table 3 shows the Table 2 results in greater detail. A hyphen indicates a missing value. With the exception of Q1_17, the response

of the music instructors with five years or less experience was 3 ('No') for all four questions.

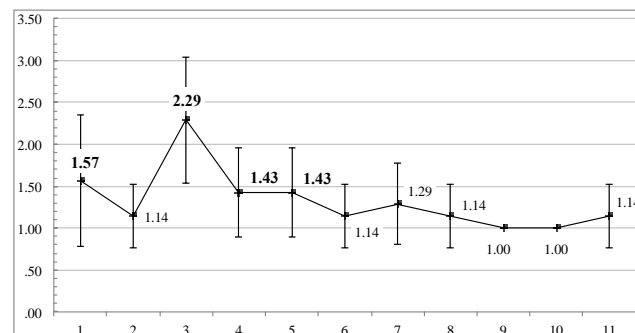
Table 3: Table 2 results examined in detail.

Experience term	Q1_11	Q1_12	Q1_15	Q1_17
over six years	2	1	1	1
over six years	-	2	1	1
over six years	1	1	2	1
over six years	-	-	2	2
four to five years	3	3	3	2
over six years	1	1	1	1
under one year	3	3	3	3

Q2

Graph 2 shows the mean and standard deviation for each of the Q2 questions. As indicated, four out of 11 means (36.36% of the total) exceeded the overall mean of 1.32.

Graph 2: The means and standard deviations of Q2 responses. The bold face indicates that the question mean exceeds the overall mean of 1.32.



As in the Q1 case, we examined whether there is a difference in Q2 responses depending on the instructor's years of experience. Respondents were again divided into two groups: those with five or fewer years of experience (Group 1) and those with over six years of experience (Group 2). No significant difference between the two groups was found for any Q2 question.

Interviews

From the results of Q1 and Q2, we were able to determine what kinds of activities were and were not performed by music school proprietors, but to understand the situation in greater detail, we interviewed the study's participants. What we learned can be summarized as follows:

- There was no place to prepare the established curriculum or clarify it.
- More than half of the music instructors have no opportunity to receive evaluations from third parties regarding their professional development.
- There is a lack of information-gathering related to learning needs, such as the motives and objectives of the students, what they want to learn, and the way they want the lessons to be conducted.
- Many music instructors know what to teach, so they will not record lesson results unless they have a special situation. Even when a record is written, it tends to reflect only the subjective assessment of the instructor.
- As a matter of tradition, there is a tendency to pass on the teaching method of the previous generation to the next generation, much of which depends on feeling and experience. This discourages learning new teaching methods.
- It is difficult to objectively make judgments and share information because information on students is very personal.

As a result, by one person they managed, but it was not built as a common frame in the whole music classroom and it was not seen in most establishments either.

Short Summary

Our research showed that the introduction of ISO 29990 is difficult for individual proprietors since it requires a management structure that is not well-suited to small businesses. In order to acquire and maintain ISO, review, and certification by third party institutions, periodic external/internal audits are required. Recognition of ISO 29990 remains low in Japan; as of December 29, 2013, there had been no adoption of the standard anywhere in the country. Even if judged from an external perspective that would include factors such as competitive advantage and customer awareness, it can be said that the merits of introducing ISO 29990 are still insufficiently compelling.

Alternative Solutions

In light of the survey results reported here, the best interests of students must be made the paramount goal. Rather than deciding how to more widely apply ISO 29990, primary emphasis should be on how to best promote the lifelong learning of students who receive a service by enhancing the process and ensuring quality through proper management. To this end, we offer two alternative, but interrelated, solutions:

1. Develop a learning system for music instructors

Our results indicate a need to create a systematic way for music instructors to learn quality management as part of their core competencies. To accomplish this, we will need a mechanism to disseminate elements of the system. This might include functions to attach records to lessons, functions to input and manage student and instructor attribute information, functions to realize interactive dialogue between the students and the instructor, functions to ask a third party their opinions about music skills, dexterity, and management methods.

2. Utilization of qualification system

There are three principal types of qualifications that would pertain to music instructors in Japan. The first derives from a system that measures the performance ability provided by companies like YAMAHA or KAWAI. The second is a qualification indicating one's ability to promote lifelong learning. This particular qualification is not limited to music instructors but rather is a multipurpose qualification for those engaged in a wide range of social endeavors. The third qualification can be acquired by earning credits at a university. By incorporating these three types of qualifications within the framework described in scheme 1 (above), music instructors will have the ability to acquire universal skills and a strong capacity for service. Eventually it will be possible to create music schools that are fully responsive to the needs and

expectations of student competency and capacity development, which is one of the requirements of ISO 29990. It could conflict with the company and will bring consumers confusion. Therefore, living separation is necessary.

Recommendation

It is conceivable to build a web-based system based on the requirements of ISO 29990, as well as other qualification systems, to assure high-performing music schools. By entering input according to a prescribed procedure, individuals or companies would be able to effectively manage music schools that guaranteed quality. Performance could be monitored internally and externally by tracking such factors as input completion rate, update time, time spent on feedback, etc.

Conclusion

Remaining issues include conducting a survey that would not be limited to private

sector music instructors, who make up just 15% of the total. The important point here is that the instructor's focus should be on the student. The primary concern should be “What was the response of the student?” rather than “What did I teach?” To encourage this, it would be useful to keep records on each lesson. By reviewing these records over time, instructors are likely to discover opportunities for improvement. This would appear to be a way to assure the same quality as ISO 29990 without the need to impose the burden of an ISO-driven management system. As a remaining task, two follow-up surveys would be necessary. We would want to verify the influence of differences between various university curricula and differences among the major instruments. In addition, to be sure that we have a truly robust system, we would want to assess the effect of introducing the system suggested in this article after a reasonable period of time has elapsed. For this purpose, we will need to understand the effect of differences in university curricula.

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Appendix

Questionnaire 1: I will ask you about the operation of the music school.

1. Do you keep track of the student's learning needs (specific purpose for taking the lesson)?
2. Do you grasp/record the past learning history/final goal/request, etc., so as to grasp the student's learning needs?
3. Are the contents of learning and learning process (process) taken into consideration with respect to the student's learning needs?
4. Do you inform students, in advance of the lesson, of the lesson fee or the cost of purchasing the learning materials?
5. Is there a method to evaluate short-term goals and does the schedule clearly show/record it?
6. Are you providing feedback to students regarding the contents of the lessons taken so far and the achievement of results or learning outcomes?
7. Do you decide on the next learning plan on the basis of mutual agreement based on the feedback result in 6 above?
8. Do you clarify and record how capabilities, etc., are developed as a result of learning the student's wishes, which can be utilized for student jobs, school tasks or job performance?
9. Are the learning method and teaching materials used properly and is the content accurate enough to meet the final goal indicated beforehand?
10. Does the music school manage a budget?
11. Is there a procedure to follow if students and their parents register complaints (there is a difference of opinion)?
12. Do you develop and record appropriate curricula reflecting specific objectives and learning outcomes and evaluation methods?
13. Do you provide methods or information to deepen your learning by using local social education facilities (cultural halls, libraries, community centers, lifelong learning centers, etc.)?
14. Do you foster an atmosphere that allows students and their parents to question easily?
15. Are you creating opportunities to become connected to your students?
16. Do you clearly show students the beliefs and rules of the instructor himself/herself or the music school?
17. Do you have a system that allows students to ask questions on lesson day?
18. Do you record the student's learning progress every day and offer lessons with planning?
19. Are elements of the learning environment (facilities, learning materials) maintained?
20. Are you planning to implement human resource development related to teaching methods and music school management?
21. Do you have a system to receive (or do) the evaluation of the management method of the music class and the professional development of the music instructor at least once a year?

Questionnaire 2: I will ask you about the teaching method.

1. Do you have an established method to accommodate various learning objectives?
2. Are you developing new learning materials and teaching methods from time to time instead of sticking to the traditional way?
3. Have you visited those who can consult at the actual lesson site and can provide an objective assessment?
4. In addition to memorizing, are students doing classes in which they can think for themselves?
5. Do you clearly tell students the content of the lesson, its purpose, and what kind of results can be expected?
6. Do you grasp whether students understand?
7. Does the clarity of the explanation you offer make it easy to understand?
8. Do you explain the learning method to be used in the next lesson in an easy-to-understand manner?
9. Regardless of personal compatibility, do you teach all students equally?
10. Do you attach importance to communicating/cooperating with parents if there are any problems with students?
11. Do you take care in lessons so that students can express themselves in their own right?

Towards an Education Framework for Learner Entrepreneurs in the Digital Emerging Economy

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Abstract

This paper presents a practical model for community incubation leading to business generation in strategic emerging markets. We discuss the integration of ICT4D for digital economy with relevant concepts and definitions including emerging economies, inclusive growth, business development models, entrepreneurship and innovation, and startup ecosystem. Then we explain a framework for delivering social entrepreneurship as a means of inclusive economic growth in emerging markets. The framework defines a startups design process through community incubation during internships and projects part of university degree programs, hence validating market targets and value proposition. The paper reports on pilot experimentation in Ahmedabad, Delhi, Dubai and Berkeley over a number of internships between 2012 and 2016. Global exposure is gained by studying in identified value-added locations in UAE and USA in addition to India, and mentorship is a combination of academic rigor and corporate/industry practice. The proposed entrepreneurial framework is a notable addition to the rigor of existing academic programs while fueling potentials of economic growth.

Keywords: entrepreneurship, business startups, inclusive growth, emerging markets.

Introduction

Emerging markets have transitional economies shifting from closed to open markets, and fall in three categories: strategic, niche and long-term depending on

how fast the shifting occurs [1]. A mapping between these emerging market categories and poverty levels show a correlation with populations around poverty-line in all emerging markets and long-term shifting economies in particular [2]. The case of India as the second largest country in the world offers much insight. Widely accepted as a strategic emerging market, India has a population of 1.25 billion out of which around 50% form one of the largest underserved communities worldwide. Underserved communities are society groups that have documented low levels of access and use of services due to low-income and/or low-literacy. Poverty lines vary between countries, ranging widely from e.g. \$456 per annum (UN defined \$1.25 per day) in India to \$20,000 per annum in California. These conditions lead to an informal economy in India that provides 90% of employment and 50% of GDP.

An informal economy develops when job recruitment characterized by low-pay is neither monitored nor controlled and depends largely on references within specific circles e.g. friends and family [3]. Hence, information about employment opportunities in this setting is a by-product of the neighborhood effect [4], a term describing the phenomenon of the employment opportunities that an individual is exposed to being related to their community or social environment [5]. Several sociological studies carried forward this theory to find that a large concentration of people has a negative effect on the employment opportunities that are available. This happens because information about

opportunities in such a setting becomes privileged to only a few individuals, and is more pronounced in large cities [6]. This leads to the formation of a vicious cycle in communities. Employers are wary about hiring individuals from this environment, hence the information about opportunities is made privy to only trusted people. As this information becomes privileged, the best candidates are not hired and qualified individuals remain unemployed. This leads to negative role-models and unwanted social ties being formed in the community. As a result, new members in the labor force do not learn basic skills required to earn a livelihood. Unskilled new entrants reinforce the bad environments image of the employers [7]. Having a member of the family employed for a considerable period of time is instrumental in getting families out of poverty [8], so remedies are prescribed in the form of urban employment programs [9].

There are two takes form understanding the workings of the informal economy. There are large community groups facing employment difficulties, and the ties between group individuals are very close and based around trust. If business generation can target this significant portion of the population then many issues would be redressed simultaneously including inclusive economic growth. The concept of inclusive growth advocates equality in economic growth opportunities across various society sectors, hence involving all in growth efforts and benefits [10].

Business Generation Models

Business generation has therefore three models: for-profit (or commercial), non-profit, and social [11]. The commercial model cannot cater for inclusive growth by the very definition of the business seeking shareholders' benefits as its sole objective. While much donations have been given over the years by both public and private sectors, the non-profit model has failed to maintain sustainable development let alone contribute

to business generation. A social business model seeks a middle ground, allowing the holding of specific shares in an asset-lock dedicated to the benefits of a target community and away from shareholder control. While much has been advocated about the importance of this latter model for inclusive growth, many countries still lack the legal and statutory mechanisms to implement a social enterprise [12].

The role of small and medium size businesses (SMBs) is well recognized globally as a major player in economic growth [13], and reported to greatly contribute to Indian economy in industry output, exports, and employment. Considering the taking from understanding the informal economy, the contributions of SMBs are key to assisting with faster economic transitions. Defining a methodology for effectively facilitating business generation within – and with the contributions of – members of the underserved communities seems a requirement complimentary to any emerging economy seeking transition into maturity.

Emerging Digital Economy

The digital economy consists of an ecosystem in which the value chain includes various stakeholders (public and private sectors, for-profit and non-profit entities) transacting with each other and consumer end users by utilizing technologies [14]. By technologies we refer mainly to the three major trends in ICT today: mobile, communications, and cloud storage. We consider all other technologies as either foundations (e.g. materials, electronics, and energy sources) or outcomes (e.g. web, IoT, security, and analytics).

Presenting digital economies in emerging markets is often referred to as Information and Communication Technologies for Development (ICT4D) [15]. The overall problem of a better well-being for a society is a major concern today due to the rapidly increased population and limited/diminished resources [16]. Underserved communities

are part of society, and poorer individuals aspire to the same benefits and quality of life everyone wants. ICT4D seeks to introduce technology solutions (i.e. products and services) that assists societies in emerging markets in all society-needs processes and directly facilitate a better standard of living to all.

Science and Engineering has historically always been key to human progress and evolution, so the question today is how can technology once again play a leading role in a comprehensive societal solution for the masses. In reality, a solution must be multidisciplinary allowing scientific, managerial, and social expertise to define and understand all requirements and contribute to the outcomes. This solution is a business generation that transfers technology benefits into societal benefits.

Economic growth of course involves many other factors, e.g. policy reforms, level of foreign investment [17], but this paper specifically redresses the digital technologies as a disruptive factor affecting industry and business and therefor lives.

Innovation and Entrepreneurship

This collaboration between science and engineering, business management, and social sciences stimulates solutions for societal needs. This is often hailed as innovation, although the exact definition is not quite clear. The best-known disruptive mobile money solution today is m-Pesa [18], and the rather straight-forward transactional software was sitting on a server in the UK until end-users in Kenya found it useful to solve some of their everyday needs. Innovation therefore does not need to be a new scientific breakthrough, although that will certainly qualify, but can be in other disciplines (e.g. business models or cultural acceptance) or indeed in more than one discipline at the same time. In the norms of ICT4D, an innovation ought to provide a tangible benefit to an everyday societal benefit – be it disruptive or not.

This seeking of innovation lead to defining a new breed of business generation enthusiasts, the entrepreneurs. For ICT4D, an entrepreneur must be capable of developing strategies for technological innovation leading to business generation or growth [19]. Hence, an entrepreneur can innovate to enhance the outcomes of an existing business, or innovate a new business.

Social entrepreneurship caters for innovations with social impact that lead to poverty eradication and citizenship equality [20]. As underserved communities are unlikely to have existing businesses running within their midst, a pragmatic consideration is how to assist community members to participate in the innovation of a new business generation that will bring benefits to the community and beyond.

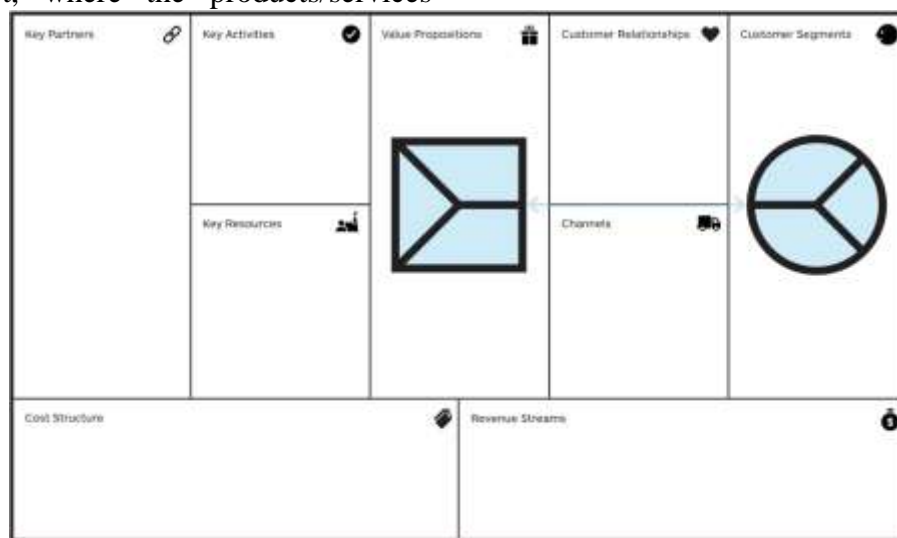
The Startup Ecosystem

The best known model for innovation and entrepreneurship is that of the Silicon Valley in California, which historically outshined other models including within the USA (e.g. Route 128) and globally ranging from London and Paris to Singapore and Bangalore [21]. With the increased interest in the role of SMBs in economic growth, entrepreneurship became more akin to business generation – startup – and a startup ecosystem developed in the USA and copied to other parts of the world.

A successful business must have a well-defined business plan, and the canvas in Figure (1a) is where it all starts. There are nine components that must be navigated correctly. The most important components are the market and the value proposition, in that order. The market is depicted in Figure (1b), and is about defining what customers need and want (essentials and luxuries). In the process, the business must define the outcomes the customers want to achieve, and the issues/risks they would be undertaking. An existing market is best, but a projected market is accepted provided forecasts and risks are calculated. The value

is depicted in Figure (1c) and includes a set of products and/or services that provide the customers what they need/want. The best value must offer tangible customer gains and deals with all issues and risks. A value proposition must be unique if a market is mature with defined strong competition. If a fit point is identified between the value and the market, where the products/services

provide customer gains and alleviate their pains, then customer relationships can be defined and channels can be created leading to revenue streams. But before revenues pour in, the value must be realized through key activities using key resources and supported by key partners – all of which require costs.



(a)

(b)

(c)

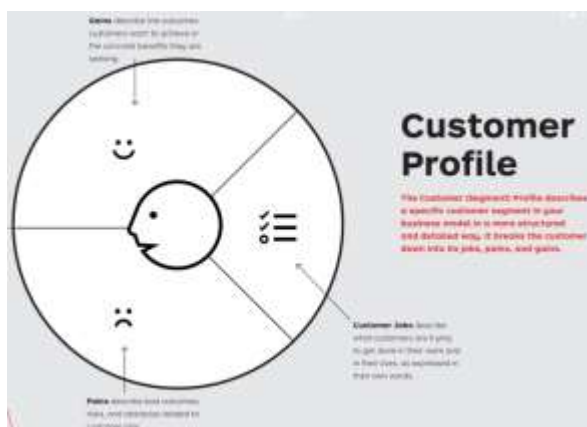


Figure 1: The business model and value propositions canvases (from [26])

An entrepreneur often has some idea of a value based on a technology, and must navigate the planning of his/her business model with the majority of the nine components usually undefined or untraceable. Achieving the fit point often require dynamic forecasts of more than one contributing factors e.g. period, location, technology evolution, socio-economic

conditions, regulatory and political settings), but can also be simply attributed to luck if these factors happen to be in agreement. One thing for sure, a business will not work without both value and market being scalable. Otherwise the business will stagnate around breakeven and ultimately comes to an end. This is why some startups continue in existence for months or years

while bootstrapping or with limited seed funding awaiting the right fit point according to the founder's forecasts.

Entrepreneurs deciding to go down the line of doing startups require guidance and support, and this has been traditionally the role of incubators [22]. A typical incubator ecosystem is given in Figure (2), where mentoring and seed funding dominates the process and are usually provided by parties willing to invest in and benefit from new business generation.

Being with an incubator does not usually pay entrepreneurs their salaries, so dedication and perseverance are key to continuation. The probability of failure – or multiple failures – is very high at early stages, making the process even more unsettling to an entrepreneur. Most important, because of the multi-disciplinary nature of a startup, mentoring does not necessarily capture all knowledge and experiences needed for a successful venture. Specific social understandings about the slum dwellers in India may be unknown to a team working in Boston, while technology specifics and IP management may not be quite accessible to a team working from Ahmedabad. Hence, startups may succeed to attract millions of dollars in investment but fails after a few years, or worst still stagnate awaiting a change in market conditions.

Framework

Teaching and learning entrepreneurship has gained increasing importance in university degrees, with leading business schools incorporating courses in degrees or even complete degrees on this subject [23]. The Berkeley method of entrepreneurship [24] specifies three important components: infrastructure, tactics, and mindset. Infrastructure (e.g. facilities, services, mentors) and tactics (e.g. strategies, funding, models) are more established and covered in course curricula. Mindset is a set of behavioral patterns that are specific and variable from one person to another,

including attitude to risk management, cultural awareness and understanding, and social psychology. Such mindset cannot be easily taught within academic courses, and is largely ignored with entrepreneurs left to their own devices.

This makes the problem even more intractable, as education systems today still largely emphasizes singular discipline e.g. MBA or Electronics programs. It is a fact that academic degree programs are not usually interdisciplinary and are not geared towards entrepreneurial work. MBA programs for example cater for teaching learners how to manage various functional areas but not defining business processes to start or diversify business [25].

A business solution must start with the proper understanding of all underlying parameters, and the person(s) involved must have the necessary knowledge and experiences. Thus, an onerous task is put on the evolution of a traditional education into a more suitable learning system. We redress this issue with a systems thinking methodology [27] at two levels as discussed below and depicted in the framework of Figure (3).



Figure 2: A typical incubator ecosystem

a. An education process capable of directing individuals and teams towards solution generation.

Human resources and their associated mindsets are key to any potential success in

solving a problem, and we emphasize the selection of suitable individuals observing the definitions of dependence, independence, and inter-dependence of individuals [28] and the suitability of introverts and/or extraverts [29]. The education system is vital to this selection, and the learning process must allow individuals to gain the necessary knowledge and experience from any discipline for a specific target outcome [30]. This can be achieved by allowing an individual access to various resources (including university studies) and evaluated according to achievements at study milestones. A successful completion of the studies (akin to obtaining a degree) requires the successful completion of n-number of specific milestones in m-disciplines. It is reasonable to argue that such approach must have its roots in schooling before university education, but a close inspection of the British system - as an example - reveals some interesting transitions between O-levels, A-levels, HND, undergraduate and postgraduate levels that are indicators to our presumption of a milestone-based system.

b. A practical market-centric approach to technology solutions based around societal ecosystems.

Awareness of the economic and cultural contexts of societal ecosystems is as important – if not more important – of technical and managerial excellence. Startup founders coming from outside a society must be immersed in the environment to appreciate the complexity of the ecosystem [31]. Within a formal education system, time and space must be given to gain such awareness during internships and projects. Another key factor is the understanding and forecasting how technologies are evolved and deployed. We argue that too much commercial interest is couture-production, and social business must be the norm rather than a fringe associates with concepts such a corporate social responsibility. A recent example is the evolution (still evolving) mobile technology platforms with

technology giants emphasizing product differentiation leading to significant ecosystem of supporting and opposing smaller technologies, all affecting effective solutions in emerging markets particularly. Open source approach proved largely and practically ineffective, so a middle approach between commercial and free, i.e. social, is the way forward. The current state of evolution of cloud and mobile technologies, and the availability of cross-platform big-data tools is a starting point that must be capitalized on for social business solutions.

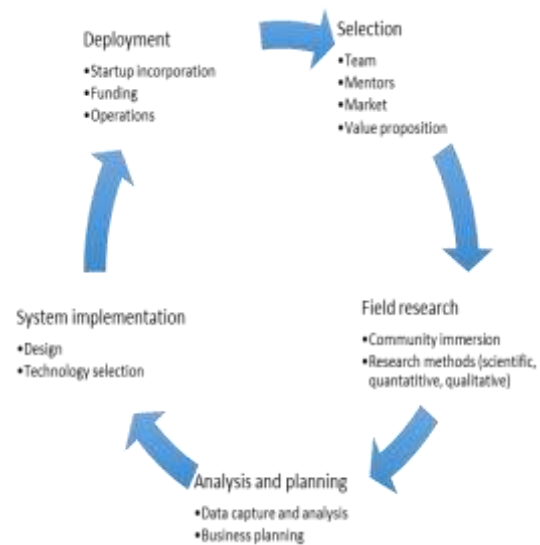


Figure 3: Proposed framework for entrepreneurial studies

Evidence-Based Practical Implementations

The proposed framework structured itself over a period of almost seven years since June 2009 while relevant pilots were conducted in international settings. The involved students practiced entrepreneurship and startups during their university degree as part of internships or projects. This section captures how evidence from practical implementations corroborates the framework.

The pilots were run with students from Institute of Management Technology (Ghaziabad and Dubai campuses) and from University of California Berkeley. Sponsorship for for these pilots came from

IEEE, Vodafone Americas Foundation, Microsoft, and other parties. Partners facilitating community immersions were identified in India, Dubai, and California. Mentors were defined from participating organizations. The internships took place over two months' period every year (April and May), while other smaller projects were conducted throughout the year.

One of the internships in 2016 lasts over a period of six months period (April to September) and is still going on. In this case, students were offered the opportunity of this long summer internship doing a social entrepreneurship project in a combination of locations, namely Dubai, Ahmedabad, Delhi, and Berkeley. One student opted for this internship which is still in progress.

The student did his first year of the PGDM-DCP program in Dubai, which helped to extend his perspectives and horizons. He started understanding the world as a big market which has different needs, wants and demands. He learnt that development and population is what determines the business. Pondering over the world as a big market, he realised why India has been so important to the rest of the world and why it is one of the biggest emerging markets. India operates in every business ranging from rag picking to agriculture to research and development. This leaves many gaps in the processes, systems and supply chains which can be innovatively filled and converted into healthy and sustainable businesses.

So when the offer of a 6-month internship was presented with an entrepreneurial R&D project he accepted the challenge. The title was defined as "Evaluations of sustainable business models for ICT4D in underserved communities with pilot implementation." The internship was structured in phases, with a main objective of promoting entrepreneurship in an emerging market like India.

Phase 1 is on identifying the market and value proposition. The student is undergoing

community immersion with the NGO Manav Sadhna managing urban slums in Ahmedabad and Amravati Orchards farms near Delhi. A design thinking approach was developed for capturing requirements and defining value propositions considering different business models and commercialization levels. The student also had the opportunity to involve with the evaluation of pilot running of technology solutions already in place (MedicAssist, a health care solution) and being introduced (Jobseek, an employment solution) and define community involvement. The definition of all involved systems and the inter-related value chain would assist the student with zooming on feasible market segments and value propositions. Current findings include a gap in the Indian health care system which lacks a centralised database and prevents better planning and services, and another is a gap in the hardware industry intelligent software coupled with sophisticated hardware is affecting progress with Internet-of-Things applications. This latter is a very important consideration with the on-going Make In India campaign with the government promoting startups that can make a difference.

Phase 2 starts with an emphasis on a sustainable business model, one of the most crucial step before starting a business. For-profit business is suited when deciding to implement a business whose sole purpose is to increase profit of the shareholders. Generally a legal entity such as a Pvt. Ltd. is favourable for adopting a purely profit based business. Non-profit business model is adopted when the objective is to make a sustainable business in which profits are invested back into business for the betterment of the society. In simple words there are no dividends. Social business model is a combination of for-profit and non-profit, having a Pvt Ltd or LLP with an asset-lock of x% dedicated for a specific social cause. Such asset-lock can be incorporated within the incorporation memorandum of association. The business

model selection solely depends on the longer vision of the founder. It shapes the future of the company and should be adopted carefully after due diligence.

Phase 3 is about analysing and planning. A design thinking approach is incorporated in this phase as in previous phases, with the following steps:

1. Empathize: It is important to empathize with customers to make an acceptable product, by keep at in their position and developing accordingly. It is all about learning about the audience.
2. Define: Once information about the needs of the audience and understood then the developer defines a point a view and streamline activities so they best fit the customers.
3. Ideate: Brainstorming, understanding pros and cons of the an idea and being flexible about it. Creativity is important when ideating.
4. Prototype: Create a minimum viable product (MVP) and test with the target customers. It is not necessary to have one single prototype but rather different prototypes at different solution levels.
5. Test: Test the prototypes with the user group, seek feedbacks and iterate till a solution is accepted and there are real customers for the product/service.

Phase 4 is just before the launch of a service or product, and involves going through incubation and subsequently acceleration. In this phase incubation processes in three different countries are examined: USA (California), UAE (Dubai) and India (Ahmedabad and Delhi). The general idea of incubation is business development processes coupled with providing infrastructure to operate and refining the business plan. The incubator either takes a certain equity in lieu of providing services or charge a particular fees.

1. Incubation in UAE: Incubators in Dubai are largely developed through government initiatives, and

entrepreneurship is just starting so welcoming startups and ideas from all over the world and helping founders setup businesses. They assist in government procedures and connects founders to mentors and venture capitalists. An example is in5 in the Dubai Internet City which charges minimal fees for its services.

2. Incubation in USA: Incubation in California provide founders with co-working space with a platform to showcase their product. Success totally depends on the founders with very high competition as the world's biggest startup hub.
3. Incubation in India: India is currently in the dawn of entrepreneurship with VCs and angel investment. The country is emerging as a hub to startups with a fast growth of incubators. An example is the newly created Electropreneur Park under Make In India campaign in Delhi University. This is a specialised incubation centre for electronics start up.

This internship experience is providing the students with an opportunity to put into practice his course studies as well as more specific directed reading studies in research methodology, scientific research, design thinking, and business modelling. Combined with daily experiences with mentors, practitioners, and community members, the gain in understanding business growth is unlike any other from a conventional PGDM degree program.

Conclusions

The most important take noticed from experimenting with the entrepreneurial framework over so many years is the clarity and often change in the students' mindset. Management students in particular are taught how to manage but not necessarily how to grow businesses. The perception of startups as always new products and services that are difficult to succeed also conflicts with the fact that startups can also

grow businesses within existing corporates and industries. Student-centric studies with directed reading and scientific and research methodologies require higher dedication and discipline than usual, but controversially not necessarily higher academic stands. Our findings so far suggests that incubation and venture capital are perhaps not the best options for inclusive growth in the larger emerging markets, and community

incubation may be a more productive approach.

Acknowledgements

The author acknowledges the input from various students over the years from Institute of Management Technology (India and UAE), UC Berkeley (USA), and Dhirubhai Ambani Institute of Information and Communication Technology (India).

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Mohammed Bin Rashid leadership & The 21 Irrefutable Laws of Leadership

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UAE

Introduction

Sheikh Mohammed was born on July 15, 1949 in the ruling family of Dubai known as an Al Maktoum family. He is the third son of Sheikh Rashid bin Saeed Al Maktoum, close people to MBR would say he was a fit and energetic and enthusiastic child. A child who is curious about the world around him. His grandfather's Majlis was a good learning environment for him at such early age since he was very close to his grandfather and often seen sitting next to him. When it's come to MBR education he started at age of 4 as all his peers tutored in Arabic and Islamic Studies and soon after that he was admitted to Al Ahmadiya School where he studied classical Arabic, English, mathematics, geography and history then at 10 to Al Shaab School. And finally graduated from Dubai Secondary School in 1965. After that Sheikh Mohammed traveled to London, where he attended the Bell School of Languages at Cambridge in 1966 to learn and improve his English language skills. During his studies in London MBR experience multiculturalism first time and took advantage of this opportunity and learned a lot from his classmates about their respective countries. After that Mohammed attended Mons Officer Cadet Academy, and had more military training in the British Army was given the "Sword of Honor" for receiving the highest score in his specialty. (archive,2016) MBR understood his Responsibilities early in his age because he was involved in one of the most life changing experiences for any UAE national. On February 18, 1968, he attended a very important meeting between the ruler of Abu Dhabi, Sheikh Zayed Bin Sultan and the Ruler of Dubai Sheikh Rashid Bin Saeed to

form a dual federation between both Emirates and that's federation led to the federation of the United Arab Emirates on 02/12/1971. Being part of such significant event made MBR live the joy of momentum very early in his life. Once MBR was back from his studies he was assigned to be the youngest Defense Minister in the world despite his young age and huge responsibility it was also added to him to tackle some serious responsibility during Arab-Israeli War. MBR responsibilities did not shrink but kept getting bigger everyday he chaired the committee, which managed the Dubai Airport; consequently, developing Dubai as an international aviation hub and tourist attraction, and in this respect, Sheikh Mohammed adopted the "open skies" policy and laid the foundation for a vibrant tourist industry. He also assumed Dubai oil responsibilities. The responsibilities grew bigger everyday but MBR always had the spirit to handle them. In 2006 MBR became the Ruler of Dubai and was appointed by the supreme Council as the Vice-President of the United Arab Emirates and after that Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE him as Prime Minister (Archive, 2016).

Law of the Lid

Level of effectiveness the higher the ability to lead the higher the lid (Maxwell, 2007). leadership require high potential and its measured by the ability to lead people. To maximize a leader lid, the leader should set their goals and vision clearly to be able to accomplish them. A good leader is also results oriented, should be able to measure hi/her goals. A leader should always try to learn new skills to have a higher lid. Mohammed Bin Rashid always made sure

to set a yearly goal beside the strategic goals, he also attends conferences regularly to learn about new trends and to hear the expertise in field opinions. The higher the lid the better the leader (Maxwell, 2007).

Law of Influence

Leadership is the ability to influence the followers to be able to convey the leader vision (Maxwell, 2007). Influence is argued by many researchers that it comes from different factors, some believes its physical appearance that make people influence others and some think it's the charisma, and some others believes that the social status. Regardless the reason that some leaders are more influential than others, is that influence is essential. In the Arab world there are more elements that increase the level of influence for example being a poet. Mohammed bin Rashid is known as one of the best poet in the Arab world, his ability to communicate his feelings and ideas made people drawn to him even more. He began composing Nabati Poetry while at school and he believe that he was greatly influenced by his father.

Once Mohammed Bin Rashid said "Love of horses runs through my veins; the Arab tribes bred horses for centuries, and horseback riding is more than just riding the horse, it is nobility and chivalry." Being an Equestrian play another element of influence theory of physical appearance as what leaders attractive and influential especially in the Arab world. MBR passion oh horses is undeniable leads the national team, and Emirates Knights are considered the best athletes in this field worldwide and his passion was transferred to his children wo are also know being the best in this field. Sheikh Mohammed is one of the most prominent figures involved in the campaign for the inclusion of endurance racing in the official Olympic Games. For leaders like Mohammed bin Rashid there are things that come naturally due to the environment but it plays great role in make the leader more influential.

The Law of Process

Leadership is a process that develop through time and if we will have a glance on Mohammed bin Rashid life his process of leadership started at very early age. He was born to a visionary father who believed change is possible. Mohmmmed grew up learning from his father and the surrounding environment and made sure to learn as much as he can, he also spent time with Sheikh Zayed Bin Sultan the late president of UAE who is known as a legendary leader of the region. They are many different factors that play a role in leadership process and experience and emotional strength are very important factors. Experience played a great role in Mohammed Bin Rashid leadership style since he started his leadership experience long time before he was a ruler of Dubai and he was a believer in hard work and accomplishing goals. The emotional strength for Mohammed bin Rashid as a leader was build up through the years since he was the son of the Ruler of Dubai and then as a brother to the ruler of Dubai. MBR process of learning started at very young age when in the fifties, his father Sheikh Rashid attracted the most talented members of the community to became his inner circle. This group of people belonged to different regions of the world so not only UAE, and he let his children to interact with this group and participate in their discussions. Being closely around the leadership and learning consistently building the emotional strength of MBR to become what he is today. looking at what MBR doing today with new projects and new ideas means he is still learning and experimenting and still enjoying the process of being a great leader.

The Law of Navigation

When it comes to law of navigation, Mohammed Bin Rashid functions as a navigator himself. He is highly known for his strategic planning and one of the greatest example is UAE vision 2021 and Expo 2020. MBR is a man with big goals and big plans and he always use the previous

experiences to learn from especially after the economic crisis in 2008. After the economic crisis MBR started to strategize and plan the whole thing to make Dubai better and stronger than ever reflecting on what happened and trying to avoid any future crisis that might make Dubai vulnerable. MBR started to have regular meetings adding new key people to the table, listening to others more. Each single idea has to be thoroughly analyzed and studied and have to be something that makes Dubai the dream city it really is. Mohammed Bin Rashid believes that hard work and being prepared help you be the number 1 you want to be and that's why people believe in every word he says and every promise he gives not because he does magic but only because he is a man who plans all his steps and prepares for everything and works hard and is committed to what he does.

The Law of Addition

In the Emirate culture serving others has been one of the leader's main elements. Coming from the Bedouin environment MBR has been raised based on the traditions of the Bedouin Emirate world, which is serving others and giving back to people and the community. Being raised in an environment where a tribal system exists. In the past Sheikh Zayed built UAE after making an amendment with all tribes of UAE to not fight each other and help each other. MBR fully understood his culture and traditions and where he is coming from considering Al Maktoum one of the strongest tribes in Dubai being the ruling tribe. In the present Dubai MBR builds all new facilities and offers all kinds of services to the UAE nationals in Dubai but because he is a believer that Dubai is a place where the world meets, MBR made sure that the services and facilities are available to everyone in Dubai. Serving people as if each one of them is the most single important person in Dubai made Dubai a dream city for many. People believe in MBR and trust him that's what makes them follow him and support him all the time.

The Law of Solid Ground

As John Maxwell wrote, Trust is the foundation of leadership, if there is no trust there is no leadership (Maxwell, 2007). Trust is one of the most crucial elements of the relationship between the leaders and the followers and it's a tie breaker for many leaders. If your people don't trust you that means you have no support from them and from an organizational behavior perspective that means lower productivity and an unhealthy working environment. MBR knew that trust is essential for him to grow Dubai and build a city that he dreams of not only that but as the Vice President and Prime Minister of the United Arab Emirates the load is much bigger. It's not anymore Dubai people trust him but UAE people as a whole. Believing in that MBR worked very hard to convey what he believes in to make people understand where he is coming from and start to build that trust relationship he needs. Coming after his father and brother the past rulers of Dubai who were very successful and highly respected in UAE MBR knew he has to work so hard to earn the trust. Mohammed Bin Rashid wrote a book called "Royati aka my vision" and he wrote about his vision, beliefs and his expectations. People loved the book and started to trust him even more because they understand him better. No matter how sensitive the matters are MBR gets everybody's support from public to ruling families. In the new year eve of 2016 the address hotel that is connected to the biggest shopping mall in Dubai and the district of Burj Khalifa got burned because of an electric short. The hotel at that time was fully booked and the area was so full of people because of the celebration that happened in that area to the extent that the police had to close any entrance route to it. During such a critical time MBR's son was in the scene Sheikh Mansoor bin Mohammed bin Rashid helping and keeping a close look on everything walking in the burned building making sure everybody is fine. The hotel was successfully evacuated without any casualties and the celebrations continued successfully. And people kept pouring in Dubai. This incident was a testament to MBR's leadership, they trust him and believe

in him to the point that all residents from the burned hotel continued their vacation in Dubai without cancelation. During this incident all hotel residents been sent to another hotel at the same time and made sure that everyone was 100% safe. The media next day were praising Dubai for their good planning and their action that was fast and efficient that made people trust Dubai even more. All people who walk in Dubai trust MBR AND Dubai government because they always deliver. Dubai is hosting Expo2020 and the work in Dubai is massive and everyone believe that if anyone can make it then its Dubai.

The Law of Respect

In the UAE environment the relationship between the leadership and the public is all based on the respect. The leadership in UAE understand this very well and react positively to this point and MBR is no different from any leader in the UAE. Respect was built through the years long before he was a ruler of Dubai. MBR is known to attend weddings and funerals of people from the public because this is the tradition of the country. He also makes sure to visit schools on the first day to boost the student's morale. He also praises successful young men and women publicly and do his best to attend national conferences and follow up with projects personally no matter how busy he is. These actions made people respect MBR more because of his high commitments and his respect to other people.

The Law of Intuition

When Mohammed Bin Rashid first started the big projects in Dubai many people questioned the necessity of these actions since Dubai was already successful from their perspective.to boost the economy of Dubai and specially the real estate business MBR decided to make a new incentive to international customers, so Dubai passed a Leasehold Law for Dubai Properties where Leasehold usually 99 year leases and some have a 50-year lease. This law created some

controversy at first but it paid off really fast when most of Dubai new real estate projects started to be leased to international customers. Following an intuition is not the easiest thing for any leader to do but sometimes many leaders like MBR take a leap of faith after long planning and calculations. Many might doubt them and question them but the results make everything worth the struggle.

The Law of Magnetism & Law of Connection & Law of Inner Circle

Having the right people around is very important to any leader but the question is how to get the right people around you. MBR was very keen to get right people around him to make sure he have the best team that will help him to accomplish the vision he had. Recruiting the right people mean getting the job done in the best way possible. It's also important that those people have the same values and the required skills and the ability to perform the job require from them. MBR always choose the right caliber people to be part of the strategic team or what we call the inner circle. Having the right inner circle is important because they are the private consultants that leaders depends on (Maxwell, 2007). MBR have well known inner circle hat always walk with him to projects and meetings and consult him on different matters. MBR made sure that team around him possess the qualities that can perfect the team and complement it. Putting in his consideration the inner circle he selected should complement him as a leader, MBR selected a team from different background and educational levels and different experiences. MBR inner circle known to be hard working, ambitious and creative group of people and a very well known in Dubai circle for being influential leaders. MBR connection to his inner circle was far more than a leader to follower but it's more like friends and family relationships. A hard working man like MBR who is known from his busy schedule and 5 hours sleeping routine meant that his team followed similar life to keep up with

him. Understanding that leadership is about connection as well and about understanding that this inner circle is far more than just working mates. MBR made sure to connect with his team in personal level as well by going out in trips together or attending to their personal celebrations sometimes. MBR known for his passion for horse riding and he make sure that whenever he goes to horse racing events at least few of his inner circle group will join. The ability to build strong and highly functional teams is the heart of leadership and the sign of strong leaders (Watkins, 2016).

The Law of Empowerment

Empowerment is all about trusting your team and your decision that you do have the best team (Maxwell, 2007). Developing future leaders require a high commitment from the leader to help and support. Empowerment as a definition is to give power or authority to; authorize, especially by legal or official means and that's a very common practice in management that's used to share information and power with employees to motivate them and increase their authority level and to create new opportunities of them. Like any other organization Dubai had as strong team under Mohammed Bin Rashid leadership where empowerment was a major key (Watkins, 2016). For MBR empowerment is a necessity that should be given to all that's why as a prime minister MBR created a platform where any person living in UAE can suggest new ideas and projects that can be one in UAE and Dubai and if the idea is good enough it get implemented to benefit everyone. MBR always stated that Dubai is successful because of everyone hard work making each person living in Dubai is accountable and responsible for Dubai Development. MBR made sure that all resources available like Mohammed Bin Rashid youth development fund that been established solely to support young emirate to start new project. New opportunities are always created in Dubai to make sure the development will continue. "Leaders become great not because of their power but

because of their ability to empower others" (Maxwell, 2011).

The Law of the Picture

The law of picture is very straight forward it's all about the leader setting an example for his/her followers (Maxwell, 2007). It's the best way to show what exactly you want everyone else to do. To set an example a leader should know exactly what he/she wants. If you want your team to work hard, you need to do it yourself first, at age of 67 MBR wake up early morning everyday checking on projects, attending meetings, engaging with the community and planning for next step. Many times public spotted MBR in Dubai Mall walking around the stores and smiling at people and talking selfies with others. When Mohammed Bin Rashid was conducting campaign "Dubai Cares" On September 20, 2007, as one of the largest humanitarian movements in the world to fight poverty, disseminate knowledge, and provide education for poor children. at one stage MBR had a big gathering for all important personnel's in Dubai and told them you have to participate in Dubai projects for Dubai to flourish because Dubai is giving you everything you want. He encouraged all of them to donate and be part of greater cause and in the last day of this campaign when the total collected amount was announced MBR came to stage and thanked everyone for being part of this and doubled the whole amount. Here is a guy he did not only deliver the message but also followed by an action earning everybody respect and support all over again.

The Law of Buy-in

Most people as John Maxwell said buy in into the leader first then on his vision (Maxwell, 2007). Its Monarchy System in Dubai when it's come to ruling and when Maktoum Bin Rashid (the past ruler of Dubai) passed away people of Dubai already knew that the next in line is Mohammed bin Rashid and everybody in Dubai welcomed him with open arms.

Dubai people did believe in MBR before they even experience his leadership and following that are people of UAE. But a year or two after being the Ruler of Dubai people started to buy-in his vision and leadership style and new projects and ideas and embracing the change.

The Law of Victory

Wins brings team together make everyone celebrate and defeats breaks down teams and break down leaders (Maxwell, 2007). But there are successful leaders who manage the wins and defeats equally. Because successful leaders celebrate he wins and don't accept defeats easily but instead they channel defeat to be another victory. EXPO 2020 was one of the big projects Dubai is aiming to conquer like any others and for that MBR formed a team of the best in field as best good speaker, negotiators, business men and women and when finally, it was announced that Dubai won MBR wasn't the guy in the front line but his team was. Good leader that make his team knows that they are part of the win and the success. The team work so hard for this win because they believed in what MBR believed in. A plane of Emirates Airline crashed few months back in Dubai Airport, it should have been the defeat but instead MBR flipped the coin to make it another win. None of the passengers died or the crew and the response time to the incident was fast, the media coverage and social media updates kept everyone on loop but one Emirati fire man died saving others and MBR made sure his heroic act was celebrated showcasing the pride of being UAE national. There are good leaders but there are great once like MBR. Yes, it was a tragedy for Dubai and MBR but it didn't break them it made them stronger.

The Law of the Big MO

Building a momentum is important for the leaders and the team to keep them going and moving in the right direction (Maxwell, 2007). A journey without a momentum is a boring journey without enthusiasm and

creativity. MBR enjoy these momentums that a month won't pass to read a new achievement of Dubai in the Newspaper. It's not only MBR but also UAE people and Dubai people thrive on momentum that make them even work harder to enjoy another one. Announcing that UAE people are one of the happiest in the world created a momentum to UAE leadership and public AND based only that MBR announced the minister of happiness to keep the momentum going.

If we took a quick look on Sheikh Mohammed achievements or momentum let's call it, we will find all through the years the different achievements coming from projects he created like Dubai Shopping Festival that he announced in the late 1995 that carried its success till today evolving every year to something better and something people waits for. Another project that shifted the way Dubai do business was "Dubai e-government", it was launched in 1995. And 1999 the initiative of "Dubai Internet City" started. MBR just want more and thrive for better. Sheikh Mohammed laid down plans for Dubai's most important projects: Dubai Internet City, Dubai International Media Production Zone, and the Dubai International Financial Centre. MBR also announced a number of local and international awards, like the Arab Journalism Award, the Dubai Government Excellence Award, Dubai International Holy Quran Award, and Young Entrepreneur Awards. Several cultural projects were launched, including the Prophet Muhammad Museum (Peace be upon Him), the outline of comprehensive museums, and the Mohammed Bin Rashid Gardens. a successful project after another a momentum after another made not only Mohammed Bin Rashid but also his team and all people of UAE and the Arab world excited and able to create and build new things (Archive, 2016).

The Law of Priorities

Setting Priorities is a strategic game that each leader should master (Maxwell, 2007). MBR have open channel for ideas, which

expose him to tons of ideas and projects all the time. He is also politician and as a prime minister he needs to attend several meeting that discuss the country situation with other leaders. He is also a family man who have to care of his family matters as well and he is also known for his passion to sports. Sometimes people even wonder how do he juggle all these responsibilities but the key to that is setting priorities' always plan a head of time about what should go first and what's next and let's not forget the ability to delegate tasks to his team members. It's crucial to set priorities the right way because it wasn't it might lead to a loss of many good opportunities.

The Law of Timing

Sometimes people say that it's all about timing but in leadership it's all about timing (Maxwell, 2007). Leaders don't suddenly gain momentum because even with hard work and planning timing make all the difference. It's like creating a vaccine for a bird flu when it's getting viral, people will be more appreciated because they need it. On the other hand, if the same vaccine was created in an area that suffer from Ebola it won't make much of a difference. That's what separate good leaders from great leaders learning what is the best timing for everything like the decision of having the minister of happiness in UAE after announcing that UAE people are one of the happiest in the world. That's what makes MBR successful leader because he understands very well that timing matter and it create the best momentum.

The Law of Explosive Growth

Leaders knows that growth doesn't come as an individual but more like a team (Maxwell, 2007). Investing in a team is important but investing in a group of leaders even more important. As mentioned earlier inner circle is important, selecting the right team members and empower them and delegate tasks for them to increase productivity of the work. Building a strong team of leaders who are able to lead projects

efficiently. That's how MBR managed the explosive growth as Maxwell call it, he didn't only choose the right team but he chooses strong leaders as hi team to maximize the Dubai growth.

The Law of Legacy

Many people nowadays work hard and achieve things but never think about their legacy, if they will be remembered by anyone afterwards. Leaders have to create their legacy that they will be remembered by like Steve jobs or Mahatma Gandhi even after their death people still remember them (Maxwell, 2007). Creating a legacy is more like creating a role model or a dream for someone else to follow. MBR is definitely in the right path of building his legacy. Many people already work hard to be like Mohammed Bin Rashid following his philosophies and reading his books. It's not an easy job to build a legacy it requires a lot of learning and experience and long process and only lucky people can see their legacy flourish during their lives.

Conclusion

Being effective leader requires you to help others to lead and to empower them and grantees them successful future. Mastering the laws helps to expand the leadership ability. Great leaders understand the importance of vision and goals and the ability to transfer the vision to the followers. Some people only focus on visions, others only on charisma, some on execution but a great leader have them all and care about all. (Dave, 2008). Leadership is not only a learning experience it's also a teachable experience to others to be able to give and share (Maxwell, 2011). MBR always believed in the power to teach and share that's why he wrote books to share ideas and attended conferences to teach people something new something he believed in. "ideas are open knowledge don't claim ownership and somehow the more you give away the more comes back to you" said Paul Arden. (Arden, 2015)

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Disruptive Higher Education Learning for Developing Countries: Making Ph.D. Easy With The E.A.G.L.E. Tools

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Abstract

Most of the 21st century employable skills can be obtained by students during their Ph.D. studies. On contrary, due to fast-paced business organizations, many educated professionals are losing their patience over the unknown end of doctoral studies as most are trained and practice as problem-solvers on their jobs. The author proposes an easy visual navigation technique in the E.A.G.L.E. Program to expedite the intellectual development of educated professionals in graduate studies from developing countries. The seven E.A.G.L.E. tools were formulated from a prolonged ethnography study specifically for communication to new researchers in developing countries whose cultural behavior and education experience differ from those in developed nations. The E.A.G.L.E. tools are guided by three research question's constructs. The key is building and identifying these three different constructs—WHO, WHAT and HOW—in a research inquiry. The WHO construct refers to the element or subject being used in or impacted by the study while the WHAT construct refers to the body of knowledge that is required to solve the research inquiry. The final HOW construct refers to the action to be taken on the element or subject during the study. The author will present the foundation of the E.A.G.L.E. Program and share examples of completed high impact Ph.D. works under her supervision. The E.A.G.L.E. Program and its supporting tools are expected to support higher education in developing countries who must rely on their own capacity to generate quality human capital capable of innovating in the ever-changing operating

environment. In transferring these tools onto an online support platform, the E.A.G.L.E. Program is expected to become an emerging disruptive learning technology by making a Ph.D. degree easily attainable without compromising its high impact knowledge contribution accomplishment.

Keywords: HR Development, Nurturing Innovation, Ph.D. Study, Disruptive Learning, Higher Education

1. Introduction

Most of the 21st century employable skills can be obtained by students during their Ph.D. studies. On contrary, due to fast-paced business organizations, many educated professionals are losing their patience over the unknown end of doctoral studies as most are trained and practice as problem-solvers on their jobs. A Ph.D. study is complex and loosing much time to the unknown uncertainties had driven many to abandon their initial enthusiasm. Data from the Ministry of Education Malaysia highlighted a total of 109,301 Ph.D. students had enrolled at its public universities in years 2009-2013. Data indicated only an average of 7.1% Ph.D. students graduating annually from the Malaysian public universities in the same years. While many scholars in education discussed about having disruptive innovations in the form of IT-supported technologies, the paper extends an ethnography study by Ibrahim (2011) to improve the learning of Ph.D. technical skills among students from developing countries whose education systems do not support or are much behind comparatively against the Western education models.

The author's initial concern was for the instructors of new education system to produce 21st century graduates. Therefore, there is a need to ensure expeditious learning among the instructors for the 21st century graduates. The author defines disruptive learning as an innovative educational method in acquiring knowledge supported by early adopters who desire expeditious effectiveness when learning. The author refers to the definition of disruptive innovation as described by Clayton Christensen (1997) as "a process by which a product or service takes root initially in simple applications at the bottom of a market and then relentlessly moves up market, eventually displacing established competitors."

A unique aspect of disruptive innovations is that it is initially considered inferior by most of the existing customers (Christenson, et. al, 2006). They either come from the low-end footholds because the existing competitors pay less attention to less-demanding customers, and 2) they created new-market footholds because they are able to turn nonconsumers into consumers (Ibid.) Christenson, et. al (2006) had laid out five qualities of catalytic innovators. They are: 1) They create systemic social change through scaling and replication; 2) They meet a need that is either overserved (because the existing solution is more complex than many people require) or not served at all; 3) They offer products and services that are simpler and less costly than existing alternatives and may be perceived as having a lower level of performance, but users consider them to be good enough; 4) They generate resources, such as donations, grants, volunteer manpower, or intellectual capital, in ways that are initially unattractive to incumbent competitors; and 5) They are often ignored, disparaged, or even encouraged by existing players for whom the business model is unprofitable or otherwise unattractive and who therefore avoided. It is in this later view, the author wishes to urge at new ways to look into learning complex knowledge (such as a

doctoral thesis) and make them simpler and cheaper for common people specifically from the developing countries to gain acceptance with this 'elite' qualification. The author posits that there is a need for a disruptive learning methodology to break through the impasse of taking too long a doctoral journey towards its completion. From earlier works, the author finds many Ph.D. students are suffering unnecessarily.

2. Giving Meaning to Visual Text

This section introduces the E.A.G.L.E. Intellectual Capability Training Programme (or the E.A.G.L.E. Programme) that is embedded in the Research Methodologies in Design course at the Faculty of Design and Architecture, Universiti Putra Malaysia. The foundation started in 2006 when the author realized that her own difficulties in understanding the Ph.D. techniques while at Stanford University had actually stemmed from her own different education experience in her own country—we socially simply learned differently! In lieu of these differences, the author had implemented an easy visual navigation technique to expedite the intellectual development of educated professionals in graduate studies who come from developing countries. It was developed based on a prolonged ethnography study that spans a decade, and now has eight tools for supporting the local learning style of Ph.D. students from developing countries.

Visual Communications: The idea to integrate visual communications had stemmed from difficulties to encourage educated design professionals to work in text-dominated method and approach. The paper agrees with Duchowski (2007) that in the creative arts field, artisans would be able to bring viewers' eyes into a particular field of view before starting to focus on the fine details towards an area that captured their attention. The study proposes that the E.A.G.L.E. tools could perform the same whereby attracting Ph.D. students to seek the colour-coded phrases as opposed to being lost in full pages of black on white

text (Ibrahim, 2011). Ibrahim, Mustafa Kamal & Sithravel (2016) follow Pomplum (2007), Duchowski (2007) and Bakar & Miller (2014) which define *gaze* (eye movement) data to include *saccades* (leaping eye movements from one location to another), *fixations* (motionless positions between those leaps), *dwelling time* (time durations for individual fixations) and *scanpath* (eye movement patterns that emerge from a sequence of fixations). As recommended by Bakar (2013) and Josephson & Homes (2002), their study proposes that the E.A.G.L.E. tools would contain unique details to influence the pattern of fixations and saccades to draw more attentions than common and expected visual information. Contrary to Bakar & Miller (2014), their study was seeking how they could target meaningful information in text scenario.

Embedding Visual Meaning: The three main E.A.G.L.E. tools which require colour-coded visualisation guides are: 1) Formula to set up a main research question, 2) the Eagle Research Design Framework and 3) the POD (Point of Departure) Tree Diagram. Different colours will be assigned to represent specific meanings according to the students' preference. The E.A.G.L.E. technique establishes that the actual research methodology's technical steps are of secondary importance. They start after the Ph.D. students have established their theoretical frameworks. According to Ibrahim (2011), the E.A.G.L.E. technique emphasizes the knowledge to develop a theory becomes a critical necessity before strategizing a thesis's research methodology process.

3. The E.A.G.L.E. Tools

The interactive systemic visual understanding was combined with the technical foundation to facilitate a Ph.D. cognitive process. The eight E.A.G.L.E. tools were formulated specifically for communication to new researchers from developing countries whose cultural

behavior and education experience differ from those in developed nations. The E.A.G.L.E. (Excellence Accelerator Grounded Learning Environment) Programme has a total of 8 tools currently and can be divided into four key learning innovations for guiding a typical 3-year Ph.D. journey in solving their research inquiries. Ibrahim & Mustafa Kamal (2016) describe them as follow:

Innovation 1- RQ Constructs Formulation for Setting Up a Research Question. A research question contains three research question's (RQ) constructs—WHO, WHAT and HOW. The *E.A.G.L.E. tools* are guided by three research question's constructs. The key is building and identifying these three different constructs—*WHO*, *WHAT* and *HOW*—in a research inquiry. The *WHO* construct refers to the element or subject being used in or impacted by the study while the *WHAT* construct refers to the body of knowledge that is required to solve the research inquiry. The final *HOW* construct refers to the action to be taken on the element or subject during the study.

Innovation 2- Eagle Research Design Framework (E.A.G.L.E. Table). The table helps to tie up all key components at the end of the thesis. The initial research question can trigger more understanding for establishing the subsequent sub-research questions, the research objectives, the inquiry strategy for each sub-research question, their expected outputs and the expected knowledge contributions respectively (Ibrahim, 2011).

Innovation 3- POD (Points of Departure) Tree Diagram for Developing Theory. The next challenge is developing the theoretical framework to support new knowledge creation. The Ph.D. students are taught a simple comparative technique against their research problem statement. The related tool will guide how the RQ Constructs can help extend the literature review format for developing and validating the theoretical framework they had developed.

Innovation 4- *Visual checking the research process flow.* Due to the huge amount of data, a visual workflow display was developed for students to explain how these components come together. The visual display showcases the linkages of necessary components and making sure they are cross-checked with one another besides not being missed out along the process.

4. Disrupting One-On-One Ph.D. Learning

The author found several of the E.A.G.L.E. techniques in teaching the complex Ph.D. journey rather offensive to several supervisors. Among their objections include:

- i. How can one determined a problem statement in less than an hour?
- ii. How can one developed a main research question in less than an hour without having to read extensive literature?
- iii. How can one claim to novelty without conducting a rigourous literature review?
- iv. How can one do a critical review on a journal article and write about it in less than 15 minutes?
- v. How can one develop a research proposal before knowing the selected research methodology first?
- vi. How can one determine novelty of a potential thesis before conducting a rigourous literature review?
- vii. The technique requires students to have an overview of the field of study before selecting key theories or any particular research methodology to guide the latter part of the thesis process.

By following the E.A.G.L.E. technique, the author found that it is possible to reduce the amount of time when students focus on key problem areas such as conducting literature review and ensuring the collected data would support the proposed theoretical assumption. In comparing a potential new Ph.D. route to meet the 3-year graduating on

time (GOT), the author posit that Ph.D. students would be able to complete their journey when they are able to command their literature review well and develop appropriate research methodology to support their newfound proposed theoretical propositions or hypotheses. Figure 1 shows the disruptive learning phase which could expedite the Ph.D. learning curve.

	Normal	E.A.G.L.E
Problem Statement	4 sem	0.5 day
Research Question		0.5 day
Literature Review		2 sem
Research Methodology		
Data Collection	1 sem	1 sem
Data Analysis	1 sem	1 sem
Drafting Thesis	1 sem	1 sem
Viva Preparation	1 sem	1 sem
Graduation in.....	8 sem	6 sem

Figure 1: Comparative timing differences for selected activities between conventional versus E.A.G.L.E. interventions

A study by Ibrahim & Mustafa Kamal (2016) was conducted to determine whether a visual structure is more effective for improving doctoral intellectual capability. 32 doctoral students in Malaysia and United Kingdom who were at various stages of their studies were surveyed in 2015 until 2016 at the conclusion of selected workshops. Their study hypothesised that teaching the E.A.G.L.E. technique during a Ph.D. process would eventually raise the quality of doctoral theses. From the 32 respondents, their survey found the most first ranked problem at 29% is, ensuring the novelty of their Ph.D. researches. The most second ranked problem is, determining and finalising their research questions at 47%. The most third ranked problem among the respondents is, understanding and finalising related Literature Review for research where 31% of the respondents had ranked third. The most fourth ranked problem is, finding the right supervisor at 22%. Therefore, while finalising their Ph.D.'s research questions are among the top two problem contenders, their study highlights clearly that knowing whether their Ph.D. thesis is novel and qualifies the students for

their graduation is the major concern among the respondents. Additionally, Figure 2 highlights the best time to be exposed to the eight support tools.

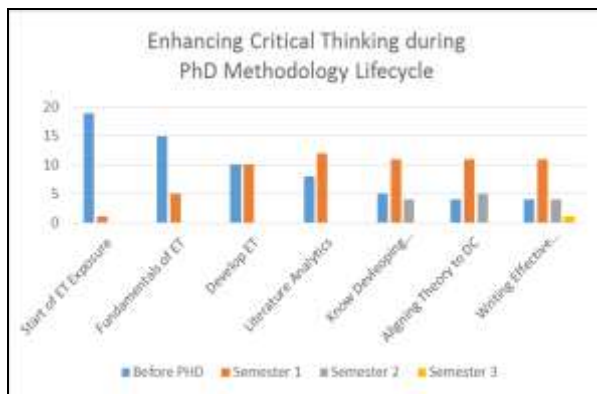


Figure 2: Exposure for developing critical thinking fundamentals for doctoral students
(Source: Ibrahim & Mustafa Kamal, 2016, Figure 5)

5. Conclusions

This paper highlights a potential disruptive learning innovation for technical knowledge transfer of complex subject matter. The E.A.G.L.E. tools have potential to be developed into an online platform system to support Ph.D. studies among students from

developing countries who may have difficulties in learning complex subject matter due to the weakness of their educational experience. The author believes that the Online Platform E.A.G.L.E. Program can be expected to become an emerging disruptive learning technology by making a Ph.D. degree easily attainable without compromising its high impact knowledge contribution accomplishment. The supporting tools are expected to facilitate higher education in developing countries who must rely on their own capacity to generate quality human capital capable of innovating in the ever-changing operating environment.

6. Acknowledgement

The author acknowledges the contributions of Innohub, Universiti Putra Malaysia in developing the E.A.G.L.E. Programme and Grounded Learning (M) Sdn. Bhd. in the preparation of this paper.

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The Business Excellence Journey in UAE Organizations

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Abstract

Purpose: *The business excellence awards have now evolved from a narrow focus of quality management to a broad focus on organizational performance. The UAE has given significant focus to performance excellence through its various programs such as the Dubai Government Excellence Programs, Dubai Quality Award and Sheikh Khalifa Excellence Award. However, there is limited research on the experiences of award-winning organizations. In the UAE, we believe that the implementation steps for the business excellence could show some specific activities & practices due to a different power distance leadership culture, context culture - where UAE should belong to the high power distance leadership culture and high context culture - and the multinational mix of the employees. Thus the objectives of this study were to explore the activities that award-winning organizations adopted on embarking upon the journey of excellence.*

Methodology: *A questionnaire survey was used to gather the data. A total of 110 participants from 36 organizations participated in this survey. Survey used open questions to extract the experiences of the award winning organizations. The questionnaire analysis mainly included qualitative and qualitative methods. In the qualitative non-formal method, through the reading of the answers, repeating actions were noted. In the qualitative analysis the practices that were most important for organizations to observe were analysed.*

Findings: *This research extracted the activities that the organizations can follow on their journey towards business excellence. It is notable that organizations opting for the business excellence model*

have previously introduced other improvement programs and systems such as ISO standards. Further, the business excellence model has proven to be an effective tool for comparison and benchmarking purposes between the organizations. Leadership indeed is an important driving force of quality improvement and for the effective implementation of a business excellence model. However, there is no evidence of different practices & steps which would strongly differ from the activities spread across other countries. An in-depth qualitative study is needed to explore the context further to propose context specific actions.

Originality: *This research makes an original contribution by adopting an empirical method to study the actions and practices that the UAE organizations have taken on their journey of excellence. It proposes a model that can be used by the organizations to embark upon their excellence journey. They represent a solid starting point for aspiring organizations.*

Keywords: *total quality management (TQM), business excellence model (BEM), national quality award (NQA), implementation steps, continuous improvement*

Introduction

Interest in quality management (QM) has increased in many sectors because it is known to improve organizational performance (Asif et al., 2013). For decades, the TQM system has been recognised as an important platform supporting continuous improvement and measuring business performance; the application of business excellence, through

an understanding and use of business excellence model criteria, concepts, and values, has a wide appeal to many organisations (Mann et al., 2011). Organisational excellence is the level that organisations aim to achieve (Araujo and Sampaio, 2013). In searching for sustainable excellence, organisations are constantly seeking new ways to adjust to the emerging requirements of technological development, legislation, competition, the global environment, as well as customers and other stakeholders. On a national level, national quality awards (NQA) have been launched to support the TQM implementation via the systematic implementation of continuous improvement in private and public organisations using business excellence models (Kern Pipan et al., 2014). The existing BEMs have, in most cases, been developed or supported by national bodies as a basis for award programmes and for the widespread adaption of the principles and methods of TQM and business excellence (Dahlgard et al., 2013).

In 1992, the Dubai Quality Award was established based on EFQM criteria. The United Arab Emirates (UAE) aspires to make a mark on the world global competitive index and intends to improve organizational excellence throughout the country. In 2010, the government released its strategic vision document, Vision 2021, affirming its commitment to furthering the UAE's leadership in competitiveness and excellence. To this end, the UAE has established various private and government sector quality awards to foster and increase organizational performance. Furthermore, the announcement of a fourth generation excellence award for the government sector in March 2015 (www.gulfnews.com) is yet again a continued commitment to organizational excellence. However, how the companies achieve and sustain a competitive advantage has remained an open question (Kern Pipan et al., 2014). Research aimed at insights of award winning organizations in the UAE is still sketchy (Ahrens, 2013) and research on how

organizations prepare for excellence is rare too (Gomišček and Pibernik, 2011).

Various authors have proposed step-by-step road maps with best practices, from which organizations gradually benefit (Zairi & Alsughayir 2011; Gomišček and Pibernik, 2011). However, these cannot be generalized for any context. Different subsets of TQM practices are determined by different types of cultures (Prajogo and McDermott, 2005). The organizational culture therefore should have an impact on the way how an organization prepares for implementation of business excellence. The research on business excellence implementation in UAE context reports that there is a distinct difference, or even a conflict, between the characteristics on the cultural dimensions and some of the tenets of TQM or business excellence (McAdam et al., 2013). They further established that from practical perspective, there is a need for UAE organizations to develop adapted culturally based approaches for implementing business excellence (McAdam, 2013). This research reinforces above context and makes an assumption that the Business Excellence steps might be different and there are different set of actions the UAE organizations need to focus upon.

That is why we believe that the implementation steps for the Business Excellence could show some specific actions due to a different power distance leadership culture and context culture - where UAE should belong to the high power distance leadership culture and high context culture – as well as the multinational mix of the employees.

Excellence is a combination of many factors and it is essential to understand them from the perspectives of award-winning organizations. Therefore it is of key importance that national role models (the award-winning organizations) are studied in pursuit of extracting the best practices for excellence. Thus the objectives of this study were to explore the practices and steps that

these organizations experienced on embarking upon the journey of excellence. The initial exploration of key practices should provide a roadmap on embark upon excellence path. The aspiring organizations will benefit from a step-by-step path as a provision to implementing the excellence framework. It will provide guidance as to the order and importance of each key factor that needs to be taken into consideration, based on the experiences of local organizations in regard to possible context specific practices/steps. This should help in the implementation of an effective program for UAE organizations, especially the organizations intending to take the path towards business excellence.

Background

Business excellence, in its simple sense, means doing things better and constantly improving human resource, systems, processes, and organizations in a competitive environment (Arasli, 2012). Organizations throughout the world adopt business excellence frameworks to guide their business strategy and continuous improvement; some seek and receive awards which recognize high levels of achievement against the criteria of these frameworks (Brown, 2013). Result of research studies carried out in the USA, Europe, New Zealand and Australia among companies applying for NQA have confirmed the positive effects of the long-term systematic use of TQM tools and approaches on the development of QM system (Oakland and Tanner, 2008), companies' performance (Angell and Corbett, 2009; Araujo and Sampaio, 2013) and financial results (Hendricks and Singhal, 2001; York and Miree, 2004; Boutler et al, 2013): Hendricks and Singhal (2001) investigated NQA winners in the USA and reported on significantly better financial results in the value of common stock, operating income, sales and return on sales, number of employees and asset growth as compared with a control group of

companies. Boutler et al. (2013) performed similar empirical research in Europe, and their results showed that higher performance was achieved by the TQM-oriented award winning companies which also confirmed the findings of Hendricks and Singhal (2001). Araujo and Sampaio (2013) studied Portuguese organisations recognised against EFQM model and their results showed links with management commitment and positive effects on organisational performance. Mann et al. (2011) investigated the use of BEM in Asian organisations and reported on significantly improved processes and business results performance as compared with industry average. According to Jimenez and Costa (2009), Vouzas and Gotzamani (2005) and Lee and Lee (2013), human resource practices play a key role in the TQM implementation process. An analysis of these findings shows that in a number of cases applying for NQA and the systematic use of continuous improvements indirectly shows positive effects on financial and non-financial results among companies participating in NQA.

NQAs play an important role in promoting and rewarding quality and business excellence (Xie et al., 1998). National quality awards or business excellence frameworks therefore aim to promote quality awareness, understand what is required for quality excellence, and to share information on successful strategies and their benefits (Lin and Su, 2013). Business excellence models most often are developed or supported by national bodies as a basis for award programs (Dahlgaard et al., 2013). On the other side, just few studies on business excellence conducted within the UAE context highlight issues relating to excellence implementation (MacAdam et al., 2013).

The more specific characteristics might be the power distance leadership culture and context culture. Power distance is one of the five dimensions of Hofstede's cultural dimensions theory (Hofstede, 1991). Power distance describes how people who are part

of a specific culture understand and accept power relationships in a distinct organization, including the power inequality among the employees. Individuals in cultures demonstrating a high power distance are very deferential to figures of authority and generally accept an unequal distribution of power, while individuals in cultures demonstrating a low power distance willingly question authority and expect to participate in decisions that affect them.

High-context culture and the opposing low-context culture indicate a culture's tendency to use high-context messages over low-context messages in routine communication (Hall, 1976). Words and word choice become very important in high-context communication, since a few words can communicate a complex message very effectively to an in-group (but less effectively outside that group), while in a low-context culture communication style strongly depends on explicit and direct language and the value of a single word is less important.

MacAdam et al. (2013) aimed to explore the implementation issues of the business excellence model and the process of self-assessment from both management and employee perspectives in a large

government organization in the UAE. Rowland-Jones (2012) investigated the use of an 'action modalities approach' to conceiving and delivering a healthcare management development program in the UAE. Ahrens (2013) conducted a study tracing the evolution of the Dubai Government Excellence Program (DGEP) with the purpose to report on the development of the DGEP awards. The findings suggest that DGEP exhibited three key rationales since its inception and it showed some of the ways in which excellence awards can respond to changing political and contextual imperatives by adopting changing rationales.

However, there is a paucity of studies relating to business excellence in Middle Eastern organizations where a critical cultural perspective is adopted, even though there has been considerable resources expended by Government in initiatives such as the Dubai Government Excellence Program (McAdams et al., 2013). Further, the few studies stated above only focus on the government sector when shedding light on implementation perspectives. Recent studies of national quality award winning organizations in Table 2.

Table 1: List of Recent Quality Award Studies

Sr no	Year	Country	Award	Reference
1	2004	Sweden	Swedish Quality Award	Eriksson, H. (2004).
2	2005	Greece	EFQM	Vouzas, F. K., & Gotzamani, K. D. (2005)
3	2007	Turkey	EFQM model	Tutuncu, O., & Kucukusta, D. (2007)
4	2008	Jordan	Jordan Quality award	Rawabdeh, I. A. (2008)
5	2008	Kenya	National Quality Award	Marwa, S., & Zairi, M. (2008).
6	2008	Australia	Australian Quality Award	Grigg, N., & Mann, R. (2008)
7	2009	Fiji	National Quality Award	Djerdjouri, 2004
8	2009	Brazil	Brazilian Quality Award	Cauchick Miguel, P. A., & Campos, L. M. D. S. (2013)
9	2010	Spain	EFQM model	Santos-Vijande, M. L., & Alvarez-Gonzalez, L. I. (2007)
10	2010	China	China Quality Award	Yong Xiang, J., He, Z., Ho Suh, Y., Young Moon, J., & Fen Liu, Y. (2010)
11	2011	Slovenia	Slovenian Business Excellence Prize (EFQM)	Kern Pipan, K., Gomišček, B., Kljajić, M., & Jesenko, M. (2011).
12	2011	New Zealand	New Zealand Business Excellence Award	Angell, L. C., & Corbett, L. M. (2009)
13	2013	Taiwan	Taiwan National Quality Award	Lin, C. S., Chen, L. F., Su, C. T., & Kon, T. C. (2013).

The proposed this study aims at identifying steps for embarking upon quality journey that will serve as a map for those UAE organizations setting out on their own excellence journeys considering the characteristics in the light of the UAE context of the organizational culture in private organizations.

The Dubai Quality Awards

The Dubai Quality Award is based on the excellence model of the European Foundation for Quality Management (EFQM). It has been one of the most popular quality and organizational performance excellence awards in the UAE. The awards have been in existence since 1992 with the main purpose of:

- Recognizing the achievements of those companies that improve the quality of their goods and services and provide an example to others;
- Providing specific guidance for UAE organizations that wish to learn how to achieve high quality performance.

The award eligibility expanded to include all sectors of the economy. The award applicants undergo rigorous and thorough evaluation and scrutiny from teams of experienced examiners and a national panel of judges based on a rigorous set of criteria, called the DQA Award Criteria based on the EFQM Model (www.dubaided.gov.ae).

There are three different categories of the Dubai Quality Award: (i) The Dubai Quality Award Gold (DQAG) presented to organizations from all sectors of the economy that have been previous winners of the Dubai Quality Award (DQA); (ii) The Dubai Quality Award (DQA) presented to enterprises in different sectors of the economy, such as manufacturing, services, tourism, construction, finance, professional, and trade. Winners may apply for the Gold category three years from the date of receiving their feedback report; and (iii) The Dubai Quality Appreciation Program (DQAP) is presented to winners as

appreciation for quality effort and in acknowledging the work on an organization's journey toward excellence (www.dubaided.gov.ae).

Methodology

This study used a questionnaire survey that was carried out among the Dubai Quality Award winners. The survey comprised two parts. First part included a set of questions focused on description of the organization and the second part was related to actions that were undertaken by the organization on their journey to excellence. The questions also included whether the organizations had adopted any quality management approaches. The two main open ended questions were "What were the steps taken by your organization?" and "What factors do you consider as the most important?". The sampling method used was purposive sampling as the idea was to capture the experience of award winning organizations. The questionnaire was thus distributed to the winning organizations with the help of Dubai Quality Award office. A total of 110 responses from 36 organizations were recorded. The questionnaire analysis mainly included qualitative methods. In the qualitative non-formal method, through the reading of the answers, repeating actions were noted. Simultaneously frequency of repetition was noted and depicted numerically. In doing so, care was taken not to neglect other important data in the selection process. Further in formal way content was analysed qualitatively.

The following section presents the analysis of these key questions and related discussions based on the data analysis.

The Results

The survey data provided many rich insights into the question: *What factors require the most effort for implementing a business excellence framework ?* The responses mainly concentrated around the TQM

principles as shown in the brief excerpts below:

[...spreading the culture across the organisation.. leadership commitment and belief. Understanding the framework and aligning to the framework in terms of processes and initiatives to be implemented .. Aligning the people towards a common goal 3. If the people are trained to do improvements before we go for the award then things are in place to go for the Business award. commitment of the Senior Management .]

[.A strong and qualified group of managers who are willing to drive the organization to achieve the required level of success ... Open minded Departmental Managers 4. a clearly defined organizational Vision/Plan. Resources at right time and right place..]

[...management commitment to excellence and able to accept changes stakeholder engagement and supporting developing competencies and encouraging creativity and innovation...leadership commitment continuous improvement strategy...awareness about what you are doing cross functional teams and employment aspiring to take the next level of incentives linking of tasks end to end ensuring that innovation is key aspect sustaining continuous improvement]

innovation and sustained model ..innovation creativity and sustenance improvement

[..excitement and team work. Employee engagement ...society results, bring in all employees and their engagement; team work; commitment at all levels of organization training on the framework review of existing systems change management. innovation-focus team-implement ideas...vision of leaders and active participation of leaders; BSC, vision mission, CSR, employee locus employee satisfaction retention of key employee implementation of process...]

[..process improvements and documentation ..CQI - continuous quality improvement

processes to be measured and employees available to educate and train people for all importance

leadership support and team work...commitment to quality interest and leadership create excellence culture achieve 95 percent of customer satisfaction.]

[preparing team for change acceptance of change...understanding the model...support from management focus company vision, mission and core values align to the award model and achieve award top management involvement revising standards and procedures...strategy...align people and process collecting and analysing the right data for 3-4 years buy-in of leaders at all level

[..developing a work culture is the most important factor and to maintain consistency in the area is very challenging. Organizational culture. Convincing the model will achieve results ad after convincing working them believe and live it]

[collecting information. Vision values key aspirations...involvement of cross functional teams involvement of leaders at all levels...commitment persuasiveness....consistent quality and process implementation. Willingness from leaders effort from leaders....involvement of key stake holders

[change from within the organisation to strive towards business excellence and alignment of all staff to achieve that standards ...organisational commitment clarity and ethical standards long term practices...]

[consistency...involvement of all employee's workers commitment...Innovations Efficiency Balancing Benchmarking]Further the responses received for the implementation factors are shown in figure 1-9 below.



Figure 2 : Top Management Commitment

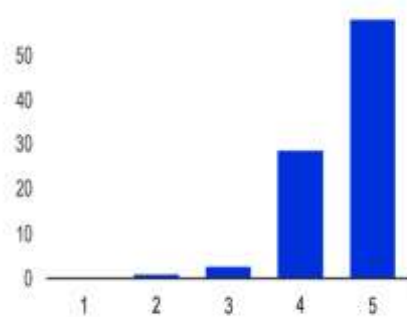
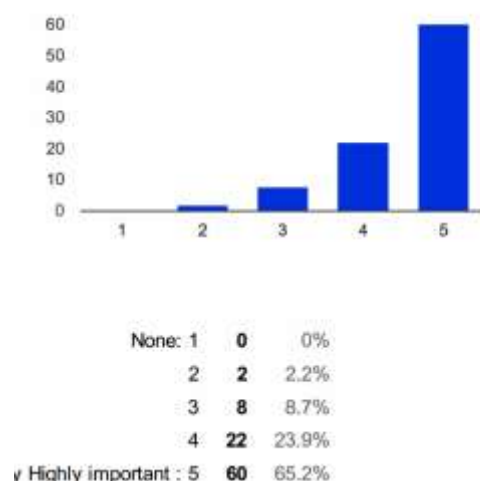


Figure 3 : Training

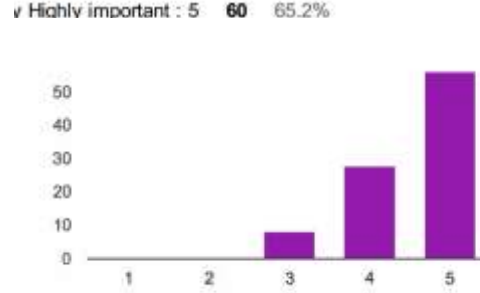


Figure 6 : Policy and Standards

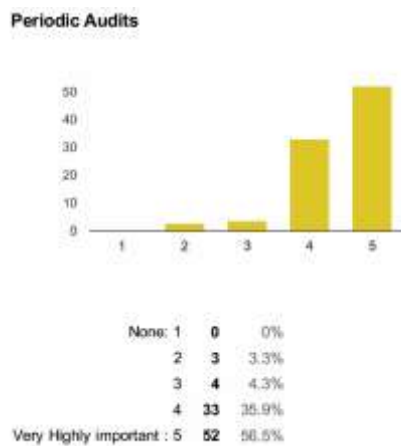


Figure 4: Periodic Audits

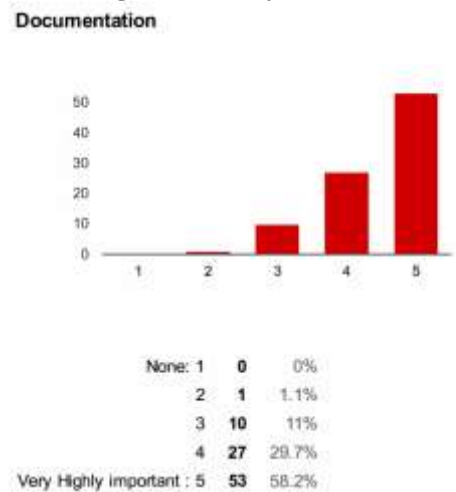


Figure 7: Documentation

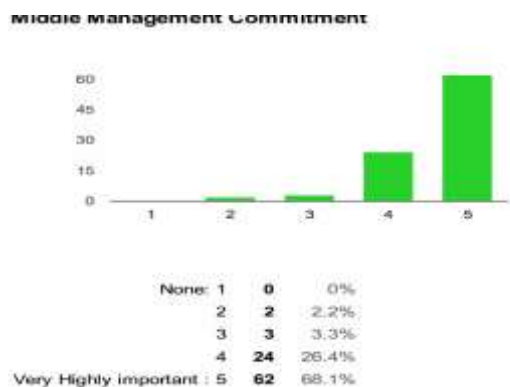


Figure 5: Middle Management Commitment

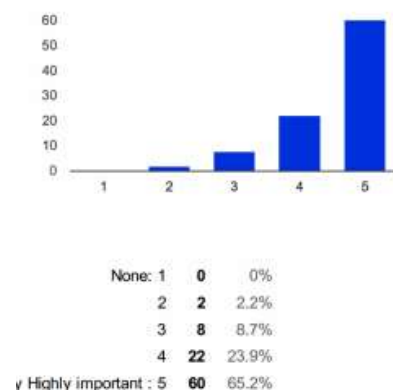


Figure 8: Workers Commitment

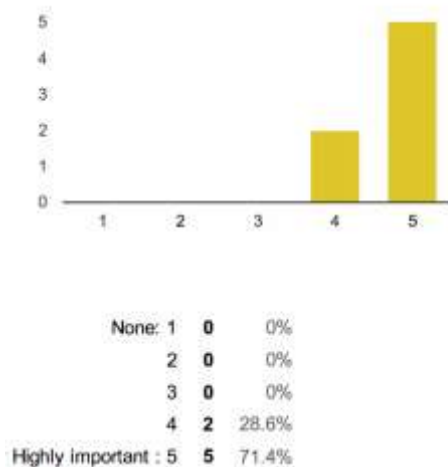


Figure 9: Customer Focus

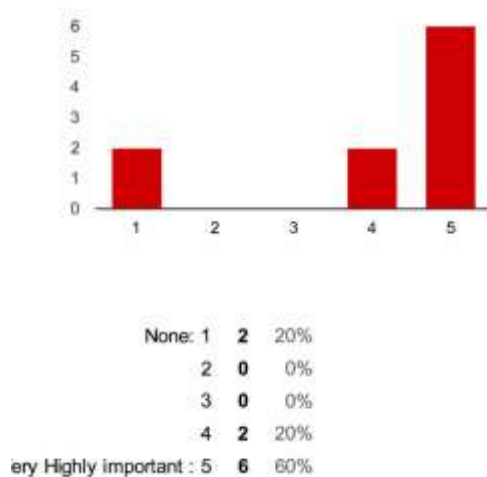


Figure 10: Strategy

Discussion: The Road Map of UAE Organizations

This section presents the main activities that were reported by the participants on their way to business excellence in light of proposing the steps for embarking on excellence journey. Based on the questionnaire replies to the open questions posed, we extracted the frequency of activities and their importance levels. These findings were then projected into substantial and chronological sequence and thus formed the steps that should provide a direction and support in consideration, planning and implementation of the activities on the journey of introducing the model of excellence. These steps are conceptualized as guidance to organizations that are beginning to take the path of excellence in

terms of learning from the experiences of the DQA winners.

Table 2: Best practices on the way to Business Excellence

Step #	QA Actions	Practices
1	Top management involvement, commitment and support	Determine and understand the purpose Create awareness Strategy and strategy planning Form a core team & assign responsibilities and reporting structure
2	Involvement of employees & planning	Employee engagement and involvement Meetings and communication Defining targets Prepare action plans
3	Adaption of the model	Understanding the model in depth Model adaption Fine tuning and/or process improvement Training for employees as needed Setting measures Process and procedure alignment Review of the model with employees Model deployment
4	Self-Assessment	Self-Assessment workshops at department level Mentor support Gather evidences Gap analysis
5	Continuous improvement	Audits and checks Corrective actions External feedback/external help Benchmarking
6	Preparing for the award	Documentation Planning for site visits; mock sessions Providing support to the assessment team

Top Management Involvement, Commitment and Support

72% Winning organizations as shown in Figure 1 pointed out that their journey towards excellence began with the *commitment and support*, of the leadership. *Leadership determined the purpose* and

exhibited their willingness to embark upon the excellence journey, to this end they *ensured to engage employees* and took stock of current scenario to determine not only the readiness but to spread across the *real awareness and purpose of adopting an excellence framework*. The focus also remained to prepare an action plan, assign responsibility, reporting structures and formed a core team to action the project.

Nevertheless, many authors reported that management commitment, organisational culture, team work, values and communication had a significant influence on the successful introduction of TQM in the companies (Peters and Waterman, 1982; Robinson and Schroeder, 2004; Dahlgaard-Park and Dahlgaard, 2007; Jimenez and Costa, 2009; Mann et al., 2011, Choi et al., 2012; Nasim et al., 2013, Lee and Lee, 2013). Furthermore Araujo and Sampaio (2013) who studied Portuguese EFQM recognised organisations reported on connection between the level of management commitment and successful TQM implementation the companies.

The key activity that organizations included in our research analysed with their leadership was to determine and understand the purpose of the excellence journey. Indeed leadership is the important driving force in EFQM implementation (Doeleman, Have & Ahaus, 2014). Specially, the top management plays a crucial role in propagating values in the organization (Savolainen, 2000).

Our observation complies with the findings of Angell and Corbett (2009), who determined that, for a successful implementation of the business excellence principles into an organization, it is necessary to consider the approach »from top to bottom« and the integration of the top management.

Similarly Dahlgaard et al. (2013) reported on integration of BEM with management tools and the organisational culture for guiding an organisation towards business

excellence. Calvo-Mora et al. (2005) noted 'Leadership and Commitment' have a strong, significant positive influence on 'Policy & Strategy' and a significant positive influence on 'People'. Moreover, adopting a business excellence framework is a task that requires commitment, communication, and co-operation and therefore a clear vision, an appropriate culture as well as willingness to change can facilitate the implementation of excellence framework (Metaxas & Koulouriotis, 2014).

Involvement of Employees & Planning

Following the step 1, winning organizations engage employees to consult and seek feedback on the initiative. They enlist the approaches needed; prepare plan and hold gatherings and meetings as necessary. Although the results don't echo the presence strongly, but does acknowledge the presence of employee involvement in the process. However, involving employees and their satisfaction are factors that are identified as two very important drivers of continuous improvement and customer satisfaction (Eskildsen and Dalgaard, 2004; Pina and Selles, 2008; Sit et al., 2009). According to Robinson and Schroeder (2004) stimulating employee ideas (proposals for improvements) is crucial part of TQM implementation. It is further noted that winning organizations emphasis on developing an effective people strategy (Brown, 2013). According to Jimenez and Martinez (2009), Vouzas and Gotzamani (2005) and Lee and Lee (2013), human resource practices play a key role in the excellence journey.

Adaption of the Excellence Model and its Alignment to the Organization

This step is the major developmental stage for the organization. It is now necessary to understand the model and begin to align the existing practices to the DQA enablers and find ways to fine tune the operations to meet the requirements. Organizations consult the DQA offices for deeper understanding of the model and hold workshops and trainings

to prepare their organization in the direction of excellence requirements. A list of approaches that are needed within the units to comply by the model criteria are needed to be identified at this stage. *Fine-tuning and prosing changes to the processes in line with the criteria of the national quality award or the EFQM framework* are some of the key actions that are necessary at this stage as illustrated by the participants of this study. These actions are crucial because, in light of a recent finding those organizations should avoid modifying the award model chosen (Zairi & Alsughayir 2011).

Self-Assessment

UAE organizations view self-assessment as an important step on their journey of excellence. These steps comprises of activities such as *gap analysis, audit and review, corrective action plan, and working on improvement of processes and procedures*. The practice of rigorous self-assessment helps organizations to work more successfully and constitutes a comprehensive, systematic and regular exercise for the evaluation of activities/results by organizations (Araújo and Sampaio, 2014). Self-assessment is a great tool that helps organizations to determine the strengths and weaknesses and to build upon them. Mann and Grigg (2004) examined companies that systematically used BEMs, and found positive effects on benchmarking and self-assessment results. Organizations' motivation for the self-assessment purpose is not just about winning a prize, but adopting a methodology to assess their progress toward TQM and excellence as found in studies other countries (Araújo & Sampaio, 2014). UAE organizations regard self-assessment as key for gap analysis and regard the assessment report as a valuable assessment to continuously improve their processes. Mønsted and Føns (2002) note that one of the most significant advantages of using the EFQM model of excellence is the introduction of self-assessment. A model of excellence can be a valuable diagnostic tool

for detecting the advantages and opportunities of an organization.

Continuous Improvement

Improvement is the key factor for businesses to move from good to better, and then further, from better to the best (Chang & Chen, 2013). *Seeking external feedback and benchmarking* are some the vital practices that were proposed by our respondents for ensuring continuous improvement within their organizations. Continuous improvement is needed due to changes in the business environment, the emergence of new management systems and the importance of quality management itself (Sanchez and Blanco, 2014). Our respondents mentioned *corrective actions are taken after the reviews or audits*. Assessment indeed is a vital procedure that results in a series of improvements (Metaxas and Koulouriotisa, 2014). Improvement areas create a focus for analysis and the establishment of improvement plans and their implementation. They enable the process of learning and knowledge conception within the organization—which helps stakeholders to understand the root causes of problems before formulating a resolution. Seeking external feedbacks and benchmarking the practices generally are good action oriented practices that help to identify opportunities for improvement.

Prepare the Documentation for Participation in the Award

The winning organizations also show their great commitment to the award process as well. Mostly the organizations ensure to gather their evidences in preparation for their application take into consideration the process very seriously and prepare their documentation and prepare for the site visit. This also emphasizes that the award process is indeed rigorous and required careful consideration. Organizations prepare themselves through mock audits, take advises and consultancies from the experienced and develop on their proposal. The three stages are indeed crucial for the

overall excellence journey and therefore indeed should be viewed as a cycle incorporating improvements in the various processes. The findings of a research among award winners in New Zealand conducted by Angell and Corbett (2009) showed that external assessment played very important role in promotion of continuous improvement and confirmed substantial improvements in non-financial results such as strategic planning, measurement analysis and knowledge management capabilities.

It is also visible from the analysis that the winning organizations begin their journey through the adoption of the quality management systems majorly as shown in the figure 2. About 88% of the organizations had implemented ISO 9001 standards while at least 285 of the organizations also exhibited other industry specific systems such as OHSAS, HACCP or JCI.

Clearly, DQA has provided a great opportunity for the organizations to embrace on excellence journey. Vokurka et al. (2000), Dalgaard-Park (2008), Araujo and Sampaio (2013), and Dahlgaard et al. (2013) argued that in the pursuit of TQM and Excellence organisations realised that the NQA also offered models and tools for implementing a quality strategy, benchmarking, best practices, performing self-assessments and achieving improvement.

However, every organization has to find its own process and an optimal selection of TQM tools, techniques and approaches (Peters and Waterman, 1982; Robinson and Schroeder, 2004) in order to exploit the advantages of their introduction. Investing in excellence however contributes to business performance (Dahlgaard et al., 2013) and also guides the business strategy and continuous improvement in organizations (Brown, 2013).

Conclusion

The focus of this paper was to conduct an analysis of winning organizations on their

journey of excellence to identify the various steps undertaken by them on the way towards excellence in the light of the context of the UAE which can be characterized by: high power distance leadership culture, high context culture and multinational mix of the employees. They represent a good start point for aspiring organizations. These actions are conceptualized into 6 steps. Each step is equally important for the success of the excellence journey in the organization.

It is notable that organizations opting for the Excellence Model have previously worked with other improvement standards such as ISO standards. We might see that the added value of the business excellence model is offering a new strategic framework for organizational improvement. Further, the model has proven to be an effective tool for comparison and benchmarking purposes, between organizations. Leadership indeed is an important driving force of quality improvement and for an effective implementation of the excellence model.

Although UAE context is oriented towards high power distance leadership culture, high context culture and multinational mix of the employees, no distinct practices or steps could be detected rather strong similarities with previous research. This might be most possibly attributed to the clear definition of the EFQM model, trainings provided in a similar way as they are organized on the basis of the “*standardized*” EFQM trainings and organizations are using similar approaches to self-assessment which define a similar process of self-assessment as in other countries as well as the influence of the already existing quality management standards & approaches which have been widely used in the international “mother organizations”. Taking the profiles of the companies participating in the study into account, it can also be concluded that these organizations are characterized by a desire to pursue quality, given that most of them started their journey towards quality through the ISO 9001 standards and moved onto

implementing the excellence framework. It is recommended that organizations adopt business excellence frameworks for greater impact on business performance and to begin their ongoing journey of continuous improvement.

Future Research

Although the steps recognized in the first stage of the study mostly represent the international experience and standards, these similarities can be attributed to the well-established widely adaptable EFQM excellence model based on which DQA criteria is established. The emphasis of strong trainings and usage of approaches such as self-assessment and continuous

improvement, the organizations strongly tend to follow the templates. At an outset these are widely known practices from the field study, a deeper analysis as to how culture plays a role and how it depicts the course of action is a future contribution of this study for which in depth query through qualitative research using structured interviews is needed. This may then call for studying and developing a quality or business excellence model where cultural context with its values would be addressed. However, this research makes an original contribution by maiden study of the steps that the UAE organizations have taken on their journey of excellence.

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Measuring Students' Perception of E-SERVQUAL at E-learning Institutions: Evidence from Egypt

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Abstract

The rapid use of E-learning at the higher education institutions directed attention to focus on studying and measuring the students' perception of service quality using E-SERVQUAL model. Many challenges are facing E-learning especially in developing countries as it is a new experience for higher education.

The research objective is to measure students' perceived E-SERVQUAL at two Egyptian universities. We used and adapted the proposed instrument of Udo et al., 2011 which contains five major dimensions: assurance, empathy, responsiveness, reliability, website contents. In addition, the measurement used to measure the quality of E-learning, and students' satisfaction and behavioral intentions.

Data analysis shows that all the E-SERVQUAL model dimensions are playing an important role in perceived quality and the students' responsiveness dimension is the most important one for student' perceived satisfaction. The proposed model is very significant in explaining the joint impact of E-SERVQUAL and students' satisfaction variables on assessing students' intention to enroll in online education in the future. Important recommendations proposed for managing institutions of higher education to increase the quality and sustainability of the e-learning environment especially developing the communication process between students and lecturers to increase the students' perception of responsiveness.

Key Words: *E-SERVQUAL, Quality of E-learning, students' Satisfaction, perception of E-learning quality, behavioral intention.*

1. Introduction and Statement of the Problem

Recently, there is an increasing interest in higher education internationally to move towards E-learning to cover many gaps such as: students' locations, part timers, etc...). These movements using online classes created many challenges especially the service quality offered to students. Also, the E-learning education is very important for emerging countries to offer education services for a large group of students from different geographical areas and whom did not have chance to join the university for personal or social reasons.

Lately, many researchers developed the well-known SERVQUAL model to evaluate the students' perceptions of the quality of E-learning service. Based of the study of Udo et al. (2011) to modify the SERVEQUAL instrument to assess E-learning service quality, we adapted and used the measurement to examine students' perception of E-learning quality in two Egyptian Universities which introduced E-learning.

The current study focuses on three important concepts, E-SERVQUAL model dimensions as a measure of overall service quality of E-learning which consequently influences students' satisfaction and future behavioral intention to register in online education. This research comprises 5

sections; the first section is the introduction will be followed by literature review, section two. Section three will illustrate the research methodology and hypotheses. The fourth section will address the data analysis and hypotheses testing. Finally, section 5 will report findings and suggest future research.

2. Literature Review

The purpose of this section is to shed the light on the recent research that addressed the E-learning quality and students' experience in the area of higher education. We will focus on the model of E-SERVQUAL as a measure for perceived quality of online service, students' satisfaction and their behavioral intention.

2.1. E-SERVQUAL

The E-SERVQUAL model permits to examine the customers' satisfaction of online services and to detect any problem facing them while providing these services (Wolniak and Bozena, 2012).

A number of researchers have reported that E-SERVQUAL model is considered a good tool to assess the service quality at E-learning institutions (Arambewela & Hall, 2006; Rogotti & Pitt 1992; Foroughi et al., 2011; Chatterjee et al., 2009; Yeo & Li, 2013; Albu & Ivan, 2012).

Iacovidou et al., (2009) specified that higher education's quality is a set of dimensions while a number of researchers were assessing service quality in the context of higher education by using the dimensions of the E-SERVQUAL model, which proposes five dimensions, namely, responsiveness, assurance, tangibles, empathy and reliability as originally proposed by Parasuraman et al., (1988) as applied by (Soutar & McNeil, 1996; Pariseau and McDaniel, 1997; Cuthbert, 1996; Wong et al., 2012).

While several studies stated that E-SERVQUAL can be used as an effectual instrument for assessing behavioral intentions in many industries including

restaurants and tourism (Cronin & Taylor, 1992; Carman, 1990; Parasuraman, et al., 1988; Olorunniwo et al., 2006; Cuthbert, 1996; Dabholkar, 1995).

Several attempts have been made to employ the E-SERVQUAL model in assessing the perceived learning quality from the point of view of the traditional students whilst Stodnick & Rogers (2008) were amongst the first for using E-SERVQUAL in this area and identified that empathy, reliability, and assurance were significant predictors, consequently, they determined that the E-SERVQUAL model can be used to measure the satisfaction of the students and their perception of instruction's quality.

The current research adopts the Udo et al., (2011) measure because this version of E-SERVQUAL is modified to reflect a learning environment. In the same time, researchers replaced "Tangibles" by "website content" to properly reveal the E-learning environment taking in consideration that the "Website Content" has been used in former researches (Santos, 2003; Cao, et al., 2005).

Udo & Marquis (2002) stated that website content is the demonstration of information and functions that portray the overall firm existence and its public image, which affect the customer perception of web service quality.

Websites are very significant instruments for delivering content and outreach for students and acting as central locations for accessing the institutions' information and resources. On the other hand, poor layouts or accessibility issues, making the institutions' resources more complex to locate which are resulting in losing effectiveness (Daniel, 2015).

The quality of the Website quality is the conformance to specified expectations of stakeholders (Bonnie & Dianne, 2016). There are some previous researches suggested that website can be evaluated through three steps which are verifying that the organization exists in the relevant

domain, applying rational criteria to website evaluation, and pursuing reliable global measures of website quality (Olsina et al., 2000; Rocha, 2012).

Saha & Grover (2011) advocated that Website design has advanced across five sequential themes which are information/content, usability, interactivity (Web 2.0), mobility/integration and more recently the semantic intelligence promised by Web 3.0.

Online service quality including six dimensions while four of them are related to website content, these dimensions are pictures and graphics, accuracy of the content, aesthetics, and website substance (Sun, et al. 2008).

Wang (2003) indicated that there is a positive relationship between effective website content and customers' attitude to the web-based services' quality that they take, which consequently leading to behavioral intentions to remain using the website's services. A research of Cao & Seydel (2005) stated that there are three critical factors which are availability of multimedia, web content, and web design and layout affecting E-learning experience and the inclusive quality perception.

2.2. Perceived Quality

There have been a number of longitudinal studies involving quality that have stated that there is no sole definition of "quality" and the search for a worldwide definition of quality has generated contradictory results (Lee, et.al., 2013, Parasuraman, et al., 1985, 1988; Dabbagh, 2005).

Heterogeneity, inseparability, and intangibility of production and consumption are the three distinctive features for the quality of service (Parasuraman, et al. 1985). Subsequently the quality of service definition, was linked to the perception of customer about quality which is defined as being "the customer's overall evaluation of the standard of the service delivery process" (Hellier, et.al, 2003).

There is a mix of seven activities representing the definition of quality in the environment of higher education which are, alignment of activities, improving basic activities (research, teaching, and institution services), adopting innovation and leadership in all activities, resources and budget with the strategic plan, determining the customers' needs, improving outcomes, capitalizing in developing human resources, data usage, information and knowledge for making decisions, and stakeholders and the market (Thair, et. al., 2006).

Perceived quality is considered a crucial factor in marketing, and nowadays it is a factor of huge attention by both practitioners and researchers in services (Tsiotsou, 2005). A huge amount of literature has been published on higher education. These studies identified that students are the key stakeholder and consequently clarified the reason why the satisfaction of the student has become a very crucial issue for the institutions of higher education. (Mainardes, et.al., 2010; Odhiambo & Hii, 2012; Shanahan & Gerber, 2004).

Many researchers have reported that the application of e-learning can be expensive as a result of the relatively low adoption rate among users and this cost must be balanced through improving students' satisfaction. (Sawang, et.al., 2013; Bacca, et.al., 2014). Quality can be considered a vital component of satisfaction whereas the students' perception reveals vital information in evaluating and expressing quality (Jackson & Helms, 2008). Quality is defined as the meeting or exceeding the expectations of customers. Accordingly, the main objective for applying quality is to achieve customers' satisfaction (Jackson & Helms, 2008).

Factors found to be influencing E-learning success has been explored in several studies (Wang et al., 2007; Roca & Gagne, 2008). There are three constructs affecting the success of E-learning and consequently affecting students' satisfaction; these factors are technical issues, inter-activity, and

instructor variables (Wang et al., 2007; Martinez et al., 2007; Sherry, 1996).

2.3. Satisfaction

Student's satisfaction is considered one of the five major dimensions of E-learning quality (Bolliger, et al., 2010). Previous studies have reported that student's satisfaction is the overall idea about E-learning system (Wang & Wang, 2009), and usually can be utilized in assessing student's attitudes (Wu, et al., 2010). This dimension, measures the interaction between the students and the system of E-learning (Rabaa'i, 2009).

Zhu (2012) stated that students' satisfaction should be taken in consideration once the E-learning is applied especially in the stage of evaluating the E-learning system effectiveness and specified that there is a positive relationship between the adoption of E-learning and the satisfaction level of the students with an E-learning environment.

While a number of researchers have reported that students who are participating in E-learning have levels of satisfaction with their learning method higher than students who are not participate in E-learning system (Alireza, et. al., 2012; Jung, et al., 2002).

2.4. Behavioral Intentions

Behavioral intentions can be defined as the extent to which a person has formulated conscious plans to perform or not to perform some specified future behavior (Westerbeek & Shilbury, 2003). While, Parves & Ho (2014) stated that behavioral intentions include positive and negative attitude and its representing students' willingness to behave and behavioral outcomes.

Many researchers reported that there are three dimensions shaping the behavioral intentions which are patronage intentions, complaining behavior, and worth of mouth (WOM) communications (Nor & Wan, 2016)

Zeithaml et al., (1996), stated that paying a price premium, or expressing cognitive loyalty to the organization, and talking positively and recommending the service to others representing favorable behavioral intentions and they identified that behavioral intention can be assessed through word of mouth, repurchase intentions, loyalty, price sensitivity, and complaining behavior.

Previous researches have reported that there is a relation between customer's experience and behavioral intentions, (Roca & Gagne, 2008; Lin & Hsieh, 2007; Burton, et.al., 2003). Consequently In the context of E-learning, we deduce that the higher the satisfaction of the E-learning experience, the higher the expectation of proceeding with the online courses.

2.5. Relationships between Quality of e-Learning, Satisfaction, and Behavioral Intentions

Godwin, et.al., (2012) stated that servqual and satisfaction are obviously different constructs, and the causal relationship of service quality and satisfaction and which construct better predicts behavioral intentions is not well defined in previous studies. A number of researchers advocate that satisfaction is an antecedent to service quality whereas other researchers support an opposite point of view which says that there is a positive relationship between perceived service quality and satisfaction, and consequently resulted in favorable behavioral intentions (Brady & Robertson, 2001).

While another point of view preserves that no obvious relation exist between the quality of service and satisfaction (Taylor & Cronin, 1994).

There is no basic rule for the relation between satisfaction and service quality, it depends on the customer's orientation which means that if the customer is cognitive oriented, this means that service quality leads to satisfaction whereas if the customer is affective oriented, this means

that satisfaction leads to service quality (Dabholkar, 1995). No matter what is the causal ordering of the two constructs, some previous studies have reported that both satisfaction and service quality have direct relation to behavioral intentions (Kao et al., 2009; Mang & Lioa, 2007; Lin & Hsieh, 2007; Cronin et al., 2000).

Study of Brady and Robertson (2001) advocates that the E-learning quality leads to satisfaction across diverse cultures. While Godwin, et.al., (2012) stated that the direct relationship between E-learning quality and behavioral intentions may not be as important as the indirect effect through customer satisfaction based on the concept that the level of interaction between student and instructor is very low in the E-learning environment, proposing that direct relationship between E-learning quality and behavioral intentions may not be as important as the indirect impact through customer satisfaction.

3. Research Methodology and Hypotheses

3.1. Survey Instrument and Measurement

We developed an e-mail questionnaire to test the relationships among service quality dimensions, students' perceptions about e-learning quality, students' satisfaction and their intention to proceed with the online classes. Researchers adopted and used the model proposed by Udo et al., (2011) which composes of five dimensions which are empathy, assurance, website content, responsiveness, and reliability. The survey instrument is based on 5-point Likert scale where: from (5) which denotes for strongly agree to (1) which denotes for strongly disagree.

In addition to services quality five dimensions, the questionnaire includes 4 items to measure the students' perceptions of E-learning quality, four indicators to measure satisfaction, and three items to measure behavioral intentions. The

demographic characteristics are measured by: age, education, gender and year of study.

3.2. Sample and Data Collection

We collected data through online survey for undergraduate students who are enrolled in the E-learning programs at two Egyptian universities; Arab Open University (AOU), Cairo Branch, and Egyptian E-learning University (EELU). Potential participants were randomly selected and addressed via e-mails.

A total of 357 students participated in the survey; 263 students from AOU (73.7%) and 94 students from EELU (26.3%). Data cleaning of suspicious response patterns (i.e., straight lining) reduced the sample size to 319 observations; 234 students from AOU (73.4) and 85 students from EELU (26.6%).

Since the maximum number of independent variables in research' structural model is six and the minimum sample size requirements necessary to achieve a statistical power of 80% for detecting R^2 values of at least 0.10 with a 5% probability of error is 157 observations. So, the sample size of 319 observations is considered well sufficient (Cohen, 1992).

The demographic characteristics of the sample can be described as follows: the majority of students were male (74.9%). Also, 49.2% of students were enrolled in business programs, while 30.4% and 20.4% in computer and language programs, respectively. In addition, 48.6% of students were in the second year of study, while 9.4%, 23.2%, and 18.8% in the first, third, and forth year of study, respectively. All age ranges are well represented.

3.3. Research Hypotheses

The current research will test the following hypotheses:

H1: The relationship between service quality dimensions and students' perceptions of E-learning quality.

H_{1a}: Assurance positively affects students' perceptions of e-learning quality.

H_{1b}: Empathy positively affects students' perceptions of e-learning quality.

H_{1c}: Responsiveness positively affects students' perceptions of E-learning quality.

H_{1d}: Reliability positively affects students' perceptions of E-learning quality.

H_{1e}: Website content positively affects students' perceptions of E-learning quality.

H2: The relationship between dimensions of service quality and students' satisfaction with E-learning experience.

H_{2a}: Assurance positively affects students' satisfaction.

H_{2b}: Empathy is positively affects students' satisfaction.

H_{2c}: Responsiveness positively affects students' satisfaction.

H_{2d}: Reliability positively affects students' satisfaction.

H_{2e}: Website content, in an E-learning environment, positively affects students' satisfaction.

H3: The relationship between students' perceptions of e-learning quality and their satisfaction with E-learning experience.

H4: The relationship between students' satisfaction with E-learning experience

and their intention to proceed with the online classes.

H5: The relationship between students' perceptions of E-learning quality and their intention to continue with the online classes.

H6: The Interrelationships among service quality dimensions, perceived E-learning quality and online students' satisfaction.

H_{6a}: Perceived E-learning quality plays a mediating role between "Assurance" and online students' satisfaction

H_{6b}: Perceived E-learning quality plays a mediating role between "Empathy" and online students' satisfaction

H_{6c}: Perceived E-learning quality plays a mediating role between "Responsiveness" and online students' satisfaction

H_{6d}: Perceived E-learning quality plays a mediating role between "Reliability" and online students' satisfaction

H_{6e}: Perceived E-learning quality plays a mediating role between "Website content" and online students' satisfaction

H7: The Interrelationships among the quality of E-learning, satisfaction of online students and their behavioral intentions:

According to the research hypotheses, the following figure shows the proposed research model.

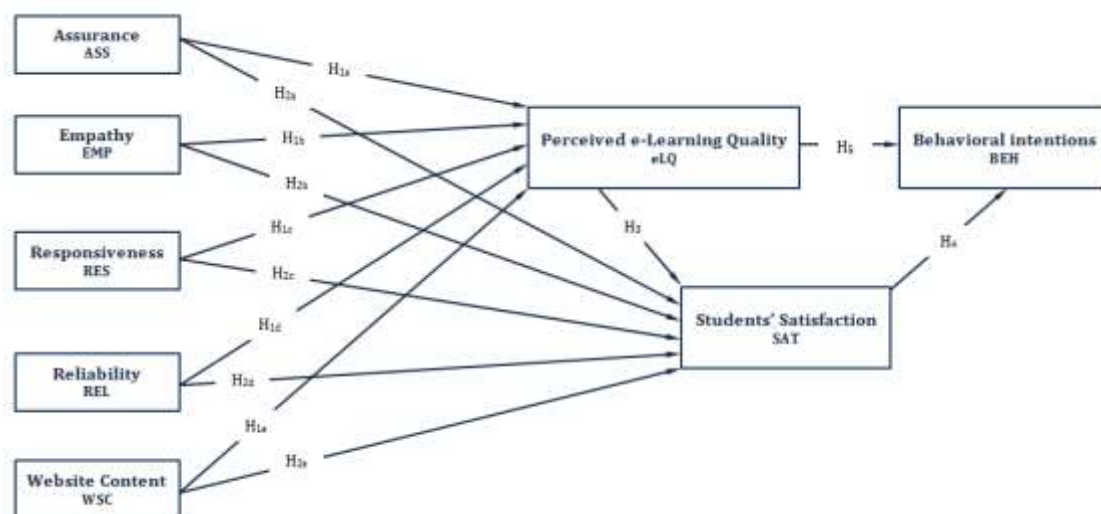


Figure1: Proposed Research Model

3.4. Statistical Method

We used the partial least squares structural equation modeling PLS-SEM for testing the hypotheses, and to estimate the path model using the statistical software application Smart PLS 2.0 (Ringle et al., 2005).

4. Data Analysis and Results

4.1 Descriptive Statistics

The following Table shows the means, standard deviations and correlations among all variables under study. It is very clear that service quality dimensions (i.e., assurance, empathy, responsiveness, reliability, and website content) and perceived E-learning quality as well as the satisfaction of online students and their behavioral intentions are

all on the average value, with small standard deviations.

Moreover, following the rule of thumb (Cohen, 1988), we have identified strong positive relationships between all dimensions of service quality and each of the perceived E-learning quality and students' satisfaction. We have also noticed a strong positive relationships between perceived quality of E-learning and students' satisfaction ($r > .49$). Additionally, each of the perceived quality of E-learning and students' satisfaction has a moderate positive relationship with students' behavioral intentions ($.49 \geq r \geq .30$). All correlations are significant at $p < .001$.

Table 1: Descriptive statistics and correlation matrix of constructs

Constructs	Mean	Std. Dev.	ASS	EMP	RES	REL	WSC	eLQ	SAT	BEH
ASS	3.39	0.88	1							
EMP	3.35	0.87	.616**	1						
RES	3.40	0.91	.629**	.702**	1					
REL	3.44	0.86	.554**	.581**	.630**	1				
WSC	3.32	0.79	.564**	.605**	.694**	.564**	1			
eLQ	3.37	0.80	.701**	.719**	.765**	.662**	.749**	1		
SAT	3.26	0.87	.697**	.712**	.770**	.663**	.676**	.811**	1	
BEH	3.03	0.92	.388**	.415**	.453**	.310**	.461**	.484**	.489**	1

**Correlation were significant at $p < .001$ (2-tailed).

4.2 Assessment of Measurement Model

The following Table presents the results of the measurement model. These findings support the internal consistency reliability of all the measures as the composite reliability (CR) is larger than .70 for all constructs (Nunally & Bernstein, 1994). The results also indicate that all outer loadings are above the threshold value of .708. The average variance extracted (AVE) for all variables are larger than the generally accepted value of .50.

The findings also provided a direct evidence of convergent validity of the constructs incorporated in the model (Hair et al., 2014). Moreover, one element (SAT1) has been dropped from students' satisfaction dimension due to having an outer loading

below the accepted value of .708, and deletion of this item increased the compound reliability and the average variance extracted of its respective construct (Hair et al., 2011).

Table 2: PLS results for the measurement model

Constructs	CR	AVE
ASS <i>Assurance</i>	.91	.70
EMP <i>Empathy</i>	.89	.66
RES <i>Responsiveness</i>	.89	.73
REL <i>Reliability</i>	.92	.78
WSC <i>Website content</i>	.92	.60
eLQ <i>e-learning quality perceptions</i>	.91	.71
SAT <i>Students' satisfaction</i>	.87	.68
BHE <i>Behavioral intentions</i>	.91	.77

CR stands for composite reliability; AVE stands for average variance extracted.

Also, according to the criterion of Fornell-Larcker (1981), the findings indicate that all constructs square roots of the AVE are

higher than the correlations of these constructs with other latent variables in the path model. These findings also support the discriminate validity of the constructs.

4.3 Assessment of the Structural Model

Reliable and valid measurement model permits an assessment of the structural model estimates. Following the systematic approach to assess the structural model (Hair et al., 2014; Henseler et al., 2009), first, we assessed collinearity among the predictor constructs through running three separate ordinary least squares OLS regressions for

each part of the model using IBM SPSS V.22 Statistical Package for Social Science and request collinearity diagnostics. The results show that all variance inflation factor values VIF are clearly less than the threshold of 5.

Therefore, collinearity amongst the predictor constructs is not an issue in the structural model (Hair et al., 2011). The following Figure shows the considered structural model, the standardized path coefficients estimates and the R^2 values of the endogenous latent variables; perceived E-learning quality (eLQ), students' satisfaction (SAT), and behavioral intentions (BEH).

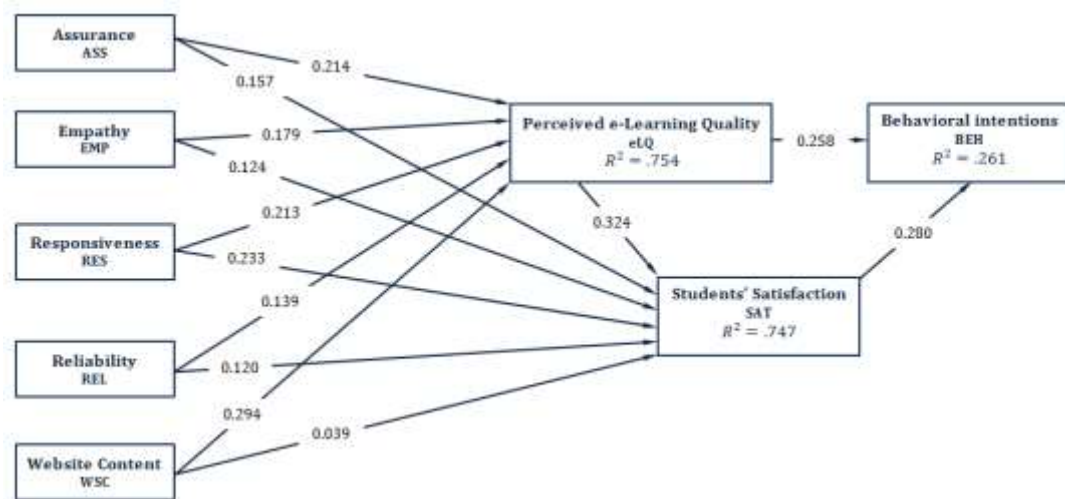


Figure 2: Structural model with path coefficients

Furthermore, the following Table presents PLS results for structural model and summarizes the results of hypotheses testing.

Table 3: PLS results for structural model

Path	Path coefficient	t value	p-value	Significance level	R^2	Q^2	Hypothesis
ASS → eLQ	.214	4.077	.000	***	.754	.534	H1a : Supported
EMP → eLQ	.179	3.420	.001	***			H1b : Supported
RES → eLQ	.213	2.552	.011	**			H1c : Supported
REL → eLQ	.139	2.276	.024	**			H1d : Supported
WSC → eLQ	.294	4.862	.000	***			H1e : Supported
ASS → SAT	.157	2.948	.003	***	.747	.512	H2a : Supported
EMP → SAT	.124	2.541	.012	**			H2b : Supported
RES → SAT	.233	3.511	.001	***			H2c : Supported
REL → SAT	.120	2.202	.028	**			H2d : Supported
WSC → SAT	.039	.776	.439	NS			H2e : Rejected
eLQ → SAT	.324	5.097	.000	***			H3 : Supported
SAT → BEH	.280	3.423	.001	***	.261	.188	H4 : Supported
eLQ → BEH	.258	3.380	.001	***			H5 : Supported

** $p < .05$, *** $p < .01$

NS=stands for not significant

The central criterion for the structural model assessment is the coefficient of determination R^2 . Perceived E-learning quality (eLQ), students' satisfaction (SAT), and behavioral intentions (BEH) with R^2 values of .754, .747, and .261 respectively, enhance the model's predictive accuracy because they exceed the recommended value of .10 (Falk & Miller, 1992). Following the rules of thumb (Chin, 1998), the R^2 values of eLQ and SAT can be considered substantial, whereas the R^2 value of BEH is rather moderate.

In order to assess the extent of the R^2 values as an evidence for predictive accuracy, the Q^2 criterion of Stone-Geisser has been determined through blindfolding procedure to estimate cross-validated redundancy (Henseler et al., 2009). The Q^2 values of eLQ (.534) and SAT (.512), as well as BEH (.188) are all above the threshold value of zero, thus supporting the model's predictive relevance with regard to the endogenous latent variables. A significance testing of the structural model path coefficients has been done by carrying out the bootstrapping procedure with 5000 subsamples (Henseler et al., 2009). Regarding the first hypothesis (H1), the findings indicated that all service quality dimensions, in an E-learning context, significantly and positively influence students' perceptions of E-learning quality. Specifically, 'Website content' exerts the strongest positive influence on perceived E-learning quality (path coefficient=.294, $t=4.862$, $p < .001$), which supports (H1e). This is followed by 'Assurance' (path coefficient=.214, $t=4.077$, $p < .001$), which supports (H1a), then 'Responsiveness' (path coefficient=.213, $t=2.552$, $p < .05$), which supports (H1c). 'Empathy' (path coefficient=.179) and 'Reliability' (path coefficient=.139) exhibit lower path coefficients, with t values of 3.420 and 2.276 respectively, and significance level at $p < .01$ and $p < .05$ respectively, which supports (H1b) and (H1d). Therefore, these findings totally support hypothesis 1 (H1).

Also, the results indicate that all service quality dimensions, in the E-learning environment, except 'Website content', have significant and positive effects on students' satisfaction with E-learning experience. Specifically, 'Responsiveness' has the strongest positive effect on students' satisfaction (path coefficient=.233, $t=3.511$, $p < .01$), which supports (H2c). This is followed by 'Assurance', 'Empathy', and 'Reliability' which exhibit noticeably lower path coefficients (.157, .124, and .120 respectively), with t values and significance level at 2.948; $p < .001$, 2.541; $p < .05$, and 2.202; $p < .05$ respectively, which supports (H2a), (H2b) and (H2d). Although the 'Website content' had the strongest positive effect on perceived E-learning quality, surprisingly, the results show that the relationship between this dimension and students' satisfaction is not significant leading to reject (H2e). Therefore, these findings partially support hypothesis2 (H2).

Moreover, regarding to hypothesis 3 (H3), the results show that perceptions of students about quality of E-learning significantly and positively affects their satisfaction with E-learning experience (path coefficient=.324, $t=5.097$, $p < .001$). This result supports (H3). Also, students' satisfaction with E-learning experience significantly and positively predicts their intention to proceed with the online classes (path coefficient= .280, $t=3.423$, $p < .01$). This result supports (H4). Finally, students' perceptions of E-learning quality significantly and positively affects their intention to proceed with the online classes (path coefficient= .258, $t=3.380$, $p < .01$). This result supports (H5).

In order to examine the total effects we evaluated how strongly each of the five constructs (Empathy, Reliability, Assurance, Responsiveness, and Website content) ultimately influences the key target variable 'Behavioral intentions' via the mediating constructs 'Perceived E-learning quality', and 'Students' satisfaction'.

Table 4 shows the corresponding results for the total effects of the exogenous constructs

ASS, EMP, RES, REL, and WSC on the key target construct BEH.

Table 4: Significance testing results of the total effects

Path	Total effect	<i>t</i> value	<i>p</i> -value	Significance level
ASS → BEH	.119	4.303	.000	***
EMP → BEH	.097	4.317	.000	***
RES → BEH	.139	3.450	.001	***
REL → BEH	.082	3.611	.000	***
WSC → BEH	.113	4.006	.000	***

*** $p < .01$

We can clearly observe from table 4 that among the five driver constructs or dimensions, ‘Responsiveness’ has the strongest total effect on students’ behavioral intentions (.139), followed by ‘Assurance’ (.119), ‘Website content’ (.113), ‘Empathy’ (.097), and ‘Reliability’ (.082). All the e-LQ dimensions total effects are significant at $p < .01$. Therefore, it is advisable for universities to focus on management activities that positively influence the students’ perception of instructors’ online responsiveness.

Finally, by examining the size effect f^2 and the relative effect of latent variables on predictive relevance (here: q^2), the results confirmed the key role of website content in students’ perceptions of E-learning quality ($f^2=.161$, $q^2=.062$), and in accordance with the rules of thumb for the f^2 and q^2 , these effect sizes can be considered medium and small respectively (Cohen, 1988; Henseler et al., 2009). Also, perceived E-learning quality plays the most important role in students’ satisfaction ($f^2=.095$, $q^2=.032$), and the later ultimately has a highest relative impact and predictive relevance on the intention of students to proceed with the online classes ($f^2=.280$, $q^2=.041$).

4.4 Importance-performance matrix analysis (IPMA) of path modeling results

The importance-performance matrix analysis extends the findings of the basic PLS-SEM outcomes using the latent

variable scores. For the students’ behavioral intentions (BEH) as a key target construct in our analysis, IPMA contrasts the structural model total effects (importance) and the index values of the latent variable scores (performance) to highlight significant areas for the improvement of management activities. More specifically, to enhance the intention of students to proceed with the online classes in the future, lines of relatively high importance and low performance (i.e., a high total effect) should be taken into consideration. Calculating index values is implemented through rescaling latent variable scores to range between zero and 100 (Höck et al., 2010; Hair et al., 2014). The following Table presents the Index values and total effects for the IPMA of students’ behavioral intentions (BEH).

Table 5: Index values and total effects for the IPMA of behavioral intentions (BEH)

Constructs	Importance (Total Effects)	Performance (Index Values)
ASS	.12	59.62
EMP	.10	58.89
RES	.14	60.12
REL	.08	61.05
WSC	.11	57.94
eLQ	.35	59.17
SAT	.28	56.50

Based on results in Figure 3, it is clearly apparent that the factor ‘students’ perceptions of E-learning quality’ is highly relevant for enhancing their behavioral intentions because of its major importance. Although this area is already of a high index value (performance), there is a relative potential for more improvement. More effort has to be exerted to maintain the performance level of this area, or even expanding it by means of improving the universities’ website content as it is the major factor affecting perceived E-learning quality. Also, universities should focus on management activities that enhance instructors’ online responsiveness as it has strongest positive effect on students’ satisfaction and ultimately influences

students' intention to continue with the online classes.

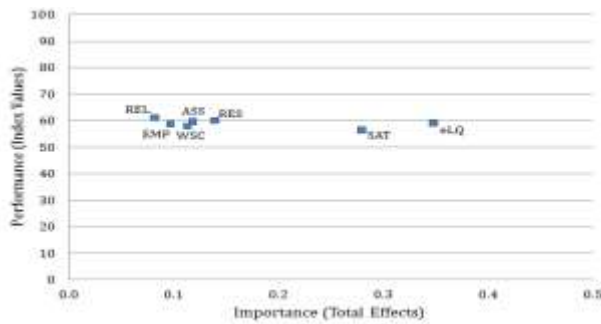


Figure 3: IPMA Representation of BEH

4.5 Mediation Test

In this section, we focus on testing whether the relationships between service quality dimensions (i.e., assurance, empathy, responsiveness, reliability, and website content) and students' satisfaction and finally the relationship between perceived E-learning quality and their behavioral intentions are mediated by perceived E-learning quality (eLQ) and students' satisfaction (SAT) respectively, following Preacher and Hayes' approach (2004) instead of Sobel (1982) test, which faced some criticisms (Hair et al., 2014). In the first step, the PLS path model has been estimated without the potential mediator variables eLQ and SAT. Table 6 shows these path coefficients' significance, which results from conducting the bootstrapping procedure with 5000 subsamples.

Table 6: Significance analysis of path coefficients without the potential mediator variables

Path	Path coefficient	<i>t</i> value	<i>p</i> -value	Significance level
Without the potential mediator variable (eLQ)				
ASS → SAT	.227	4.008	.000	***
EMP → SAT	.182	3.738	.000	***
RES → SAT	.302	4.316	.000	***
REL → SAT	.167	3.306	.001	***
WSC → SAT	.135	2.680	.008	***
Without the potential mediator variable (SAT)				
eLQ → BEH	.481	11.753	.000	***

*** $p < .01$

The relationships between all service quality dimensions (i.e., ASS, EMP, RES, REL, and WSC) and students' satisfaction (SAT) and finally the relationship between perceived E-learning quality (eLQ) and students' behavioral intentions (BEH) are significant at $p < .01$, thus, the mediators may absorb some of these effects or the entire effects. In the second step, the mediator variables have been included. The assessment focused on analyzing whether the indirect effects of all service quality dimensions, via the eLQ mediator variable, on SAT, as well as the indirect effect of eLQ, via the SAT mediator variable, on BEH are significant. A necessary (but not sufficient) condition is the significance of the relationships between all service quality dimensions and eLQ, as well as between eLQ and SAT, and also between SAT and BEH. These were confirmed by the evaluation of the structural model results (see table 3).

Based on results in the following table, which presents the significance analysis of indirect effects that obtained by carrying out the bootstrapping procedure with 5000 subsamples, it is clear that all indirect effects are significant at $p < .01$ or at $p < .05$. Therefore, we have concluded that eLQ mediates the relationship between all service quality dimensions and SAT, and the later mediates the relationship between eLQ and BEH. The only exception is the insignificant indirect effect of REL on SAT via eLQ. Thus, we have concluded that eLQ does not mediate the relationship between REL and SAT. This finding leads to reject (H6d).

At final step, we assessed the strength of these mediations using the Variance Accounted for (VAF) as shown in table 8. Following Hair et al., (2014) rule of thumb, we have concluded that 30.6% of ASS's effect on SAT is explained via the eLQ mediator. This finding supports (H6a). Also 31.9% of EMP's effect on SAT is explained via the eLQ mediator. This result supports (H6b). Additionally, 22.9% of RES's effect

on SAT is explained via the eLQ mediator. This fact supports (H_{6c}). Moreover, 70.7% of WSC's effect on SAT is explained via the eLQ mediator. This result supports (H_{6c}) and provides an explanation for the insignificant effect of website content' dimension on students' satisfaction as the eLQ mediator has absorbed some of this

effect. Finally, 26.0% of eLQ's effect on BEH is explained via the SAT mediator. This result supports (H₇). Since the VAFs are all greater than 20% but less than 80%, these situations can be described as partial mediation.

Table 7: Significance analysis of indirect effects

Table 2. Significance analysis of indirect effects							
Path			Indirect effect	<i>t</i> value	<i>p</i> -value	Significance level	
Indirect effect via the eLQ potential mediator variable							
ASS	→	SAT	via eLQ	.069	3.048	.002	***
EMP	→	SAT	via eLQ	.058	2.692	.007	***
RES	→	SAT	via eLQ	.069	2.486	.013	**
REL	→	SAT	via eLQ	.045	1.945	.053	NS
WSC	→	SAT	via eLQ	.095	3.461	.001	***
Indirect effect via the SAT potential mediator variable							
eLQ	→	BEH	via SAT	.091	2.886	.004	***

** $p < .05$, *** $p < .01$

NS stands for not significant.

Table 8: Mediation effect size

Path			Direct effect	Indirect effect	Total effect	VAF	Decision	Hypothesis
Mediation effect size for eLQ								
ASS	→ SAT	via eLQ	.157	.069	.227	30.6%	Partial mediation	H _{6a} : Supported
EMP	→ SAT	via eLQ	.124	.058	.182	31.9%	Partial mediation	H _{6b} : Supported
RES	→ SAT	via eLQ	.233	.069	.302	22.9%	Partial mediation	H _{6c} : Supported
REL	→ SAT	via eLQ	The indirect effect is not significant				No mediation	H _{6d} : Rejected
WSC	→ SAT	via eLQ	.039	.095	.135	70.7%	Partial mediation	H _{6e} : Supported
Mediation effect size for SAT								
eLQ	→ BEH	via SAT	.258	.091	.348	26.0%	Partial mediation	H ₇ : Supported

VAF stands for variance accounted for (i.e., the size of the indirect effect in relation to the total effect).

5. Concluding Remarks

The objective of our research was to measure and assess the relationship between students' perception of E-SERVQUAL, their satisfaction and their behavioral intention to proceed to participate in online programs at higher education. In addition, we tested the validity of applying the Udo et. al., (2011) measure of E-SERVQUAL in education as the methods of teaching and offering education services changed substantially.

The developed structural model is very significant in measuring and explaining the overall E-learning quality. All the E-SERVQUAL dimensions have significant positive relationship with E-learning overall quality and satisfaction. Meanwhile, 'Website content' exerts the strongest positive effect on perceived quality of E-learning in spite the fact that this dimension is not significant with students' satisfaction.

The "Responsiveness" dimension has the strongest positive effect on students' satisfaction. Thus, the responsiveness

dimension is more important than the website contents to achieve satisfaction in spite the fact that the website content is more important to achieve E-learning quality.

Student perception of E-learning quality significantly and positively influences their satisfaction. Both, students' satisfaction and E-learning quality, within E-learning experience, are significantly associated and positively explains the intention of students to proceed with the online classes. Also, the analysis showed that responsiveness dimension has the strongest total effect on students' behavioral intentions.

Higher education institutions management should focus on activities that positively

influence the students' perception of instructors' online responsiveness.

Students' satisfaction of E-learning has the highest relative impact and predictive relevance on students' intention to continue with online classes.

Finally, as for the significant analysis of indirect impact that obtained by carrying out boot-strapping procedure, it is clear that all the relationship between all services quality dimensions and satisfaction and the later mediates the relationship between the quality of E-learning and the behavioral intention of students to proceed with the online classes.

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The Intensity of Color Combinations on Purchasing Intention in Relaxing Services

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Abstract

Keywords: color intensity, color combination, relaxation, virtual reality experiment

In marketing and branding, designed colors for products, packaging, and other physical evidences can stimulate emotion and lead to buying decisions (Bitner, 1992). Although the influence of colors on emotion-behavior has been partly explored, there are still several dimensions of colors to be further investigated. One of the interesting questions is whether the combination of different colors could have any impact on inducing the behavioral intention of consumers.

The expansion of spas, resorts, fitness centers, club houses, coffee houses, theaters, etc. are examples of the growth in relaxing service businesses. Color is one of the most obvious physical evidences that make customers perceive the relaxation from the relaxing services. In this paper, we investigate the intensity and combinations of different colors in that industry. The expected results are that the combinations of colors stimulate moods and subsequently create different consumer intentions in the relaxing service industry.

Literature Review

Gorn et al. (1997, 2004) and Valdez and Mehrabian (1994) found that blue can induce a relaxed feeling. On the other hand, Adams and Osgood (1973) and Jacobs and Suess (1975) found that yellow and red can elicit a less relaxed feeling. Research indicates that value of colors also has a strong effect on relaxation. With more

blackness, colors elicit greater feelings of relaxing (Valdez and Mehrabian, 1994).

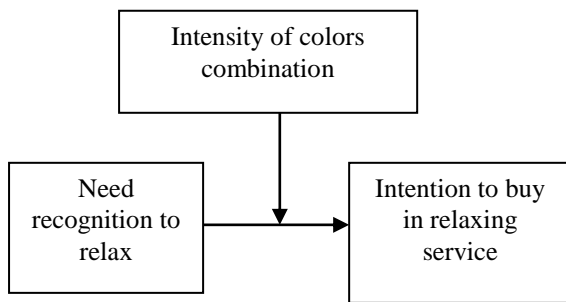
Research conducted in the restaurant context had also found that blue and green have a calming effect, whereas red and yellow capture attention and stimulate appetite (Singh, 2006). Cool colors such as green, blue, and purple are thought to induce calm states, whereas warm colors such as yellow, orange, and red are believed to induce excitement (Wang, Jia, Yin, and Cai, 2013). Biopsychological researchers, such as Ward's (1995), indicated that in the working environment, cool colors including violet and blue decrease sympathetic nervous system activation, as indicated by physiological responses (i.e., heart rate).

Although the previous studies have found relationships of different color dimensions on relaxation, almost all of them were short of the insights in purchasing intention. There is neither much knowledge on colors combinations and relaxation especially in the context of services where relaxation plays a vital role.

Research Questions and Framework

The main research question is whether the combination of colors with different intensities or values can induce consumer intention to buy the relaxing services. And if this is the case, which colors combination can induce their purchase intention. The research framework for this study is as follow.

Figure 1: Research Framework



Research Design

The research design involved 3 steps:

- I. Experts interview
- II. Pilot study
- III. Main experiment

I. Experts interview

Two color experts were interviewed. The first one was the Director of the Institute of the Development of the Garment Industry, Ministry of Industry. The second expert is a faculty member of the Department of Image and Printing Technology, Faculty of Science of the leading university in Thailand who had extensive experience in the color and emotion research area. The experts pointed out the impact of light and the surface of materials and the importance to the combination of colors. Additionally, they asserted that the knowledge on the effect of the colors combination was premature and the experimental study could be able to find some interesting results.

II. Pilot Study

The objective of the pilot study was to identify which colors to be perceived as the colors for the relaxed feeling. 110 subjects, both male and female business students in a leading university in Bangkok, Thailand were recruited. They were about the same age and have been experiencing similar environment in terms of their studies. Thus the condition of equivalence of the subjects could be assumed.

Students were shown 7 cards with different colors (yellow, blue, purple, red, orange,

navy blue, and green). They were then asked to choose only two colors that represented what they thought should be the colors for the relaxing services. After choosing the cards, they were asked: 1) What could be the specific place that they think of when they want to feel relax? and 2) Why do they chose the two colors.

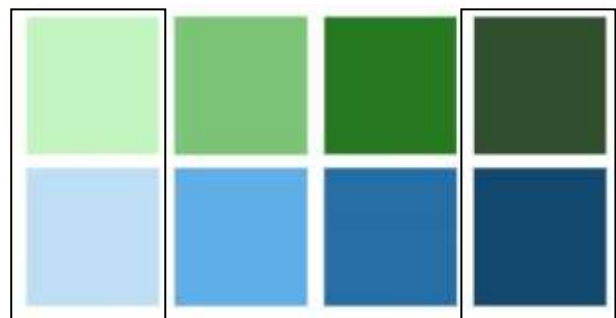
The two most chosen color cards were blue (66.36%) and green (51.81%). The main reasons of choosing blue are warm, relax, and peaceful while green made the subjects feel close to nature, cool, and calm. The majority of the students in the pretest revealed that they thought of resorts, spa, and seaside when they wanted to feel relax. The results fit the literature. Accordingly, we decided to use blue and green for our main experiment.

III. Main experiment

The purpose of the main experiment is to detect the impact of the combination of colors with different intensities on consumer intention to buy in the relaxing services.

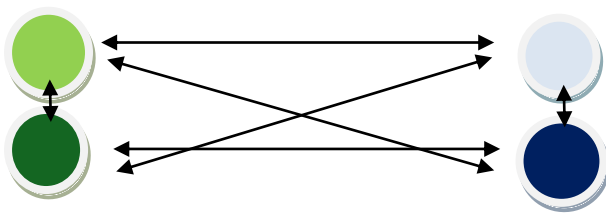
According to the pilot study, we use a spa service as a proxy in our study. Blue and green are parted into 2 intensities: light (L), and dark (D). The first quartile of color intensity depicts the light color and the forth quartile of the intensity depicts the dark color (see Figure 2).

Figure 2: Quartiles of Colors: Green and Blue



Accordingly, six pairs of the combination of the chosen blue and green colors would be used for the experiment (see Figure 3).

Figure 3: Six Pairs of Colors Combination



• Subjects

Subjects are undergraduate students of a leading business school in Thailand both male and female age 20-22 years old. They have very similar background of education. The subjects are drawn from the classes and they were randomly assigned the different treatments. The predetermined sample size is 180 subjects.

• Treatments

The 3D picture is designed to reflect the reality of a spa room as much as possible. 6 pairs of colors are applied to left and right walls of a room in an equal proportion. Only the colors combination of the treatment is varied in the experiment. Figure 4 and 5 illustrates the example of the 3D pictures.

Figure 4: Room # 1 Light Green and Dark Green



Figure 5: Room # 2 Light Green and Dark Blue



3D virtual reality (VR) cameras (Figure 6) were used in this experiment to avoid possible external confounds.

Figure 6: Virtual Reality Equipment



• Procedure

Subjects were instructed on how to use the 3D VR. The researchers set up all 6 pairs of color combination into the device and ask the subjects to test the cameras. Once they were ready, the subjects were asked to put the 3D cameras on their heads and the experiment began. The researchers clicked the first picture for them and ask them what they were seeing to ensure the accuracy. After the subjects saw the picture, they were asked to take off the cameras and rated the behavioral intention to use spa room # 1. After answering the first question, they were requested to put on the cameras and start the process again. The process were repeated until the subjects saw the last picture. At the end the experimental session, each subject was asked to choose the room that he had highest intention to use and give a reason why he chose the room. There are 6 sets of combination of colors (Table 1).

Table 1: The Experimental Research Design

Set of Colors	Colors Combination					
Set 1	P1	P2	P3	P4	P5	P6
Set 2	P2	P3	P4	P5	P6	P1
Set 3	P3	P4	P5	P6	P1	P2
Set 4	P4	P5	P6	P1	P2	P3
Set 5	P5	P6	P1	P2	P3	P4
Set 6	P6	P1	P2	P3	P4	P5

The study is a with-in-subjects design. The same group of students will perform the same experiment two months after the first experiment is conducted.

Primary Results

The first round of the study has been conducted and the primary results are demonstrated in Table 2.

Table 2: Colors-Combination Chosen (N=180)

Colors	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Total	%
LB/DB	14	13	9	12	9	18	75	41.67
LG/LB	8	9	10	16	17	10	70	38.89
LG/DG	1	3	7	1	1	-	13	7.22
DG/DB	4	4	-	-	-	1	9	5
LG/DB	-	1	4	1	1	1	8	3.33
LB/DG	3	-	-	1	2	1	7	3.89
	30	30	30	30	30	30	180	100

The results reveal that of all the six groups of samples, 75 out of 180 subjects (41.67%) chose *light blue and dark blue* as the most relaxing color combination. The second most chosen colors (38.89%, N=70) was *light green and light blue*. The other chosen colors were light green and dark green (7.22%, N=13), dark green and dark blue (5%, N=9), light blue and dark green (3.89%, N=8), and light green and dark blue (3.33%, N=7), respectively.

Considering the average value of each combination of colors, the most relaxing combination, *light blue and dark blue*, the mean value was 7.29, out of 10. The mean scores of the second and third ranked chosen colors, *light green and light blue* and *light green and dark green*, were 6.96 and 6.06, respectively. The means of the other combinations were *light green and dark blue*=5.73, *light blue and dark green*=5.16, and *dark green and dark blue*= 4.93, respectively. A one-way between subjects ANOVA was conducted to compare the effect of color combinations on relaxation

for the six conditions. There was a significant effect of color combinations on relaxation at the $p<.05$ level for the six conditions. Post hoc comparisons indicated that the mean scores for light blue and dark blue and light green and light blue were significantly different and their mean scores were different than the other conditions.

Researchers did the content analysis of 180 subjects and found that the main reasons for the chosen combinations of colors were “*pleasing to the eyes*” (42.52%), “*relaxing*” (31.63%), and “*compatible and balanced*” (15.31%). The other reasons are shown in Table 3. Generally, it is confirmed that the combinations of colors were chosen on relaxation matter.

Although the primary results indicate that the intensity and combination of relaxing colors impact the level of relaxation, the same group of students will perform the same experiment two months after the first experiment is conducted to confirm the findings. The next study will be conducted in January 2017.

Table 3: Main Reasons of Choosing the Combinations

Reasons	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Total	%
Pleasing to the eyes	21	23	18	25	18	20	125	42.52
Relaxing	15	14	14	20	15	15	93	31.63
Compatible/balance	6	9	5	12	7	6	45	15.31
Nature/Forest/Sea	3	-	3	1	2	4	13	4.42
Prefer light blue	1	2	2	1	1	5	12	4.08
Prefer dark color	1	5	-	-	-	-	6	2.04
							294	100

Expected Contributions

The research results are expected to enhance the understanding of the dimensions of colors and their combinations on relaxation. Better understanding of what and how

consumers react to the value of colors and their combinations in the relaxing service business will provide knowledge to the consumer behaviorists and offer the implications for the relaxing service industry.

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The Role of Government in Promoting Innovation through Policy Initiatives for Entrepreneurship Development in Saudi Arabia

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Abstract

Current research focuses on the role of public bodies in supporting and encouraging innovation in Saudi Arabia. The purpose of this paper is therefore to investigate the government practices to support innovation system and entrepreneurship in Saudi Arabia. Most of GCC countries give signs of beginning non-oil GDP by focusing on knowledge-based economy. In Saudi Arabia, this is started from planning to build an integrated system to support innovation to contribute effectively to national GDP in diversifying the sources to reach knowledge-based economy. Secondary data analyses were applied in this case study in accordance with the primary research objectives. Findings of review of Saudi Arabia's government policies revealed three types of activities.

First, provide resources to entrepreneurs and SME owners directly. Badir offers resources to serve the education, workforce development, managerial and technical assistance. Some of these programs are often provided in partnership with other institutional partners such as universities. Second, is the establishing Kind Salman Institute at King Saud Campus to focus on transforming students' research ideas into small businesses. With the clarity of KSA government to support sustainable development by focusing on knowledge-economy based on technology and innovation to support the country's competitive position globally. Third, is the forming an effectively regulatory environment by creating Public Authority for SME to boost the economy. Its main roles are to facilitate funding for SME and

to remove several obstacles facing entrepreneurs. Also, it will ensure that SMEs become more competitive and innovative and attract investment. However, this paper provides a richer understanding of government strategy regarding moving to knowledge-based economy in Gulf Area. It sheds the light on the practical practices carried out by Saudi Arabia's government to support entrepreneurship sector in the country. It suggests that construction of governmental regulations is central to the non-oil economy movement.

Key words: Entrepreneurship, Government Role, Innovation.

Introduction

Entrepreneurship has become a strong impact on the economic indicators in most of the developed countries. In the meantime, most of the world's governments seek to develop the labour market, create a business environment and investment opportunities in the light of modern management concepts such as entrepreneurship. The rationale is to stimulate national economy by supporting entrepreneurs' small and medium business to become productive and release the pressure on governments in the creation of employments. In the light of global trends to focus on knowledge-based economy as a basis to support the competitive position, Kingdom of Saudi Arabia (KSA) is keen to support sustainability of the economy.

It becomes in the forefront of the KSA government to establish a clear and growing role of entrepreneurship in economic and social development. Economically, the establishment of new business lead to the creation of jobs for young people and

increase national production. From social point of view, the spread of the concept of entrepreneurship in society leads to the generation of entrepreneurship and innovation and competition among the youth as well as solving the unemployment crisis and the consequent economic and social problems.

Saudi Arabia economy was adopting oil-revenue as a main source for the state's income. For several decades the dependence of Saudi society on the government contributed to the erosion of the culture of entrepreneurship. However, due to economic and global challenges, Saudi Arabia has inaugurated various initiatives to promote entrepreneurship with meticulous attention to its role in increasing the national GDP of the country. With introducing KSA vision of 2030, the government formed an effectively regulatory environment of entrepreneurship by creating Public Authority for SMEs. The new released public authority will organize and activate entrepreneurship sector. It aims to raise the proportion of its contribution to the gross domestic product from 20% to 35%, indicating that SMEs currently make up more than 99% the number of affiliated enterprises in Chambers of Commerce.

Despite the delayed attention to SMEs in the Kingdom compared to other advanced countries, the new orientation of the government under the national transformation program and KSA vision 2030, which aims to diversify sources of income, emphasizes the major role expected of entrepreneurship sector in supporting the national economy, accelerate development, and diversify sources of income and the expansion of the productive base and increase exports, creating new job opportunities for young Saudis, and the opening of new job markets (Balkiene and Jagminas (2010), Almari and Hamzawy, 2013). Therefore, the main idea of this article is directed towards the disclosure of the significance of the KSA government

policy in support and accelerating entrepreneurship sector.

Although the theme of stimulating entrepreneurship increasingly discussed, research of the role played by government is still fragmented (Almobaireek and Alshumaimeri, 2011). In addition, there is a lack of research exploring the role public policy to the promotion of entrepreneurship. In this case study, the authors followed a descriptive approach in the research through the theoretical reviews of studies that examine mentioned field. This research is limited to the development of current case study on the theoretical side of entrepreneurship and develop a model derived framework of the previous literature identifies ecosystem parameters (Entrepreneurship system) in the KSA, to be developed in the future to include the assumptions for statistical measurement.

Current Challenges

Saudi Arabia has achieved significant economic and social progress over the past several decades. However, the world economy is changing, and Saudi Arabia needs a fundamentally new economic model in order to become a high-income nation. The impact of oil prices plunge in all of the GCC regional economies reflected in budget and revenue reduction. In addition, the government's spending has been abolition of support and tightened in all areas due to deficit in the budget. National economy fiscal position is arguably unsustainable while global competition for markets is increasingly intense. In response, Saudi Arabia released the National Transformation Programme (NTP 2020) which represents a marked change in approach. NTP 2020 goals are focused on raising the efficiency of spending and achieve fiscal balance, by identifying strategic objectives and targets of the participating parties, which is to translate these goals into operational initiatives. NTP 2020 focuses on key growth engines or National Key Economic Areas (NKEAs). It relies heavily on private sector-

led growth, describes very specific investments and policy actions and has a clear transparent implementation roadmap with strong performance management.

Saudi Arabia takes into consideration the promotion of joint work between the various government agencies to achieve national objectives. Primarily to generate more than 450 thousand jobs in the non-governmental sectors by 2020, and contribute to the strengthening of partnership with the private sector, which will provide 40% of government spending on initiatives. The third objective of NTP 2020, is to maximize local production through the resettlement of

more than 270 billion riyals of products and services. NTP 2020 distributed work of the national shift to the five stages, starting with an inventory of challenges program mechanism, through the development of supportive initiatives annually, and the development of operational plans, promoting transparency and access to the review and continuous improvement. NTP 2020 will work on non-oil export subsidies and support for the knowledge economy. It targets economy reform by expanding the privatization program of public organizations, which will generate income for the government.

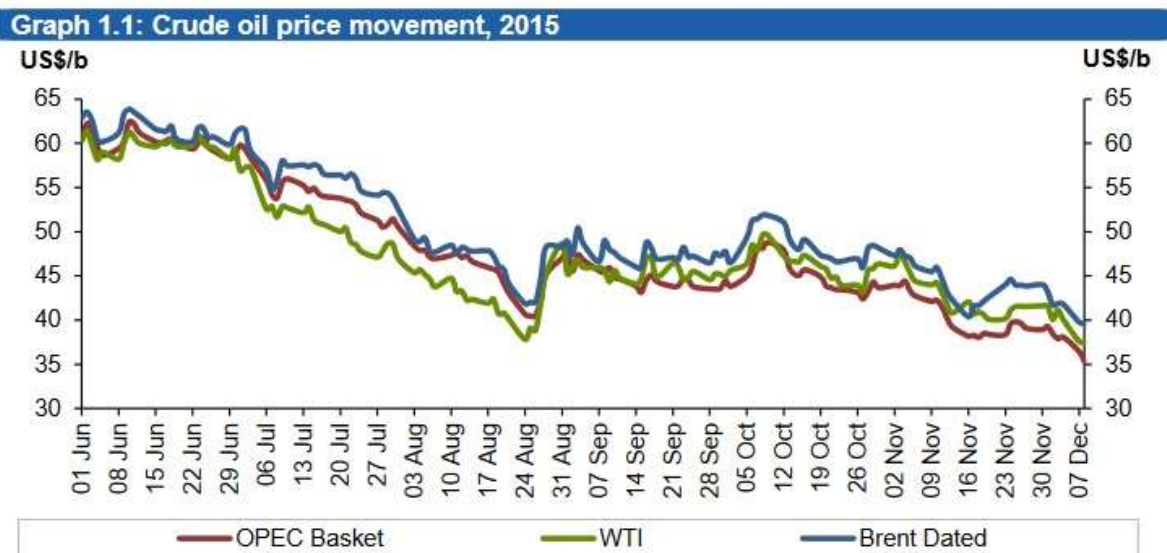


Figure 1: Oil price plunged is key challenge to Saudi economy (OPEC, 2015).

1. A sharp decline in oil prices by about 60%, given that oil revenues represent more than 90% of the Saudi budget, for being the largest oil exporter in the world, at a rate of 8 million barrels per day, with a maximum output capacity to 12.5 million barrels a day. And it limits the drop in oil prices from the state's ability to cope with the drop in price over the long term, as the Kingdom depends on oil revenues to fund its budget expansion, which covers the huge payments big and spending, as well as privileges, such as subsidized fuel and provide a large number of jobs in the public sector Saudi citizens.

The resulting drop in oil prices to reduce Saudi Arabia's ability to maintain spending levels on the inside as it is, and also may affect the policies abroad, though it has a reserve of foreign exchange estimated at 737.7 billion dollars. Saudi Arabia is under pressure due to lower crude oil prices which has led to sell a stake of 49 percent of Aramco to the public. It is an attempt to generate additional income to the government to raise about \$ 100 billion from the IPO. The government of Saudi Arabia is looking to diversify its sources of the income and demanding to do more to avoid oil-income dependence.

- The rise of unemployment in Saudi Arabia. The unemployment rate has increased from 9 to 12 per cent which poses a major threat to the state's social stability (GAS, 2016). The young population rate constitutes 60 per cent of the Saudi population which puts the government under pressure to decrease the rate of unemployment 9 % by 2020 (Figure 2). Unemployment reduction represents one important pillars in Saudi Arabia vision 2030. The vision also includes the national transformation programme (NTP) 2020, which have executive steps to reduce the unemployment to 5 percent.

To dispel the fear of social unrest due to unemployment, Saudi Arabian

government has taken additional steps for unemployment situation. This includes releasing General Authority for Jobs Generation and Anti-unemployment, higher allocation of funds in the budget for education and training. Furthermore, the government has created "Hafiz" a Saudi unemployment subsidy programme and Saudization. It worth to mention that Saudi labour market suffers from a number of distortions such as high foreign employees, mismatching between private sector requirements and Saudi job seekers, disparity between the Saudi and non-Saudis in terms of wages, work hours and personal skills (Jadwa, 2016).

الجملة Total			متعطلون Unemployed Persons			مشتغلون Employed Persons			فئات العمر Age Group
جملة Total	إناث Female	ذكور Male	جملة Total	إناث Female	ذكور Male	جملة Total	إناث Female	ذكور Male	
38,351	5,942	32,409	16,915	3,780	13,135	21,436	2,162	19,274	19-15
616,060	167,053	449,007	243,286	122,184	121,102	372,774	44,869	327,905	24-20
1,214,824	342,148	872,676	270,720	191,827	78,893	944,104	150,321	793,783	29-25
1,093,276	263,771	829,505	113,708	88,556	25,152	979,568	175,215	804,353	34-30
941,774	237,362	704,412	34,375	25,474	8,901	907,399	211,888	695,511	39-35
652,857	138,156	514,701	8,547	6,463	2,084	644,310	131,693	512,617	44-40
537,911	83,983	453,928	3,921	1,030	2,891	533,990	82,953	451,037	49-45
305,329	25,345	279,984	1,885	0	1,885	303,444	25,345	278,099	54-50
160,856	6,994	153,862	427	362	65	160,429	6,632	153,797	59-55
64,606	1,660	62,946	0	0	0	64,606	1,660	62,946	64-60
89,519	2,988	86,531	0	0	0	89,519	2,988	86,531	65+
5,715,363	1,275,402	4,439,961	693,784	439,676	254,108	5,021,579	835,726	4,185,853	الجملة Total

Figure 2: Saudi Labour Force by age and sex (GAS, 2016).

Alternative Solutions

In the light of the challenges mentioned in the previous section, the key initiatives of innovation and entrepreneurship are presented and discussed. These initiatives aim to contribute effectively to transform the national economy into a knowledge-based economy. This will support the development of innovation system and entrepreneurship to promote diversified income sources for Saudi Arabia.

In October 2015 Saudi government approved to establish Public Authority for Small and Medium Enterprises (SMEs). Its role is to organize and support SMEs sector in the kingdom according to the international practices. In addition, authority of SMEs should raise sector productivity and increase its contribution to national GDP. This is expected to lead to generate more job opportunity and creation of employment opportunities for national workforce and technology localization.

SMEs have a vital role to contribute the local economy by covering new areas of productivity. It will help to generate more jobs for Saudis by increasing the number of ownership and promoting hiring national employees. Despite its economic power, SMEs still the least contribution to the overall GDP compared with the situation in most of the developed countries. According to recent statistics in (2015) Saudi Arabia has shown a relatively low contribution from the SME sector, in terms of GDP and employment rate (Jeddah Chamber, 2015). The contribution of SMEs to GDP stands at 33%, which is low compared to the most developed economies. Spain and the US SMEs contribute to 64.3% and 50% of GDP, respectively. However, it is higher compared to most of the GCC countries. Oman and Bahrain SMEs contribute to only 14% and 28% of GDP, respectively (Figure 3).

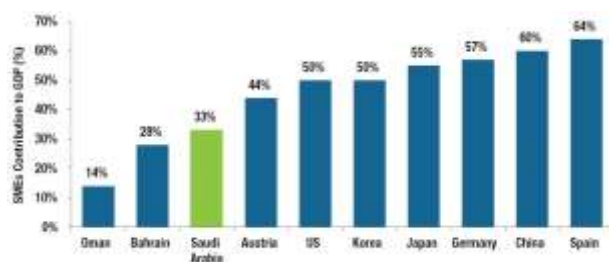


Figure 3: SMEs contribution to GDP (source: Jeddah Chamber, 2015).

Entrepreneurial ecosystem drives local economic vibrancy and national economic growth. The process of developing an enabling ecosystem for entrepreneurship has received considerable attention from government and academics (Figure 4). Entrepreneurial ecosystem has various factors which affect entrepreneurship success. It is an efficient method to identify the factors shaping the rise of entrepreneurship in a society. Secondary data were applied to ensure a more generic understanding of entrepreneurship ecosystem in Saudi Arabia. It is a tentative framework to better understand entrepreneurial environment components to flourish and success. The contribution of entrepreneurship to national economy

depends on the way to deal with the entrepreneurs, and the creation of an integrated environment to supports a comprehensive system. The system helps entrepreneurs from early stages of building start-ups businesses until it can flourish and participate in the entire economy sector.

Creating entrepreneurial ecosystem can help in economic crises. SMEs showed successful opportunities by creating jobs for young people with less costs. Therefore, government provision of appropriate legislative environment to invest in young ideas could stimulate the development of SMEs, instead of attracting major investments. Studies show that the greater reliance on SMEs can contribute to the economic growth (Al-Ansari, 2014). A recent report of GEDI (2017) presents that USA is at the forefront of most countries in supporting entrepreneurship, followed by Canada and Australia Sweden and Denmark, and on the Arab level, Qatar ranks first "to focus on scientific research clearly" followed by the UAE and Oman, Saudi Arabia, Tunisia, Lebanon, and occupies Egypt ranked last in the Arab states and the late states on the index which come in the order 95 of the total 121 countries around the world.

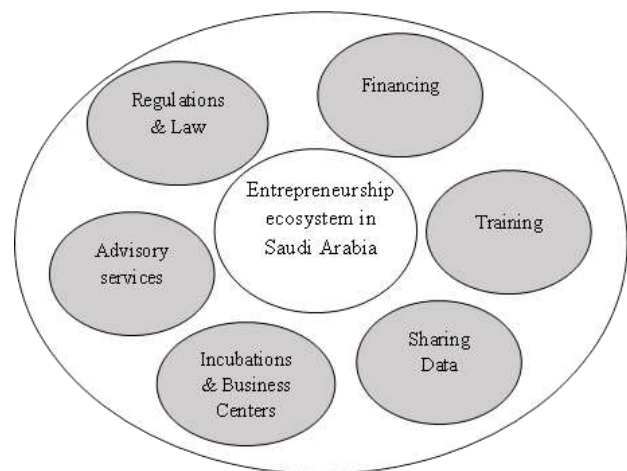


Figure 4: Proposed Entrepreneurship Ecosystem in Saudi Arabia (source: Authors).

- **Regulations and Laws:** The business environment, which encompasses SMEs, is subject to a set of rules and regulations which govern the way

various institutions operate. Accordingly, entrepreneurs are highly encouraged to familiarize themselves with those relevant rules and regulations, which include but are not limited to following: SMEs Authority, Ministry of Commerce & Investment, Ministry of Labour and Social Affairs.

- Finance: As a part of accelerating finance to SMEs, there are more than 30 government and private institutions. For example, Kafalh is SMEs loan guarantee government programme which maintained ongoing key role in supporting throughout the kingdom. In the 9th year of its inception, the Programme's performance was remarkably exceptional in 2015, during which KAFALAH Management approved 4,007 guarantees in contrast with 3,612 guarantees in the previous year, a growth at rate of 11%. The value of these guarantees totaled SR 1,820 million compared to SR 1,688 in the previous year, representing a growth of 8%. Credits provided by KAFALAH's participating commercial banks to SMEs during the year amounted to SR 3,723 million in contrast with SR 3,462 million in the previous year, an increase of approximately 8% (SIDF, 2015).
- Training and development are provided to entrepreneurs in educating them in courses such as creating business model, business plan, feasibility studies and consultation. The Centennial Fund is one of the non-profit bodies which offers a wide range of services for entrepreneurs. The Fund aims to help Saudi youth (males and females) to establish their own businesses. Entrepreneurs also receive the facilities, training, mentoring, in addition to the funding necessary to establish their projects.
- Sharing Data: data is becoming increasingly more important in entrepreneurship society. It is essential to have access to information or data for entrepreneurs. Researches are stressing

on having accurate information and statistical data for entrepreneurs. This will enable them to take decision, startup-business, help entrepreneurs to solve problems and lead to economic growth. There are government bodies which provide data services to entrepreneurs. This is done through sharing publicly available data resources freely such as General Authority for Statistics, Communication and Information Technology Commission and Chambers of Commerce.

- Incubation and Business Centres: Saudi Arabia government seeks to support entrepreneurs with innovative and promising ideas. For that, it established incubations to support entrepreneurship flourishing in the country. Incubation and business centres such as Badir Programme offers various services for entrepreneurs. Recently, the programme releases "Business Accelerator" which aims to accelerate the growth process for entrepreneurs and star-ups businesses. Business Accelerator initiative accompanied by a continuous guide for entrepreneurs' success through a 100 day plan. This plan include training, follow-up, counseling and advisory services to entrepreneurs. It ensures access to positive results contribute to enhancing the national economy, and to increase productivity and provide more job opportunities for Saudi youth.
- Advisory services: SMEs Authority implement guidance and advisory services through a wide range of platforms. These services have an active role in the training and rehabilitation of entrepreneurs to raise their level in knowledge and entrepreneurship. In addition, the Centennial Fund offers advisory services to entrepreneurs through "Ershad Programme". It is a service which contributes to raising the quality of counseling services to entrepreneurs, through selection of mentors from the owners of the

appropriate scientific and practical competences.

On the other hand, the ministry of Education has a number of initiatives in this direction in terms of technical valleys emanating from universities. It founded and organized the exhibition of higher education as well as scientific conference for students in innovation and entrepreneurship. Universities are essential incubator for Applied Scientific Research. It is necessary for universities to teach entrepreneurship because of its great importance in the adoption of innovation, creativity and professional concepts in business performance. Studies have shown that the proportion of the possibility of establishing a start-up business for those who are studying entrepreneurship equal to four times those who do not teach entrepreneurship, as published statistics showed that the proportion of universities that teach material entrepreneurship is high in the United States and European universities, where up to 85%, while the drop in the developing nations to less than 10% (Keat et al., 2010).

Universities have a pivotal role towards the concept of entrepreneurship as a way for the future development of economy sustainability. King Salman Institute was established in King Saud University to adopt a program for Entrepreneurship. It aims to promote the concept of entrepreneurship and innovation among students and community members to motivate them for self-employment. The institute supports and cares of the dissemination of research-oriented activation of entrepreneurship and to provide programs for the development of community members' abilities and rehabilitation for the management of the pilot projects. It contributes to achieving the objectives of the national development plan and courses regarding the development of small enterprises as well as to take advantage of local expertise and international experiences in the field of entrepreneurship.

Recommendations

The following recommendations that are related to the proposed Entrepreneurship ecosystem will help decision makers in government authorities and private organizations to enhance SMEs sector. Government authorities such as ministry of commerce and investment, ministry of labour, regional municipalities, and chambers of commerce should facilitate the procedures of establishing SMEs and remove all obstacles that prevent entrepreneurs from having their own businesses. To achieve this goal, they can list the new business opportunities that are ready for licensing, supporting, and funding in their websites and also in the national newspapers with all contact information that should be clear and easy to access by entrepreneurs. The newly established national authority for SMEs is a very successful step in the right direction. Hopefully it will play a major role in organizing SMEs sector.

Provide appropriate financial support and facilitate procedures for obtaining funds and work to attract funding through cooperation with donors and businessmen who are interested in supporting small and medium enterprises and reform the financial system to support SMEs by assigning part of the country's budget for supporting SMEs sector.

Provide appropriate training for entrepreneurs who are interested in establishing their own businesses. Additionally, universities should design entrepreneurship and innovation management courses and attract competent academic faculty to teach these courses in scientific and practical ways in order to generate qualified entrepreneurs who can handle their own businesses successfully.

Market research can provide entrepreneurs with substantial information about consumers and markets. But unfortunately it is very expensive for small start-ups to buy professional market research. Therefore,

government authorities such as ministry of commerce and general authority for statistics should conduct the necessary market research and provide those start-ups with the required data that help them in understanding the market before, during, and after establishing their businesses.

Protecting intellectual property rights (IPRs) is crucial for developing economies that work on catching-up industrialized countries. Saudi patent office is responsible for granting protection documents for inventions and layout design of industrial innovations. But the office still needs to facilitate the patenting procedures. Fagerberg and Srholec (2008) used factor analysis to measure the technological capabilities for several countries. They used number of patents in each country as indicator for its technological capabilities. The results of their work suggest a significant association between number of patents in a country and its overall economic development state.

Finally, openness to foreign direct investment (FDI) is one of the most important elements that facilitate technology transfer across countries borders. Countries such as South Korea, China and some European countries encourage foreign direct investment resulting in a boom in their economies after they were considered as poor countries in the sixties and seventies of the last century. South Korea for example adopted “imitation” as a route for innovation. Kim (1997) conducted an in-depth study of more than 200 Korean companies. He mentioned in his book titled “imitation to innovation” that the Korean giant Samsung imitated many European and American technologies resulting in the current economic prosperity and high Korean GDP per capita.

Saudi government should support foreign direct investment and facilitate cooperation between local and international companies and work hard to brand the country as the destination of choice for FDI. That is one of

the important elements of the Saudi Vision 2030 and the National transformation Programme 2020. Hopefully this vision will transform the country from oil-dependent economy to knowledge-based economy.

Conclusion

Saudi Arabia is a large country with diverse demographic population, 60 per cent are young seeking employment. The government has realized the roots of the basic problems and made appropriate reforms, mainly in the areas of administration, economy, and labour. There is no doubt that the most important elements of KSA “Vision 2030” is the SMEs with the partnership of private sector investment. The world is witnessing a significant acceleration in the rate of participation of SMEs in exports, for example, in the European Union it constitutes 35 per cent of exports, in India 40 percent, in China more than 50%, while in Saudi Arabia it is still less than 1%. The contribution of SMEs in the KSA GDP is 600 million riyals which needs to reach four times according to “Vision 2030”.

Public policy plays an important role in building a favourable environment for the development of entrepreneurship with a view of achievement of sustainable economic growth and wellbeing of society. Therefore there is a requirement to strengthen the public sector’s initiatives in area of innovative entrepreneurship. The study underlines such main fields of public policy actions as entrepreneurial culture, education, investment, regulation and other environment conditions. Innovative entrepreneurship should be the new direction for further researches in the innovation area. It is important to pay attention not only to the meaning and significance of this concept, but also to analyze how it interacts with other elements within the framework of innovative entrepreneurship and what is possible to do in public policy area for its development.

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The Adrenaline Innovation : A Human-Centric Approach

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Abstract

Human are the only creation to lighten up the self-imaginative thinking power and have the conversion capacity of imagination in to useful innovative products or services.

Innovation is the key for the modern life & future. Innovation varies from small to big. Incremental, breakthrough, disruptive & transformative.

This paper provides guidelines for continuously producing disruptive/transformative innovations through heating up the inhibition of the enormous imaginative power and the mental & physical capabilities of human by perceiving the concept of adventurous acts and the similarities between invention & the adventurous act.

Adrenaline is a hormone and a neurotransmitter the body releases in large quantities during the time of stress. Although everyone produces adrenaline in response to stress, some people crave the process, while other people find an adrenaline dump stressful and uncomfortable.

So people who crave the process of adrenaline stimulation are the adventurers and hence, the topic of this subject is titled as adrenaline innovation.

As stated above, this paper provide a method consist of ten process steps in order to achieve the disruptive innovation through heating up the inhibition of the enormous imaginative power and the mental & physical capabilities of human.

The ten Process steps are;

- 1. Inspiration from the Inventors*
- 2. Find the new you*
- 3. Imagine you own invention*

- 4. Do research*
- 5. Imagine yourself being there*
- 6. Share the feelings and get confident with the sponsors*
- 7. Believe on your guts, Prepare, Practice and be ready*
- 8. Do test, change if needed & redo test*
- 9. Announce (Pass or Fail)*
- 10. If Pass, Do adventure and Celebrate*

Key Words: *Innovation, Adrenaline Innovation, A way of disruptive innovation, Human centric approach for innovation*

Introduction

In order to continuously produce disruptive/transformation innovations, it is needed to inhibit the self-interest of the human towards innovation as well as it should contain wow factors.

It is well known fact that self-interest & wow factors are the key elements of adventurous acts such as adventurous journeys, jumping from the heights, climbing to the height, etc.,

Here, the concept is to perceive innovation as an adventurous act and inhibit the characteristics of adventurers to the innovators for producing disruptive /transformative innovation.

Moreover, history of science & invention took centuries to reach to the people which is really an adventurous journey as well as it reminds us the risks involved in such invention processes. So here, one of the common missing perception left out is that the invention are not seen as an adventurous act and the inventors are not seem us adventurers.

Literature review

Dyer in his book 'The Innovator's Method' mentioned "Have you ever come up with an idea for a new product or service that you thought would be very cool, but didn't take any action because you thought it would be too risky? Or maybe you just didn't know how to take the next step? Or at work, have you had what you thought could be a big idea for your company—perhaps changing the way you develop or distribute a product, provide customer service, or hire or train your employees? The fact is, most of us have these kinds of ideas at one time or another. But neither we, nor our companies, are very good at taking advantage of them. Why? Because typically there is significant uncertainty around whether these ideas will work. They are risky. And most individuals—and especially companies—are programmed to avoid risk. But what if you could take much of the risk out of it? What

if you knew a process to quickly test and validate whether the idea had merit?"

Dyer, Gregerson and Christensen in their book 'The Innovators DNA' mentioned "Innovators have the courage to innovate: which consists of challenging the status quo, and being willing to take risks. Innovators have an important cognitive skill: associational thinking, or synthesizing novel thoughts by connecting diverse inputs and fields. This cognitive skill can be sharpened by four behavioral skills: questioning, observing, networking and experimenting.

Five chapters in the book are devoted to these skills. I have summarized these principles and activities, along with some examples, in Table 1 below; the full chapters make for a more detailed and interesting read of course.

Table 1: The Innovator's DNA: Skills and Tips

Activities	Examples	Tips
Skill: Associating		
Creating odd combinations; zooming in and out to get details and broad perspectives; 'lego' thinking to graft ideas	Marc Benioff's invention of Salesforce.com as 'enterprise software meets Amazon,' and Chatter as 'Facebook of business communication;' Google connecting academic citation models to Web search; cities as hubs of the Medici effect; TED conferences; Steve Jobs' cross-industry vision; Indra Nooyi's diverse experiences	Force new associations (connect random concepts); think of alliances with random companies; generate metaphors; build a curiosity box (eg. IDEO's Tech Box)
Skill: Questioning		
Asking questions to describe or disrupt the territory: what is, what if, what caused, why, why not	Provocative questions about business rationale/details (Orit Gadiesh, Bain), probing questions about customer wants (A.G.Lafley, P&G), packaging of new games (Mike Collins, Big Idea Group), Five Why's (Taiichi Ohno, Toyota), HLL's rural marketing with self-help groups; JetBlue's e-tickets	Engage in question-storming in groups; cultivate question thinking; track your Q/A ratio; keep a question-centered notebook
Skill: Observing		
Observe customer tasks and better ways to do them; observe tech and companies	Ratan Tata conceptualization and marketing of the Nano; Scott Cook's design of QuickBooks; Chuck Templeton's business OpenTable.com; Corey Wride's language teaching model for MovieMouth.com; Gary Crocker's design of surgical tools	Look for surprises and workarounds; observe customers and companies; observe with all your senses; travel to new places
Skill: Networking		
Idea networking (not just resource); meeting people from different	Joe Marton's use of Malaysian mangosteens to create the drink Xango in the US market; Kent Brown designing ceramic materials by learning from films and	Expand your network diversity; mealtime networking; conferences; start a creative

backgrounds; tap outside experts and commoners	sperm freezing industry; European transportation expert learning from beekeeping conferences; JetBlue buying satellite TV company; Google and P&G swapping employees	community; form a group of confidante experts and peers
Skill: Experimenting		
Taking apart products and processes; prototyping and pilots; immersing in new experiences	Amazon's evolution from books to full product ranges, Kindle, cloud; Michael Dell dismantling PCs; Virgin Group's evolution from music to planes; Apple's product evolution; Nate Adler's scuba experience in designing winter jackets; Max Levchin and Peter Thiel's founding of PayPal	Travel to new countries and cultures; go trendspotting (eg. Chris Anderson's books); read about other disciplines; dismantle products; test new ideas

Inquiry-based living and learning means one should not be afraid of looking stupid by asking dumb or uncomfortable or controversial questions: which can be a problem in some cultures, the authors observe.

Mistakes are nothing to be ashamed of for an innovator. IDEO's slogan is to 'fail often to succeed sooner.' Google defines 'good failures' as ones where you know why you failed, where you learned relevant knowledge for the next project, and which are not big enough to damage the brand."

Mr. DeGraff in his book 'Innovation You' reveals's unique four-step program to bolster your ingenuity and remake your life. From forging ahead in a new career to losing weight to finally pursuing that long-held dream, DeGraff's strategies are effective and easy to follow.

- Rethink Innovation: Find ways to think outside the box, seek out diverse opinions, and pay attention to the next great trend.
- Rethink Your Approach: Use the Competing Values Framework to identify your natural innovation profile—do you compete, collaborate, create, or control?—and then deliberately draw from the other styles to augment your usual tactics.
- Rethink Your Methods: Put your reinvention plan in motion—set specific, realistic, and meaningful targets, cultivate relationships with relevant mentors and experts, and try alternate methods to achieve your goals.

- Rethink the Journey: Understand that innovation is a process and that progress comes in cycles rather than a quick straight line. Accept uncertainty, question assumptions, and acknowledge areas where you can improve.

Full of invigorating ideas, engaging anecdotes, practical wisdom, and inspiring success stories, Innovation You is your personal road map to reach your highest potential—and experience a bold new way of living."

Research Methodology

Problem/Challenges

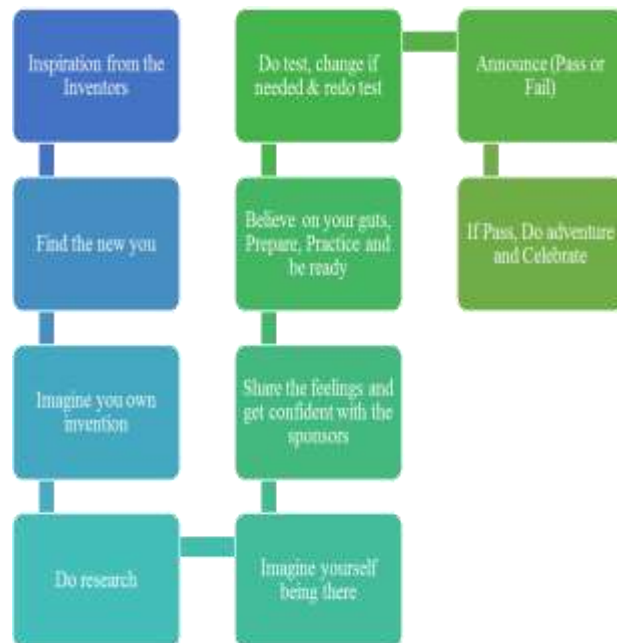
Disruptive & transformative innovations happens rarely comparative to the incremental & breakthrough innovations due to various reasons such as;

- Routine Life: Time bound routine works, even no time for the realization on the right 'way forward'.
- Innovation Management Skills: Funding problems, deficit knowledge & skills, poor management of projects, etc., which stays at high interest on populating of ideas rather than implementation.
- Non creation of innovators: No emergence on gap analysis & inhibition of traits of innovators to the people through trainings and competency improvements.

Solution

Many common points merge between the traits of innovators & characteristics of adventurers and the process of innovation & the process of adventure.

So the main concept is to provide a guidelines or process steps derived from merging both the traits of innovators/inventors & adventurers for producing disruptive/transformational innovation which is detailed as below;



1. Inspiration from renowned Inventions

Inventions always amaze us and reading or studying or researching about the inventions build up self-motivation and inspiration of the same possibly stimulates connecting many issues and generation of new ideas. So inspiration from the renowned invention is very important step as well as a beginning step for innovation.

Example: The compass

Ancient mariners navigated by the stars, but that method didn't work during the day or on cloudy nights, and so it was unsafe to voyage far from land.

The Chinese invented the first compass sometime between the 9th and 11th century; it was made of lodestone, a naturally-magnetized iron ore, the attractive properties of which they had been studying

for centuries. (Pictured is a model of an ancient Chinese compass from the Han Dynasty; it is a south-indicating ladle, or *sinan*, made of polished lodestone.) Soon after, the technology passed to Europeans and Arabs through nautical contact. The compass enabled mariners to navigate safely far from land, increasing sea trade and contributing to the Age of Discovery.



Tools/Methods: A. Google/You Tube as a source to search of history for inventions. B. Famous books such as *"The Wizard of Menlo Park: How Thomas Alva Edison Invented the Modern World,"* by Randall Stross, *"1001 inventions that changed the world"* by trevor baylis.

2. Find the New You

It's a Preparation of Mind and Heart for Invention. Knowing yourself is the beginning of all wisdom. Who you are; what is your capability: what you can bring to this world. These are the common questions to find the new you as well as some tools as mentioned here are useful to derive yourself for the preparation for the innovation.

Example: Edison was a goal oriented individual, part of his goals was to come up with a major new invention every six months, and a minor invention every ten days.

Tools/Methods: A. Self SWOT and TOWS Analysis. B. Set Self SMART Goals. C. Fish bone diagram for your long time persistent problems, D. Self-Survey, E. Desire Map, F. track yourself by imood app., G. Self-Love Program, etc.,

3. Imagine Your Own Inventions

Imagine any as your own sometimes different from what you're familiar with.

Anything is possible. Some of the tools mentioned here are useful for stimulating new ideas / imagination.

Tools/Methods: A. Combining techniques of Current Trend Elements for imagination Such as social, mobile, location, gamification, etc., B. Global Challenges as a reference for imagination to find solutions. C. Cost-Convenience Diagram of People's current use of products/services.

4. Do Research, Develop & Choose based on your desired attraction.

Call your friends / colleagues/vendors to part in on your idea if required. You're your own time and do some research of adaptability of the idea.

Tools/Methods: A. PICK chart for choosing the priorities of your imagination, B. Hypothesis formation & Survey Monkey/Interview technique with the people. C. Keeping Up to Date Alert Services/Apps D. Online Links

5. Imagine yourself being there

Imagine that you done it that means you created an innovative product or solution and imagine being in front of things like crowds, commercialism, and that general sense.

Tools/Methods: A. Time Stamp diagram B. Selfie Videos/voice over assuming you are being appreciated for fulfilling their needs or making them happy.

6. Share the feeling

Share your feelings of your imagination to sponsors and get clarified till reaching sponsors confidence. Sometimes it can be business models or prototypes or Minimum Viable Products (MVPs)

Tools/Methods: A. Use Voice Over/Videos on your own language of your imagination B. Use Prezi/powtoons to express your idea. With Step 5 evidences C. Create Prototypes/MVPs

7. Believe on your guts, Preparation & Practice and make yourself convenient

Be brave & Obtain necessary training and skills and make yourself convenient to the next step.

Example: The incidence of Edison's 'great plant' that was razed down by fire is one major challenge in the life of Edison worth mentioning. while the fire was still on, he was said to have called his employees together and told them "we are rebuilding". Speaking further, Edison maintained "we can make capital out of disaster.

Tools/Methods: A. Training Needs Analysis, B. Competency Gap Analysis C. Certification Programs

8. Do Test, change if needed and redo test

Do the pilot tests and change if needed and redo test until the full confidence reached. There is no such thing as a failure- there are only unexpected outcomes which will provide valuable guidance for future works.

Tools/Methods: A. Team Formation Technique B. Contractual obligation for Partners/Supplier/Sub Contractor. C. Utilizing Creativity Labs

9. Announce (Pass or Fail)

Announce the result to the sponsors.

Tools/Methods: A. Events B. Workshops C. Emails/Posters D. Video stories

10. If Pass, Do Adventure (Final Test) and Celebrate

Provide sponsors the adventure (innovative products/solutions) date or dates of multiple deliverables and act upon. Celebrate with the team once done successfully.

Tools/Methods: A. High Level Plan B. Invitation Posters on Tests C. Following PM Standards

Results

To produce inventions and to utilize the human capability, the concept of adventurous act shall be implied as a human centric approach. So as to producing innovators having the ability of;

Be open: Go into an innovation with an open heart and mind.

Be receptive. And flexible. In all innovations, something may go awry. Change is the only constant in innovation and plans will undoubtedly have to adjust. Just know that, be receptive, be patient, and move on.

Be courageous. Consider innovation as “an exciting or very unusual experience; a bold undertaking.” it takes courage.

Be present. Live in the moment. Put your phone away. Turn off your email. Try not to think about what you may be missing out on. Don’t stress about work or travel. Be present in the moment happening around you.

Be reflective. Think of the challenging times, the wonderful times, and everything in between. Be grateful for the laughs, chats, deep talks. Be appreciative of your

surroundings and celebrate fellowship with friends and strangers alike.

Overall, Adrenaline innovation facilitates, any Idea / Imagination/Proposal fully coupled with the creator till it reaches to the reality use by enhancing the creator’s Self-interest, self-competencies. Risk Taking ability, Challenge facing, Doing Experiments, Exploring Capabilities, Research, Self-Discovery, being Unusual, Self-belief, being Happy, something is achieved, Inspiration to others and adding the WOW factors.

Implications for Future Research

Implication for future research shall be derived from through the Tools/Methods aforementioned solution in the research methodology. Moreover, modern Performance Management Systems can be integrated for summarizing the results through scores for each process steps.

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Factors Affecting Electronic and Mobile-Shopping Acceptance in United Arab Emirates and Malaysia

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Abstract

Purpose: The purpose of this paper is to examine how individual personality factors including functionality factors interactivity, psychological factors, usability and technology factors, and product/service characteristics can influence Malaysians in Kuala Lumpur and Emiratis in Dubai to adopt and use online shopping.

Methodology: A quantitative methodology approach has been conducted to collect 180 a questionnaire survey by adults Emiratis living in Dubai and 180 Malaysians living in Kuala Lumpur. A regression method was used to test the proposed hypotheses.

Results: The findings of this study supported the proposed hypotheses that are related to the factors could assist in achieving successful E&M-Shopping acceptance. Additionally, the findings highlighted the low awareness of users concerning government regulations and product return policies.

Practical implications: The results of this study showed that usability and technology factors significantly affected the consumers' acceptance of E&M-Shopping acceptance in Dubai and Kuala Lumpur. Therefore, the future technology in E&M-Shopping in both countries is expected to be enhanced and in turn, effective government initiatives will be reflected in the - GDP, and achieve the target of the UAE vision 2021 and Malaysian vision 2020.

Originality or Value: This study is one of the few studies that are conducted in Malaysia and UAE to examine the effect of

functionality factors interactivity, psychological factors, product/service characteristics, usability & technology factors, on E & M shopping acceptance.

Key Words: M-Shopping, E-Shopping, Consumer behaviour, Dubai, Kuala Lumpur

Paper type: Research paper

1. Introduction

Electronic commerce or more commonly referred to as e-commerce is defined as, 'any process that entails exchanging ownership of rights to use goods and services via electronically linked devices that communicate interactively within networks'. The most commonly used electronically linked device is the computer but sometimes microprocessors are also used for this purpose. In addition, the most important form of interactive method is the Internet (VanHoose, 2011, p. 7). Mobile commerce refers to the applications and services that are accessible from the Internet-enabled mobile devices. Mobile devices, such as phones or PDAs are the two main devices for carrying out mobile commerce (Agudo, 2009). M-commerce is not just about large telecom companies and financial institutions but also it is about a cluster of start-ups, each one trying to conquer a particular segment of the m-commerce value chain (Sadeh, 2003).

In general, terms and usage e-commerce and m-commerce mean more or less the same phenomenon except the viable difference as explained in the definitions given above. M-commerce is a relatively new business area

that is described as the method of online or E-shopping over portable and wireless devices (Mishra, 2004). M-commerce is an effective and efficient tool to deliver e-commerce to consumers from anywhere and at any point of time (Pagani, 2005). There are many advantages associated with e-commerce in the field of business; for instance, e-commerce has made a business process very simple and swift. It has provided the consumer with big platform to increase consumers or clients by offering products and services in an online environment. It is used mainly for carrying out business transaction in various organizations across the globe, etc. (Bhakkad, 2012). In contrast to many advantages associated with E & M-commerce, there are potential disadvantages as well. A few of the disadvantages include the compulsion of taking place of sales when the website is up and running. Others include a website that is offline or not working in a proper manner or the one that is slow or disorganized can drive potential consumers away in no time. The possibility of loss in business because some individuals will never like or choose to shop online. The risk of fraud in electronic payments as consumers are not able to see and touch goods in person before they make a purchase (Morley, Parker, 2014).

One of the most vital aspects of e-commerce is e-payment. As defined in general terms, e-payment is a form of a financial exchange that takes place between the buyer and the seller as a result of e-commerce means of communications. The development of the novel forms of e-commerce purchasing relationships and business models has made the way for new types of money exchange and new electronic payment systems, and means of payment delivery from consumers to vendors in the most effective and efficient way (Abrazhevich, 2004).

E-Shopping is a mode of communication through the consumer assistance terminal for providing price per item information for general consumers and having an item

transaction for consumers carrying valid consumer identification indication (Porta, 2014). Online shopping allows companies to provide information on the product and direct sales to the consumers (Wang, Li, Duan, Li, & Xiaoxi, 2007).

The present study is important and holds significance because it has been observed that the research on electronic Shopping regarding the acceptance of new technology has gained significant importance and popularity. In the current study, it is observed further that the acceptance of E&M-Shopping in the regions of the UAE and Malaysia is still in the early stages of development and most of the people in certain areas have not accepted E&M-commerce as part of their routine in daily lives. The scope of this study is to explore the individuals living in Dubai (city in the UAE) and Kuala Lumpur (the capital of Malaysia). The paper's limitations include its non-exploration of the whole or majority of the UAE and Malaysia.

The UAE government is taking initiatives to move towards implementing the e-government project, with the Ministry of Finance has begun to offer online services to the public through novel means of electronic services (called e-procurement). The e-procurement provides a mechanism for government organizations and businesses to make a transaction in an electronic mode. This is the first step taken by the Government towards e-commerce (Shalhoub & Al Qasimi, 2007). In order to make an inference from the statement mentioned before, e-commerce is not a widely used mode form of purchasing in the Middle East. Several studies have been carried out to probe into the basic infrastructure requirements for e-commerce in developing countries. In the context of Malaysia, the problems restricting the wider use of e-commerce include security concerns, payment issues, the Internet access issues and technical skills of workers (Becker, 2007). Both the regions of the UAE and Malaysia, as inferred from the

above facts, lag behind in the global race of E&M-Shopping.

There are five most commonly and widely used theories on online consumer behaviour and these include Expectation Confirmation Theory (ECT), Innovative Diffusion Theory (IDT), Technology Acceptance Model (TAM), Theory of Planned Behaviour (TPB) and Theory of Reasoned Action (TRA). The last two models/theories i.e. TAM and TRA are closely related. TAM is based on a well established theory in the consumer behaviour the literature, TRA. TRA assumes that consumers' behaviours are predicted by their intentions that are in turn predicted by their attitudes towards an action (Bidgoli, 2010). In accordance with the theories and models depicted in the

previous studies as well as the current situation in the UAE and Malaysia, several factors are identified with the help of the theoretical background in order to explore the dimensions that affect the online shopping behaviour of Emiratis and Malaysians.

In Figure 1, it is illustrated that the Internet users have been increasing throughout the world and the nations such as Canada, UK and USA were found to have the greatest the Internet penetration. Similarly, the UAE was found to be the second largest nation in terms of using the Internet with the percentage of 92%. In contrast, Malaysia, another key country considered in this research, was found with the relatively low percentage of the Internet users of (66%).

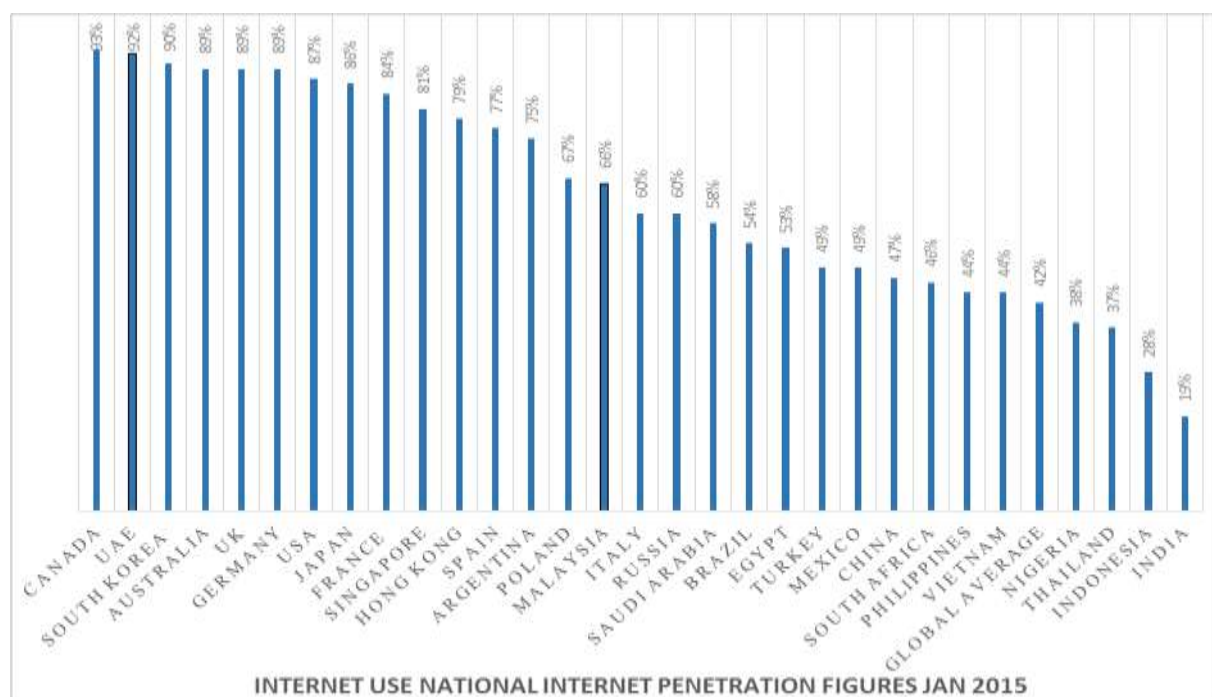


Figure 1: Internet users throughout the world (Kemp, 2015)

In Figure 2, it is illustrated that the Internet users access the Internet by using different devices like laptops, desktop PCs, and mobile phones. In this regard, the UAE was found to be the sixth largest nation in terms of using the Internet via laptops, desktop PCs, and mobile phones. Specifically, in the UAE, 5.1% of users access the Internet through laptops or desktop PCs, while 38%

of users access the Internet through mobile phone devices. In contrast, in Malaysia, 5.1% of users access the Internet through laptops or desktop PCs while 37% of users' access the Internet through mobile phone devices. However, it is indicated that use of mobile phones for using the Internet is high in both selected nations.

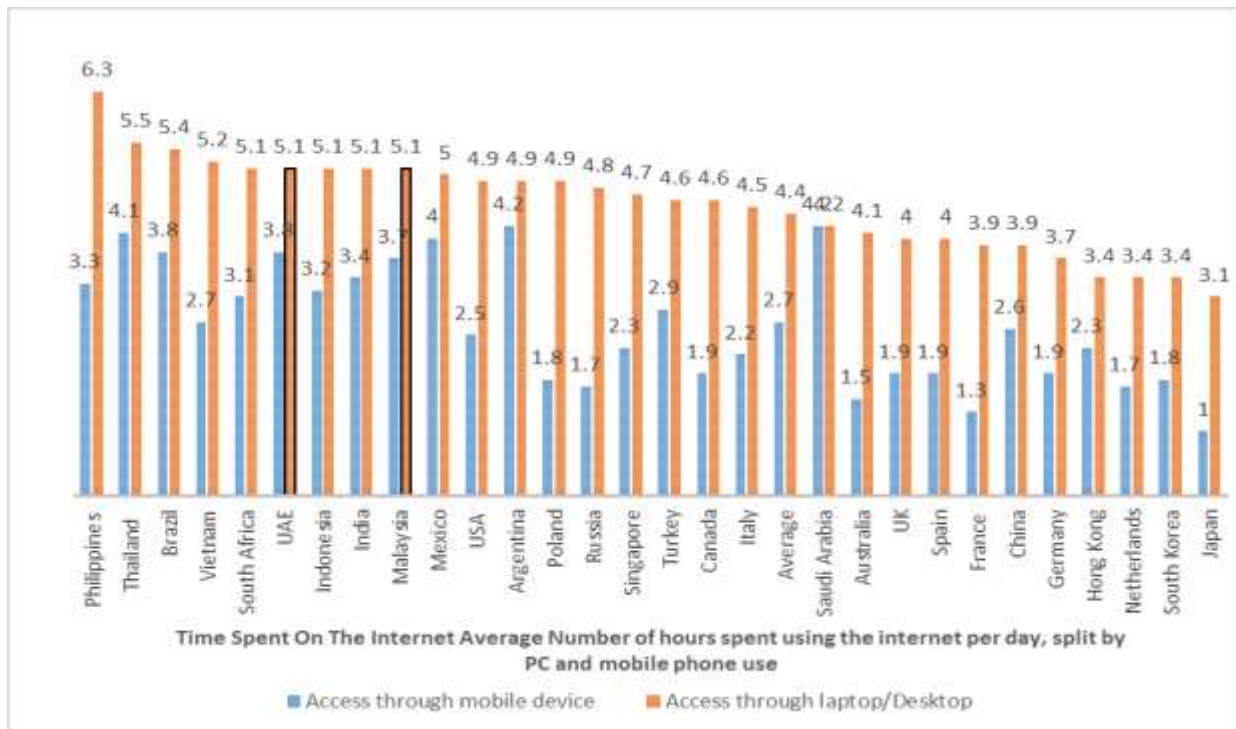


Figure 2: Time Spent on the Internet throughout the world (Kemp, 2015)

Figure 3 illustrates the percentage of e-commerce throughout the world. In this regard, UK, Germany, South Korea, and USA are the four largest nations leading other nations. In contrast, the use of e-commerce in the UAE and Malaysia is relatively low. More particularly, in the

UAE the percentage of e-commerce is only 45% while in Malaysia, it is only 37%. Moreover, it is indicated that the notion of e-commerce in the UAE and Malaysia is relatively weak as compared to the other nations of the world.

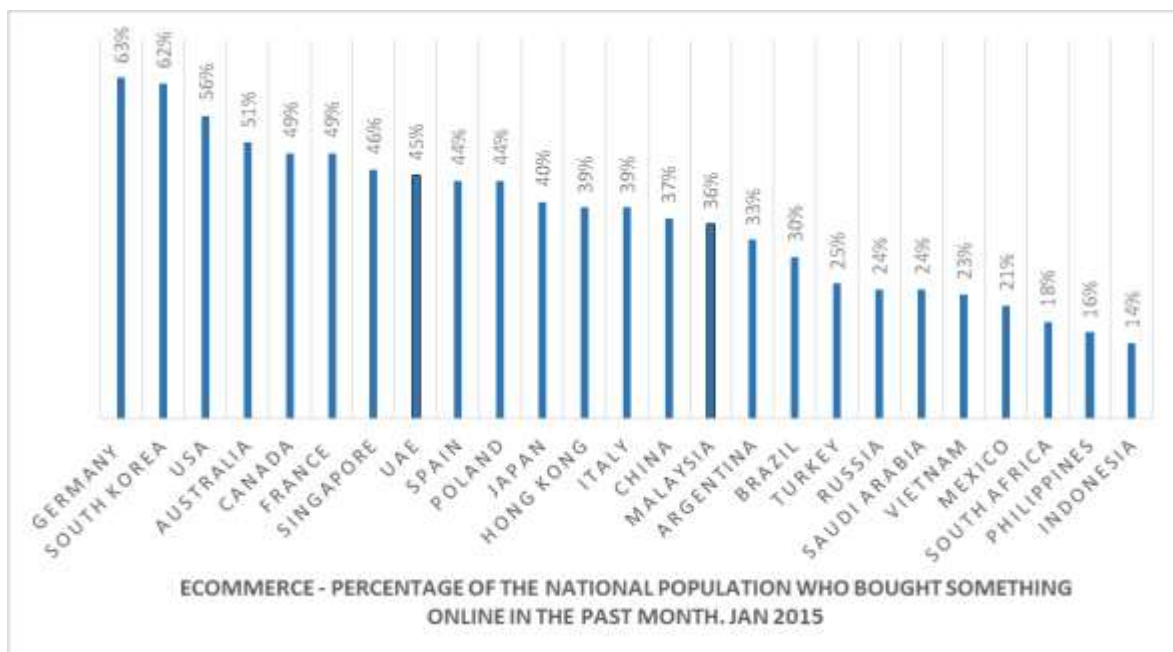


Figure 3: Percentage of E-Commerce throughout the world (Kemp, 2015)

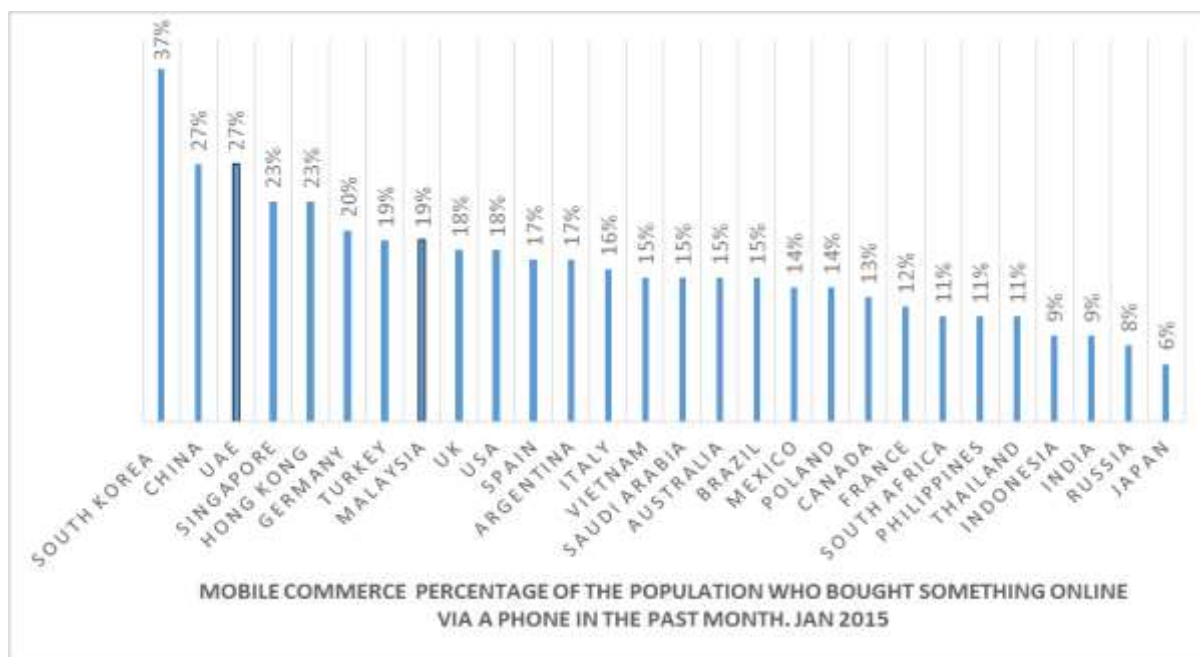


Figure 4: Time Spent on the Internet throughout the world (Kemp, 2015)

Figure 4 illustrates the percentage of m-commerce throughout the world. In this regard, South Korea and China are the two largest nations. In comparison, the use of m-commerce in the UAE is higher than in Malaysia. In the UAE, the ratio of m-commerce is 27% while in Malaysia, it is only 19%. Furthermore, it is indicated that the notion of m-commerce in the UAE and Malaysia is relatively low compared to the other nations of the world (Kemp, 2015).

The research was primarily motivated by the minimal use of online shopping by the Emiratis in Dubai and by Malaysians in Kuala Lumpur, compared to other countries that have accepted and adopted online shopping. The United Arab Emirates was recently ranked 23 and Malaysia ranked 32 among 143 countries in the Global Information Technology Report (GITRP) 2015, according to a study conducted by World Economic Forum (WEF) and INSEAD. As per the UAE vision 2021, the target is to become among the top 20 countries in this context. Also Malaysia's Government's vision 2020, the government aims "To realize Malaysia as a global hub and preferred location for ICT, Multimedia and Services for Innovation and Operations".

The paper desires to establish personality factors, which modify the behaviour of Emiratis in Dubai and Malaysians in Kuala Lumpur, towards the acceptance of online shopping, which in turn increases the competitiveness based on the resulting indicator defined in the national key performance indicators as Use of ICT by individuals, businesses, and government (The economic and social impact of information and communication technology).

2. Theoretical Background

The research concentrates on the current E&M-shopping market situation in Kuala Lumpur and Dubai; the proposed study framework investigates the research questions developed with the help of several prior studies to study the different aspects of the issue under consideration (Venkatesh.; Davis, 2000).

2.1. Technology Acceptance Model (TAM)

TAM was first introduced by Davis (1986) and was developed based on the Theory of Reasoned Action (TRA) in psychology research, which worked as a well-developed and tested behavioural prediction model

(Davis, 1989). TRA model has been successfully utilized by the researchers of mid 1970s in order to predict the consumer behaviour towards technologies (Shih & Fang, 2004). However, TAM suggested that how and when the different factors influence their decision whenever new technology has shown to the users (Davis, 1989). Notably, these factors are divided into two categories, i.e. Perceived Usefulness (PU) and Perceived Ease-of-Use

(PEOU) (Davis, 1989). Perceived usefulness (PU) shows the level to which an individual or a user believes that the use of specific technology would improve his/her performance, while Perceived ease-of-use (PEOU) shows the level to which an individual or user believes that the use of specific technology would be free from effort (Davis, 1989). The illustration of TAM is shown below:

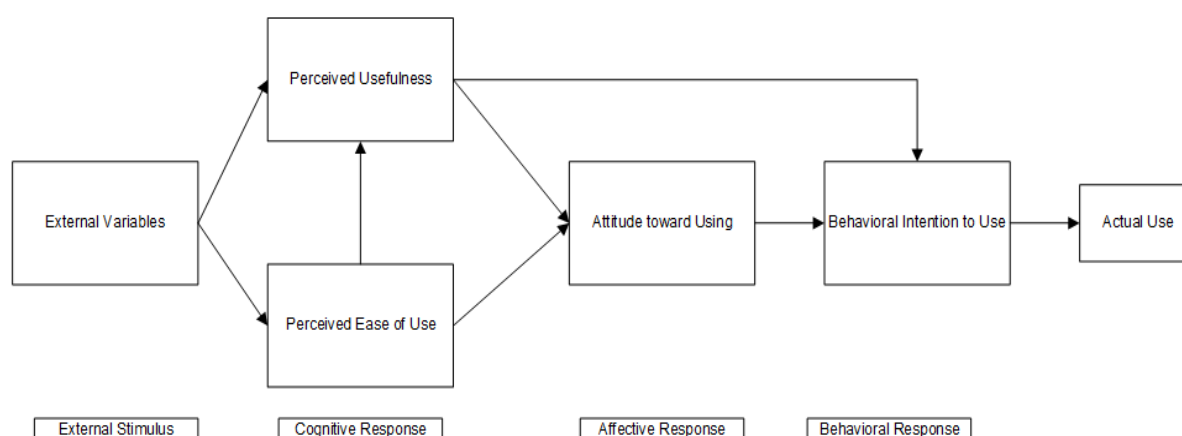


Figure 5. Technology Acceptance Model (Davis, 1989)

According to Bagozzi, Davis and Warshaw (1992), understanding emerging technology is important because,

“New technologies such as personal computers are complex and an element of uncertainty exists in the minds of decision makers with respect to the successful adoption of them, people form attitudes and intentions towards trying to learn to use the new technology prior to initiating efforts directed at using. Attitudes towards usage and intentions to use may be ill-formed or lacking in conviction or else may occur only after preliminary strivings to learn to use the technology evolve. Thus, actual usage may not be a direct or immediate consequence of such attitudes and intentions” (Bagozzi; Davis; Warshaw, 1992, p. 667).

Literature shows that TAM is the most famous and essential model to use in the area of E&M-Shopping adoption and acceptance of new technology (Kini, 2009;

Yaseen & Zayed, 2010; Tarasewich, Nickersonl, & Warkentin, 2002; Wixom & Todd, 2005; Wu & Wang, 2005) owing to the number of benefits associated with it. In fact, the model is effective enough to increase the acceptance of technology among the users and is able to assess the individual’s opinion and intention about future use of certain technology (Yaseen & Zayed, 2010). Furthermore, the use of TRA in TAM has been confirmed as effective in terms of understanding the different behaviours of technology users (Yang, 2005).

Despite its benefits, there are also criticisms directed towards it in the form of limitations in terms of adopting or motivating people towards the acceptance of new technology. According to Chuttur (2009), TAM has a limited explanatory and predictive power practical value therefore it can be implemented in any practical setting (Chuttur, 2009). Similarly, another study

argued that the TAM diverts the attention of a researcher from the important research issue creates illusion of progression in building knowledge and awareness (Benbasat & Barki, 2007). Bagozzi (2007). On the other hand, it is stated that TAM is a very general approach, which focuses on the individual users of a technology by covering only perceived usefulness and ease of use while the social processes of technological development and implementation have been ignored completely in the model (Bagozzi, 2007). Thus, it can be said that while adopting TAM as an approach to identify the behaviours of E&M-Shopping users, all limitations and lacking areas must be considered and addressed in this study so that authentic results can be acquired.

3. Hypothesis Framework

3.1. Factors Affecting the Acceptance of E&M-Shopping

3.1.1. Functionality Factors Interactivity/Convenient Shopping Environment

The interactive nature of the Internet or E&M-shopping environment allows online vendors to enhance the web experiences of visitors by presenting more personalized services and facilitates sharing experience and suggestions among online users. Interactivity can be enhanced by underpinning two key elements namely personalization and networking. Thus, interactive elements contribute to increasing positive behaviour of consumers towards online shopping by reducing uncertainty associated with online transactions (Saariluoma & Isomäki, 2009). The interactive facility also allows consumers to interact with vendors to ask questions or share opinions while using the website. For this purpose, online vendors use online helpdesks or support services. Networking, on the other hand, helps in establishing contact between consumers and vendors by means of active interface like user's forums, chat-rooms or bulletin boards. Moreover, these two interactivity components can be of

two types; i.e. interactivity with the online vendor and interactivity with other web users (Okonkwo, 2007). Online consumers want convenient shopping and support so that they can communicate with vendors in case of any problem with purchased products or services. This can be achieved only through interactive website design and associated components.

In contrast, interactivity becomes a greater challenge for web designers as they need to organize online and/or offline helpdesks, efficient reverse logistics, and expedient response to e-mail complaints and inquiries. Thus, in this case, good knowledge of consumer profile and needs is important for designers and online vendors. The literature shows that the users' forums, bulletin boards, chat rooms, guest books are the most essential web experience components (Constantinides, 2004). New way of peer-to-peer interaction i.e. music files exchange and web-logging are the key interactive elements, which are gaining popularity in the field of online commercial activities (Cravatts, 2014). Additionally, (Keisidou & Sarigiannidis, 2011) argued that the interactivity aspects of an online vendor appear to have the significant effect on online shoppers. Since, most of the consumers consider interactivity factors such as quick response, online representative availability, and wide collection of products, promotional offers, and fastest ordering and delivering process, when choosing online vendors, the following hypothesis is proposed:

H1. Interactivity has a positive influence on attitude towards E&M-Shopping.

H2. Convenient shopping environment has a positive influence on attitude towards E&M-Shopping.

3.2. Psychological Factors

3.2.1. Brand Reputation

Brand reputation also influences online shopping behaviour of consumers. It was revealed that the firms with well-established reputation, brands and products quality

usually have considerable benefit as compared to online novices and start-ups vendors or sellers. Also, high levels of awareness about brand and brand's good reputation provide flexibility to consumers to trust the company whether it is operating online or offline and diminish the needs of online consumers' demands for credibility or integrity credentials (Lee & Park, 2001). Moreover, in psychological factors, particularly in brand reputation, online trust related to transaction security and consumer data safety are the two key elements, which could affect the online sales of the business or prevent consumers to purchase products or services from a certain vendor. In contrast, it is found that online sellers lacking strong brand recognition and physical presence underestimate the importance of consumers' trust and consumers' online experience (Constantinides, 2004). From the above discussion, the following hypothesis is postulated:

H3. The consumers' attitude towards E&M-Shopping acceptance has a positive significant relationship with brand reputation.

3.2.2. Government Laws and Regulations

Government laws and regulation can be defined as the assessment of an organization regarding preparation of the nation state and its assistance to support, facilitate and standardize e-commerce and its several needs (Molla & Licker, 2005). Moreover, it was found that the role of government is considerable in promoting and distributing the advantages of e-commerce (Ajzen, 1991). The findings of the study conducted by Kamel (2006) show that the activities of government played significant role in accelerating e-commerce (Kamel, 2006). He argued that the government can provide a facilitating environment in which e-commerce can be executed to its full potential. Moreover, government can support online businesses by addressing all the problems and challenges related to

awareness, infrastructure development, local content creation and culture concerns associated with the online environment by the integration of effective policies and regulations (Kamel, 2006). For this purpose, the following hypothesis is proposed to be tested:

H4. Government laws and regulations have a positive effect on consumers' attitude towards E&M-Shopping acceptance.

3.2.3. Subjective Norms

To become a successful retailer in online environment, it is necessary to understand the purchasing behaviour of consumers. Besides, retailers must have sufficient understanding regarding the website's design and support so that they can efficiently meet with the consumers' data gathering and online shopping behaviours. Thus, it can be said that the visual stimuli and communication with the help of text and sound can positively or negatively affect the online needs and actions of consumers (Vijayarathy & Jones, 2000). This statement is widely supported by TRA as the theory posits that human behaviour is preceded by intentions based on consumers' attitude towards shopping behaviour and perceived subjective norms (Ajzen; Fishbein, 1980). Moreover, it was revealed that the consumers' attitude shows their favourable or unfavourable feeling towards performing online shopping. In the same way, subjective norms confine the perception of consumers regarding the influence of significant elements such as family, peers, authority figures, and media. In this area, consumers often act based on the thinking of what other perceive if they do so. Furthermore, subjective norms tend to be more significant at the early stages of implementation of innovative technologies when consumers have inadequate direct experience from which to develop behaviours (Taylor & Todd, 1995). Thus, at the early stage of behavioural development, online retailers have to keep in mind that subjective norms can influence the shoppers' tendency towards online shopping

behaviour (Yu & Wu, 2007). Accordingly, the following hypothesis is proposed:

H5. Subjective norms have an impact on the perceived outcome of E&M-Shopping acceptance by consumers such that consumers with higher collectivism perceive better outcomes in Dubai and Kuala Lumpur.

3.2.4. Guarantees and Return Policies

Like in traditional businesses or markets, product guarantees offered by online vendors or businesses are significant potential tools for acquiring competitive advantages, increasing the level of consumer trust and diminishing the concerns associated with online transaction. Thus, clear policies of implementation associated with product returning procedures and compensation have been found to have an optimistic influence on the credibility and integrity of online vendors (Grazioli, 2001). Therefore, the following hypothesis is proposed;

H6. Convenient product return policy and guarantees have positive effect on consumers' attitude towards E&M-Shopping acceptance.

3.3. Product /Service Characteristics

3.3.1. Marketing Mix

In literature, many researchers argued that the impact of marketing mix elements (product, price, promotion, and place) on the behaviour of online shoppers is considerable when they buy products or services online. Authors are of the consensus that the 4P's of marketing mix including fulfilment are the significant components that contribute in either enhancing or lowering web experience of online shoppers. This ongoing debate on the significance of marketing mix, as an approach of conventional marketing, underlines the fact that more research needs to be conducted in this area in order to exactly define the role of these elements in online shopping environment (Gummesson,

1997; Goldsmith, 2002). Therefore, the following hypothesis is proposed:

H7. The consumers' attitude towards E&M-Shopping acceptance has a positive significant relationship with marketing mix.

3.3.2. Frequency of Purchase

In the literature, frequency of purchasing is one the measures that have been widely used to identify purchasing likelihood for products within specified times (Whitlar, Geurts, & Swenson, 1993). At the start, good behaviour of consumers towards online shopping positively decides their purchasing intention. Furthermore, it was revealed that a buying intention affects the consumers' final buying decision and their actual purchasing intention. This fact is also proven in the literature by (Goldsmith, 2002) who stated that online purchasing intention and consumer satisfaction are positively correlated with each other. According to Kim and Kim (2004), consumers' intentions can be explained in terms of purchasing behaviour, intention to spend more time at online stores, and intent to suggest the online store to other people (Kim & Kim, 2004). Therefore, the following hypothesis is proposed:

H8. Increase of frequency of purchase has a positive effect on consumers' attitude towards E&M-Shopping acceptance in Dubai and Kuala Lumpur.

3.4. Usability & Technology Characteristics

3.4.1. Security

In TAM theory, perceived security (PS) is the only element, which has not been studied extensively. However, the element has been considered by several authors and proven to have significant impact on the purchasing behaviour of online consumers (Nysveen, Pedersen, & Thorbjørnsen, 2005; Schaupp & Bélanger, 2005). These authors consider this aspect because at the time of using mobile phones as a platform of shopping, most of the consumers are unsure about the security aspects. Thus, this leads

them to dissatisfaction and pushes them to think whether they are safe or not and hence, it would have negative impact on their intention to use online shopping mode. Therefore, the following hypothesis is proposed:

H9. There is a positive relationship between the perceived security concerns of E&M-Shopping services and consumers' attitude towards E&M-Shopping acceptance in Dubai and Kuala Lumpur.

3.4.2. The Telecommunication Infrastructure

The supporting industry to E&M-Shopping such as telecommunications could affect the e-businesses because of their IT based activities and services (Molla & Licker, 2005). Therefore, e-businesses must have adequate infrastructure to take off and continue the development of e-commerce (Nysveen, Pedersen, & Thorbjørnsen, 2005). Thus, while e-businesses have to concentrate on the core competencies, it is equally important for them to be aware of other organizational activities mainly associated with the provision of IT infrastructure and services. Therefore, the following hypothesis is proposed;

H10. The existence of telecommunication infrastructure for E&M-Shopping would positively impact E&M-Shopping acceptance of consumers in Dubai and Kuala Lumpur.

3.4.3. Web & App Design

The key aim of e-commerce businesses is to target the other countries by expanding their business activities as well as to acquire international users. To achieve this aim, online vendors need to get appropriate support of web design features to make it an attractive shopping platform (Nguyen, Torlina, Peszynski, & Corbitt, 2006). Besides, in online vendors, using appropriate language to target international consumers is not solely enough, as they have to deliver information in proper manner (Chau, Au, & Tam, 2000). In this

area, cultural boundaries may come into view which could influence the purchasing behaviour of consumers belonging to different regions of the world (Constantinides, 2004). Therefore, online vendors must have adequate understanding about the cultural differences and this should be reflected through their website design, web interface, and nature of payment method. Hence, based on the findings, it can be said that the web applications and interface is one of the key aspects of e-commerce (Corbitt & Al-Qirim, 2004). In accordance to the above, the following hypothesis is proposed:

H11. The consumers' attitude towards E&M-Shopping acceptance has a positive significant relationship with web and app design.

3.4.4. Ease of Use

Davis (1986) stated that perceived ease of use has a significant influence on perceived useful. Perceived ease of use can be explained as the level to which an individual believes that using a specific system would require less of no effort. However, in this sense, the use of innovative technology comes into view and as innovative technology systems are considered to be easier to use and less complex, they are expected to have a higher likelihood of being accepted and used by potential consumers (Davis, Bagozzi, & Warshaw, 1989). Owing to the fact that innovative technology construct focuses on the perception of individual regarding the level of efforts required using a particular system, perceived ease of use can be considered as a procedure anticipation (Davis, 1989).

Personal innovativeness refers to the degree to which an individual is a relatively early adopter of new ideas than other members in a society. Added to this, the notion of personal innovativeness was first used by (Rogers, 1995) who defined it as a quality of individual towards the early adoption of innovation. Moreover, Agarwal and Prasad (1998) defined personal innovativeness in

context of information technology as the willingness of an individual to experience any information technology advancement (Agarwal & Prasad, 1998). On the basis of the notion of personal innovativeness. It can be said that there is a significant relationship between innovativeness and adaptation of e-shopping advancement. It is because the people interested in innovativeness are more likely to accept the risk and are more willing to become risk adventurous (Lee & Woonghee, 2003; Al-Gahtani & King, 1999). Therefore, the following hypothesis is proposed:

H12. Ease of use has a positive significant effect towards E&M-Shopping acceptance among consumers in Dubai and Kuala Lumpur.

3.4.5. Usefulness

A new product or a service that does not support the individual's needs in terms of effective job performance and ease in life activities, is considered as too abstract and can be easily eliminated (Liao & Cheung, 2001). However, the literature reviewed shows a number of ways and aspects through which a usefulness of a system can be evaluated. Also, perceived usefulness is one of the elements, which have a strong relationship with the usage intentions (Venkatesh, 2000). Perceived usefulness is also widely recognized as performance expectancy.

It comes when an individual thinks that certain innovation will bring advantage for him/her and help in improving productivity and work performance (Davis, 1989). Moreover, in the wider context of E&M-shopping, the real meaning of perceived usefulness is associated with the system, which assists consumers at any time and at any place. Thus, it can be said that perceived usefulness can be taken as the inclusive capability of online consumers in integrating E&M-shopping into their daily life routines.

In a different aspect, it can be considered as the awareness of views of key online shoppers regarding the system innovation when offering alternative options with the similar performing capabilities (Agarwal & Prasad, 1998). In other words, an innovative system must have high usefulness to meet the necessities of online consumers and connect closely the use, productivity, performance, effectiveness and satisfaction (Al-Gahtani & King, 1999). Although there are many conceptions of perceived usefulness, the notion of Davis et al.(1989) seems to be most appropriate, where he stated that perceived usefulness is a level to which an individual believes that using a system would improve his/her performance (Davis, Bagozzi, & Warshaw, 1989). Hence, in the literature, the idea of Davis et al. (1989) has been applied by a number of research projects in the literature. Therefore, the following hypothesis can be proposed;

H13. Usefulness has a positive significant effect on E&M-Shopping acceptance among consumers in Dubai and Kuala Lumpur.

4. Methodology

4.1. Research Framework

The research framework developed for the study under consideration is illustrated below, which contains five sections i.e. functionality factors interactivity, consumers factors, psychological factors, usability and technology factors, and product/service characteristics. Each section further represents the factors that are expected to influence the adoption of E&M-Shopping in the UAE and Malaysia. Each of these factors helped in developing the hypothesis for the study. For instance, from functionality factors hypothesis 1 and 2 were developed, from psychological factors, hypothesis 3 to 6 were developed, from product/service characteristics, hypothesis 7 and 8 were developed; and finally from usability and technology factors, hypothesis 9 to 13 were developed.

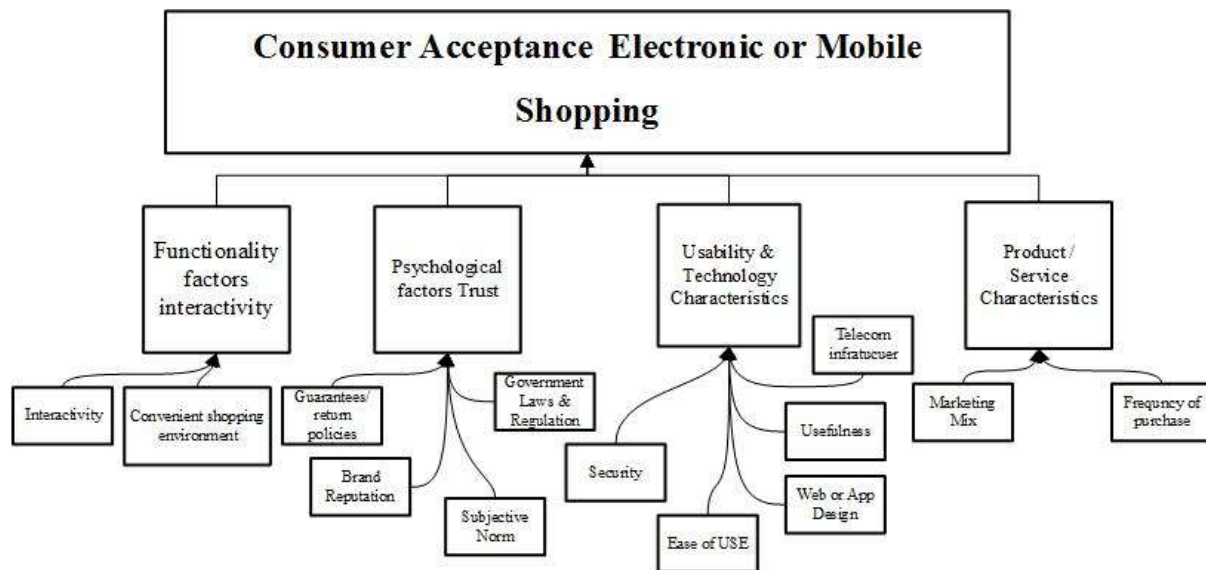


Figure 6: Research Framework

The above framework was developed from the literature and is expected to resolve the following research questions:

Q1. What is the current scope of E&M-Shopping in the UAE and Malaysia?

Q2. Which factors affect the Emiratis and Malaysians' attitudes towards the acceptance of E&M-Shopping in terms of TAM?

Q3. Are the consumers in the UAE and Malaysia motivated towards the acceptance of E&M-Shopping?

Added to this, the developed research framework is used to test the research hypotheses.

4.2. Research Method

The present study used the quantitative research study, using survey methods to test the factors, which influence the adoption of E&M-Shopping in Dubai and Kuala Lumpur. A correlational/cross-sectional design were employed of this study, This is a quantitative research method based on findings for hypotheses testing. This research was selected to explore the phenomenon under investigation, Hence, this way of conducting research helps in providing the detailed examination of the study (Morse, 2003; Alise & Teddlie, 2010; Feilzer, 2010).

4.2.1. Data Collection

Relevant data was collected by using survey approach since authors suggested that survey is the best approach of collecting statistical or numerical data (Flick, et al., 2007). Therefore, by using survey approach, the researcher gathered the numerical data relevant for this research. For the survey, the researcher selected Emirati & Malaysian consumers residing in Dubai and Kuala Lumpur respectively. Furthermore, for the survey, the researcher selected 180 users or E& M-shoppers living in Dubai & Kuala Lumpur, there were 180 distributed surveys and the minimum number required as a sample is five times the number of the survey questions according to (Hair, Anderson, Tatham, & Black, 2010) 36 number of questions * 5= 180 samples. However, it is sufficient if it is more than 202 in Dubai and 228 in Kuala Lumpur.

This sample was selected randomly through convenience sampling, from each region. The sample size is appropriate for the exact identification of the factors that affect the E&M-Shopping behaviour of consumers in the UAE and Malaysia. The questionnaire helped in answering the research questions and testing the research hypotheses. In the questionnaire, the responses are measured by using five points Likert Scale comprising

(a) strongly agree, (b) agree (c) neither agree nor disagree (d) disagree and (e) strongly disagree (Kumar, 2008; Flick, et al., 2007). The targeted respondents of the study's questionnaire were the internet users in both countries, therefore questionnaire survey were distributed through emails and other social media, for whom are using online services.

The variables' measurements were adapted and adopted from different resources. Items in the questionnaire of Functionality and interactivity factors were employed from (Joines, Scherer, & Scheufele, 2003), Psychological factors were employed from (Limayem, M.; Khalifa, M.; Frini, A., 2000), the product/service characteristics employed from (Vijayasarathy & Jones, 2000) and usability and technology factors employed from (Chau, Au, & Tam, 2000; Nysveen, Pedersen, & Thorbjørnsen, 2005; Molla & Licker, 2005),

5. Data Analysis

The gathered data is analysed via statistical analysis approach using SPSS software version 20. With the help of SPSS, several

statistical measures are obtained such as descriptive statistics, factor analysis, reliability testing, and hypothesis testing. Developed hypothesis has been tested at a significant rate, which is less than 5 percent ($P = 0.05$). Moreover, Cronbach Alpha was calculated to check the reliability of the questionnaire. The reliability of questionnaire is deemed acceptable if it is higher than 0.60. Furthermore, factor analysis was conducted to examine the relevancy and dependency of the research variables on each other. Finally, the numerical results are presented in the form of appropriate tables.

5.1. The Reliability and the Factor Analysis

According to the tables, table no. 1 cronbach alpha range from 0.724 to 0.833 which confirmed the reliability of the construct in addition the result of table no. 19 shows high loading of items that range from 0.607 to 0.899. According to Hair et al. (2010), the acceptable value for an item is more than (0.5). Therefore, the factor loads of the constructs were tested and found that the value is above the target.

Table 1. Reliability Analysis

Construct	Cronbach Alpha	No of Items	Cronbach If item deleted
Technology acceptance	0.820	4	0.820
Usability & Technology Factors	0.833	5	0.833
Psychological Factors	0.724	4	0.724
Product /Service Characteristics	0.728	2	0.728
Functionality Factors Interactivity	0.748	2	0.748

Table 2. Factor Analysis

Construct	Cronbach Alpha	No of Items	Loading	KMO	% of Variance	Eigen values
Technology acceptance	0.820	4	0.825 0.881 0.822 0.734	0.710	66.792	2.672
Usability & Technology Factors	0.833	5	0.812 0.762 0.809 0.891 0.607	0.767	61.133	3.057
Psychological Factors	0.724	4	0.834 0.438 0.848 0.841	0.641	58.865	2.355
Product/Service Characteristics	0.728	2	0.891 0.891	0.500	79.346	1.587
Functionality Factors Interactivity	0.748	2	0.899 0.899	0.500	80.828	1.617

Table 3. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.829
Bartlett's Test of Approx. Chi-Square	2966.100
Df	253
Sig.	.000

5.2. Data Analysis Result

Data was collected by asking respondents directly to fill questionnaires. The demographic variables included in the

questionnaire include gender, age, education, income, and experience that were considered as variables that motivate consumers towards adopting Electronic & Mobile Shopping. The summary of demographic statistics of the research respondents in terms of frequency and percentage are shown in table 4. The total of respondents from Kuala Lumpur was 228, and from Dubai was 202.

Table 4. Summary of demographic statistics

Variable		Dubai		Kuala Lumpur	
		Frequency	Percentage	Frequency	Percentage
Gender	Male	136	67.30%	149	65.40%
Qualifications	Bachelor	74	36.60%	104	45.50%
Age	18-25	58	28.70%	72	31.60%
Age	31-35	59	29.20%	44	19.30%
Experienced	Yes, it was good	168	83.20%	174	76.30%
Spend Hour	1 to 5	140	69.30%	132	57.90%
Kind of Shopper	Price-oriented	49	24.30%	72	31.60%
Shopping Environment	Convenience	35	17.30%	73	32.00%
	Wide Selection	44	21.80%	31	13.60%
Income	1.(1500 To 6000)	20	10.00%	169	74.10%
	4.00 (20001 to 35000)	77	38.10%	8	3.50%
Total Respondents		202	100%	228	100%

Table 5. Descriptive statistics for Kuala Lumpur and Dubai

Description	Min=1 ; Max =5	Min=1 ; Max =5	Std. Deviation	Std. Deviation
	(KUL) Mean	(DXB) Mean	DXB	(KUL)
H1. Interactivity	3.747	3.701	0.738	0.687
H2. Convenient shopping environment	4.260	4.141	1.017	0.822
H3. Service Brand	4.006	4.000	0.837	0.760
H4. Government ,Law ,Regulation	3.930	3.970	0.967	0.922
H5. Subject Norm	3.430	3.470	1.003	0.993
H6. Guarantee Policy	4.144	4.056	0.837	0.764
H7. Marketing Mix	4.051	4.000	0.713	0.618
H8. Frequency To Purchase	3.610	3.610	1.041	1.016
H9. Security	4.420	4.450	0.892	0.826
H10. Telecommunication Infrastructure	3.640	3.600	1.033	0.920
H11. Web or App Design	3.728	3.789	0.747	0.722
H12. Ease of Use	4.160	4.220	0.889	0.769
H13. Usefulness	4.050	4.060	0.832	0.737
DV. Acceptable shopping	3.866	3.955	0.686	0.755
Total	3.931	3.930	0.873	0.808

The results of the descriptive statistics in both nations were evaluated and presented based on the questionnaire variables of the respondents, as shown in table 5. The Table presents the perception of the respondents in terms of the consumers' aspects. For both cities, the mean score of this variable is 3.930 with the standard deviation of 0.800. There are 14 item (questions) variables. The question "security" has the highest mean score of 4. The minimum score for this question is 1 i.e. "strongly disagree" and

maximum score is 5 "strongly agree". The question "subject norm" has the lowest mean score of 3.400. Here, in the above table the mean score of overall perceptions aspects is near 4 (3.930). So, it can conclude that consumers' aspects lie on "agree level". In terms of standard deviation (S.D), most of S.D., values are accepted. The results show that, these items are very good because the differences among results are overtly considerable.

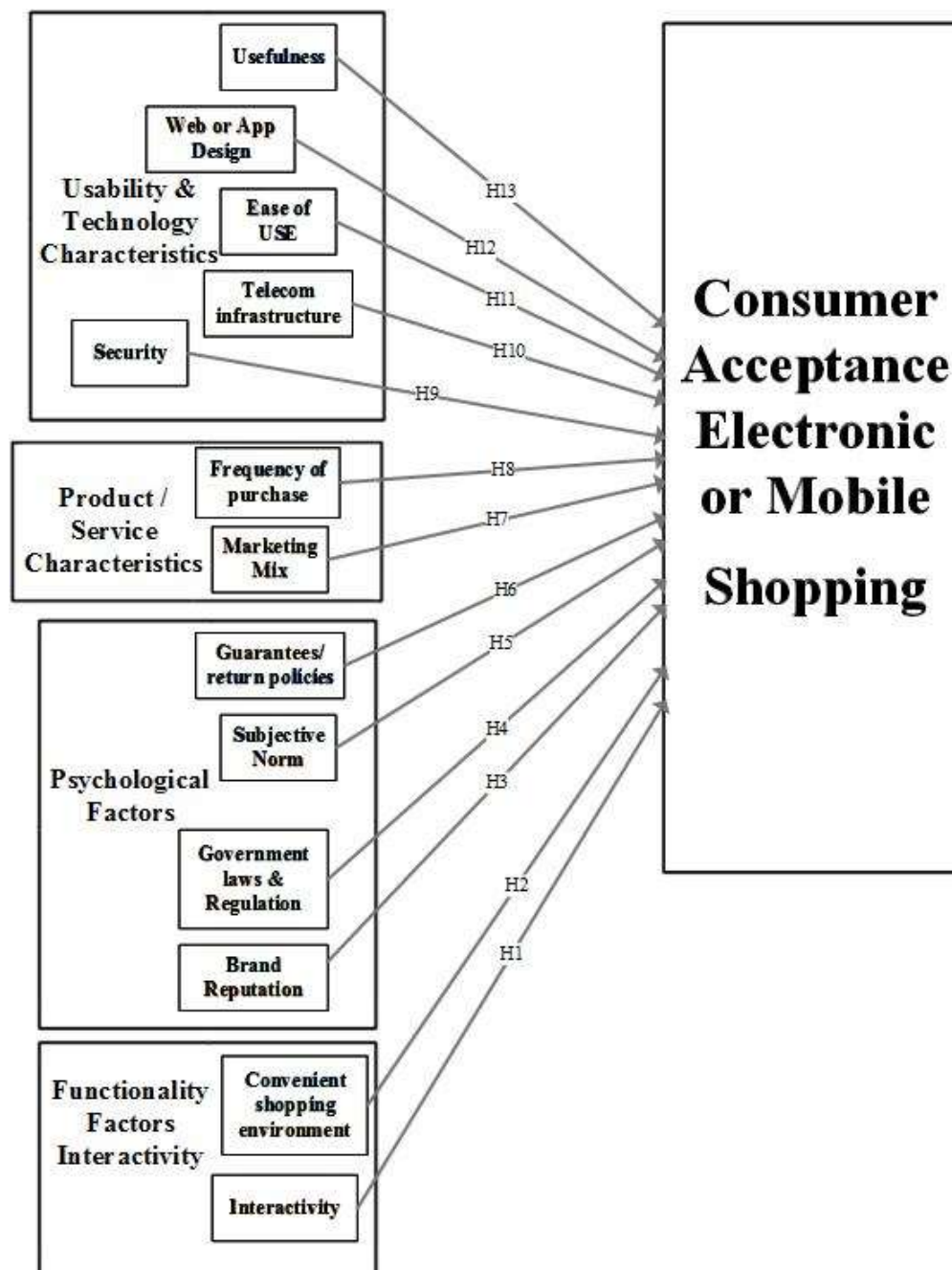


Figure 7: Conceptual model

5.3. Results

To test the structural relationships in the model, the study employed the path analysis using TAM and also it examined other factors contributing towards E&M-shopping acceptance in Kuala Lumpur and Dubai. All the paths and values of the modification indices were carefully examined, and t-test shows that only one hypothesis was rejected due to significant = 0.111 above 0.05, whereas the rest of hypothesis was acceptable (P-value lower than 0.05) and the t-values higher than 1.980 were included. Regression analysis results of E&M-Shopping acceptance are enumerated below;

City	H1. Interactivity (After sales services) account only for the variance of the E&M-Shopping acceptance the rest explained by other factors. (r square)	<u>T-value</u>	<u>P-value</u>
KUL	36%	11.274	0.000
DXB	6.1%	3.601	0.000

Interactivity services has a positive significant relationship with attitude towards E&M-Shopping acceptance in Dubai and Kuala Lumpur.

City	H2. Convenient shopping environment (Service quality) account only for the variance of the E&M-Shopping acceptance the rest explained by other factors. (r square)	<u>T-value</u>	<u>P-value</u>
KUL	13%	5.785	0.000
DXB	4%	3.040	0.003

Convenient shopping environment (service quality) has a positive significant relationship with attitude towards E&M-Shopping acceptance in Dubai and Kuala Lumpur.

City	H3. Service Brand account only for the variance of the E&M-Shopping acceptance the rest explained by other factors. (r square)	<u>T-value</u>	<u>P-value</u>
KUL	14.5%	6.183	0.000
DXB	3%	2.645	0.009

Service Brand has a positive relationship with E&M-Shopping acceptance in Dubai and Kuala Lumpur.

City	H4. Government laws & regulations account only for the variance of the E&M-Shopping acceptance the rest explained by other factors. (r square)	<u>T-value</u>	<u>P-value</u>
KUL	9.8%	4.944	0.000
DXB	1%	1.599	0.111

Government laws & regulations have a positive relationship with E&M-Shopping acceptance in Kuala Lumpur. The p value in Dubai states that no linear relationship exists between government laws & regulations and consumer attitude towards E&M-Shopping acceptance and therefore, the hypothesis is rejected.

City	H5. Subjective norm accounts only for the variance of the E&M-Shopping acceptance the rest explained by other factors. (r square)	<u>T-value</u>	<u>P-value</u>
KUL	4.6%	3.311	0.001
DXB	6%	3.577	0.000

Subjective norm has a positive significant relationship with perceived outcome of E&M-Shopping acceptance in Dubai and Kuala Lumpur.

City	H6. Convenient product return policies and Guarantee account only for the variance of the E&M-Shopping acceptance the rest explained by other factors. (r square)	<u>T-value</u>	<u>P-value</u>
KUL	9.3%	4.807	0.000
DXB	6%	3.666	0.000

Convenient product return policies and guarantee have a positive significant relationship with consumer's attitude towards E&M-Shopping acceptance in Dubai and Kuala Lumpur.

City	H7. Marketing Mix account only for the variance of the E&M-Shopping acceptance the rest explained by other factors. (r square)	<u>T-value</u>	<u>P-value</u>
KUL	31%	10.026	0.000
DXB	13%	5.426	0.000

Marketing Mix has a positive significant relationship with consumers' attitude towards E&M-Shopping acceptance in Dubai and Kuala Lumpur.

City	H8. Increase of frequency of purchase account only for the variance of the E&M-Shopping acceptance the rest explained by other factors. (r square)	<u>T-value</u>	<u>P-value</u>
KUL	23.1%	8.238	0.000
DXB	13%	5.434	0.000

Increase of frequency to purchase has a positive significant relationship with consumers' attitude towards E&M-Shopping acceptance in Dubai and Kuala Lumpur.

City	H9. Perceived Security account only for the variance of the E&M-Shopping acceptance the rest explained by other factors. (r square)	<u>T-value</u>	<u>P-value</u>
KUL	8.4%	4.550	0.000
DXB	9%	4.526	0.000

Perceived Security of E&M-Shopping service has a positive significant relationship with consumers' attitude towards E&M-Shopping acceptance in Dubai and Kuala Lumpur.

City	H10. Telecommunication infrastructure account only for the variance of the E&M-Shopping acceptance the rest explained by other factors. (r square)	<u>T-value</u>	<u>P-value</u>
KUL	5.3%	3.541	0.000
DXB	13%	5.405	0.000

Telecommunication infrastructure has a positive significant relationship with E&M-

Shopping acceptance among consumers in Dubai and Kuala Lumpur.

City	H11. Web or application design account only for the variance of the E&M-Shopping acceptance the rest explained by other factors. (r square)	<u>T-value</u>	<u>P-value</u>
KUL	17%	6.800	0.000
DXB	23%	7.783	0.000

Web or application design has a positive significant relationship with consumers' attitude towards E&M-Shopping acceptance in Dubai and Kuala Lumpur.

City	H12. Ease of use account only for the variance of the E&M-Shopping acceptance the rest explained by other factors. (r square)	<u>T-value</u>	<u>P-value</u>
KUL	16.8%	6.759	0.000
DXB	20%	7.051	0.000

Ease of use has a positive significant relationship towards E&M-Shopping acceptance in Dubai and Kuala Lumpur.

City	H13. Usefulness account only for the variance of the E&M-Shopping acceptance the rest explained by other factors.(r square)	<u>T-value</u>	<u>P-value</u>
KUL	24.4%	8.530	0.000
DXB	28%	8.820	0.000

Usefulness has a positive significant relationship with M-Shopping acceptance in Dubai and Kuala Lumpur.

Table 6. Summary of the Tested Hypotheses (Dubai / Kuala Lumpur)

Factors category	Hypothesis	Mean-KUL	Mean-DXB	r-KUL	r-DXB	Sig.-KUL	Sig.-DXB
Functionality Factors	H1	3.747	3.701	0.600	.247	0.000	0.000
Interactivity	H2	4.260	4.141	0.359	.210	0.000	0.003
	H3	4.006	4.000	0.380	.184	0.000	0.009
Psychological Factors	H4	3.930	3.970	0.312	.112	0.000	0.111
	H5	3.430	3.470	0.215	.245	0.001	0.000
	H6	4.144	4.056	0.305	.251	0.000	0.000
Product /Service	H7	4.051	4.000	0.556	.358	0.000	0.000
Characteristics	H8	3.610	3.610	0.481	.359	0.000	0.000
	H9	4.420	4.450	0.290	.305	0.000	0.000
	H10	3.640	3.600	0.229	.357	0.000	0.000
Usability and	H11	3.728	3.789	0.412	.482	0.000	0.000
Technology Factors	H12	4.160	4.220	0.410	.446	0.000	0.000
	H13	4.050	4.060	0.493	.529	0.000	0.000

Table 7. The research results compared with other references.

Factor	r-KUL	r-DXB	Similar factor	r based on other references	
H1. Interactivity	0.600	0.247	Concerns over delivery & return	0.180	(Cho, 2004)
			Communication	0.341	(Jun, 2003)
			Interactivity (consumer support & personal choice of helper, suffer posting)	0.189	(Dubinsky Heejin, 2004)
H2. Convenient shopping environment	0.359	0.210	Control in the information search	0.240	(Cho, 2004)
			Prompt/reliable service	0.346	(Jun, 2003)
			Merchandise(product info, brand selection, price)	0.254	(Dubinsky Heejin, 2004)
H3. Service-Brand	0.380	0.184	Trust	0.470	(Jun, 2003)
			Reliability (good reputation)	0.004	(Dubinsky Heejin, 2004)
			Contributors to trust in to trust in government (Government Regulation	0.510	(Welch, 2002)
H4. Gov-laws - Regulations	0.312	0.112	Government e-readiness	0.068	(Molla & Licker, 2005)
			Market forces e-readiness	0.274	(Molla & Licker, 2005)
			Social escapism	0.070	(Scheufele, 2003)
H5. Subject-Norm	0.215	0.245	Subjective Norms	0.174	(Limayem, M.; Khalifa, M., 2000)
			Social influence	0.134	(Wei, Marthandan, Chong, Ooi, & Arumugam, 2009)
			Effect of the Assurance Mechanisms and Deception on Perceived Risk	0.728	(Grazioli, 2001)
H6. Guarantee-Policy	0.305	0.251			
H7. Marketing-Mix	0.556	0.358	Product offering	0.200	(Cho, 2004)
			Frequency of purchasing from catalogues to likelihood to abort an intended transaction	-0.140	(Cho, 2004)
			Desired consequences directly influence consumer Purchase frequency.	0.379	(Soonhong, 2012)
H9. Security	0.290	0.305	Trust	0.279	(Wei, Marthandan, Chong, Ooi, & Arumugam, 2009)
			Perceived security	0.240	(Vega Juan, 2009)
			Trust	0.350	(Pavloii, 2003)
H10. Telecommunication Infrastructure	0.229	0.357	Compatibility	0.174	(Sanz-Blas, 2009)
			Technology Resources	0.267	(Molla & Licker, 2005)
			support industries e-readiness	0.034	(Molla & Licker, 2005)
H11. Web-or-App-Design	0.412	0.482	Web site design/CONTENT	0.406	(Jun, 2003)
			Behavioural control (site, design)	0.351	(Limayem, M.; Khalifa, M., 2000)
			Navigation (web & Design)	0.078	(Dubinsky Heejin, 2004)
H12. Ease-Of-Use	0.410	0.446	Perceived ease of use	0.007	(Wei, Marthandan, Chong, Ooi, & Arumugam, 2009)
			Perceived ease of use	0.280	(Vega Juan, 2009)
			Perceived ease of use	0.120	(Pavlou, 2001)
H13. Usefulness	0.493	0.529	Ease of use	0.223	(Sanz-Blas, 2009)
			Usefulness	0.540	(Tong, 2010)
			Perceived usefulness	0.441	(Wei, Marthandan, Chong, Ooi, & Arumugam, 2009)
			Perceived usefulness	0.190	(Vega Juan, 2009)
			Perceived usefulness	0.330	(Pavloii, 2003)
			Usefulness	0.510	(Sanz-Blas, 2009)

6. Discussion

It is clear from the results that different functionality; interactivity, psychological, product/service characteristics, usability and technology factors influence the technology acceptance behaviour of E&M-Shoppers when they make a decision about online shopping. All results confirm the findings in the literature. Similarly, the factors are positively correlated with the E&M-Shopping acceptance. It is examined that in functionality factors interactivity, H1 and H2, are accepted which means that interactivity, convenient shopping environment, and consumers' attitude have positive impacts on the E&M-Shopping acceptance behaviour of the people, which confirms the findings of (Saariluoma & Isomäki, 2009; Keisidou & Sarigiannidis, 2011; Constantinides, 2004). Moreover, in psychological factors, H4 government laws & regulations have a positive relationship with E&M-Shopping acceptance in Kuala Lumpur. The p value in Dubai shows no linear relationship between government laws & regulations and consumer attitude towards E&M-Shopping indicating that the hypothesis is rejected, while H3, H5 and H6 are accepted.

In contrast, service brand, government laws and regulations (in Kuala Lumpur only), subjective norm and convenient product return policy and guarantees have positive impacts on the E&M-Shopping acceptance behaviour of people, which confirms prior findings (Kamel, 2006; Taylor & Todd, 1995; Yu & Wu, 2007; Grazioli, 2001).

In addition to this, in terms of product/service characteristics, H7 and H8 are accepted which means that marketing mix and increase of frequency of purchase have positive impacts on the E&M-Shopping acceptance behaviour of people, which confirms the findings of prior studies (Goldsmith, 1999; Kim & Kim, 2004; Gummeson, 1997; Goldsmith, 2002). Moreover, in terms of usability and

technology characteristics, H9, H10, H11, H12 and H13 are accepted, which means that security of E&M-Shopping services, telecommunication infrastructure, web and app design, ease of use and usefulness have positive impacts on the E&M-Shopping acceptance behaviour of people, which confirms the prior studies' findings (Nysveen, Pedersen, & Thorbjørnsen, 2005; Schaupp & Bélanger, 2005; Corbitt & Al-Qirim, 2004; Davis, 1989; Lee & Woonghee, 2003; Venkatesh.; Davis, 2000).

7. Conclusion and Recommendations

This research examined the relationship between the following selected functionality factors interactivity, psychological factors, product/service characteristics and usability and technology factors and E&M-Shopping acceptance. The results showed that from the functionality factors interactivity, the interactivity affected consumers' acceptance of E&M-Shopping acceptance, and from the product service characteristics, marketing mix and frequency to purchase affected consumers' acceptance to E&M-Shopping acceptance, and finally, from the usability & technology factors, ease of use and usefulness affected the consumers' acceptance of E&M-Shopping.

All things considered, the current findings significantly enhanced the understanding of users in Dubai and Kuala Lumpur in their acceptance of E&M-Shopping. Consideration of the factors identified should lead to more successful adoption of E&M-Shopping. Further, the results highlighted the low awareness of the government regulations and product return policy. As such, future studies can further evaluate and analyse the technology infrastructure (platform of the devices) and its impact on the consumers' attitudes towards online shopping from a larger perspective (from the experts' points of view).

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An Open Ontology Repository at Prince Sultan University

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Abstract

We are reporting on our activities of building ontologies in a number of domains within PSU Ontology Repository (POR). These ontologies are also exposed to outsiders to edit and extend (Open). They are basically to be used to empower application developers with semantics (similar to Semantic Web) to limit development complexity, provide knowledge management, and organize project information. Ontologies are similar to Modeling language OMG UML. We have been testing them within applications to model certain artifacts (such context and profile management, Internet of Things, Sensor Networks, Cinema Production, and risk and security management). In this paper we report on each of these applications: its artifacts ontology structure, representation and engineering, validation and verification, development and testing, and querying and usage examples. The crust of the paper is that current applications can be improved and/or gain more user satisfaction only if they start incubating "ontologies" within their traditional development strategies. POR repository has been active since 2015.

Keywords: *Ontology; Ontology Engineering; Repository; Knowledge Management; Power Consumption; and Software Maintenance*

1. Introduction

At the moment PSU Ontology Repository (POR) is hosting a number of domain ontologies and is exposed to outsiders to edit and extend [1]. Nowadays one can find on the Internet many such "Ontology Repositories" such as NCBO BioPortal [2]

of Biomedical ontologies, Cupboard [3] powered by Watson search engine, TONES [4], DERI [5], Knoodl [6], Ontology Design Patterns [7], Schemapedia [8], and LOV [9] Linked Open Vocabularies. These along with a number of search engine such as "Ontologies Search Engines": Swoogle [10], and Watson [11]. Almost all these Ontologies are built using the Portege editor and the famous OWL programing language. OWL has been chosen from among a number of alternative languages: Dublin Core, Resource Description Framework (RDF), and Learning Object Metadata (LOM). OWL was chosen for its high expressive power and its logical reasoning and inference capabilities in testing the produced ontologies.

POR's objective is to build a new "Ontology Repository" environment that is different from other previous repositories and/or consolidates, and complements them. The purpose of the proposed new repository environment is to provide "advice" to non-domain expert developers to choose mechanisms fitting their needs and provide domain knowledge base (a kind of Ontology Lookup service). It is meant to expand the idea of STAC [12] from "security" domain (promotes re-use through linking similar and cross domains ontologies) to other domains. The ontology is used to annotate resources with domain-related information. SPARQL then serves as an interface to end users and developers to answer their domain context, technologies, and reasoning questions (inference). At the moment the proposed repository also links to famous ontology research engines: Swoogle and Watson to locate similar domain ontologies on the Internet present them to the developers and promote knowledge re-use. Figure 1 demonstrates the setup of POR.

The figure shows the POR's M3 Hub that provides a gateway to various domain's ontologies: Security, Agriculture, Weather, Emotion, Healthcare, Security, Tourism, etc. Ontology construction tools (basically Portege and its many add-ons) are used by software agents to semi-automate ontology construction. Also access through "Swoogle" and "Watson" provide possibilities of importing other "Internet" ontologies (Web resources) that can be referred to or integrated into currently constructed ontologies. In fact, building of these ontologies is based on the well-known "Ontology Engineering" methodology [4]. Ontology engineering is analogous to OO database design. It consists of a set of iterative tasks of: defining terms in the domain and relations among them; identifying concepts (classes), and arranging them in hierarchy (subclasses- super-classes); defining which attributes and properties (slots) classes can have and constraints on their values, defining individuals and filling in property values.

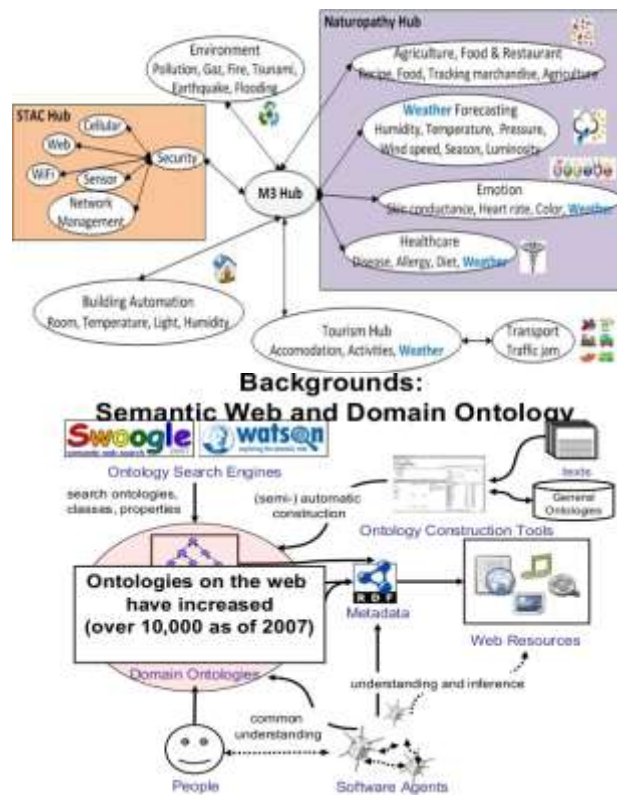


Figure 1: POR Repository Setup

SPARQL [15] is then used for validation and verification of the built ontologies. It

accesses the OWL ontology produced by Portege editor. We validate for consistency, completeness, clarity, conciseness, generality, and instantiation of real cases. SPARQL also serves as the interface to end users/developers to answer their domain context, technologies, and reasoning questions. Ontology search engines Swoogle and Watson are used to locate and import similar domain Internet ontologies that are then imported and exposed to the same and/or other SPARQL queries so that they result in a rich extended up-to-date informed environment for end users and application developers. Thus we emphasis implementing knowledge re-use.

The structure of this paper goes as follows: section 2 presents "Enterprise Risk Management" Ontology, section 3 presents "Internet of Thongs- IoT" Ontology, section 4 presents "Sensor Network" Ontology, section 5 presents "Cinema Production" Ontology, section 6 presents "Security Management" Ontology, and then conclude in section 7 with references.

2. Enterprise Risk Management Ontology

Our previous experience [15] in Risk management in Software development ontology has resulted in the consolidated Software Development Risks ontology in figure 2. Swoogle and Watson were able to locate similar ontologies as in figures 3,4,5. An application developer in this area can make use of this rich environment. For example a developer can identify various different threats, volanbilies, matigations, audits, plans, priority, assessment, analysis, control, SWOT, support, etc. Some of these can be imported from Internet ontologies through the Swoogle and Watson ontology search engines and thus promote knowledge re-use. In enterprises risks can be organized in a hierarchical structure parallel to the organization structure. Inter-risks relationships can be established as well as "Key Risk Indicators". Elements of such hierarchy can be observed in figure 2, where

risk elements, their impact, indicators, and relationships to other risks are established.



Figure 2: Ontology of Risks

Risk Ontology: Simple Model of Objects, Classes and Relations

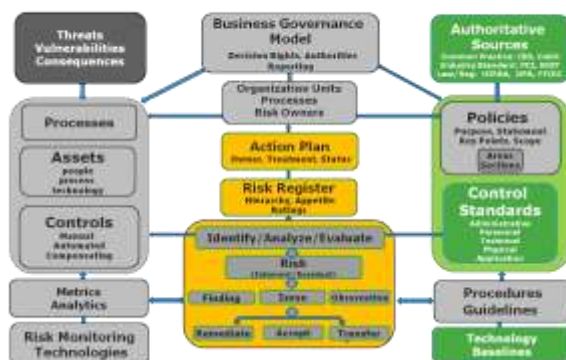


Figure 3: Risk Ontology: Simple Model of Objects, Classes, and Relations

Figure 3 shows how the risk tool (Portege) organize its register, and action/mitigation plans within the organization's units, policies, procedures, assets, processes, authoritative sources, and guidelines. The context of risks is as important as its hierarchical structure.



Figure 4: Risk Ontology

Figure 4 shows a sample of how risks are represented in our "ontology repository". Risk categories, structure, context, indicators, drivers, and events are all represented.

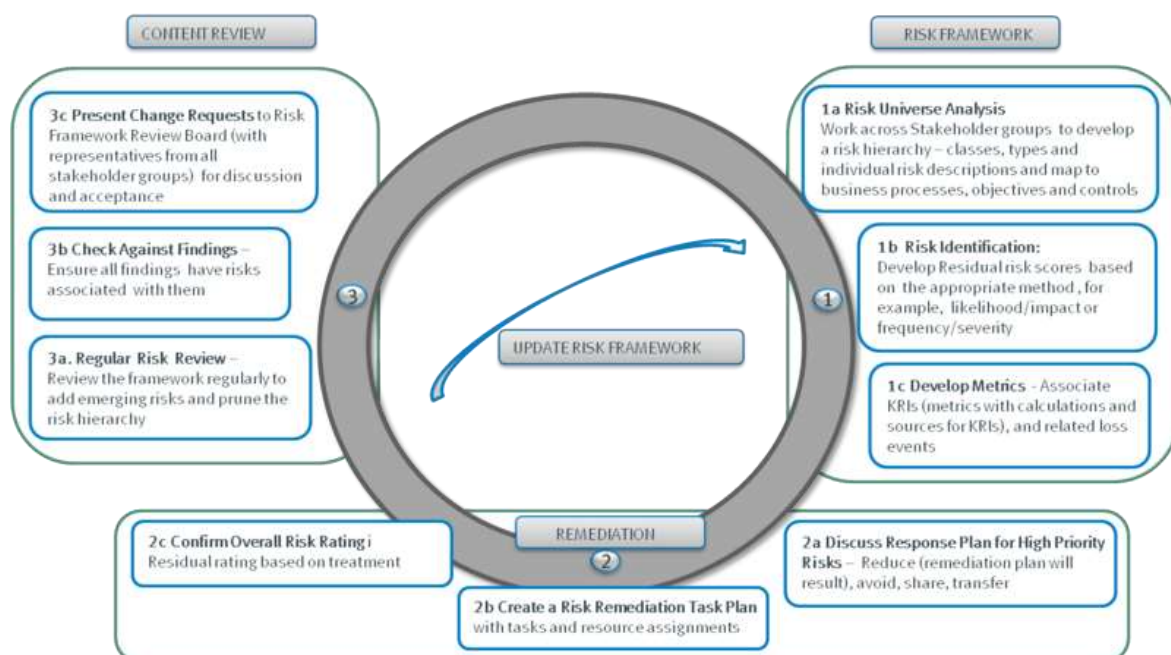


Figure 5: Risk Ontology

Figure 5 shows how the ontology takes care of the "dynamics of risks". The "update risks framework" link risk identification-analysis-measurements with response plan, and dynamic change requests handling by the review boards.

Based on the above Ontology; an Ontology-Based Risk software was developed for Android Mobile phones. The software has incubated the above Ontology and made use of it to develop policies preventing excessive power consumption and promote power saving in these smart phones. The Ontology allowed for mixing both preventive and detective approaches together. The Ontology made the development, verification, and deployment of the proposed system much easier and more effective. Representation and engineering, validation and verification, development and testing, and querying and usage examples are few samples in the figures above. SPARQL [14] is used for validation and verification of the built ontologies. It accesses the OWL ontology produced by Portege editor. We validate for consistency, completeness, clarity, conciseness, generality, and instantiation of real cases. SPARQL also serves as the interface to end users/developers to answer their domain context, technologies, and reasoning questions. Ontology search engines Swoogle and Watson are used to locate and import similar domain Internet ontologies that are then imported and exposed to the same and/or other SPARQL queries so that they result in a rich extended up-to-date informed environment for end users and application developers. Thus we emphasis implementing knowledge re-use. The Ontology made the development, verification, and deployment of the risk software module much easier and effective.

3. Internet of Things (Iot) Ontology

Our previous experience [16] in IoT ontology has resulted in the consolidated ontology in figure 6. Swoogle and Watson

were able to locate similar ontologies as in figures 7,8,9,10. An application developer in this area can make use of this rich environment and use it with the OpenIoT IDE development environment. For example a developer can identify various different Sensors, Devices, Aggregations, configuration, Data Sources, Metadata, Actuators, Controllers, etc. Some of these can be imported from Internet ontologies through the Swoogle and Watson ontology search engines and thus promote knowledge re-use.

Ontologies for the IoT can integrate SSN Ontology ; OpenIoT Ontology; Upper Merged SUMO IEEE Ontology; Sematic Web for Earth and Environment Terminology (SWEET); and SEEK Extensible Observation Ontology. The evolution of IoT went through the following sequence of evolution: 1- Early Internet: Internet of Computers; TheWeb: Internet of Documents' then Social Media: Internet of People; then Cloud: Internet of Resources; then IoT: Internet of things. The OpenIoT ontology relies on W3C SSN ontology. OpenIoT has the following features: integrates sensors and things with the Cloud server, Configure, deploy and use IoT services, Audit, assess privacy issues, Semantic annotation capability, Energy efficient sensors data harvesting, publish and subscribe for continuous processing and sensor data filtering, and Quality of service issues. Heterogeneous sensory information produced 24/7. Layers of the IoT: 1- Functional Layer; 2-Information layer, and 3-Physical layer. The three make the IoT ontology.

Figure 6 how the proposed ontology integrates the representation of the "domain", "resources", and "service". Smart objects interact through SSN platform and exchange data about the domain. Resources send messages to each other through well-developed methods. Participants in the IoT ontology have processes that allow them to participate in the operations of the system.

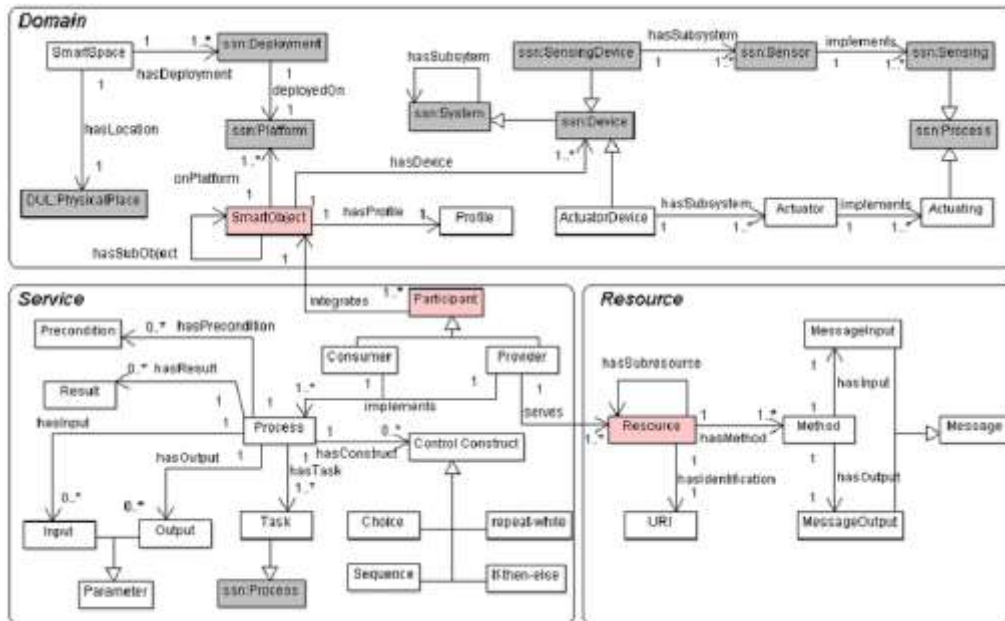


Figure 6: IoT Ontology

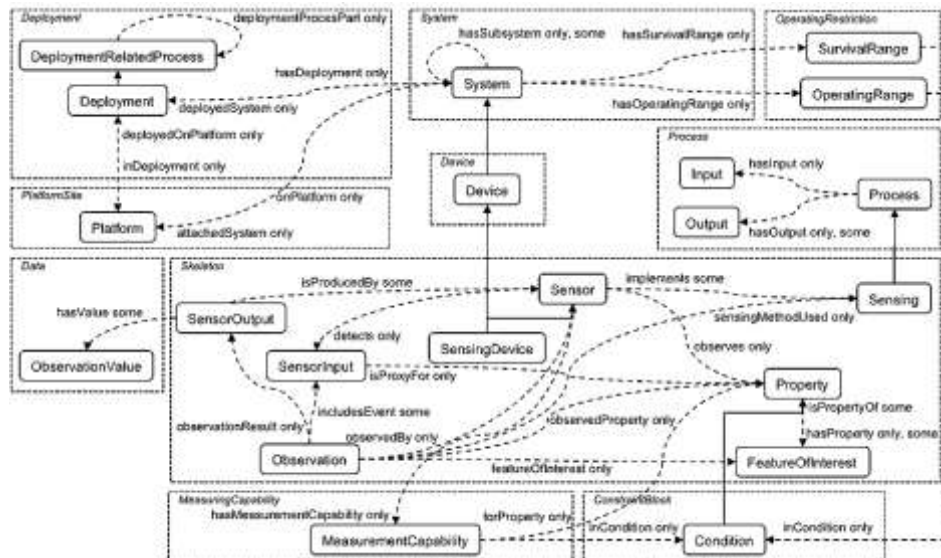


Figure 7: IoT Ontology

Figure 7 shows in more details the structure of the IoT ontology, how sensors area attached to devices, with their features of interest, measurement capabilities, properties, observed values, boundary ranges, and their deployment environment.

Figure 8 shows the Smart Object tree structure within the "Portege" ontology editor. Showing both smart object observable properties with IoT exposed APIs and methods. Handlers that handle sensor streams are invoked through the APIs.

Smart Object Pattern

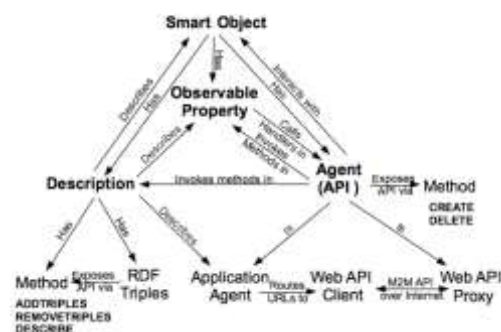


Figure 8: Ontology of a Smart Object in the IoT

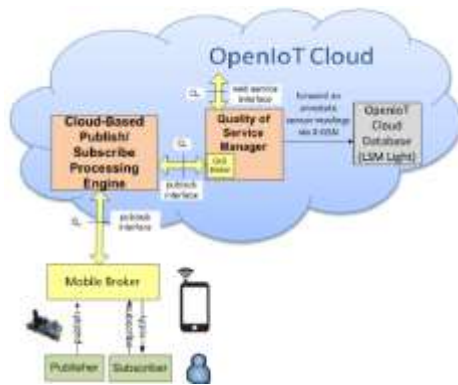


Figure 9: OpenIoT Cloud Setup

Figure 9 shows how standard "OpenIoT Cloud" is incorporated into our IoT ontology. Mobile brokers allows mobile users to subscribe and publish their mobiles to OpenIoT Cloud. The Cloud server contain "Publish/Subscribe Processing Engine", "OpenIoT Cloud Database", and "OpenIoT Quality of Service Manager". OpenIoT standard was found through the "Swoogle Ontology Search Engine" and incorporated into our IoT ontology.

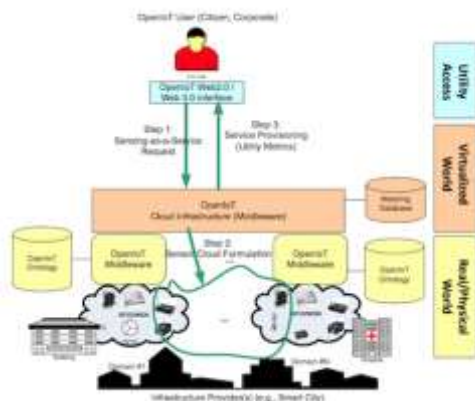


Figure 10: IoT Ontology Development with OpenIoT Cloud

Figure 10 shows how the OpenIoT Cloud service can be accessed from our IoT ontology. Sensing-as-a-service request go through the OpenIoT Cloud infrastructure (Middleware) to OpenIoT ontology to access "Sensor Cloud Formulations" in the real/physical world. Protégé access the OpenIoT Cloud middleware through OpenIoT Web 2.0/ Web 3.0 interfaces to submit requests and receive service provisioning (metrics).

Based on the above Ontology; an Ontology-Based IoT software was developed for validation and verification of the built IoT ontologies. It accesses the OWL ontology produced by Portege editor. We validate for consistency, completeness, clarity, conciseness, generality, and instantiation of real cases. SPARQL also serves as the interface to end users/developers to answer their domain context, technologies, and reasoning questions. Ontology search engines Swoogle and Watson are used to locate and import similar domain Internet ontologies that are then imported and exposed to the same and/or other SPARQL queries so that they result in a rich extended up-to-date informed environment for end users and application developers. Thus we emphasis implementing knowledge re-use.

4. Sensor Network Ontology

Our previous experience [17] in Sensor networks ontology has resulted in the consolidated ontology in figure 11. The produced ontology is based on W3C SSN ontology and has a number of extensions. Swoogle and Watson were able to locate similar ontologies as in figures 12,13.

An application developer in this area can make use of this rich environment. For example a developer can identify various different componenets of the ontology. Some of these can be imported from Internet ontologies through the Swoogle and Watson ontology search engines and thus promote knowledge re-use.

The Context Ontology was added to W3C SSN to enhance its context awareness capabilities.

Figure 11 shows the components of the SSN ontology: Observations and measurements are collected from sensors, operating restrictions along with deployment environment characteristics are also collected, streams of data are stored and minor processing.

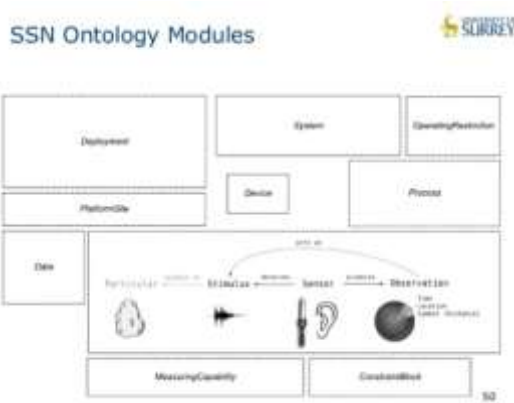


Figure 11: SSN Ontology Modules

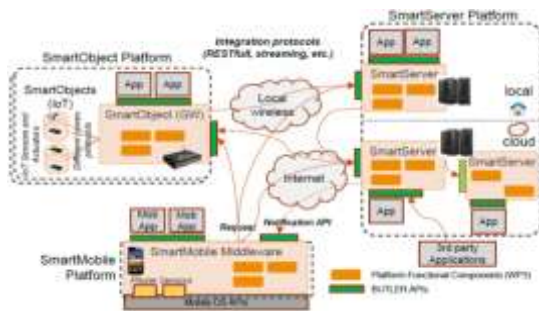


Figure 12: Technologies used in IoT and SSN

Figure 12 show how our SSN ontology imports, through "Swoogle" search engine, SSN smart Cloud components: SmartMobile platform, SmartServer platform, and SmartObject platform, with appropriate APIs for integration. Requests are submitted by the SmartMobile middleware to appropriate APIs to both SmartServer and SmartObjects. SmartServer can also call SmartObjects. Integration protocols such as "RESTfull and Streaming are used for serving such exchange.

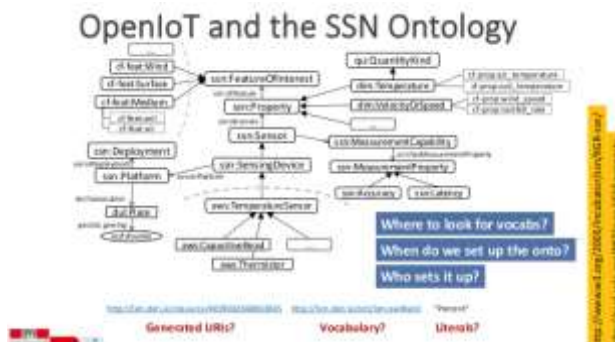


Figure 13: OpenIoT and SSN combined Ontology

Figure 13 shows a low-level detail of SSN ontology hierarchy. All features of interest are recorded in the appropriate places. This

SSN ontology can be referenced in the IoT ontology as well.

Based on the above Ontology; an Ontology-Based SSN was developed using Android Mobile phones. The software ha incubated the above Ontology and made use of it to develop policies preventing excessive power consumption and promote power saving in these smart phones. The Ontology allowed for mixing both preventive and detective approaches together. The Ontology made the development, verification, and deployment of the proposed system much easier and more effective. Representation and engineering, validation and verification, development and testing, and querying and usage activities are demonstrated in the figures above. SPARQL [15] is used for validation and verification of the built ontologies. It accesses the OWL ontology produced by Portege editor.

We validate for consistency, completeness, clarity, conciseness, generality, and instantiation of real cases. SPARQL also serves as the interface to end users/developers to answer their domain context, technologies, and reasoning questions. Ontology search engines Swoogle and Watson are used to locate and import similar domain Internet ontologies that are then imported and exposed to the same and/or other SPARQL queries so that they result in a rich extended up-to-date informed environment for end users and application developers. Thus we emphasis implementing knowledge re-use.

5. Cinema Production Ontology

Our previuos experience [18] in Cinema Production ontology has resulted in the consolidated ontology in figure 14. Swoogle and Watson were able to locate similar ontologies as in figure 15. An application developer in this area can make use of this rich environment. For example a developer can identify various different subjects in the film industry such as actors, producers, theaters, titles, post office, records, Oscare, etc. Some of these can be

imported from Internet ontologies through the Swoogle and Watson ontology search engines and thus promote knowledge re-use

The Cinema ontology provides a controlled vocabulary to semantically describe and specify everything related to cinema industry. The Cinema ontology is built using the Portege editor with the famous OWL programming language. The building of this ontology is based on the well-known "Ontology Engineering" methodology [9]. Ontology engineering is analogous to OO database design. It consists of a set of iterative tasks of: defining terms in the domain and relations among them; identifying concepts (classes), and arranging them in hierarchy (subclasses- super-classes); defining which attributes and properties (slots) classes can have and constraints on their values, defining individuals and filling in property values.

Figure 14 shows the Cinema ontology structure that is based on the famous model [18]. We went through an iterative process of: Scope/re-scope, consider reuse, enumerate terms, defining properties, add constraints, create instances, etc.

Figure 15 shows Portege screen shot. It also shows the tree structure of the Portege editor of the "Cinema" ontology. The structure resembles the one in figure 14. Figure 16 shows SPARQL screen shot. SPARQL serve the interface to end users to answer his/her cinema context, technologies, and reasoning questions. It also shows the structure of our Security ontology. The hierarchy stored in the Portege ontology editor shows: assets, vulnerabilities, threats, their origin, security attributes, control, and severity scale. Security ontology (as will be shown in the next section) can be integrated to almost all other application ontologies.

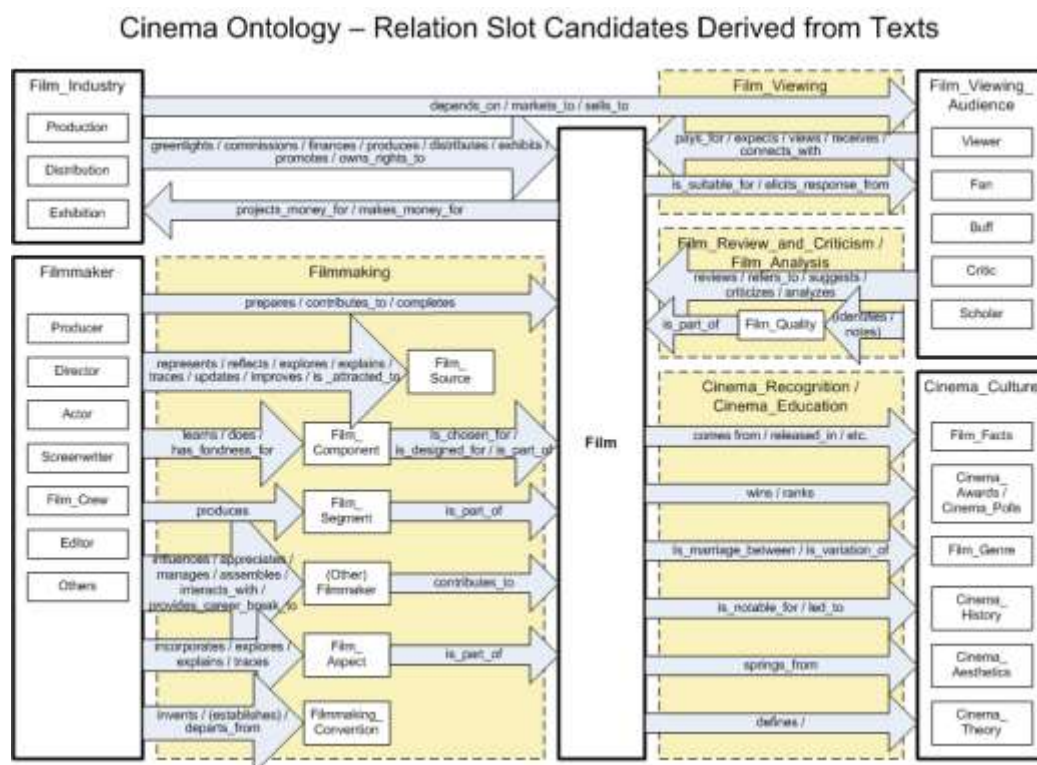


Figure 14: Cinema Ontology

Figure 14 shows the structure of the "Cinema" ontology that includes film making, production, distribution, exhibition, culture, history, theory, education, quality, review, and criticism, and aesthetics.

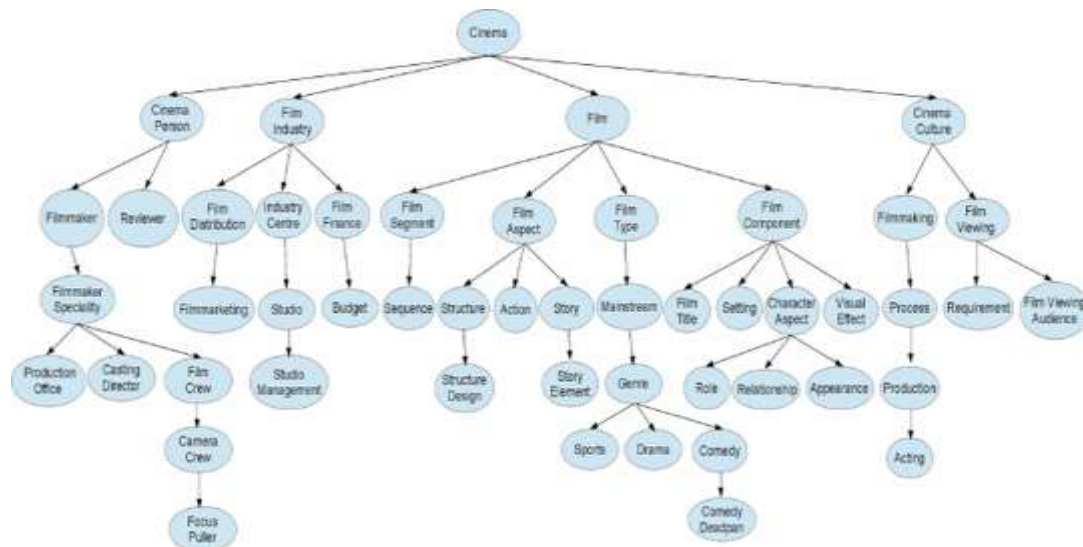


Figure 15: Cinema Ontology

Figure 15 shows the tree structure of the Portege editor of the "Cinema" ontology. The structure resemble the one in figure 14.

Based on the above Ontology; an Ontology-Based movie reviewer software App was developed for Android Mobile phones. The software has incubated the above Ontology and made use of it to develop a search engine App for the mobile phone. The Ontology made the development, verification, and deployment of the proposed system much easier and more effective. SPARQL [15] is used for validation and verification of the built ontologies. It accesses the OWL ontology produced by Portege editor. We validate for consistency, completeness, clarity, conciseness, generality, and instantiation of real cases. SPARQL also serves as the interface to end users/developers to answer their domain context, technologies, and reasoning questions. Ontology search engines Swoogle and Watson are used to locate and import similar domain Internet ontologies that are then imported and exposed to the same and/or other SPARQL queries so that they result in a rich extended up-to-date informed environment for end users and application developers. Thus we emphasis implementing knowledge re-use.

6. Security Management Ontology

Our previous experience [19] in Software Services ontology has resulted in the consolidated ontology in figure 16. Swoogle and Watson were able to locate similar ontologies as in figures 17,18. An application developer in this area can make use of this rich environment. For example a developer can identify various different security related attributes for building the proposed ontology. Some of these can be imported from Internet ontologies through the Swoogle and Watson ontology search engines and thus promote knowledge re-use

The Security ontology is built using Portege editor with the famous OWL programming language.

The building of this ontology is based on the well-known "Ontology Engineering" methodology [11]. Ontology engineering is analogous to OO database design. It consists of a set of iterative tasks of: defining terms in the domain and relations among them; identifying concepts (classes), and arranging them in hierarchy (subclasses- super-classes); defining which attributes and properties (slots) classes can have and constraints on their values, defining individuals and filling in property values.

Figure shows the security ontology structure that is based on the famous STAC model [19]. We went through an iterative process of: Scope/re-scope, consider reuse, enumerate terms, defining properties, add constraints, create instances, etc. For example it can be used to describe various cryptographic algorithms under the class: security algorithms.

Figure shows Portege screen shot. Figure shows SPARQL screen shot. SPARQL serve the interface to end users to answer his/her security context, technologies, reasoning questions.

Figure 16 shows the structure of our Security ontology. The hierarchy stored in the Portege ontology editor shows: assets, vulnerabilities, threats, their origin, security attributes, control, and severity scale.

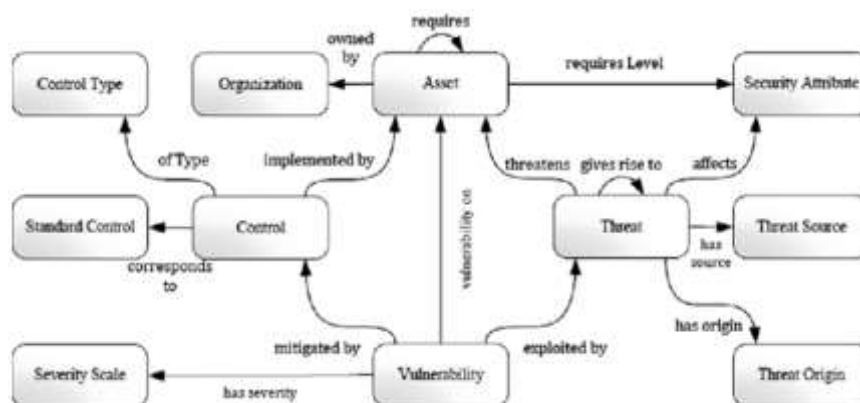
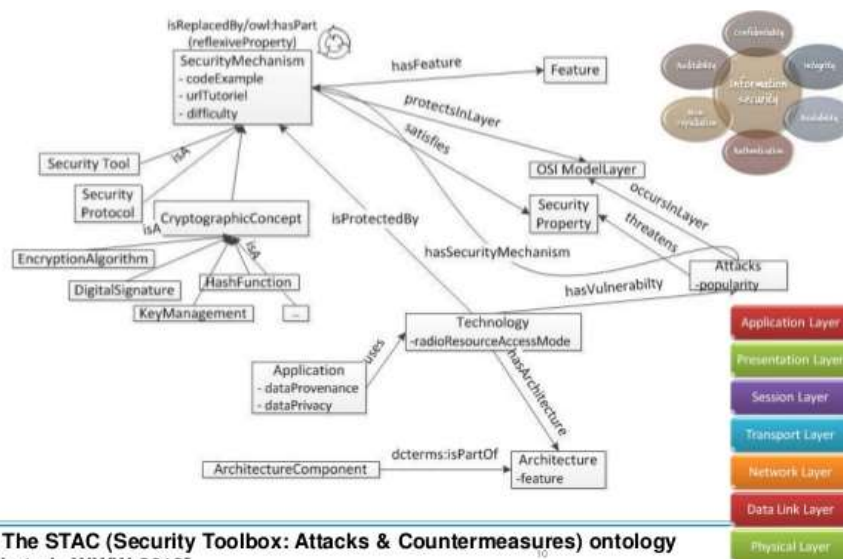


Figure 16: Security Ontology

The STAC ontology



Paper: The STAC (Security Toolbox: Attacks & Countermeasures) ontology [Gyrard et al., WWW 2013]

Figure 17: STAC Ontology

Figure 17 shows the STAC [19] ontology hierarchy: security mechanisms, cryptographic algorithms, tools, management, digital signature, security protocols, properties, attacks, etc.

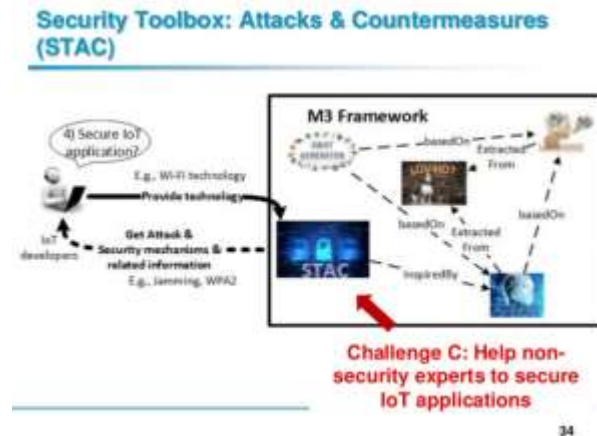


Figure 18: STAC Ontology

Figure 18 shows the Security Toolbox: Attacks & Countermeasures (STAC) components [19] example of securing an IoT application (e.g. Wi-Fi technology). Output is: getting information about the attacks and security mechanisms in place (e.g. Jamming).

Based on the above Ontology; an Ontology-Based IoT protection software was developed for Android Mobile phones. The software has incubated the above Ontology and made use of it to develop protections for the smart phone. The Ontology allowed for mixing both preventive and detective approaches together. The Ontology made the development, verification, and deployment of the proposed system much

easier and more effective. SPARQL [11] is used for validation and verification of the built ontologies. It accesses the OWL ontology produced by Portege editor. We validate for consistency, completeness, clarity, conciseness, generality, and instantiation of real cases. SPARQL also serves as the interface to end users/developers to answer their domain context, technologies, and reasoning questions. Ontology search engines Swoogle and Watson are used to locate and import similar domain Internet ontologies that are then imported and exposed to the same and/or other SPARQL queries so that they result in a rich extended up-to-date informed environment for end users and application developers. Thus we emphasize implementing knowledge re-use.

7. Conclusion

We believe that we have tackled both the "Macro" and the fine-grained "Micro" issues with respect to the POR Ontology repository goal and purpose. We think that at the "Macro" level the proposed techniques are most suitable and effective, while at the "Micro" level techniques they are most appropriate and efficient. In this paper we rap up the issues of the POR by providing a mixed combination of ontology representation in various domains of knowledge. We show how powerful and effective they are in various scenarios of developers and software domains.

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Administration of Zakat on Wealth in Maldives

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Abstract

For Muslims zakat is obligatory and different jurisdictions in the world have different mechanisms to administer it. Maldives is a hundred percent Muslim country and zakat administration in the country is unique. As such the objective of the paper is to discuss the zakat administration in Maldives with special reference to zakat al mal and to discuss the challenges facing the existing way of zakat administration. The paper also includes ways to overcome the challenges. No literature on this area in Maldives could be found and as such reference to primary materials such as unpublished statistics, reports, brochures have been made. It is hoped that this paper will encourage further research on this area in Maldives.

Keywords: zakat, administration, Maldives, zakat al mal

Introduction

Maldives is a hundred percent Muslim country that is situated in the Indian Ocean. The country consist 1190 islands and the main source of income to the country is from tourism. Maldives converted to Islam in 1153 A.D. The religion in the country before the conversion to Islam was Buddhism (Bell, 1940; Maniku, 1993; Vilgon, 1991-99).

Zakat is the third Pillar of Islam. Often it is translated as alms or poor-due, however in actual fact, zakat literally means purification, growth, and blessing. Zakat is also the first pillar of Islamic economic system. Zakat is portion of a man's wealth which is designed for the poor (Bakar and Rahman, 2007). Zakat is an obligation in respect of funds paid for a specified type of

purpose and for specified categories. Zakat refers to the sum of money that Muslims who are mentally stable and financially able need to contribute in order to support specific groups of people according to eight categorizes stated in the Quran in Surah At-Taubah verse 60 (Ghani and Said, 2011). The practice of zakat management differs from country to country today as zakat management has gone through historical challenges after the extinction of early Islamic states (Hassan, 2010).

Zakat plays an important role in Muslim society in both spiritual and material dimensions. Verse 9:103 of the Quran illustrates the spiritual dimension of zakat. According to Al Qardawi (2005), the word zakat refers to the determined share of wealth prescribed by Allah to be distributed among deserving asnaf (zakat recipients). There are two types of zakat; zakat on wealth which is paid at any time during the year when possession of the zakatable assets for one hijrah year is fulfilled and the market value of the zakatable asset reaches 86 gram of gold; and zakat fitrah which is paid in the month of Ramadan before Eid prayers.

The recipients of zakat al mal have been specified in Quran in Surah At-Taubah verse 60. It is not necessary to distribute equally money received as zakat among these eight categories (eight asnaf). Imam Malik and Abu Hanifah are of the view that the distribution is not necessary to all the eight asnaf. However, according to some Hambalis and Shafi's t zakat should be distributed to the eight recipients (asnaf) if they exist otherwise, the zakat should be distributed just to the existing asnaf. (Rose, 2010) Most Islamic countries prioritize their zakat distribution by giving a greater

percentage to the poor and needy. For example in Kuwait, 85 percent of zakat fund is distributed to the poor; in Sudan, 50 percent of its zakat fund is distributed to the poor; in Pakistan, the zakat law allocates 90 percent of the zakat fund to the poor (Al-Abdin, 2002).

Today we find different trends in zakat administration in Muslim countries in the world. In some jurisdictions such as Yemen, Saudi Arabia, Libya, Sudan, Pakistan, and Malaysia, there is a mandatory Zakat management through government while in countries like Egypt, Jordan, Kuwait, Iran, Bangladesh, Bahrain and Iraq, have formed specialized state institutions but participation of public is made voluntary (Hassan, 2010).

The objective of this paper is to describe the zakat administration in Maldives with reference to the historical development of it, find out the challenges facing it and recommend solutions to overcome these challenges. As such this paper will give an overview of zakat collection and payment mechanism found in Maldives. It is imperative to state that it is hard to find literature on this subject and as such, primary sources such as Zakat Fund Statement and Agreements have been referred to. It is hoped that this paper will motivate more research on the subject in Maldives.

History of Zakat Collection & Distribution in Maldives

In 1983, under the leadership of Former President Uza. Maumoon Abdul Qayoom, the first office to deal with matters related to zakat was opened and Sheikh Usman Abdulla was appointed as the head of the office. A weekly radio program was also made to create awareness among the public on zakat related matters. Also a special book on zakat written in Dhivehi language was published by the President Office. Before the establishment of Zakat Office, the norm was only to pay zakat fitr. However, public

awareness about zakat on wealth was created after the establishment of zakat office. In the early years of operation of Zakat Office about Maldivian Rufiyaa Fifty was collected annually as zakat on wealth.

To administer the zakat related technical matters, Zakat Committee was formed and the mandate of this committee included announcing the nisab amount in Maldivian rufiyaa after considering the rate of silver. Discussions were undertaken in this Committee to identify the nisab limit in Maldivian Rufiyaa. It was agreed to utilize the comparative nisab in silver as the official amount of nisab in Maldivian Rufiyaa. The price of silver in the world market is reviewed every six months and the equivalent amount in Maldivian Rufiyaa is published as the nisab for Maldives.

On 11th November 1993, the operations of the Zakat Office was under the purview of Ministry of Justice and Islamic Affairs. On 6th November 1996, the Zakat was brought under Supreme Council for Islamic Affairs. The fi sabilillahi component of the zakat distribution was administered via government ministries. The health component was administered by Ministry of Health while the education component was handled by Ministry of Education. Assistance under education, such as text books and uniforms were provided to the needy citizens. In addition, debtors and the poor were assisted via Zakat Office as cash benefits. In 2008, the Supreme Council for Religious Affairs, was transformed to Ministry of Islamic Affairs and all mandates of Zakat Office was transferred to the Ministry.

Under the leadership of the Minister of Islamic Affairs, Dr Abdul Majeed Abdul Bari, numerous productive reforms to the administrative structure for zakat distribution were developed. On 3rd February 2010 in collaboration with the Ministry of Finance and Treasury, as per the Public Finance Act 2006, a special trust fund for zakat, namely “zakat fund” was established. The zakat fund is headed by a

Committee which comprises of representatives from key stakeholder agencies. This Committee is mandated to identify the criteria which zakat distribution is made as per Islamic law. They also identify the focus areas as per broad communal benefits and amounts that can be spent under the fi-sabilillahi portion of the zakat.

The Ministry of Islamic Affairs is responsible for collection of zakat from all inhabited islands in Maldives including Male', the capital of the country. It also distributes the zakat as per categories stated under Islamic law.

In 2012, under the leadership of the Minister of Islamic Affairs, Dr Mohamed Shaheem Ali Saeed, further developments and refinements were introduced to the zakat administration process after thorough legal and shariah research. Guidelines for the beneficiaries of zakat under Islamic law and the scope of distribution of zakat were developed. Subsequently, a bill was drafted on zakat which incorporated further reform to the incumbent regulation on zakat distribution. The Bill constituted of procedures to be followed in zakat distribution, identification of beneficiaries, oversight on zakat collection and distribution as well as the facilitators for zakat administration, their roles and responsibilities. The Ministry of Islamic Affairs continues the effort to introduce and pass Zakat Bill in order to legislate the matters related to zakat as practiced in other Muslim nations.

In 2012, a Shariah Advisory Committee consisting of religious scholars was created as an advisory body. The Shariah Committee is mandated to advise the zakat unit as well as the zakat committee on matters pertaining to zakat in Islamic law and shariah opinion. The members of the Committee are appointed by the Ministry of Islamic Affairs.

Zakat Fund & Governance Structure of Zakat al Mal Administration in Maldives

In Maldives Zakat al Mal administration falls within the task of Ministry of Islamic Affairs. Zakat fund would be administratively handled by the Zakat Committee. All funds received as zakat will be collected and kept in zakat fund. Zakat fund is a Trust Account which has been created under the discretionary power vested to the Minister of Finance and Treasury under section 26 of the Public Finance Act 3/2006. Zakat Fund Trust Account was established on 3rd February 2010.

According to the Trust Statement of the Zakat Fund, the name of the trust account formed shall be zakat fund and Zakat money received shall be kept in the Trust account until it is distributed in the format in schedule 1 of the zakat fund trust statement. Schedule 1 of the Zakat Fund Trust Statement states that the categories to which zakat money shall be distributed is poor, miskin (needy), amil, muallafatu quloobuhum, debtors, fi sabilillahi, ibn sabeel and freeing slaves. Zakat Fund shall be governed in accordance with the Public Finance Regulations. Money deposited to the zakat fund shall be the money paid by the citizens of Maldives and the corporations as zakat and there is no ceiling to the money deposited to the account as zakat money received by individuals and corporates from the day off opening of this account and until it is closed can be kept. All expenses that has been made in accordance with schedule 2 of the Zakat Fund Trust Statement is authorized. According to schedule 2 of the Zakat Fund Trust Statement (first amendment effective from 15th May 2013) expenses authorized from the account are:

- a) Eight categories of people mentioned in the Quran
- b) Medical expenses of poor
- c) People inflicted with calamities

- d) Bank Commission incurred while sending zakat money
- e) Spread Quranic knowledge and to conduct Quran competitions
- f) To conduct religious awareness activities
- g) To build human capital required for nation development and to educate people in local & international universities
- h) Religious materials creation & proof reading related expenses
- i) Expenses incurred in conducting different educational courses related to religion
- j) Expenses incurred in training of Quran and Islam teachers and Imam training courses, under taker courses and other religious courses
- k) Expenses related to conducting of Quran classes
- l) To build worship places in schools, build ablution facilities and other services related to it
- m) To spend on expenses related peace and national security of the country and national related matters
- n) Give wages to Taraweeh prayer imams during Ramadhan
- o) To people inflicted with sudden calamities
- p) Expenses incurred by educating of children and people with special needs and spending on necessities of these category of people
- q) Expenses incurred in zakat money record keeping and consultancy services
- r) Administrative expenses of the zakat fund and investment related activities of the fund

If for any reason, the Zakat Trust Account is closed, if there is a balance in the zakat fund when closing it, the balance shall be deposited to the consolidated revenue account. An annual report on the zakat money received and disbursed shall be prepared once a year by the Zakat Unit and it shall be approved by the Zakat Committee. This report shall be prepared

within one month of the end of the financial year. Within three months of the end of each Gregorian year Annual Report of the zakat fund and the financial statements of the previous year shall be gazette in the National Gazette or in the daily newspapers published and it shall also be published in the website of the Ministry of Islamic Affairs. Zakat Trust Account shall be closed on the date in which the Minister of Finance and Treasury decides after he receives a request to close the account from the Ministry of Islamic Affairs or if the Minister of Finance & Treasury decides to close it and order so, if he finds that the purpose for the creation of the fund is not achieved

A Shariah Advisory Committee is also formed to assist the Zakat Committee with the shariah matters. Other than these two committees in 2014, a Zakat Scholarship Committee is formed to award scholarships to needy students. As such the governance structure of zakat in Maldives is as follows:



Zakat Committee is a Committee established to advice on matters related to zakat fund; especially on spending of money allocated to fi sabilillah. The composition of the Committee includes expertise from various ministries of the government. The scope of the work of Zakat Committee are as follows:

- a) Determining the amount to be distributed to the zakat money receiving categories mentioned in the Quran
- b) Investigating the forms received by debtors to receive zakat money and determining whether those debts have riba or not

- c) Debt covered by zakat money are those people who incur debt due to natural disasters and those who has taken debts to fulfill their necessity and is unable to pay off the debt
- d) Due to sudden accidents if one has to be transferred to a hospital in another island, based on the doctor's recommendations to transfer, whether zakat money could be utilized for this purpose and if zakat money could be used, the amount and the basis shall be prescribed by the Committee from the portion allocated to ibn sabeel and the Committee shall give recommendation to Ministry of Islamic Affairs to implement it
- e) Those unable to pay hospital bills in Maldivian hospitals or international hospitals or those with diseases like cancer, kidney failure and people who has to do by pass can be based on the circumstance be given zakat assistance
- f) Those travelers who has been inflicted with calamities while travelling can be given zakat assistance from the portion of fi sabilillahi and the guidelines to give such assistance shall be laid down by the Committee
- g) Helping the Ministry of Islamic Affairs to enforce the decisions of the Committee
- h) Checking on the progress of implementation of decisions taken by the Zakat Committee by the Ministry of Islamic Affairs

Zakat Committee has the power to decide the ways in which funds in fi-sabilillahi portion can be distributed and the amounts to be distributed. Ministry of Islamic Affairs shall distribute zakat in accordance with the decisions taken by the Zakat Committee. The Committee can do research and seek expert opinion on issues put forth to the Committee for deliberations.

Zakat Shariah Advisory Committee shall be the shariah advisory body giving shariah rulings on matters relating to zakat to the Ministry of Islamic Affairs, Zakat Unit and

the Zakat Committee. The scope of work of the Shariah Committee includes ensuring that the matters related to zakat are conducted in accordance with shariah.

A special agreement is signed between Ministry of Islamic Affairs and National Social Protection Agency (NSPA) to give zakat fund medical assistance to needy. To provide medical assistance to needy under one-roof, the Ministry delegated the task to NSPA. The main points agreed in the Agreement are:

1. Providing medical assistance to needy in compliance with the rules and guidelines of NSPA. Priority shall be given to hear patients, kidney, liver problem patients, cancer patients, purchase of artificial limbs, medicines for chronic illnesses and lab investigations.
2. Segregation in record keeping of zakat fund money disbursed to NSPA
3. Within 15 days after the end of each month, NSPA shall submit a report to the Ministry notifying the expenses and the balance of funds given
4. If the assistance is given via Zakat fund, the person who got assistance shall be notified in writing that the assistance is given by the zakat fund
5. Assistance and zakat fund shall not be given for the following purposes:
 - a) Abortion
 - b) Cosmetic Surgery
 - c) Sex change operations
 - d) Artificial insemination of child & conducting contraceptive operations
 - e) Purchase of human organs
 - f) Other things unauthorized from zakat fund
6. If there is doubt as to whether a certain expense could be made via zakat fund money, than the clarification on that matter shall be obtained by the Ministry.
7. Zakat money shall be spent in accordance with the Public Finance Act 3/2006.
8. If a medical assistance is given by another scheme of the government and the money given under the scheme is

insufficient, zakat money could be given to settle the uncovered expenses under the government scheme.

9. If Ministry wants to check on the utilization of the zakat money, than NSPA shall make such arrangements for the inspection.
10. If there is a breach to any terms and conditions of this agreement, Ministry has the power to terminate the agreement.
11. Zakat Medical Assistance via NSPA shall commence from 2nd January 2013 and from February to the end of January will be considered as a year.

Statistics on Zakat Collection & Distribution in Maldives

Zakat collection in Maldives is made by Ministry of Islamic Affairs for Male' City and by the Atoll and Island Councils for other islands of the country. It is not mandatory to disclose the zakat payers' information to the authority (ies) and the zakat payer's information are not recorded. When the zakat payment is made a receipt is given as a proof of payment to the payer. Zakat payment is voluntary and it is up to the payer to decide whether he is eligible to pay or not and whether he is going to pay or not.

As for the payment of zakat al fitr, the payment can be made via sms and the money could be deposited to the bank accounts specified by the Ministry of Islamic Affairs. In the distribution of fitr zakat all money received from these means will be distributed in Male' City while all collected by Atoll and Island Councils will be distributed in respective islands among the people registered as poor or faqeer.

Zakat al mal collected by the Atoll and Island Councils will also be deposited to the public account which will eventually be deposited to the Zakat Public Trust Account. However, there is no mechanism except to rely on the copy of the receipts received from Atoll and Island Councils

when cross verifying the money deposited to the public account. It is recommended to use a special software for this purpose so that in real time the Ministry of Islamic Affairs will know the money received by the Atoll and Island Councils and will have a mechanism to verify that the all money received are deposited to the Zakat Public Trust Account.

While disbursing the zakat money the paramount consideration is given to distribute a large amount to the faqeer and miskeen. The rest of the disbursements are made by the Zakat Committee after considering the cases they receive requesting for zakat money. Individuals and government entities could apply to receive zakat money and even Ministry of Islamic Affairs can request to allocate zakat money for various purposes it deems fit to utilize zakat money. However, in all cases, the ultimate decisions on disbursements of the zakat money will be taken by the Zakat Committee. This is the reason why the areas stated in Fi Sabilillah portion differs from year to year as illustrated in the Tables below. Also the zakat money can be carried forward to the next year if the money is not fully utilized as expected and budgeted by the Zakat Committee. In the beginning of every year, the Zakat Committee will endorse allocation areas and amount of money that will be utilized for each portion. This is the reason why the amount distributed in years shown in the table are more than the collected amount of zakat.

The following table will illustrate the statistics on zakat collection (including fitr zakat & sadaqat) in Maldives in the recent years.

Table 1: Zakat Collection (including Fitr Zakat & Sadaqat) in Maldives

Amount Received in 2012 (MVR)	Amount Received in 2013 (MVR)	Amount Received in 2014 (MVR)
42,241, 144.32	45, 666,132,67	55,270,212.57

Source: Ministry of Islamic Affairs

The following tables will illustrate the statistics on zakat distribution in Maldives in the recent years.

Table 2: Zakat Distribution in Maldives

Area of Distribution	Amount Distributed in 2012 (MVR)	Amount Distributed in 2013 (MVR)	Amount Distributed in 2014 (MVR)
Faqeer & Miskeen	43,399,203.98	31,396,170.12	28,782,497.56
Amil	147,174.03	318,095.36	148,275.47
Newly converts to Islam	15,000.00	-	-
Debtors (paid directly to the courts) Fi sabeelillah	616,419.69	124,800.00	-
Ibn Sabeel	57,689.03	12,451.28	-
Total	48,353,389.11	49,495,784.81	49,382,978.7

Table 3: Expenses made in relation to Faqeer & Miskeen

Details	2012	2013	2014
Expenses made directly to faqeer & miskeen	32,342,555.00	22,458,846.28	20,434,850.00
Expenses made to faqeer & miskeen facing special circumstance	5,550.00	310,320.00	100,507.56
For medical expenses	8,040,536.83	5,783,723.84	5,031,020.00
Assistance given due to sudden misfortune	621,375.16	150,000.00	45,000.00
Distribution as fitr zakat	2,389,186.99	2,693,280.00	3,171,120.00

Table 4: Expenses made in relation to fi Sabilillah in 2012

Details	2012
For teachers teaching special need children	300,000.00
Expenses in conducting National Quran Competition	626,558.03
Expenses incurred in conducting religious awareness programs	17,170.00
For higher education (students studying in Maldives)	1,000,000.00
For higher education (students studying abroad and new students wanting to study abroad)	1,000,000.00
Publication of religious materials/books	268,052.00
Expenses to conduct religious courses	29,164.78
Expenses to conduct private Quran	13,682.00

classes	
Build prayer rooms in schools	17,235.00
Maintain national security	46,684.05
Person conducting taraweeh prayer who are hafiz	799,356.52

Table 5: Expenses made in relation to fi Sabilillah in 2013

Details	2013
For teachers teaching special need children	141,219.92
Expenses in conducting National Quran Competition and promoting Quran	991,829.80
Expenses incurred in conducting courses to train Quran & Islam teachers, Imam courses and funeral rites related courses	4,293,284.74
Expenses to conduct religious awareness activities	1,979,470.66
For higher education (students studying in Maldives)	8,000,000.00
For higher education (students studying abroad and new students wanting to study abroad)	-
Kutubah, religious books and leaflets writing and Publication of religious materials/books and translation and proofreading expenses	544,034.89
Expenses to conduct religious courses	-
Expenses to conduct private Quran classes	7,367.00
Build prayer rooms in schools, make places to take ablution and providing other facilities for prayers	814,752.83
Maintain national security	-
Person conducting taraweeh prayer who are hafiz	814,752.83

Table 6: Expenses made in relation to fi Sabilillah in 2014

Details	2014
People facing special circumstances	680,000.00
Facilitate the establishment of Islamic University	349,001.12
Expenses to conduct religious awareness activities	8,364,006.86
For higher education of poor students	-
Publication of religious materials	157,320.00
To organize and conduct religious courses	22,656.00
To establish waqfs	-
Expenses to build prayer rooms in schools	1,964,891.43
Person conducting taraweeh prayer who are hafiz	1,417,365.68
To develop praying places in islands in general	724,239.18
To promote Quranic knowledge in a wider manner	6,772,725.51

Source: Ministry of Islamic Affairs

Zakat & Tax

Section 23 of Business Profit Tax Regulation (Regulation Number 2011/R-35), formulated under the Business Profit Tax Act (Law Number 5/2011) and published in the Government Gazette on 18th of August 2011 deals with zakat al-mal as tax deductible income. This section states that payments made as zakat al-mal may be deducted in calculating a Person's taxable profits provided that the Person possesses a receipt that states that the zakat was paid to the relevant government authority. At the moment in Maldives, there is no income tax.

Challenges faced in Zakat Collection & Distribution in Maldives

Though Maldives is a hundred percent Muslim country, the operation of zakat system parallel to the tax system creates problem and apart from this, many challenges are faced in zakat collection and distribution. This section of the paper will look at the challenges faced in zakat collection and distribution in Maldives.

1. Lack of Statutory Powers

Proper legislation to govern the matters related to zakat is required. For tax administration special statutory powers are granted by way of legislations and this is something that lacks in zakat administration in Maldives. Special statutory powers are required in order to implement mandatory collection of zakat in the country. With this regard in 2014, Islamic Development Bank and Islamic Research and Training Institute has assisted the country to draft a sophisticated zakat law and the bill they enacted is pending with the Attorney General's Office. Information collection and record keeping of the zakat payer and enforcement actions that could be taken against individuals and corporations defaulting to pay zakat are important aspects that shall be covered in the legislation.

2. Lack of Transparency & Lack of Real Time Dissemination of Information

Zakat administration procedures are not publicly disclosed at the moment and the decisions taken by the Zakat Committee and Zakat Shariah Committee are not being publicly disclosed. As such, there is room for public to have doubt about the zakat administration in the country. It is important to disclose public real information about the zakat administration in a timely manner. This could be achieved creating separate section in the website of the Ministry to disclose material information.

3. Lack of Education & Awareness

It is a major problem in the society that people are aware that zakat is compulsory and most people consider payment of zakat al-fitr as zakat payment. As such zakat payment by individuals and corporations on savings and business they conduct are rare and most people are not aware on the formula of calculating zakat and as such education and awareness on this matter is critical.

4. Lack of Sophisticated IT Infrastructure

For zakat collection, zakat distribution and to register as a poor person, it is important to have a sophisticated IT infrastructure to support the operations. At the moment all matters related to zakat is handled manually and this causes risk in many aspects. For example, at the moment the document that a person registered as a poor to collect zakat money will bring for verification will be the National Identity Card and in manual system it would be difficult to detect duplication of Identity Cards in a timely manner. In the recent years, to avoid this risk, an excel sheet has been used and this is a good start as this might open doors to use modern technology.

5. Lack of Coordination between Island Councils & Central Zakat Collection and Disbursement Unit in the Ministry of Islamic Affairs

At the moment due to geographical nature of the country and the lack of availability of adequate banking facilities in all islands of Maldives, zakat collection needs to be done via the assistance from Atoll and Island Councils. It is not easy to get daily information of collection of zakat from these entities and as a result at the end of the year, the Ministry of Islamic Affairs has no way to cross verify the actual amount received and the actual amount deposited to the Zakat Public Trust Account. To resolve this problem, it is imperative to develop a special information technology software where by instead of a handwritten receipt, the receipt will be generated using software and the information will go to Ministry of Islamic Affairs instantly.

6. Governance Issues

It is imperative to stipulate the qualification and competency of members sitting in the Zakat Committee as most important decisions on zakat disbursement is taken by them. At present, all of the members in the Zakat Committee represents institutions and the individual qualifications are not stated. As a result, it is difficult to comprehend the nature of the problem and analysis of the problems become difficult. This is evident from the author's personal experience as the member of the Zakat Committee (alternate chair) representing Ministry of Islamic Affairs in the capacity of Deputy Minister. Not only this, but the proper procedures and documentation leads to lack of transparency and therefore, there is need to have a committee regulation for the zakat committee that will cover the meeting procedures including the documentation requirements. The technical qualification of the members sitting in the committee need to be stated clearly so that when making decisions it will be in the best interest of the society considering all the flexibilities given in shariah.

7. Introducing Easy Methods to Pay Zakat

At the moment the only zakat al mal payment method available to zakat payers is

by physically going to the Ministry of Islamic Affairs if in Male'City and if in other islands, physically going to the Atoll/Island Councils. They can make the payment via cheque or by cash. This method is not so effective and easy for the people and such, it is imperative to introduce zakat payment via online or via ATM machines or at least via a bank. Alternatively, via Islamic banks a method like 'pay zakat as you save can be introduced' and since there is no income tax in the country at the moment, the Islamic banks can play an active role in facilitating people to pay zakat. The payment of zakat through postal order, salary deduction, or via mobile banking needs to be introduced.

8. Need for Introduction of Sustainable Social Assistance Programs

From the pattern of zakat distribution of the past three years in Maldives proves that there is need to introduce sustainable social assistance programs that will be continued every year. The current trend is that the zakat distribution on categories are made on ad hoc basis when the request is made and if the request is taken to the zakat committee. This is the main reason why the zakat carry forward amounts are huge. According to Mahyuddin and Abdullah (2011), zakat distribution can be divided into two forms: direct financial assistance for those who are not productive as they are not capable of working, and assistance in the form of capital, tools and equipment to enable the recipients to carry out activities that can support their livelihood, sustain themselves and help them get out of poverty. As such, there is need to concentrate on these two areas in an effective manner. The impact of the programs on the recipients' achievements after receiving the capital assistance need to be carefully studied as this will help to understand the effectiveness of the zakat to the society and will also help to understand on areas that needs improvement. The Empowerment Zakat Recipient Program launched on the 5th of November 2007 by Majlis Ugama Islam

Brunei (MUIB) is a good example of how zakat money could be used in a sustainable manner. This program provided training for the poor and needy so that they can acquire skills and have opportunities to get jobs or start their own businesses.

Conclusion

Zakat is a compulsory act of worship for all Muslims. Two parallel systems, a conventional tax system and a zakat system coexist in the hundred percent Muslim island nation of Maldives. Zakat payment is

voluntary and self-regulated while tax is compulsory and regulated by law. With the assistance from Islamic Development Bank & International Research and Training Institute, the country has developed a zakat bill, which will become a law soon. However, to have an effective zakat collection and disbursement system in the country, it is imperative to resolve the existing challenges facing. It is anticipated that this paper will pave ways to discuss these challenges and find solutions to resolve them.

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Uber, A Disruptive Business Model of a Taxi Service and Systematic Innovation

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Abstract

Uber is an on-demand non-conventional taxi business since it owns no cabs and has no cab drivers as employees. Instead, it sends a driver to a user when they ping a mobile app. It is a technology company that matches consumers to car services in many cities around the globe and takes a slice of the fair for the service.

Uber started as a luxury black-car service in San Francisco in 2009 that went on to be valued at \$17 billion by June 2014. It has disrupted the monopoly of taxi cab transportation and has reinvented the experience completely. They achieved this by doing what all successful companies do; satisfying the customer's intangible needs through tangibles. Previously, there were several payment difficulties when you arrived at your destination, like the driver who never had the right change, or who "forgot" to start their meter, or whose credit card machine was broken. Uber has solved all these touch points, creating a "WoW" (enjoyable) experience by giving the customers "peace of mind" (Intangible value) and sparking an avalanche of word of mouth and press.

Uber's Business Model has come under attack from regulatory authorities in many Countries, from China to France. However, we see it as teething problems as on the S-curve, it is still at the birth stage and will have to solve the "ifs and buts" in the paradigm shifting innovation journey to reach its ideal.

The presentation will highlight how Uber has made the taxi experience enjoyable, and how its business model is linked to the 4 pillars of Systematic Innovation:

Ideality, Functionality, Contradiction and Resource (the heart of Uber's business model)

Taking Customer Evolution Trend, Uber has positioned itself in the Experience Quadrant of the trend by reimagining the customer's entire experience and making it seamless across all the touch points.

Keywords: 4 Pillars of Systematic Innovation, Business Model, Disruptive, S-Curves,

1. Introduction

Uber is a taxi service that is currently disrupting the taxi market worldwide. Unlike any other taxi companies out there, it is non-conventional since it owns no cabs, and the taxi drivers aren't their employees. However, a better label to give Uber would be a "technology company", since what they do is they use a mobile app to match consumers to cars. They send a driver to a user when they ping the mobile app and take a small slice (20%) of the fair for providing the service. Basically what Uber is doing is they're selling the taxi service differently.

2. History and Exponential Expansion

Uber started in 2009 and was launched in 2010 in San Francisco, ever since then their growth as a company has been exponential. (See Figure 1 and Figure 2)

Figure 1: Uber's city expansion (Berkowski, 2014)

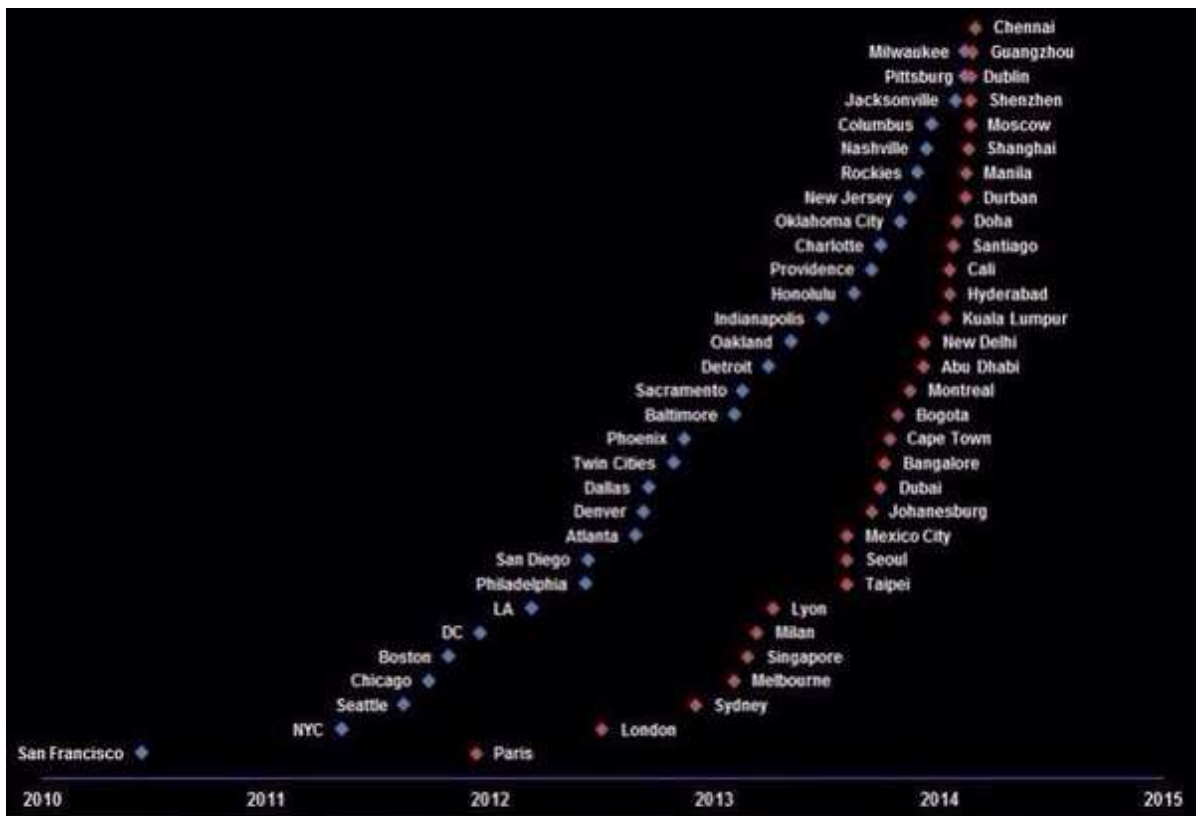
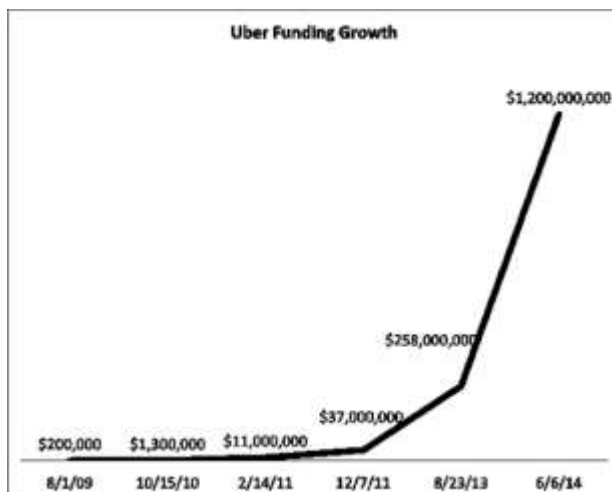


Figure 2: Uber's funding growth (Ferenstein, 2014)



- Uber now runs in 250 cities up from 12 in 2012
- Grew from 75 staff in August 2012 to over 300 staff in August 2013
- Ever since 2013 their revenue has been growing by 18% every month
- BBC stated that it will create over 50,000 jobs in Europe

- By June 2014 its valuation was \$40 billion and some say it will be the next \$100 billion company

Since Uber's launch, the firm has been under attack from regulatory authorities in several cities around the globe:

- **France:** ban from Jan 2015 for fraudulent business practice & improper competition – fine €100,000, Oct 2014
- **India:** Dec 2014 banned in Delhi as one of the driver arrested on rape charges
- **Netherlands:** banned as it lacked a special license required by the country's law
- **Portland USA:** sued for not having for-hire vehicle licence
- **Thailand:** ordered to stop services as it went against the laws of the country
- **Other Countries:** China, Taiwan, Germany, UK

We as innovators simply see these issues as teething problems. Uber are currently at the bottom of their S-curve (Figure 3) and so they will be prone to problems such as

these. Innovation is (Figure 4) defining what ideal is for the customer, and reaching that ideal by solving all the “ifs and buts” along the way. This can already be observed as in London, a new sharing economy body has been created to allow the government and businesses similar to Uber and Airbnb to find common ground and establish some baseline rules to move forward.

Figure 3: S-Curves (Mann, 2008)

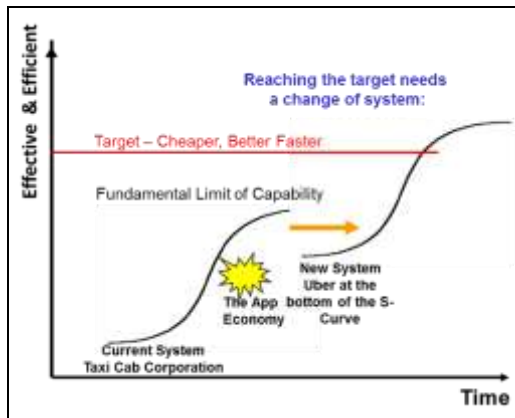
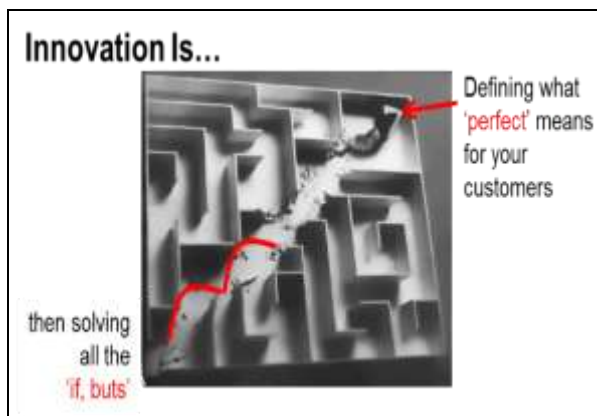


Figure 4: Innovation Definition (Mann, 2007)



3. What is Business Model?

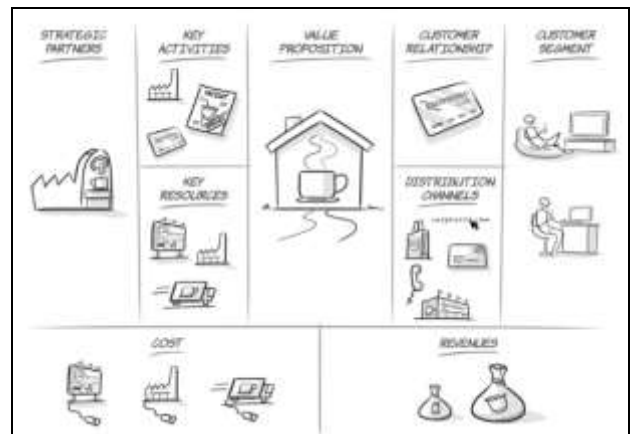
The factor that makes a good business model is when the company is organised differently, which allows them to sell their products differently.

A very well-known example of this would be Nespresso, a company owned by Nestle that make coffee machines and coffee pods to be used in the machines. The company almost failed in 1987 when they first launched their Nespresso system due to their poor business model. They had a joint

venture with the manufacturer of their machines to target and sell to offices. This failed because offices weren't very interested and even when they did make sales, the majority of the money would go to the machine manufacturers.

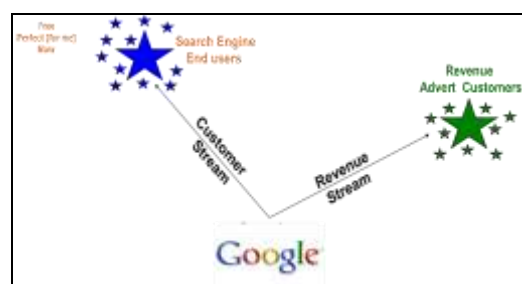
Nespresso then changed their business model. They began selling their machines through retailer channels. They sold their coffee pods through their own channels, the repetitive pod sales are what allowed their revenue to increase. They also set up multiple distribution channels to sell the pods, such as online, mail order, call centres and Nespresso stores. Ever since this change in business model, Nespresso has been growing by 30% each year for the past 10 years.

Figure: 5 Nespresso Business Model canvas (Pijl, 2009)



Another great example would be Google. They receive revenue by selling adverts on their search engine as well as YouTube and use this revenue to provide their end users with a free perfect now service (the search engine).

Figure 6: Google Business Model (Walji & Mann, 2007)



Grameen Bank. They are a bank that sell microloans, however unlike any conventional bank, their loans don't require any collaterals. The borrowers don't have to sign any legal documents and it's owned by poor women. The amount of loan one receives is based on the potential one has. As a result, 58% of borrowers (20 million people in the last 20 years) have been lifted out of poverty. The bank also has a return rate of about 98.5%, which is higher than any conventional bank, thanks to the unique peer pressure and peer support system they utilise.

Semco in Brazil is yet another brilliant example. Their main business is making biscuit machines. The majority of the company also relies on peer pressure. They have a workplace democracy. Managers set their own wages, Workers choose their own bosses, set their own time, and so there is no need for things such as a HR department or employee contracts, thus saving cost without losing the HR function. As soon as this business model was applied, Semco's revenue went through the roof. Ricardo Semler has now replicated this business model in primary schools where students choose their own teachers, set the rules of the schools and choose the days they take off etc.

4. Four Pillars of Systematic Innovation

The four pillars of systematic innovation are *Ideality*, *Functionality*, *Contradictions* and *Resources*. These can significantly be found in Uber's business model.

Figure: 7 Four Pillars of Breakthrough Innovation (Walji & Mann, 2007)



- **Ideality:** Also known as *Customer Value* is simply increasing the good and decreasing the payment factors. Therefore it can also be represented by the formula in Figure 8.

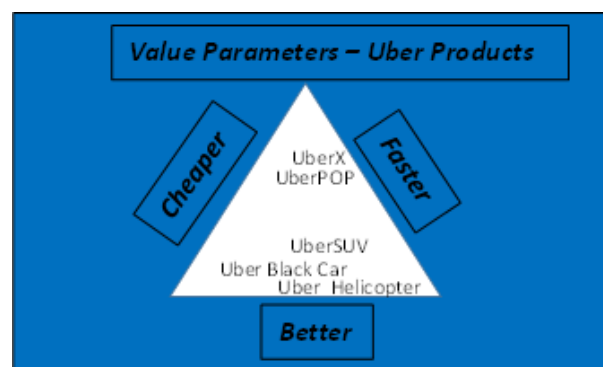
Figure 8: Customer Value Formula

$$CV = \frac{\text{Benefit (tangible + intangible)}}{(\text{Cost} + \text{Harm})}$$

The aim with customer value is to reduce the cost and harm as much as possible to provide a service that includes all three of the value parameters: *Cheaper*, *Better* and *Faster*, and the ideal of that would be a service that is *Free*, *Perfect*, and *Now*.

Traditional taxi services fail to do this, they usually provide one of these parameters. Uber on the other hand has managed to provide all three of the value parameters and that is why it's disrupting the taxi market so severely.

Figure 9: Uber's Value Parameters (Ownyang, 2014)



- **Functionality:** The second is functionality. Functionality states that the function stays the same, but the solution changes. An example would be washing clothes. It started with hand washing, then moved to washing machines that use soap powder, then Sanyo came out with a washing machine that uses no soap powder, then a washing machine that uses no soap powder and virtually no water was invented, and then air washing, and finally a perfect shirt (released in 2006)

that doesn't get dirty (nanotechnology). The outcome of all of these is a clean shirt (Figure 10).

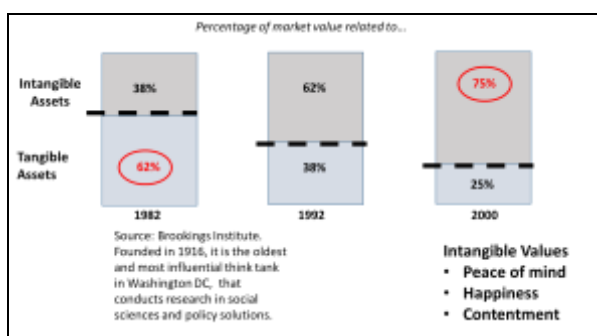
Figure 10: Function stays the same Solution changes (Walji & Mann, 2007)



Uber's function is to provide transport. The traditional taxi system has evolved to produce this new system that is efficient, as the car reaches your house in under 10 minutes, and the app charges your credit card at the end of the ride. This also makes the experience more enjoyable for the customer since they don't have to deal with cash, change, tips, or receipts. The outcome of all of this is; the customer has peace of mind, which is an intangible value, and Uber has provided this intangible value via tangibles, which all companies should aim to do.

"Intangibles are non-physical factors that contribute to or are **used** in producing goods or providing services, or that are **expected** to generate future productive benefits for the individuals or firms that control the use of those factors."

Figure 11: Source of value has shifted (Brookings Institution, 2007)

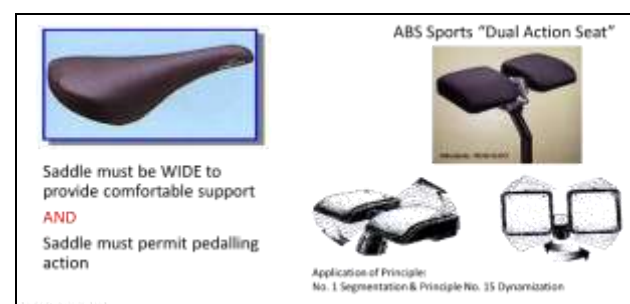


Additionally, another thing that makes Uber really efficient is their capacity utilization. Capacity utilization is a major problem with traditional taxi companies because they fail to match supply to demand, and as a result you get taxis cruising empty. To compensate for these empty rides traditional taxi companies have to charge higher fares. However, Uber matches supply to demand almost perfectly, which allows them to be more profitable and offer lower fares on certain routes.

- **Contradiction:** The third pillar. All systems contain contradiction. What people and companies do is they try and solve a contradiction by coming up with a compromise. This often involves opportunity cost. They do this because they believe that compromise is the only way to deal with contradictions. But we know that all powerful and ideal solutions are ones that solve the contradiction, and thus eliminate the opportunity cost within these compromises.

Example: The bicycle saddle. An ideal saddle must be wide to provide comfortable support, AND the saddle must also be able to permit pedalling action. Because this design contradiction could not be solved, they came up with a compromise where the back of the seat is wide and the front of the seat is narrow, where the opportunity at cost is the comfort. But in innovation we try and eliminate opportunity cost. ABS sports came up with a solution called the "dual action seat" that is wide to provide comfort, and allows you to pedal despite the width.

Figure 12: Typical design compromises - The bicycle saddle (Robinson & Mann, (2006)



Uber has successfully solved the contradiction of providing a cheaper AND better AND faster taxi service. Traditional taxi services have given into opportunity cost, which is to offer one of the three value parameters, rather than solving the contradiction itself, and this once again, is why Uber has been so successful and disrupted the taxi market so effectively.

- **Resources:** The fourth pillar. Uber has effectively used the whole city as a resource and as a result, they have managed to turn all of the fixed costs that traditional taxi companies have, into variable costs, this is what allows them to charge cheaper fares on certain routes. They don't require large parking lots to park their taxis (e.g. Dubai and Doha) because they don't own any taxis, drivers use their own personal parking space in their homes. They don't have to worry about maintenance of the cars because once again the cars are owned by the drivers. Even for insurance, the drivers are responsible. Anyone who owns a car can become an Uber driver. What Uber has done is, it has defined the whole city as a system, and used everything in it as a resource. This is the uniqueness of their business model that is *selling the taxi service differently by using the whole city as a resource.*

5. Economic Evolution Trend (customer expectation evolution trend)

Fig 13 is one of many non-linear trends in Systematic Innovation. What it shows that things go from a commodity based economy (wheat in this case) to a product based economy (pie) to a service based economy (restaurant) to experience (learning how to cook) to transformation (nutritionist changing your life style) to a sharing economy and finally in 2050 and beyond a caring economy due to the ageing global population.

Figure 13: Non-linear customer expectation evolution trend



Traditional taxis are in the service economy or customer expectation box. Uber however has jumped into the experienced based economy quadrant by providing its customer with a peace of mind (intangible value) through a seamless enjoyable experience going from point A to point B.

On the other hand Uber has also leapfrogged into the sharing economy quadrant, similar to Airbnb, by sharing the revenue with the taxi drivers (80% to the drivers and 20% to Uber). This is how Uber has disrupted the traditional taxi business.

Uber's value proposition is made of many value parameters as shown in the fig 14. What Uber does is provide convenience, ease of use, peace of mind and an On Demand service. This has eliminated all the pain points of the customer as shown above. For example, the customer does not have to negotiate with the driver, does not have to give him a tip, etc.

The said value is delivered through a Mobile App and using the whole of the city as a resource as explained earlier.

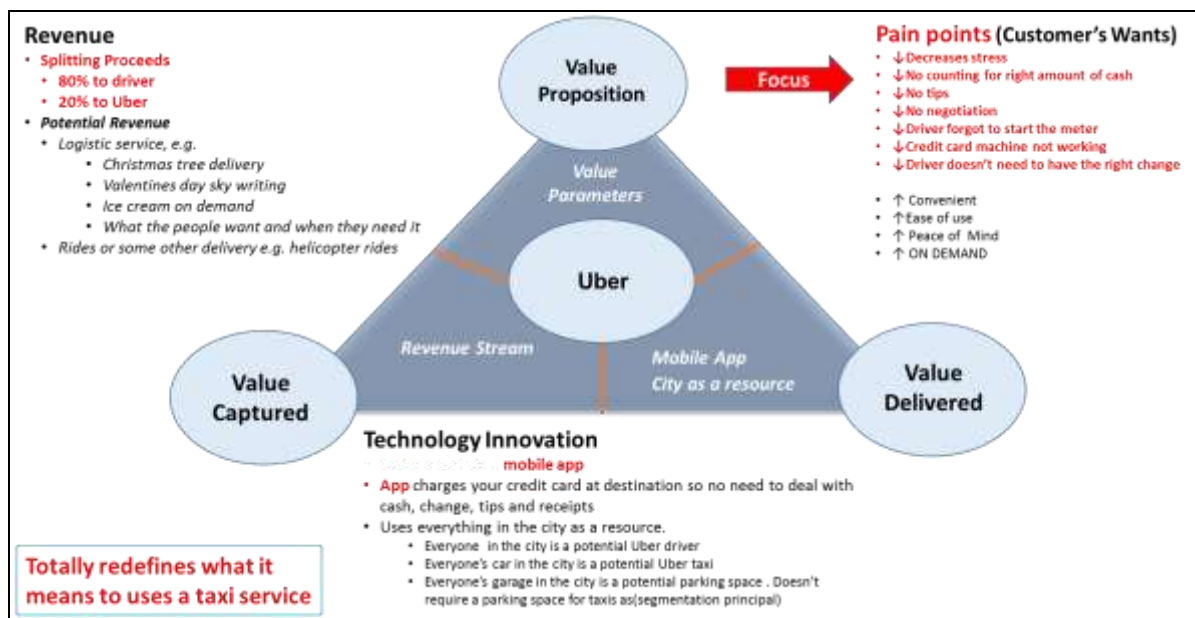
The value is captured through a revenue split of 80% to the drivers and 20% to Uber. However, the reason Uber is at present, valued at \$40 billion, and people are saying that soon it will be the first \$100 billion company; is because it is a logistic company and not a taxi company anymore. They deliver Christmas trees, ice cream on demand and helicopter services. It could be that in the next five years courier companies like FedEx or DHL will use Uber to deliver

their documents and parcels. Amazon.com may also use Uber for its logistics as it probably won't require warehouses to store their goods. They will order Uber to collect say a book, CD, etc. from the publisher and deliver it to an amazon customer. So, one can now see why Uber is valued at \$ 40 billion and heading towards \$100 Billion. What the four pillars of Systematic Innovation are saying, is, look at what

resources are already available in the system, whether that is in a city, nationally, internationally or globally to resolve a contradiction that provides a function, which is ideal for the customer.

This is what Uber has done with its Experience & Sharing Economy Business Model

Figure 14: Uber's Business Model



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The Influence of Religiosity on Young Customers' Purchase Attitude towards Banks: An Empirical Study on University Students in Egypt

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Abstract

Purpose: The purpose of this study is to determine the impact of religiosity on young customers' purchase attitude towards Banks in Egypt.

Design/methodology/Approach: This research employed a quantitative technique as an attempt to contribute to the religiosity studies. The primary data was collected through a self-administrated questionnaire (SAQ). It targeted sample of university Muslim Students in Egypt. The questionnaire received 487 valid responses. Recommended statistical techniques were done to validate the reliability and validity of the scales used. The study employed mainly two models, First religiosity was measured using Glock's model (1972) of religiosity. For the purchase attitude Ajzen's Theory of Planned Behaviour (1991) was adopted. A 5 point Likert scale was used to measure the intensity of responses.

Findings: It was found that overall religiosity and three other dimensions have a significant negative relationship with purchase attitude.

Research limitations: This study has some limitation to be considered. The research adopted a quantitative approach as mono-method could not deliver an in depth analysis that a mixed approach could provide. Additionally, the uses of non-probability sampling may reduce the statistical representation of the results. Moreover, the researcher wanted to apply this study on Islamic banks. But due to the few number of Islamic banks in compared to conventional banks in Egypt the researcher

found that it will more feasible to apply it on conventional banks.

Practical implications: The results of this study have managerial implications for conventional and Islamic banks' marketers. Specially those who are marketing for banks in conservative-modern Islamic countries. As understanding the effect of different dimensions of religiosity will let them consider new strategies to be able to deal with customers that have different behaviours then they can adjust their marketing approaches accordingly.

Originality/value: The results of this study contribute to the marketing and banking literature in general and the religiosity studies in specific. The interaction between religion and banks is found to be essential in this study.

Keywords: Religion, Purchase attitude, Banks, Islam, Muslims, University students

Paper type: Research paper

Introduction

Egypt is a Middle Eastern developing country, that still witnesses an unstable situation economically and socially after the 2011 Egyptian revolution (Adib & El-Bassiouny, 2012). Given that Egypt has 43 banks in which 6 of them are Islamic and the 37 are conventional, that includes 3 banks started to offer Islamic products besides their conventional products such as Banque Audi or even some banks that have Islamic branches such as Bank Misr (Ministry of Trade and Industry, 2016).

Islamic banks are tailored to satisfy the needs of Muslims everywhere. Although a

lot of studies acknowledged that Islamic Banks are growing, yet there is a lack of marketing studies in this area particularly in Egypt (Abou-Youssef et al, 2015). Since it was the hub for Islamic banks, as the first Islamic bank opened in Egypt was Faisal Islamic Bank in the Seventies (Rashwan, 2010).

Literature Review

Banks Selection Criteria

Ahmad et al. 2011 argued in their study on brand preference in banking, that it has a theoretical and practical importance. Theoretically, they attempted to fill a gap in the literature by exploring the banks' products selection criteria of potential young customers. While practically, it helps marketers at banks to determine the various factors that affect bank selection decisions among young and future decision customers. As such information shall assist banks in developing the appropriate marketing strategies for reaching young customers to create their competitive advantage around those important factors and address their main strengths and weaknesses (Iqbal & Molyneux, 2005). Finally to help banks with a better understanding of their customers' selection criteria and create programmes to better develop specific market segments (Abd. Aziz, 2014). They concluded that there are some factors with a great importance more than other when it comes to choosing a bank such as religion and quality of the customer interaction.

Islamic Vs. Conventional Banks

Islamic banks are different from conventional banks in one main principal (Souiden & Rani, 2015). Islamic banks should comply with Sharia which is the Islamic law. Sharia is a set of social and cultural principles that Muslims must follow to win God's way (Al-Qardawi, 1999). Therefore, Islamic banks do not charge interest (i.e. *riba*), which is a main generator of profits for conventional banks (Al-Ajmi

et al, 2009). Accordingly Islamic Banks are based on other main drivers for profits which are *moudaraba* (trust financing), *mousharaka* (loss and benefits sharing), *mourabaha* (cost-plus financing) and *ijara* (leasing) (for more details on these four methods, see Haron et al., 1994 and Maali and Napier, and 2010).

Basically Islamic Banks are not allowed to finance projects that are not complied with principles of Islam (Dali et al, 2015). Additionally, Ahmad (2000) mentioned that they are not allowed to finance projects that have conflicts with Islamic values system such as financing bars, nightclubs and casinos or any project that contain violation for Islamic principles or cause any harm to the society such as financing cigarettes factory. Moreover, any business that engages with prohibited products or services are not allowed to have accounts in Islamic Banks. For Individuals level, Islamic banks can check whether a client is eligible for opening account in it by checking whether the client's money is coming from a source that is not allowed in Islam such as gambling or money laundering but this process might be complex (Souiden and Rani 2013).

Religiosity

The terms "Religion" and "Religiosity" are used widely to define the same thing. However the latter is being used more frequently in the marketing literature (Hill and Pargament, 2003). Religiosity is an important aspect of culture and considered as a concept that is used to measure religion (Abou-Youssef et al, 2015). As it has a great impact on individual's life, attitude and habits. Thus, it has a great impact on lifestyles; consequently it influences consumer behaviour (Hanzaee et al, 2011). Moreover, (Peterson & Roy, 1985) added that one value of religion is to determine a meaning and drive for people through a framework that makes life more understandable.

Glock & Stark (1965) defined Religion “as a system of institutionalized sacred values clustered around questions of ‘ultimate meaning’”.

Attitudes

Pride and Ferrell (1991, p.75) defined attitude as “positive or negative feelings about an object or activity”. Hawkins et al (2004, p.101) introduced attitude as “A continuing association of motivational emotional, perceptual and cognitive processes with respect to some aspect of our environment”. Moreover, attitudes can be perceived as an “overall evaluation that expresses how much we like or dislike an object, issue, person or action” (Petty et al, 1991; Hoyer and Macinnis, 2001; Solomon, 2004).

Theory of Planned Behaviour (TPB)

Attitudes towards behaviour are referred to an individual’s evaluation of the behaviour (Fazio, 1986). Fishbein’s Behavioural intentions model (1967) clarifies that intentions are shaped as a core function of attitudes towards the behaviour and the subjective norms in relevance to behaviour. Based on this Ajzen (1991) introduced the theory of planned behaviour (TPB). TPB is one of the very well-known theories in studying social psychology to predict the human behaviour in different situations. Which developed to describe how a “person’s attitude toward behaviour, subjective norm, and perceived behavioural control predict intent which in turn, leads to behaviour” (Ajzen, 1985, P.12). Ajzen describes intent as a choice to act in a specific way and subjective norms refers to social impact on a specific behaviour (Young & Kent, 1985) as shown in figure 1.

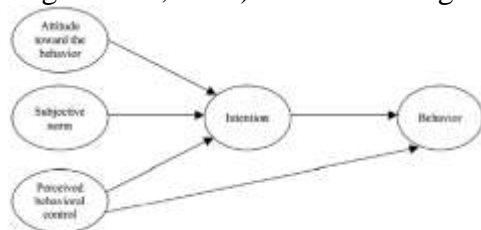


Figure 11: Theory of Planned Behaviour (Ajzen, 1991)

Silva et al., (2014) explained that in the TPB model, intention comes before behaviour and is derived by the interaction of three important antecedents which are: attitudes, subjective norms and perceived behavioural controls. Rhodes et al., (2014) added that generally when a person has a favourable attitude, subjective norm and a great perceived behaviour controls. He/she would have a strong intention to do the behaviour in question or the behaviour itself.

Religion as Marketing Tool

Arham (2010) discussed the utilisation of religion as a marketing tool through the view of adopting religion teaching to market different products and services. He highlighted the importance of this notion, because failing to discuss this issue may lead to doubt on whether religion should be isolated from commercial decision making.

Moreover, he argued that religion teachings could be employed as a marketing tool. Since Islamic principles are concern, there are some proofs that exist in light of this statement (Khan M. , 1991). First it was mentioned in the Holy Quran in many verses that are related to commerce and its transactions. The verses included the prevention of interest (Al-Quran 2:275), rules for negotiation (Al-Quran 33:70) and other dimensions of commerce (Khan M., 1991). Moreover, Islamic principles on commerce can be seen from Prophet Muhammad (SAW) sayings. About selling products clearly as Prophet Muhammad SAW said the following: Narrated Hakim bin Hizam: Allah’s Messenger said,

“The seller and the buyer have the right to keep or return goods as long as they have not parted, or till they part; and if both the parties spoke the truth and described the defects and qualities (of the goods), then they would be blessed in their transaction, and if they told lies or hid something, then the blessings of their transaction would be lost”(Khan, 1997, p.173).

The Dimensions of Religiosity

Religion cannot be classified as a monolithic, homogenous and whole. As by observing some individuals or groups, they can score high in one dimension while they score low in other dimensions. This indicates that religion is not static but rather a multidimensional phenomenon (Hanzaee et al., 2011).

Wilson (1978) outlined the work done on religiosity of the 60s and 70s. He argued that the effort done to identify and measure the different dimensions of religiosity is considered one of the main advances in the recent study of religion. Wilson argued that Glock was a main contributor to the development of religiosity study, as his article in 1959 discussed the ideas that had been discussed by Hall (1904), Starbuck (1905) and Leuba (1925). Glock came up with a classification of religious beliefs as the core aspect for religion. Religious works as morals, practices as rituals and feelings as emotions as shown in table 3 (Glock, 1959).

Table 1: Classification of Religion Dimensions (Glock, 1959)

Dimensions	Classification of Dimentions
Beliefs	Core aspect of religion
Works	Morals
Practices	Rituals
Feelings	Emotions

Subsequently, Glock (1965) changed the names of the main four dimensions as follows in table 4.

Table 2: New names for Religion Dimensions (Glock, 1965)

Dimensions	Classification of Dimentions
Belief	Ideological
Work	Cosequential
Practice	Ritualistic
Feelings	Experiential

Furthermore, Glock added intellectual dimension or knowledge which he retrieved from Fukuyama's study (1961) on the major dimensions of church membership. Hassan, (2007) explained the five dimensions of Glock in details as follows:

The Ideological dimension: is built on the basic belief to which a religious person is assumed to believe and always expected to follow.

The intellectual dimension stands for the assumption that individuals will seek some knowledge to help them in understanding the basic principles of their religion.

The ritualistic dimension includes some particular practices of worship and dedication that individuals fulfil to show commitment to their religion.

The experimental dimension refers to the emotions, feeling or perceptions that individuals or religious group feel and includes communication with God.

The consequential dimension includes the impact of belief, practice, experience and knowledge on a person. It encompasses the religious description that determines what an individual should perform and their attitude.

Hypotheses and Proposed Model

Based on the previous discussion of literature and the identified gaps, the hypotheses are identified as follows:

H1 religiosity has a significant positive relationship with the purchase attitude towards banks among young customers

H1 could be further broken down into the following hypotheses to help in understanding the significance of each religiosity dimension in affecting attitude towards banks among youth as follows:

H1a: the ideological dimension of religiosity has a significant positive relationship with the purchase attitude towards banks among young customers.

H1b: the intellectual dimension of religiosity has a significant positive relationship with the purchase attitude towards banks among young customers.

H1c: the ritualistic dimension of religiosity has a significant positive relationship with

the purchase attitude towards banks among young customers.

H1d: the experiential dimension of religiosity has a significant positive relationship with the purchase attitude towards banks among young customers.

H1e: the consequential dimension of religiosity has a significant positive relationship with the purchase attitude towards banks among young customers.

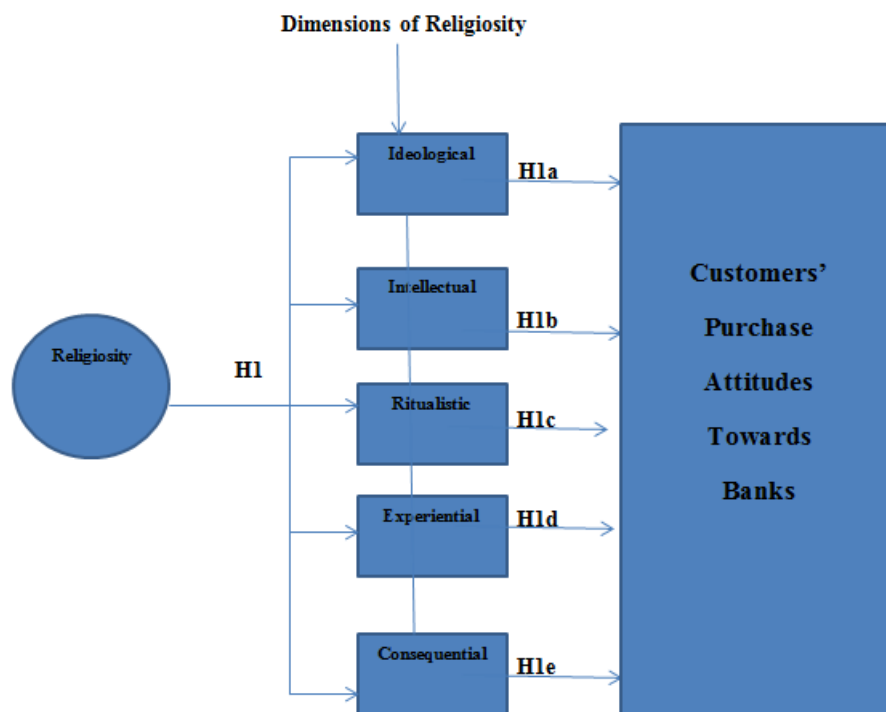


Figure 12: Proposed research model (Farrag & Hassan, 2015)

Research Methodology

This research is adopting a positivist philosophy that adopts the application of the natural science methods to the study of social reality. This philosophy matches the model used in this study, since positivism focuses on analysing a situation by explaining a relationship between variables that examine parts of existing theory in a different context, information was gathered through a self-administrated questionnaire.

Since this research is assessing the relationship between religiosity dimensions and purchase attitude, the survey method is an appropriate way to answer the research questions, and will allow the researcher to analyse the data statistically, in order to

know an estimate of the direction and strength of the relationships between the research variables. Then supporting or rejecting the developed hypotheses (Malhotra, 2011).

The primary data was collected through a self-administrated questionnaire (SAQ). By two ways, first the survey was distributed by hand to students on different campuses in Cairo which is the capital city and Alexandria which is the second most important city in Egypt (Farrag & Hassan, 2015).

Questionnaire Design

The proposed model that will be used in this study is in accordance with that proposed by Glock (1972) in which religiosity has been

defined as having five dimensions: "ideological, ritualistic, intellectual, consequential and experimental. The ideological dimensions include the overall beliefs associated with a religion" (Farrag & Hassan, 2015, p.99). For instance, "beliefs about God, Prophet, fate, etc. ritualistic dimensions include the actions prescribed by religion such as: prayer, fasting, pilgrimage, etc. Intellectual dimensions refer to an individual's knowledge about religion. Consequential dimensions refer to the importance of religion, while experimental dimensions describe the practicality of the religion" (Rehman & Shabbir, 2010, p.65).

Scale Measurement

Religiosity studies have been growing in the last period. A lot of scales and measurements have been created to measure it. These studies such as Bonne et al., 2009, 1994 and Lada et al., 2009; found that religion different dimensions have a great effect on consumer behaviour different aspects.

Results

Pearson Correlations

As a result, Table (3) illustrates the correlation between independent and dependent variables.

Results of Pearson correlation analysis found that the strongest significant positive correlation was between ritualistic and experimental dimensions ($r=.734$, $p<.01$), then a positive correlation between ritualistic and intellectual dimensions ($r=.699$, $p<.01$), followed by a positive correlation between ritualistic and ideological dimensions ($r=.664$, $p<.01$) and finally a positive correlation between experimental and ideological dimensions ($r=.640$, $p<.01$).

For the overall religiosity and the purchase attitude towards banks, the Pearson correlation analysis found that it has a negative relatively moderate relationship ($r = -.099$, $p < .005$). As shown in table 4.

Table 3: Correlations of Religiosity dimensions and Purchase attitude

		<i>purchase- attitude</i>	<i>Ideolo- gical</i>	<i>Intellec- tual</i>	<i>Ritual- istic</i>	<i>Experi- mental</i>	<i>Conseq- uential</i>
purchaseattitude	Pearson Correlation	1	-.013-	.114*	.136**	.082	.185**
	Sig. (2-tailed)		.783	.013	.003	.076	.000
	N	477	477	475	463	475	473
Ideological	Pearson Correlation	-.013-	1	.450**	.664**	.640**	.277**
	Sig. (2-tailed)	.783		.000	.000	.000	.000
	N	477	487	481	469	481	479
Intellectual	Pearson Correlation	.114*	.450**	1	.699**	.577**	.418**
	Sig. (2-tailed)	.013	.000		.000	.000	.000
	N	475	481	481	467	479	477
Ritualistic	Pearson Correlation	.136**	.664**	.699**	1	.734**	.431**
	Sig. (2-tailed)	.003	.000	.000		.000	.000
	N	463	469	467	469	467	467
Experimental	Pearson Correlation	.082	.640**	.577**	.734**	1	.396**
	Sig. (2-tailed)	.076	.000	.000	.000		.000
	N	475	481	479	467	481	477
Consequential	Pearson Correlation	.185**	.277**	.418**	.431**	.396**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	473	479	477	467	477	479
*. Correlation is significant at the 0.05 level (2-tailed).							
**. Correlation is significant at the 0.01 level (2-tailed).							

Table 4: Correlation of overall religiosity and Purchase attitude

<i>Correlations</i>			
		Purchaseattitude	Religiosity
Purchase attitude	Pearson Correlation	1	-.099*
	Sig. (2-tailed)		.035
	N	477	457
Religiosity	Pearson Correlation	-.099*	1
	Sig. (2-tailed)	.035	
	N	457	463

*. Correlation is significant at the 0.05 level (2-tailed).

Due to the positive correlations between the variables a simple linear regression is employed instead of a multiple regression. Consequently 6 simple regression models were carried to test the effect of religiosity and its dimensions on the purchase attitude.

Regression Analyses

Regression Equation: All the models are applied on the following equation $\hat{Y} = a + b_1X_1$

Table 5 shows a summary of the hypotheses tests.

Six regression models were conducted, to test the hypotheses mentioned previously. The main hypothesis was testing the relationship between religiosity and purchase attitude was found to be significant; hence; it was accepted and

compared to other four studies, this research result found to be consistent with them. Followed by two sub-hypotheses were not found to be significant, hence; they were rejected. These two hypotheses were testing the relationship between ideological and experiential dimensions respectively with purchase attitude. Each hypothesis was compared to other four studies and found to be contradicting with their results. Finally the other four sub-hypotheses were found to be significant hence; they were accepted; these four hypotheses were testing the relationship between intellectual, ritualistic and consequential dimensions respectively with purchase attitude. Each hypothesis was compared to other four studies and found to be consistent with their results. Consequently the research main question and sub-questions were answered.

Table 5: Results of Hypotheses tests 1-6

#	Hypothesis	Result (Supported / Rejected)
H1	Religiosity has a significant relationship with the purchase attitude towards banks among young customers.	Supported (p = .035).
H1a	The ideological dimension of religiosity has a non-significant relationship with the purchase attitude towards banks among	Rejected (p = .783).

	young customers.	
H1b	The intellectual dimension of religiosity has a significant relationship with the purchase attitude towards banks among young customers.	Supported (p =.013).
H1c	The ritualistic dimension of religiosity has a significant relationship with the purchase attitude towards banks among young customers.	Supported (p =.003).
H1d	The experiential dimension of religiosity has a non-significant relationship with the purchase attitude towards banks among young customers.	Rejected (p =.942).
H1e	The consequential dimension of religiosity has a significant relationship with the purchase attitude towards banks among young customers.	Supported (p = .000).

Implications For Future Research

The study process along with the reached findings and research limitations mentioned in the previous section came up with some recommendations and directions to be considered for future research on religiosity and purchase attitude.

This study was done on Muslims in Egypt; however Muslim customers in different Islamic countries may have dissimilar

attitude orientations. Further studies could be done on various Muslim countries and on different market segments of adult Muslim customers to examine if the results will be similar to results found in Egypt or the results will differ across cultures and sub-cultures. Although there are some fixed grounds for Islam, but practicing the Islam and the strength of beliefs in each country might differ.

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Implementation of Healthcare Transparency Tool to Identify High Variability in Costs in the Health Care Industry

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Abstract

One of the major problems in the Global Healthcare system is that different hospitals charge different prices for the same procedures. This results in waste in the health care system and affects all of the parties involved in the process including payors, customers, and governments. This is due to the fact that people are not aware of the costs in the system and if such information is available they can perhaps research a bit more about the costs involved and make better pricing decisions.

Index Terms—Health Care Costs, Quality, Big Data, Business Management, Transparency, Crowdsourcing, Health Transparency Tool (HTT).

Introduction and Problem Description

There is lack of timely and accurate available data about the prices of procedures that patients can use to make better pricing decisions related to their medical conditions. Such lack of pricing data results in consumers being unaware of available low prices and ends up paying higher costs and also results in overall high costs in the economy. Secondly, there is a lack of incentives to share information about procedures and their prices among the various stakeholders which include Hospitals and Insurance Providers who have the most accurate and up to date data [1].

The main idea of the paper is to how to reduce the procedure costs globally. This proposal will reduce such costs by getting data from all of the hospitals where such data could be made as opinions from a crowd sourced solution by getting advice

from the opinion from the crowds and getting wisdom of the crowds to get the lower costs for the procedures. Such will be accomplished by a team effort of the various users on the crowd sourcing site and people at large, patients, consumers, even practitioners can offer advice on the site for the alternative options available to the consumers. This way we will utilize the wisdom of the crowds to help solve the problem of high procedure costs. This approach has been utilized in various other areas of health care like diagnosis and treatments like (Patientslikeme.com), or (HealthMap.org), or Crowd Med.com [8], however such a gap exists when costs are concerned especially when we are looking at crowd sourced solutions. Some limited set of price transparency tools have been used using the method of Cloud Platforms as well as by some hospitals and have shown that transparency reduced costs using Cast light cloud based price transparency tool [9]. High costs in the US healthcare are a known problem. The cost of procedures is a major portion of such huge high costs and such high costs for procedures is due to the fact that there is less transparency on the pricing mechanism, law enables such lack of disclosures and there are no incentives of the hospitals to reduce the prices of the procedures [10]. However Insurance companies would like to have fewer prices in order to have more profits for their shareholders, also government would like to have fewer prices and also the consumers would like to pay less as well. Hence some parties have incentive to pay less and reduce overall costs. Hence we find huge disparity between the prices between procedures offered by hospitals in the same city even.

Hence we see that there are inefficiencies that exist in such variance where the same procedure can cost anywhere from 30,000 USD to 100,000 USD for many of the same procedures in the same state [11]. This is well documented research from a practice standpoint of view and many journal articles and research studies have been done by Dartmouth, CMS as well as in practice that shows such disparity [12]

There have been many great examples of price transparency where many organizations have put the prices of all of their procedures and services online so that consumers are better informed. However such examples have been few and not standardized as well at a systems level. There have been local or regional level transparency but at a systems level such an approach has been lacking. Hence this requires a system level solution. Systems thinking teaches us that to solve a problem we need to take a systems level approach and should not look at local optimizations and local solutions as such solutions would be inefficient and ineffective in the long term and would cause waste. Hence though many of such examples such as University of Utah and many at State level that happened at local level and would be suboptimal to say the least.

Literature Review

Similar large scale data collection via crowdsourcing and visualization tools is a recent phenomenon where in 2008 such term was used to associate with scholarly research. [2] Such large scale data based systems have been an effective mechanism in building structured knowledge base. Such solutions enable large scale collection and visualization of content by the users and processes will enable efficiency and effectiveness and will lead to better feedback loops and metrics [3]

The proposed solution has its theoretical foundations in the large scale data collection theory, specifically crowdsourcing theory. [4] It uses the basic ideas behind such

theory to propose a solution to the healthcare cost problem. Prior research that has been done in the field of in this area that has been applied to different domains like research, diagnostics, public health etc. [5]. Crowds are utilized through an organization's crowd capability [6], to create crowd capital, this has its theoretical underpinnings in the work of Friedrich Hayek. Crowd Capital is always an IT phenomenon and is the outcome of the crowd capability. There are three dimensions of crowd capability, structure, content and process. Structure in our solution will be the centralized (HTT) Health Care Transparency Tool Site that will be developed by centralized authority or as an open source project, content dimension will be the prices, procedures, hospital and quality data that will be generated, and the process will include the collaboration efforts and processes that will be used to generate data from the various data that is submitted by the organizations. [6]. Such IT structures could be collaborative or episodic, in our proposed solution this will be a collaborative effort and not one time or secluded effort where participants only have the capability to only participate once. [7]

Suggestion/Tentative Design

The suggested implementation architecture of the Health Care Transparency Tool (HTT) will be developed in open source systems using fourth generation language such as Java, as shown below in Figure 1. These all objects will be tracked in a Postgres/MySQL database. The customized system will read the data from the open source database system and will display the information on the web user interface. Hospital systems can push the data using the same web based tool and the same information will be available in the web site of the (HTT). The real time batch job will run and will transfer and sync the data between various hospitals and the centralized tool (HTT).

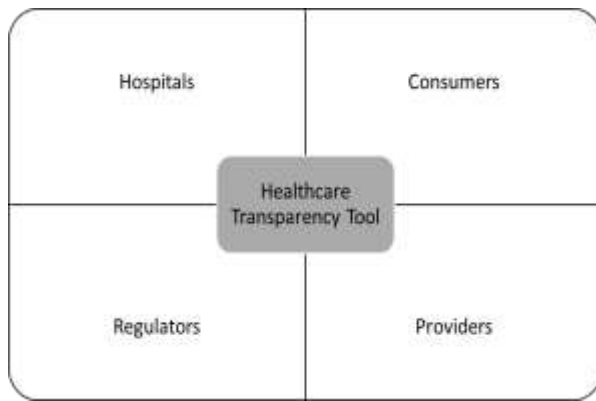


Figure1: High Level HTT architecture

Structure in our solution will be the crowdsourcing site that will be developed, content dimension will be the prices, procedures, hospital and quality data that will be generated, and the process will include the collaboration efforts and processes that will be used to generate data from the crowds. [7]. Such IT structures could be collaborative or episodic, in our proposed solution this will be a collaborative effort and not one time or secluded effort where participants only have the capability to only participate once. [7]

These mechanisms can be employed to capture such information from the hospitals:-

- Costs are submitted by all the hospitals for the various services they offer
- Such information will be available and will be able to link with the geographical location and specific hospital where the procedures were performed or are available
- Such Information should be readily available and updates about the data should be transparent
- Quality information about the procedures and hospitals should be linkable with the procedures and costs information
- Such information will be edited or entered by consumers and other parties as well who are stakeholders
- There can be various subscription levels to the data and services and all parties could subscribe to data additions,

deletions, changes etc. Such subscriptions could be multi-level and move in any direction.

Visualization reports would be available that would enable any one to search and view the procedures they are interested in individually or in a summary view

The implementation of the HTT (Healthcare Transparency Tool) solution itself is the central to this research. This study will create a prototype that will be used to capture information that was not previously available to gather. The gathering of the data and how it is being used and the related quality and price rankings will provide an effective method to provide improvements to the solution.

The artifact that we propose will be a large scale data collection and submission solution to the procedure pricing problem and will enable all hospitals to share such information publicly. This will show to the rest of the consumers that what the prices of the procedures are like. Initially the input to the data would be publicly available information as well as text and web mining and information retrieval of data from the web and further more over time we will incorporate many information gathering techniques that will enable individual users to provide an effective medium for such information and provide low prices to the consumers. The stated artifact will provide transparency to the problem as consumers will share the information publically this will also remove the constraint of law as consumers do not have dis-incentive not to share information. This will also remove the systems thinking constraint as well as in this case all of the hospitals in the systems will be sharing information publicly and such information could be used by other members of the and there is no local optimization or bottlenecks in this solution. This will also help end users to learn from the data and share experience as well apart from the price as well for the specific procedure.

This will be a simple user interface on the front end with search capacity based on the procedures. Depending on the type of procedures selected, one will be taken to the results page where there will be list of procedures and their details and similar procedures and their costs associated and hospital details when such are offered with some quality metrics and related visualizations. This solution will provide better transparency than the existing tools that are in practice as this will be an open system, as well as anyone can share information, the prices will be accurate of what customers were charges and not a starting point of charges that are generally reported in existing tools by the hospitals [9]. Hence from a practice standpoint the prototype and tool developed will serve as practical contribution to the practice of transparency efforts for gathering accurate pricing information for procedures.

The process model of how a change flows through in the HTT system is shown as below in Figure 2.

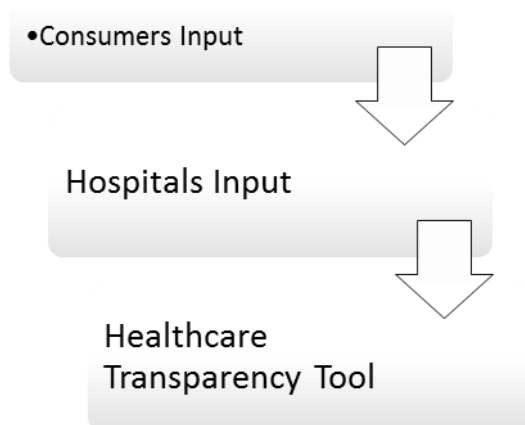


Figure 2: High Level process model for the HTT system

The roles in HTT system are listed as below in Table I

Table I: Roles in HTT system

Role	Description	Create/Update	Delete
Hospitals	All hospitals will be providing data for the health related procedures and	X	X

Role	Description	Create/Update	Delete
	services information		
HTT	Data provided by various entities will show in the web based transparency tool	X	N/A (though can back out change)
Central Authority/ Governance	Central Authority or governing body will have access to such data and will have ability to review the same	X	X
Consumers	Consumers will have access to view and search the data	X	X

The affected applications in the HTT system and their sub applications are listed in Table II below.

Table II: Affected SERVICES

Services	Description	
Procedures	This will list all of the procedures that will be available in the HTT tool	
Services	These would include all of the services that will be available other than procedures	
Other	Any miscellaneous things not covered in the above will be included here	

There have been various problems that have been identified by the literature review and we feel that many of these could be resolved by using our approach for a HTT Healthcare Transparency Tool that will include.

The front end that will be developed using any fourth generation language we will also ensure that we will utilize some visualization tool like node.js, Tableau, Power BI etc. or some similar tool to show such relationships between various procedures, prices, hospitals and costs and the various trends over time as well historically.

The suggested approach will be an system wide price transparency tool that could be hosted at the state level or at the country health regulatory level or even at the open source level depending the fact that proper regulatory guidelines and approvals have been followed up and in many cases this will require top level leadership of the industry to collaborate as well as state level health

regulators to put in policies and procedures in place so that such cooperation is encouraged or required.

Hence based on the literature review we have demonstrated problem relevance that there is a need for a robust price transparency tool and how such a systems level tool could lead to greater price transparency and help consumers and governments and overall societies by reducing costs.

Research rigor is also applied here as we have demonstrated that we have used the existing research in the crowdsourcing area and we have applied the same in a specific area i.e. healthcare applications.

Design as a search process is established as we have detailed the process flows that will be undertaken and how the workflow for the transparency tool will be hosted by the health regulators and how the data will flow from consumers, hospitals and even regulators if they have such data to the healthcare transparency tool.

Design as an artifact is clearly established as well with the development of the instantiation of a Healthcare transparency tool system that will be based on the dynamic nature of the model of data items which include, prices, procedures, services, various entities and stakeholders and

geographical and regional space and how the various interactions work among these.

Research contributions are the design artifacts i.e. the instantiation and the actual tool that will be a web based portal where all the data will be placed and shared and various visualization and reporting tools can be enabled to enhance the price level transparency.

Research communication is adequately provided by the process workflows and stakeholders could be notified if they have subscribed to effective procedure or service that they are interested in.

Evaluation

The design will be evaluated in several ways:-

The crowdsourcing solution will be compared to existing solutions in place and its effectiveness on the quality, usability and data would be measured and evaluated. The existing solutions are solutions that have been developed at the local geographically based solutions by insurance companies or hospitals. The crowdsourcing research artifact will be implemented and several of its use cases and screens will be presented to show the usage of the data collection and quality rankings and visualization capabilities as well.

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Business Clusters as Innovation Agents: The Case of Wenzhou, China

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Abstract

Businesses clusters are defined as geographical concentrations of vertically and horizontally integrated firms in related lines of business. Clusters are assumed to promote economic growth by tapping into the unused business potential of a region and by exploiting tacit knowledge spillovers. Despite mixed empirical evidence to support these claims, business clusters remain at the forefront of regional development policies. The underlying concept of business clusters is agglomeration economics intimately tied to a specific geographic location. As globalization pressures increase, successful clusters evolve from structures leveraging local institutions and assets into multi-regional entities that serve as innovation agents. In this context, the importance of spatial proximity is reduced and the focus shifts to the flow of information in business networks and to the production, dissemination and absorption of knowledge without specific geographical boundaries. While information flow in business clusters is aided and abetted by spatial proximity, it is the flow itself that emerges as is the important success factor. The Wenzhou footwear cluster, a world-renowned Chinese cluster that has gone through various restructurings and is still continuously evolving, serves as an interpretive example of the dimensions of proximity in successful business clusters.

Key Words: *Clusters; Innovation; Regional Development; Wenzhou Model*

Introduction

Businesses clusters are typically defined as geographical concentrations of vertically and horizontally integrated firms in related

lines of business. According to Porter (1998) clusters have the potential to increase the productivity of their member companies, to drive innovation, and to stimulate business growth in the field.

The underlying concept of business clusters is agglomeration economics in the Marshallian sense. Porter popularized the concept of clusters by bringing to the forefront the importance of economic geography and making business clusters extremely popular with policy-makers (OECD 2010).

Clusters are assumed to confer competitive advantages to their members and their regions (Thuermer 2000) and have been associated with innovation capacity (Beaudry 2003, Pittaway 2004). Despite scant empirical evidence to support these claims, business clusters still remain at the forefront of regional development policies (Abadli and Otmani 2014, Suire and Vicente 2014). Governments often try to use the clustering effect to promote a particular region for a certain type of business and to stimulate growth. Industrial districts, innovation zones and entrepreneurial ecosystems are all applications of the clustering effect. The impact of policy interventions is admittedly difficult to assess due to time lag and attribution problems. Yet about two decades of government support of the concept indicate that in many (if not most) cases cluster strategies do not produce enough of a positive impact to justify the costs of intervention (Crawley and Pickernell 2012, Brakman and Van Marrewijk 2013, Rigby and Brown 2015).

At the same time that Porter was marketing the concept of clusters to governments around the world, many economists were

already questioning whether clusters were indeed a panacea for regional development and economic growth (Davies and Ellis 2000). The criticism of the concept centered around the alleged effect on innovation and on regional competitiveness (Cortright 2006, Huber 2012). The most scathing critique came early in a lengthy thirty-page manuscript from Martin and Sunley (2003) who (almost) deconstructed the concept which they characterized as “chaotic” and questioned basic tenets of economic geography. Porter’s dogma “location matters” came under intense scrutiny as geographic proximity appeared to have very limited interpretive power in explaining the success or failure of clusters.

A recent extensive survey provides strong evidence that clusters promote entry, but little evidence that clusters enhance firm growth and firm survival (Frenken, Cefis and Stam, 2015). Admittedly, there were (and are) successful clusters around the world and governments remained sympathetic because the concept is directly amenable to immediate policy interventions. Yet ambiguities in defining clusters and in identifying their members and their borders prevented accurate policy evaluation. Early efforts to define the drivers of industrial clusters that lead to regional competitive advantage met with limited success. It was understood though that the concept of clusters is multi-dimensional and that certain variables such as firm size, industry sector and economic environment play an important mediating role as predictors of cluster success (Bottazzi and Gragnolati, 2015).

The cluster literature includes an extraordinary number of articles in the fields of economics, geography, and management. It also generated a fairly large –but fragmented– set of topics for debate and research (Oliver, J.L.H., Gonzalez, G. and Caja, P. 2015). In this context, the objective of this paper is to question further the role of economic geography in business clusters operating in an environment with continuously increasing global pressures.

Considering that China after the reforms gave birth to a wide range of successful clusters, there exist today many examples of Chinese clusters that do exhibit a mature development trajectory. Prominent among these is the Wenzhou footwear cluster that has been the subject of many analytical studies (Wei 2009). The Wenzhou footwear cluster serves as the interpretive example of this paper. The analysis that follows is based on extensive literature review and on the author’s field work during her four-month research stay at Wenzhou last Fall.

The Concept of Clustering

Clusters are local concentrations of firms in related lines of business together with their supporting organizations. Local productive systems, industrial districts or business networks are examples of clusters and describe the tendency of firms in a particular field to concentrate geographically. By clustering together, it is assumed that firms can achieve economies of scale and scope and lower their business costs.

The observed concentration of economic activity in an area is necessary but not sufficient to constitute a cluster. Porter argued that a cluster is a form of network that occurs within a geographic location, in which the proximity of firms and institutions ensures certain forms of commonality and increases the frequency and impact of interactions (Porter 1998). Key in this concept is the hypothesis that when enough resources and competences amass to reach a critical threshold in a geographical location, this confers a sustainable competitive advantage over other places in a given economic activity. Porter claimed that clusters have the potential to affect competition by increasing the productivity of the companies in the cluster, by driving innovation in the field, and by stimulating new businesses in the field.

UNIDO defines business clusters as sectoral and geographical concentrations of enterprises that produce and sell a range of

related or complementary products and, thus, face common challenges and opportunities. Interestingly, UNIDO differentiates them from business networks which are defined as groups of firms that cooperate on a joint development project complementing each other in order to overcome common problems, achieve collective efficiency and penetrate markets beyond their individual reach. Networks can be horizontal or vertical and they can be developed within or independently of clusters (UNIDO 2010).

Over the years, the concept of Porterian clusters has evolved to include diverse types of agglomeration, yet a globally accepted definition of clusters remains elusive. For most of the world, OECD's broad definition of clusters as geographical concentrations of vertically and horizontally integrated firms in related lines of business appears to be a convenient vehicle for policy-makers.

Yet clusters have become a worldwide fad primarily because they have been associated with innovation and the knowledge economy (OECD 2010). Most national innovation systems and policies from industrial districts to science parks and university research include clusters as an integral part of their arsenal. The cluster concept has grasped the imagination of policy makers and proved extremely popular with governments eager to develop regional policies to promote employment and growth. In an era of globalization, where small and medium-sized firms operate under increased pressure, firm competitiveness can be enhanced via the formation of clusters and the resultant spillover effects in the corresponding geographical region. Industrialized and developing countries alike have been pursuing cluster policies under the OECD umbrella definition that allows for a wide range of activities to stimulate regional development for innovation, sustainability and growth.

Admittedly, a large part of the popularity of clusters lies in the vagueness and definitional elusiveness of the concept

(Martin and Sunley 2003). It is precisely this ambiguity that allows both to apply the cluster concept to different realities and to prevent an accurate policy evaluation. The evidence though of a positive association between clusters and innovation capacity is not consistent (Ferreira et al. 2012). Similarly, it appears that the thesis that clusters invariably boost business performance and local development is not conclusively proven. Despite these weaknesses, the popularity of the cluster concept amongst policymakers remains intact.

Business clusters ride the policy trend of focusing on the distinct potential of individual regions. The reality of the case is that at this point there is not enough empirical evidence to support or reject clusters primarily because of the inherent ambiguities in defining clusters, identifying their members and recognizing their geographical borders.

Dimensions of Proximity

It has been well established since the last century that economic activity tends to agglomerate over time on a national, regional or urban scale. The observed concentration of economic activity in an area does not automatically constitute a cluster. Porter's original definition gave rise to a multitude of interpretations (Martin and Sunley 2003), which either extend it to include a wider variety of possible members or reduce it to local supply chain relations alone. Although all interpretations assume that geographical location is a defining characteristic of cluster activity, none of them defines the spatial scale on which such specialized activity should be construed as a cluster (Crawley and Pickernell 2012).

The issue of spatial proximity is of course essential in assessing cluster performance and regional policies but the lack of an objective metric makes it difficult to define objectively cluster boundaries. If an economic activity is not homogeneously spread over space, a boundary can always be drawn to define a potential cluster. Even

Porter admits that drawing cluster boundaries involves a creative process (Porter 1998). The most popular spatial scale for cluster policy is at the regional level, but the number of clusters reported by relevant organizations is often conflicting severely (Martin and Sunley 2003; Crawley and Pickernell 2012).

It would appear then that defining the geographical boundaries of clusters requires merely the consolidation of specialized economic activity without necessarily paying attention to the linkages between the actors involved. Yet Porter insists that cluster boundaries should encompass all firms with strong linkages and should safely leave out those with weak and non-existent linkages (Porter 1998). The problem of course is in differentiating between strong and weak linkages and no appropriate definitions have ever been provided. The mere existence of linkages of course does not automatically imply a clear understanding of their strength. Thus the issue of relational proximity remains as vague as that of geographic location and the definition of a cluster.

If the concept of clusters has any merit, the critical factor is in the spatial and relational proximities. In the globalization era, spatial advantages that have to do with labor, natural resources, taxation schemes and infrastructure costs quickly diminish. Apparently there is another distinct dimension of proximity that may make all the difference (Gertler 2003, Chang and Hsieh 2011).

Spatial proximity enhances knowledge transfer and is thus a sufficient condition but not a necessary one. Modern modalities of communication and information dissemination may lead to a scenario where operating in the same geographic area is not a mandatory pre-condition of cluster success. There is indeed a “need to study the influence of the wider regional environment on cluster evolution and to explore how cluster development paths are influenced by a multiplicity of factors and processes at various spatial scales” (Trippel et al. 2015).

Leveraging Innovation

The presentation up to this point has elucidated the problems present in defining clusters, in assessing their performance and in developing coherent, science-based policies. But this is not a polemic on clusters; rather it is an attempt to establish the groundwork for a soberer analysis. The primary challenge for cluster success is how to leverage innovation to benefit the firms in the cluster as well as the geographic region as a whole. The secondary challenge is of course to be able to identify the themes, the sectors and the actors that will make such leveraging successful.

Interestingly enough, the same point is advanced by OECD (2010) in its Innovation Policy Handbook. According to OECD, cluster policies should be promoted by different policy streams that explicitly or implicitly focus not only on places (leading or lagging regions and economies) but also on sectors (dynamic or exposed, service or manufacturing) and actors (small and medium or large enterprises, established firms or startups).

It has been theorized, for instance, that the advantage of clusters, if there is one, has to do with the flow of information in business networks and the production, dissemination and absorption of knowledge (Christopherson, Kitson and Michie 2008). Within this framework, there is a crucial distinction between knowledge that can be codified using symbolic forms of representation (explicit knowledge) and other forms of knowledge that defy this representation (tacit knowledge). Tacit knowledge is recognized as a pillar of the learning economy and for a number of scholars provides the explanation for the persistence of local clusters in spite of a globalizing environment and a networked world (Gertler 2003; Cong and Weng 2011).

The assumption is that firms located in clusters benefit from local knowledge spillovers. Empirical data on the knowledge advantage of clusters remains ambiguous and further research is needed (Huber

2012). The innovation leveraging of clusters that provides them their competitive advantage is relational and not necessarily spatial.

Intellectual capital, the all-encompassing term for tacit knowledge, has been identified as the defining variable of business information flows and can thus be used to characterize relational proximity (Bounfour and Edvinsson 2005). Shifting the focus to intellectual capital as the interpretive variable for modelling business clusters introduces relational proximity as the major agent for innovation.

There is however limited empirical evidence on the characteristics that support or hinder the development of clusters within regions. History and place do matter for the collection of new data. China, especially after the reforms, presents a rich milieu of cluster development that is conducive to studying the influence of intellectual, industry, social and political factors on economic agglomeration.

Cluster Formation in China

China originally began clustering its national industries in the early 1950, by spreading them across its provinces to safeguard the country's manufacturing capacity against a possible attack during the Cold War. These clusters involved strategic industries in the technology- and capital-intensive sectors supported exclusively by government funding and organized in a top-down, centralized economy fashion (Zeng, 2010). The legacy of this policy today is seen through a series different industrial clusters operating in areas that did not necessarily have a spatially defined competitive advantage.

Modern-day, bottom-up clusters in China were formed after the reforms of the 80s when the private sector was allowed to operate openly and foreign investment was welcome to enter China. A key feature of this second wave of clustering was that it exploited regional characteristics in human resources and intellectual capital available

in the regions. Most of these clusters operated in low-technology and/or labor-intensive industries exploiting regional differences around China as regards available expertise (Long and Zhang, 2011). The majority of the second-wave clusters leveraged a low-cost but relatively skilled labor force to address the huge needs of a country emerging from a centrally planned economy and defined the regional development paths especially in less industrialized areas in China.

China's rapid development was based on the second-wave of industrial clusters because of the small initial investment required to establish most of the member firms. Instrumental in this lowering of the threshold for entry, was the breaking of the production process into a series of incremental steps, thus enabling many small firms to participate in a cluster with minimal financing needs (Frattoni and Prodi, 2013). While these clusters did not follow necessarily a technology-driven development trajectory, they were ultimately more successful and robust than those created by central planning.

Considering the extreme diversity among China's disparate regions, the largest number of bottom-up clusters emerged in areas where local manufacturing traditions and business opportunities provided by the economic reforms were conducive to rapid growth (Wang, 2010). In addition, the increased focus on the coastal areas, because of their close proximity to free-trade zones and international markets, added a distinct spatial dimension to China's clusters (Frattoni and Prodi, 2013). This trend has been recently reversed with a lot of clusters moving inland because of increasing operating costs, scarcity of human and material resources and tough environmental regulations, thus raising distinct questions on the importance of economic geography. While many of these moves were based on market factors, some were influenced by deliberate government policies.

Chinese clusters exhibit similar characteristics with other clusters around the

world, emerging from spontaneous agglomerations of business entities that exploit spatial competitive advantages based on the natural resources, the socio-economic conditions and the (mostly informal) intellectual capital concentrated in a region. With various government policies to support its shoe manufacturing industry, China's footwear clusters received significant attention and the country became the leading producer and consumer of shoes in the world (Zeng 2010).

Asia is the hub of footwear production, with 7 out of the 10 main footwear producers operating in the continent and 87% of the world production (estimated at more than 23 billion pairs last year). China produces the lion's share with almost 60% of the world production. Asia is also the largest footwear-consuming continent, with China again consuming almost 20% of the world production.

China's share of world exports however has dropped to 65% from the 74% high it registered in 2012 (HKTDC Research 2016). This was due to the mostly rising RMB exchange rate during these years and the higher anti-dumping import tariffs imposed by many countries but also to the emergence of other –primarily Asian– manufacturers.

There are three major leather shoe production clusters in the country, located mainly in the southeast coastal regions, with a combined output which accounts for 70% of China's total production output.

Region	Main Clusters	Specialization	Output Share
Zhejiang	<ul style="list-style-type: none"> • Wenzhou • Wenling • Taizhou 	mid-end men's leather shoes	19%
Fujian	<ul style="list-style-type: none"> • Jinjiang • Shishi • Putian 	sport shoes	35%
Guangdong	<ul style="list-style-type: none"> • Guangzhou • Dongguan • Huizhou 	mid- to high-end women's leather shoes	16%
<i>Source: National Bureau of Statistics of China</i>			70%

Leather shoes enterprises in the three provinces have encountered significant

additional operating pressures due to growing wages and decreasing labor resources. The region of Fujian, being focused primarily to the domestic market, was less exposed to the impact and witnessed rapid development ranking first nationwide today. The more export-oriented regions of Guangdong and Zhejiang, mostly doing contract manufacturing for foreign brands, were significantly more exposed. Many small- and medium-sized footwear firms Guangdong and Zhejiang became bankrupt or were acquired by bigger firms. Many others firms are transferring their production bases to West and Central China, because of abundant labor resources, lower wages and government incentives. This shift of production inland is expected to intensify.

The Wenzhou footwear cluster in the Zhejiang province is prototypical of China's wave of bottom-up clusters. The Wenzhou footwear cluster has a mature development trajectory and lends itself to further examination as an example of economic agglomeration where relational proximity might be more important than geographic one.

The Wenzhou Economic Model

Wenzhou (温州市) is a historic coastal city of about 4 million people in the Zhejiang province of southeast China. The city derives its name from its mild four-season climate (wen means "temperate" in Chinese). Wenzhou is surrounded on three sides by mountainside; the fourth side opens onto the sea providing port access to the southern part of Zhejiang.

Due to its remote location, poor transportation and lack of resources (such as arable farmland or minerals) Wenzhou has been isolated for most of its history not only from the rest of China but from neighboring areas as well. As a result, the local language is very distinct. Wenzhou people speak a dialect, no one outside their community understands. Wenzhouese, also known as Oujiang, has the reputation of being the

least comprehensible Chinese dialect and has been nicknamed the "devil's language" for its complexity and difficulty. Wenzhou's isolation and paucity of natural resources forged a unique regional identity. The people of Wenzhou are known for their independence and self-reliance, their hardship enduring spirit, their entrepreneurship and profit seeking and their tightly-knit, family-oriented communities.

Wenzhou remained poor throughout most of its recent history. The contrast between Wenzhou's limited overland transportation routes and the accessibility of its port, led to large waves of emigration to Italy, France, Spain and -to a lesser extend- the United States. These emigrants developed a reputation for their keen business culture called the Wenzhou spirit.

During the 50s, 60, and 70s, Wenzhou's inconvenient location directly opposite to Taiwan hindered further its economic development. The benign neglect of the central government, who left Wenzhou alone thinking that in a possible armed conflict with Taiwan the city will be annihilated, led to a different development path than the rest of China. The relatively insufficient arable land and the resultant oversupply of labor gave rise to a commodity economy based on household manufacturing.

At the beginning of China's reforms in the 80s, Wenzhou's remote location and the neglect of the government became an advantage, as it was easier to explore entrepreneurial opportunities that were prohibited in other areas of China. Thousands of people became actively engaged in household manufacturing, developing individual and family enterprises. This resulted in a local economy that was 90% privately owned and exhibited one of the fastest growing rates in the country. The people of Wenzhou, already equipped with a strong business sense and distinct entrepreneurial culture, took advantage of the reforms. It is generally accepted that Wenzhou was the first to

launch a market economy in China which inspired the modernization drive in the country. In the early days of economic reforms, the success of the bottom-up, overwhelmingly private economy that had developed in Wenzhou was universally accepted and projected as a model for other regions (Wei and Ye, 2004)

The story of how Wenzhou, being one of the poorest regions in eastern China in all possible metrics, became the successful model of market-oriented reform in China is highly recognized as the "Wenzhou Economic Model" of development (Lombardi, 2009). The essence of the Wenzhou model is a s production system centered on small-scale, family enterprises manufacturing "petty commodities for large markets" (Ye and Wei, 2005).

Mostly family-owned small businesses overcame the initial constraints of capital and technology through collaboration thus giving rise to a multitude of clusters specializing in mostly traditional final goods (Wei, Li and Wang, 2007). Many popular products are manufactured today in Wenzhou and take up a high market share in China and the world, including electric equipment, shoes and accessories, synthetic leather, cigarette lighters, etc.

Today there exist more than thirty major clusters in Wenzhou making the city China's "Shoes Capital", as well as the world leader in electrical equipment and cigarette lighter manufacturing. The most famous one, the Wenzhou footwear cluster, having grown from a negligible size to one of the largest industry clusters in China, provides a good example to understand the driving forces behind the clustering phenomenon.

The Wenzhou Footwear Cluster

The footwear cluster of Wenzhou consists of more than 4,000 footwear manufacturers, employing 400,000 workers to produce 1.2 billion pairs of shoes every year, accounting for one-fourth of the domestic and one eighth of the global footwear production.

These companies are supported by 2,500 related firms which supply shoemaking machinery, soles, leather and ornamental accessories to footwear factories. Wenzhou's formidable production capacity has been built gradually over time (Wei 2009).

Wenzhou has a long history of over 800 years in traditional shoemaking, starting with shoes produced for the royals in the Ming Dynasty. The shoemaking knowledge passed down the generations through family ties but the area remained isolated and poor. Many local workers with traditional shoemaking experience moved to major cities around the country and through their work acquired some professional knowledge and skills in modern shoemaking technology. When many of them returned to Wenzhou as skilled technicians in the early 1920s, they critically influenced the development of the contemporary shoemaking industry in the area and many family and private workshops emerged that engaged in shoemaking. This low-cost and low-risk cottage industry thrived through the 1950s, when political upheaval led to the closing of many private workshops and the nationalization of many small factories. In 1978, only 19 footwear factories were left standing, the majority of which were state-owned or collective enterprises with a combined output of about 500K pairs annually (Wang 2010).

Following China's reforms in the 80s, shoemaking in Wenzhou recovered rapidly. As publicly-owned businesses gradually became defunct, skillful technicians, sales people and managers set up their own factories, and the shoemaking business exhibited significant growth. The most important characteristic in this early phase of the development of the cluster was that it lacked specialization and coordination. Most of the participants attempted to duplicate the entire whole shoe process they were familiar with in their previous employment in state-owned or collective shoemaking factories, albeit now with limited or relatively smaller machinery.

Whole shoe production required significant knowledge thus posing a distinct technology barrier for unskilled entrants. Nevertheless, lured by the high profits of the industry, many individuals without any shoemaking background entered the market. This led to the quality crisis of Wenzhou footwear products in the 1980s that required government intervention and strict regulations to discourage profiteers. Throughout this era the cluster became stagnant.

Luckily it was the serendipitous division of labor that gave its second boost to the Wenzhou footwear cluster and enabled its transformation. Division of labor implies the decomposition of the complex whole shoe process into a sequence of intermediate steps and products, thus lowering the technology barrier. Decomposing the shoemaking process into intermediate steps implicitly reduced the capital required for investment. Individuals and households could choose to engage in specific steps of the process according to their skills, their available capital and their tolerance for risk. Lowering the knowledge and capital barriers enabled the Wenzhou footwear cluster to develop rapidly and to form distinct sub-clusters engaged in specific processing steps or producing intermediary and auxiliary products. The formation of these sub-clusters facilitated the process of technology diffusion through information flows across similar enterprises. The success of the Wenzhou cluster through the early 1990s was also empowered by the industry development policy of the local administration of Wenzhou and the concrete steps it took to improve the local infrastructure (Wei and Ye, 2004).

In the late 1990s, due to China's opening and the stresses of globalization, the Wenzhou footwear cluster faced distinct challenges. To maintain competitiveness nationally and globally, firms in the cluster had to integrate and scale up; a group of large firms and multi-regional enterprises thus emerged, primarily via mergers and acquisitions. The Wenzhou experience

provides further confirmation to the observation that firms located in regions with a higher relative concentration of enterprises in the same industry are less likely to exit by closing activities and more likely to exit by mergers and acquisitions (Weterings and Marsili, 2015).

Despite these types of restructuring, the intensifying competition and the rising production costs reduced profit margins significantly and Wenzhou's growth rates lagged the provincial average as of 2003. Wenzhou appears to have been marginalized in the national and global distribution of knowledge, capital and labor, raising the question whether it can still be competitive. Ultimately, many of the large firms in the Wenzhou footwear cluster chose to relocate to other locations, both within and outside Zhejiang, because the high real estate prices make Wenzhou less attractive to a talented workforce. Government policies on planned cluster diffusion to western China have also had a very serious impact and more and more footwear manufacturing firms in Wenzhou are preparing to leave the area. These relocations have facilitated the development of new industrial clusters thus demonstrating an indifference to location-specific factors (Tripp et al. 2015).

The Wenzhou experience proves that successful industrial clusters are dynamic and have the ability to adapt somewhat to change when confronted with new problems. Yet it is apparent that the evolution of the Wenzhou footwear cluster challenges the orthodox emphasis on small firms and local assets that is characteristic of economic geography and raises renewed questions on the importance of spatial proximity.

Conclusions

Economic activity tends to agglomerate over time on a national, regional or urban scale. The observed concentration of economic activity in an area does not

necessarily constitute a cluster, yet geographical location is a defining characteristic of cluster activity.

If the concept of clusters has any merit, the critical factor is in the spatial and relational proximities. In an era of globalization, land-based advantages that have to do with labor, natural resources, taxation schemes and infrastructure costs quickly diminish. Apparently there is another distinct dimension of proximity that may make all the difference. Spatial proximity enhances knowledge transfer and is thus a sufficient condition but not a necessary one.

In recent years the focus has been on how clusters change and develop over time, leading to a cluster life-cycle approach (Tripp et al. 2015). The experience of Wenzhou's footwear cluster is informative. Wenzhou's entrepreneurs took advantage of China's opening and reform and overcame a range of barriers in technology and capital to exploit market opportunities. The history of the formation of the Wenzhou footwear cluster demonstrates that such opportunities exist, even an environment that is initially not conducive to growth. The creation and development of the Wenzhou model provides strong support to the thesis that clusters do promote entry, but do not necessarily enhance firm growth and firm survival (Frenken, Cefis and Stam 2015).

The life-cycle observation of the Wenzhou footwear cluster confirms the fact that while most manufacturing plants benefit from co-location, ultimately larger, multi-regional firms can draw upon internal resources more readily than smaller, small, local single-plant firms (Rigby and Brown 2015).

Finally, modern modalities of communication and information dissemination may lead to a scenario where operating in the same geographic area is not a mandatory pre-condition of cluster success.

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Ethical Culture of Shariah Control in Contemporary Islamic Finance

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Abstract

Shari'ah compliance is the cornerstone of Islamic Financial Institution's operations. As IFIs has to comply with Shariah requirements by abstaining from prohibitions and observing that their transactions possess all its essential elements. The core prohibitions in Islamic financial transaction provides the foundation for wider ethics in Islamic finance. Prohibition of Riba promote economic justice and avoid unlawful enrichment, while prohibitions of excessive Gharar and Maysir avoid speculative excesses and promotes risk sharing which keep finance tied to the real economy. Ethical compliance relates to discouraging excessive debt, widening access to finance, and catering social development for the environment at large. Some other ethical compliances are covered in corporate social responsibility conduct and disclosure for Islamic financial institutions as laid down by the Accounting and Auditing Organization for Islamic Financial Institutions in its standard. The essence of having ethical finance be it Islamic or conventional is to avoid harm and do good to society and the environment. The main aim of this paper is to explore the approach of the Islamic Financial Institution in defining and implementing ethical compliance at the regulatory, institutional and individual level within the Islamic Financial Institution.

Keyword: Ethics, Compliance, Social Development, Islamic Finance, Riba and Garar.

Introduction

The seriousness of the economic crisis that our world is currently facing is obvious. Responses to the global environmental crisis have begun to focus not only on contributory behavior but the ethics and actors that engender the crisis behind the scenes³⁰. The erosion of trust in business due to on unethical behaviors from the business management ranging from chief executive officer to lower level manager and employees might indirectly affect the reputation of the business. Islamic Economic based on Islamic law principles would produce a moral economic system for the benefit of all mankind as the economic justices in Islam is not for only Muslims. Such ethic is inclusive and integrated, among other things, faith in Allah, social conduct and all other aspects of human life³¹.

Islamic finance has always been conceived of as financial activity of an Islamic economy in which social equity is protected through Musharakah, mandatory zakat, and the verses that deal with interest (riba) have always been in side by side with verses that prescribe zakat. It signified that when a social equity is secured through zakat, there is no reason to demand interest. Hence, Islamic financial Institution will be essentially guided toward investment and wealth creation and much less toward wealth consumptions³².

³⁰ Umar Moghul *et al*, Green Sukuk: The Introduction of Islam's Environmental Ethics to Contemporary Islamic Finance, The Georgetown International Environmental Law Review [Vol. 27:1]

³¹ Hossein A. et al, (2010), The Stability of Islamic Finance, Creating a Resilient Financial Environment for a Secure Future, John Wiley & Sons (Asia) Pte. Ltd. Singapore

³² Ibid

Some IFIs has come up with enforcement mechanism by incorporating ethical considerations in their regulations and standards i.e AAOIFI and IFSB. The IFIs are less concerned towards increasing level of debt stem due to the fact that they rely on legalistic approach that support that as long as debt is a Shariah compliance, its level is not considered a problem³³.

This paper aims to explore the approach of the IFIs in defining and implementing ethical compliance at the regulatory, institutional and individual level within the Islamic Financial Institution. The paper will also stress the important of appropriate ethical compliance for Islamic Financial Institution as a means to guarantee the Industry stability.

Business Ethics In Islamic Finance

The concepts of morals and ethics are vague in conventional literature to the extent that the ethicists them self cannot agree on the definition of ethics³⁴. The ethicists find it more difficult when it comes to define the ethics in relation to business³⁵. Ethics has been defined by Hazard as "norms shared by a group on a basis of mutual and usually reciprocal recognition"³⁶. More compressive definition was given by Erhard, he defined ethics as "the agreed on standards of what is desirable and undesirable; of right and wrong conduct: of what is considered by that group as good and bad behavior of a person, sub-group, or entity that is a member of the group, and may include defined bases for discipline, including

exclusion"³⁷.

The edifice of the entire Islamic way of life rests on absolute ethical values. One cannot be a true Muslim unless one adheres to these values. Ethical values in Islam is not within Muslim themself but in any transaction between the whole mankind including animal and non living things. The essence of ethics in Islam is for the humanity and it has to be upheld at all time. Islam enjoins us to observe justice and equity, honesty, integrity, tolerance, selflessness, cooperation and mutual consideration in whatever position we might be: leader or follower, employer or employee, trader or customer, landlord or peasant, ruler or ruled³⁸.

Islamic economics is designed for society to attain human prosperity, economic growth, social equity, and economic justices. Capital accumulation sustains economic growth, increase output and enhances human effort. It expands cities and enrich people. Loan transactions are perfectly allowed if it is Qard (loan without interest). Ethically and Islamically, the real value of the loan has to be preserved in term of quantity, quality and time³⁹. The debtors should never fail to repay his debt and the person who provide the loan should take necessary process to ensure that the lender can repay his debt.

Many possible causes of financial instability have been reviewed by researchers⁴⁰. Some of them argued that two dominant factors were responsible for each boom and depression: the boom fueled by over-indebtedness in relation to equity, gold, or income is followed by deflation, consisting of a fall in asset prices or a fall in the price level igniting a recession or even a depression⁴¹.

³³ Habib Ahmed, Defining Ethic in Islamic Finance: Looking beyond Legality, 8th Conference of Islamic Economics and Finance organized by Center for Islamic Economics and Finance, Qatar Faculty of Islamic Studies, Qatar Foundation.

³⁴ Vesilind (1988), Rule, Ethics and Morals in Engineering Education, *Engineering Education*, 78 (5), 289-93.

³⁵ Lewis, Philip V. (1985), Defining Business Ethics: Like Nailing Jello to a Wall, *Journal Of Business Ethics*, 4, 377-83. Carrol, Archie B. (1979), A Three-Dimensional Conceptual Model of Corporate Performance, *Academy of Management Review*, 4 (4), 497-505.

³⁶ Hazard, Jr., Geoffrey C. (1994-1995), Law, Morals and Ethics, *Southern Illionois Law Journal*, 19, 447-58

³⁷ Erhard et al, (2009), Integrity: A Positive Model that Incorporates the Normative Phenomena of Morality, Ethics and Legality, Harvard NOM Research Paper No. 06-11.

³⁸ Abdullah Haron et al, (2013), Ethics in Islamic Finance, IBFIM K.L

³⁹ Hossein A. et al, (2010), The Stability of Islamic Finance, Creating a Resilient Financial Environment for a Secure Future, John Wiley & Sons (Asia) Pte. Ltd. Singapore.

⁴⁰ Ibid

⁴¹ Ibid

What is ethical in conventional finance depends on the people, hence, such ethics could be different from place to place and time to time because the source of ethics is people themselves⁴². The ethics becomes a sensitive issue which may be different to one another, in that case the financial institutions are in a dilemma to target specific issues, i.e. environment sustainability.

The source of ethics in Islamic finance is the religion, the ethics is not subject to changes and the Islamic financial institutions are to comply with ethics finance at all time. This is because social implications of a business transactions are been considered by Islamic law and thereby put the community interests as first⁴³. Take for instance *riba*, gambling and uncertainty are prohibited in commercial transactions for the purpose of outlawing all forms of wrongdoing and to uphold financial justice in any given transactions⁴⁴.

Ethical Culture In Shariah Compliance Services

Islamic finance services activities are carried out in ways that do not conflict with the conscience of Muslims and the religion of Islam. In other words, Islamic finance represents an assertion of religious law where the transaction should be free from the involvement of activities prohibited by Islam, as well as free from such elements as usury (*riba*), gambling (*maysir*) and uncertainty (*gharar*).

Ethics in Islamic finance range from Shariah compliance in developing products and services, abiding by prohibition of usury, gambling, uncertainty, using equity and discouraging debts, promoting economic justice and developing human welfare in the

society. One of the integral parts in Islamic financial system is the prohibition of *riba*. *Riba* literally means “an excess” and it can be defined as an increase or excess which accrues to the owner in an exchange or sale of a commodity or by virtue of loan arrangement, without providing equivalent value to the other party⁴⁵.

In *Shari'ah*, “*riba*” technically refers to the premium that must be paid by the borrower to the lender along with the principal amount as a condition for the loan or for an extension in its maturity.

In this sense *riba* has the same meaning as interest in accordance with the consensus of all jurists without any exception⁴⁶.

Islam regarded interest as one of the prohibited elements in transactions as it gives crucial effect to economic society as well as social morality.

The prohibition of *riba* was expressly mentioned in the Holy Qur'an and *Sunnah*. It was in the opinion of number of Islamic jurist that the Quranic verses that instruct the followers of this law are clear and reflect the severity of the admonition to those who not abide from them⁴⁷.

Since the Qur'an is the undisputed source of guidance in Islam for all Muslims, there is unanimous agreement on the fact that Islam has forbidden the practice of *riba*. The *ulama* have made crystal clear that interest is *riba*. The modern banking system is organized on the basis of a fixed payment called interest. That is why the practices of the modern banking system are in conflict with the principles of Islam which strictly prohibit *riba*.

Conventional Insurance involved selling and buying of the policy, policyholder pay

⁴² Waqar Masood Khan, (1985) *Towards an Interest-free Islamic Economic System: a theoretical analysis of prohibiting debt financing*. Islamic Foundation.

⁴³ Christine Walsh, (2007), *Ethics: Inherent in Islamic Finance Through Shariah Law; Resisted in American Business Despite Sarbanes-Oxley*, Fordham Journal of Corporate & Financial Law, Vol. 12

⁴⁴ Ibid

⁴⁵ Muhammad Akram Khan, (1995), *Economic Message of the Qur'an: What Islam Offers to the Human Economy*. Islamic Book Publisher. p. 131.

⁴⁶ Al-Harran. 1993. *Islamic Finance: Partnership Finance*. Kuala Lumpur. Pelanduk Publications. p. 6.

⁴⁷ Waqar Masood Khan, (1985) *Towards an Interest-free Islamic Economic System: a theoretical analysis of prohibiting debt financing*. Islamic Foundation. p. 23.

premium to get protection in return. The premium paid is money and when the Insurance company want to give protection it will be of money kind. The exchanging of money with money which might not be equal in quantity and quality and not be given on the spot is Riba which is not allow in a lawful transaction in Islam⁴⁸.

Gharar can be defines as a risk or danger. In context of transaction or business *gharar* will happen when individual bear some transaction without enough knowledge over the transaction, the products in the said transaction and the effect of that transaction. In all the said situations, the risky transaction shall be obtainable. According to *Ibn Taymiyyah*, “*Gharar* is the unknown consequences”.

In addition, reliable sources have reported through a number of the Prophet’s companions that the Prophet (*pbuh*) has forbidden *Gharar* in trading. For *gharar* to have legal consequences, it must fulfill four conditions.

- a) It must be excessive, not trivial. A slight *gharar*, i.e *gharar* in the sale of similar item which are identical at one and the same price is held to be negligible.
- b) It occurs in the context of commutative contracts (*uqud mu’aqad al-malliyyah*)
- c) *Gharar* effects the subjects matter of contract directly (not attached to it)
- d) *Gharar* even excessive will be ignored if related to public need.

This is because satisfying the people’s need takes priority by virtue of Quranic principle removal of hardship (*raf’ul al haraj*). The *shariah* thus validates *salam* (advanced purchase) and *istisna’* (manufacture contract) regardless of the *gharar* therein, simply because the people need them⁴⁹.

⁴⁸ Module 5 Introduction to Islamic Insurance (Takaful), Institute of Islamic banking and Insurance London, United Kingdom.

⁴⁹ Mohammad Hashim Kamali, (1999), “Uncertainty and Risk-Taking (*Gharar*) in Islamic Law”. (Paper).

Exchanging of goods (policy/protection) and price (premium) in conventional Insurance are uncertain because the actual value of both goods and price are conditional upon the occurrence of the hazard which are uncertain. Therefore, sale of insurance policy is tainted by uncertainty which is prohibited and render the contract invalid⁵⁰.

Maysir is defined as 'gambling' where in the context of insurance, the benefit is derived on luck⁵¹. Muslim scholars have stated that maysir and *gharar* are inter-related. Where there are elements of *gharar*, elements of maysir is usually present. Maysir exists in an insurance contract when; the policy holder contributes a small amount of premium in the hope to gain a larger sum; the policy holder loses the money paid for the premium when the event that has been insured for does not occur; the company will be in deficit if the claims are higher than the amount contributed by the participants⁵². Take for instance, conventional insurance involved Maysir which is zero sum game or game of chance. Purchasing of Insurance premium to win the protection amount likened the maysir element and therefore prohibited⁵³.

Excessive Indebtness in Islamic Finance

It is permissible in Islamic economics to deal with debt which can be create through Qard (interest free loans). The lawful transactions that involved debt are bay' muajjal (price deferred sale), bay' bithaman ajil, *istisna* and *salam* (object deferred sale

International Conference on Takaful Insurance. Kuala Lumpur Hilton, Kuala Lumpur. 2 June. p. 201.

⁵⁰ Module 5 Introduction to Islamic Insurance (Takaful), Institute of Islamic banking and Insurance London, United Kingdom.

⁵¹ islamicbankers.me/focus/in-focus-takaful-islamic-insurance/31/5/2015

⁵² www.islamic-banking.com/prohibition_of_gharar_masir_riba.aspx/31/5/2015

⁵³ Module 5 Introduction to Islamic Insurance (Takaful), Institute of Islamic banking and Insurance London, United Kingdom.

or pre paid sale), murabaha (cost plus sale) and ijarah (leasing). The creation of debt must be in line with Shariah principle and free from ribah at all cost. Although creation of debt is allowed in Islamic financial transaction but the excessive indebtedness is discouraged. The excessive indebtedness was discouraging in the following hadith of Prophet:

On the authority of Aisha, the Prophet used to invoke Allah in the prayer saying, "O Allah, I seek refuge with you from all sins, and from being in debt." Someone said, O Prophet! (I see you) very often you seek refuge with Allah from being in debt. He replied, "If a person is in debt, he tells lies when he speaks, and breaks his promises when he promises"⁵⁴.

On the authority of Salam bin Al-Akwa, when we were sitting with the holy Prophet, a dead man was brought. The Prophet was asked to lead the funeral prayer for the deceased. He asked, is he in debt? the people replied in the negative. He asked, Has he left any wealth? they said No. The Prophet then led the prayer. Another dead man was brought and the Prophet was asked to lead the prayer, he asked is he in debt? they said Yes. He asked again has he left any wealth? they said three Dinars. He then led the prayer. The third dead man was brought and the the Prophet was asked to lead the prayer, the Prophet asked has he left any wealth? they said No. He later asked is he in debt? they said yes, he has to pay three Dinars. The Prophet refused to pray and he said to the people pray for your deceased companion. Abu Qatada said O Prophet lead the prayer and I will pay his debt, then the Prophet led the prayer⁵⁵.

Seeking refuge from the the sin and debt by the Prophet implied negative attribute to both sin and debt. The overall indication of those hadith is that the debt is require for the necessity and the borrower should have the means to repay his debts. Islamic Financial

Institution should screen the borrower before the approve his debt and they should try as much as possible to avoid dealing with excessive indebttness.

Excessive indebttness does not only have various detrimental effect on both individuals and national economies but also reduce the welfare of households⁵⁶.

Research shows that 52 per cent of the youth are indebted in Saudi Arabia, due to the using of credit card⁵⁷. Likewise Saudi Arabia, 85 percent of UAE residents are in debt, majority of them have a difficulty to settle their dues⁵⁸. Public debt in Malaysia as at 2015 is 54.9% while inflation is 4.1%⁵⁹. The household debts in Malaysia according to Bank Negara had continued to increase at a strong pace, averaging at an annual rate of 12% over recent five years⁶⁰.

The problem of excessive indebttness is due to easy access of credit card and lack of proper scrutiny of clients before giving the loan facility which is consider unethical.

Enforcement Mechanism of Ethics in Islamic Finance

Ethical education and regulation work together in which both need each other to ensure accountability, integrity and due observance in market transaction. The code of conducts introduced by the authority serves as the enforcement mechanism to measure professional ethics. The code of ethics is of no significant without ethical education and might not solve ethical issues

⁵⁶ Habib Ahmed, Defining Ethic in Islamic Finance: Looking beyond Legality, 8th Conference of Islamic Economics and Finance organized by Center for Islamic Economics and Finance, Qatar Faculty of Islamic Studies, Qatar Foundation.

⁵⁷ White, A (2010), Consumer Debt in GCC hits \$139bn, Arabian Business, 8 August 2010

⁵⁸ Walter, M (2010), Survey claims 85% of UAE expats in deep debt, Gulf News, August 14, 2010.

⁵⁹ Malaysia GDP and Economic data, Country Report 2015, available at <https://www.gfmag.com/global-data/country-data/malaysia-gdp-country-report> visited on 20/12/2015

⁶⁰ The Star Online, 5 July 2013, Bank Negara takes measures to avoid excessive household indebtedness (update)

⁵⁴ Sahih Bukhari, Volume 3, Book 41, Number 582

⁵⁵ Sahih Bukhari, Book 37, Hadith 488

in market place due to lack of exposure to ethical related issues, vagueness of the code and absence of actual guidelines on how to solve conflict⁶¹.

The enforcement mechanisms in Islamic ethics start with individual and every individual is accountable for their deeds. This enforcement mechanism is more powerful and effective than any regulatory and government control if every individual has such spirit in them⁶². However, as a human being, it is difficult for every individual to have such sense of ultimate responsibility. That sense of responsibility can be traced to Quranic verse which reads: And fear a day when you will be returned to Allah. Then every soul will be compensated for what it earned, and they will not be treated unjustly⁶³.

The extent of fear of Allah is vary according to individual likewise their motivation of righteousness. For that reason, other sanctions are needed to ensure accountability in IFIs. That sanction includes government controls, monitoring and policing powers.

Conclusion

The current financial crisis has also highlighted the issue of a decline in moral and ethical values in senior management, who seemed to care more about circumventing regulatory constraints and finding loopholes in the law than about morally correct behavior. Increasing greed and personal empire-building became the norm on wall street, with little emphasis being placed on producing and ethical business leader.

The purpose of ethical finance in Islam is to ensure economic justice by being mindful to give full measure and weight in all business dealings.

Ethical behavior in IFIs preserve the rights and obligation of individuals, society and state of being conscious of one to meet contractual obligations, trustworthy among IFIs top management, lower staff and customers exhibiting the best moral and ethical behavior.

Islamic Financial Institution should screen the borrower before the approve his debt and they should try as much as possible to avoid dealing with excessive indebtedness. The borrower also should not apply for the loan when there is no means of repaying it at the stipulated time. The investors should try as much as possible not to invest in high speculative risk investment.

Compliance to the code of ethics by IFIs will strengthen overall governance in IFIs and will lead to financial stability.

⁶¹ Abdullah Haron et al, (2013), Ethics In Islamic Finance, IBFIM K.L

⁶² Ibid

⁶³ Al Baqarah: 281

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Organizational Innovation in UAE: Investigating Leadership and Organizational Culture as Determinants

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Abstract

Research evidence suggests that organizational innovation is related with culture and leadership style. The present study proposed and empirically validated a model of organizational innovation in the UAE. A qualitative phase involving experts from industry to appreciate the issues affecting innovation was held, followed by confirmatory factor analysis. Finally, structural equation modelling was used to test study hypotheses. Using data collected from a sample of 370 employees (public and private organizations), it was demonstrated that organizational culture fully mediated the effect of leadership on innovation. Various theoretical and managerial implications are discussed.

Introduction

Although a lot of research has focused on the relationships between leadership, innovation and organizational culture, most of the studies have been conducted in western countries, primarily in the United States, Canada, and Western Europe (Yukl, 2012), while the Middle East and specifically the UAE has rarely featured as empirical context in the related studies. To the best of our knowledge, there is no related in-depth study conducted in the Middle East (ME) region and specifically in the UAE, a gap this study attempts to fill.

The universality of the effect of culture on leadership is not unanimous, with many

researchers debating this point of view. Ergeneli, Gohar, & Temirbekova (2007) investigated the link between transformational leadership aspects and Hofstede's values and found that some aspects of leadership were culture-specific. Similarly, House, Hanges, Javidan, Dorfman, & Gupta (2004) discuss the North American character of almost all current theories of leadership and their empirical evidence. They go on to quote House (1995) that North American culture is, "individualistic rather than collectivistic; emphasizing assumptions of rationality rather than ascetics, religion, or superstition; stated in terms of individual rather than group incentives, stressing follower responsibilities rather than rights; assuming hedonistic rather than altruistic motivation and assuming centrality of work and democratic value orientation". It is reasonable to propose that other cultures may not necessarily share these assumptions.

The preceding discussion raises the need for a better understanding of the way in which leadership is enacted in various cultures, as there is increasing supporting evidence that contradicts the proposition of Bass (1997) regarding universalism of leadership attributes.

In this regard, the Middle East (ME) region, symbolized for example by the UAE, has become a major economic development hub. An analysis of the cultural context

based on national cultural dimensions has shown that the UAE is quite different from the Western world. Based on the cultural dimensions of Hofstede, the UAE rated quite differently from USA in 2016, with UAE vs. USA indices being respectively: power distance 90 Vs 40, individualism-collectivism 25 Vs 91, masculinity-femininity 50 Vs 62, uncertainty avoidance 80 Vs 46 (<https://geert-hofstede.com/arab-emirates.html>). Since these cultural traits could logically be expected to affect the way people interact and work together to achieve organizational innovation goals, it is reasonable to question whether much of the Leadership and Innovation literature and the classical results of previous studies developed in Western contexts would indeed be relevant to the ME.

The UAE would thus represent an ideal empirical context to investigate the leadership-innovation relationship and determine the role, if any, of organizational culture in the equation. The present study will hence model organizational innovation in the context of the UAE, while further investigating whether culture has a mediating effect on the leadership-innovation relationship. The study objective is therefore to develop and empirically validate a model depicting three variables of interest: leadership, organizational culture and innovation.

Literature Review

Innovation

We adopt the definition proposed by Lumpkin & Dess (1996), i.e. “innovativeness reflects a firm’s tendency to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services, or technological processes”. This definition is in line with current conceptualization of the construct, for example, Denti & Hemlin (2012) who proposed innovation as an outcome of individual, team, and organizational efforts joined to produce a

new product, process, or service that is potentially attractive to a market.

Bharadwaj & Menon (2000) argue that innovation is driven by both the individual efforts as well as organizational ones, so that a knowledge sharing culture in an organization leads to improved operational performance (Wang & Wang, 2012). The majority of the research in Western contexts supported a positive linkage between leadership, organizational culture and organizational innovation. Aarons & Sommerfeld (2012) found that transformational leadership predicted a higher innovation climate. Similarly, Elenkov & Manev (2005) used data from 12 European countries and found that leadership factors had strong effects on the innovation influence of top-management.

In Taiwan, Jung et al., (2003) found that leadership had a direct effect on innovation ($\gamma=0.04$, $p<0.10$). In Turkey, (Gumusluoglu & Ilsev, 2009) used a sample of 163 respondents from entrepreneurial software companies and they determined a significant positive relationship between transformational leadership and creativity ($\gamma=0.25$, $P<0.05$).

Transformational Leadership

Burns (1978) defined transformational leadership as a process where “leaders and their followers raise one another to higher levels of morality and motivation.” Avolio, Waldman, & Yammarino, (1991) explored the concept further and discussed “four distinct characteristics – the Four I’s – associated with transformational leadership”:

- Idealized Influence.
- Inspirational Motivation
- Intellectual Stimulation
- Individualized Consideration

Later the dimension of idealized influence was split into two dimensions; “Idealized influence (attributed) referring to the degree to which the leader is perceived as being confident and powerful and focusing on higher order ideals, idealized influence (behavior) describing the leader’s

charismatic actions that convey a sense of values and mission, inspirational motivation, and intellectual stimulation”(Elenkov & Manev, 2005).

Organizational Culture

Schein (1985) defines organizational culture as “A pattern of shared basic assumptions that a group has learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.” Organizational culture is an important concept as it incorporates values and norms collectively shared by staff of the organization, and it thus has an effect on the behavior of the employees, making an important variable in a model of organizational innovation.

Schneider (2000) identifies four core organizational cultures: (1) Control, derived from a military system, with power as the main motive. (2) Collaboration, emanating from the family and/or sports teams, in which the underlying motive is affiliation. (3) Competence, derived from the academic system, with the fundamental motive of achievement. (4) Cultivation, derived from religious system(s) and driven by growth or self-actualization. It has been argued employee empowerment leads to creative behavior (Gumusluoglu & Ilsev, 2009), thereby emphasizing the key roles of collaboration and competence cultures.

Design of Conceptual Model and Study Hypotheses

In the following sub-sections, evidence from the extant literature is used to design a conceptual model for the present study.

Transformational Leadership and Innovation

Various researchers have identified leadership as one of the factors influencing innovation and found a positive relationship between transformational leadership and

innovation (Crawford & Strohkirch, 2000; D. I. Jung et al., 2003; Reuvers, Van Engen, Vinkenburg, & Wilson-Evered, 2008; Wilson-Evered, Härtel, & Neale, 2001).

This leads to the first hypothesis:

Hypothesis 1: Transformational leadership is positively related to innovation

Transformational Leadership and Culture

The organization’s culture develops in large part from its leadership (Bass & Avolio, 1993) Transformational leadership is associated with organizational culture, primarily through the processes of articulating a vision, and to a lesser extent through the setting of high performance expectations and providing individual support to workers (Sarros et al., 2008). Finally, it has been empirically demonstrated that transformational leadership was positively linked with innovation culture (Jung et al., 2008).

This leads to the second hypothesis:

Hypothesis 2: Transformational leadership is positively related to organizational culture.

Culture and Innovation

Culture as a driver of innovation is a widely supported variable in extant literature on innovation (Harmsen et al., 2000; Škerlavaj et al., 2010). Hartnell et al. (2011) conducted a meta-analysis which indicated that organizational culture was significantly related to organizational innovation. According to Howell & Avolio (1993), an organizational culture promoting innovation in conjunction with a leader who stimulates innovation ensures better chances for improving organizational performance.

This leads to the third hypothesis:

Hypothesis 3: Organizational culture is positively related to innovation in organizations.

Therefore, the study conceptual model may be proposed as below.



Figure 1: Proposed Conceptual Model (model 1)

Methodology

Questionnaire Items

The study used a mixed method approach involving a combination of both qualitative and quantitative phases. The initial qualitative phase comprised of six in-depth interviews with experts from industry. The use of existing measures validated in preceding empirical studies was privileged and fine-tuned to fit the study context.

As it was decided to administer the survey online to busy professionals, it was decided to opt for a short questionnaire. The instrument consisted of 11 items representing the three key constructs and an additional 7 demographic questions. Nonetheless, each construct was measured by 3-4 items, thereby satisfying the criterion for measurement models (Hair Jr, Wolfinbarger, Money, Samouel, & Page, 2015, p. 608), while each item was scaled on 5-point scale ranging from strongly disagree (=1) to strongly agree (=5) with no labels for intermediate scale points.

Sampling and Collection of Data

A purposive sampling frame was designed. Key informants working in administrative positions were identified in 75 public sector and 30 private sector organizations. Each contact was requested to electronically distribute the study cover letter including a link to the online survey among about 10 respondents within their organizations. Given the high internet penetration in UAE with 93.2% of the population connected to the Internet (<http://www.internetworldstats.com/me/ae.htm>), an online questionnaire administration was selected.

The questionnaire administration process was effective, resulting in a total of 370 usable responses representing an a 37.4 % response rate, which may be considered a good response rate for an online survey.

Finalization of Measurement Models & Testing of Study Hypotheses

The data pertaining to 370 respondents was subjected to a *confirmatory factor analysis* (CFA) using LISREL 8 to test the validity of the measurement models reflecting the conceptual model (Figure 1). Composite reliability (CR) was assessed to determine the internal consistency of the various study scales (Hair Jr et al., 2015). Face, convergent and discriminant validity were also assessed. At the end of the scale construction stage, the study hypotheses were tested by structural equation modeling (SEM) using LISREL.

Data Analysis

Demographics

The demographic profile of the respondents consisted of 147 (39.7%) males and 223 (60.3 %) female employees, the majority of whom (70%) were locals, other Arabs (from regional countries, 20%) and a host of other nationalities (10%), the majority of whom were Asian (Indian, Pakistanis, and Bangladeshis). The respondents worked primarily in the public sector (71.6%), as compared to the private sector (28.4%), which is characteristic of the target population.

Scale Construction: Uni-dimensionality, Reliability, and Validity Tests

To confirm that the items comprising each study scale represented a single construct, the 11 items were subjected to a test for uni-dimensionality using confirmatory factor analysis (Hair Jr et al., 2015). All the paths were significant at $p < 0.01$, and the fit indices for the overall model was satisfactory (Chi-square/degrees of freedom ratio = $119.26/41 = 2.91$).

Reliability and Validity

As illustrated in Table 1, the composite reliability (CR) for each of the three scales was excellent above the recommended threshold of 0.70 . Face validity was established by selecting validated measures from literature. Convergent validity was established through the high value of CR, and by examining the path loadings, which were all high, in the range 0.80-0.91 (Hair Jr et al., 2015). Further, the average variance extracted (AVE) exceeded 0.5 for all constructs (see Table 1). Discriminant validities between a pair of latent variables was confirmed by comparing the AVE values of the two variables to the square of the correlation estimates between the same two variables. Since the AVE values exceeded the squared correlation estimates, discriminant validity was established.

Table 1: Summary statistics for scale items (AVE values on diagonal, squared correlations below diagonal)

	Item Description	#Items	CR	1	2	3
1	Organizational Innovation	3	0.91	0.76		
2	Transformational Leadership	4	0.93	0.69	0.77	
3	Organizational Culture	4	0.84	0.66	0.48	0.67

Having established uni-dimensionality, reliability and validity of the constructs, it was fitting to proceed with the formal testing of the conceptual model and study hypotheses.

Modeling

The conceptual model (model 1 henceforth) was tested using SEM. It was observed that

all paths pertaining to the 11 measurement items models were significant at $p < 0.01$ (see Table 2 below). The model fit was satisfactory.

An inspection of the structural model showed that the path linking Leadership-Innovation had a low standardized coefficient of 0.02 and it was not significant ($t=0.29$). Therefore, this non-significant path was deleted, and a revised model (henceforth model 2) with Leadership deemed to influence Culture which in turn influenced Innovation was again tested by SEM (see figure 2). Despite the model parsimony, the squared multiple correlations for reduced form were 0.67 and 0.47 for Culture and Innovation respectively, implying that 67% of the variance in Culture and 47% in Innovation were explained by the model.

In order to test for mediation, it was required to estimate the direct effect of leadership on Innovation. Therefore, a new model (henceforth model 3) was constructed that proposed a direct linkage between its two constituent latent variables, i.e. Leadership→Innovation. The fit of this model was good, and it demonstrated that leadership had a significant effect on innovation (see model 3, Table 2). Therefore, since when the variable culture was introduced, leadership did not have a significant effect on innovation (model 1), while leadership had a significant effect on culture, which in turn had a significant effect on Innovation (model 2), it may be concluded that Culture fully mediates the Leadership-Culture relationship (Baron & Kenny, 1986).

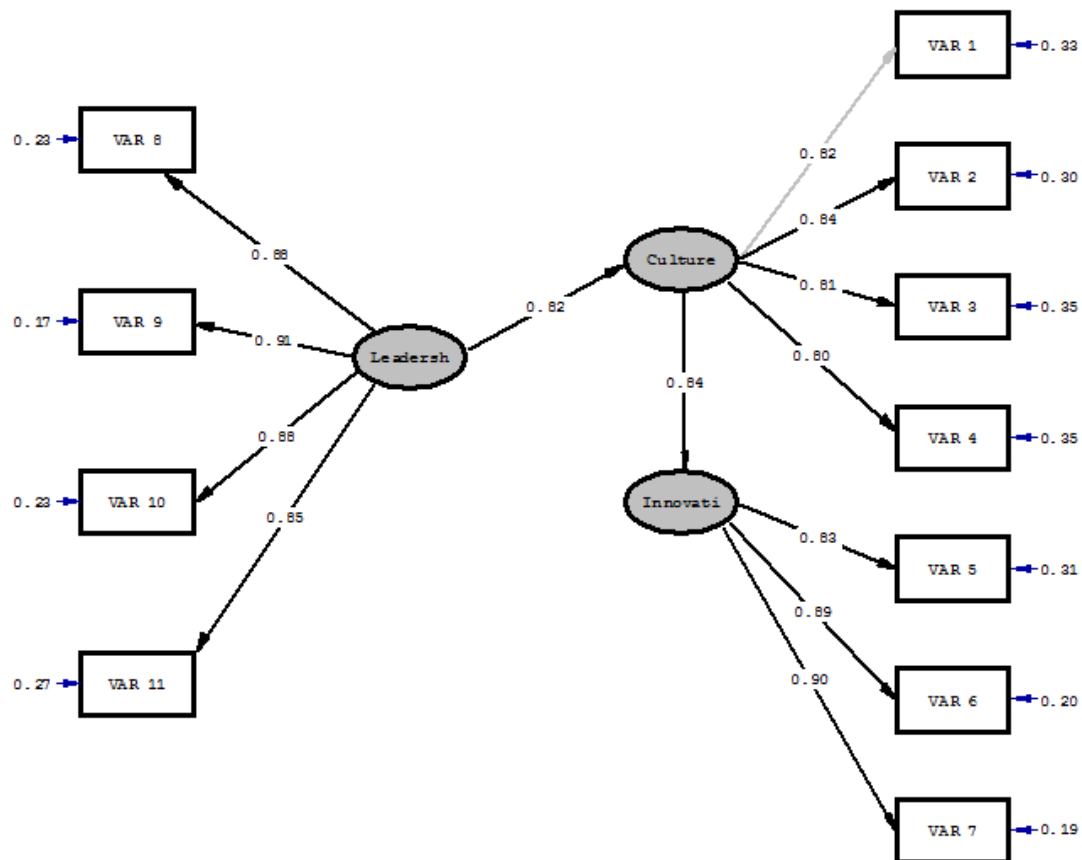


Figure 2: Standardized path loadings in structural and measurement models for model 2 (all paths significant at $p < 0.01$)

Table 2: Statistics relating to structural paths and model fit

	Model 1	Model 2	Model 3
<i>Model Fit</i>			
Chi-squared	125.7	119.5	30.64
degrees of freedom	41	42	13
Normed chi-squared	3.07	2.85	2.36
<i>Standardized structural paths</i>			
Leadership-Culture	0.82 (t=15.3)	0.82 (t=15.0)	Released
Leadership-Innovation	0.02 (t=0.29)	Released	0.69 (t=13)
Culture-Innovation	0.80 (t=9.5).	0.84 (t=15.2)	Released

Discussion and Implications

Implications for Theory

The study findings suggest that in UAE organizational culture is the variable of prime interest as regards innovation. Of course, this does not reduce the importance of leadership, which has a direct influence on culture. This raises the issue as to what factors cause organizational culture to fully

mediate the leadership-innovation relationship.

In order to shed light on this issue, it may be useful to go back to the national cultural dimensions. The UAE has high values for Hofstede's cultural variables such as power distance, collectivism, and uncertainty avoidance. We would like to suggest that these national cultural traits could be likely

factors explaining the important role of organizational culture in the UAE. UAE ranks high on the power distance index (90) thus giving an impression that it would be comparatively easier for the leaders to motivate their staff and to facilitate the process of implementation of innovation driven projects. However, when this is considered in conjunction with the low Individualism index (25), it becomes evident that leaders cannot work with staff individually to inspire innovation. Instead the leaders need to work with the employees collectively as part of a homogeneous team. This would explain our findings whereby organizational culture acts as a mediating variable by forming a facilitating backdrop that encourages employees to embrace change without experiencing the feeling of standing out or behaving differently from other colleagues.

Another variable that would support the identified major role of organizational culture is the high uncertainty avoidance index (80). Consequently, in order to create a culture of innovation and change, leaders encourage the employees to take a leap of faith within the confines of their comfort zones by creating an innovation-supportive organizational culture.

In conclusion, it can be said that the unique nature of UAE necessitates one to look at the factors affecting innovation differently. The established best practices for fostering innovation may not work effectively in this part of the world due to the cultural and work environment differences.

Implications for Practice

In cultures high in power distance, collectivism, and uncertainty avoidance,

leaders in organizations pursue innovation by creating a strong organizational culture that empowers employees, motivates them and delegates authority to them to make decisions. It would also explain why leadership, in itself, did not have a direct influence on innovation.

These findings are widely supported by the literature. For example, to create innovation support culture, various scholars have provided useful suggestions e.g. necessity of rewarding innovative behavior and communicating this fact to employees (Mumford & Gustafson, 1988), promoting a positive team climate (Hemlin et al., 2008), provide autonomy for creativity (Pelz & Andrews, 1966). Similarly, the degree to which organizational members willingly share information is believed to have an effect on innovation (Amabile, 1998), while the structures and processes that help or hinder the flow of information can in turn enhance or inhibit innovation (Carneiro, 2000). Finally, workplace practices such as decision making and the way in which team processes and interactions occur in meetings are also known to influence innovation (Christiansen & Varnes, 2007).

Trung, Nghi, Soldier, Hoi, & Kim (2014) found that companies require leaders owning transformational characteristics, motivation and ability of building organizational culture to generate organizational innovation. This approach is supported by the present findings as well. Therefore, training workshops in leadership as well as team building workshops on the theme of organizational culture is recommended.

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Measuring Functional Service Quality of Hospitals by Using SERVQUAL: A South Asian Perspective

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Abstract

SERVQUAL is a widely used scale for measuring Service quality in service organizations. However, in this study, SERVQUAL is adapted in the context of hospitals. The scale was validated by using the perception of patients. Data was collected by using self-administered questionnaires. 308 were collected from patients of 9 different hospitals. The data was analysed by using Structural Equation Modeling (SEM). The findings of this study indicate that the dimensions being used in SERVQUAL could be used for measuring functional service quality of hospital. These dimensions are equally applicable in the context of a developing country.

Key Words: Hospital Service Quality, Functional service quality, Scale development, Structure equation modeling, Patient perspective

Introduction

Provision of quality services has important association with incremental customer satisfaction (Boulding et al., 1993, Kara et al., 2005), customer maintenance (Reichheld and Sasser, 1990), loyalty (Boshoff and Gray, 2004), budgets and productivity (Rust and Zahorik, 1993, Zeithaml et al., 1996), facility assurance (Kandampully and Butler, 2001) and economic presentation (Buttle, 1996) of organizations. These well appreciative outcomes depicts the positive feedback for the management, employees and determines that customer's perceptions and expectations have lower gaps; (Parasuraman et al., 1985).

Parasuraman et al., (1985) defined service quality as difference between predicted or expected service (customer expectations) and perceived service (customer perceptions). According to Berry et al., (1990) service quality consumers' awareness is, in what way service meets or exceeds their expectations and it is judged by consumers, not by organizations. In order to investigate these perceptions and expectations, Parasuraman (1985) has devised a tool known as SERVQUAL, which is the most extensively used tool to measure service quality to date (Al Fraihi & Latif, 2016).

Although SERVQUAL model delivers worthy comparative suggestion on how the service levels rate against similar participants (Parasuraman, 1988). SERVQUAL was created on the opinion that customer's valuation of service quality is dominant. This valuation was hypothesized as a gap between what consumer imagines from a discussion of service workers and their assessments of the enactment of a specific service supplier (Buttle, 1996). SERVQUAL measures service quality in five dimensions; reliability, tangibles, responsiveness, assurance and empathy by 22 items. Each item is written twice; first to regulate customer's expectations from service providers in the service classification existence examined, second to measure perceptions of performance of a specific organization (Aghamolaei et al., 2014).

The industrial segment in many countries everywhere the world had effectively helped by implementing the quality management values and extended extraordinary

achievement equally at local market as well as in the global market (Talib et al., 2011). Products are tangible in nature and quality of the products can be easily dignified however the services are intangible in nature and difficult to measure as associated with the products

(Gronroos, 1984). Due to intangible in nature, it is difficult to measure the quality of any services as it is highly dependent on customer perceptions and expectations (Samson and Parker, 1994).

As the other service organizations; healthcare has also become a highly competitive and rapidly growing service industry around the world (Islam et al., 2016). The biggest challenge faced by healthcare markets is to define and measure the service quality. Though, it was recognized in earlier study that 'SERVQUAL' is a comprehensive scale to empirically estimate the level of quality services delivered to customers, and is best suitable in the hospital environment (Babakus and Mangold, 1992).

In healthcare, patient observations are measured to be the main point as the key determinants of service quality (O'Connor et al., 1993; Cronin Jr and Taylor, 1992). It means that customer contentment is the main device for serious decision making in choosing a healthcare services (Gilbert et al., 1992) and quality of services conveyed to the customers should meet their observations (Zeithaml et al., 1993; Babakus and Mangold, 1992; Reidenbach and Sandifer-Smallwood, 1990; Parasuraman et al., 1985).

In Asian countries like Pakistan maximum people living in rustic areas and minor quantity exists in town regions (Chaudhry et al., 2006). The people in rustic areas specially and the people in town areas are poor of knowing about important rights, particularly healthcare services as common of the public and private hospitals are situated in large towns (Irfan and Ijaz, 2011). Due to the increasing focus of

hospital service quality in Pakistan, this study is motivated to develop a scale that can be helpful in assessing the alteration between hospital services. For this determination 'SERVQUAL' tool was used as a paramount to adapt the items and make it context specific in order to measure the patient's perception about service quality distributed by hospitals.

Literature Review

Economic condition of the world had become decisive people expectation in service quality and changed their living style. Customer played a vital role according to their perception to the failure of any product or service (Cronin, 1992). Consequently, distributing larger service quality between the customers are the crucial tactics implemented by most of the organizations to stand in this economic situation (Zeithaml V., 1990; Parasuraman et al., 1985). Hence, existence of any organizations in this economic situation is depending upon distribution of larger service quality (Zeithaml V., 1990, Parasuraman et al., 1985).

The model observed at service quality as an assessment between customer perception and expectation of the services and the actual performance of the services expected by the customer provided by the establishment at a convinced time period (Parasuraman et al., 1985). The SERVQUAL model has provided a valid service quality instrument to measure the actual expectation or perception by the customer (Parasuraman et al., 1991).

The relationships of two parties are known as services. It happens between the concerning service provider and the customers. Generally, services in the hospitals are intangible as skill of the doctors, hospital atmosphere, caring staff, and hygiene but mostly it is the combination of tangible or intangibles products. Patients' assessment services in terms of their entire understanding; it contains the Effective operation, hospital atmosphere, hygiene in

rooms and wards, Distinctive devotions delivered by surgeons, nurses, and helpful staff. As per above discussion the healthcare administrations perhaps describe services according to the patients' needs and wants (Aagja and Garg, 2010).

Many scholars have surveyed the connection between the service quality, customer satisfaction, and behavioural purposes in circumstance with several service organizations, namely hotels and restaurants (Cronin, 1992). Service quality is observed as an exclusive concept (Nandakumar Mekoth a and Nizomadinov, 2012) and is supposed as a customer's personal understanding of their knowledge (Lehtinen, 1991). Service quality is measured as a assertiveness (Cronin, 1992). General study has been completed to abstract service quality as supposed by the service in hospitals and the customer (Parasuraman A. et al., 1988)

In amount, the model suggests statistically important Positive associations among procedure quality and patient fulfilment. Patients evaluate procedure quality, amongst others, in terms of the procedures engaged by surgeons, medical staff, their communications with the patients through the practice; and the concluding result of these interactions (Mekoth and Nizomadinov, 2012). Service quality become significant devotion and importance of together physicians and researchers throughout the previous two eras in the fiction of service quality (Ladhari, 2009; Nimit Chowdhary, 2007). Seth (2005) identified 19 models of service quality in diverse service situation. These studies revealed that there is important relationship among service quality and customer satisfaction.

Gronroos (1984) identified that organizations must have the ability to influence perceptions of consumers and should have to manage service quality within organization by narrowing the gap between consumer expectations and perceptions. He described two distinct

aspects of service quality that includes technical and functional quality. These both aspects of quality formulate the image of organization. This image may be built by word of mouth, tradition, ideology and public relations(Seth et al., 2005).

Parasuraman et al., (1985) proposed a gap model presenting a set of discrepancies between expectations and perceptions of the service consumers. These discrepancies can be a hurdle to deliver high quality services to the consumers. According to them this model depicts the consumer side of service focusing on the magnitude and direction of each gap. Gap 1 is the difference between management's perception of consumer's expectations and consumer's expectations without knowing their expectations. Gap 2 is the discrepancy between management's perception of consumer's expectation and service quality specifications being translated from those perceptions. Gap 3 is the difference between management's perceived service quality specifications and the actual service delivered to customers. Gap 4 is the difference between actual service delivery and the communication to consumers about the services that are delivered. Gap 5 is the difference between expectations and perceptions of consumers about services (Seth et al., 2005).

After this exploratory research Parasuraman et al., (1988) suggested more concise model to assess service quality within an organization named SERVQUAL. This model was continuation of previous model where so far 10 dimensions (Tangibility, Reliability, Assurance, Responsiveness, Empathy, Communication, Competence, Credibility, Courtesy, and Security) were lessened to 5 dimensions (Tangibility, Reliability, Assurance, Responsiveness and Empathy) with 97 items in former and 22 items in later model.

Later other models like attribute service quality model (Haywood-Farmer, 1988) suggested that in order to develop service quality model, attributes of service should be primarily separated and then focussed

based on consumer's expectations and perceptions simultaneously. They described three attributes of services that are physical facilities and processes, people's behaviours and professional judgement. Similarly other models described in Table 1 have been

identified in literature to bring richness in the current knowledge. But none of these models gain importance by academicians, professional and researchers as that of SERVQUAL.

Table 1: Service Quality Models

Author/Year	Model	Respondents/test audience	Scale used	Measurement of service quality addressed through
Gronroos (1984)	Technical and functional quality model	219/bank, insurance, restaurants, shipping, airline companies, cleaning and maintenance, car rental companies, travel agencies and a range of institutes from public sector	Basic statistical analysis (information compilation and presentation)	Functional and technical quality
Parasuraman et al. (1985)	Gap model	Ranged from 298 to 487 across companies/telephone co., securities brokerage, insurance, co., banks and repair and maintenance	Principal-axis factor followed by oblique rotation	Ten dimensions (reliability, security, responsiveness, access, communication, tangibles, courtesy, credibility, competence, understanding/knowing)
Haywood-Farmer (1988)	Attribute service quality model		Analysis not reported	Physical facilities and processes, people's behavior and conviviality, professional judgment
Brogowicz et al. (1990)	Synthesized model of service quality		Analysis not reported	Through technical and functional quality defining planning, implementation and control tasks
Cronin and Taylor (1992)	Performance only model	660/banking, pest control, dry cleaning and fast food	Principal-axis factor followed by oblique rotation and LISREL	Confirmatory 22 items same as SERVQUAL but with performance only statements
Mattsson (1992)	Ideal value model	40 guests while checking in and checking out/two large luxury hotels	Pearson moment correlation, pairwise intra and inter-sample median test and Chi square test	Through 18 items of value and nine items of customer satisfaction
Teas (1993)	Normed quality and evaluated performance model	120/randomly selected from discount stores	Qualitative assessment, correlation and t-test	Limited subset of SERVQUAL items (two items each of five dimensions)
Berkley and Gupta (1994)	IT alignment model		Analysis not Reported	The model does not cover the measurement of service quality
Dabholkar (1996)	Attribute and overall affect model	505 undergraduate students/fast food setting	Confirmatory factor analysis and structured equation modeling using LISREL VII	Through three items measuring expected service quality specifically of ordering situation
Spreng and Mackoy (1996)	Perceived quality and satisfaction model	273 undergraduate students	Confirmatory factor analysis and structured equation modeling using LISREL	Through desires, perceived performance, expectations and desired congruency (each comprising ten attributes)
Philip and Hazlett (1997)	PCP attribute model		Analysis not reported	Pivotal attributes, core attributes and peripheral attributes
Sweeney et al. (1997)	Retail service quality and perceived value	1,016 respondents/electrical appliances stores	Confirmatory factor analysis using LISREL VIII	Functional quality through five SERVQUAL items and technical quality through one

	model			
Oh (1999)	Service quality, customer value and customer satisfaction model	545/two luxury hotels Survey	Path analysis using LISREL VIII	Through single item for perceived price and eight items for perceptions for hotel settings
Dabholkar et al. (2000)	Antecedent mediator model	397 undergraduate and postgraduate students	Regression structural equation modeling using LISREL	SERVQUAL item Through measurement of reliability, personal attention, comforts and features
Frost and Kumar (2000)	Internal service quality model	724 at different levels/Singapore airline staff	Principal component factoring, reliability coefficient and split half coefficient	SERVQUAL dimensions
Soteriou and Stavrinides (2000)	Internal service quality DEA Model	194 responses/26 bank branches	Data envelope analysis	Measurement of perceptions of customers using SERVQUAL-based instrument
Broderick and Vachirapornpuk (2002)	Internet banking model	160 incidents on 55 topic episodes posted/UK internet web site community	Qualitative approach	Through service setting, services encounter, customer expectation and image
Zhu et al. (2002)	IT-based model	185/bank customers (with past experience of using IT-based service options like ATM, 24 hr. call line etc.	Factor analysis and structured equation modeling using LISREL VII	SERVQUAL items with perceptions only statements
Santos (2003)	E-service quality model	30 focus groups comprising six to ten members	Qualitative analysis	Through incubative and active dimensions
Dagger et al.,(2007)	Model of Health Service Quality	28 participants, 7 per focus group from clinics	Qualitative analysis	interpersonal quality, technical quality, environment quality, and administrative quality
Rakhmawati et al, (2013)	Service quality model for PHC	800/ patients	Factor analysis	quality of healthcare delivery, the quality of healthcare personnel, the adequacy of healthcare resources and quality of administration process

Service Quality in Health Sector

Health services are unique in identifying new challenges. Concept of assessing quality of service provision is still in a process of identifying valid tools. This have engaged academics, practitioners, policy makers and decision makers (Naidu, 2009, Andaleeb, 2001a). Focussing on system approach quality standards were being formulated according to needs but most of them were attentive on the technical delivery of services and were lacking the customer's view point (Alaloola and Albedaiwi, 2008). This technical view point was focussed on accuracy of diagnosis, procedures and amenability with professional requirements of facility and people involved in it (Rashid and Jusoff, 2009). While considering patients as

customers they can describe the quality of services delivered in a peculiar way because of insufficient knowledge about technical aspects. Despite this fact based on customer perceptions, expectations and observations both technical and non-technical aspects can be evaluated. Feelings of patients become inevitable to bring improvement in services (Wysong and Driver, 2009). Patient's arguments are important and they are in line with the 'marketing concept' that focused to ensure customer satisfaction considering patient neither right nor wrong but satisfied (Mpinganjira, 2011).

In healthcare administrations, service quality and patients satisfaction is getting significant courtesies and this problem is measured in their strategic planning procedure. Patients' perceptions about the

facilities delivered by specific health care administrations also effects the image and cost-effectiveness of the hospital (Donabedian, 1980). Besides it also meaningfully belongs the patient performance in terms of their faithfulness and word-of-mouth (Andaleeb, 2001b). Due to increased patient hopes, service quality had appreciated the healthcare service workers, to recognize the crucial factors that are essential to expand healthcare services that causes patients fulfilment and it also aids the service workers to decrease time and money (Pakdil and Harwood, 2005). The SERVQUAL instrument developed by Parasuraman et al. (1985) included of 22-items expressive five dimensions had been broadly used in health care to measure the service quality and in health care works ‘SERVQUAL’ is measured as most consistent and effective extent of observed service quality (Kilbourne et al., 2004; Wong, 2002; Lam, 1997; Scardina, 1994; Vandamme and Leunis, 1993; Taylor and Cronin Jr, 1993; Babakus and Mangold, 1992; Reidenbach and Sandifer-Smallwood, 1990) as shown in Table 2.

Table 2. List of studies that have used dimensions of SERVQUAL for service quality assessment in hospitals

Dimension	Studies
Assurance	Babakus and Boller, 1992; Babakus and Mangold, 1992; Anderson and Zwelling, 1996; Curry et al, 1999; Curry & Stark, 2000; Andleeb, 2000; Andleeb, 2001; Curry and Sinclair, 2002; Chakravarty, 2011; Kazemi et al, 2013; Aghamolaei et al, 2014; Islam et al., 2016; Al Fraihi & Latif, 2016
Reliability	Babakus and Boller, 1992; Babakus and Mangold, 1992; Anderson and Zwelling, 1996; Curry et al, 1999; Curry and Stark, 2000; Dabholkar et al, 2000; Curry and Sinclair, 2002; Jabnoun and Chaker, 2003; Kilbourne et al, 2004; Chakravarty, 2011; Kazemi et al, 2013; Aghamolaei et al, 2014; Islam et al., 2016; Al Fraihi & Latif, 2016
Responsiveness	Babakus and Boller, 1992;

	Babakus and Mangold, 1992; Anderson and Zwelling, 1996; Curry et al, 1999; Curry and Stark, 2000; Andleeb, 2000; Andleeb, 2001; Curry and Sinclair, 2002; Jabnoun and Chaker, 2003; Kilbourne et al, 2004; Chakravarty, 2011; Kazemi et al, 2013; Aghamolaei et al, 2014; Islam et al., 2016; Al Fraihi & Latif, 2016
Empathy	Babakus and Boller, 1992; Anderson and Zwelling, 1996; Curry et al, 1999; Curry and Stark, 2000; Curry and Sinclair, 2002; Jabnoun and Chaker, 2003; Kilbourne et al, 2004; Arasali, 2006; Chakravarty, 2011; Kazemi et al, 2013; Aghamolaei et al, 2014; Islam et al., 2016; Al Fraihi & Latif, 2016
Tangibles	Babakus and Boller, 1992; Babakus and Mangold, 1992; Anderson and Zwelling, 1996; Curry et al, 1999; Curry and Stark, 2000; Curry and Sinclair, 2002; Jabnoun and Chaker, 2003; Kilbourne et al, 2004; Chakravarty, 2011; Kazemi et al, 2013; Aghamolaei et al, 2014; Islam et al., 2016; Al Fraihi & Latif, 2016

The health care facility can be divide into two quality dimensions: technical quality and functional quality (Grönroos., 1984). Though technical quality in health care is definite mainly on the origin of the technical correctness, medical analyses and techniques while functional quality denotes to the method in which the health care service is supplied to the patients (Lam., 1997). Furthermore, technical quality is about what the customers get, functional quality is about how they get it. Ware JE and Snyder (Ware JE and Snyder., 1975) describe that although technical quality has high significance with patients but most patients do not have the information to assess efficiently the quality of the investigative and relaxing involvement procedure or material needed. Maximum patients cannot discriminate among the caring presentation and the curing presentation by the doctors (Lam, 1997).

According to Oswald et al. (1998), they call attention to there is a stout linking among health service quality perceptions and customer expectations. We had seen that Healthcare workers' emphasis on the suitable cure to their patients. Though, as per Swartz and Brown (1989) perceived, patients' perceptions frequently contrast from those of the doctor and doctors might misperceive their patients' assessments. Numerous instruments have been developed to measure patients' perceptions and expectations, but SERVQUAL tool established by Parasuraman et al. (1988) is the best commonly used instrument (Sohail, 2003). SERVQUAL may not be generalized to hospital services or health care services due to the uniqueness of the services offered. Bowers et al. (1994)

According to statistics division of Pakistan (2009-2010) Pakistan is the sixth largest populated country in the world with an estimated 169.9 million people at the end of June 2009, with high growth rate of 2.05%. According to the constitution of Islamic Republic of Pakistan, providing best healthcare facilities to the people is the responsibility of federal and provincial government and they are also responsible for planning and devising the national health policies.

In Pakistan Majority of the public hospitals are located in the urban areas especially in major cities and it had been facilitated by a few number of urban people (Saeed and Ibrahim, 2005) but still these facilities are inadequate even to fulfil the needs of the people living in urban areas. Healthcare conditions in Pakistan are becoming worst and worst day by day as the healthcare sector is badly ignored by the government. According to economic survey of Pakistan (2011-2012), total number of registered doctors in the country is 149,201; total number of dentists 10,958 and registered nurses are 76,244. Population per doctor is 1206; population per dentist is 16,426 and population per hospital bed is 1665.

Methodology

Cross sectional study was conducted in the hospitals of Lahore comprising both public and private sector hospitals. Study was ethically approved by Institutional Review Board. Sample size was 308 patients. Questionnaire was self-administered in 13 hospitals out of them, 9 were public and 4 were private. Study instrument that was primarily based on standard SERVQUAL items (Parasurman. et al., 1985). But later based on local context items were modified and were comprised of 68 items and 6 dimensions. These dimensions constitute Tangibles (8 items), reliability (5 items), responsiveness (7 items), assurance (5 items), empathy (5 items) and timeliness (3 items) each for perception and expectation measurement. All the statements were measured on five point "Agree-Disagree" Likert scale (Direktör2, June 2010). The instrument was translated into Urdu version through careful translation and back-translation techniques (Candell and Hulin, 1987; McGorr, 2000). First, the author translated the 68-item into Urdu and then were back-translated into English by experts to make sure that the original content was kept in translation Malinowski, (1935). Informed patient consent was also taken prior to filling questionnaire. Pilot testing was conducted by taking feedback from 15 patients and it was made sure that statements were easy to understand by respondents. Cronbach alpha coefficient was calculated to measure the reliability of the scales and found values greater than 0.7 showing highly reliable results (Hair et al., 2010). Then patients were consulted to fill questionnaire after taking informed consent. Ethical approval for the research project was obtained from the Institutional Review Board, ethics committee of the National Health Research Complex (NHRC), Shaikh Zayed Hospital Lahore (IRB-No.: 1387-1388). Patients with more than 18 years of age were allowed to participate in the study and their responses were calculated and analysed. Data analysis

was carried out using SPSS Version 20 and AMOS.

Results and Discussion

Sample Characteristics

Characteristics of study participants is given in Table 3. Where patients with age of 18-20years were 10.4%, 21-30 years were 27.6%, 31-40 were 29.5% and more than 40 years were of 32.5%. 23.4 % were uneducated, 23.1% were of matric, 17.2% were of F.A, 22.4% were of graduation, 13.6% were of post-graduation and 0.3% were of PhD. amongst them 57.8% patients were from government hospitals, 33.8 % were from private hospitals and 8.4 % were from trust. Patients with per month income of 10,000-19,000 were of 41.9 %, 20,000-50,000 were of 34.1%, 50,000-100,000 were of 17.2% and more than 100,000 were 6.8 %.

Table: 3 Characteristics of study participants

Variables	Category	Frequency	Percentage
Age (years)	18-20	32	10.4
	21-30	85	27.6
	31-40	91	29.5
	40+	100	32.5
Qualification	Matric	71	23.1
	F.A	53	17.2
	Graduation	69	22.4
	Post-Graduation	42	13.6
	PhD	1	0.3
	Uneducated	72	23.4
Monthly Income	10,000 – 19,000	129	41.9
	20,000 – 50,000	105	34.1
	50,000 – 100,000	53	17.2
	100,000+	21	6.8
Type of hospital	Government	178	57.8
	Private	104	33.8
	Trust	26	8.4
	Total	308	100

Development of Perception based Scale

Based on patient perception data, covariance matrix has been created between service quality dimensions and the first run of CFA provided satisfactory goodness of fit with deletion of “timeliness” dimension, so the

model developed in Fig. 1 said to be a valid model.

1) Scale Reliability and Validity

Items used in service quality measurement tool were earlier screened by using Confirmatory Factor Analysis (CFA) in order to establish whether the items really measured their assigned practices. The unidimensionality reliability, convergent validity and criteria related validity were also assessed.

2) Unidimensionality Analysis

CFA was used to evaluate the unidimensionality of service quality constructs. Bentler and Bonnet (1980) suggested a cut-off value of comparative Fit Index 0.90. However, Hu and Bentler (1999) argued that this value should be close to 0.95 for a better fit and value of RMSEA should be less than 0.08. The Table 4 indicates that value of CFI is 0.969 and the values of RMSEA is 0.080. The values mentioned above indicate that constructs are unidimensional.

3) Reliability Analysis

The reliability of the constructs are widely evaluated by using the value of Cronbach's Alpha. The Cronbach's Alpha value more than 0.70 indicates the better reliability of the construct (Bryman, 2008). From Table 4, the alpha value for five dimensions ranges from 0.889 – 0.920. The overall value of Cronbach's alpha for Service Quality construct is 0.947. These values indicate that all constructs are highly reliable.

4) Convergent Validity

Bagozzi et al (1991) suggested that CFA could be used to evaluate that convergent validity. The values of factor loading could be used to establish the convergent validity. The convergent validity could be established if all factors loading have the significant values on their respective constructs. From Table 4, all the factors loadings range from 0.79 and 0.92 and are significant on their respective constructs.

Table 4: Summary of goodness of fit statistics for CFA of model constructs

		X2	d.f	X2/d.f	p-Value	CFI	RMSEA	Factor Loadings	Cronbach's Alpha	Mean	Standard Deviation
SQ		161.916	55	2.94	0.000	0.97	0.080		0.947		
Tangibility	T38							0.91	0.906	3.69	0.86
	T39							0.92		3.70	0.81
Reliability	R43							0.81	0.889	3.70	0.81
	R46							0.89		3.61	0.84
	R47							0.86		3.75	0.84
Responsiveness	Re48							0.86	0.889	3.64	0.88
	Re49							0.92		3.60	0.93
	Re51							0.79		3.69	0.85
Assurance	A55							0.90	0.894	3.48	0.93
	A56							0.90		3.48	0.92
Empathy	E62							0.87	0.920	3.65	0.85
	E63							0.93		3.60	0.91
	E64							0.89		3.58	0.90

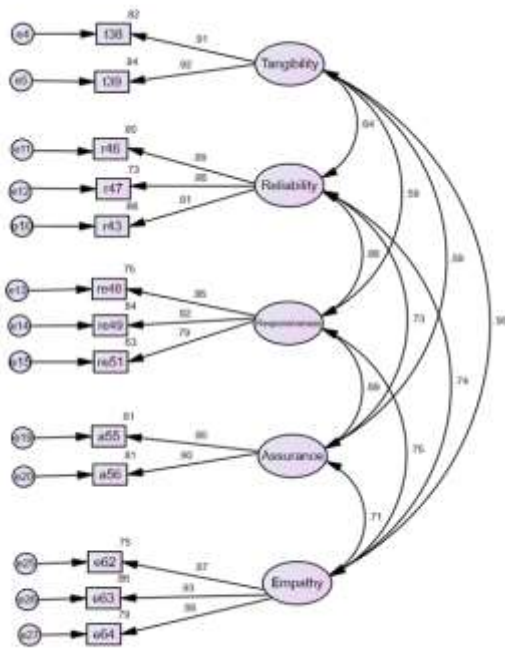


Figure 1: Theoretical framework for perceived service quality of patients

The proposed service quality model of 5 dimensions is shown in Figure 1. Confirmatory factor analysis evaluated proposed modeled constructs. These constructs are actually quality dimensions that are built on collected data. Multiple items were converted to single construct that reflected the quality dimension. The

goodness of fit statistics used for the assessment of fit of data for the proposed model is given in Table 3. From Table 3, the values of RMSEA= 0.08, CFI= 0.969, χ^2/df = 2.94, PGFI= 0.561 and PNFI= 0.673. All of these values are less or close to recommended values for satisfactory fit of a model. Therefore, these values indicate that the structural model has the best fit.

This perception based model that has been validated by CFA, consists of 5 dimensions and 13 items, amongst them 2 were of tangibility and assurance, 3 were of reliability, responsiveness and empathy. Items of tangibility included “beds in the hospital are highly hygienic” (t- 38) and “rooms in the hospital are hygienic and ventilated” (t-39). Items of reliability were “the hospital is trustworthy for its patients” (r-43), “the investigations conducted in the hospital are reliable” (r-46), and “The consultation provided by the doctors is trusted” (r-47). Items of responsiveness were “hospital always provides its services within promised time limits” (re-48), “the hospital’s employees provide quick services to its customers” (re-49), “the hospital employees are fully trained in their fields” (re-51). Items of assurance include “employees of the hospital have developed a level of trust among its patients” (a-55), “hospital’s Employees get adequate support from top

management to do their jobs well”(a-56) and the items of empathy were “the hospital is committed to work for the best interest of patient”(e-62),“the hospital has operating hours convenient to all their patients”(e-63),“the hospital workforce is concerned and sympathetic towards patient’s issues”(e-64).

5) Measurement of Quality Gap

Based on retained items quality gap has been calculated by subtracting the scores of patients' expectations of service quality from perceptions of service quality against the similar items to validate the scale in Table 5. Wilcoxon signed-rank test was

applied to measure the significance of gap between all dimensions. This showed mean P-E gap for tangibility as -1.00 ± 0.97 , for reliability as -0.97 ± 0.89 , for responsiveness as -1.03 ± 0.93 , for Assurance as -1.17 ± 1.02 and for Empathy as -1.06 ± 0.96 . These gaps are consistent with the findings of other studies (Al Fraihi & Latif 2016)(Aghamolaei et al. 2014). This showed that there is need to concentrate on all areas of service quality in order to get their patients satisfied. Managers and decision makers should come forward, listen the voice of patients and try to bridge the existing gap.

Table 5. Measurement of Service Quality Gap and its statistical significance

Dimension	Perception Mean \pm SD	Expectation Mean \pm SD	P-E Gap Mean \pm SD	Z	P-Value	Ranking
Tangibility	3.69 \pm 0.79	4.69 \pm 0.46	1.00 \pm 0.97	-12.92	0.000	2
Reliability	3.69 \pm 0.75	4.66 \pm 0.47	-0.97 \pm 0.89	-13.257	0.000	1
Responsiveness	3.65 \pm 0.86	4.68 \pm 0.44	-1.03 \pm 0.93	-13.127	0.000	3
Assurance	3.48 \pm 0.88	4.65 \pm 0.47	-1.17 \pm 1.02	-13.241	0.000	5
Empathy	3.61 \pm 0.83	4.68 \pm 0.47	-1.06 \pm 0.96	-13.350	0.000	4

The items identified in scale are tested for their validity by measuring the quality gap and found it valid as there exist significant gap between patient expectations and perceptions. This depicts that patients are dissatisfied with the quality of services they are availing and for the next time they may switch towards other facility for better services, this may lead to poor image in the community. Reliability seems to be in need of more focus by ranking as 1, as patients lack trust in services provided by the facility providers. The gaps in tangibility is on 2nd number that may conclude that there is either scarcity of resources, their improper utilization or maintenance. Similarly gaps in responsiveness being 3rd may depict that there is lack of hierarchy and lack of management interest in employee training towards customer focus. And the 4th and 5th rank need also attention for being more convenient, committed and sympathetic towards patient needs.

Conclusion

The model developed in this study have both theoretical and practical implications. While discussing about theoretical contributions many researchers have developed service quality models based on SERVQUAL (Andaleeb 2000) or applied as it is in their own cultural context (Aghamolaei et al. 2014) however such studies are scarcely conducted in Asian countries.

In management research it is also well known that different contexts can lead to varied results (Nair 2006). Therefore this research bridge the gap of theoretical contribution in the form of developing a service quality model based on SERVQUAL dimensions that are appropriate for the public and private hospitals of Asian countries. The questionnaire has been validated in many studies and found valid and reliable (De Man et al. 2002). It evaluates meticulous

understanding of patients from where they receive services and then compare it with their ideal expectation (Kazemi et al. 2013).

Current study has limitation that it possess patient perspective only, though patients are not completely aware about services delivered to them therefore there is need to investigate the view point of health care providers. Another limitation is that though we investigated service quality based on SERVQUAL questionnaire and later adapted some items from literature, but there is need for qualitative studies to investigate more service quality dimensions.

For researchers, this study contributes significant testing of applicability of SERVQUAL in developing countries like Pakistan. This model has been developed in European context and was in need to validate in developing one, therefore more studies with items suggested in this study and or items from more in depth literature review should also be conducted in hospitals with larger sample size to see whether the scale developed in this study is useful in similar situations to make concrete generalization.

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Successful Practices of an Innovation Culture: A Theoretical Perspective

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Abstract

Building an innovative culture, in a dynamic business environment, is extremely vital for the organizations in contemporary times. An innovative culture is an essential enabler for the success of any innovative organization. An innovative culture would be one that has the ability not only to let innovation thrive but also to sustain an innovative environment. Not many organizations can truly claim of having a positive and truly innovative culture at workplace. There are several challenges to creating and sustaining an innovative culture.

The research design is that of an exploratory study with secondary data analysis. This paper discusses the challenges in imbibing an innovative culture. Further the paper delves into the theoretical framework labeled as the 'Laser Beam Approach'. The approach enables us to clearly understand the five stages of the framework used in embarking upon an innovative culture, using the case study method. Therefore it clarifies the "what" and "how" of creating a sustainable innovative culture. Lastly the paper supports in understanding the characteristics of an innovative culture. The paper concludes with recommendations of successful innovative culture building practices of organizations.

Keywords: Innovative culture; Laser Beam Approach; challenges of innovative culture; innovation; UAE

Introduction

Contemporary organizations are under continued pressure of creating new growth

areas and sustaining the existing business in an extremely dynamic and volatile environment. With growing competition and evolving models of business, the leaders are challenged with immense responsibility. With these growing pressures the CEOs and top leaders need to motivate their people to be innovative in all facets of the business and not just marketing and production. The role of the leaders is getting difficult with time. Innovation is one among the top three priorities for over 65% CEOs surveyed by the Boston Consulting Group. It is evident that with increasing global pressures and shrinking product lifecycles, true differentiation can come with consistent innovation (Phillips, 2013).

In order to motivate and let their people be as inventive and innovative as possible, the top leaders and managers need to cultivate and nurture a culture of innovation within the organization. Creating and sustaining a culture that supports innovation is a cumbersome task, as one needs to involve each and every employee in this effort. People in the organization are ready to join in, only if they are convinced about the idea of innovation and are aware of the long-term benefits innovation offers to the organization (Leavy, 2005).

Organizations are facing several challenges related to creating a culture of innovation and an environment that supports innovation within the organization. This may account to being one of the major reasons why out of billions of organizations in the world not all are innovative!

Challenges Faced by Organizations

In the effort to create and sustain a culture of innovation, the prime challenge faced by organizations is none other than the most basic one, which is clarity about what is culture of innovation. Many organizational members and even leaders really do not understand what is meant by the culture of innovation. It is true that each organizational member understands the value of innovation, and also the worth of having an environment where employees can be innovative, but unfortunately not many members really understand how to navigate the organizational members to generate an understanding of the culture of innovation.

So the first challenge that knocks the doors of the top leaders is to create an understanding among organizational members of what is the real meaning of culture of innovation; what would be the characteristics of such a culture and how to sustain a culture that nurtures innovation for a long time.

An overwhelming amount of supportive information and definitions are available on the World Wide Web for reading purposes, but their application to work situations may pose a challenge for several organizations across the globe. Therefore the prime challenge of what is culture of innovation can be coupled with how the top managers and leaders can support the culture of innovation. Further, another link in the chain is on 'ways and means' of creating awareness among the people about culture of innovation. So the first challenge is clarity about what a culture of innovation is and how an organization can achieve it!

Second challenge that affects growth of a culture of innovation is the 'corporate culture'. It may be seen as a significant and difficult barrier to a great culture of innovation. Sometimes the corporate culture becomes a consistent hurdle across a range of industries. In most organizations that have been operations since more than a

decade, the corporate culture is extremely powerful to govern the growth of an innovative culture. Corporate culture, in its real meaning dictates how people are expected to work and what the "rules" are about how the organization is operated. For example, the employees of Arthur Andersen, an American holding company founded in 1913, were known as "Androids" due to their close adherence to corporate methodologies and as strong corporate culture. A pervasive fact remains that corporate culture enhances the path of achievement of vision, mission and goals of the organization. But in the context of developing or nurturing a culture of innovation, a strong corporate culture can discourage change or adoption of new methods of thinking or even new strategies when they are most needed. A corporate culture may even not allow for operational changes in working styles or new approaches to achieving goals (Phillips, 2013).

The top management and leaders of contemporary organizations are well abreast of the need to adopt an innovative culture, and adapt the existing corporate culture, but another challenge they face is the implementation of the steps of an innovative culture adoption. Most leaders are aware of 'why' of innovation but few can actually outline 'how' and 'what' to do in this regard. Cultural change is neither easy, nor quick especially when you are asking people to embrace a culture that requires acceptance of failure and risk. Cultural change requires leadership, consistent commitment, communication and time. So the third and biggest challenge is how to transform an existing corporate culture into a culture of innovation.

Culture could be "what people do and say when no one is looking". An organizational culture can form in a group of any size – entire organization, a department, work team, or a project team. This in turn leads to challenges for the leaders to transform the multiple sub-cultures into a culture of

innovation. Simultaneously, it becomes a challenge for the organizational members to imbibe a new culture and quickly edit their “way of doing things” into new ways of doing things.

So probing into the existing challenges for adopting a new culture of innovation, one needs to think of ‘how’ and ‘what’ needs to be done to transform into an organization with a culture of innovation. This leads us to investigate the concept and theory of the ‘Laser Beam Approach’.

Transforming an existing corporate culture into a culture of innovation

It is vital to mention that transforming an existing corporate culture into a culture of innovation is not an overnight activity or an easy task. Corporate leaders often say that it requires five to seven years for building up a culture of innovation (Weiss and Legrand, 2011).

Transforming an existing corporate culture into a culture of innovation is a staged process that requires leaders and top managers in the organization to develop an inherent understanding of the process. The belief that the entire culture needs to be transformed at one go may be a myth.

Weiss and Legrand (2011) have termed this process as the ‘laser beam approach’ because to be effective and implemented rapidly, cultural transformation requires a targeted precision of a laser beam. In theory, there are five stages of the laser beam approach. The first stage helps the top management and leaders to define the urgency and the vision for the desired culture of innovation. The second stage is targeted to analysis of the existing corporate culture and identification of the priority gaps. The third and fourth stages are identification of consistent and inconsistent practices in line with the culture of innovation. Thus the stage three is about reinforcing priority cultural assumptions that are consistent with a culture of innovation and stage four is about changing priority cultural assumptions that are

inconsistent with a culture of innovation. Finally the fifth stage is about taking action, implementation and continuous reinforcement of the desired culture of innovation.

Again, the stages are indicative of what needs to be done in the organization in order to transform into an organization with an innovative culture. But if these stages are handed over to the top management or the leader of the organization, to what extent would they be able to implement it. What actions would they be taking to achieve the innovative culture is the most crucial aspect of the process and requires immense planning and reflection.

To develop a better understanding of the implementation of this laser beam approach, the paper would use a base caselet and proceed with each step in a systematic manner. A small local furniture company ‘Woods Furniture Company’ was doing well in the local and international market and had a market share of approximately 68%. They were producing customized furniture, supplying furniture to local shops as well operating in the international market in select countries. Their aim was to develop high quality products for national and international markets. Therefore, they had a very strong culture of high quality activities.

However the international market landscape changed with international DIY furniture companies entering into the market. The complete concept of the furniture industry moved from customized furniture to quick, light-weight and non-customized furniture leading to the reduction in the market share for Woods! This was a matter of great concern and dissatisfaction for the management and the employees who had been with the organization since decades.

The top management and the leaders understood that there was a dire need to change their culture, retaining their vision of high quality products but altering the way activities are done.

In step one, identification of the importance and urgency was crucial. So the leaders needed to define the value of bringing the change in the organization. The more urgent it appeared to the employees the more acceptable it would be. It is seen that employees generally resist to change. They want to operate in their comfort zone. Some even want to conform to the existing corporate culture and hence denounce any change that is brought about. In order to let the first stage the leaders at Woods, carried out these activities. The leaders at Woods started their high level brainstorming sessions to clearly articulate the urgent business need of bringing about the change in the existing culture of their organization. Once they were very clear their job was to convince the employees and other managers in the company. They decided to meet departments as small groups to discuss the situation and challenges the company was facing in the competitive market and find possible solutions for the problem. They made presentations about the compelling reasons for change. As many employees had been working since decades at the company, the management chose these people as the 'Ambassadors' for change. The reason was that these type of people could be more resistant to changes and secondly they were influencers in their respective departments. The advantage with these people was their immense knowledge about the competitors and the national market.

The Ambassadors started their research by studying their competitor's vision, mission, company strategy, marketing and financial details. The Ambassadors also found about the use of social media, website and other modern technological tools used by competitors to get better orders from customers as well as for advertising purposes. This data collection through internet and company visits enabled the Ambassadors to be highly convinced about the radical change that was required to bring Woods to life!

Based on the primary and secondary data collected by the Ambassadors, the top management and leaders of Woods, were able to frame a modern and forward looking vision and mission of the company. They also entrusted individual accountabilities to the Ambassadors and other individuals, thus roping in most of the members in the process of change. At this stage almost the whole organization had an ardent belief that innovative culture was the dire need of Woods, however there was a huge gap in understanding – how to go about bringing the change in the organization!

For the stage two, there was a need to analyze the existing culture and identify the priority gaps. Here an important role needs to be played by the new entrants in the organization. Those organizations that are willing to transform generally utilize the new entrants for this purpose. These new employees then identify the visible aspects of the current and existing culture. These visible aspects could be related to tangible things like dress code, office space and facilities provided, timings of meetings, furniture including basic chairs and tables or meeting rooms etc. Then the groups would ideally discuss the extent to which the existing culture matches the required or desired culture of innovation. The groups could identify the gaps between existing and desired culture and list the visible aspects that are consistent with the desired innovative culture. Further, the groups could identify the visible aspects which were inconsistent with the desired culture of innovation. This could result in the identification of the priority gaps between current corporate culture and desired culture of innovation.

At Woods, the teams headed to identifying the visible aspects of the existing culture. They were excited to note that their existing culture had embedded high quality characteristics. The employees were highly committed to the organization, their goals and the level of quality at work was extremely positive. However it was found

that the system was highly centralized and even for the minutest activities approvals from the leaders was vital. The performance management system was strong and any failure was reflected in their annual performance appraisal. The performance appraisal was directly linked to their annual increment and bonus. So there was a fear factor among employees, no one wanted to go out of the way. They wanted to stick to their routine and achieve their annual goals, approved at the start of the year by the management.

Woods had a calendar system with endless meetings and deadlines mapped on it. Each department and each individual had to stick to the pre-approved calendar. No one was allowed to go beyond the pre-approved calendar. Even though employees were highly engaged a lot of time was wasted in meetings, which generally started late and went on for long time periods. None of the employees had individual accountabilities as the decisions were taken by the leaders, so it was easy to take failure by putting it on the top management.

The major assumptions for such behaviors were their commitment and clear understanding of the concept and application of quality to the production. This was consistent with the culture of innovation.

The other one was that employees had no access to leaders and hence select people would present information in their own manner to the management – a manner that would benefit them personally. This could be a practice inconsistent with the culture of innovation.

The stage three would be to reinforce the priority cultural assumptions that are consistent with the culture of innovation. The positive aspects of the current culture need to be retained, continually practiced, reinforced and even celebrated. Positive reinforcement needs to be used with employees to help them achieve stability and positivity. Validating the good practices

enable members to be more connected to the new culture of innovation. This positive reinforcement can be successfully incorporated by allocating sufficient financial and non-financial resources to the activities. The leaders could also build in some reinforcers. The reinforcers could be monetary and non-monetary in nature. The monetary reinforcers could be in the form of allocation of rewards to functioning groups. For the non-monetary reinforcers the leaders could use techniques of enhanced positional authority, decision making abilities, representation in important meetings, being part of important growth projects, appreciation in company meetings and even giving time off along with some other enhanced facilities to the employees. The leaders could also follow role modeling as a technique to positively reinforce the priority cultural assumptions.

In order to successfully engage the organizational members and carry out reinforcement of positive assumptions that support and match the desired culture of innovation, leaders at Woods, started to role model so that the employees could see the top managers and leaders following practices that would enable in developing and sustaining a culture of innovation. The leaders also engaged themselves in activities vital to innovation.

Top training coaches were identified and several employee groups were supported with training and development to learn innovative techniques of designing furniture, new marketing trends, engaging with social media and building better customer relations with existing and potential customers.

Support in terms of allocation of time and requisite resources were made for employees for engaging in brainstorming and learning innovative activities on their own. Focus on quality management was still very key to the success of the organization.

All these initiatives enabled the management and leaders to develop and

sustain good practices in line with the desired culture of innovation.

During stage four, the leaders had to make efforts to change priority cultural assumptions that were inconsistent with the desired culture of innovation. The leaders had to carefully tread through this stage as it led to higher amount of anxiety and some dissatisfaction among the employees. For this stage the leaders used techniques like rechanneling, counterbalancing and confronting. Some of the inconsistent activities had to be rechannelized whereas other activities were counterbalanced. Lastly, a few of the people and activities had to be confronted leading to negativity. But the leaders had to understand that this stage was vital for the success of the desired culture of innovation.

At Woods, all the Ambassadors were looked as highly professional and carried great expertise in their job, but a handful were also viewed as individuals who would not be willing to adopt new practices quickly. The leaders and top management had to take some decisions in this regard.

Accountability was tied up with the roles of the employees and those not ready to take up the responsibility were shifted out of decision making roles hence rechannelizing the authority. They enhanced the recognition of heads of teams and departments who were ready for innovative tasks and better decision making.

It was made clear that failing was acceptable and that failures would be supported by the management and the leaders. Support in terms of training would be provided for those ready to take risks. It was also notified that failed efforts would be tied to regaining methods so that in spite of failure the organization does not lose much.

They initiated the 'reflections blog' to help share the lessons learnt and reflections related to new activities and related success and failure stories. Unfortunately some unwilling employees were confronted and some harsh decisions were taken against the

employees who could not adapt to the requirements of the desired culture of innovation.

Innovative practices of doing tasks and activities were introduced and use of technology was used to replace several activities. Therefore Woods was seeing measurable changes in the way they had been functioning in the yesteryears.

Stage 5 was about taking action and continuously reinforcing the desired culture of innovation. Leaders were expected to develop the plan of action, define the methods to measure and track the cultural changes and their direct impact on the business outcomes that they had planned to achieve. Further they had to identify the process of continuously reinforcing the new culture to sustain and deepen it.

At Woods, the top management and leaders developed a two and a half year cultural transformation target. Performance measures were set that tracked the progress to the desired innovative culture. They started correlating the organizational progress towards the performance of the organization in the market. Individual accountabilities were established and used to study the performance of the organization. Success stories of the performers as well as the organizational performance were shared with the members of the organization. Cultural change stories were celebrated in the meetings.

Through these efforts the company was successful in enhancing the market share through changed technological initiatives, better techniques of advertising, usage of social media, better liaison with customers and enhanced variety of product lines. They also acquired the small companies locally that helped them gain better market share. The employees and the company were able to introduce the culture of innovation while retaining the legacy of their high quality products. They began to regain their market share, their position in the competitive market and a greater customer base. At the

end they began to perform well due to their positive approach to having and practicing a culture of innovation.

At the end we have seen that Woods Furniture Company was able to get a culture of innovation. This case study informs us that 'what' and 'how' of establishing the culture of innovation are as important as 'why'. Interesting results can be seen with this laser beam approach and the benefits of the application of this approach are immense.

Characteristics of a culture of innovation

Some interesting characteristics of an organization with a culture of innovation have been elaborated here. All members in the hierarchy understand the organizational direction. All believe in the vision and the mission of the organization. Innovation is considered as a priority issue and the focus of the management as well as the employees is highly on the innovation in the organization.

The top management and leaders play a vital role of modeling innovative thinking and innovative practices. In organizations where the culture of innovation is pervasive, the leaders are clear about the importance and worth of the process of innovation. Even the organizational members know not only the 'why' but also the 'how' and 'what' of the culture of innovation.

The relationships are trust worthy and the organizational members communicate openly and honestly. There is no fear of people taking credit with no real effort in actions or work. Several multitalented teams function in the organization. It is an indication of the acceptance of diverse viewpoints of people. People don't become defensive on their own viewpoint. There is

openness which allows people to give constructive feedback to others.

The role of leaders and departmental managers is critical, as they focus on delivering value to the organization. All members know how to juggle between balancing innovative thinking with the real implementation aspect. This balance is crucial for the success of innovation in the contemporary competitive world.

People work towards identifying opportunities that exist in the environment and never keep their personal or political interests ahead of the organizational interests. As Google does, 70% projects are dedicated to the core business, 20% are related to the core business and 10% are unrelated with the core business. Decisions are driven by insights and knowhow along with analysis of data collected by the organization. Therefore data is used judiciously to stimulate change. Work is not driven by competition but rather by the user or the end buyer. Lastly the focus of such organizations is not to prepare month-end reports and tick on checklists but to carry out innovative activities in the organization and to make it more sustainable and successful in this dynamic business environment.

Conclusion

This paper is shedding light on developing and sustaining a theoretical perspective of a culture of innovation. Most of the times the researchers are busy in documenting the innovative activities and events of organizations, and the basic understanding of letting people know the 'how' and 'what' of an innovative culture gets lost. This paper attempts to relive that process and create an enhanced understanding of the creating and sustaining a positive culture of innovation.

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Quality Standards and Export Performance of Tanzania SMEs: Empirical and Conceptual Model Development

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Abstract

The paper sought to propose a conceptual framework to examine the effectiveness of quality standards on export performance of Tanzania food. The paper is built on the premises that investment in the development of Food products that meet international standards has core contribution towards enhanced competitiveness. In the Tanzania based SMEs engaged in Food-Related Business

The paper specifically has the objectives to examine the influence of product quality, Quality Management and Compliance costs on export performance of SMEs. Through extensive review of empirical studies conducted through the World and Tanzania the paper provides conceptual guiding framework to establish the influence of various attributes related to product quality, quality management and compliance costs on SMEs food related firms on export performance. These are preceded by a theoretical perspective that stipulates the Legal context on Tanzania food standards particularly digested through The Tanzania Food, Drugs and Cosmetics Act, No 1 of 2003, The Fair Competition Act, No. 8 of 2003 and The Standards Act, No.2 of 2009. Moreover, much more enlightening theories of a Resource-based view (RBV), Core Competency Theory and Quality Attributes are applied in the context of Food related SMEs. The paper recommends a conceptual framework that will guide future researches in the area of quality standards and export performance of Tanzania Food engaged SMEs

List of Abbreviations

ACP: African Caribbean and Pacific Countries
ASDP: Agricultural Sector Development Strategy
BEST: Business Environment Strengthening in Tanzania
BOT: Bank of Tanzania
BRC: British Retail Consortium
CODEX: Codex Alimentarius
COLEACP: Comité pour Liaison Europe - ACP
CTA: Technical Centre for Agricultural and Rural Cooperation
CTI: Confederation of Tanzania Industries
ETI: Ethical Trading Initiative
EU: European Union
EUREP: Euro Retailer Produce working group
FLO: Fair Trade Labelling Organization International
GAP: Good Agricultural Practices
GATT: General Agreement on Trade and Tariffs
GDP: Gross Domestic Products
GHP: Good Hygiene Practices
GMP: Good Manufacturing Products
HACCP: Hazard Analysis Critical Control Points
IFOAM: International Federation of Organic Agricultural Movements
IPPC: International Plant Protection Convention
ISO: International Organisation of Standardization
ITC: International Trade Centre
MPC: Malaysian Productivity Corporation
MRL: Maximum Residue Limit
NFCC: National Food Control Commission
OECD: Organisation for Economic Co-operation and Development
OIE: International Office of Epizootics
POSs: Private Sector Organisations
SIDP: Sustainable Industrial Development Policy
SMEs: Small and Medium Enterprises
TAHA: Tanzania Horticultural Association
TBS: Tanzania Bureau of Standards
TBT: Technical Barriers to Trade
TFDA: Tanzania Food and Drugs Authority
WFP: World Food Programme

Background and Paper Context

Introduction

There is global evidence that the world's governments have acknowledged the impact of Small and Medium entrepreneurs (SMEs) on job creation, improvement of people's standards of living and overall economy (Hove and Tarisai, 2013). SMEs play an important role in economic development of many countries in the world because they have potential of employing many people in environments where formal and full wage employment may be scarce or unavailable (M'Nduyo *et al.*, 2013). According to OECD (2004), small entrepreneurs are known to contribute to over 55% of GDP and over 65% of total employment in high – income countries. They also account for over 60% of GDP and over 70% of total employment in low-income countries where supporting the SMEs' development is treated as a basic national policy for almost all countries. It is also increasingly recognized that the SMEs play a crucial role in employment creation and income generation in Tanzania (CTI, 2013). UNIDO (2002) estimates more than 3 million SMEs, employing more than 5.2 million people in Tanzania, of which some 45% are located in urban and the remainder in rural areas.

SMEs Food Industry in particular is said to represents a significant economic potential for Tanzania in jobs, income, increased tax revenue and higher export earnings (<http://www.competition.or.tz/>). Food processing is also a critical component to stimulate the development of Tanzania's agriculture.

In order to increase competitiveness of the food SMEs, Tanzania seeks to expand and diversify its food and agricultural exports. But success greatly depends on whether appropriate international standards are adequately met in serving export markets.. Standards offer many significant benefits for individual businesses and industries and provide SMEs with a vital competitive edge.

One of the most important functions of the government is to create an enabling environment in which private enterprises operate (Mbega, 2011).

Policy Context for Food SMEs Export Engagement

In recent years, Tanzania has put in place clear policies and laws to foster a competitive environment for business enterprises, thereby increasing efficiency in the economy to the ultimate benefit of both consumers and producers (CTI, 2013). The National Trade Policy (URT, 2003) emphasises the need to improve the investment environment of the private sector as a strategy for promoting trade. The overall strategy includes a reform of institutional structures and a change in cultural norms and practices in economic activities so as to set in motion the process of reorienting the economy towards an open market system targeting export-orientation (Mbega, 2011).

The Agricultural Sector Development Strategy (ASDS) aims to create an enabling and conducive environment for improving the profitability of the sector so that farm incomes are improved and rural poverty alleviated.

The Sustainable Industrial Development Policy (SIDP 1996- 2020) provides an overall framework for Tanzanian's future industrial development and lists specific national objectives, including making the industrial sector contribute more broadly and evenly to the creation of employment opportunities (Economic Survey, 2009).

The country needs the increase of competitiveness of the food product market and local SMEs performance in order to overcome more stringent regulations and private standards in relation to food safety for plant and animal health (Mtui, 2006).

Moreover, the manufacturing sector (food processing being among them) is still highly regulated. The main reason for this is to safeguard the interests of the public and

ensure that manufacturers operate in accordance with health standards.

According to the situational analysis conducted by CTI (2011), one of the manufacturing operations that are exceedingly regulated is the food processing sector. Several policies in Tanzania highlight the rationale for regulating food processing and promoting product quality and safety standards (*ibid*).

Indisputably, the private food standards are playing an increasingly important role in determining market access in international trade. Food standards are defined as rules of measurement established by regulation or authority (Reardon *et al.*, 2001) and are enforced by governments, food companies and retailers. ISO Guide (2004:2) defines a standard as a “document, established by consensus and approved by a recognized body that provides, for common and repeated use, rules, guidelines or characteristics for activities or their results, aimed at the achievement of the optimum degree of order in a given context”. There are three different kinds of standards: namely process, product or information (Caswell, 2003), but most regulations use a combination of the three to regulate food processing and marketing. The standards vary widely according to the nature of the entities developing and adopting them: they commonly address food safety, food quality or social and environmental issues along the production to scale-up marketing (Henson and Blandon, 2009). While official ‘food safety’ standards must respect rules laid down within the sanitary and phytosanitary standards (SPS) agreement, private food safety standards are not presently bound to this requirement. According to UNCTAD (2005 standards may constitute an ever-growing obstacle to exports from developing countries as the number and the scope of the requirements increase

Harmonization of Standards

The East African Community has been active in pursuing harmonization with

international standards in an effort to facilitate trade between Member States and ensure global markets remain open to EAC exporters (Wilson, 2013). According to the World Bank Report (2012), harmonization of standards require including the WTO SPS Agreement; and other trade facilitation instruments can easily be negotiated by the developing countries to create immediate benefits (*ibid*). The review of different policy instruments cites two recent experiences with standards harmonization including the EAC’s move to adopt mandatory standards for food staples and voluntary standards system being set up by SADC countries. This effort by Eastern Africa Community, to harmonize food standards for all member countries will enable industries to reduce transaction costs by reducing duplicative functions of conformity assessment, quality assurance that include testing and certification when exporting company or SME seek to export from one country to the other. The application of recognized standards is also crucial in the services industry.

According to UNCTAD (2004), one approach to improve the SMEs trade environment for food staples that has gained considerable momentum and widespread support in recent years has been to harmonize quality standards in East Africa with international ones. Various policy papers on commodity trade in Africa have pointed to the lack of consistency in quality requirements as a non-tariff barrier and called for the harmonization of standards as a prerequisite for improved trade (Nyoro, 2007). In particular, the effectiveness of quality standards and performance of local food SMEs ought to be supported by researches. It is from this background that this study examined the effectiveness of quality standards and performance for local food SMEs in international export markets.

In Tanzania, SMEs are defined as those engaging up to 4 people and in most cases the family members under informal sector with capital investment of up to 5,000,

000Tshs; while the Small enterprises are mostly formalized businesses engaging 5-49 employees or with the capital investment from 5-200,000,000Tshs (URT, 2003).

Context of the Problem

Quality standards is said to be important in that it provides a powerful incentive for modernization of export supply chains but also have spill over effects on the rest of the economy by raising domestic standards through the adoption of good agricultural and manufacturing practices, thereby benefiting consumers and the environment (Jaffee and Henson, 2004). Furthermore, could allow exporters in developing countries penetrating the high value food market and increasing their market share as well as international competitiveness (Luciana, 2005). According to CTI (2013), the regulations governing the food processing sector are amenable and ensure public safety, protecting the environment, correcting market failures and promoting fairness. Standards that have been subjected of an international agreement lead to an increase in trade and exports by providing export opportunities which help SMEs to grow and the consumers would also have a wider range of probably cheaper products and services to choose from (Büthe and Walter, 2011).

The increasing complexity of the standard environment has made compliance a difficult task for many developing countries, which depend on lucrative markets and consumers from industrialized countries (Janaka, 2011). UNCTAD (2005) on the other hand, stresses that quality standards may constitute an ever-growing obstacle to exports from developing countries as the number and the scope of the requirements increase. UNIDO (2010) argues that conformity assessment, accreditation, metrology and standards, which are components of the quality infrastructure, play a part in the integrated technical mix that is necessary for a country to be able to trade successfully. Tanzania in particular encounters problems in food safety and

agricultural health standards as SMEs trading is highlighted (UNCTAD, 2004). Various policy papers on commodity trade in Africa have pointed to the lack of consistency in quality requirements as a non-tariff barrier and called for the harmonization of standards as a prerequisite for improved trade (Nyoro, 2007).

To respond with international quality and standard, Tanzania like many other African countries took step forward in developing policies that comply with quality and standard internationally (URT, 2010). Nevertheless, Mtui (2006) argues that Tanzania's official system of food safety controls and promotion rests on several pieces of legislation and involves multiple institutions, not always acting in a coordinated fashion. With the enactment of the Food Control of Quality Act No. 10 of 1978, a National Food Control Commission (NFCC) was established to oversee food control activities. Numerous specific regulations were subsequently enacted to deal with specific dimensions of food safety or the safety of particular products. The NFCC's primary function was to coordinate and audit food inspection activity. Most of the latter was carried out by employees of Local Government Authorities, essentially health and meat while produce or other cereals was under other inspectors (URT, 2007).

As a way to alleviate problems, the government of Tanzania developed institutions infrastructure such as Tanzania Bureau of standards (TBS) and Tanzania Food and Drug Authority (TFDA) so as to provide guidance and training to local Tanzania SMEs or firms in order to help them in getting access to foreign markets (Mtui, 2006). The Economic Survey (URT, 2010) highlights efforts towards promoting quality standards by TBS. Nevertheless, local SMEs, consumers, retailers and institutions ignorantly sell or purchase products without TBS certification. With these parameters, a number of training has been conducted to local Tanzania SMEs and

the government has managed to identify and register significant number of local firms in Tanzania (URT, 2010). Mbega (2011), argues that ignorance of standards and regulations by the domestic consumers can have adverse impact on the consumers' health but also strongly hinder international market access. In this context, URT (2010) contends that Tanzania SMEs are not well positioned in exportation of food products. This paper therefore examines the effectiveness of food standards on export performance of Tanzania SMEs. It specifically assesses the influence of product quality, quality Management and compliance costs on export performance of SMEs.

Literature Review

Theoretical Context

This section provides the theoretical perspectives related to this paper. It begins with a discussion on legal contexts on food standards and then proceeds to theories related to internationalization in the context of food standard.

Legal Context on Tanzania Food Standards

1) The Tanzania Food, Drugs and Cosmetics Act No 1 of 2003

The law established the Tanzania Food and Drugs Authority as a regulatory body responsible for national-wide compliance and enforcement of regulations and laws governing food, drugs, medical devices, cosmetics, herbal drugs and poisons.

The Tanzania Food, Drugs and Cosmetics Act No 1 of 2003 was enacted, repealing previous food and drug control laws and creating a unified agency, TFDA, within the Ministry of Health.

With regard to food, the TFDA's main functions are; to regulate the importation, manufacture, labelling, marking, identification, storage, sale, and distribution of food; test or facilitate the analysis of food and/or food products to ensure safety for

human consumption; prescribe minimum quality standards for imported and locally manufactured food and enforce the regulations. The task of ensuring locally produced and imported food is safe for human consumption is mandated under TFDA. It is thus centred on protecting domestic consumers. Several parts of its mandate overlap with the on-going activities of the TBS, including the prescribing of minimum standards, testing activity, inspecting food imports and other areas. However, TBS has access to far larger resources and staff and has a well established reputation within the business community and internationally.

To be much more particular, Section 5 empowers the Authority to: i) regulate all matters relating to the quality and safety of food, drugs, herbal drugs, medical devices, poisons and cosmetics; ii) regulate the importation, manufacture, labelling, marking or identification, storage, promotion, sale and distribution of food, drugs, cosmetics, herbal drugs and medical devices; iii) approve and register products regulated under the Act; iv) examine, grant, issue, suspend, cancel and revoke licences or permits issued under this Act; and v) prescribe standards of quality in respect of products regulated under this Act.

2) The Standards Act, No.2 of 2009

This Act provides for the standardisation of the specifications of commodities and services, the re-establishment of the Tanzania Bureau of Standards and an improvement in the provisions for the functions, management and control of the Bureau. The law established the Bureau of Standards with the following powers and functions;

- i) Undertake measures to control the quality of commodities, services and the environment of all descriptions;
- ii) Promote standardisation in industry and trade;

- iii) Approve, register and control the use of standard marks in accordance with the provisions of this Act;
- iv) Provide for the inspection, sampling and testing of locally manufactured and imported commodities with a view to determining whether the commodities comply with the provisions of this Act or any other law dealing with standards relevant to those commodities;
- v) Assist industries in setting up and enforcing quality assurance and environmental management systems and procedures.

The Tanzania Bureau of Standards (TBS) sets standards and acts as a member of ISO providing International Standards to companies. Food standards for instance signal to consumers that products such as meat meet certain requirements. The Agency certifies the imports and new company's products introduced into the market for a fee (CTI, 2013). The Act confers powers on the Bureau of Standards to issue a licence for standard marks (Mbega, 2011).

3) The Fair Competition Act, No. 8 of 2003

This Act promotes and protects effective competition in trade and commerce, and protects consumers from unfair and misleading market conduct. It regulates restrictive trade practices such as anti-competitive agreements, the misuse of market power, mergers and acquisitions (Economic Survey, 2009). The law further protects consumers through regulating misleading and unfair business practices, deceptive and unconscionable conduct, conditions implied in consumer contracts, manufacturers' obligations, product safety and product information and other related matters. It established the Fair Competition Commission with the power to study government policies, procedures and programmes, legislation and proposals for legislation so as to assess their effects on competition and consumer welfare and to publicise the results of such studies

(<http://www.competition.or.tz/>). Section 49(I) of the Act provides for restrictions on the supply of unsafe goods. The provision prohibits the supply of goods that are intended to be used, or are of a kind likely to be used, by a consumer if the goods are of a kind in respect of which there is prescribed consumer product safety standard and which do not comply with that standard.

Review above suggests that the legal infrastructure is in place to be able to handle issues of food standards.

Specific Theories

1) Resource-based View (RBV)

Theoretically, the central premise of RBV addresses the fundamental question of why firms are different and how firms achieve and sustain competitive advantage by deploying their resources. Resource based theory is based on social exchange theory whereby organizations are open system and depend on inputs and output resources to fulfill their goals (Buvik, 2001). According to the RBV, the principal determinants of a firm's internationalization strategy are the internal organization resources (Barney *et al*, 2001). On other hand, this is contrary to the industrial organization theory which argues that the external factors determine the firm's strategy, which in turn determines economic performance (Scherer and Ross, 1990). The resource-based perspective has an intra-organizational focus and argues that performance is a result of firm-specific resources and capabilities (Wernerfelt, 1984). The basis of the resource-based view is that successful firms will find their future competitiveness on the development of distinctive and unique capabilities, which may often be implicit or intangible in nature (Teece, *et al*, 1991). Thus, the essence of strategy is or should be defined by the firm's unique resources and capabilities. Furthermore, the value creating potential of strategy, that is the firm's ability to establish and sustain a profitable market position, critically depends on the rent generating capacity of its underlying resources and

capabilities (Conner, 1991). For Barney, (1991) if all the firms were equal in terms of resources there would be no profitability differences among them because any strategy could be implemented by any firm in the same industry. The underlying logic holds that the sustainability of effects of a competitive position rests primarily on the cost of resources and capabilities utilized for implementing the strategy pursued. This theory contributes to this paper as it signals the importance of developing competitive advantages amongst Food SMEs firms for enhanced export performance.

2) Core Competency Theory

Meeting food standards will likely to depend on core competency held by a firm. A core competency as depicted in theory is a concept in management theory introduced by Prahalad and Gary Hamel (1990). It can be defined as a harmonized combination of multiple resources and skills that distinguish a firm in the marketplace. A Core competency is a deep proficiency that enables a company to deliver unique value to customers derived from distinctive competences that are difficult to be replicated by the organizational rivals. It embodies an organization's collective learning, particularly of how to coordinate diverse production skills and integrate multiple technologies. The core competency theory prescribes actions to be taken by firms to achieve competitive advantage in the marketplace and that firms must play to their strengths or those areas or functions in which they have competencies. The theory also defines what forms of core competency are important and this is to do with it being not easy for competitors to imitate; and it must add value to the end user or the consumers who get benefit from it. In other words, companies must orient their strategies to tap into the core competencies and the core competency is the fundamental basis for the value added by the firm. Prahalad and Hamel (1994) pioneered the concept and laid the foundation for companies to follow in practice. Some core

competencies that firms might have include technical superiority, its customer relationship management, and processes that are vastly efficient. Each firm has a specific area in which it does well relative to its competitors. The implications for real world practice are that core competencies must be nurtured and the business model built around them instead of focusing too much on areas where the firm does not have competency. This is not to say that other competencies must be neglected or ignored. Rather, the idea behind the concept is that firms must leverage upon their core strengths and play to their advantages. For food based SMEs development of unique capabilities require developed core competency in areas of Food quality and Management as well as compliance costs as they affect export performance

3) Approaches to Product Quality

According to Morgan (1985), in determining appropriate product quality approaches it is important to view quality from the point of view of the consumer as he/she is the one who makes decision to buy. This necessity is underlined by the 'quality perception gap' that normally exists between manufacturers and consumers. Trijp and Steenkamp (1996) considered the possibility to bridge this 'quality perception gap' by proposing a quality guidance approach, which relates perceived quality judgements to physical product characteristics. The approach consists of three steps; the identification of quality judgments, disentanglement of the quality judgments into perceptions on intrinsic quality cues and quality attributes, and translation of the consumer perceptions into physical product characteristics. The goal of quality guidance is the formulation of technical product specifications that are related to consumer's quality perception. According to Garvin (1984), researchers in the 'perceived quality' approach use the term perceived quality instead of just quality to underline the fact that it is the consumer' perceptions, needs and goals that play

important role in the quality judgements. In this study, the concentration is in terms of perceived food quality.

Empirical Studies

A number of studies have been conducted both worldwide and in Tanzania.

Compliance

Regarding compliance issues, Mohamud, (2010) in a study on food safety controls in the UK meat industry found that co-regulatory approaches can be cost-effective when regulators are capable of devising incentive mechanism that encourages compliance. On the other hand, Jeffee (2005) in a study on Food Safety and Agricultural Health Standards for Developing Country Exports found that most interventions in the SPS field have been driven by tension or emergency, such as trade disruptions or disputes, or a threat of such an event. A study by Gereffi (1994) discussed about three research steps of industry structure related with Brazilian beef industry. The main findings describe the kinds of governance that stimulate upgrading and transferrable of the best practices and, consequently, full compliance with mandatory standards. In all 6 cases studied, the buyers (wholesalers/retailers) are in charge of these issues. Regarding food standards, export companies comply with the basic forms, which are based on public standards as set out by the Brazilian government. Walgenbach and Beck (2003) on a study on compliance decision with Food Quality Standards on Primary Producer Level in Moroccan Tomato Sector found out that small producers were not disadvantaged in the compliance process and that less-organized or less integrated farmers tend to be disfavored since forward integration especially in form of being a member in a cooperative changes the cost of compliance. Moreover, forward integration tends to be of particular importance not only because of decreasing cost of compliance but because of a direct access to information on the buyers' requirements.

CTA, (2000) studied the registered food processing industry in Tanzania and Uganda. Most of these enterprises produce traditional, well known products using locally established technologies. On the other side the enterprises such as flour, oil mills, and also bakeries are well established within the agro-food chain with compliance to Tanzania Bureau of standards (TBS) and Food and Drug Authority (FDA) requirements which sometimes are posed by the competition and regulatory requirements tied to business licensing procedures. On the other hand, Jaffee *et al.* (2005) discussed the pressure of the fish processing and exports from Tanzania and how successful the country has responded to the challenges posed by the EU ban and it has been able to expand its fish and fishery product exports in EU. The study cited few areas, where Tanzania producers and exporters are beginning to adopt and benefit from higher international food safety and quality standards. Remarkably, the study indicates monitoring food product quality and safety of the food commodities through numerous commodity boards (for dairy, sugar, cashew nuts) and institutions established by government, public authorities dealing with animal health and the safety of animal products, and the Tanzania Bureau of Standards (TBS). The survey by CTI (2013) indicates that most enterprises generally recognise the importance of the regulations governing the food processing sector. Majority of the enterprises surveyed indicated statistically that the regulations have a significant impact on performance and competitiveness of their enterprises. The main impediments on their competitiveness are the multiplicity of licensing and inspections fees, delays and bureaucracy, multiple testing of products, cost of administration, lost sales, reporting requirements and increased prices. Nevertheless, the survey could not identify the commonly used standards among local food SMEs.

URT (2011), highlights processing of food as an important link in the value chain of the

food sector in Tanzania. From the early 1990s, the government launched a deliberate programme to restructure and privatise publicly owned enterprises so as to withdraw state control from the food processing sector. Since then, there has been a switch to adopt standardized operations in the food sector in the country. This has been witnessed by a number of firms run by local investors improving their competitiveness such as Bakhresa's group of companies, Azania wheat processors and emergence of investors such as Ilovo in the sugar processing industry (Enterprise Map, 2008). However, these are as larger scale as compared to SMEs in the food sector which due to high need of standardized products, and competition from new entrants from the private investors, the local SME's has inadequate capability to compete. By 2009/10, there were at least 90 medium and large-scale food processing firms employing about 9000 people (Enterprise Map of Tanzania, 2012).

Product Quality

With regards to product quality, World Bank (2009) briefing report by Wilson (2013) indicates that the tariff and quota barriers to trade in many agricultural, food and manufactured products have led to the decline in exports from developing countries. As developing countries play a more important role in global trade, there has been increased interest in food and safety standards to safeguard against health and environmental risks. Arguably, internationally harmonized food and safety standards ensure that trade and economies of scale flourish by providing common reference points for safety, quality and authenticity.

Standards do not solely focus on product quality. Stroyan and Brown (2012) study ascertain that international marketing standards play a number of important roles in the economy, support innovation, growth and competitiveness of countries. Furthermore, they argue that SMEs could play a fuller role in standardization, but are

hampered by a lack of awareness of standards relevant to their business, perception that they are more relevant to large business and lack of human (technician) and financial resources to both develop and make use of standards. Sunelle (2009) and Coveney (2007) reveal that in Southern Africa, the factors leading to SMEs' use of standards like food labels and marketing ploys aims to communicate the quality of food or its nutrition information. However these standards are not the only factors to consider in consumers decision to purchase food.

A Tanzania related study by Mbega (2011) on the consumer awareness towards quality assurance and standards of the products in Tanzania found that the demand of the products that meet international standards is higher as compared to the local supply.

Quality Management and Cost of Compliance

With regards to Quality management and cost of compliance, Unnevehr and Ronchi (2014) emphasized on the application of standards by small firms for economies of scale. The dilemma of those small farms' exclusion in the markets was discussed and was connected to the one finding that food safety management at the firm level requires high up-front (fixed) costs that the SMEs may face. The study cited these costs to include the costs of setting up a management or quality control system such as Hazard Analysis Critical Control Points, (HACCP), training staff in new procedures and investments in new equipment for reducing risks or monitoring outcomes. A high initial fixed investment can thus do a heavier burden on small firms or farms, as they will have higher per-unit costs of adoption than larger firms or farms. Nevertheless, empirically some examples do exist of successful adaptation of small food enterprise firms and farms to higher standards, with resulting benefits of higher incomes and greater market access. In line with this is the study by da Silva and Filho (2007) on agri-food chain and small

enterprises performance in the developing countries. The study searched for evidences regarding the extent to which standards posed barriers to trade, through imposing higher direct costs of risk control and safety verification. The authors define performance of firms as the management ability of individual firms to efficiently allocate resources, respond to consumer needs and adapt to market changes as significantly attributed to firms' managerial prowess. Jaffee and Henson (2004) and Henson and Jaffee (2008) on the other hand, reframed their research question to consider whether or not, higher standards might serve as catalysts for improved management, higher value added and greater efficiency in production and marketing. The imposition of standards for quality food commodities such as uniform size of product and the requirement for regularity of supply are among other requirements from the producer level. Improved food safety is taken to be implicit in improved quality. In other words, these studies do not directly test hypotheses regarding food standards compliance, the competitiveness of firms and the awareness flow from farm to the market.

Jaffee and Henson (2004) set evidenced argumentation on the whether proliferation and increased stringent of food safety and agricultural health standards were perceived a barrier to trade or increased potential for developing countries exporters continued access to exports of the high value agrifood from developing countries. With evidenced literature to commonly refer sanitary and phytosanitary (SPS) measures within the context of the World Trade Organization (WTO), there exists significant different perceptions in tastes, diets, income levels and perceptions that influence the response and tolerance of the consumers towards the food safety risks. The extrinsic risks related to food hazards highlighted are climatic factors and refrigeration due to radiation and legal industry structures as well as available technical, scientific, administrative and financial resources. The intrinsic risks are

associated with the production, transformation and sale of high-value and perishable food products, combined with different institutional capabilities which can pose major challenges for international trade. The major drivers to changes in official standards have been the private sector to address food safety risks and consumer preferences by the private sector and civil society organizations. According to the study, the ensuing result have been proliferated by the various forms of supply chain governance by major food retailers, food manufacturers and emerging restaurant in urban areas in developing countries. The systems of private food safety management are also applied in low income countries in part through multinational enterprises investing in the food chains and competitive responses from local firms (Reardon and Berdegue, 2002).

Mtui (2006) in his study argues that the product standards may be more stringent than required to achieve the intended health and safety outcomes, thereby becoming de facto barriers to trade. Similarly, standards harmonization can result in substantial additional costs for producers and this means that firms in an exporting country are in effect shut out of foreign markets. However this argument is challenged by experts where they have argued that the costs of registration of products are outweighed by the benefits of competitiveness and access to markets. Moreover, increased management performance leads to increased capacity of meeting cost of compliance with standards and could be considered as necessary investment; thus benefits from adoption to standards may arise from the adoption of different technologies and modern management systems by the local food SMEs. Thus, the enhanced capacity by local food SMEs to meet stricter standards from consumers in industrialized countries could potentially create new forms of competitiveness and relatively, comparative advantage of the developing countries.

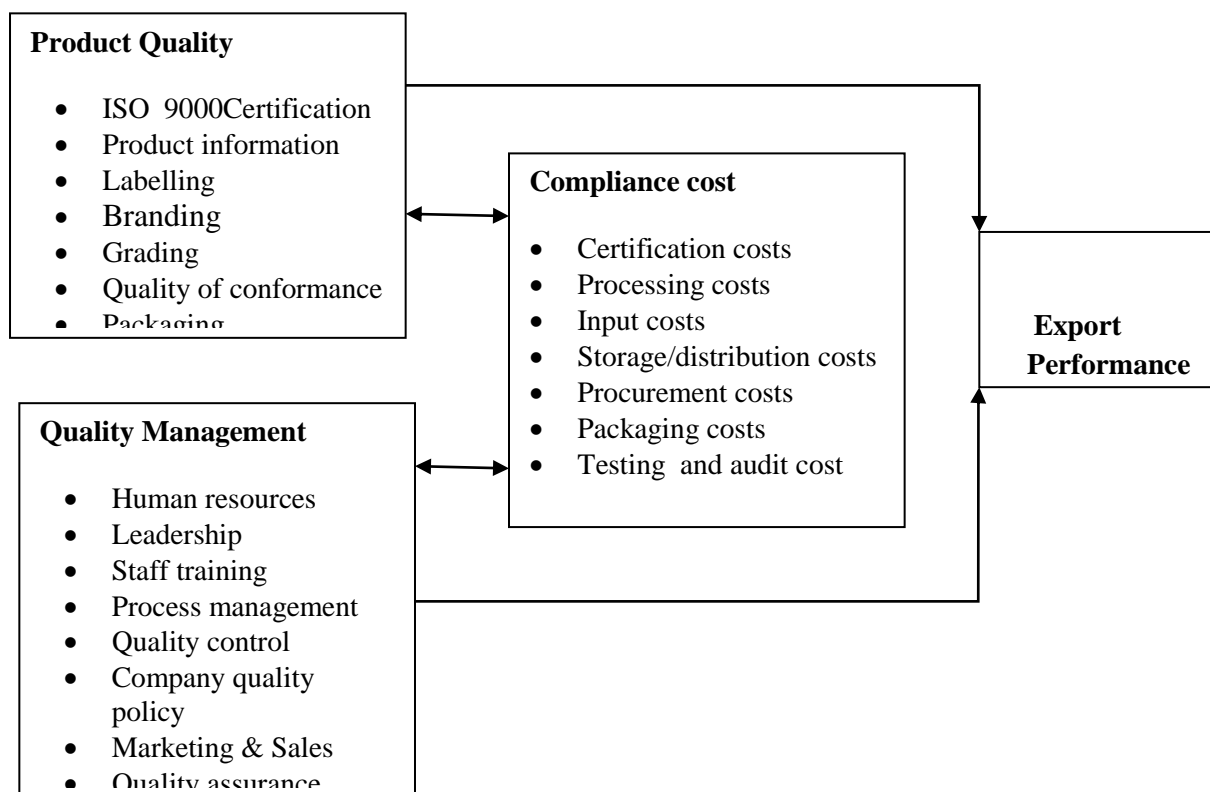
Other empirical studies were found from the Tanzanian policies like the SMEs Development Policy (2002), National trade Policy (2003 – Trade Policy for Competitive Economy and Export-led Growth, TBS Corporate Plan (2007/2008), Ministry of Finance - Budget Background and Medium Term Framework (2011/12-2013/14) and Ministry of Industry Trade and Marketing -

Tanzania Trade Integration Strategy (2009-2013).

Conceptual Framework of the Study

The paper is structured around three major aspects leading to conceptual framework as depicted in figure 1 below

Figure 1: Conceptual framework for the study



Source: Researcher Model (2015)

Figure 1 above provides the conceptual framework of the study. It gives the relationship between the dependent and independent variables (Kothari, 2004). The export performance of food products in foreign markets depends on the combination of various factors as shown figure 1 above. The independent variables shown namely product quality and quality management systems are all associated with cost that is why the factor cost associated with standard is linked with these two factors.

Product Quality

According to Holleran *et al.* (1999), the need for quality certification is not only to fulfill customer requirement but also to stimulate the opportunity in expanding the business and competitive advantage. ISO certified organizations do not automatically have a good product quality; thus a need for further scrutiny in quality measurement. The implementation of the quality assurance system in the global food market strengthens a company's position and

competitiveness (Drew and Healy, 2006). However, product quality was identified as the most difficult requirements to meet, as exporters have little control over these aspects (Janaka, 2011). The degree of the product meeting certain standard designation is called a quality of conformance which has internal focus. On the contrary the external focus of the user-based approach and quality is being reflected in the outcome of engineering and also manufacturing processes (Crosby, 1987). Product attributes have become products quality's view where in operations management, multiple dimension of quality have been determined which resulted in the fitness usage of the product, which means does the product do as it is supposed to do and does the features meets customer's needs; it also concerns reliability of the product which means to what level the product is off from insufficiency (Parasuraman *et al*, 1988). Webster and Hawkes, (2009) put quality construct on national standard levels to have special standards for food that are sensitive to different healthy consumer needs and with different nutrients requirements.

Quality Management Systems

According to Drew and Healy (2006), a quality system is more than an organizational structure or registration/system, but, quality assurance is a culture approach achieved through training and participation in the organization. The quality management system is composed of different elements including company quality policy, technical quality requirements, product safety (excluding food safety), packaging and transportation requirements, availability of quality manuals, documentation and control processes, defined objectives, performance indicators, periodic review system, audit system, documented corrective actions and a purchasing and supplier approval system, with a total of 13 criteria. Winning quality awards offers significant publicity opportunities, particularly to the

organizations that use its quality to achieve a marketing edge (Kontogeorgos and Semos, 2008). An award raises the profile of the organization and generates pride in the employees and also becomes a symbol of quality and business excellence (Lee, 2002). Generally, quality assurance practice is measured by: (i) new product design review procedures, (ii) design for manufacturing procedures, (iii) control of product/s and work specifications and procedures, (iv) preventive maintenance activities, and (v) quality control activities along the value added chain (Rao and Raghunathan, 1997).

Compliance Costs

The costs of standards are related to the incidence and level of compliance costs incurred by the SMEs in a given market (World Bank, 2005). The costs involved in complying with standards include input costs, processing, packaging, storage and distribution costs, labeling cost, capital investment (mainly in the form of obtaining new machinery) and certification fees (OECD, 2007). The costs of compliance to industry may change and can be summarised in two parts: *transitional or implementation* costs that require changes in investment in new machinery or processes, training, product testing and redesign of packages; and *ongoing costs* which depend on the level of compliance required (ACG, 2001).

Unnevehr and Jensen (2005) use the EPA guidance framework to structure a review of U.S. empirical literature on the cost of compliance with regulation of pesticide and microbial hazards in food. Antle (2001) presents alternative theoretical models for process controls, inspection, input and product testing, labelling and traceability. Concern arises when producers think that they are being burdened with costs for measures that they consider unnecessary for the assurance of food safety and when they consider that the transaction costs for certification are excessive in relation to the value of their business (Cuffaro and Liu,

2007). This concern is more likely for SMEs who tend to operate at a comparably small scale. Nevertheless, the costs must be considered alongside the benefits. The initial investments in infrastructure and upgraded technologies can lead to significant improvements in efficiency and quality improvement: (World Bank, 2005; UNCTAD, 2007; Lupin *et al.*, 2010)

Export Performance

Shoham, (1996) has generally defined export performance as the result of a firm's actions in export markets. Export performance is concerned with the overall outcome of the firm's activities in its export markets (Sousa *et al.*, 2008). This outcome is reflected in the firm's ultimate profits, sales, market share, competitiveness, and the perceived customer satisfaction (Ayse and Gary, 2003). Cadogan *et al.* (2008) define it as the firm's degree of economic achievement in its export markets. Aaby, (1989) defines export performance as effectiveness, export efficiency and continuous engagement in exporting. There is no generally accepted criterion for measuring export performance. Leonidou *et al.* (2002), have identified that export proportion of sales or export intensity,

export sales growth, export profit level, export sales volume, export, market share, and export profit contribution are mostly used measures of export performance. Organizational performance measurement has become more crucial for the survival of companies in today's globalization market (Brah *et al.*, 2002)

Conclusions and Recommendations

The study aimed at developing a model to assess the effectiveness of quality standards and export performance of Tanzania Food related SMEs. The argument has been that businesses that use quality standards create innovations to enable them compete in the domestic and international markets. Some constructs have been developed to simplify the process of establishing the relationship between the food standard and the export performance for the SMEs in Tanzania food industry. Three main issues were raised in the model to examine the influence of the three constructs on a dependent variable namely export performance.

It is recommended that a study be conducted to uncover the influence of those three major constructs on export performance.

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The Mediating Effect of Employee Engagement on the Association between Employee Voice and Work Performance: A Conceptual Framework

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Abstract

Research has shown an association between proactive consideration of employee voice and work performance; however little of this research, particularly in the small and medium sized firms context, has examined the impact of employee engagement as a mediating factor in this equation. This article proposes the mediating effect of employee engagement on the association between employee voice and their performance at work. In doing so, we draw on the concept of 'Social Exchange Theory'; that is to say, employee engagement results from a psychological contract between employer and employee. Employee voice when considered at workplace is likely to have many consequences including employee engagement, which may subsequently impact an employee performance at workplace. A key contribution stemming from this proposed study, is in area of organizational psychology, particularly for managers, as the results show that added value which, employee engagement provides when used as an enabler of high work performance.

Keywords: *Employee engagement, Employee Voice, Performance, Small and Medium Sized Enterprises, United Arab Emirates.*

Introduction

Studies on the employment relationships have predominantly focused on the link between an employee's and an employer at workplace (Bal et al., 2012; Shore et al, 2009; Robinson & Rousseau, 1994). These research efforts made an important

contribution to the field of HR management and organizational psychology by developing frameworks linking performance with supervisor support and often relied upon the social exchange perspective. The social exchange theory (Blau, 1964) suggest that individuals enter into relationships which involve exchange of both economical and socio – emotional resources. These resources are traded over time, in cycles of reciprocity, with individuals most comfortable under the conditions of balanced exchange (Glouder, 1960; Wayne, Shore & Liden, 1997). Most of the research using social exchange theory had explored several aspects of the employment relationship such as employees' relations with their superiors, trust in managers, perceptions toward organizational justice (Aryee, Budhwar, & Chen, 2002; Masterson, Lewis, Goldman, & Taylor, 2000). Edmondson (1999, 2003), for example, found that the willingness of all members to provide thoughts and ideas about critical work processes characterizes successful learning in various types of teams. Yet, despite this "learning imperative," many individuals do not work in environments where they perceive it as safe to speak up (Milliken, Morrison, & Hewlin, 2003; Ryan & Oestrich, 1998). Thus, very few studies have looked at the association between employee voice and their individual performance at work (Wall & Callister, 1995; Schulz-Hardt, Mayer, & Frey, 2006; Paoline, Lambert & Hogan, 2006), a gap the present study seeks to address.

An alternative approach to envisage employment relationship is to conceptualize them as involving different

forms of social exchanges (beyond psychological contracts) and to categorize the dimensions underlying these different forms and their effects on employee and organizational outcomes (Shore & Barksdale, 1998; Cropanzano & Mitchell, 2005). Therefore, as social exchanges have different underlying characteristics, then it is likely that the violations of employees' exchange expectations with regards to taking their (employees) voices into account may have differential consequences. The purpose of this paper is to examine the reactions of social communication among colleagues and their effects on the employee behaviour (i.e. engagement) and attitude (i.e work performance). Essentially, we argue that consideration given to employee voices, are part of the psychological contract at workplace and disregarding it may lead to lower performance at work, which is detrimental to organization. In the following sections, we discuss the two constructs central to our research, explain the employee voice specificity dimension, and then present the hypotheses regarding the effects of employees' voice on criterion variable i.e. employee performance at workplace.

Literature Review

Psychological contracts are one form of social exchange that develops between employers and employees. Communication among co-workers, and with managers are a form of psychological contract that usually foster in workplaces (Morrison, 2011). The focus of most of the psychological contract research has been on identifying the components of an employee's contract and the effects of either fulfilment or non – fulfilment of these contracts by employers (Robinson et al., 1994; Cropanzano, & Mitchell, 2005). In the present study, it is proposed that an perception of the consideration given to an employee's voice relations may have organizational

implication such as individual's performance at work.

Extending the Social Exchange Model: The Important Role of Employee Voice

At the heart of any well-run organization is a dedicated team of employees that carry out the objectives of that organization. The proposed study aims to understand this relationship between employees and organizations and what impact that would have on the outcome. More specifically, we propose to analyze employee's voice, performance and engagement within SME industry's in the UAE. The importance of employee performance is correlated with employee voice thus the employees engagement may be a mediating factor between these two constructs. Employee voice is vital to an organizations survival, in the way that it allows for its employees to bring up issues, share ideas, as well as solutions to problems or even matters of concern (Morrison, 2011). Furthermore, employee voice highlights the importance of an open dialogue between management and their employees not only for the betterment of their organization, but also to avoid any unforeseen future problems (Walumbwa, Schaubroeck, 2009). Having these open discussions has proven to empower employees and their overall performance, which brings us to the second focal point of this research paper; employee performance. Employee performance signifies the importance of assessing teams effort and ensuring that management is on the same page with employees, hand in hand achieving the organizational objectives (Spencer, 1986). This unison of effort assures that employees are up to par with current happenings of the same industry. Additionally, employee performance is perceived to an objective measure which is usually procured by management to examine how a department or individuals can improve their skills, quality of work, punctuality, attitudes, etc. (Morrison, 2011; Rakos, 2014).

Usually at workplaces, individuals view rewarding interactions and ability to voice their concerns as an essential part of the work experience (Adkins, et al., 1996; Hofboll, 2002). Literature in organizational psychology recognizes the relatedness needs individuals possess (Locke & Taylor; 1990; Cohen & Ledford, 1994; De Dreu, & Weingart, 2003). When individuals are treated with dignity, respect and valued for their contributions, not simply for being an occupant of the job role, they are more likely to develop a sense of meaningfulness from these interactions (May, et al, 2004). Individuals also derive meaning from the social identities they receive from salient co-workers (Liden, Wayne, Sparrowe, 2000). Alternatively, employee may associate loss of social identity with lack of meaningfulness in their work (Debats, Drost, & Hansen, 1995).

Both qualitative (Kahn, 1990) and quantitative (May, 2004) empirical studies seems to support a relation between employee voices and meaningfulness at work. Hence it could be presumed that disregard of employee voice will result in manifestation of negative behaviour among employees (Morrison, 2011). Additionally the effect of group is highlighted as norms within groups and organizations tend to govern the behaviour, attitudes and the emotional dimensions of work (Adkins, et al., 1996). Kahn (1990) suggests that individuals who stay within the boundaries of appropriate behaviours will feel safer at work. According to him, pleasant communication with co-workers could foster a sense of safety at workplace making it more conducive and thus allowing employees to be their true selves while at work, and thus be more engaged (Kahn, 1990; Saks, 2006). Thus it is assumed that employee voice may influence work performance directly.

Further Extension of the Causal Model: Specifying Employee Engagement as A Valid Mediator

Research on the psychological contract has predominantly, focused on the connection between breach of psychological contract – an individual's perception that the employer has failed to fulfil the obligations towards him or her (Roberson, et al., 2003; Masterson, et al., 2000; Morrison & Robinson, 1997) and the work – related attitudes and behaviours (Andersson, 1996; Abraham, 2000; Pelgrim, et al., 2012). Findings of these studies suggest that the violation of the psychological contract is significantly detrimental to the positive attitudes at workplace while, triggering the prevalence of negative attitudes such as cynicism (Abraham, 2000).

Furthermore, empirical studies suggest that employee engagement is positively linked to employee satisfaction and thus in return improve the quality of the work being done giving the organization a great reputation and delivering excellent results (Saks, 2006; Gruman & Saks, 2011). More specifically, the importance of employee engagement defines a closely-knit group of focused employees, they are less likely to quit, encouraging positive behaviour and also allowing employees to feel satisfied. This also triggers employees to be more giving in their effort whether towards their work or even towards each other, since they see themselves more as colleagues instead of competitors (Larson, 2015). On the other hand, there is as big of a duty on management to meet the requirements of employees. Indeed, one study stress that management is more invested in growth factors toward employees as they are believed to not only improve the overall objectives of the company, but also helps improve communication, customer service, employee engagement, leadership skills, productivity, quality improvement, innovation abilities, improved marketing and sales (Harvard Business Review Analytic Services, 2013).

Employee turnover poses a huge challenge for any organization, as the employer not only has to cope up with loss of valuable

skills, talent, and competencies but he or she must also bear additional costs in terms of recruitment and orientation of the new hire. Existing literature suggests that intention to leave is one of the most important predictors of employee turnover (Griffeth, et al., 2000; Loi, et al., 2006). Intention to Leave or Intention to Turnover as it has been referred in literature refers to an employee's thoughts on voluntarily leaving the organization (Whitman, 1999). It has been considered as a proximal antecedent of employee turnover as it encompasses both an employee's perceptions toward current organization and assessments of the future job alternatives (Maertz & Campion, 2004; Shuck & Reio, 2011).

Given the opportunities presented by globalization and rapidly changing workplaces, many employees decide to leave for reasons that are beyond the control of the organizations. However, it becomes a matter of concern when high performing or experienced employees choose to leave an organization due to circumstances which are within an organization's control (Andersson & Bateman, 1997). These controllable circumstances include ignorance of employee voice, problematic working conditions, and difficult co-workers in a non-conducive working environment (Berry & Morris, 2008). Research suggest that an employee low work morale and intention to leave (predictor of employee turnover) could be determined by lack of several key factors such recognition and rewards (Sarwar & Abugre, 2013), opportunities of career development (Chang, 1999), job fit (Maslach, et al., 2001), empowerment, respect for employees voice (Cunningham, 2006) and job security (Kahn, 1990).

Despite the importance of work intent in affecting work attitudes and behaviors, the role of employee engagement in relation to the employee voice process has not been adequately addressed (Griffeth, et al., 2000, Morrison, 2004). Although research has pointed that ignoring employee voice, results in undesired behaviors which is

likely to lead to negative consequences such as excessive stress, frustration, absenteeism (Abraham, 2000) poor performance at workplace and high job turnover (Cordes & Douherty, 1993). On the other hand Saks, (2006) reported that the more an employee enjoys perceived social & superior support, the more engaged he / she will be and it will be less likely for him or her to leave the organization. Also given the assumptions of the psychological contract (Kahn, 1990) if an employee is not feeling psychologically heard or catered to, then he / she is likely to get frustrated and complain (Maslach, Schaufeli, & Leiter, 2001; Bakker A. , 2008), which would eventually lead to decrease in individual work performance (Gruman & Saks, 2011; Saks, 2006).

Research Model & Hypothesis Development

As we have seen, social exchange theory specifies that fair transactions create close social exchange relationships (Konosky & Pugh, 1994; Masterson, 2001). These relationships are formed between workers and their supervisors (Rhoades, & Eisenberger, 2002), as well as between workers and their colleagues (Paoline, Lambert & Hogan, 2006). What is less clear, however, is how social exchange relationship should be operationalized. Shore, Tetrick, Lynch and Barksdale (2006) validated a comprehensive measure of social exchange relationships. Using this measure, the current study seeks to integrate the literature from group theorists (Hogg, 1993; Wall & Callister, 1995) with employee engagement (Kahn, 1990, Saks, 2006; Wanous, et al., 2004) by proposing that employee engagement will mediate the link between employee voice and individual employee performance at work. The hypothesized model is presented in Figure I below.

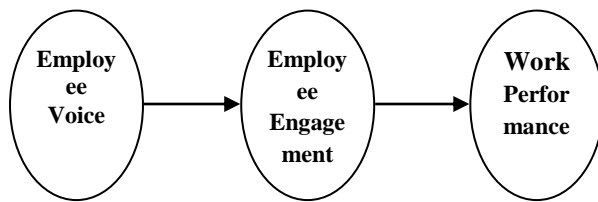


Figure I: Hypothesized Model linking employee voice with performance at workplace with individual employee engagement as mediator

As an amalgamation of the above discussion, it is presumed that employee voice is directly proportional to the levels of employee engagement which would subsequently lead to better work performance. Thus,

Hypothesis 1 : *Employee Voice will be positively related to employee's engagement.*

Hypothesis 2 : *Employee Voice will be positively related to employee's performance at workplace.*

Hypothesis 3 : *Employee engagement will mediate the link between employee voice and an employee's work performance.*

Proposed Methodology

The research will be conducted with a primary purpose of gaining a better understanding of the complex association between employee voice, and employee engagement at workplace, and identifying some aspects of this equation which may predict employee's performance at the organization. Using a large sample of employees from SMEs based in UAE and by employing a deductive technique, the study will validate a comprehensive behavioural model within an Arab context. The research model links employee voice and work performance, as driven by the perceived levels of employee engagement.

Contributions and Implications

Conceptually, the present study contributes by bringing together literature on psychological contract and social exchange in terms of employee voice, employee

engagement, and work performance. This study has several implications for understanding of the violation of social aspect of psychological contract and its effect on behavioural outcomes. It is hoped that the proposed model will encourage academics to consider the impact of employee voices and engagement levels on an employee performance outcomes. From a practitioner perspective, an important implication for SMEs owners – managers would be to manage the problem of huge employee resistance. Also, given that most of SMEs employees in service sector are front line staffs that are usually required to deals with customers, it's vital that psychologically they are in better frame of mind.

Moreover, findings from this study will provide support for utilizing the research variables examined in the development of specific and objective work oriented interventions. For example, as a result of this research, HRD professionals could focus on creating developmental interventions that promote good HR practices among organizations particularly among SMEs. These interventions could also take the form of utilizing new training, and team building techniques that help foster harmonious relations among co – workers (De Dreu, & Weingart, 2003), encouraging the display of trust building behaviours such as the development of consistent communication channels to enhance satisfaction with workplace (Wefald & Downey, 2009). As an added benefit, knowledge from this study could be used to inform other fields of study (e.g., education, public affairs, non-profit administration) that are challenged with similar organizational variables and conditions.

Future Research

Like others, this study also inherent certain limitations which could be addressed by future works. Firstly the social aspect of psychological contract is not the only factor

that influences an employee's behaviour at workplace. It is likely that a number of organizational and contextual factors will need to be considered, to fully understand when and how these behaviours will be enacted. Thus, future studies could incorporate other variables including perceived relations with superior and working climate. Secondly, the research is conceptual in nature, hence future researchers are encouraged to employ multiple methods to test and validate the proposed model.

Development of the Paper

Items for this study will be developed using a deductive approach. More specifically, items will be formulated based on the review of employee voice and engagement levels influence on the performance from previous research. Following Mackenzie, Podsakoff and Podsakoff, (2011) recommendations, all items will be developed with careful consideration in order to avoid being double – barrelled, ambiguous or complex items. Similarly care will be taken to ensure that all items are positively phrased, thereby avoiding the negative effects associated with reverse coded items (Hinkin,1995; Podsakoff, MacKenzie, Lee and Podsakoff, 2003). Experts' advice will be sought to ensure developed items clarity and relevance.

Data analysis will be performed using variable structural equation modelling (Joreskog & Sorbom,1993) using maximum

likelihood estimation in AMOS 21 (Arbuckle, 2006, Byrne, 2013). Before proceeding to hypothesis testing, issues relating to common method variance and discriminant validity will be addressed using a series of confirmatory factor analyses (CFA). Once adequate measurement model is achieved, and then we shall proceed to testing of our hypothesized model using structural equation modelling. Structural equation modelling simultaneously allows for estimation of the structure within a series of dependent relationships between latent variables with multiple indicators, while correcting for measurement errors (Hair et al.2012).

Conclusion

It is expected that the proposed concept will contribute to the debates around the need of strong interpersonal relations in SMEs through the development of a mediated model incorporating employee engagement as the key variable, and analysing the role of employee voice in this casual chain. Through the proposed model, we argue that employee voice at workplace impact on an employee's performance outcomes is both direct and indirect. Thus it is advisable that leaders in organizations invest in fostering harmonious working conditions and pay attention to employee voices which will help them develop and retain a highly engaged workforce with a positive mind set.

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The Effect of Total Quality Management, Organizational Excellence on Organizational Performance, with the Moderating Role of Entrepreneurial Orientation

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Abstract

Purpose: This study aimed to examine the effect of TQM and organizational excellence on organizational performance with the moderating effect of EO on the mentioned relationships.

Design/Methodology/Approach: This study aimed to examine the study model, where the survey questionnaire developed was used to collect data from the respondents in Al-Ain Municipality. One hundred and thirty five questionnaires out of two hundred total questionnaires were deemed usable. The data analysis was conducted with the help of the Partial Least Square (PLS) structural equation modeling.

Findings: The findings confirmed the effects of TQM and organizational excellence on organizational performance, and the moderating effect of entrepreneurial orientation (EO) on the relationship between TQM and organizational performance, and that between organizational excellence and organizational performance.

Practical Implications: Practically, the study results have implications, one of which is the results can be used by managers and decisions makers to reach the proper decision during TQM system implementation. In this regard, entrepreneurial orientation is the top significant practices that ease the implementation of TQM and organizational excellence.

Originality/Value: The present study is an empirical one that investigates the overall effect of TQM and organizational excellence on organizational performance.

Keywords: Total quality management (TQM), organizational excellence (OE), entrepreneurial orientation (EO), organizational performance (OP), Al-Ain Municipality.

Introduction

The present day business environment is rife with many challenges from the perspective of organizations all over the globe but at the same time, organizations rise to the occasion to get through such challenges by planning their goals. These challenges can be overcome through the practice and execution of innovative strategies and plans that would help pave the road towards success and towards achieving competitive advantage. In support of this, the development and improvement process require organizations to keep abreast of current ideas, attitude and philosophies of total quality management (TQM) and business excellence (Oakland, 1999).

To begin with, TQM refers to a tool that is successfully employed to pave the way towards excellence and it is considered to be the top philosophy used in management that can be traced back to decades. It is also deemed to be a pre-requisite for an organization (McAdam, 2000), as it facilitates continuous improvement and satisfies the needs of customers

(Karuppusami & Gandinatha, 2006). Added to this, TQM, excellence strategies and entrepreneurial orientation are significant practices that work towards improving the decision making of management and towards implementing innovative strategies. This study's main objective is to examine the effect of TQM, OE and EO on organizational performance and owing to the inconclusiveness of the prior findings, this study aims to examine EO's role as moderator to shed light on the relationships between TQM, OE and organizational performance. The study employs a quantitative method of study through a questionnaire survey.

Related Literature and Research Hypotheses

In this paper, the literature review is divided into three sections, with the first one dedicated to providing a discussion of the relationship between TQM and organizational performance. The rest of the sections are dedicated to explaining the relationships between variables, organizational excellence, EO and OP. A thorough review of relevant literature was conducted to develop hypotheses for the relationships among the variables.

TQM and Organizational Performance

TQM is considered among the top revolutions past decade's management field with its primary purpose being to satisfy the needs of customers and maximize their satisfaction, and to facilitate an environment that supports continuous improvement (Isaksson, 2006).

According to Kanji (2002), TQM refers to a management philosophy that precipitates the development of an organizational culture that is committed to the satisfaction of customers and clients via ongoing improvement. Added to this, Sila (2007) contended that TQM factors (leadership, information and investigation, process management, clients focus, HRM, organizational effectiveness, financial and

market output, and supplier management) require examination, particularly its relationship with organizational performance.

Other studies of this caliber provided comprehensive evaluations; for instance, Ahire et al. (1995) investigated the TQM strategy through the use of MBNQA and EQA criteria, where they conducted a review of 226 empirical work and case studies about quality management from 1970-1993. They found that several conceptual studies reported significant lack of empirical studies and thus, they proposed more empirical investigation focused on TQM strategy. Also, Sila (2007) stated that TQM factors should be placed in priority when conducting an examination and these include leadership, process management, HRM, financial and market results, information and analysis, customer focus, organizational effectiveness and supplier management.

Mixed and inconsistent results were reported in literature concerning TQM's relationship with organizational performance and this indicates a need for more research in the area. The following hypothesis is proposed to be tested;

H1: There is a positive significant relationship between TQM practices and organizational performance.

Organizational Excellence and Organizational Performance

Organizational excellence perpetuates the capability of the organization to cope with changes (Oakland Consultation, 2005). In order to achieve business excellence, it is important for managers to lay down a clear vision and goal to be the basis upon which the organization can achieve its objectives (Oakland Consultation, 2005), deliver value, and manage the organization for the stakeholders. In fact, excellence is deemed to be the top level of performance (Antony & Bahattacharyya, 2010) and as such, to be able to achieve it, organizations should perform successfully.

In the context of India, Antony and Bhattacharyya (2010) investigated the relationship between organizational excellence and organizational performance and found a possibility of calculating such a relationship through the use of excellence indicators of performance. They tested the relationship based on information gathered from Indian SMEs respondents numbering 407. They contended that organizational excellence stems from the measurement and consolidation of performance variables and thus, calculating organizational excellence involves the focus on the relationship among performance variables. They also revealed that organizational excellence assists managers in their evaluation and differentiation of the performance of organizations. The relationship between organizational excellence and organizational performance still requires examination by empirical studies. Accordingly, this study examines such a relationship by proposing the following hypothesis to be tested;

H2: Organizational excellence has a positive and significant effect on organizational performance.

Entrepreneurial Orientation Moderating Role on the Relationship between TQM, Organizational Excellence and Organizational Performance

The term entrepreneurship was historically defined by Joseph Schumpeter (1934) as a deal that we make that is linked to a specific kind of behavior that includes initiative, organization and reorganization of socio-economic mechanisms and the acceptance of risks and failure. In organizations, evident increase in entrepreneurial activities has been noted in the hopes of achieving success and improving the performance and competitive advantage (Covin & Slevin, 1986; Wiklund & Shepherd, 2003; Zahra, 1986).

Significant number of studies dedicated to the field of entrepreneurship focused on the concept of entrepreneurial orientation. Although this is the case in the context of

the U.S. in Europe, there is still lack of empirical findings (Frank, Kessler & Fink, 2010) with the exceptions of the works of Harms and Ehrmann (2003), Kreiser, Marino and Weaver (2002a; 2002b; 2002c), Wiklund and Shepherd (2003; 2005), Haid (2004) and Harms (2004).

In a related study, the relationship between the two dimensions of EO and organizational performance was examined by Lumpkin and Dess (2001), with the moderating role of industry life cycle and environment. They employed data gathered by survey instrument from 124 executives from 94 organizations. They found that the two dimensions of EO (proactiveness and aggressiveness) had different effects on organizational performance. More specifically, their findings showed that proactiveness positive related to performance but aggressiveness poorly related to the same. In this regard, mixed results were provided in literature as to the positive effect of EO on performance. Evidently, EO used as a management instrument, cannot be isolated as some strategies are critical to encourage entrepreneurial traits of managers (e.g., TQM and organizational excellence). In this study, the following hypotheses are proposed to be tested;

H3: Entrepreneurial orientation has a moderating effect on the relationship between TQM and organizational performance.

H4: Entrepreneurial orientation has a moderating effect on the relationship between organizational excellence and organizational performance.

Methodology

This study's primary aim is to investigate the effect of TQM, OE and EO on OP. Accordingly, a quantitative method of study is employed, where a questionnaire survey is the instrument for data collection – according to Kerlinger and Lee (2000), questionnaire survey is one of the important

tools for data collection from respondents. Data was gathered through a cross-sectional research design that is used only to collect data at one point in time. Specifically, the questionnaires were distributed in March 2015 and retrieved in May 2015 through hard copies and emails from Al-Ain Municipality.

Owing to the study variables nature, the respondents hailed from the different sections and departments of Al-Ain Municipality through the Head of their departments. Such heads comprised of middle managers who work as liaisons between higher managers and employees and who are knowledgeable as to the implementation of practices and strategies. Out of two hundred questionnaires, one hundred and thirty five were retrieved and deemed suitable for analysis.

The different dimensions and measurements were adopted and adapted from prior studies; for instance, the measurements for TQM construct were adopted from Brah, Wong and Rao (2000), Anderson and Sohal (1999), Terziovski and Samson (1999), and Rao (2000), after which they were tweaked to suit the objectives of the study. The measurements of organizational performance were on the other hand adopted from Pinar and Girard (2000) and those of organizational performance were adopted from Kaplan and Norton (1992; 2000). Data was analyzed and the proposed hypotheses were tested with the help of Smart-PLS statistical software.

Statistical Analysis and Results

The outer model's reliability and validity was confirmed through Partial Least Square (PLS), where many prior studies contended that both reliability and validity have to be confirmed prior to testing the hypotheses. The study model comprises of TQM, organizational excellence, entrepreneurial orientation and organizational performance.

The relationships among them were tested by applying Chin's (1998) two-step approach.

Measurement of the Outer Model

This section is dedicated to testing the validity and reliability of the constructs prior to confirming the model's goodness of fit. The construct validity and reliability were confirmed by testing the content validity, discriminant validity and convergent validity as discussed in the following sub-sections.

1) The Content Validity

Literature concerning multivariate analysis recommended testing content validity of the construct by comparing it with other constructs in the model. According to Chin (1998) and Hair et al. (2010), factor loading should be examined to confirm content validity and for this, if the items loaded high with other constructs compared to their own, then they should be deleted. In **Table 1**, it is evident that all the presented constructs significantly loaded in their own respective variables and thus, confirming their content validity.

2) The Convergent Validity

According to Hair et al. (2010), the convergent validity is described as the level to which a group of items converge to measure a certain variable. Studies dedicated to SEM recommend testing the composite reliability, loading and average variance extracted (AVE) to confirm convergent validity. The established criteria are as follows; for high and significant loadings, factor loadings should not be lower than 0.70, AVE should not be lower than 0.5 and composite reliability should not be lower than 0.70. As evident from Table 2, the above conditions are all satisfied, indicating the convergent validity of the outer model (Bagozzi & Yi, 1988).

Table 2: The Convergent Validity Analysis

Construct	Items	Loadings	Cronbach's Alpha	CR^a	AVE^b
Benchmark	B1	0.879	0.867	0.918	0.790
	B2	0.891			
	B3	0.898			
Continuous Improvement	CI1	0.910	0.865	0.917	0.788
	CI2	0.850			
	CI3	0.902			
Innovativeness	EOI1	0.918	0.914	0.946	0.854
	EOI2	0.933			
	EOI3	0.921			
Proactiveness	EOP1	0.915	0.789	0.904	0.825
	EOP2	0.902			
Risk-taking	EOR1	0.891	0.853	0.911	0.773
	EOR2	0.869			
	EOR3	0.878			
Customer Focus	EXC1	0.902	0.861	0.915	0.784
	EXC2	0.930			
	EXC3	0.822			
Innovation	EXI1	0.923	0.925	0.952	0.870
	EXI2	0.926			
	EXI3	0.949			
Personnel Commitment	EXP1	0.899	0.914	0.939	0.795
	EXP2	0.917			
	EXP3	0.874			
Information and Analysis	EXP4	0.878	0.894	0.934	0.826
	IA1	0.920			
	IA2	0.903			
Leadership	IA3	0.903	0.932	0.951	0.830
	ML1	0.920			
	ML2	0.903			
Organizational Performance	ML3	0.894	0.868	0.910	0.717
	ML4	0.849			
	OP1	0.849			
Service Design	OP2	0.859	0.799	0.908	0.832
	OP3	0.841			
	OP4	0.838			
Strategic Planning	SD1	0.910	0.914	0.939	0.796
	SD2	0.915			
	SP1	0.874			
	SP2	0.895	0.914	0.939	0.796
	SP3	0.910			
	SP4	0.891			

3) The Discriminant Validity

Discriminant validity refers to the degree to which items are able to distinguish a specific construct from other constructs in the model. The items of each construct should have variance among them more than those with other constructs (Compeau et al., 1999). More specifically, Table 3 presents the diagonal line of values containing the square root of AVE, with the correlations of the constructs lying below it. The discriminant validity can be confirmed by comparing the diagonal line with other off-diagonal ones (columns and rows). In this case, the values within the diagonal line are greater compared to those of their respective columns and rows and thus, the model's discriminant validity is confirmed (Fornell & Larcker, 1981).

Measurement of the Inner Model and Hypotheses Testing

1) Testing the Direct Hypotheses

Following the confirmation of the constructs validity and reliability, the inner model is examined by testing the hypotheses through Algorithm and Bootstrapping in PLS. The results are displayed in Figure 1 and Table 4.

Table 4: The Results of the Inner Structural Model

Hypothesis	Hypothesis	Path Coefficient	Standard Error	T Value
H1	TQM -> OP	0.217**	0.105	2.065
H2	OE -> OP	0.526***	0.105	5.000

*,p<0.05; **,p<0.01; ***,p<0.01

According to the values in Figure 2 and Table 5, the two hypotheses are confirmed – where positive and significant results were found at the level of significance of 0.001 ($\beta=0.130$, $t=2.065$, $p<0.001$) and ($\beta= 0.526$, $t=5.000$, $p<0.001$) respectively. These indicate support for H1 and H2.

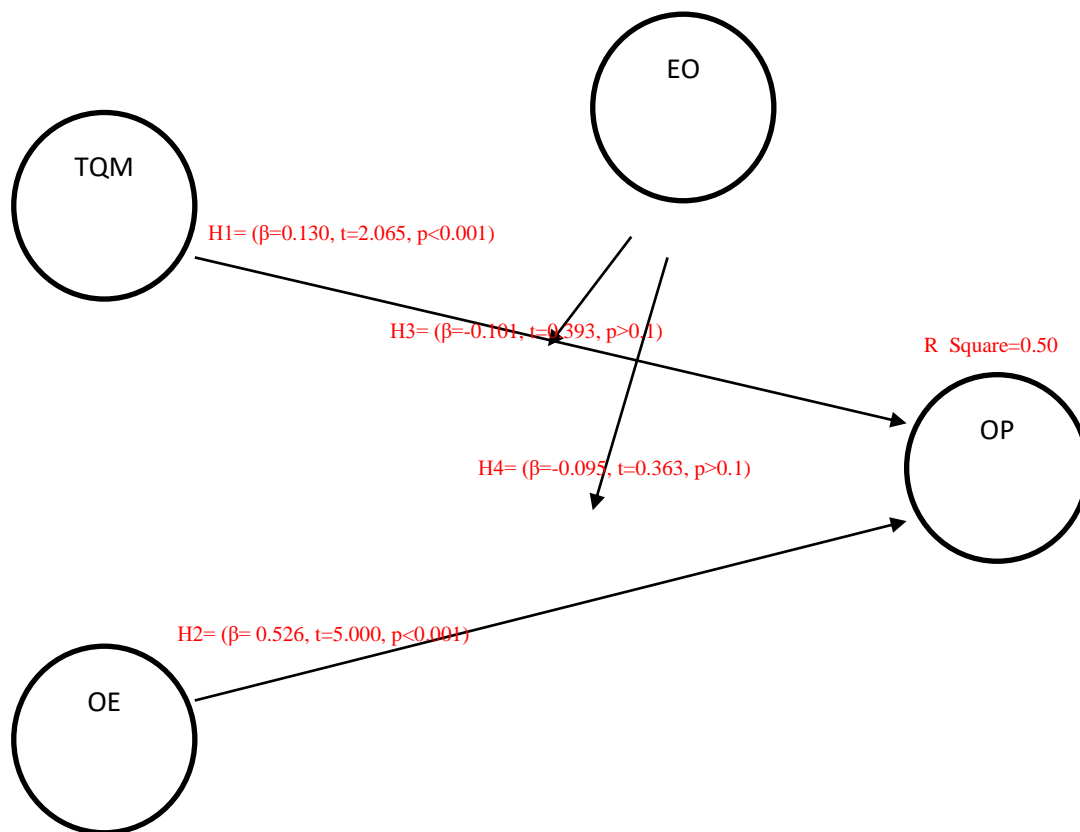


Figure 1: The result of the model

2) Testing the Moderating Effect of OE Hypotheses

Table 5 : Moderating testing results

No	Hypothesis	Path Coefficient	Standard Error	T Value	P Value	Decision
H3	EO * TQM -> OP	0.101	0.256	0.393	0.347	Not Supported
H4	OE * EO -> OP	0.095	0.260	0.363	0.358	Not Supported

Table 5 presents no moderating effect of entrepreneurial orientation on the TQM-organizational performance relationship ($\beta=-0.101$, $t=0.393$, $p>0.1$) indicating that H3 is rejected. Along a similar line of finding, no moderating effect of EO was found on the relationship between organizational excellence and organizational performance ($\beta=-0.095$, $t=0.363$, $p>0.1$) indicating that H4 is rejected.

Predictive Relevance of the Model

The predictive power of the model can be tested through R-square, cross-validated

redundancy and cross-validated communality. Cohen (1988) stated that R-square values are substantial at 0.26, they are moderate at 0.13, and they are weak at 0.02. The table shows substantial R-square values. Both cross-validated redundancy and cross-validated communality values were extracted through PLS blindfolding procedure. Values of more than zero confirm the predictive quality of the model (Fornell & Cha, 1994). All the values in this case (See Table 6) are more than zero indicating that the model has predictive quality.

Table 6: Predictive Quality Indicators of the Model

Variable	Variable Type	R square	Cross-Validated Communality	Cross-Validated Redundancy
Organizational Performance (OP)	Endogenous	0.5	0.718	0.373

The Model's Goodness-of-Fit (GoF)

The goodness of fit of the model can be established on the basis of the criteria established by Wetzels et al. (2009); with

0.1 depicting small, 0.25 depicting medium, and 0.36 depicting large. The GoF value of the study model is found to be 0.613, indicating that it is a large value.

Table 7: Goodness of Fit results

Construct	R Square	Average Variance Extracted	Goodness of Fit
Organizational Performance	0.524	0.718	0.613

Discussion and Conclusion

This study aimed to examine the effect of TQM, organizational excellence and entrepreneurial orientation on organizational performance. The mixed results found in literature that focused on the same relationships justifies this study. In the present study, entrepreneurial orientation was examined as a moderating variable to shed extensive light on the relationships. The findings showed expected results and supported the hypotheses for direct

relationships between independent and dependent variables (Chong & Rundun, 2004; Hassan & Kerr, 2003). On the other hand, entrepreneurial orientation was not found to moderate the TQM-organizational performance and the organizational excellence-organizational performance relationships.

As for the study's contributions; in theory, the study fills the gap in literature as it examines the moderating effect of EO on the TQM-organizational performance

relationship, and organizational-organizational performance relationship. Other researchers are encouraged by this study to examine other factors that have the potential to play the same moderating role. The study framework is unique in that it proposes new relationships that were not studied in literature. In practice, the study findings can assist managers and decisions makers to successfully implement TQM and excellence in their firms.

Similar to other studies, the present study has its own limitations. First, it made use of

self-reported questionnaires, which according to Thornton (2006) is rife with common method bias. Thus, future studies can employ a mixed method design instead. Also, this study used the cross sectional research design that only gathers data at one point in time. In regards to this, future studies can make use of a longitudinal design to test the effects of TQM, organizational excellence and entrepreneurial orientation on organizational performance in order to examine such effects in different time periods.

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حماية الابتكار في القانون الاماراتي

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ملخص

يقسم قانون المعاملات المدنية الإماراتي⁶⁴ رقم 5 لسنة 1985 والمعدل بالقانون الاتحادي رقم 1 لسنة 1987، كغيره من التشريعات العربية، الحقوق إلى ثلاثة أقسام: حقوق عينية وحقوق شخصية وحقوق معنوية⁶⁵، ويعنيها في هذا المقام النوع الثالث من الحقوق ألا وهو الحقوق المعنوية والتي اصطلح على تسميتها بالحقوق الذهنية⁶⁶ والتي يقصد بها: تلك الحقوق التي ترد على أشياء غير مادية⁶⁷، وهذه الحقوق نوعان: حقوق ناشئة عن الملكية الصناعية وأخرى ناشئة عن الملكية الأدبية والفنية.

وعلى الرغم من تعدد مفردات الحقوق الذهنية وتشتتها في أكثر من تشريع إلا أن القاسم المشترك بينها جميعها هو أن العنصر المكون لها جميعاً هو عنصر الابتكار والابداع، ولقد أولى المشرع الإماراتي كافة هذه المفردات بحماية قانونية بكافة أشكالها الإدارية والجزائية والمدنية.

وتأتي هذه الورقة لإلقاء الضوء على بعض الشواهد التي تدل على أن المشرع الإماراتي ودولة الإمارات العربية المتحدة قد حمت الابتكار والابداع المتعدد الاشكال والقوالب القانونية، إذ كفل القانون الإماراتي حماية مدنية وجزائية لهذه الحقوق جميعاً بعد أن عدل موقفه تعديلاً جذرياً من جهة الأحكام المنظمة لهذه الحقوق بعد انضمام دولة الإمارات العربية المتحدة العربية إلى منظمة التجارة العالمية،

وبالتالي أصبح لدى دولة الإمارات العربية المتحدة مؤخرًا حزمة من القوانين المنظمة لحقوق الملكية الفكرية على مختلف مفرداتها المتعددة، حيث يوجد قانون خاص بحماية حق المؤلف والحقوق المجاورة له، وكذلك يوجد قانون خاص بحماية العلامات، وقانون خاص بحماية الملكية الصناعية يعنى ببيان كل من أحكام براءات الاختراع

والتصميمات التخطيطية للدوائر المتكاملة والأصناف النباتية والنماذج الصناعية وهو ما سنستعرضه من خلال هذه الورقة من خلال بيان ما تكفله دولة الإمارات من حقوق للمبتكر وبيان الحماية القانونية المقررة له سواء من الناحية الجزائية أو المدنية وفقاً لتقسيم التالي:

المبحث الأول: حماية الابتكار في ظل قانون حماية حق المؤلف والحقوق المجاورة.

المبحث الثاني: حماية الابتكار في ظل قانون حماية العلامات التجارية

المبحث الثالث: حماية الابتكار في ظل قانون الملكية الصناعية.

المبحث الأول

حماية الابتكار في قانون حماية حق المؤلف والحقوق المجاورة

حتى نتعرف على هذه الحماية في إطار قانون حماية المؤلف والحقوق المجاورة لابد لنا من تحديد مفهومي الابتكار والمبتكر، ومن ثم بيان أوجه الحماية المقرر للمبدع في إطار القانون المذكور آنفاً، وذلك على النحو التالي:

المطلب الأول

مفهوم الابتكار

لا يحمي القانون الإماراتي لحماية حق المؤلف والحقوق المجاورة سوى المصنفات المبتكرة وفقاً للمادة 1 من القانون والتي توافق المادة 5/2 من اتفاقية بيرن لحماية المصنفات الأدبية والفنية والمادة 1 من الاتفاقية العربية لحماية حق المؤلف، والابتكار يعني الطابع الابداعي الذي يسبغ على المصنف نوع من الأصالة ونوع من التميز، بحيث يمكن للمتلقي معرفة أن هذا المصنف للشخص الفلاني أو للمؤلف الفلاني بمجرد قراءة أو الاطلاع على هذا المصنف.

وبشابه معيار الابتكار في إطار حماية حق المؤلف معيار الجدة في إطار حماية حقوق الملكية الصناعية والتجارية، وإذا كان الابتكار شرطاً لحماية المصنفات الأدبية والفنية كما تقدم، فإن الجدة هو شرط حماية مفردات الملكية الصناعية والتجارية كعلامات والاختراعات والأصناف النباتية والمؤشرات الجغرافية والنماذج الصناعية وغيرها ...، وهذا يعني أن حماية الأنظمة الخاصة بمفردات الملكية الصناعية والتجارية لا تستفيد منها إلا المفردات

⁶⁴ صدر هذا القانون بتاريخ 15/12/1985 ونشر بالجريدة الرسمية بتاريخ 29/12/1985 في العدد 158 الجزء الثاني عشر وعدل هذا القانون بموجب القانون رقم 1 لسنة 1987 المنشور في الجريدة الرسمية عدد 172 بتاريخ 28/2/1987، وتم العمل به اعتباراً من 1986/3/29.

⁶⁵ انظر المادة 107 من القانون والتي تنص على (يكون الحق شخصياً أو عينياً أو معنوياً).

⁶⁶ لقد تواتر العديد من الفقهاء على استخدام هذه التسمية لدلالة على الحقوق المعنوية منهم، د. نعمان جمعة، المدخل إلى العلوم القانونية، القاهرة، طبعة عام 1977، ص 369 ود. حسن كير، المدخل إلى القانون، منشأة المعارف، طبعة عام 1974، ص 481، ود. حسام لطفي، حقوق الملكية الفكرية، القاهرة، طبعة عام 2004، ص 5.

⁶⁷ انظر المادة 111 من قانون المعاملات المدنية الإماراتي فقرة 1.

الجديدة من مفردات هذه الملكية حيث لا يكفي ان تكون مبتكرة بل يجب ان تكون جديدة، وفقاً لما سيمر معنا لاحقاً.

والفرق بين الابتكار والجدة واضح، حيث ان هذه الأخيرة أقل نطاقاً من الابتكار، بمعنى أن كل جديد مبتكر إلا انه ليس بالضرورة أن يكون كل جديد مبتكر، وطالما ان العبرة في حماية المصنفات الأدبية والفنية هو الابتكار وليس الجدة، فان معنى هذا أن قانون حماية حق المؤلف يحمي المصنفات طالما كانت مبتكرة بصرف النظر عن مدى جدتها من عدمه، وبالتالي فان مؤلف المصنف المبتكر هو الذي يتمتع بالحماية القانونية بينما لا يتمتع بهذه الحماية مؤلف المصنف الجديد.

ويمكننا تقسيم المصنفات من جهة الابتكار إلى مصنفات مطلقة الابتكار أو ما اصطلح على تسميتها بمصنفات الأصلية أو مصنفات اليد الأولى، ومصنفات نسبية الابتكار أو ما اصطلح على تسميتها بالمصنفات المشتقة أو مصنفات اليد الثانية، ومن حسن الطالع ان نجد ان واضع القانون الإماراتي وفي معرض بيانه للمصنفات المحمية نراه قد قسم هذه المصنفات إلى نوعين، الأولى مصنفات أصلية، والأخرى مصنفات مشتقة، وقام بعد ذلك بالتمثيل على كلا النوعين مما يعكس انسجاماً كبيراً وملموساً بين القانون الإماراتي والتوجه الدولي فيما يتعلق بحماية حق المؤلف وهذه نقطة تحسب وتضاف إلى رصيد القانون الإماراتي ومميزاته.

ولقد سكت القانون الإماراتي لحماية حق المؤلف عن بيان المقصود بالمصنف الأصلي، بينما قام بتعريف المصنف المشتق بأنه " المصنف الذي يستمد أصله من مصنف سابق الوجود كالتجمات " وبمفهوم المخالفة يقصد بالمصنف الأصلي " المصنف الذي يبتكره الشخص دون الاستناد أو الاعتماد على مصنف آخر، فيكون مؤلفها هو المبتكر الأول لها".

ومن الأمثلة التي ذكرها القانون الإماراتي على المصنف المشتق تلك المصنفات المذكورة في المادة 1 من القانون والمتمثلة فيما يلي: 1- مصنفات الترجمة، 2- مجموعات المصنفات الأدبية والفنية 3- مجموعات التعبير الفلكلوري 68 شريطة ان تكون مبتكرة من حيث ترتيب أو اختيار محتوياتها.

المطلب الثاني

مفهوم المؤلف (المبتكر)

خلفاً لموقف بعض التشريعات العربية الخاصة بحق المؤلف والتي لم تتضمن أي تعريف للمؤلف بل اكتفت بدلالة عليه من خلال بيان متى تثبت هذه الصفة للشخص،

68 ولقد اوضحت المادة الاولى من قانون حقوق المؤلف والحقوق المجاورة بان المقصود بالفلكلور الوطني "كل تعبير من المأثورات الشعبية الشفوية او الموسيقية او الحركية او الملموسة في عناصر متميزة تعكس التراث التقليدي الفني الذي نشأ او استمر في الدولة والذي لا يمكن نسبته الى مؤلف معلوم".

نجد ان المشرع الإماراتي يعرف في المادة الثانية منه المؤلف بأنه " الشخص الذي يبتكر المصنف، ما لم يقع الدليل على غير ذلك".

فالمؤلف إذن وفقاً للمشرع الإماراتي هو من انتسب إليه المصنف وحمل اسمه على متنه، بمعنى أن المشرع الإماراتي يضه قرينة مفادها ان الاسم الذي يحمله المصنف سواء في متنه او على غلافه أو ينسب إليه بأي طريقة من الطرق يعتبر هو المؤلف لهذا المصنف.

ومع ذلك يوضح المشرع الإماراتي أنه يعتبر أيضاً مؤلفاً للمصنف الناشر الذي ينشر هذا المصنف دون ذكر اي اسم عليه، أو من ينشره تحت اسم مستعار أو بأي طريقة من الطرق شريطة ألا يقوم شك في معرفة حقيقة شخصية المؤلف، فإذا قام الشك حيال ذلك اعتبر الناشر أو المنتج للمصنف سواء كان شخصاً طبيعياً أو معنوياً نائب قانوني عن المؤلف في مباشرة حقوقه الى ان يتم تحديد حقيقة شخصية المؤلف.

واعتبار الناشر أو منتج المصنف ممثلاً للمؤلف وفقاً لما تقدم يعني أن الناشر أو المنتج هو الذي تثبت له مباشرة حقوق التأليف سواء الأدبية منها والمالية، ويبقى الوضع هكذا إلى أن يعرف على الوجه اليقيني شخصية المؤلف الحقيقية أو يعلن عن شخصه سواء بنفسه أو من قبل الغير 69، وعندئذ يقوم المؤلف الحقيقي بممارسة حقوق التأليف بنفسه، دون المساس بحقوق الآخرين ممن تثبت لهم حقوق أو امتيازات على حقوق التأليف.

وبناء على ما تقدم نرى أن المقصود بالمؤلف " كل مبدع ابتكر بهذه أياً من المصنفات الأدبية أو الفنية أو العلمية مثل الأديب أو الشاعر أو الرسام أو الموسيقي أو غير هؤلاء من الفنانين وفقاً للقلب الذي يفرغ فيه التعبير "، ويشمل هذا التعريف صوت الانسان إذ يستطيع الشخص استغلال صوته استغلالاً مالياً كأن يقوم بالتنازل عنه للغير كما يستطيع هذا الغير احتكار صوت معين 70.

ومن البديهي القول بان المقصود بالمؤلف في هذا الصدد هو الشخص الطبيعي فقط حيث لا يتصور أن يقوم شخص معنوي أو اعتباري بابتكار مصنف معين وبالتالي من غير المتصور اعتبار الشخص المعنوي مؤلفاً بالنتيجة، ومع ذلك وجدنا ان القانون الإماراتي أجاز ان يخاطب

69 أنظر في تفاصيل ذلك ن الفقيه السنهوري، الوسيط، الجزء الثامن، حق الملكية، ص 332.

70 حيث سبق للأستاذ الكبير المرحوم مجدي العمروسي احتكار صوت الفنان الراحل عبد الحليم حافظ، ولقد سبق لنا ان تشرنا بتمثيل الأستاذ مجدي العمروسي كونه محتكر صوت عبد الحليم حافظ في نزاعه مع شركة البيرجر كنج الامريكية التي نشرت إعلاناً تلفزيونياً يتضمن إحدى اغاني الراحل عبد الحليم حافظ دون الحصول على ترخيص خطي بذلك، حيث تم وقف هذا الاعلان والامتناع عن نشره، كما قامت الاذاعة المصرية باحتكار صوت القارئ الشيخ محمد رفعت من خلال عقد مبرم بينهما قام الشيخ محمد رفعت بتوقيعه والسماح من خلاله للاذاعة المصرية حق نشر كل او بعض التسجيل الذي يحمل صوته لمدة 28 يوماً من تاريخ إذاعته.

على تنفيذه وقام بعمل إيجابي من الناحية الفكرية لتحقيق المصنف.

وإذا كان المصنف مأخوذاً عن مصنف سابق أو مقتبساً منه أو مبسوطاً منه، أعتبر مؤلف المصنف السابق المأخوذ منه المصنف الحالي شريكاً في المصنف الجديد وبالتالي يعتبر مؤلفاً لهذا الأخير ويتمتع بنفس الحماية المقررة للمؤلفين وفقاً لأحكام القانون.

المطلب الثالث

أوجه الحماية القانونية للابتكار في إطار قانون حق المؤلف والحقوق المجاورة

تتمثل هذه الحماية في أن القانون الإماراتي لحماية حق المؤلف والحقوق المجاورة قد اعتبر كل انتهاك أو تعدٍ على حق المؤلف يشكل جريمة تقليد للمصنف وقرر لهذه المخالفة العقوبة الرادعة لها، كما أخذ القانون أيضاً بمبدأ إمكانية تعويض المؤلف المعتدى عليهم مالياً، وكذلك سمح القانون أيضاً للمجني عليه من المؤلفين اتخاذ بعض الإجراءات التحفظية الهادفة إلى متابعة وملاحقة كل من تسول له نفسه القرصنة على حق المؤلف أو الحقوق المجاورة له، وذلك لضمان حماية جزائية ومدنية مثلى لحق المؤلف والحقوق المجاورة له.

ولقد نظم القانون الإماراتي في المادة 37 والمادة 38 والمادة 39 منه التصرفات التي تعتبر تعدياً على حق المؤلف، وبين في متن نفس المواد العقوبات المقررة لمثل هذه التصرفات، وقبل ذلك كان قد تصدى في المادة 34 للإجراءات التحفظية التي من الممكن اتخاذها للمحافظة على حقوق المؤلف،

أما المادة 37 فتص على:

" مع عدم الإخلال بأية عقوبة أشد واردة في أي قانون آخر، يعاقب بالحبس مدة لا تقل عن شهرين وبالغرامة التي لا تقل عن عشرة آلاف درهم ولا تزيد على خمسين ألف درهم، أو بإحدى هاتين العقوبتين، كل من قام بغير إذن كتابي من المؤلف أو صاحب الحق المجاور أو خلفهما بأي من الأفعال الآتية:

1. الاعتداء على حق من الحقوق الأدبية أو المالية للمؤلف أو صاحب الحق المجاور المنصوص عليها في هذا القانون بما في ذلك وضع أي مصنف أو أداء أو تسجيل صوتي أو برنامج إذاعي مما تشمله الحماية المقررة في هذا القانون في متناول الجمهور سواء عبر أجهزة الحاسب أو شبكات الإنترنت أو شبكات المعلومات أو شبكات الاتصالات أو غيرها من الطرق أو الوسائل الأخرى.

2. البيع أو التأجير أو الطرح للتداول، بأية صورة من الصور لمصنف أو تسجيل صوتي أو برنامج إذاعي محمي طبقاً لأحكام هذا القانون.

الشخص الاعتباري أو المعنوي بأحكام نظام حماية حق المؤلف في بعض الأحوال كحالة المصنفات الجماعية مثلاً ، وبالطبع فلا غشاضة من هذا السلوك على اعتبار أن ما يثبت للشخص الاعتباري في إطار نظام حماية حق المؤلف هو إمكانية المخاطبة بالحقوق أو ما يعرف بالملكية (ownership) دون عملية التأليف بذاته أو ما يعرف بـ (authorship).

ومن مزايا القانون الإماراتي محل البحث أنه نص صراحة على بيان وتحديد صفة المؤلف في المصنفات السمعية والبصرية، مبيناً أن الشخص الطبيعي أو الاعتباري الذي يوفر الإمكانيات اللازمة لإنجاز المصنف السمعي البصري ويضطلع بمسؤولية هذا الانجاز هو الذي يعتبر مؤلفاً لهذا النوع من المصنفات التي طالما أثيرت حولها العديد من التساؤلات.

ومن هنا يعتبر شركات الانتاج الفني حالياً هي المؤلف للمصنفات السمعية البصرية على الرغم من أن هذه المصنفات هي بالأساس مصنفات اشترك في إعدادها وتأليفها أكثر من شخص مثل : مؤلف النص و واضع السيناريو ، و واضع الحوار و المخرج و الملحن، ومع ذلك فقد اختار المشرع الاماراتي معيار الانجاز لا معيار الاشتراك لتحديد صفة المؤلف، وهو ما يعني ان مؤلف الشطر الأدبي للمصنف السمعي ومؤلف الشطر الموسيقي لهذا المصنف وكذلك كافة المشتركين الآخرين في اعداد هذا المصنف لا يعتبروا مؤلفين ولا يتمتعون بالتالي بحقوق التأليف المالية والأدبية إلا في حدود الجزء الذي اشترك فيه في اعداد هذا المصنف، بل الذي يعتبر مؤلفاً له هو الشخص الذي انجزه بمعنى أتمه وجعله قابلاً للإتاحة للجمهور من خلال ما يملك من مقومات مالية وكوادر بشرية والآت ومعدات وادوات، فإنجاز المصنف هو مناط تحديد شخصية المؤلف.

وقد يكون المبتكر بالمعنى الموضح سابقاً، شخصاً منفرداً قام بتأليف مصنفه وفقاً لأرائه ومعتقداته ونتاج عقله، وقد يكون عبارة عن مجموعة من الأشخاص الذين يشتركون سوية لإنتاج مصنف واحد (المصنف المشترك) وهنا يعتبر شريكاً في التأليف و تتمتعاً بالحماية القانونية كل واحد من هذه المجموعة بحيث يكونوا جميعهم بمثابة المؤلف أو المبتكر للمصنف المنشور باسم المجموعة.

وقد تقتضي عملية نشر وإعلان أو أداء المصنف ، اشتراك أكثر من شخص في إنتاجه كالمصنفات السينمائية أو الإذاعية والتلفزيونية ، حيث يعتبر شريكاً في تأليف هذه المصنفات كل من مؤلفو السيناريو أو صاحب الفكرة المكتوبة وكذلك كل من قام بتحويل المصنف الأدبي الموجود بشكل يجعله ملائماً للتنفيذ والنشر أو الإعلان ، وكذلك مؤلفو الحوار في المصنف السينمائي أو الإذاعي أو التلفزيوني ، وكذلك واضع الموسيقى التصويرية للمصنف إذا قام بوضعها خصيصاً له ، كما يعتبر شريكاً أيضاً في إنتاج المصنف مخرجه الذي يباشر رقابة فعلية

وتتعدد العقوبات المنصوص عليها في هذه المادة بتعدد المصنفات أو بتعدد الأداء أو البرامج أو التسجيلات محل الجريمة.

ويعاقب بالحبس مدة لا تقل عن ستة أشهر وبغرامة لا تقل عن خمسين ألف درهم في حالة ارتكاب الجريمة مرة أخرى.

أما المادة 38 فتتص على "

مع عدم الإخلال بأية عقوبة أشد واردة في أي قانون آخر، يعاقب بالحبس لمدة لا تقل عن ثلاثة أشهر وبالعقوبة التي لا تقل عن خمسين ألف درهم ولا تزيد على خمسمائة ألف درهم من ارتكب أيًا من الأفعال الآتية:

1. التصنيع أو الاستيراد دون وجه حق بغرض البيع أو التأجير أو التداول لأي مصنف أو نسخ مقلدة أو لأية أجهزة أو وسائل أو أدوات مصممة أو معدة خصيصاً للتحايل على الحماية أو التقنية التي يستخدمها المؤلف أو صاحب الحق المجاور لبث أو طرح للتداول أو لتنظيم أو إدارة هذه الحقوق أو المحافظة على جودة نقاء معينة للنسخ.

2. التعطيل أو التعييب دون وجه حق لأي حماية تقنية أو معلومات إلكترونية تستهدف تنظيم وإدارة الحقوق المقررة في هذا القانون.

3. تحميل أو تخزين الحاسب بأية نسخة من برامج الحاسب أو تطبيقاته أو قواعد البيانات دون ترخيص من المؤلف أو صاحب الحق أو خلفهما.

ويعاقب بالحبس مدة لا تقل عن تسعة أشهر وبغرامة لا تقل عن مائتي ألف درهم في حالة ارتكاب الجريمة مرة أخرى.

وأما المادة 39 فتتص على "

استثناء من حكم المادة (37) من هذا القانون يعاقب كل شخص استخدم برنامجاً للحاسب أو تطبيقاته أو قواعد البيانات دون ترخيص مسبق من المؤلف أو من يخلفه بالغرامة التي لا تقل عن عشرة آلاف درهم ولا تزيد على ثلاثين ألف درهم، لكل برنامج أو تطبيق أو قاعدة بيانات.

ويعاقب بغرامة لا تقل عن ثلاثين ألف درهم في حالة ارتكاب الجريمة مرة أخرى.

ويجوز للمحكمة إذا ارتكبت الجريمة باسم أو لحساب شخص اعتباري أو منشأة تجارية، أو مهنية أن تقضي بالغلق لمدة لا تجاوز ثلاثة أشهر.

وإما الإجراءات التحفظية فنصت عليها المادة 40 حيث ورد فيها "

مع عدم الإخلال بالعقوبات المقررة في المواد (37) و (38) و (39) من هذا القانون تقضي المحكمة بمصادرة النسخ المقلدة محل الجريمة أو المتحصلة منها وإتلافها، كما تقضي بمصادرة المعدات والأدوات المستخدمة في

ارتكابها والتي لا تصلح إلا لهذا الغرض، وإغلاق المنشأة التي ارتكبت فيها جريمة التقليد بما لا يجاوز ستة أشهر وينشر ملخص الحكم الصادر بالإدانة في جريدة يومية أو أكثر على نفقة المحكوم عليه.

وتتمثل هذه الإجراءات التحفظية بما يلي:

1- إجراء وصف تفصيلي للمصنف أو الأداء أو التسجيل الصوتي أو البرنامج الإذاعي.

2- وقف نشر المصنف أو الأداء أو التسجيل الصوتي أو البرنامج الإذاعي أو عرضه أو نسخه أو صناعته.

3- توقيع الحجز على المصنف أو التسجيل الصوتي أو البرنامج الإذاعي الأصلي أو على نسخه وكذلك على المواد التي تستعمل في إعادة نشر هذا المصنف أو الأداء أو التسجيل الصوتي أو البرنامج الإذاعي أو استخراج نسخ منه بشرط أن تكون تلك المواد غير صالحة إلا لإعادة نشر المصنف أو الأداء أو التسجيل الصوتي أو البرنامج الإذاعي.

4- إثبات واقعة الاعتداء على الحق محل الحماية.

5- حصر الإيراد الناتج عن استغلال المصنف أو الأداء أو التسجيل الصوتي أو البرنامج الإذاعي وتوقيع الحجز على هذا الإيراد في جميع الأحوال.

المبحث الثاني

حماية الابتكار في ظل قانون حماية العلامات التجارية

وفقاً للقانون الإماراتي تعد علامة " تجارية " أي اسم يتخذ شكلاً يميز منتج كان أو خدمة عن غيره، والإمضاءات و الكلمات والحروف والأرقام والرسوم والرموز والأختام والنقوش البارزة، ومجموعة الألوان التي تتخذ شكلاً خاصاً ومميزاً وكذلك أي خليط من هذه العناصر إذا كانت تستخدم إما في تمييز منتجات عمل صناعي أو استغلال زراعي أو استغلال الغابات أو لمستخرجات الأرض (ثروات طبيعية) أو أية بضاعة، وإما للدلالة على مصدر المنتجات أو البضائع أو نوعها أو مرتبتها أو ضمانها أو طريقة تحضيرها وإما للدلالة على تأدية خدمة من الخدمات (المادة 1 من القانون).

ويحمي القانون الإماراتي الخاص بالعلامات التجارية مالك هذه العلامة التي تتم عن ابتكار وإبداع يدر على مالكه أرباح وفوائد كبيرة، حماية إدارية تتمثل في قيد وتسجيل هذه العلامة باسمه على سبيل الاستئثار وبالتالي ترتيب العديد من النتائج القانونية على ذلك لعل أهمها هو حماية ملكية مالك هذه العلامة ضد خطر قبدها باسم شخص آخر وفي ذلك حماية إدارية للابتكار المتمثل في العلامة التي يستخدمها التاجر أو الصانع أو مقدم الخدمة لتمييز بضاعته أو منتجاته أو خدماته عن مثيلاتها.

كما يوفر القانون الإماراتي أيضاً لمالك العلامة التجارية (الابتكار) حماية مدنية تتمثل في قدرة هذا الأخير على مطالبة كل من تسول له نفسه التعدي على ابتكار غيره بالتعويض الشامل والكامل والناجز عن أي اعتداء على علامته ينتج له ضرر، بمعنى أن المشرع الإماراتي يعتبر أن التعدي على العلامة التجارية يعتبر خطأ فإذا نتج عنه ضرر وارتبط به برابطة السببية كان بقدرة مالك العلامة هنا مطالبة المعتدي بجبر هذا الضرر وفقاً لنص المادة 282 من قانون المعاملات المدنية الإماراتي.

كما ويوفر القانون الإماراتي بشأن العلامات التجارية في المادة 37 منه الحماية الجزائية لمالك العلامة التجارية وذلك من خلال اعتبار أن التعدي على العلامة التجارية سواء بالتزوير أو بالتقليد جريمة يعاقب عليها القانون التي تتمثل في إما الحبس وإما الغرامة وإما كلتا هاتين العقوبتين، حيث نصت هذه المادة على "مع عدم الإخلال بأي عقوبة أشد، يعاقب بالحبس مدة لا تزيد على سنة وبغرامة لا تقل على خمسين ألف ريال ولا تزيد على مليون ريال أو بإحدى هاتين العقوبتين:

أ - كل من زور علامة مسجلة أو قلدها بطريقة تتسبب في تضليل الجمهور، وكل من استعمل بسوء القصد علامة مزورة أو مقلدة.

ب- كل من وضع بسوء القصد على منتجاته أو استعمل فيما يتعلق بخدماته علامة مملوكة لغيره.

ج- كل من عرض أو طرح للبيع أو باع أو حاز بقصد البيع منتجات عليها علامة مزورة أو مقلدة أو موضوعة أو مستعملة بغير وجه حق مع علمه بذلك، وكذلك كل من عرض خدمات في ظل مثل هذه العلامة مع علمه بذلك."

وعليه فإن كل من يزور أو يقلد أو يستعمل أو يبيع علامة تجارية على وجه غير مشروع، يؤدي إلى غش الجمهور وخداعهم، وكذلك من يستعمل علامة تجارية مملوكة لشخص آخر دون وجه حق أو يشرع في ذلك، وكذلك كل من وسم بسوء نية على منتجاته أو استعمل فيما يتعلق بخدماته علامة مملوكة لغيره، يعتبر مرتكباً لإحدى جرائم العلامات التجارية وبالتالي حق عليه العقاب المقرر كجزاء لمثل هذه الأفعال.

المبحث الثالث

حماية الابتكار في ظل قانون حماية الملكية الصناعية

طبقاً لنص المادة 4 من قانون تنظيم وحماية الملكية الصناعية، يمنح المشرع الإماراتي براءة الاختراع عن كل "عن كل اختراع جديد ناتج عن فكرة مبتكرة أو تحسين مبتكر لاختراع تحميه براءة في كافة مجالات التقنية ويكون كل منهما قائماً على أسس علمية وقابلة للاستغلال الصناعي، سواء تعلق ذلك بمنتجات صناعية جديدة أو بطرق أو وسائل صناعية مستحدثة أو بتطبيق جديد لطرق أو وسائل صناعية معروفة. ويعتبر الاختراع

قابلاً للتطبيق الصناعي إذا أمكن تطبيقه أو استعماله في أي نوع من الصناعة بمعناها الواسع بما في ذلك الزراعة والصيد والحرف اليدوية والخدمات. ويجب أن يتعلق الطلب باختراع واحد فقط أو بمجموعة من الاختراعات المرتبطة فيما بينها على نحو تشكل فيه مفهوماً ابتكارياً عاماً واحداً وإذا اتضح بعد صدور البراءة، تخلف شرط ترابط الاختراعات طبقاً لما ورد في الفقرة السابقة، فإن هذا التخلف لا يعتبر سبباً لإسقاط البراءة.

وزيادة في حماية الابتكار في مجال الاختراعات نجد أن المشرع الإماراتي يعترف ويحمي الاختراعات الصغيرة وهي تلك الاختراعات التي تقبل التطبيق الصناعي إلا إنها لا تنطوي على خطوة إبداعية كبيرة، وتعرف هذه الاختراعات بنماذج المنفعة، حيث تنص على ذلك المادة 5 " تمنح شهادة المنفعة عن كل اختراع جديد قابل للتطبيق الصناعي ولكنه لا ينتج عن نشاط ابتكاري كاف لمنح براءة اختراع عنه كما تمنح شهادة منفعة عن كل اختراع تنطبق عليه أحكام المادة (4) بناء على طلب صاحب الاختراع أو من يمثله قانوناً "

ويوفر المشرع الإماراتي للاختراعات سواء كانت اختراعات بمعنى الكلمة أم كانت مجرد اختراعات صغيرة (نماذج منفعة الحماية القانونية بصورتها المدنية) (المطالبة بالتعويض) والجزائية، بالإضافة إلى إمكانية اتخاذ بعض الإجراءات أو التدابير الوقائية أو التحفظية من قبل مالك هذا الاختراع للحفاظ على اختراعه وحمايته من أي اعتداء، وعلى ذلك تنص المواد 60 و 61 و 62 و 63 على النحو التالي:

المادة رقم 60

يجوز لصاحب سند الحماية أو لمن انتقلت إليه كل أو بعض حقوق الملكية الصناعية المنصوص عليها في هذا القانون، أن يطلب من المحكمة المختصة إصدار أمر بالحجز التحفظي على الاختراع أو الرسم أو النموذج الصناعي أو المنشأة أو جزئها الذي يستخدم أو يستغل أي نوع من أنواع الملكية الصناعية المشار إليها وذلك في حالة وقوع فعل من أفعال التعدي أو الأعمال غير المشروعة بالمخالفة لهذا القانون أو العقود أو التراخيص الممنوحة وفقاً لأحكامه، ويسري على طلب سند الحماية ما يسري على سند الحماية في هذا الشأن.

المادة رقم 61

يجب على طالب الحجز التحفظي أن يودع كفالة تقدرها المحكمة قبل إصدار أمرها بالحجز ويجب على الحاجز رفع الدعوى الموضوعية خلال ثمانية أيام من تاريخ صدور أمر المحكمة وإلا اعتبر الأمر كأن لم يكن. ويجوز للمحجوز عليه أن يرفع دعوى بالتعويض خلال تسعين يوماً من تاريخ انقضاء المهلة السابقة أو من تاريخ صدور حكم نهائي برفض الدعوى الموضوعية التي رفعها الحاجز. ولا يجوز صرف الكفالة المشار إليها إلا بعد

صدور حكم نهائي في دعوى الحاجز أو دعوى التعويض المرفوعة من المحجوز عليه.

المادة رقم 62

مع عدم الإخلال بأية عقوبة أشد ينص عليها قانون آخر، يعاقب بالحبس وبغرامة لا تقل عن (5000) خمسة آلاف درهم ولا تزيد على (100.000) مائة ألف درهم أو بإحدى هاتين العقوبتين، كل من تقدم بمسندات أو أدلى بمعلومات غير صحيحة أو مزورة للحصول على براءة اختراع أو شهادة منفعة أو دراية عملية، وكذلك كل من قلد اختراعاً أو طريقة صنع أو عنصراً من عناصر الدراية العملية، أو اعتدى عمداً على أي حق يحميه هذا القانون.

وتطبق ذات العقوبة إذا كان الأمر متعلقاً برسم أو نموذج صناعي.

المادة رقم 63

يجوز للمحكمة أن تحكم بمصادرة الأشياء المحجوز عليها أو التي تحجز عليها فيما بعد، كما يجوز للمحكمة أيضاً أن تأمر بإتلاف أو إزالة آثار الفعل المخالف للقانون وكذلك الآلات والأدوات التي استعملت في التزوير، ولها أن تأمر بكل ما سبق حتى في حالة الحكم بالبراءة ويجوز للمحكمة كذلك أن تأمر بنشر الحكم في النشرة أو في إحدى الصحف المحلية اليومية على نفقة المحكوم.

النمو الحضري للمدن العربية وأثره على استدامتها

حالة المدن الجزائرية

بن يحي رابح

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ملخص

يبدو أن الانفجار السكاني هو المشهد الغالب في عالم اليوم، والمثير للانتباه أكثر أن معظم سكانه يقطنون بالمدن، أي انتشار واسع للظاهرة الحضرية والتحضر إلى حد الانفجار الحضري في بعض النواحي، سواء بالعالم المتقدم أو الثالث، هذا الأخير الذي لا يملك الوسائل، الإمكانيات والتقنيات لمواجهة هذه الظاهرة.

هذا ما يقودنا لطرح إشكالية أثر النمو الحضري لهذه المدن خاصة العربية منها على محيطها العمراني بمختلف أبعاده، ومدى تأثير ذلك على استدامة هذا المحيط كمكان للإقامة وسكن الإنسان الذي أوجده للرد على حاجياته الفيزيائية، الاجتماعية والروحية، وهذا خاصة في الجزائر التي تشهد وتسير قدما نحو ظاهرة التحضر منذ استقلالها، ونمو مدنها بمعدل يفوق معدل الزيادة الطبيعية بها، وهذا يعني أن الهجرة تساهم في ذلك النمو بكل إفرزاتها.

ورقة بحثنا عبارة عن دراسة أكاديمية، اعتمدنا فيها منهجيا على المنهج الميداني باستخدام تحليل الإحصائيات والملاحظة الميدانية واستمارة استبيان كتقنيات لجمع المعطيات، وتبحث هذه الورقة في ظاهرة النمو الحضري للمدن وانعكاساتها في الجزائر كإحدى البلدان النامية، مع دراسة حالة من مدنها (مدينة باتنة) كمقر إداري لولاية (المحافظة) والتي تحتل موقعا استراتيجيا في شرق الجزائر، مما جعل منها الرأس المتضخم (Macrocephaly) على مستوى مجالها الولائي بنموها الحضري؛ وهذا ما ينعكس سلبا على محيطها العمراني في أبعاده المختلفة: الاقتصادية، الاجتماعية، الفيزيائية والبيئية ومن نواح عديدة، مما يرهق استدامة المدينة كمكان صحي للاستقرار، العيش والعمل في أمن وأمان وطمأنينة وسلام.

الكلمات المفتاحية: النمو الحضري، التحضر، المدينة، المحيط العمراني، المدينة المستدامة.

Key words: Urban growth, Urbanization, the City, Urban Environment, Sustainable City.

مقدمة

منذ وجد الإنسان على الأرض وهو يسعى لتحسين ظروف مكان إقامته ومعيشتة، بكل الطرق والوسائل الممكنة وباستغلال ما تمنحه الطبيعة من مصادر وموارد، نظرا لاحتياجاته المتعددة التي لا يمكن له تحصيلها لوحده، أي لا بد له من التعاون والتبادل والتفاعل مع غيره من البشر،

لذلك وجب عليه إيجاد الإطار الذي يحقق فيه ذاته من خلال وجود الآخر. وتطلب ذلك قرونا عديدة كي يتنقل الإنسان من مأواه الطبيعي إلى محيط ملائم لطبيعته البشرية، فبنى مأواه المناسب لمقياسه بفضل خبراته المتراكمة.

لكنه إلى هنا ما زال لم يجد الإطار الذي يرد على فطرته المدنية، إلا بعد اكتشافه للزراعة، التي تعني له تغذية بشر عديدين ومتعددي الاختصاص، فأقام مستوطناته البشرية وفقا لأنظمة اجتماعية معينة، تحوي جساما اجتماعيا متنوعا يسمح لها بالنمو والتطور، في ظل الصراع الدائم مع مجموعات بشرية أخرى من جهة، ومع الطبيعة من جهة أخرى. هذه المستوطنات كانت تعبر عن عبقريته في شتى المجالات، خاصة العمرانية والدفاعية والتنظيمية، أطلق عليها اسم المدن؛ التي تناقض عالما آخر ولكنها تعتمد عليه في غذائها وهو الريف.

تعتبر المدن أفضل ما وصل إليه الإنسان كحالة تحضر، كانت ذات أحجام مختلفة ومعتبرة أحيانا، توافق الإمكانيات والتقنيات التي وصل إليها الإنسان في كل عصر. ومع التقدم في الزراعة واكتشاف تقنيات جديدة سمح بازدياد عدد المدن ولكنها ليست بأحجام كبيرة (كاليوم)، لأنها كانت مرتبطة ببطء نمو وتكاثر الأعداد البشرية، بسبب الوفيات الكثيرة من جراء الأمراض والأوبئة والحروب.

ظهرت الثورة الصناعية في أواخر القرن الثامن عشر، منح الوسائل والتقنيات والإمكانيات لتمويل المدن، وسهل الاتصال والوصول إليها من أي مكان آخر، كما أعطت للبشر إمكانية التكاثر من خلال التقدم الطبي، الذي سمح بالتحكم في الأوبئة والأمراض والوفيات عند الأطفال خاصة، فارتفع معدل الزيادة الطبيعية، وزاد عدد سكان العالم بشكل مدهش مع انتشار آثار الثورة الصناعية. من هنا بدأ الحديث عن ظاهرة التحضر فعليا بالدول المتقدمة خاصة، والتي سادت العالم حقيقة بعد النصف الثاني من القرن العشرين، بازدياد عدد سكان المدن على حساب سكان الريف، فظهرت مدن كثيرة وبأحجام مختلفة، ووصل الكثير منها إلى حد التضخم السكاني، نظرا لمكانتها في بلد ما أو هي ذات أهمية عالمية، يطلق عليها اسم المدن المليونية.

هذا من الناحية الديمغرافية عموما، أما من الناحية العمرانية والتعمير؛ فإن المدينة في العالم كانت بصفة عامة صورة العصر الذي وجدت فيه، وتعكس درجة تقدم وتطور الإنسان في شتى المجالات، وهي غالبا ما تُبنى

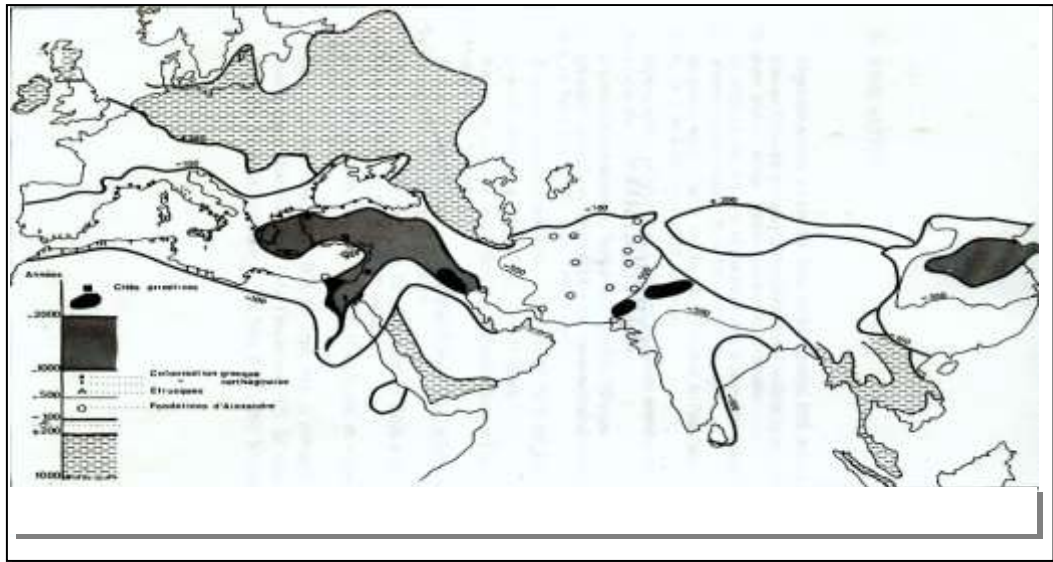
وفق أهدافه ورغباته واحتياجاته الروحية والفيزيائية، كما تعكس بوضوح على مستوى نسيجها العمراني النظم الاجتماعية، القواعد، القوانين والمبادئ التي يقوم عليها مجتمع المدينة.

وهي بذلك انتقلت من المدينة القلعة التي تخدم الحاكم والمحكوم بتنظيمات معينة، كان من أهمها المبادئ والأسس التي قامت عليها المدينة الإغريقية، والتي أعطت المدينة الرومانية دفعا لها، إلى المدينة التجارية المنفتحة على التجارة والتبادل في القرون الوسطى، إلى المدينة الليبرالية التي تعتمد على حرية المبادرة في سيرها وتنظيمها، ثم جاءت المدينة ما بعد الليبرالية والحديثة لتناقضا سابقتهما، وتصنعا أساس المدينة المعاصرة بمميزات التي تختلف باختلاف مناطق تواجدها، والتي تواجهها اليوم تحديات صعبة لتحقيق التنمية الحضرية المستدامة.

I - نظرة على تاريخ الظاهرة الحضرية:

تظهر المستوطنة البشرية بمكان ما ثم تنمو إن ساعدتها الظروف المكانية والزمانية، من موقع ممتاز وشروط لحياة أفضل وغيرها، وتبدأ في التحضر حسب أفلاطون من 5040 نسمة (التجاني ب.)، 2000، لتصل إلى مركز حضري أو ما يسمى: **المدينة** باختلاف أحجامها (10000 نسمة، 20000...)، حسب معايير كل دولة. هذا

الشكل 01: خريطة تبين انتشار الظاهرة الحضرية في العالم حتى نحو 1000 ميلادي.



الأمريكية حتى نهاية القرن التاسع عشر. أما في مناطق الحضارات القديمة مثل البحر المتوسط والصين فبقيت هذه النسبة نحو 10 % ولم تتعدى 20 %. ولأن نقل البضائع كان صعبا جدا وكثير الكلفة، فإن المدن كانت تتغذى من الريف القريب منها، وهذا ما حد من حجمها، ما عدا في المناطق البحرية فقد أفلتت من هذا العائق، مثل هولندا

I 2- التحضر ما قبل الثورة الصناعية:

ظاهرة التحضر الأولى في بدايتها كانت في أمكنة محدودة لضعف الإنتاج الزراعي، الذي قلص من عدد الذين يتم تغذيتهم دون المشاركة في أعمال الأرض (الزراعة)؛ حيث كانت نسبهم غالبا ضعيفة جدا 1 % أو 2 %، حتى أنه كانت سوى 5 % في الدول المتقدمة مثل الولايات المتحدة

التي عرفت 40-50 % في زمنها الكلاسيكي كنسبة تحضر. (CLAVAL (P.), 1981)

I. 3- التحضر بعد الثورة الصناعية – 1950:

بدايةً من القرن 18م، حررت الثورة الزراعية الأيدي، وأعطت الثورة الصناعية لها وظيفة، ومع الثورة في وسائل النقل، توسعت الفضاءات التي تجلب منها المدن تمويلها وتصرف فيها منتجاتها الصناعية، ما جعل ظاهرة التحضر سريعة خاصة في المدن الصناعية والدول المتقدمة؛ حيث كانت نسبة سكان المدن بها لا تتجاوز 50 %، ومع نهاية القرن 19م وصلت مثلاً إلى 75 % في إنجلترا.

I. 4- التحضر بعد 1950 :

بدايةً من 1950، خدمة المدن أدى إلى انقلاب ظهر في الدول المتقدمة جداً، لكن حركة التحضر استمرت ولو أنها أخذت شكلاً آخر؛ حيث تظهر خاصة من خلال التحولات الاجتماعية أكثر منها عبر الكثافة السكانية، التي يفسرها الدور النامي للمناطق القريبة من المدن والمناطق الريفية الحضرية. أما في بلدان العالم الثالث، فكانت الظاهرة متسارعة جداً منذ 1950؛ حيث كانت درجة التحضر عام 1800 لا تتعدى 8.3 % إلى 15 %، وأصبحت 28.4 % عام 1980. و41 % في عام 2000 (CHOAY (F.), 1987)، ومرتفع أن تصل 57 % في 2025. (United Nations, 2000)

II- ظاهرة التحضر والنمو الحضري في العالم:

II.1- تطور ونمو السكان الحضري في العالم:

في عام 1800م كان عدد سكان العالم حوالي 900 مليون نسمة، عاش منهم 7.1 % في مدن مختلفة الأحجام في تلك الفترة. (القطب (إ.)، أبو عيَّاش (ع.)، 1980) حسب مصادر أخرى فإن 3.4 % فقط من مجموع سكان العالم استوطنوا المدن عام 1800م، وانتقلت هذه النسبة إلى 5.3 % عام 1900 ما يعادل 219 مليون حضري. لتصل إلى 32 % ما يعادل 800 مليون نسمة عام 1950. (LABORDE (P.), 1994) مع النمو الديمغرافي وخاصة الانفجار السكاني الذي شهده العالم الثالث خلال الخمسين عاماً الماضية فقط، فإن عدد السكان الحضري زاد بـ 1.8 مليار نسمة ليبلغ عددهم 2.6 مليار عام 1995، و3 مليارات عام 2000، وهذا ما يدل على أن ظاهرة التحضر في العالم كانت سريعة جداً بعد الحرب العالمية الثانية، وهي في تزايد مستمر، فالمتوقع أن يبلغوا ما يعادل 5.3 مليار نسمة عام 2025. (VALLIN (J.), 1995)

II.2- معدل النُّمو الحضري العالمي المرتفع:

مدن العالم في المتوسط تنمو بمعدل يفوق الزيادة الطبيعية لسكانه؛ ففي الفترة ما بين 1950 و1980 بلغ معدل النُّمو الحضري 04 %، في حين أن معدل الزيادة الطبيعية في العالم بلغ 2 % فقط. ومنه فإن هذا النُّمو المضاعف للمدن لا يأتي فقط من الزيادة الطبيعية، بل تلعب الهجرة بكل

أنواعها اضطرابية كانت أم طوعية دوراً في حجم النمو وشكله؛ فالمدينة تبقى الملاذ الآمن ومطمح للعديد من الناس، ومصدر جذب وجلب لهم لتوفرها على مختلف الخدمات في شتى المجالات، والتي تكون غالباً أفضل من الريف من حيث النوعية، الوفرة والخيارات.

II.3- توزيع السُّكَّان الحضري على الكرة الأرضية:

تعتبر الدُول الصِّناعية هي التي تُحقِّق أعلى نسب التَّحَضُّر على مُستوى العالم، لكنَّها لا تستحوذ إلا على 40 % من السُّكَّان الحضري عام 1990، بعدما كانت هذه النسبة 64 % عام 1950. أي بمعنى أنَّ العالم المُتقدِّم عرف استقراراً عاماً على مستوى النُّمو الديمغرافي والحضري، فتراجعت نسب مُساهمته نوعاً ما؛ فبعدما كان 3/1 حضري في العالم أوروبياً عام 1950، أصبح لا يُمثِّل إلا 7/1 عام 1990، وحصة كل من أمريكا الشماليَّة وروسيا قد تراجعت. أما العالم الثالث فيحوي 60 % من السُّكَّان الحضري بالعالم عام 1990، وهي في تزايد مُستمر نظراً للنُّمو الديمغرافي الكبير بعد 1973 خاصةً بالهند والصين ونيجيريا والبرازيل؛ هذه الدُول الأربعة لوحدها تُمثِّل 26.5 % من مجموع السُّكَّان الحضري بالعالم (الشكل 02). (MORICONIE (F.), 1993)

من هنا نُدرك مدى جسامته المشاكل المُترتبة عن هذه الظَّاهرة في دُول العالم الثالث، نظراً لإمكاناتها وقدراتها على كافَّة المُستويات خاصة التَّقنية والمالية والإدارية، بالإضافة إلى أن الظَّاهرة ليست هي المشكلة في حدِّ ذاتها وإنَّما دُول العالم الثالث تتميز بضخامة الأعداد التي تتركز في مكان ما والأخطار التي يُمكن أن تنجم عن ذلك.

الشكل 02: خريطة تبين نسب التحضر ومختلف أحجام المدن في العالم.



المصدر: United Nations: World Urbanization Prospects, 2014

II.3.1- ميزة التَّحَضُّر والنُّمو الحضري في العالم

المتقدم:

ما يميز الدُول المُصنَّعة على العموم أن أغلب سُّكَّانها يَقطُنون المُدن وخاصةً بأمريكا الشماليَّة؛ فلقد سجَّلت نسبتهن 74 % سنة 1995 وهي في تزايد ومتوقع أن تُصل إلى 84 % عام 2025. (LABORDE (P.), 1994)

من هنا نلاحظ أنَّ المدن الكبرى هي المسيطرة على حجم السُّكَّان الحضري بالعالم؛ حيث تشمل 2 حضري من 5 عام 1990، بينما كانت النسبة 14/2 عام 1900، ومن حيث العدد فإنها عرفت حركة كثيفة وانتشاراً أكثر سرعة؛ فخلال 40 سنة (1950-1990) زادت عدد التجمعات بحجم (10 آلاف- مليون نسمة) بـ 144%، بينما ذات أكثر من مليون زادت بـ 247 % وعدد السُّكَّان بها زاد بـ 402 %، في حين زادوا في الأولى بـ 308%.

(MORICONIE (F.), 1993)

III.2- توزيع المُدن و المُدن المليونية:

توزع المدن كان انعكاساً لتوزع السُّكَّان الحضري بالعالم، فأكثر من 5/1 التجمعات الحضرية (10 000 نسمة) هو من أوروبا، أما في أمريكا اللاتينية فالمدن تشغل مجالاً أكثر اتساعاً، منها ثلاثة تفوق 15 مليون نسمة (ريو دوجانيرو، ميكسيكو ولابلاتا). في آسيا فطوكيو هي المسيطرة، وكذلك الهند والصين كدولتين أساسيتين تملكان عدّة مدن كبرى، وهي في منافسة مع البرازيل والولايات المتحدة. أما أفريقيا فنظراً إلى استقلال العديد من دولها حديثاً بعد 1950؛ حيث مُدنها الضخمة هي العواصم السياسية والاقتصادية لها، والتي خصتها بالهياكل القاعدية الحديثة؛ فهي بالنسبة لها النقطة الوحيدة للانفتاح على العالم والاقتصاد العالمي، مثل لاجوس (10404112 نسمة) بنيجيريا، والدار البيضاء (3356337 نسمة) بالمغرب عام 2015، وتعتبر هذه المدن الرؤوس الضخمة في هذه البلدان. (STEFAN (H.), 2016)

المُلاحَظ هُنا أنَّ مُعظم المُدن الكبرى توجد بالعالم الثالث؛ حيث من بين 298 مدينة مليونية بالعالم عام 1990، 174 (58.8 %) أي 10/6 منها توجد بالعالم الثالث، ويُعتبر التَّحَكُّم في تسييرها ونُموها والعيش فيها بأحسن الظروف، تحدياً جدياً بالنسبة لهذه الدول. (MORICONIE (F.), 1993) (الشكل 02)

III.3- بروز وهيمنة المدن الضخمة بالعالم :

III.3.1- ازدياد عدد المدن الكبرى (الضخمة) ونموها:

إنَّ أحد المشاهد الأكثر درامية للنمو الحضري بالعالم هو الحجم الضخم الذي وصلت إليه بعض المدن اليوم، وتجاوزها كل التوقعات؛ فالى غاية 1950 لم يكن هناك سوى تجمعات سُكَّانيّة بحجم 10 ملايين نسمة فأكثر، وهما لندن ونيويورك. في 1975 أصبحوا 6 تجمعات؛ حيث التحقت طوكيو، مكسيكو، صوابولو وشانغهاي. VALLIN (J.), 1995) ويتضاعف عدد هذه المدن إلى 16 عام 1990، (MORICONIE (F.), 1993) ليصل عددها عام 2000 إلى 21 مدينة، منها بُرُوز أقطاب حضرية عالمية جديدة كسبيل وأوزاكا وبومباي. (VALLIN (J.), 1995)

من هنا لنا أن نتخيل جمع سكان بلد كتونس (10 ملايين) أو السويد (30 مليون) في مدينة واحدة؛ فالمشاكل التي ستتولد عن ذلك جد عويصة ولا يمكن التحكم فيها،

فمثلاً لو أخذنا اليابان فإنه بلد الانفجار الحضري والكثافة العالية؛ حيث يميّز بنمو سريع للسُّكَّان الحضري فنسبتهم تتعدى 80 % إلى مجموع السُّكَّان عام 1994، بعدما كانت 36 % فقط عام 1950 (LABORDE (P.), 1994)، لتصل عام 2015 إلى حوالي 93.5 % وهي من أعلى النِسب في العالم (STEFAN (H.), 2016)، وهي ناتجة عن النُّزوح الريفي والتركز الصناعي الذي حصل باليابان، ويخصّ التَّحَضُّر خاصة منطقة الساحل الشرقي المُمتدّة على طول 1000 كم، وعرض في المتوسط 20 كلم. وتُعتبر توكايو (Megalopolis) أحد المناطق الحضرية الأكثر كثافة في العالم؛ إنها منطقة صناعية بلا حدود من المصانع المُنتسبة على الواجهة البحرية، فقد حصل تكاثر سريع استهلك آخر القطع من الريف الياباني.

نتج عن ذلك مشاكل عديدة منها: استهلاك واسع للمجال وغلاء كبير للعقار الحضري، حيث أن 70 % من مساحة اليابان ذو طبيعة جبلية، دفعت بـ 80 % من اليابانيين للعيش على 3 % من المساحة الكلية. المضار الصحية: كالضجيج وتلوث الهواء ومياه السواحل. عجز الخدمات: كتنويف السُّكَّان وصعوبة التنقّلات من الضواحي الكبرى، حيث التكدّس والازدحام السُّكَّاني الذي يوجد في كثير من الأحيان في شروط وظروف غير صحيّة. وهذه الخصائص لا نجدها إلا نادراً في بلد صناعي كبير، والذي يتطلب تكلفة كبيرة للهياكل القاعدية، سياسة تعمرية حقيقية بالرغم من امتلاكها لوسائل تقنية فعالة. (LABORDE (P.), 1994)

II.3.2- ميزة التَّحَضُّر والنُّمو الحضري بالعالم الثالث:

بالرغم من اختلاف وتنوّع دول العالم الثالث، إلا أنَّ لها نقاط مُشتركة عديدة خاصة في الميدان العمراني؛ فنمو سكانها الحضري يتم بإيقاع من 2 إلى 3 مرّات نظيره في الدول الصناعية، لكن نسبة التَّحَضُّر بها ما زالت لا تُمثّل سوى 37 %. (LABORDE (P.), 1994) وستصل في 2025 إلى 57 % فقط، إلا أن مُدن العالم الثالث تتميز بحدّاث أعمار سُكَّانها، فمثلاً أكثر من ربع سكان القاهرة لا تتعدّى أعمارهم 12 سنة، وأكثر من النِّصف لا تتعدّى أعمارهم 15 سنة في كَنشاسا، والذي يعني متطلبات واحتياجات أكثر وضغط أكبر على الخدمات الحكومية. (VALLIN (J.), 1995)

III- نمو المدن في العالم :

III.1- نمو المدن و المدن المليونية:

لم يعرف العالم سوى 17 مدينة يفوق تعدادها مليون نسمة في بداية القرن العشرين، لكن خلاله كان الانتشار للتجمعات الكبرى سريعاً جداً ومكانتها في حياة الإنسانية كبيرة؛ حيث في خلال 90 سنة سُكَّان العالم تضاعف 3 مرّات، والمدن ذات 10 000 نسمة بـ 5 مرّات، والمدن المليونية تضاعفت 18 مرّة، والمدن ذات الحجم 2 مليون نسمة بـ 21 مرّة، في حين تضاعفت المدن ذات 6 ملايين نسمة بـ 28 مرّة.

المناخية لكوكب الأرض، وحركة الزلازل المسببة لتسونامي تهدد بنسف هذه المدن (تسونامي إندونيسيا عام 2004 واليابان عام 2011).

IV- ظاهرة التحضر والنمو الحضري في الوطن العربي:

لقد ازداد عدد السُكّان الحضر في البلاد العربية خلال النصف الثاني من القرن العشرين بشكل يُثير الانتباه؛ نظراً للظروف والعوامل التاريخية، الدينية، السياسية والاقتصادية، التي عاشتها الدُول العربية خلال هذه الفترة أوما قبلها، وأثرت في مدى انتشار وتباين هذه الظاهرة من بلد لآخر.

1.IV- أهم مميزات التّحضر في الوطن العربي:

1.1.IV- زيادة سريعة و تباين نسب التحضر:

يتميز نمو ظاهرة التحضر في الوطن العربي بمعدل أسرع بكثير من مثله في الدُول المتقدمة أو النامية؛ حيث قُدِّرَت نسبة السكان الحضر إلى مجموع السكان في الوطن العربي بنحو 25 % عام 1900، ثم ارتفعت إلى 36 % في بداية الخمسينيات، وتواصل هذه النسبة طريقها بوتيرة سريعة لتصل في نهاية القرن الماضي إلى 60 %. ويُتوقع أن تصل إلى 77 % مع نهاية الربع الأول من القرن الواحد والعشرين، التي تؤدي إلى خلخلة واسعة للسكان في الوطن العربي.

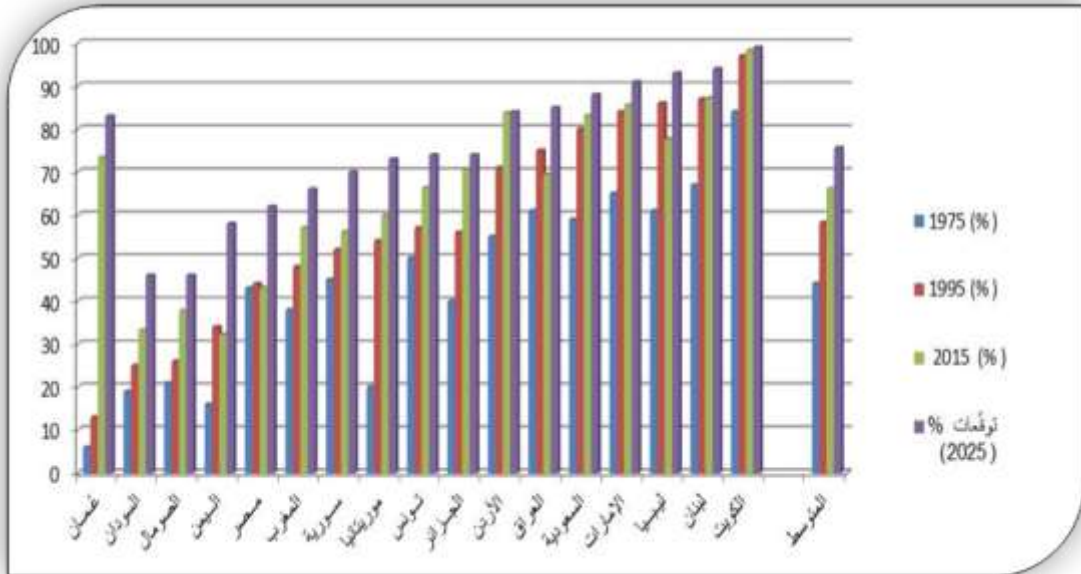
وطوكيو والقاهرة أكبر دليل على ذلك. فمثلاً في كل من مكسيكو، كلكتا وبومباي وغيرها يتنافس الناس عبر الأفتعة، فما بالك عن الماء النقي وكفايته وحجم استهلاك الطاقة والمجال، كل هذا يعني استدامة هذه المدن مرهونة في المستقبل.

III.2.3- خاصية مواقع المدن الضخمة وأثرها على البيئة:

قد تكون المدن الكبرى في العالم داخلية، لكن أهم ميزة لها تموقعها على ضفاف البحار أو مجرى مائي قابل للملاحة (الشكل 02)؛ فمن بين 298 مدينة مليونية في 1990، 106 مدينة تتواجد على الواجهة البحرية لبلدانها، و 81 على نقطة نهر كالقاهرة وصاوبالو. فهذا الموقع مهم وله دور في تضخمها؛ فمن بين 16 مدينة يفوق حجمها 10 ملايين نسمة، 12 مدينة هي موانئ بحرية كشنغهاي، بومباي، مدراس، كراتشي، كلكتا وغيرها. ومدينتين هي موانئ نهريّة وستة من بين 16 مدينة تَجْمَع بين الميناء النهري والبحري. (MORICONIE (F.), 1993)

هذا التوقع مع الضخامة يسبب أضراراً عديدة على البيئة البحرية والمائية تضاف إلى الأعباء السابقة، وتعرض استدامة هذه الأوساط الحيوية للخطر. والأخطر أن أكثر من 70 % من هذه المدن الكبرى ستكون بدول العالم الثالث حسب الأمم المتحدة، والتي تلتهم آلاف الهكتارات سنوياً لتأتي على الأخضر واليابس، مخلفة آثاراً سلبية على الإنسان والبيئة معاً، كما أن هذا التوقع مع التغيرات

الشكل 03: تطور نسب التحضر في الوطن العربي.



مصدر المعلومات: (محمد مروان مراد، 2001) و (STEFAN (H.), 2016)

حيث نجد أعلى النسب تسجلها خاصة البلدان البترولية كالكويت، قطر، البحرين، الإمارات، السعودية، ليبيا،

يتميز كذلك التحضر في الوطن العربي بتباين نسبه، نظرا لخصائص كل بلد وسياساته المنتهجة في مختلف الميادين؛

IV.2.1- الزيادة الطبيعية المرتفعة:

إنَّ الزَّيادة الطبيعية هي التي تُشكل العامل الرئيسي للنُّمو السكاني بصفة عامة ونُمو المُدن العربية خاصة، أكثر ما تشكّله الهجرة (الريفية)؛ فمُعدلات الزيادة الطبيعية للدول العربية رغم انخفاضها في السنوات الأخيرة، تبقى أعلى من المُعدّل العالمي (1.17%)، وتختلف من بلد لآخر ومن مدينة لأخرى، فنجدها تفوق المتوسط العالمي وفي أعلى مُستوياتها في كل من قطر (3.58%)، العراق (2.93%)، اليمن (2.72%)، الامارات (2.58%)، البحرين (2.33%)، موريتانيا (2.23%)، عُمان (2.02%)، أو أعلى بقليل منه في كل من مصر (1.79%) السودان (1.78%) وغيرها، في حين نجده أقل من المتوسط في بلدان أخرى مثل تونس (0.92%)، الأردن (0.83%) بفضل سياستها لتنظيم النسل استطاعت أن تتحكّم في نُموها السكاني، وتُحقّق استقرارا في مُعدل الزيادة الطبيعية. (STEFAN (H), 2016)

IV.2.2- الهجرة من الريف أو من البادية:

لا يُمكن إهمال الهجرة من الريف أو البادية في نُمو المدن العربية، فهي تُمثّل في المتوسط 29 % من مُعدل النُّمو الحضري على مستوى الوطن العربي، وهي متباينة من بلد لآخر، فهناك مدن تنمو بالهجرة أكثر منها بالزيادة الطبيعية كما في الصومال (64 %) وموريتانيا (53.7%)، وهناك بلدان تشكّل الهجرة الريفية أو من البادية أكثر من ثلث النُّمو الحضري لمُدنها كعُمان (46.5%)، الجزائر (40%)، السودان (38.6 %) واليمن (37.5%). (محمد (م.)، 2001) هذا العامل مرتبط بالإنسان العربي في حدّ ذاته، الذي يسعى إلى تحسين الظروف المرتبطة بمعيشته وحياته وتنمية خبراته، ومحاولة إثبات ذاته من خلال المشاركة في الحياة السياسية والاقتصادية والاجتماعية الجماعية، فالعُزلة في الريف تُعتبر عائقاً أمام هذه الطُمُوحات، بالإضافة إلى الهجرة لقساوة الطبيعة وصعوبة المعيشة في البادية أو الريف.

IV.3.2- سياسة التصنيع وسيطرة قطاع

الخدمات :

لا شكَّ أنَّ سياسة التصنيع التي انتهجتها معظم الدول العربية وتركيز الخدمات على مستوى المدن، أدى بالعديد من الريفيين إلى النزوح إليها، فالمدينة العربية تُوفّر فرصا للعمل في قطاع الصناعة وقطاع الخدمات عموماً، خاصة قطاع التجارة الذي يزدهر بتجمع عدد أكبر من المستهلكين، وما إن أضيف إليها عنصر الصناعة (صناعة تحويلية أو تركييبية) خاصة في النصف الثاني من القرن الماضي، حتى اكتملت سلسلة عوامل الجذب إلى المُدن العربية، التي تساهم في إفراغ الريف وإهمال قطاع الفلاحة والزراعة والرعي، رغم ما يشكّله من أهمية استراتيجية في تحقيق الأمن الغذائي والإفلات من التبعية للخارج في ذلك.

العراق، وعُمان التي لحقت بالركب بسرعة، وغيرها كلبنان، الأردن، تونس، الجزائر، موريتانيا، سوريا، مصر، المغرب. لكن هناك دول مازال يتميز سكانها بالطابع الريفي والبدوي كالصومال، السودان، اليمن والتي تعرف في الآونة الأخيرة نُموً سريعاً في مدنها؛ وإجمالاً فإنه يبدو أن الدول العربية ستلتحق بركب التحضر للدول الغربية أكثر مما هو متوقع لها سنة 2025. (الشكل 03)

IV.2.1- ارتفاع معدلات النمو الحضري:

إنَّ ما يُميز النُّمو الحضري هو ارتفاع معدلاته؛ حيث تفوق معدلات الزيادة الطبيعية للسكان وهو دليل على أن المدن العربية لا تنمو فقط بالزيادة الطبيعية، وإنما تُشكل الهجرة من مدن أخرى أو من الريف والبادية أحد ركائز هذا النمو. فالهجرة تمثّل حوالي 30 % من مُعدل نُمو المدن العربية في المتوسط، وتختلف من بلد لآخر. فنجد معدل الهجرة عال في بلدان انطلقت نحو طريق التنمية بوتيرة سريعة مثل عُمان 3.6 %، اليمن 3 %، موريتانيا 2.9 % . (محمد (م.) ، 2001) كما نلاحظ أن هناك بلدان وصلت إلى درجة التشبع في التحضر كالكويت (97 %)، قطر (96%) والبحرين (89%) ومدنها تنمو بالزيادة الطبيعية. STEFAN (H.), 2016)

IV.3.1- سيطرة المدن العواصم والمدن المليونية:

من ميزات التحضر في الوطن العربي أيضاً أن المدن المليونية هي في أغلبها العواصم السياسية للبلدان العربية، وتُهيمن بحجمها السكاني على المدن الأخرى؛ حيث أنها تستحوذ على 38 % من إجمالي السكان الحضر سنة 1990، وهي تنمو بمُعدل يُعتبر أعلى من المتوسط العالمي. فمثلاً مدينة القاهرة يزيد عدد سكانها عن 21 مليون نسمة، أي أن ربع سكان مصر يقطنون فيها، بغداد (10 634 225 نسمة) بالعراق، الرياض (6 152 180 ن) بالسعودية، الدار البيضاء بالمغرب (4 270 750 ن)، والجزائر العاصمة (3 796 923 ن) وذلك عام 2015. (STEFAN (H), 2016) فهي تُعد من أوائل المدن العربية ازدحاماً بالسكان وانعكس ذلك سلباً على البيئة الطبيعية والمحيط العمراني لهذه المدن، من تلوث الهواء والسكن العشوائي ومشكلة الصرف الصحي... .

IV.2- عوامل الدفع لظاهرة التحضر في الوطن

العربي:

بالإضافة إلى العوامل التاريخية والسياسية والاقتصادية التي مرّت بها البلاد العربية، فإنَّ السعي إلى الإقامة بالمدن بالنسبة للمواطن العربي له عدّة أسباب: منها عوامل الجذب للمدن العربية لغرض العمل بها والاستفادة من الميزات والخدمات التي تقدمها، وعوامل الطرد التي تدفع بسكان الريف أو البادية للهجرة إلى المدينة، كعدم كفاية الدخل والظروف الصّعبة للحياة المعيشية الريفية، على أمل تحسين الوضع المعيشي. ويُمكن حصر العوامل التي تُساهم فعلاً في النُّمو الحضري للمدن العربية في ثلاث عوامل رئيسية:

3.IV- أثر النمو الحضري للمدينة العربية على استدامتها:

تقرير المنظمة العالمية للصحة الأخير أبرز أن جو المدن الأكثر تلوثاً، ويفوق معدل التلوث فيها من 5 إلى 10 مرات معاييرها المطلوبة، هي الرياض بالعربية السعودية، دلهي بالهند، القاهرة بمصر، وبكين بالصين بعد دراسة 3000 مدينة، وكذلك مستوى التلوث الجوي للمدن في العالم من 2008 إلى 2015 بلغ مستويات قياسية؛ حيث زاد بـ 8% وخاصة في مدن الدول الفقيرة (98% ممن مستهم الدراسة)، وأن 80% من السكان الحضر بالعالم معرضون للأمراض التنفسية؛ فتركيز الجسيمات الدقيقة في الجو هي المسؤولة عن وفاة 3 ملايين إنسان كل عام، وبهذا يبقى تلوث جو المدن العربية خاصة من أكبر تحدياتها لتحقيق الاستدامة. (World Health Organization, 2016)

V- ظاهرة التحضر والنمو الحضري في الجزائر:

قبل أن نحلل ظاهرة التحضر في الجزائر إحدى البلدان النامية الواقعة بشمال أفريقيا، والتي تتميز بثمّو ديمغرافي سريع، سنرى باختصار الخصائص السكانية المميزة لها على مستوى مجالها الفيزيائي، المميز بصحراء مساحتها 2 مليون كلم² جنوباً و400 000 كلم² متنوعة ومختلفة التضاريس شمالاً، وبشريط ساحلي طوله 1200 كلم.

1.V- الوضعية غير المتوازنة لتوزيع السكان على المجال الجزائري:

حسب الإحصاء العام للسكان والسكن في 2008 سجلت الجزائر حوالي 34 080 000 نسمة، بكثافة متوسطة تقدر بـ 14.3 نسمة/كلم²، وهم موزعون توزيعاً غير منتظم على الرقعة الجغرافية للجزائر؛ حيث حوالي 36.2% (12342000 نسمة) يقطنون الشريط الساحلي المطل على البحر المتوسط، ويتمركز معظمهم في مدن أو في مراكز حضرية، على مساحة تقدر بـ 45000 كلم² التي تمثل 1.9% فقط من المساحة الكلية للجزائر، وهي ذات كثافة سكانية عالية 274 ن/كلم² (الجزائر العاصمة 3900 نسمة/كلم²). بينما يسكن المناطق الداخلية (الهضاب والتل) حوالي 53% (18010000 نسمة)، في حين يمثل الجنوب حوالي 87.4% من المساحة الكلية ويتواجد به (3728000 نسمة)، أي ما يقارب 10.9% فقط من مجموع السكان، وبصفة عامة فإن تسعة جزائريين على عشرة يقطنون الشمال على مساحة تمثل 10% فقط من المساحة الكلية. (ONSA, 2011)

2.V- مراحل التحضر بالجزائر:

إنّ هذه الظاهرة ليست وليدة اليوم بل لها أسبابها ودوافعها التاريخية والاقتصادية والسياسية، ومرتّ بعدة مراحل؛ فالشبكة الحضرية الحالية في الجزائر لها جذور تمتد لبداية التاريخ؛ فلولا تأثير الأندلس القديمة للرومان والتراث

العُمراني الإسلامي والاستعماري الفرنسي، لما كان التحضر اليوم في الجزائر بهذا الشكل. وسنرى أهم مراحلها بعد الاستقلال:

أ- مرحلة التحضر المحفز غير المقصود (1962 - 1992):

إنّ الخيارات الاقتصادية والسياسات المُنتهجة في مختلف الميادين في هذه الفترة وفشلها أحياناً، كانت المحفز الأساسي لتنامي ظاهرة التحضر في الجزائر؛ فالوسائل المُستخدمة لتحقيق خطط التنمية، والبرامج الخاصة بالتخطيط الإقليمي والمحلي وتطبيق الثورة الزراعية وتأميم الأراضي الفلاحية، والتوجه الصناعي، كان لها الأثر البالغ في هز السكان هزة قوية وجعل الكثيرين منهم يشدّون الرحال إلى المدن الكبرى أو المراكز الحضرية، حيث فرص الشغل متاحة في الوحدات الصناعية والتجارية وقطاع البناء، وحياة أفضل من قساوة الريف تاركين أراضيهم الزراعية مهجورة.

ساهم هذا التوجه في رفع مُعدّل النمو الحضري خاصة بمُدن المناطق الساحلية التي أنشئت فيها مُركّبات صناعية ضخمة، كمرّك الحديد والصلب الحجار بعنابة، ومركبي البتروكيماويات وتوزيع الغاز في كل من سكيكدة والمحور الصناعي أرزيو وهران بطبوة، والمرّكبات الصناعية بالجزائر العاصمة وقسنطينة لما تتوفر عليها من عوامل تساعد على قيام الصناعة، من طرق وموانئ ومياه وطاقة كهربائية... الخ، هذا ما أدّى بهذه المدن خاصة الساحلية إلى التوسع العمراني على حساب الأراضي الزراعية الخصبة (سهول متيجة، وهران وعنابة)، لتغطية الحاجة إلى المرافق الحضرية المتزايدة.

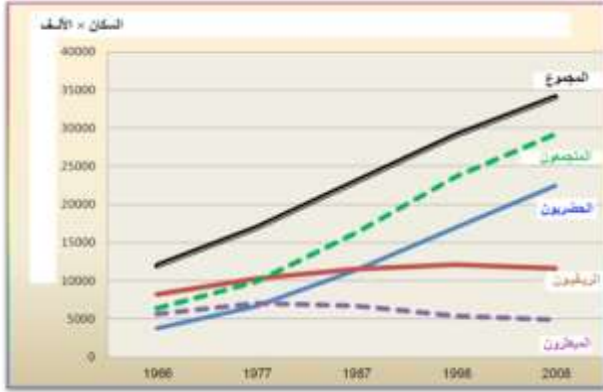
أمّا المدن المتوسطة الحجم سواء الساحلية أو الداخلية التي هي في الأصل مراكز حضرية لأقاليم ذات طابع زراعي (إنتاج الحبوب) كباتنة، قالمة، مستغانم، تيهرت، تبسة، معسكر، تلمسان، سيدي بلعباس وسطيف، فقد استفادت من مناطق صناعية مهمة تمنح العمّال امتيازات في الأجور، جعلت سكان الريف والأقاليم الزراعية ينزحون إلى هذه المدن بحثاً عن عمل وأجر أكبر، وحياة أكثر استقراراً ورفاهية أفضل ممّا هم عليه. (ROUX (J.), 1980)

أمّا المدن الصغيرة الحجم (5000 نسمة) فهي مدن انتقالية بين المدن المتوسطة والمناطق الريفية وتقوم بدور إداري كمراكز لدوائر وبلديات، استفادت خاصة خلال الثمانينات من وحدات صناعية واستثمارات مهمة، جعل ثُمّوها الحضري السنوي ينمو أعلى من مُعدّلات النُمو الحضري في الجزائر (ONSA, 2000).

ب- مرحلة التحضر الحتمية من بداية التسعينات إلى اليوم:

الدارس لسكان الجزائر اليوم، يلاحظ أنّ مُعدّل الزيادة الطبيعية في انخفاض مستمر؛ حيث انتقل من 3.2% في الفترة (1966 - 1977) إلى 3.08% في الفترة (1977 - 1987) وهو من أعلى المُعدّلات في العالم، لينخفض في

الشكل 04: تطور السكان في الجزائر حسب التجمع، التحضر والتبعثر من 1966 إلى 2008



2.3.V- كثرة التجمعات السكانية:

التجمعات السكانية هي أولى بوادر قيام الظاهرة الحضرية وأساسها، وكثرة تواجدها إيذاناً بالاتجاه نحو ظاهرة التحضر مستقبلاً، فالتجمع السكاني يبدأ في الظهور وإن ساعدته الظروف ينمو ويتطور ليصبح مركزاً حضرياً، وما يُمكن استخلاصه هو أن فكرة التجمع تترسخ لدى الجزائريين يوماً بعد يوم، خاصة بعد الظروف الأمنية الصعبة التي شهدتها الجزائر خلال التسعينيات والأزمة الاقتصادية التي أحدثت انقلاباً في هيكلية السكان؛ حيث أن نسبة السكان المتجمعين انتقلت من 53.31 % (6.41 مليون) سنة 1966 إلى 85.73 % (29.21 مليون)، ويعكس ذلك استمرار زيادة التجمعات السكانية؛ حيث أن عددها في 1966 كان 1787 ليصل عام 2008 إلى 4563 تجمعاً (ONSA, 2000) وهي في أغلبها تجمعات أقل من 5000 نسمة، والتي تبقى قاعدة عريضة وأساس التجمعات الحضرية فيما بعد. (الجدول 02)

3.3.V- ازدياد الوحدات الحضرية:

اعتماداً على المعايير المعتمدة في الجزائر؛ نلاحظ أنّ الشبكة الحضرية تتألف من 1001 وحدة حضرية، أي ما يُعادل 29 مليون مُقيم حضري خلال 2008. من خلال الجدول 02 نلاحظ تضاعف لعدة مرات التجمعات الحضرية الكبرى من فئة أكثر من 100000 نسمة وفئة 50000-100000 نسمة؛ حيث انتقل عددها على التوالي من 04 و 10 في سنة 1966، ليصل بالترتيب في سنة 2008 إلى 40 و 61 تجمعاً حضرياً. أما الزيادة المذهلة فكانت في التجمعات الحضرية المتوسطة الحجم من فئة 10000 - 20000 نسمة؛ ففي سنة 1966 كانت 46 تجمعاً فقط لتصل إلى 257 تجمعاً سنة 2008، بزيادة قدرها 211 تجمعاً خلال 42 سنة الماضية، (ONSA, 2000) وهذه الأعداد المضاعفة إنما كانت في الأساس عبارة عن تجمعات صغيرة، وبصفة عامة فإن الاتجاه نحو التجمع والتطور للذهاب إلى التحضر هو السمة الغالبة.

الفترة (1987 - 1998) إلى 2.16 % ويصل إلى 1.61 % في الفترة الأخيرة (1998-2008). لكن رغم ذلك فإنّ سكان التجمّعات الحضرية والمدن يزداد يوماً بعد يوم، سواء بالزيادة الطبيعية أو بالهجرة الريفية؛ فمن نسبة 31.4 % التي يُمثلها السّكان الحضر إلى مجموع السّكان غداة الاستقلال (1966)، لتصل إلى 65.94 % من مجموع السكان عام 2008، والتي تشكل الهجرة الريفية منها اليوم 44 % (ONSA, 2000).

والجدول التالي يُلخّص لنا تطور نسبة سكان الحضر على حساب سكان الريف في الجزائر منذ 1886:

الجدول رقم 01: السكان الحضر والريفيون في الجزائر منذ 1886 إلى غاية 2008.

السنة	السكان الحضر	السكان الريفيين	المجموع	نسبة التحضر
1886	532 431	3 228 606	3 752 037	13.90 %
1906	783 090	3 937 884	4 720 974	16.60 %
1926	1 100 143	4 344 218	5 444 361	20.10 %
1931	1 247 731	4 654 288	5 902 019	21.10 %
1936	1 431 513	5 078 125	6 509 638	22.00 %
1948	1 838 152	5 948 939	7 787 091	23.60 %
1954	2 157 938	6 456 766	8 614 704	25.00 %
1966	3 778 482	8 243 518	12 022 000	31.40 %
1977	6 686 785	10 261 215	16 948 000	40.00 %
1987	11 444 249	11 594 693	23 038 942	49.70 %
1998	16 966 937	12 133 916	29 100 863	58.30 %
2008	22 417 000	11 609 000	34 080 000	65.94 %

يبدو لي أنّ ما يُفسّر ظاهرة التحضر الحتمية هذه، هو ما عرفته الجزائر خلال التسعينيات من القرن الماضي من حالة اللّامن وانخفاض مستوى المعيشة خاصة في المناطق الريفية، وكذلك انتهاء سياسة اقتصاد السوق والحرية الاقتصادية، ومحدودية استثمارات القطاع العام مع الظروف الدّولية من عولمة الاقتصاد وحرية التجارة والانفتاح على العالم، التي جعلت فكرة التّجمع والإقامة بالمدن ظاهرة حتمية وغاية أغلب الجزائريين حالياً ومُستقبلاً.

3.V- معالم وركائز ظاهرة التحضر في الجزائر:

1.3.V- انخفاض عدد سكان الريف والمبعثرين:

نلاحظ من خلال (الشكل 04) أنّ عدد السكان المتجمعين والحضريين في تزايد مستمر وكبير منذ استقلال الجزائر، وأنّ السكان المبعثرون والريفيون في تناقص خاصة في فترة العشر سنوات الأخيرة (1998-2008). هذا مؤشر آخر على أنّ الجزائر تسير وتتجه بخطى متسارعة نحو التحضر، فالظروف الأمنية التي عاشتها أثر في ذلك، وكما يبدو لي أنّ هناك عوامل أخرى كالظروف الاقتصادية والمعيشية الصعبة مدعاة إلى التّجمع للاستقرار وتبادل المنافع.

الجدول رقم 02: التجمعات السكانية والوحدات الحضرية في الجزائر: 1966-2008.

حجم التجمع (نسمة)	عدد التجمعات حسب كل إحصاء				
	1966	1977	1987	1998	2008
أقل من 5000	1616	1985	2962	3218	3562
5000 - 10000	84	113	260	409	465
10000 - 20000	46	73	100	216	257
20000 - 50000	27	38	93	133	178
50000 - 100000	10	16	37	51	61
أكثر من 100000	04	8	18	30	40
المجموع	1787	2233	3470	4057	4563

كما نلاحظ أن التجمعات الحضرية الكبرى تمثل 35.3 % من مجموع السكان الحضر، والتي تتركز بها أرقى الخدمات كالتعليم الجامعي والمستشفيات المتخصصة وهيكل قاعدية كثيفة كالموانئ والمطارات، تليها التجمعات الحضرية الأقل أهمية من حيث توافر الخدمات (32.1 %)، فمجموعهما يمثلان 67.4 % من السكان الحضر. وهذا مؤشر على سيطرة المدن الكبرى؛ فمموها الحضري يزداد باستقطابها للأعداد الهائلة من سكان الريف مع الزيادة الطبيعية للسكان بها، وهي ميزة من ميزات التحضر في الجزائر التي لها عواقبها وانعكاساتها على مختلف الأصعدة.

أما النسبة الأضعف 11.3 % فتمثلها التجمعات الحضرية (suburban) المجاورة خاصة للمدن الكبرى الأربعة بالجزائر (عنابة، قسنطينة، الجزائر وهران)، ولكنها تنمو بمعدل أعلى من المعدل المتوسط الوطني (3.57 %) كمدينة السانية (5.87 %)، التي التحمت بمدينة وهران. وعليه فنحن متجهون نحو إنشاء مناطق عمرانية واسعة النطاق حول المدن المتروبولية في الجزائر، تستهلك آلاف الهكتارات من الأراضي الزراعية، وتتولد عنها مشاكل عديدة ومتعددة الجوانب. والتي درسنا منها حالة مدينة باتنة بالشرق الجزائري. (ONSA, 2000)

VI- دراسة حالة مدينة باتنة وأهم تأثيرات النمو الحضري على استدامتها:

1.VI- المدينة المستدامة:

باختصار في نظرنا أن المدينة المستدامة هي مدينة إنسانية وأيكولوجية تعكس بحق معنى المدنية، وتحتوي الإنسان روحا ومادة وتحترم إنسانيته، وتنمو في تناغم واندماج مع الطبيعة (لا ضرر ولا ضرار) وعليها أن تكون:

* **منظمة و رحية:** مخططة بمشاركة فعالة لمواطنيها وليست متروكة للعشوائية والفوضى، وحيث الجو العام يُسهّل الإحساس والشعور بالحياة والروح الجماعية والأمان والحركة الاقتصادية والاجتماعية والثقافية.

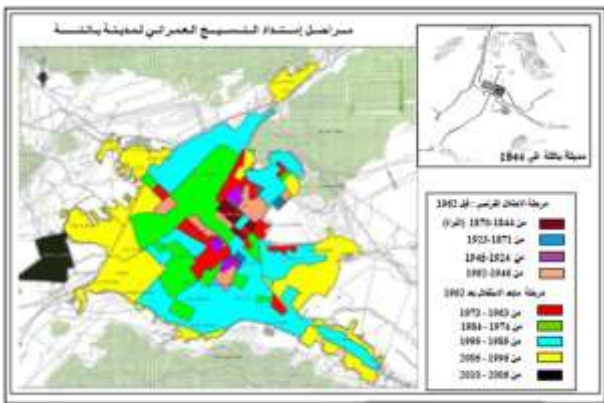
* **نظيفة و جميلة:** لا تؤذي المحيط بمخلفاتها ونفاياتها؛ فالنظافة وسلامة المحيط أساس الصحة والسلامة الاقتصادية والاجتماعية، فلا وقت للعبث مع البيئة الطبيعية، وحيث الفن، الهندسة المعمارية والمناظر تؤثر في الخيال والوجدان.

* **عادلة و متضامنة:** العدالة، والغذاء، الإيواء، التعليم، تكافؤ الفرص والأمل موزعين بطريقة منصفة، وحيث تكريس مبدأ التضامن لتخفيف الفقر والفوارق الاجتماعية، والتعاون من أجل سير الحياة الجماعية في إطار من الرضى والقبول.

2.VI- مدينة باتنة: خصائص عامة:

مدينة باتنة تأسست عام 1844م (الشكل 05) انطلاقا من معسكر العقيد الفرنسي (Buttafco)، تقع في الشرق الجزائري، وفلكيا في حدود خط طول 6° ، 11° شرقا ودائرة عرض 35° ، 33° شمالا. يعتبر هذا الموقع استراتيجيا على مستوى المجال الفيزيائي الوطني؛ فهي تربط بين الشمال والجنوب وبين الشرق والغرب. تتربع بلدية باتنة على مساحة مختلفة التشكيل تقدر بـ 116.41 كلم²، وباحتوائها لمجموع سكاني كبير فإن الكثافة السكانية بها تعتبر من أعلى الكثافات على مستوى الولاية، حيث تبلغ 2489 نسمة/كلم². (DPATB, 2011)

الشكل 05: مراحل توسع النسيج العمراني لمدينة باتنة من 1844 إلى 2010.



أهم ما يميز المجال الفيزيائي لبلدية باتنة هو أنه مكون من منطقتين جبليتين شديديتي الانحدار، الأولى تحد المدينة من الجهة الشمالية الغربية والشمالية الشرقية، والثانية تحدها من الجنوب، أما باقي التضاريس فهي منطقة سهلية. وهي ذو مناخ قاري بارد شتاء وحار صيفا. أما ديموغرافيا فكان عدد سكانها غداة الاستقلال عام 1966 حوالي 55000 نسمة، ليصل إلى 290645 نسمة عام 2008 وهي تنمو بمعدل 2.11 % أعلى من معدل الزيادة الطبيعية (1.63 %) بسبب الهجرة إليها. (ONSA, 2011) وعمرانيا

2.3.VI- استنفاد الاحتياطات العقارية للبلدية:

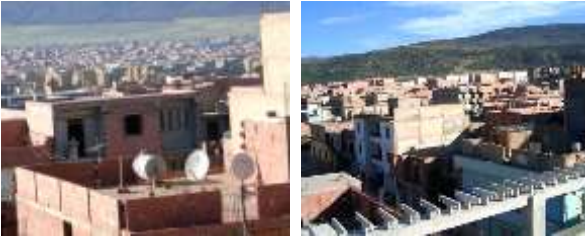
الاحتياطات العقارية للبلدية (أملك الدولة) تجعل المدينة في مأمن من مخاطر المضاربة، وتضمن كذلك استمراريتها في إقامة مشاريعها التنموية وتوسعها دون اختناق. لكن النمو الحضري السريع وحجمه الكبير لمدينة باتنة، أدى إلى امتداد عمراني استهلك كل الاحتياطات العقارية التي خصصت لبناء السكن والمرافق العمومية، ولم تبق إلا جيوب قليلة. نفاذ الاحتياطات العقارية وسيطرة الملكية الخاصة للأراضي يقف عائقا أمام الرد على حاجيات المواطنين الملحة، بتصرف ملاكها وفقا لمصلحتهم دون احترام القوانين أو تنسيق مع السلطات المحلية، زيادة على مشكل تجاوز العمران للحدود الإدارية للبلدية وفقدان السيطرة عليه. (DUCB, 2015)

سيؤدي هذا إلى نمو المدينة بطريقة معاقة، أي أنها تنمو وهي تبحث عن أرضيات لمراقفها العامة ومشاكل عديدة، منها تشبع النسيج العمراني وتكثيفه أكثر، فتبدو المدينة وكأنها تختنق إن لم يوجد حل لمشكل العقار الحضري باستخدام القوانين ومشاركة الملاكين، وكذا التنسيق ما بين البلديات المتجاورة.

3.3.VI- معدل شغل الارض والكثافة المرتفعين على مستوى الأحياء السكنية:

للمدينة نسيج عمراني متشعب، وحاليا يجري تكثيفه أكثر عبر بناء الجيوب الفارغة؛ حيث الكثافة في هذا النسيج تتجاوز **10344.80** ن/كلم². إن لهذه الكثافة السكانية علاقة مباشرة بعدم كفاية الخدمات الضرورية المجاورة للأحياء من حيث الكم والكيف إن وجدت، فانعكس ذلك سلبا على مستوى النقل في المدينة كتنقل الاطفال للدراسة مثلا وغيرها، وأعباء أخرى ومشاكل لا حصر لها. فالمدينة تجمع بين متناقضين: مركز بعقلانية شغل الارض فيه رغم معاناته عادة من الاختناق المروري، ومعاناة الأحياء الأخرى من التمرکز الشديد للسكان على رقعتها. (الباحث، 2016)

الصورة رقم 02: الكثافة المرتفعة بالأحياء السكنية، م.باتنة.



المصدر: الباحث، 2016

معظم أحياء المدينة عبارة عن تجزئات (Allotments) يسيطر فيها السكن العائلي غير المخطط معماريا؛ والنسيج العمراني فيها يتميز بالتراص والكثافة السكانية العالية جدا، يضاف إليها افتقارها للمرافق العمومية الأساسية التي أضيفت فيما بعد على محيطها، فمثلا في كل من أحياء بوعقال والشهداء ودوار الديس تبلغ الكثافة السكانية مداها: **30260** ن/كلم²، **48000** ن/كلم² و **24220** ن/كلم² على

مرت بعدة مراحل؛ فانتقلت من مساحة لا تتعدى **0.44** كلم² عام 1844 لتتربع اليوم على **33** كلم²، متجاوزة حدودها الإدارية ومتجهة نحو الالتحام بمدينة تازولت الواقعة جنوبها وبلدية فسديس شمالا وبلدية الشعبة بجنوبها الغربي، مخلقة أثارا على البيئة والانسان معا. (الشكل 05)

3.VI- استهلاك المجال واستغلاله (Land use):

تعتبر الأرض التي تقوم عليها المدينة إن استهلك واستغلت بشكل عقلاني، من أهم الركائز التي تسمح للمدينة بنمو منسجم مع حاجيات سكانها، وتضمن لها تنمية مستدامة بدون إعاقة أو صعوبات، لكن إن حدث العكس فستواجه مشاكل عديدة، وهو ما يحدث في حالة الدراسة.

1.3.VI- عدم احترام خطوط الطبيعة عند استهلاك

المجال:

مدينة باتنة تتموضع عند سفوح جبال، هذا الموقع الطبيعي له ميزات يتحتم على الإنسان احترامها أو التعامل معها بحذر دون إهمال أو تهاون، خاصة انسياب مياه الأمطار الغزيرة وسيلانها طبيعيا من ذرى الجبال إلى هذه السفوح، باتخاذها مجاري طبيعية تسلكها لتصل إلى مصبها. فالنمو العمراني الكبير والسريع للمدينة، غير المنظم، غير المراقب وفي كل الاتجاهات لم يحترم هذه المجاري، لذا فالمدينة تتعرض دائما عند الأمطار الغزيرة للفيضانات، وأصبح محيطها العمراني مصبا لكل الأودية الآتية من الجبال.

الصورة رقم 01: انسداد قنوات حماية المدينة من الفيضانات، م. باتنة.



بعد خرق قوانين الطبيعة أعدت دراسات لحماية المدينة من الفيضانات؛ فوضعت قنوات عند حدود نسيجها العمراني الذي تجاوزها اليوم، ورغم ذلك لم تمنع وقوعها (فيضانات صانفة 2003)؛ حيث أصبحت الشوارع والطرق أودية تجري فيها المياه، لأنها لم تجد مجرى لها لا مع النظام الموحد لقنوات الصرف الصحي، ولا مع قنوات الحماية؛ فطريقة وضع هذه القنوات وانسدادها بجنوع الأشجار والأتربة التي تجلبها المياه من الغابة الجبلية، وكذا رمي النفايات فيها (الصورة 01) جعل الماء يصعد فوق الطرق، ليجد الشوارع مسارا له، وهذا بغض النظر عن كفاية هذه القنوات لاستيعاب كمية الأمطار الغزيرة. (الباحث، 2016)

2.4.VI- الملوثات الصناعية والغازية ومياه الصرف الصحي: أكبر خطر على الوسط الطبيعي:

الملوثات الصناعية الناتجة عن الوحدات الإنتاجية بالمنطقة الصناعية شمال المدينة، ومياهها المستعملة بموادها الكيميائية السامة (أحماض، رصاص ...) وزيوتها الصناعية الصعبة التفكك والتحلل عند صرفها في الطبيعة، ومياه شبكة الصرف الصحي بدون معالجة، كل هذا يصب مباشرة في واد يؤدي إلى سهل المعذر في الطبيعة (الصورة 04). فمثلاً شركة النقل البري تصرف ما يعادل 20 ألف لتر يوميا من الماء المستعمل في غسل الحافلات، المحمل غالبا بالزيوت والشحوم في قنوات الصرف الصحي، وحدة صناعة البطاريات مياهها المستعملة تحمل موادا سامة، ووحدة تعبئة الغاز التي تصرف يوميا 20 م³ يوميا وغيرها من الوحدات، (PDAU, 1998) تكمن خطورة هذه المياه في القضاء على الحياة البيولوجية في الطبيعة وتلوث الطبقات الجوفية للأرض. ويضاف إلى ذلك انبعاث غازات الكربون من وسائل النقل والسيارات داخل المدينة والعابرة لها باعتبارها نقطة عبور، التي تلوث هواء المدينة بالغازات السامة، ومع قلة المساحات الخضراء الرئة التي تتنفس بها المدينة وتجدد هواءها، فإن كل هذا يضعف قدرة تحمل الطبيعة والاطار المعيشي للمدينة، وبذلك يختل توازن المحيط العمراني والطبيعي كنسق إيكولوجي محلي، ويصبح غير مستدام كإطار صحي للعيش والحياة.

الصورة رقم 04: صرف المياه المستعملة والصناعية في الوسط الطبيعي، م. باتنة.



5.VI- الأمن الشخصي والمادي على مستوى مدينة باتنة:

يعتبر الأمن بصفة عامة في كل العصور والأزمنة أساس تقدم الأمم والشعوب، لأنه يولد في النفوس الطمأنينة والاستقرار والعمل بنشاط أكثر؛ حيث يمكن الفرد من الإبداع والابتكار في شتى المجالات والميادين ليفيد مجتمعه باعتباره الدعامة الأساسية في قيام التحضر والتقدم نحو الأفضل. لكن عندما يصبح الفرد مهددا في أمنه الفيزيائي فإنه ينعكس سلبا على أمانه النفسي والاجتماعي، وتصبح المدينة بلا طعم ولا طائل يرجى منها.

1.5.VI- تزايد عدد الجرائم و ارتفاع معدل الجريمة :

من خلال (الشكل 06) نلاحظ أن عدد الجرائم بمختلف أنواعها سواء أكانت ضد الأشخاص والممتلكات أو

التوالي (الباحث، 2016)؛ حيث لا مجال للتنفس فلا نكاد نرى مجالا مفتوحا ما عدا الطرقات والأرصفة، مما جعل معدل شغل الأرض فيها يتجاوز 95 %. (PDAUB, 2015) فالبنائيات تلتهم كل الأراضي دون رقابة، والنتيجة هي تكدس للسكان والبنائيات (نقص تهوية وتشميس المنازل) على رقع صغيرة، وكأنها أحياء معزولة من المدينة بمشاكل لا حصر لها، وبوجود فوضى في شغل الأرض، لم تترك حتى مساحات خضراء أو للعب الاطفال الذين أصبحت الطرق بديلا خطيرا للعبهم. وبهذا تصبح هذه الأحياء في نظرنا غير سكنية بل مأوى لآلاف من البشر تفقر حتى للتهيئة أحيانا.

4.VI- المحيط العمراني لمدينة باتنة: نسق إيكولوجي محلي يعاني:

يمكن اعتبار مدينة باتنة بمحيطها العمراني كنسق إيكولوجي محلي، على أنها محيط مبني على مساحة طبيعية من تربة وطبقاتها، والذي تتفاعل فيه أعداد بشرية فيما بينها وبينها والمحيط الذي تتواجد فيه بكل مكوناته، وهو جزء من النسق الإيكولوجي العالمي المرتبطين، فبتأثر أحدهما يتأثر الآخر، هذا النسق المحلي يعاني من التلوث الحضري والصناعي معا.

1.4.VI- عدم التحكم في النفايات الحضرية: إطار معيشي لانتشار الأمراض والأوبئة:

تعتبر التصرفات السلبية لسكان مدينة باتنة وعدم اكترائهم من أهم أسباب تلوث محيطها العمراني؛ فعدم وضع النفايات في أماكن رميها إن وجدت، وعدم كفاية وسائل نقل القمامة وقدرتها على جمع الكميات الكبيرة المطروحة مع النمو الحضري المتزايد، يشكلان عائقا أمام كل الإمكانات المادية والبشرية التي وضعت لجمع النفايات وحتى معالجتها. هذا المحيط الذي تشكل النفايات الصلبة والسائلة أهم ملوثاته أصبح غير صحي وينذر بأخطار كثيرة؛ حيث مياه الصرف الصحي تصرف مباشرة في مجرى القنوات التي وضعت لحماية المدينة من مياه الفيضانات، التي تتراكم فيها النفايات الصلبة المرمية عشوائيا، مما يؤدي إلى انسدادها وركود المياه القذرة على مستوياتها (الصورة 03 و 01)، فيشكل الوسط المفضل لتكاثر الميكروبات والحشرات الناقلة للأمراض والطفيليات، الذي ينعكس سلبا على صحة السكان، بالإضافة إلى انتشار الروائح الكريهة وتشوه المنظر العمراني الذي لا يمت بصلة لمعنى المدينة. (الباحث، 2016)

الصورة رقم 03: عدم التحكم في النفايات الحضرية، م. باتنة.



المصدر: الباحث، 2016.

لأفرادها وخطرا يهددهم، مما يُفقدنا صفة الأمن الاجتماعي؛ حيث يسود فيها توتر وهشاشة العلاقات الاجتماعية والخوف من الآخر، وبذلك تصبح المدينة طاردة لطاقتها المحركة لها اجتماعيا واقتصاديا وثقافيا، بدل أن تكون في خدمتها وحلم إقامتها ومسعاها إلى الراحة والأمان، مما يعرض استدامة المدينة كأداة للمعيشة الطيبة وكمكان للإبداع والابتكار للخطر. (الباحث، 2016)

الخلاصة:

من خلال دراسة ظاهرة التحضر في الجزائر والنمو الحضري لمدها، نخلص إلى أن لهما أثرا سلبية على مستوى المجال الوطني وأخرى على مستوى المدن ومحيطها العمراني والطبيعي كحالة الدراسة:

❖ على مستوى استدامة المجال الجزائري:

● **استهلاك أجود الأراضي الزراعية في الشمال:**
كما رأينا فيما سبق الوضعية غير المتوازنة لتوزيع السكان على المجال الفيزيائي الجزائري، التي تتم عن اختلال واضح وكبير وتمركز معظمهم بالمدن الساحلية، بسبب سياسة الدولة بالتركيز على إقامة مقومات التنمية كالمصانع الكبرى بهذه المناطق، فامتداد وتوسع عمران هذه المدن الساحلية على حساب الأراضي الزراعية شيئا فشيئا له عواقب وخيمة كاستهلاك أحد ركائز التنمية المستدامة، وهو أجود الأراضي الزراعية في العالم (سهول منجعة، غابة ووهران) ورهن الأمن الغذائي للأجيال القادمة.

● **تلويث الوسط البحري ومياه الأودية:**
نمو المدن الجزائرية وتوسعها لم يضع الوسط الطبيعي في عين الاعتبار فأدى إلى تلويث الوسطين البحري والمائي، سواء بمياه الصرف الصحي والصناعي أو الرمي العشوائي لكل أنواع النفايات (واد الحراش، واد بوزينة) التي لم تعد قدرة النظام البيئي لهذه الاوساط الحيوية قادرة على استيعابها، فأدى إلى الاختلال بتوازنه (جريمة في حق الطبيعة)، مما انعكس سلبا على الانسان وصحته وبالقضاء في كثير من الاحيان على مصدر رزق الكثيرين.

● الإخلال بالتوازن الايكولوجي لمناطق واحات الجنوب:

النمو الحضري المدهش لِمَدُن الجنوب الجزائري أدى إلى الإخلال بالتوازن الايكولوجي لمناطق الواحات الذي كان سائدا منذ القدم؛ فظاهرة صعود المياه (الملوثة) إلى سطح الارض، التي سببتها المخلفات السائلة للمدن الصحراوية التي نمت سكانيا وعمرانيا نموا مطردا، والتي لم يعد معها النظام البيئي قادرا على استيعابها، تكاد تقضي على ثروة النخيل الوطنية (واحات النخيل، غيطان النخيل، المزروعات المسقية) بالإضافة إلى المضار الصحية على الانسان والحيوان معا. فبعدما رهنها السهول الخصبة في الشمال جننا لرهن ثروة النخيل بالجنوب التي تعد ثاني ثروة للبلاد بعد البترول.

❖ على مستوى استدامة المحيط العمراني للمدن:

أخرى، في تزايد مستمر من سنة لأخرى على مستوى المدينة؛ وتأتي تلك المرتكبة ضد الأفراد في الطليعة، ثم تليها مباشرة جرائم السرقة والنهب للممتلكات والأموال التي غالبا ما تتم تحت تأثير المخدرات، أي أن الخطر الذي يمس الأشخاص هو الأعلى نسبة ويليها المتعلق بالممتلكات مباشرة. وبطريقة أخرى نجد 20 جريمة لكل 1000 ساكن كمعدل، رغم أن المعطيات لا تعطي الحقيقة كاملة، فالعديد من جرائم السرقة والاعتداءات لا يصرح بها ولا تقيّد بسجلات الأمن. هذه المؤشرات لا تعني شيئا سوى عدم التحكم والسيطرة على الجانب الأمني في المدينة التي تحتل المرتبة الرابعة وطنيا من حيث نسبة الجريمة؛ فالتغطية الأمنية غير كافية مع ما يوفر لها من إمكانيات مادية وبشرية؛ في هذا المحيط الذي يتفوق عليها بعدد سكانه ونسيجه العمراني المتراس بمعظم الأحياء (نموه الحضري)، الذين يشكلان عائقا وعقبة لا تستطيع معهما حماية أمن الأشخاص والممتلكات بشكل جيد، مما أدى إلى انتشار الجريمة وارتفاع معدلها.

الشكل 06: تطور عدد الجرائم التي تمس الأفراد والممتلكات والأموال، مدينة باتنة.



مصدر المعلومات: DWSB، 2016.

2.5.VI - الامن في المدينة واستدامتها كمكان للإبداع والابتكار:

عادة ما تعتبر المدن مهدا للاختراعات والابتكارات وتطور العلوم والآداب التي ينتجها الفرد، بما يملكه من قدرات فكرية وعقلية وجسدية، وكذا لما يتوفر له من وسائل وامكانيات وبتفاعله مع الآخرين في محيط آمن. لكن إذا كان الفرد وهذه الإمكانيات تتعرض لأخطار تهدد حتى بقاءها كما في مدينة باتنة، بكثرة التهديدات والجرائم المتعددة، يصبح الأمن معضلة فيها ويشكل عائقا أمام ذلك.

فمن خلال البحث الميداني، اتضح أن ساكن المدينة يريد أو يتمنى أن يغير مقر إقامته، سواء الحي الذي يتواجد فيه (77 % من العينة) أو يترك المدينة برمتها (45 %). ونتج هذا من جراء ما يتعرض له من اعتداءات وسرقة ونهب لممتلكاته (25 %)، وعدم شعوره بالأمن والطمأنينة في ماله وبدنه (45 %) في هذا المحيط العمراني الذي يؤرقه ليل نهار، ويزيد عليه تكاليف وأعباء أخرى لم تكن في حسبانها. وصارت المدينة مصدر قلق واضطراب

التوصيات:

1. تخطيط شامل وتسيير محلي يضع بالدرجة الأولى المحافظة على البيئة الطبيعية: تخطيط يعتبر المدينة وريفها كعنصرين من نسق عمراني وبيئي محلي، فالتخطيط الشامل لمناطق المجال الولائي والوطني يحقق التوازن العام، والتسيير المحلي يكون اليد التي تنفذه على أرض الواقع وتحافظ على الطبيعة.

2. الاهتمام بالتنمية وتشجيع الاستثمار المحليين: يبدو من خلال المؤشرات تخلف مناطق في التنمية بالنسبة لأخرى، ويتسبب ذلك في الهجرة، هذا الاختلال في التوازن يولد ضغطا على مناطق دون أخرى، لذا وجب الاهتمام بالمناطق المتخلفة، وإرساء قواعد التنمية فيها بتشجيع الاستثمار المحلي سواء العام والخاص (تهيئة ومنح امتيازات) لإلحاقها بركب التنمية.

3. الاهتمام بالمناطق الريفية: مصدر الطاقات البشرية الهامة، وقاعدة الأمن الغذائي، بإنشاء الهياكل القاعدية وتوفير الخدمات الضرورية لتنميتها واستدامتها؛ فبمعاناتها الآن سيستمر النزوح الريفي إلى المدن، والذي يعني هجرة قطاعي الزراعة والرعي، والتوجه إلى اقتصاد الاستهلاك الذي يزيد من ارتفاع فاتورة استيراد الغذاء الخارجية.

4. إنشاء جهاز كفاء، مستقر، واسع الصلاحيات والامكانيات لتسيير المدن: هذا الجهاز يتكون من اختصاصيين من مختلف القطاعات تحت قيادة مخطط حضري، يقوم بمهمة تخطيط وتسيير ورقابة فعالة وكافية ومستمرة للمحيط العمراني، لتحقيق محيط عمراني منظم وبعيد عن العشوائية والفوضى وأشياء إيجابية كثيرة تحقق للمدينة تنمية حضرية مستدامة؛ تُعنى بالإنسان وتحافظ على الطبيعة معا. فالمجالس المنتخبة أثبتت الواقع فشلها في تسيير المدن.

5. التنسيق بين مختلف القطاعات والأجهزة الإدارية: للوصول إلى نتائج أفضل وعدم الوقوع في تناقضات، فكل جهاز يعمل لوحده لا يمكن التوصل معه إلى نتائج مرضية، وكثيرا ما يحدث هذا ميدانيا ويسبب خسائر فادحة كان من الممكن تفاديها لو كان هناك جهاز تنسيقي (التوصية 4)، يتكون من مختلف القطاعات الفاعلة في المحيط الحضري ويعمل بطريقة فعالة.

6. توفر الإرادة السياسية وإشراك المواطنين: بدون توفر الإرادة لدى السلطات العليا والمحلية وتفعيل المجتمع المدني، لحل مشاكل المحيط العمراني للمدينة، ستظل المدن الجزائرية تنمو سكانيا وعمرانيا وهي تعاني من عدة جوانب، وينعكس ذلك سلبا على ساكنها، قوامها وعنصرها الأول الإنسان، أي تكون خارج إطار المدن المستدامة المنشودة.

من خلال حالة الدراسة مدينة باتنة، فالنمو الحضري لها أثر سلبا على محيطها العمراني في بعده المجالي؛ فامتداد عمران المدينة لم يحترم خطوط الطبيعة، مما يعرضها لخطر الفيضانات رغم وجود قوات الحماية، واستهلاك المجال غير عقلاني عموما وغير متحكم فيه (عفوية في استغلال الأرض، ارتفاع معدل شغلها، تشبع مركز المدينة، الكثافة السكانية المفرطة بالأحياء...)، حتى لم يبق أي فراغ لتهيئته للعب الأطفال أو كمساحات خضراء للتنزه والترفيه. ومع سرعة استهلاك المجال نفذت الاحتياطات العقارية للبلدية، وظهرت المضاربة، ففضي على صمام الأمان للتنمية مستدامة للمدينة.

هذا النمو ولد كذلك ضغطا على الخدمات الضرورية، كالتعليم بارتفاع معدل شغل الأقسام البيداغوجية، وعدم القدرة على التأطير الجيد لها، والخدمات الصحية تعاني من كثرة الطلب عليها ولم تعد الرعاية الطبية كافية نسبة لحجم المدينة. وعن السكن فالطلب يفوق العرض بكثير وهو ناتج عن شغل المساكن المرتفع الذي يفوق معدل أفراد الأسرة بالمدينة، أما عن الإطار المعيشي العام فهو غير صحي بيئيا بسبب تلوثه، لنمو المدينة وعدم كفاية ما يقابله من إمكانيات العناية بالمحيط والتحكم في النفايات الحضرية وعدم اكتراث المواطن بنظافة محيطه، أما المحيط الطبيعي القريب من المدينة وبسبب صرف المياه الفكرة والصناعية فيه؛ فقد أدى إلى عدم قدرته على الرسكلة والتحمل، فأصبح مصدرا لأخطار متعددة كالأمراض المتنقلة عن طريق الحشرات.

أما الأثر السلبي على المحيط العمراني لمدينة باتنة في بعده الاقتصادي، فيظهر في تشبع قطاع الخدمات فيه، ارتفاع معدل البطالة، وكذلك ظهور الاقتصاد غير الرسمي بشكل واسع والمضر اقتصاديا وبيئيا. وفي بعده الاجتماعي فإنه رغم تنوع وثراء المدينة من جراء نموها وتفاعل أفرادها، إلا أن المحيط العمراني لها يعاني من عدم ترابط نسبي الاجتماعي، الذي يظهر في فتور العلاقات الاجتماعية، المدعم بالتأثيرات السلبية للهجرة خاصة الريفية، بالإضافة إلى حالة اللاأمن بسبب تنامي جرائم السرقة والنهب والاعتداء وانتشار المخدرات، يبقى المحيط العمراني غير مستدام من ناحية الأمن الاجتماعي وأمن الأشخاص والممتلكات ويؤرق سكانه ليل نهار.

من هنا نخلص إلى أن النمو الحضري ببعديه الديموغرافي والعمراني للمدن الجزائرية صعب من عملية تنظيم ورقابة المحيط العمراني لها، مما أدى إلى عدم التحكم في كثير من أبعاده المتعددة وخاصة البعد البيئي والمجالي والأمني؛ مما يُزهن استدامة المدينة كمكان منظم، آمن وصحي للاستقرار، العيش والنشاط في أمن وطمأنينة.

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القيادة الريادية في المنظمات التعليمية الحكومية: المفهوم وواقع الممارسة

نورة سعود بن معيقل

ملخص

هدفت هذه الدراسة إلى التعريف بمفهوم وأهمية القيادة الريادية، والتعريف على واقع ممارستها في مدارس التعليم العام في المملكة العربية السعودية بأبعادها التالية (الإبداع، المبادرة، استثمار الفرص، الميل للمخاطرة)، وتحديد أهم معوقات ومتطلبات تطبيق هذا النوع من القيادة، واستقصاء الفروق ذات الدلالة الإحصائية في استجابات عينة الدراسة والتي تُعزى لمتغيرات (الجنس، والمؤهل العلمي، سنوات الخدمة، والمنطقة). ولتحقيق هذه الأهداف؛ اعتمدت الدراسة ضمن إجراءاتها المنهجية على تطبيق منهج البحث العلمي المختلط الذي يجمع بين المنهج الكمي (الوصفي المسحي) والمنهج النوعي، بالاعتماد على الاستبانة والمقابلة أداتين للدراسة. حيث تكونت الاستبانة من (60) عبارة موزعة على أبعاد القيادة الريادية الأربعة، وتم تطبيق الاستبانة بعد تحكيمها على عينة عشوائية طبقية نسبية مكونة من (418) من معلمي ومعلمات المدارس في ثلاث مناطق، هي: (الرياض، جدة، الدمام). بينما تم تطبيق المقابلة شبه المقتنة بعد تحكيمها على عينة قصدية تكوّنت من (36) من قيادات المدارس ومشرفي القيادة المدرسية من الجنسين.

وقد توصلت الدراسة إلى أن ممارسة القيادة الريادية بشكل عام في المدارس من وجهة نظر المعلمين والمعلمات كانت متوسطة، بمتوسط حسابي عام بلغ (3.38). وجاء بعد الإبداع في المرتبة الأولى من حيث الممارسة، ثم بعد استثمار الفرص في المرتبة الثانية، تلاه بعد المبادرة في المرتبة الثالثة، ثم بعد الميل للمخاطرة في المرتبة الرابعة والأخيرة.

وأظهرت نتائج الدراسة وجود فروق ذات دلالة إحصائية بين استجابات أفراد العينة من المعلمين والمعلمات تُعزى لمتغير الجنس والمؤهل الدراسي وسنوات الخدمة، لصالح الإناث، وحاملي درجة البكالوريوس ومن تجاوزت خدمتهم عشر سنوات، كما أظهرت النتائج عدم وجود فروق ذات دلالة تُعزى لمتغير المنطقة.

وكشفت الدراسة عن وجود مجموعة من المعوقات الشخصية والتنظيمية التي تعوق تطبيق القيادة الريادية في المدارس، وجاءت المعوقات التنظيمية أولاً تلتها المعوقات الشخصية. كما توصلت الدراسة إلى وجود عدد من المتطلبات اللازمة لتطبيق القيادة الريادية في المدارس، والتي من أهمها تدريب قادة المدارس على مهارات القيادة الريادية.

الكلمات المفتاحية: القيادة الريادية، القيادة التعليمية، الريادة، التعليم العام

المقدمة:

يشهد العالم اليوم تحولات جذرية، مرتبطة بالتحول من عصر الصناعة الذي يستمدُّ موارده من الأرض إلى عصر المعرفة الذي يقوم على موارد فكرية ومعرفية مستمدة من عقول البشر، ويتطلب مهارات وكفايات مختلفة تماماً لا بدّ للقوة العاملة بمختلف مستوياتها من اكتسابها. ويصحب هذا التحول تغيرات في الجوانب الاجتماعية والاقتصادية والسياسية، ما يفرض على المنظمات العديد من التحديات، من أهمها استمرارية التغيير، وزيادة الطلب على الموارد مع ندرتها، والتنافسية، والعولمة، والتحول لاقتصاد المعرفة. وليست المنظمات التعليمية عن ذلك ببعيد؛ ولذا يشهد التعليم حراكاً مستمراً، ومحاولات لتطويره، وإعادة صياغته بما يتفق مع مفاهيم الاقتصاد المعرفي ومبادئه؛ واستيعاب التطور العلمي والتكنولوجي والاجتماعي الحاصل من جهة، وبغية تحقيق الأهداف المنشودة منه، وأهمها إعداد الإنسان للحياة والعمل، وتحقيق النمو الاقتصادي للمجتمع من جهة أخرى.

ولا يمكن لأي تطوير أن يُبنى على أساليب قديمة وتقليدية في العمل، وبخاصة في الفكر والممارسات القيادية التي يُعَوَّل عليها كثيراً لنجاح الإصلاح وحدث التطوير المنشود؛ فقيادة المنظمات هم وكلاء التغيير وأهم عوامل نجاحه؛ لذا تحتاج المنظمات إلى أنواع حديثة من القيادة تقود عمليات التغيير، من هنا كان موضوع القيادة الإدارية مجالاً خصباً للبحث والدراسة، للكشف عن أكثر أساليبه وممارساته فاعلية وتأثيراً.

ومع تزايد أهمية ريادة الأعمال وتنامي دورها كرافد قوي لاقتصاديات الدول، وما صاحب ذلك من دعوات للتحوّل للتعليم الريادي، (الإلكسو، 2014؛ اليونسكو، 2010) من أجل لإعداد جيل جديد من الرياديين الشباب، ومع زيادة ما يواجه المنظمات التعليمية على اختلافها من تحديات وصعوبات، ظهرت الحاجة لتحول جميع العناصر المؤثرة في المنظمات التعليمية وعلى رأسها القيادات التربوية والمدرسية إلى قيادات بمهارات ريادية عالية.

وتعتبر القيادة الريادية أحد أبرز أنواع القيادة الحديثة تلك التي ظهرت نتيجة للحاجة للتعامل مع التغيرات المتسارعة، والتنافسية العالية، وضرورة المبادرة والإبداع والابتكار لتوليد الفرص واقتناصها واستثمارها، وتعظيم الموارد المادية والبشرية، وتوظيفها في أقصى حدٍّ ممكن؛

لضمان التطوير والنمو المستمر للمنظمة بما يحقق حاجات المستفيدين (Suyitno et al, 2014). وتمثل هذه القيادة جُل ما تحتاجه منظمات اليوم؛ كونها قيادة متميزة ومتفردة عن غيرها من القيادات التي عهدتها المنظمات (Gupta et al, 2004).

ولأن القيادة تعد مرتكزاً رئيساً لتطوير التعليم؛ إذ يتوقف نجاح المدارس في أداء رسالتها على وجود القيادة المؤثرة التي تدفع الآخرين بصورة احترافية للعمل الناجح؛ لذا فإن نجاح التطوير يتوقف على جودة بناء القيادات التربوية (دليل تطوير، 2012)، كما أن التحول إلى التعليم المنشود يتطلب نوعية خاصة من القادة الرياديين الذين يتميزون بمواصفات متميزة وتأهيل عالٍ، ولا يرضون بالجيد والمقبول، بل يسعون للأفضل دائماً في عملية تطور وتحسين مستمرة لا تنتهي (Collins, 2001)؛ لذا تظهر الحاجة لتطوير أداء قيادات المدارس في ضوء مدخل القيادة الريادية.

مشكلة الدراسة

يجتاز التعليم في المملكة العربية السعودية حالياً مرحلة مهمة من مراحل تطوره، حيث يشهد نقلة كمية ونوعية في مختلف الجوانب، ومحاولات لتطويره بكافة مكوناته، ونظمه، وبرامجه، وفقاً لأحدث التوجهات العلمية في التعليم، ما يحتم ليس فقط التفاعل مع المتغيرات، بل العمل بشكل استباقي للحاق بركب التقدم والحضارة، فازداد الاهتمام بالتعليم في العقود القليلة الماضية كعنصر أساسي لتحقيق أهداف التنمية الشاملة، ومصدر رئيس لبناء رأس المال البشري. وتزايد هذا الاهتمام مع التوجهات الحالية للدولة والتي تبلورت في الرؤية السعودية 2030، وبرنامج التحول الوطني 2020 والتي تهدف إلى صناعة مستقبل جديد للمملكة العربية السعودية قائم على الكفاءة والفاعلية، والاستثمار الأمثل للموارد المادية والبشرية، كما تهدف لتنمية وتطوير مؤسسات التعليم، كونها مراكز صناعة الأجيال، وتشكيل النشء الذي هو الثروة الحقيقية للوطن.

وإدراكاً منها لأهمية تطوير أداء قطاعاتها المختلفة؛ جعلت وزارة التعليم موضوع التنمية والتطوير الشامل أحد أهم أهدافها العامة، وتبنت لتحقيق هذا الهدف العديد من الاستراتيجيات أبرزها تحسين الأداء الإداري داخل النظام التعليمي، وإعادة هندسة الهياكل والأنظمة، وإعطاء المزيد من الصلاحيات للإدارات والمدارس والحد من المركزية، وتعزيز دور القيادات لتكون فاعلة في عملية تطوير التعليم.

ورغم ما يبذله التعليم السعودي من جهود، إلا أن العديد من الدراسات أشار إلى وجود قصور في أداء مديري المدارس في المملكة العربية السعودية، وحاجة ماسة لتأهيلهم وتطويرهم مهنيًا (الفوزان، 2013؛ البدراني، 2011). من هنا كان من المهم تتبع أبرز اتجاهات وممارسات القيادة الفاعلة، وتوظيفها لدعم تنمية

القيادات التعليمية لتكون قادرة على قيادة التغيير والتحول نحو مستقبل أفضل، ومن أهم هذه الأنواع القيادة الريادية التي ترى الباحثة من واقع خبرتها في مجال التعليم والإدارة المدرسية، واطلاعها على نتائج الكثير من الأبحاث والدراسات التي تناولت أحدث التوجهات القيادية في العديد من نظم التعليم العالمية، أنها قد تكون الخيار الملائم لإحداث نقلة نوعية في قيادة مدارس التعليم العام بالسعودية وزيادة كفاءتها وفعاليتها. كما أنها قد تكون الأنسب لهذه المرحلة الجديدة للبلاد وتوجهاتها البارزة في الخطط والاستراتيجيات العامة.

أهداف الدراسة وأسئلتها:

هدفت هذه الدراسة بشكل عام إلى التعريف بمفهوم وأهمية القيادة الريادية، والتعريف على واقع ممارستها في مدارس التعليم العام في المملكة العربية السعودية. وذلك من خلال الإجابة على الأسئلة التالية:

- 1- ما هو مفهوم وأهمية القيادة الريادية وخاصة في مجال المنظمات التعليمية؟
- 2- ما واقع ممارسة القيادة الريادية في المدارس الحكومية الثانوية في المملكة العربية السعودية؟
- 3- هل توجد فروق ذات دلالة إحصائية في استجابات عينة الدراسة تُعزي لمتغيرات (الجنس، والمؤهل العلمي، وسنوات الخدمة، والمنطقة)؟
- 4- ما أهم المعوقات الشخصية والتنظيمية لتطبيق القيادة الريادية في المدارس؟
- 5- ما أهم متطلبات تطبيق القيادة الريادية في المدارس الحكومية؟

منهجية الدراسة ومجتمعها وأدواتها:

تبنت الدراسة المنهج المختلط كالتالي:

1. **المنهج الكمي:** ممثلًا بالمنهج الوصفي المسحي ويهدف استخدامه في الدراسة الحالية للتعرف على واقع ممارسة القيادة الريادية.
2. **المنهج الكيفي:** الذي يعتمد على دراسة وقراءة البيانات والأحداث بأسلوب غير رقمي، ويستخدم في جمع بيانات البحث الكيفي أساليب الملاحظة والمقابلات، ويهدف استخدامه في الدراسة الحالية إلى التعرف على معوقات ومتطلبات القيادة الريادية.

وتم تطبيق المنهجين السابقين باستخدام تصميم التثايل المتزامن (The Concurrent Triangulation) الذي يعتمد على جمع البيانات الكمية (Quantitative) والنوعية (Qualitative) في مرحلة واحدة. يتبع ذلك، مرحلة مقارنة النتائج النوعية مع الكمية، وما إذا كانت النتائج الكمية تتناغم مع النتائج النوعية (Chen, 2009؛ Creswell, 2009).

مجتمع وعينة الدراسة: تكون من ثلاثة فئات:

1. معلّم ومعلّمت مدارس المرحلة الثانوية الحكومية، حيث تم اختيار عينة عشوائية نسبية طبقية وسحبها من ثلاث مناطق ممثلة (الرياض-جدة- الدمام) وبلغ حجم العينة (418) معلّمًا ومعلّمة.
2. القادة التربويون (مديري المدارس) للمدارس الثانوية وتم إجراء مقابلة مع عينة قصدية مكونة من (24) قائد وقائدة.
3. مشرفو القيادة المدرسية وتم إجراء مقابلة مع عينة قصدية مكونة من (6) مشرفين.

ونتايجها في إثراء المكتبة العربية التربوية، كما أنها تؤسس لدراسات لاحقة في هذا الموضوع الحيوي المهم. ويؤمل أن تسهم الدراسة في نشر ثقافة القيادة الريادية في مجال التعليم، وتسهل التحول للتعليم الريادي الذي تسعى له نظم التعليم الحديثة.

— كما تسهم في تقديم تغذية راجعة لقيادات المدارس والتعليم بوجه عام عن الممارسات الريادية في المدارس، مما يمهد لعمليات تطويرها.

مصطلحات الدراسة:

الريادية: هي تلك الأنشطة التي تجمع بين المخاطرة، والإبداع، وإيجاد الفرص، خاصة في أوقات انخفاض موارد المؤسسة (Mars & Metcalfe, 2009).

وتعرف إجرائياً بأنها: مجموعة الأنشطة والممارسات التي تحقق التميز التنظيمي والتنافسية لمدارس التعليم العام، والمتعلقة باكتشاف مجالات وفرص جديدة، والقدرة على اقتناصها وتوظيفها بفاعلية، وتجاوز كل ما هو معتاد ومألوف، والقيام بأنشطة إبداعية ومبادرات استباقية تسهم في خلق المستقبل، وتتضمن قدرًا من المخاطرة.

القيادة الريادية: تعرف بأنها امتلاك رؤية واضحة، والقدرة على إيصالها لفريق العمل؛ لإشراكهم في عملية التعرف على الفرص الجديدة، وتوظيف عملية الإبداع التي تتضمن قدرًا من المخاطرة لغرض تعقب أو استغلال هذه الفرص وتطويرها، والاستفادة منها من أجل الحصول على ميزة تنافسية (Roomi & Harrison, 2011) (Hitt et al., 2003).

وتعرف إجرائياً بأنها: نموذج قيادي حديث يوظف التطبيقات الريادية في مجال قيادة المدارس، ويتطلب امتلاك قائد المدرسة لمجموعة من الاتجاهات والمعارف والمهارات المرتبطة بأبعاد محددة أهمها (الإبداع- المبادرة- استثمار الفرص- الميل للمخاطرة) بهدف استمرار عمليات التطوير والتحسين، واستثمار الفرص، وتوظيف الموارد لأقصى حد ممكن لتحقيق الميزة التنافسية.

الإطار النظري وأدبيات الدراسة:

مفهوم القيادة:

الباحث في مفهوم القيادة يجده صعب التحديد، رغم الاجتهادات الكثيرة من الباحثين لوضع يديهم على كهنة القيادة ومفاتيحها السحرية، فعدد التعريفات المقدمة للقيادة كبير جدًا، ولهذا تعددت نظرياتها وقواعدها، فهي مفهوم متعدّد الأوجه.

والقيادة- كما يعرفها ليكرت- هي "قدرة الفرد على التأثير في شخص أو جماعة، وتوجيههم وإرشادهم لنيل تعاونهم، وتحفيزهم للعمل بأعلى درجة من الكفاءة؛ من أجل تحقيق الأهداف المرسومة" (معقل، 2015). وتُعرف أيضًا بأنها

أدوات الدراسة:

1. **الاستبانة:** تمّ تصميم استبانة لجمع البيانات بالاستفادة من الأدب النظري والدراسات السابقة، كما تمّ الاطلاع على مجموعة كبيرة من المقاييس الأجنبية التي تستخدم في مجال القيادة الريادية، كمقياس (ELQ) والذي طوره Thornberry (2006) ومقياس Kyndt & Baert (2015). وتكونت الاستبانة النهائية من قسمين: يضم الأول معلومات عامة تتعلق بالمتغيرات المستقلة (الجنس، المؤهل العلمي، سنوات الخبرة، المنطقة). بينما يدرس الثاني واقع ممارسة القيادة الريادية في المدارس الحكومية، في أربعة أبعاد على النحو التالي:

م	الأبعاد	عدد العبارات
1	الإبداع	16
2	المبادرة	15
3	استثمار الفرص	14
4	الميل للمخاطرة	15
المجموع		60

واعتمدت الدراسة مقياس ليكرت Iekart الخماسي. وتم تحكيم الأداة من قبل (16) خبير، كما بلغ الثبات العام للاستبانة (0.993) وهو ثبات عالي جدًا.

2. المقابلة:

تم تصميم مقابلة منظّمة للتعرف على أهم معوّقات ومتطلبات ممارسة القيادة الريادية في المدارس الحكومية.

أهمية الدراسة:

— تتبع أهمية الدراسة من أهمية وحدثة موضوع القيادة الريادية، ومن الحاجة الماسة للاستفادة من تطبيقاتها في ميدان التربية والتعليم. كما تنبثق من دورها في بناء نموذج للقياد الريادية للمدرسة يدعم التحول لاقتصاد المعرفة والتوافق مع متطلبات القرن الحادي والعشرين.

— كما أنها الدراسة الأولى من نوعها في مجال القيادة الريادية في قطاع التعليم العام على المستوى العربي، على حد علم الباحثة، لذا يؤمل أن تسهم الدراسة

ويحاول بيعها بأسعار غير مؤكدة يهدف من خلالها لتحقيق أرباح وعوائد أكبر.

ومن الناحية العلمية تعتبر الريادة حقلاً أكاديمياً سريع التطور رغم حداثة نشأته (Finkle & Deeds, 2001). وأول من عرّف كلمة "ريادة" وحاول وضع إطار نظري لها هو الفرنسي Jean Baptiste في القرن التاسع عشر، فقد أشار في كتابه "معاهدة الاقتصاد السياسي" (1857) إلى أنها تعني إنتاج وتوزيع واستهلاك الثروة على يد أفراد أسماهم المغامرين (Drucker, 1985)، ثم اتسع مفهوم الريادة ليشمل الجمع بين عوامل الإنتاج المختلفة وتوظيفها، بهدف تقديم ما هو متميز وأفضل من الآخرين- أي أن المفهوم هنا انتقل للتنافسية، وتدرجياً ارتبط المفهوم بالابتكار والإبداع، سواءً من خلال ابتكار منتجات جديدة، أو اختراق أسواق جديدة، أو تقديم مخرجات بطريقة مبدعة وغير مألوفة، أو حتى تنظيم مبدع. ويمكن استعراض تطور مفهوم الريادة في الجدول التالي:

جدول (1) تطور مفهوم الريادة

م	الباحث	السنة	المفهوم
1.	Baptisate	1857	إنتاج وتوزيع واستهلاك الثروة على يد أفراد مغامرين
2.	Kuratko & Hodgetts,	2001	عملية إنشاء شيء جديد ذي قيمة وتخصيص الوقت والجهد والمال اللازم للمشروع، وتحمل المخاطر المصاحبة له، واستقبال المكافآت الناتجة.
3.	Coulter	2001	هي العملية التي يستخدم من خلالها الفرد أو مجموعة من الأفراد الجهد المنظم، والوسائل الموجودة للسعي وراء الفرصة لتأمين القيمة والنمو للمشروع، والتجاوب مع الرغبات والحاجات من خلال الإبداع والتفرد والابتكار.
4.	Fisscher,etal	2005	عملية إدارية وقيادية يمكن من خلالها اكتشاف الفرص وتطويرها بهدف خلق قيمة لمنظمة قائمة أو لمنظمة جديدة.
5.	Carpenter & Sanders	2006	إدراك الفرص الجديدة واستخدام الموارد والقبليات لتنفيذ الأفكار الإبداعية.
6.	Dess etal.	2007	هي طرائق وممارسات وأنماط اتخاذ قرار يستخدمها المدير الإستراتيجي في البحث عن الإستراتيجيات الجديدة.
7.	Lussier	2008	هي نشاطات تضمن خلق منتج جديد أو عمليات جديدة، أو الدخول في أسواق جديدة أو مشاريع جديدة.
8.	Daft	2010	هي عملية المبادرة للقيام بأعمال جديدة ذات قيمة من خلال تنظيم الموارد وبذل الجهد وإنفاق رؤوس الأموال وتخصيص الوقت إضافة إلى تحمل المخاطر المصاحبة لذلك، ومن ثم الحصول على المكافأة مما يؤدي إلى تراكم الثروة.
9.	Ministry of Education, Finland	2013	هي قدرة الفرد على ترجمة الأفكار إلى أفعال. وهو يشمل الإبداع والابتكار والمخاطرة، وكذلك القدرة على التخطيط والعمل المباشر من أجل تحقيق الأهداف.
10	Hisrich et al	2016	عملية توليد شيء جديد ذي قيمة جديدة مع تحمل المخاطر الاجتماعية والمالية مقابل تحقيق عائد مالي ومعنوي.

من إعداد الباحثة

عملية يؤثر فيها شخص ما في مجموعة من الأشخاص، بحيث يحركهم للعمل طوعية لتحقيق أهداف مشتركة، ويتضح من التعريفات السابقة أن للقيادة ثلاثة عناصر لا تقوم إلا بها، وهي: قائد مؤثر، ومجموعة من التابعين، وأهداف مشتركة.

أما القيادة التربوية فهي "قيادة القوى العاملة في العملية التربوية في مؤسسة تعليمية، وتوجيهها نحو الأهداف التربوية، وتحسين التفاعل الاجتماعي بينهم بطريقة مؤثرة تحقق تعاونهم، ورفع مستوى أدائهم إلى أقصى حد ممكن مع المحافظة على بناء الجماعة وتماسكها" (مطاوع، 2003). كما عرفها الغامدي بأنها القدرة على التأثير في العاملين في المجال التربوي بتوحيد جهودهم واستثمار وتوظيف كافة الموارد المادية والبشرية نحو تحقيق أهداف المؤسسة التربوية (الغامدي، 2014).

والقيادة التربوية هي فرع من فروع القيادة تشمل قيادة التعليم العالي والتعليم العام وقيادة قطاعات التدريب والتطوير الأخرى. وقد ظهر مسمى القيادة المدرسية لأول مرة في بدايات التسعينات 1990s حيث شاع استبدال مصطلح "الإدارة المدرسية" بالقيادة المدرسية (Huber,2004). ولحق التعليم في المملكة العربية السعودية بالركب متأخراً حيث صدر قرار تعديل مسمى مدير المدرسة إلى قائد المدرسة في العام 2015. وهذا التعديل يحمل في المسمى مدلولات كبيرة حيث يتماشى مع عمليات إصلاح المدارس وتطويرها في عدة دول من ضمنها المملكة.

مفهوم الريادة:

الريادة أحد المصطلحات الأكثر جاذبية في العقود الأخيرة، ورغم أنها بدأت مرتبطة بالسياسة والاقتصاد، إلا أنها تطورت لترتبط بالعديد من المجالات العلمية كعلم النفس والتسويق والإدارة الإستراتيجية والتعليم والقيادة وغيرها (Curran, 2000; Blake, 2008). ونتيجة لذلك تزايدت ونمت أدبيات ودراسات هذا المجال بشكل كبير، ما أدى لتنوع مفاهيم الريادة، فأهل الاقتصاد على سبيل المثال يؤكدون ارتباطها بالسلوك الاقتصادي والإبداع، بينما يؤكد السلوكيون ارتباطها بخصائص وشخصية الريادي، والمختصون بالإدارة يربطونها أكثر بقدرة الريادي على تصريف الموارد وتنويعها، وتنظيم الإمكانيات.

ويتنبّع التطور التاريخي لمصطلح الريادة نجد أن مفهوم الريادة ظهر لأول مرة في بداية القرن السادس عشر، وكان يحمل معنى المخاطرة وتحمل المصاعب التي رافقت الحملات العسكرية والاستكشافية. وانتقل بعدها هذا المفهوم لميدان الاقتصاد على يد Richard Cantilon في القرن الثامن عشر، وأشار (Druid,2001) أن المفهوم لم يكن محدداً في ذلك الوقت، ولكنه ارتبط بتحمل المخاطرة من خلال استخدام كلمة ريادي لوصف الوسيط، أو التاجر الذي يشتري سلعة بسعر محدد،

وبالرغم من هذا الاختلاف في شرح وتقديم مفهوم الريادة من قبل الباحثين إلا أنه بدراسة ومقارنة المفاهيم يتضح وجود نقاط مشتركة فيما بينها، من أهمها أن الريادة:

- تتعلق برصد واكتشاف الفرص في البيئات المتغيرة والاستفادة منها.
- تهتم بالإبداع والابتكار واستحداث شيء جديد غير مألوف.
- تتطلب المبادرة والاستباقية والميل للمخاطرة.
- ترتبط بتعظيم الفائدة، وتوسيع وزيادة الموارد.
- ترتبط بطريقة القيادة والإدارة، وتنظيم الجهود والموارد، وتوظيفها.
- ترتبط بتوقع وتلبية حاجات المستفيدين الحالية والمستقبلية.
- تهدف لنمو المنظمة، وتميزها في ظل التنافسية العالية.

والريادي وفقًا لذلك هو الشخص الذي يبتكر ويبدع ويرصد ويقتنص الفرص لخلق شيئًا ذا قيمة، والريادة هكذا لا تقتصر على ابتداء عمل جديد، بل تشمل تنمية وتطوير المنظمات القائمة، وهي بهذا تشمل مديري وقيادات المدارس.

الريادة في المنظمات الحكومية/ غير الربحية:

الريادة هي مدخل من مداخل الإدارة العامة، تبدأ بالتعرّف على الفرص، وتتطور لتصل ذروتها باستغلال هذه الفرص، وتوظيفها بالشكل الأمثل، وهذا التعريف لا يجعل الريادة حكرًا على من يمتلك مشروعًا خاصًا، وتسمح بأن يكون الموظف رياديًا في المنظمة التي يعمل بها (Blake, 2008). كما أن الريادة غير مرتبطة بوظيفة أو مهنة معينة أو علم معين (Hisrich, et, al, 2016)، بل هي طريقة تفكير متميزة يحتاج حتى الأطباء والمحامون والمهنيون تعلم كيفية لبناء ممارسات ومؤسسات في سياقها العلمي، يتبع ذلك أن الريادة تشمل قيادات المدارس القائمة حاليًا، العامة والخاصة على حدٍ سواء.

ويُعرّف (Kuratko & Hodgetts, 2004) الريادة في منظمة قائمة أو حكومية "Intrapreneurship" بأنها نشاط ريادي ذو روح مبادرة مبتكرة في سياق تنظيمي، محكوم بضوابط وموارد محدّدة يهدف لتحقيق نتائج إبداعية".

وتشترك ريادة العمل داخل المنظمات مع ريادة العمل الخاص في العديد من الخصائص، فكلاهما يركز على الإبداع وابتكار أنشطة ذات قيمة مضافة، تتسم بتحليل قدر من المخاطرة. ومن ناحية أخرى توجد بينهما بعض الاختلافات، تتمثل في تركيز ريادة العمل الخاص بشكل أكبر على النمو والتّمويل والربحية، وتجاوز التّحديات في السوق، بينما يركز الريادي في المنظمات القائمة على الاستمرارية، استدامة الموارد وزيادتها، تجاوز التّحديات والأزمات داخل المنظمة، تطوير الخدمات.

وبالرغم من المدارس هي مؤسسات غير ربحية، إلا أنها تعمل على نفس الأسس الخاصة بمنظمات الأعمال، من حيث حاجتها للعمل على زيادة مواردها وتنظيم ميزانياتها، وأن يكون دخلها أكبر من مصروفاتها، كل ذلك بهدف تطوير الخدمات التي تقدّمها وكسب رضا المستفيدين. وبطريقة سهلة يمكن القول إن المدارس هي منظمات ذات واعي ربحي، رغم كونها مؤسسات غير ربحية (Blake, 2008).

ويمكن توضيح أهم الفروق بين الإدارة التقليدية وريادة الأعمال التجارية وريادة العمل التنظيمي، من حيث الصفات الشخصية في الجدول التالي:

جدول (2) مقارنة بين الإدارة التقليدية وريادة الأعمال التجارية وريادة العمل التنظيمي

وجه المقارنة	الإدارة التقليدية	ريادة الأعمال التجارية	ريادة العمل التنظيمي
المحركات الرئيسة للقائد	الحوافز المادية والسلطة	الاستقلالية- الفرصة للإبداع- المال	الاستقلالية والرغبة في التّرقى والحصول على مكافآت
التّخطيط	قصير المدى – تخطيط أسبوعي- شهري- سنوي	طويل المدى- البقاء والاستمرارية – خطة نمو من 5- 10 سنوات	بين الإدارة التقليدية وريادة الأعمال التجارية بحسب الحاجة للوفاء بجدول أعمال المنظمة
التّدخل المباشر أو التّفويض	يقوم بالتّفويض والإشراف أكثر التّدخل المباشر	يتدخل بشكل مباشر	يفوض ولكن يتدخل كثيرًا
الميل للمخاطرة	حذر	يقدم على مخاطرة محسوبة	يقدم على مخاطرة محسوبة
الاهتمام بالمكانة والسلطة	يهتم بالسلطة ورموزها	لا يهتم بالسلطة ورموزها	لا يهتم بالسلطة التقليدية ورموزها – يرغب بالاستقلالية
الفشل وارتكاب الأخطاء	يحاول تجنب الأخطاء والمفاجآت	يجب التعامل مع الأخطاء والفشل	يميل لإخفاء الممارسات التي فيها نسبة مخاطرة حتى تصبح جاهزة تمامًا
اتخاذ القرار	ينفذ قرارات الإدارة العليا في الغالب	يتخذ القرارات التي تحقق أحلامه	يقنع الآخرين بقراراته التي تسهم في تحقيق أحلامه
لمن يعمل القائد	للآخرين	يعمل لنفسه والعلماء	يعمل لنفسه-العلماء- الرعاية والداعمين
نوعية العلاقات	تسلسل هرمي وعلاقات أساسية	تبادلية	تبادلية مع تسلسل هرمي

(Hisrich et al, 2016)

القيادة الريادية:

تعتبر القيادة الريادية entrepreneurial leadership من الموضوعات الحديثة التي توليها الأدبيات في مجال ريادة الأعمال والقيادة أهمية بالغة، وقد نشأ هذا الحقل الجديد من المزاوجة بين حقل ريادة الأعمال الذي يعتبر من الحقول الحديثة نسبيًا بفلسفته ونظمه ومفاهيمه ونماذجه وقواعده، وبين حقل القيادة العريق. وتوصفانها قيادة القرن الحادي والعشرين. (Ceto & Certo, 2006).

والتسويق والموارد البشرية والإدارة المالية، في ظلّ أعقد الظروف البيئية وتغيراتها الحالية والمستقبلية بكفاءة وتميز.

وتتميز القيادة الريادية بستّ خصائص رئيسة (Covin & Slevin, 2002) هي:

- دعم بناء القدرات والإمكانات الريادية.
- حماية المبتكرات والمستحدثات الجديدة من أي تهديد تسببه النماذج التنظيمية والإدارية الروتينية الحالية.
- الوعي والفهم الدقيق للفرص المتاحة للريادة.
- التساؤل والتشكيك في الأفكار النمطية المهيمنة على بيئة الواقع.
- إعادة النظر في التساؤلات البسيطة الخادعة، التي تتناول منظومة عمل المؤسسة.
- تحقيق الربط والتكامل بين ممارسات الريادة والإدارة الاستراتيجية.

بينما يتميز القادة الرياديون بأنهم :

- باحثون عن الفرص.
- شغوفون بالإنجاز وتحقيق الأهداف.
- مخاطرون.
- مبدعون ومبتكرون في أفكارهم وأساليب عملهم.
- ذوو سماعة ومرونة إدارية وقدرة تحفيزية تدفع العاملين لمواصلة الابتكار والإبداع.
- قادرون على جذب العناصر المبدعة للمنظمة.

ووفقاً لدراسة نوعية قام بها (Loyal et al., 2005) حول القيادة الريادية بعنوان "New Paradigm: Entrepreneurial leadership" بهدف المقارنة بين صفات القائد وصفات الريادي من خلال تحليل عدد من الكتب والأبحاث والرسائل الجامعية لاستخلاص خصائص ومواصفات كل منها، ومن ثمّ مقارنتها، توصل الباحث إلى أن أكثر الصفات التي تميز الريادي الناجح هي المخاطرة، والرغبة في الإنجاز، والإبداع؛ بينما كانت أكثر الصفات ارتباطاً بالقيادي هي وضوح الرؤية، والقدرة على التحفيز، والكاريزما، والقدرة على التواصل. وقام بعد ذلك بتحديد قائمة من السمات التي تصف القائد الريادي وهي المخاطرة - الرغبة في الإنجاز - الابتكار - وضوح الرؤية - القدرة على التحفيز - المثابرة والالتزام - المرونة.

وحتى يتمكن الريادي من قيادة العمل بفاعلية لا بدّ أن يجمع بين مهارات الريادة التي تشمل التفكير الإبداعي، واغتنام الفرص، والتخطيط لتأسيس ونمو المنظمة، وتفعيل الاستفادة من الموارد المادية والبشرية، وبين مهارات القيادة الإدارية والتي تشمل التخطيط والتنظيم والقيادة والنّحكم وغيرها. فالدور القيادي للريادي يتعلّق بإدارة مجموعة متنوعة من الأعمال، كالتمويل، والتسويق، والإنتاج، والإدارة، والموارد البشرية، والعلاقات العامة، وهذا ينطبق كثيراً على المدارس وقياداتها.

وأفضل طريقة للتعرف على مفهوم القيادة الريادية هو تتبّع وفحص ما كتبه المختصون في هذا المجال، في ميدان إدارة الأعمال في السنوات الأخيرة، بحكم أنه الميدان الذي انطلقت منه الريادة وتطبيقاتها. وعرّف (Daft & Noe, 2001) الإدارة الريادية ابتداءً بأنها الإدارة التي تؤمن بأن التغيير السريع والابتكار والتجديد والمجازفة والمغامرة هي سلوكيات طبيعية نابعة من وضعها الريادي، وأن عليها التّعامل والتّفاعل مع الأحداث بشجاعة لصالح المنظمة ومنفعة المستفيدين الداخليين والخارجيين.

وتُعدّ القيادة الريادية في مجملها باكتشاف مجالات جديدة، وتجاوز كل ما هو مألوف، وتساعد في خلق المستقبل (القحطاني، 2015). ويمكن القول إن القيادة الريادية هي قيادة إبداعية واستباقية في الوقت نفسه.

ويُعرّفها (Ireland et al., 2003) بأنها القدرة على التأثير في الآخرين لإدارة الموارد بشكل إستراتيجي من أجل تأكيد سلوكيات البحث عن الفرص وخلق الميزة التنافسية. بينما يرى (Hitt et al., 2003) أن القيادة الريادية تتمثل في السعي للبحث عن الفرص الجديدة وتوظيف عملية الإبداع التي تتضمن قدرًا من المخاطرة لغرض تعقّب أو استغلال هذه الفرص. كما تُعرف القيادة الريادية بأنها القدرة على جمع الموارد الضرورية للاستفادة من الفرص الجديدة.

ويشير مصطلح القيادة الريادية إلى التّمنّع بالقدرة على التأثير في الآخرين، وتدعيم جهودهم الرامية إلى إدارة الموارد المتاحة من المنظور الإستراتيجي، بهدف تأكيد الربط والتكامل بين سلوكيات اقتناص فرص الريادة، والسعي نحو تحقيق المزايا التنافسية المنشودة للمؤسسة (Covin & Slevin, 2002).

والقادة الرياديون ليسوا فقط من يملكون الكفاءة لإحداث تغييرات جذرية وإذكاء الإبداع في المنظمة بتطوير رؤية ملهمة مشتركة، ولكنهم إضافةً إلى ذلك يقودون عملية الإبداع التنظيمي باكتشاف فرص جديدة، وتوفير بيئة تشجّع وتدعم توليد وتطبيق الأفكار الجديدة لتحقيق رؤية المنظمة بكفاءة عالية (Gupta et al, 2004).

وبحسب Blake (2008) فإن للقيادة الريادية جوانب مهمة تتمثل في القدرة على رصد الفرص والتعرّف عليها، والإبداع والابتكار في عمل شيء جديد ومطلوب، والميل للمخاطرة، والحرص على العوائد مع ربط كل ذلك بأسلوب الإدارة المتّبع.

وهكذا فإن القيادة الريادية هي القيادة القادرة على إحداث عمليات تجديد وتغيير إيجابية سريعة، والتي تتسم بالجرأة والمبادرة في اقتناص الفرص ومواجهة التّحديات والتّعامل معها بطرق إبداعية غير مألوفة.

كما يمكن تعريف القيادة الريادية بأنها عملية توظيف الصفات الريادية من إبداع وابتكار ومبادرة واستباقية واقتناص للفرص وتحمل المخاطرة المرتبطة بها في قيادة المنظمات بأنواعها لتحقيق أهداف إدارة الإنتاج والخدمات

أهمية القيادة الريادية:

البيئة وتغيرها السريع، ويسهم في رفع كفاءتها وتنمية مواردها لتتمكن من أداء رسالتها بالشكل المطلوب.

ويؤكد الكثير من الباحثين أن المدارس الفاعلة تحتاج نوعية خاصة من القيادات بكفاءة وقدرات مميزة، تشمل القدرة على توليد وتطوير الأفكار الإبداعية، والقدرة على استكشاف فرص جديدة، والميل لتطبيق الأفكار الجديدة، والتي قد تكون غير مألوفة؛ بهدف تحسين أداء المنظمة، وتجاوز التحديات المحتملة، والقدرة على التأثير في العاملين، وتحفيزهم على الإبداع، ويطلق على هذا النوع من القيادات اسم "القيادات الريادية" (Gupta et al, 2004; Fernald et al, 2005; Chen, 2007). وبالرغم من أن القيادة الريادية ترجع في الأصل للريادة التنظيمية في منظمات الأعمال، إلا أنه يتم تطبيقها حالياً وبشكل متزايد لتحسين أداء القيادة التعليمية، وبخاصة على مستوى المدارس (Lebusa, 2009, Zaidatol et al, 2013).

كما أن القيادة الريادية قد تكون ذات أثر كبير في تحسين القيادة التربوية، ورفع كفاءتها من عدة جوانب، منها:

- تساعد مهارات القائد الريادي الشخصية في تطوير الأفكار الجديدة، واستكشاف الفرص، والتحرك باتجاه الاستفادة منها في فتح نوافذ جديدة لتطوير أداء المدرسة، وتلبية احتياجات المتعلمين.
- تسهم مهارات القائد الريادي وقدرته على مواجهة الأزمات، والتعقيد والغموض، في تخطي المدرسة للتحديات، والتكيف مع البيئة التعليمية سريعة التغير.
- يمتلك القائد الريادي القدرة على تقديم أفكار إبداعية وتحولها إلى واقع، والتأثير في الآخرين، وإطلاق إبداعهم، وتوفير بيئة محفزة وداعمة لهم لتطبيق أفكارهم. وهذه القدرة تمكن قائد المدرسة من الحصول على أفضل ما في كل فرد في فريق العمل، ومساعدتهم على إدراك الحاجة للتغيير، وتصميم طرق بديلة ومثيرة للممارسات التقليدية، وضمان تفاعل كل العاملين في المدرسة في عملية تطوير وتحسين الأداء.

ولهذا؛ فإنه من المهم لقيادات المدارس أن يعملوا على تبني مبادئ وممارسات القيادة الريادية في مدارسهم (Lebusa, 2009; Xaba and Malindi 2010) حيث يتوقع أن لهذا النوع من القيادة أثراً كبيراً في تحولها لمنظمة مبدعة متميزة قادرة على توظيف مواردها بكفاءة، واقتناص الفرص، والاستفادة منها لتحسين خدماتها ومخرجاتها.

وبما أن القيادة الريادية هي وسيلة لتحقيق التطور والازدهار في المنظمة، وزيادة تكيفها مع البيئة التي تنسم بسرعة التغيير، فإن على نظام التعليم أن يختار ويدرب قيادات المدارس، ممن لا يعملون فقط على دعم النظام التعليمي بتسيير وإدارة العمل في المدرسة، بل يتجاوزون ذلك لقيادة المدرسة لإبداع واكتشاف طرق جديدة لتحقيق

يزداد تطبيق القيادة الريادية بشكل كبير في المنظمات الربحية وغير الربحية على حد سواء في العقود الأخيرة؛ وذلك لأهميتها الكبيرة باعتبارها أحد المكونات الحيوية في عملية التطوير والتنمية الاقتصادية، كما أن هذا النوع من القيادة يدفع عجلة الإبداع في المنتجات والخدمات والعمليات، ويعد الأداة الحاسمة لإدارة عمليات التغيير في المجتمعات بشكل عام، وهي أداة مهمة لتعديل أوجه القصور أو عدم الكفاءة في الاقتصاد، وإيجاد التجديد والحيوية في المنظمات، وتطوير الأعمال وزيادة العائدات وتعزيز الربحية وتحقيق القيمة (Ruvio et al, 2010) (محمد، 2011). وللقيادة الريادية العديد من الآثار إيجابية على الأفراد والمنظمات والمجتمعات ككل، منها:

- إحداث التغيير والتحول.
- تعزيز إبداع وتميز المنظمة عن طريق التعرف على فرص جديدة.
- تعظيم الموارد وزيادة كفاءة استخدامها (Gupta et al, 2004).
- تمكين القيادات من مواجهة وتخطي التحديات والأزمات التي تواجههم في بيئات العمل المتغيرة والغامضة (Gupta et al, 2004; Zaidatol et al, 2013).
- تحفيز القائد والعاملين معه للإبداع، وتقديم أفكار جديدة لتطوير أداؤهم لأعمالهم؛ ما يقود إلى تحسين مخرجات المنظمة ككل (Chen, 2007).

يضاف إلى ذلك أن القيادة الريادية ذات أهمية عالية في المنظمات التعليمية؛ لأنها تعمل على تمكين هذه المنظمات من قيادة التغيير عن طريق تبني مفهوم تعليم جديد يركز على تطوير السلوك الإبداعي والابتكاري لخدمة المجتمع، وتوسيع الموارد، وتحقيق الفوائد والمزايا التنافسية. وكلها أمور مهمة في ظل التغييرات المتسارعة في العقود الأخيرة، وهي مهمة بشكل خاص في المملكة العربية السعودية التي تشهد تحولاً كبيراً نحو كفاءة وإنتاجية أعلى، وتنويع أكبر للموارد، ومحاسبية أعلى في ظل رؤية البلاد الجديدة 2030.

القيادة الريادية والقيادة المدرسية:

أصبح الدور الذي يقوم به قائد المدرسة أكثر تعقيداً وغموضاً وتحدياً نظراً للتغير السريع في البيئة التربوية، واستجابة للمطالب المتزايدة بزيادة كفاءة العمل في المدارس، وتزويد المتعلمين بالمعارف والمهارات اللازمة لمستقبل قائم على الاقتصاد المعرفي يتسم بالتنافسية الشديدة، إضافة للندرة الحالية والمتوقعة مستقبلاً في الموارد المخصصة للمدارس من جهة، ومركزية الأنظمة، والقيود المتعددة المفروضة على العمل التربوي من جهة أخرى (Hentschke, 2009; Lebusa, 2009). لهذا كان من الضروري تطوير أساليب الأداء التنظيمي والقيادة في مدارس التعليم العام على وجه الخصوص لتصبح أكثر إبداعاً وكفاءة وتطوراً ما يمكنها من التكيف مع غموض

جدول (3) الفرق بين المنظمات التعليمية التقليدية والمنظمات التعليمية الريادية

وجه المقارنة	المنظمة التعليمية التقليدية	المنظمة التعليمية الريادية
دراسة البيئة الخارجية	التركيز على التهديدات	التركيز على فرص الإبداع والنمو والتطوير
الإستراتيجية	دفاعية	هجومية
الهيكل	خطوط رسمية للسلطة، مركزية، تقسيم للأعمال بتخصصية شديدة.	تحفيز لفريق العمل على الإبداع والخروج على المؤلف وإبتكار طرق جديدة لأداء العمل.
التواصل والاتصال	محدود بالطرق والأساليب الرسمية البيروقراطية.	يركز على توصيل المعلومة لمن يحتاجها في الوقت المناسب بغض النظر عن الطرق الرسمية.
الإبداع والابتكار	يتم تشجيعه داخل الفصل الدراسي فقط.	يتم دعمه في كافة مستويات المنظمة التعليمية.
الثقافة التنظيمية	تهتم بالمحافظة على النظام الذي تعمل داخله.	تهتم بدعم الإبداع والتطوير والنمو.

المصدر (Davies, 2010)

أبعاد القيادة الريادية:

تتباين آراء الكتاب والباحثين حول أبعاد القيادة الريادية، فضلاً عن تسميتها، ومن الملاحظ عند استعراض أبعاد القيادة الريادية أنها تتداخل بشكل كبير مع الخصائص والسمات الريادية التي سبق الحديث عنها. ومن ذلك مثلاً ما ذكره (Vipin et al, 2004) أن أهم أبعاد القيادة الريادية هي تحمل المخاطر المتعلقة بالعمل، الميل للتغيير والإبداع لكسب المزايا التنافسية، الاندفاع للتنافسية مع المنظمات الأخرى. وما بينه (Hitt et al, 2005) من أن أهم أبعاد القيادة الريادية القدرة على فهم وتحليل البيئة، وامتلاك الرؤية والمرونة، وتنويع الخيارات الإدارية، وبناء وتشجيع فريق العمل والمناقشة المفتوحة، والقدرة على تأسيس تحالفات وشراقات إستراتيجية.

وحدد آخرون أبعاد القيادة الريادية في ثلاثة أبعاد، هي الإبداع والمُخاطرة، والمبادرة (الاستباقية)، فالإبداع يولد شيئاً ذا قيمة، والمبادرة (الاستباقية) تضيف إلى الشيء الجديد قيمة من خلال رصد البيئة الخارجية، والتنبؤ بمتطلبات المستقبل، وإيجاد منتجات وخدمات مميزة. أما المُخاطرة فتعدُّ من سلوكيات الريادي، فالأفكار الجديدة تحتاج إلى جرأة ومجازفة في اتخاذ القرارات (المناصرة، 2008).

وبقراءة وتمحيص الأدبيات والبحوث في مجال الريادة يمكننا تحديد مجموعة من الأبعاد الأساسية للقيادة الريادية، هي:

1. الإبداع.
2. المبادرة (وتسمى أحياناً المبادرة والاستباقية).
3. استثمار الفرص (وتتناولها بعض الدراسات كبعد منفصل، بينما تدمجها أخرى مع بعد المبادرة والاستباقية).
4. الميل للمُخاطرة.

نواتج التعليم المرغوبة بكفاءة وفاعلية، وهذا يحتاج تحولاً فكرياً في النظر لدور قيادات المدارس، خاصة في التعليم العام، كما يتطلب تغييراً في طبيعة المدرسة لتصبح أكثر انفتاحاً ومرونة وتفاعلاً مع البيئة المحيطة التي تصبُّ فيها مخرجات هذه المدارس.

وعلى قائد المدرسة أن يأخذ بعين الاعتبار عملية التفاعل بين العوامل البيئة، ومهام الأفراد واحتياجات وفرص نموهم، وأهداف المدرسة وإمكاناتها عند اختياره لأسلوب القيادة الذي يتبعه لتحقيق غايات المدرسة، وتحسين خدماتها، وزيادة كفاءتها، وهذا هو جوهر القيادة الريادية. إلا أن وعي قيادات المدارس بالقيادة الريادية لا يزال محدوداً، ودرجة تقبلهم لتبني هذا النوع من القيادة وتفاعلهم معها، سيعتمد بشكل كبير على توقعاتهم لحجم الفائدة المرجوة من تطبيقها، وحجم الجهد، ونوعية الأدوار المطلوب منهم القيام بها لتطبيقها.

ورغم أن قيادات المدارس لا يزالون غير مؤهلين بما فيه الكفاية لممارسة الأدوار والمهام التي تتطلبها منهم القيادة الريادية، إلا أنه من الممكن حلُّ هذه المشكلة بالتدريب والتأهيل، حيث ثبت علمياً ومن خلال التجارب والدراسات أن معظم المهارات الخاصة بالقيادة الريادية يمكن اكتسابها بالتعليم والتدريب (Blake, 2008). على هذا يمكننا القول إن تقديم التدريب الريادي اللازم لقيادة المدارس قد يكون كفيلاً بزيادة قناعتهم وقدرتهم على تبني القيادة الريادية.

وعلى الرغم من الصعوبات العديدة التي تعترض طريق تطبيق القيادة الريادية في المدارس الحكومية على وجه الخصوص، إلا أن هناك تياراً واتجاهاً قوياً لتبني هذا النوع من القيادة بشكل أكبر في جميع المنظمات التعليمية (Kirby, 2003; Davies, 2010). وقد يكون السبيل لتبني هذا النوع من القيادة في المنظمات التعليمية عن طريق جذب الرياديين من قطاع الأعمال للعمل في المجال التعليمي، أو عن طريق تعديل برامج تأهيل وإعداد التربويين، وبخاصة المعلمون وقيادات المدارس لتشمل إكسابهم اتجاهات ومهارات وسلوكيات القيادة الريادية، ومن ذلك ما نراه في بعض برامج إعداد التربويين في الولايات المتحدة الأمريكية، مثل برامج Teach for America, New Leaders for New Schools, the Broad foundation Leadership Academy وكلها برامج تعمل على تمهيد الطريق لإعداد التربويين من معلمين وقيادات مدارس ليكونوا شخصيات وقيادات ريادية، عوضاً عن أساليب الإعداد التقليدية التي درجت عليها العادة في إعداد التربويين (Davies, 2010).

هذا ويتطلب تبني القيادة الريادية في التعليم تركيزاً أكبر على تغيير الثقافة السائدة، ونمط التفكير التقليدي للعاملين في هذا المجال كشرط أساسي للانتقال من المنظمات التعليمية التقليدية إلى المنظمات الريادية، والتي يمكن عرض الفروق بينها كالتالي:

وقد تبنت الدراسة هذه الأبعاد الأربعة كأبعاد رئيسة للقيادة الريادية، وفيما يلي شرح مفصل لها.

أولاً: الإبداع:

الإبداع والريادة مصطلحان مترابطان بينهما علاقة تكاملية. يُعرف الإبداع على مستوى الأفراد بأنه سمات استعدادية تضم الطلاقة في التفكير والمرونة والأصالة والحساسية للمشكلات، وإعادة تعريف المشكلات، وإيضاحها بالتفصيل والإسهاب. وعلى مستوى المنظمات يعني الإبداع سعي المنظمة لأن تكون الأولى في تقديم المنتجات والخدمات الجديدة، وتكون شديدة التنافس الهجومي في اقتناص الفرص. كما يعني قدرة الريادي على تطوير وخلق مجموعة متنوعة من الأعمال والأفكار الجديدة التي تمكنه من تقديم منتجات وخدمات جديدة تعمل على نمو المنظمة، وتلبي احتياجات العملاء في الوقت المناسب (Pryce, 2005؛ الضامن، 2012). كما يشير إلى قدرة القيادة على حصر الإمكانيات المادية وغير المادية المتاحة والمطلوبة، وتجاوزها إلى اكتشاف موارد جديدة، واستخدامها بطرق مبتكرة لتحقيق أهداف المنظمة، وتميزها عن المنافسين (نوري، 2013).

وعلى مستوى المنظمات التعليمية يعد التجديد والإبداع على درجة كبيرة من الأهمية لتحويلها لمنظمات ريادية؛ لأنه يعكس في جوهره الاستعانة بأداة مهمة تمكن المؤسسة التعليمية من مواصلة طريقها للاستفادة من الفرص الجديدة للنمو والتطور، كما أنه يسهم في الارتقاء بأداء المنظمة التعليمية، وتحقيقها لقيمة تنافسية مضافة (Hamel, 2000; Lumpkin et al., 2003).

ثانياً: المبادرة:

يقصد بالمبادرة الانطلاقة الجريئة والواقعة باتجاه اقتناص الفرص، وتنفيذ المشاريع والأفكار الجديدة على أرض الواقع في أي مجال تتوافر فيه، بغض النظر عن درجة المخاطرة. كما تعني البدء بالفعل قبل الغير، ثم انتظار استجابة المنافسين. وهي تعتمد على دراسة المستقبل، وتوقع المشكلات والحاجات والتغيرات، ومعرفة مدى إمكانية تقديم منتجات وتقنيات إدارية جديدة. وعرفها (Caruang, 2000) بأنها القدرة على أخذ مخاطرة عالية أكثر من ظروف البيئة المحيطة بالمنظمة، وتتضمن ثلاثة عناصر أساسية، وهي:

- اتخاذ قرار بشأن ملاحقة أو عدم ملاحقة المنافسين في الإبداع.
- مقارنة الفرص الحقيقية للإبداع والنمو والتطوير والمفاضلة بينها.
- محاولة التعاون مع المنافسين واحتوائهم.

ويؤكد (Lumpkin & Dess, 2001) أهمية روح المبادرة في التوجه نحو الريادة، وتشكيل معالم المنظمات التعليمية الريادية، حيث تركز بشكل رئيس على الإجراءات والسلوكيات والعمليات الهادفة إلى توقع الاحتياجات المستقبلية للعملاء الحاليين والمستقبليين،

وتوقع التغيير في العرض والطلب، واتخاذ الإجراءات المناسبة للوفاء بها، من خلال السعي لاستغلال الفرص الجديدة التي قد يكون من الممكن ربطها بالعمليات الحالية، إضافة لإدخال خدمات ومنتجات جديدة تساعد المنظمة في تحقيق الميزة التنافسية، والتخلص من العمليات التقليدية أو السلبية.

والقائد الريادي يتميز بروح مبادرة عالية، ويركز على استشراف المستقبل والبحث عن الفرص المتاحة واستغلالها، والعمل على تبني وسائل جديدة وتقنيات متطورة، مما يقود المنظمة لتحقيق ميزة تنافسية تجبر المنظمات الأخرى على ضرورة اللحاق بها.

ثالثاً: استثمار الفرص:

يقصد باستثمار الفرص قدرة القائد على مسح ودراسة البيئة، وفحص متغيراتها ومستجداتها، ورصد الفرص الجديدة من خلال مراقبة التغيرات والتوجهات الجديدة، وتحديد المتطلبات المستقبلية للمستفيدين، وتوقع حالات التغيير التي قد تطرأ مستقبلاً، وتجسيد استعداداته الدائم لقيادة المنظمة في مختلف الظروف، واستنهاض همة الأفراد أيضاً ليكونوا على استعداد دائم لتنفيذ الأعمال بطريقة مبدعة ومتميزة، موظفين كل الفرص الممكنة لتطوير عملهم.

ومن المهم أن يمتلك القائد عقلية ريادية، تضمن القيام بمحاولة تحديد الفرص الريادية التي تستطيع المنظمة تعقبها من خلال تطوير الخدمات والمنتجات الجديدة، وتنفيذها (Hitt et al, 2009). فالقائد الريادي هو القائد القادر على ملاحظة واقتناص الفرص الريادية (Entrepreneurial Opportunities) ويقصد بها الظروف التي تجعل من منتج أو خدمة جديدة ملبية لحاجة المستفيد، وغالباً ما توجد هذه الفرص في بيئة ديناميكية متغيرة وغير مستقرة، ويكون مستوى عدم التأكد فيها عالياً. وفي ظل التغييرات السريعة التي يشهدها ميدان التعليم في مختلف بقاع دول العالم، تظهر أهمية امتلاك قيادات المدارس لهذه المهارة لتكييف مدارسهم مع التغييرات المتسارعة، والاستفادة من جميع فرص التطوير التي تحملها.

رابعاً: الميل للمخاطرة

يُعرف الخطر بأنه الحالة التي قد يترتب عليها الخسارة أو الضرر. وينشأ الخطر عادةً من حالة الغموض وعدم التأكد، والتي تبقى رغم تفاوتها من حالة إلى حالة أخرى، مرتبطة بتوقع الخسارة. وقد يواجه الخطر الأشخاص والمنظمات على حدٍ سواء.

ويعتبر الميل للمخاطرة البعد الثاني الأكثر أهمية لنجاح الريادي، هو يرتبط بشكل كبير بالإبداع وتجريب طرق جديدة ومبتكرة غير مضمونة النتائج. والملاحظ أنه كلما زادت درجة الرغبة في النجاح يزداد الميل والاستعداد لتحمل المخاطر. وعادة ما يتميز الريادي بالميل نحو

المُخاطرة نتيجة لرغبته القويّة في النجاح، وتقديم منتجات وخدمات جديدة.

ويقصد بتحمل المُخاطرة لدى القائد الريادي أن يكون لديه جرأة واستعداد عالٍ للمجازفة، وذلك بطرح أفكار جديدة أو تطوير آليات غير مسبقة للعمل، أو تحمل مخاطر مالية، أو الالتزام بحجم إنتاج كبير، أخذًا بعين الاعتبار ما يوجد في الميدان من مخاطر الغموض وعدم التأكد.

وتشير المُخاطرة في المنظمة التعليمية إلى رغبة المنظمة في استثمار مواردها المتاحة، بهدف استغلال الفرص المحتملة للتطور مع بروز إمكانية التعرض للفشل (Ward, 2004) ويتضمن ذلك الدخول في أنشطة جديدة دون معرفة مسبقة دقيقة باحتمالات النجاح، أو الفشل. وبما أنه ليس من الممكن التنبؤ بالمستقبل بدقة خاصة في هذا الزمن التي يتسم بسرعة التغيير، فإن جميع المبادرات والمشروعات المستقبلية تحمل قدرًا متفاوتًا من تحمل المُخاطرة.

نتائج الدراسة:

1- **نتائج السؤال الأول:** ما هو مفهوم وأهمية القيادة الريادية وخاصة في مجال المنظمات التعليمية؟ تمت اجابة على هذا السؤال في الجزء الخاص بأدبيات الدراسة.

2- **نتائج السؤال الثاني:** ما واقع ممارسة القيادة الريادية في المدارس الحكومية في الأبعاد التالية (الإبداع- المبادرة- استثمار الفرص- الميل للمُخاطرة) من وجهة نظر المعلمين والمعلمات؟

أظهرت النتائج أن ممارسة القيادة الريادية بشكل عام في المدارس الحكومية كانت متوسطة، بمتوسط حسابي عام بلغ (3.38). وجاءت المتوسطات الحسابية لأبعاد القيادة الريادية ضمن فئة الممارسة المتوسطة، عدا بُعد الإبداع الذي كانت ممارسته كبيرة، وكان ترتيب الأبعاد من حيث الممارسة كالتالي.

جدول (3) واقع ممارسة القيادة الريادية في المدارس الحكومية

الأبعاد	المتوسط الحسابي	درجة الممارسة
الإبداع	3.68	كبيرة
استثمار الفرص	3.39	متوسطة
المبادرة	3.32	متوسطة
الميل للمُخاطرة	3.14	متوسطة
الإجمالي	3.38	متوسطة

1- البعد الأول/ الإبداع:

بينت النتائج أن قيادات المدارس تمارس "الإبداع" بدرجة كبيرة، بمتوسط حسابي عام (3.68). وجاءت العبارات التالية في المراتب الأولى بممارسة كبيرة، وهي على التوالي (يشعر القائد العاملين بثقته في قدرتهم على إدارة أنفسهم وتحمل مسؤولية إنتاجيتهم) - (يقدم القائد نفسه كملهم وداعم لعملية التغيير) - (يمتلك مهارة الاتصال الفاعل والقدرة على الإقناع). وقد تعود هذه النتيجة إلى

توفر بيئة العمل الإيجابية في المدارس، وقد يفسر كذلك جودة اختيار مديري المدارس، وامتلاكهم لمهارات القيادة الأساسية بشكل عام. بينما جاءت العبارتان (يشجع القائد العاملين على التفكير بشكل حر ومستقل) و(يعرض القائد العاملين لبعض التحديات التي تستثير مواهبهم وطاقتهم) في المراتب الأخيرة وبدرجة ممارسة متوسطة، وقد يرجع ذلك إلى أن التحدي واستقلالية التفكير لا تزال ناشئة في أوساط القيادة في المدارس عمومًا، وخصوصًا في ظل مركزية النظام وميله للجمود.

2- البعد الثاني/ المبادرة:

تمارس قيادات المدارس الحكومية "المبادرة" بدرجة متوسطة وبمتوسط حسابي عام (3.32). وجاءت عبارة (يشجع القائد على مشاركة المدرسة في المسابقات المحلية والدولية) في المرتبة الأولى، تلتها العبارة (يبدل القائد جهودًا مضاعفة لتحقيق التميز في أداء المدرسة) وقد يعزى ذلك لتوجه وزارة التعليم الحالي لنشر ثقافة التميز، وذلك من خلال جوائز التميز المحلية الدولية. بينما حصلت العبارة (يؤكد على التخطيط المسبق للأعمال قبل البدء بالتنفيذ لتجنب الأخطاء) على ممارسة كبيرة، وقد يرجع ذلك إلى اهتمام مديري المدارس بعملية التخطيط، إذ إنها جوهر العملية الإدارية التي تساعد على تنظيم العمل، والاستغلال الأمثل للموارد، وتحقيق الأهداف.

وجاءت العبارتان التاليتان في المرتبتين الأخيرتين بدرجة ممارسة قليلة، وهما: (لدى القائد القدرة على ترجمة الأفكار إلى مهام ونتائج دون التأثير سلبيًا بالقيود المفروضة عليه ماليًا وإداريًا) وهذه النتيجة متوافقة ومؤكدة لما قبلها من عبارات، وقد تكشف عن تهييب قيادات المدارس من المبادرة للتطوير والخروج عن سياق الأنظمة المكتوبة، حتى وإن كان ذلك بهدف التطوير، وضعف قدرتهم على تحويل الفكرة أو الخطة إلى واقع ومبادرة فعلية. (ويؤسس القائد لتكوين علاقات مع القطاع الخاص لدعم التطوير في المدرسة) وقد يدل ذلك على ضعف في قدرة القيادات على تكوين علاقات خارجية للمدرسة، سواءً مع المدارس المحيطة، أو مع المجتمع المحلي، والأكثر صعوبة بناءً وتطوير علاقات مع القطاع الخاص، ويظهر أن مشكلة العلاقات مع المجتمع والقطاع الخاص قد تكون ظاهرة مرافقة لعمل جميع القطاعات الحكومية؛ ولهذا جاءت رؤية المملكة 2030 لتؤكد ضرورة الشراكة بين القطاعات الحكومية والمجتمع، وخاصة القطاع الخاص، كما أكدت أهداف برنامج التحول الوطني 2020 لوزارة التعليم ضرورة تنويع مصادر مالية مبتكرة وتحسين الكفاءة المالية لقطاع التعليم، ورفع مشاركة القطاع الأهلي والخاص في التعليم.

3- البعد الثالث/ استثمار الفرص:

تمارس قيادات المدارس الحكومية "استثمار الفرص" بدرجة متوسطة، بمتوسط عام (3.39). جاءت العبارة (يرصد التغييرات الحاصلة في البيئة التعليمية بحثًا عن فرص التطوير) أولاً، ثم (يستثمر كافة الفرص المتاحة من

أجل حلّ المشكلات وتقديم الخدمة على أكمل وجه) (يشجع على البحث عن فرص لتطوير آليات العمل في المدرسة) وقد يعزى ذلك إلى إدراك قيادات المدارس للتغيرات المتلاحقة في مجال التعليم وسياساته وأنظمتها، خاصة في العقد الأخير، وضرورة متابعتها، والتعامل معها وتذليل العقبات التي تعترض نجاحها، خصوصاً مع عمليات التغيير في جهاز الوزارة ودمج التعليم العام مع العالي والخطط الاستراتيجية للوزارة والتوجه الحالي نحو اللامركزية، وزيادة صلاحيات قيادات المدارس والتطوير السنوي لمنظومات ومؤشرات الأداء الخاصة بالمدارس والقيادات، وغيرها من التنظيمات التي تسعى وزارة التعليم من خلالها لتطوير التعليم. وجاءت العبارة (يطلع العاملين على المستجدات التربوية لبحثوا عن فرص لتطبيقها) بممارسة متوسطة، ما يؤكد النتائج السابقة (في البعد الثاني) التي توضح ضعف بناء الشبكات المهنية ومشاركة المعلومات في المدارس. وأخيراً جاءت العبارة (يستفيد من فرص الدعم المالي والتقني من أصحاب الأعمال) بممارسة قليلة، وترتبط هذه النتيجة بنتائج بعد المبادرة والمتعلقة بتأسيس العلاقات مع القطاع الخاص والتي جاءت بممارسة قليلة، ما يدل على منطوق النتائج وترباطها.

4- البعد الرابع/ الميل للمُخاطرة:

تمارس قيادات المدارس الحكومية "الميل للمُخاطرة" بدرجة متوسطة، حيث بلغ المتوسط الحسابي العام لهذا البعد (3.14). وجاءت العبارة (يبحث القائد في النظام عما يدعم أو يسمح بإنجاز الأعمال التي يؤمن بها). أولاً، ثم (يظهر القائد خبرة في التعامل السريع مع الظروف والتغيرات المفاجئة). وحصلت عبارتان على درجة ممارسة قليلة، وهما (يتحمل القائد بشجاعة مسؤولية فشل مُخاطرة أي من العاملين في المدرسة). و (يجازف بتنفيذ برامج جديدة حتى وإن كانت نتائجها غير مضمونة). وأخيراً جاءت عبارة (يقوم القائد بأعمال دون الرجوع للمسؤولين إذا دعت الحاجة لذلك) بممارسة قليلة جداً، وتأتي هذه النتيجة متسقة مع ما قبلها، قد يعزى ذلك لخوف قيادات المدارس من تحمل مسؤولية الأعمال والمحاسبة عليها إن تمت دون علم رؤسائهم، وقد يشير ذلك إلى أنهم لا زالوا يعملون في ظل ثقافة مركزية العمل، كما يشير إلى ضعف شعورهم بالتمكين وضعف ثقافتهم بدعم وتفهيم رؤسائهم.

نتائج السؤال الثالث: هل توجد فروق ذات دلالة إحصائية في استجابات عينة الدراسة من المعلمين والمعلمات في تقديرهم لواقع ممارسة القيادة الريادية في مدارسهم تُعزى لمتغيرات (الجنس والمؤهل العلمي وسنوات الخدمة والمنطقة)؟

أظهرت النتائج التالي:

– وجود فروق ذات دلالة إحصائية عند مستوى (0.01) بين الذكور والإناث لصالح الإناث، مع ملاحظة أن الفروق قليلة وذلك كون المهام المناطة

للقائدات من الجنسين هي واحدة، كما أن الظروف والبيئة التي يعملون بها متشابهة إلى حد كبير. وقد يعزى الفرق إلى أن نسبة الإناث في العينة تفوق نسبة الذكور (53%) مقابل (47%).

- وجود فروق تُعزى لمتغير المؤهل العلمي. لصالح حملة البكالوريوس، وقد يكون السبب أن حملة البكالوريوس يشكلون غالبية عينة الدراسة (85%).
- وجود فروق تُعزى لمتغير سنوات الخدمة لصالح ذوي الخدمة الأكبر (الذين تجاوزت سنوات خدمتهم عشرة سنوات). وقد يعود ذلك إلى أن نسبة أفراد العينة من هذه الفئة كانت الأكبر. كما قد يعود إلى أن أصحاب سنوات الخدمة الأكثر قد تراكمت لديهم خبرة أكثر من غيرهم، كما أنهم قد تعرضوا خلال خدمتهم لمواقف كثيرة أكسبتهم قدرة أكبر على تقدير ممارسات قيادات مدارسهم، والحكم عليها.
- عدم وجود فروق تُعزى لمتغير المنطقة، وهذه نتيجة متوقعة كون النظام التعليمي في المملكة الربية السعودية مركزي تتشابه فيه ظروف ومهام ومسؤوليات العمل في مختلف المناطق.

نتائج السؤال الرابع: ما أهم المعوقات الشخصية والتنظيمية لتطبيق القيادة الريادية في المدارس الحكومية من وجهة نظر قادة المدارس والمشرفين التربويين؟

للإجابة عن هذا السؤال تمّ جمع استجابات أفراد عينة الدراسة على أداة الدراسة الثانية "المقابلة" وعددهم (36) من قادة المدارس ومشرفي القيادة المدرسية، وأظهرت النتائج التالي:

أهم المعوقات الشخصية:

1. الخضوع للمسؤولين والأنظمة ما يضعف روح المبادرة.
2. ضعف الاستقلالية والمسؤولية عن الأعمال والأنشطة والقرارات.
3. نقص المهارات في مجال القيادة الريادية وتطبيقاتها.
4. الخوف من الفشل أو العقاب المترتب على المخاطرة والتجريب.
5. ضعف مهارة التسويق.
6. تدني مستوى الإبداع والابتكار والتجديد.
7. ضعف الدوافع الداخلية للمُخاطرة والإبداع.
8. قلة الوعي بأخلاقيات الريادة.
9. ضعف القدرة على التعبير عن الأفكار الجديدة وإظهارها.
10. ضعف الحساسية تجاه المشكلات والعجز عن مواجهتها.

أهم المعوقات التنظيمية:

1. ضعف نظام التحفيز والمكافآت للقيادات المتميزة.
2. ضعف الصلاحيات الممنوحة لقائد المدرسة.
3. نقص القيادات المؤهلة.

4. غلبة النمط المركزي في أداء العمل في القطاع التعليمي
5. عدم كفاية الموارد والإمكانات المادية اللازمة للقيام بالأنشطة الريادية.
6. ندرة البرامج التدريبية في القيادة الريادية.
7. ضعف البنية التحتية
8. ضعف وعي المجتمع نحو أهمية الشراكة مع المدرسة.
9. عفا الثقافة الريادية في المجتمع التعليمي وقصورها في المجتمع ككل.
10. قصور فهم ماهية الريادة وتطبيقاتها في مجال القيادة التربوية.

كما بينت النتائج أن أفراد عينة الدراسة يرون أن المعوقات التنظيمية أكثر تأثيراً من الشخصية، وقد يعزى ذلك إلى وجود تقدير جيد من قبل قادة المدارس لمهاراتهم الشخصية، كما قد يعزى ذلك إلى أن المعوقات الشخصية تتفاوت من شخص لآخر، بينما المعوقات التنظيمية ثابتة، ويعاني منها جميع قادة المدارس، حيث إن الأنظمة واللوائح واحدة وتشمل الجميع على حدٍ سواء.

نتائج السؤال الخامس: ما أهم متطلبات تطبيق القيادة الريادية في المدارس الحكومية من وجهة نظر قادة المدارس والمشرفين التربويين؟

أظهرت النتائج أن أهم متطلبات القيادة الريادية في المدارس الحكومية هي:

1. تدريب القيادات التعليمية على مهارات القيادة الريادية عن طريق حزمة من البرامج التدريبية.
2. منح القيادات المدرسية المزيد من الصلاحيات المالية والإدارية.
3. تدريب القيادات التربوية على كيفية تحديد واستثمار الموارد المالية والبشرية في المدرسة لأقصى حدٍ ممكن
4. ربط الأداء الريادي بنظام حوافز.
5. توفير خدمات دعم وتطوير الأعمال الريادية لقيادات المدارس.
6. توفير البيئة الممكنة التي تدعم القيادة الريادية
7. تسهيل إجراءات الوصول للرعاية والداعمين.
8. خلق بيئة داعمة للإبداع والمخاطرة والتجريب
9. التعريف بالتجارب العالمية الخاصة بتطبيق القيادة الريادية في السياق التعليمي.
10. تضمين التحول للتعليم الريادي والقيادة الريادية ضمن الأهداف الإستراتيجية لوزارة التعليم.
11. وضع آلية مناسبة لتوطين ونشر ثقافة القيادة الريادية وتبنيها في ميدان التعليم.
12. تضمين الريادة والنمو الريادي ضمن خطط للمدارس.
13. ربط المدرس مع شبكات المدارس العالمية

توصيات الدراسة:

- العمل على نشر ثقافة الريادة والقيادة الريادية والتعليم الريادي، وتوضيح أهميتها، وأهدافها، وتطبيقاتها، للعاملين في التعليم والمجتمع بشكل عام، من خلال الأدلة والندوات ووسائل الإعلام؛ وذلك لدعم التوجه التدريجي لهذا النمط من القيادة.
- تطوير أداء قيادات المدارس الثانوية، وإكسابهم مهارات القيادة الريادية وتطبيقاتها.
- منح المزيد من الاستقلالية لقادة المدارس، وذلك بمراجعة الصلاحيات المالية والإدارية الممنوحة لهم وزيادتها، وتشجيعهم على ممارسة هذه الصلاحيات بطريقة إبداعية، وتبني المبادرات الداعمة للعمل التعليمي، واستثمار الفرص المتاحة داخل وخارج المدرسة.
- تمكين القيادات المدرسية ومنحهم الثقة الكافية ودعم استقلاليتهم ومسؤوليتهم عن الأعمال والأنشطة والقرارات، وتحمل المخاطرة والتجريب والتجديد دون الرجوع للرؤساء.
- فتح آفاق أكبر للشراكة بين المدارس والقطاع الخاص، بوضع أنظمة واضحة وعملية وتسهيل إجراءات الوصول للرعاية والداعمين، وتعريف قادة المدارس بها، ونشر ثقافة المشاركة والمسؤولية الاجتماعية بين رجال الأعمال.
- تبني سياسات فعالة، وسن تشريعات ولوائح، وإقرار حوافز مادية ومعنوية لدعم قادة المدارس المتميزين.
- الاهتمام باختيار القادة، وإعدادهم إعداداً جيداً من خلال تطوير برامج التأهيل التربوي في الجامعات، وتعايدهم بالتدريب قبل وأثناء توليهم لمنصب قيادة المدرسة، مع الأخذ بعين الاعتبار ضرورة دمج مهارات الإدارة العامة كإدارة المشاريع، وإدارة الموارد المالية والبشرية، والتسويق وغيرها ضمن المهارات الأساسية التي لا بد من تدريب القيادات التربوية عليها.
- بناء نواة لشبكات تعلم مهني محلية وعالمية تسهم في نشر ثقافة القيادة الريادية الفاعلة بين قادة المدارس، وتبادل الخبرات والزيارات، والاطلاع على التجارب الناجحة محلياً وعالمياً.
- توفير خدمات دعم وتطوير الأعمال الريادية لقيادات المدارس.
- تشجيع قادة المدارس على فتح قنوات اتصال فعالة مع المستفيدين، وزيادة الاستفادة من التغذية الراجعة في تطوير آليات العمل، وتعديل الإجراءات في المدارس.

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التخطيط المستدام للمدن، مدى كفاءة آليات أدوات التعمير بالجزائر وتفعيلها

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الملخص:

إن سعي الإنسان لبلوغ أهدافه وتلبية احتياجاته، يؤدي إلى خلق مشاكل ثانوية، كالتلوث وتدمير الغطاء النباتي والتصحّر... هذه التي كانت مشاكل ثانوية صارت مع مرور الوقت مشاكل أساسية بحسب "ألفن توفلر" (مفكر أمريكي صاحب نظرية حضارة الموجة الثالثة)، الأمر الذي يستدعي إعادة التفكير في ضرورة الاستغلال السليم للموارد والثروات الطبيعية التي بحوزتنا، من أجل تحقيق التنمية الاقتصادية، والاجتماعية، والعمرانية، والحماية البيئية التي نهدف إليها، من خلال تخطيط عمراني قائم على معطيات الحاضر ورؤى إستشرافية للمستقبل، الشيء الذي يبرز مدى قصور التنمية التي تم تخطيطها بشكل عشوائي وكان هدفها الوحيد الزيادة في رقعة المعمورة، دون مراعاة الخلفيات التي كان سببها هذا النمو (الوتار، 2010)، وعدم القدرة على إدارته فأصبح يهدد نفاذ الموارد المتاحة عن طريق التدهور، والازدحام، والخلط الناجم في عملية استخدامات الأرض وسوء توزيع البنى التحتية وما تقدم من خدمات، بما لا يتفق واحتياجات الإنسان ودون وجود ارتباط واضح مع استعمالات الأراضي.

بحيث أن الدراسة التنموية لا بد لها أن تكون موجبة تخطيطيا تحفظ للمكان طاقاته التنموية على مدى الأجيال المتعاقبة، لتكون بعد ذلك وباستمرار أداة تساهم في البحث عن التخطيط العمراني المستدام الذي من ميزاته أنه يتحرك مع الزمن ويخدم صلاحيات (مصالح) السكان وفق تطور (تزايد) احتياجاتهم الاجتماعية والاقتصادية، وهذا لا يتأتى إلا من خلال معرفتنا لعدة مفاهيم ومتطلبات عن طريق إلحاق مفهوم الاستدامة بالتخطيط العمراني، وتحليل أبعادهما وتوجهاتهما، وما تطرق إليه الباحثين من حلول للوصول إلى سبل الاستدامة في التخطيط العمراني.

لذا من المهم جدا لفت الانتباه إلى ضرورة التصدي لهذه الفوضى الحاصلة في المجال العمراني بالمدن العربية ومنها الجزائر حالة الدراسة، عن طريق انتهاج أساليب وتفعيل مبادئ الرقابة، وضبط التشريعات القانونية، وتفعيل آلياتها لتعديل ما يمكن تعديله في ظل القصور الذي تعرفه كفاءة الآليات المطبقة في الوقت الراهن، وتغيب دور متخذي القرار التخطيطي لأدوات التعمير، مع

ضرورة إشراك المواطن كطرف فعال ومهم في الارتقاء بمحيط التجمعات البشرية لبلوغ الاستدامة بالمدن.

الكلمات المفتاحية: "التخطيط المستدام، أدوات التعمير، آليات التعمير، المدن المستدامة".

مقدمة:

عرفت الجزائر مع مطلع الاستقلال، العديد من التجارب والمحاولات، بهدف الارتقاء بالمجال العمراني وتنظيمه، بعد ما عرف اختلالات بسبب الاتجاه السريع نحو تعمير المؤسسات البشرية، دون الأخذ بعين الاعتبار العديد من الاعتبارات، والمتطلبات، والأسس المتعلقة بالنواحي البيئية، والاجتماعية والاقتصادية، وهو ما أسقط كل الاستشرافات المستقبلية، بفعل التزايد المطرد في عدد السكان وزيادة المتطلبات والاحتياجات الخاصة بسكان المدن، كل هذا أدى إلى ظهور توسعات عمرانية، زاحمت كل المجالات بما فيها الأراضي الفلاحية، بتخطيط عمراني تغيب عنه خطة عمرانية مستدامة، تستعمل معايير وتقنيات مجسدة بالآليات لا تراعي الظروف البيئية، والاجتماعية، الاقتصادية والإدارية انسقنا نحوها دون أدنى اعتبارات. مع مرور الزمن، لاحظنا عيوب هذه التقنيات، التي لا تتوافق مع برامجنا العمرانية، وبيئاتنا المحلية، بسبب غياب معايير التنمية المستدامة في برامجنا، وخططنا العمرانية، ظهر كل ذلك من خلال (الوتار، 2010):

- الفشل في إدارة النمو العمراني.
- غياب الوعي لدى المجتمع.
- نقشي ظاهرة الفوارق الاجتماعية.
- عدم استيعاب النزوح السكاني المتكاثف في المدن.
- الخلل في توزيع البنى التحتية.
- غياب التوازن بين الإمكانيات المتاحة وتوزيع السكان.

فنتج عن ذلك الآتي: بيئة مريضة، اقتصاد مستنزف وتشويه للهوية المحلية.

وللتصدي لكل هذا، وجب حدوث تنسيق وتفاهم، بين كل الفاعلين؛ من مخططين ومصممين حسب الاختصاصات، لتحقيق أفضل النتائج بوضع المخططات، وسياسات التخطيط في جميع المستويات، والمقاييس الإقليمية، وأكثر

وتسبب على الأقل ثلاثة أرباع تلوث للأرض، كل هذا أدى إلى تحرك العديد من الأصوات، التي باتت تنوء بضرورة تحقيق استدامة للمدينة.

وعليه دعا العديد من المفكرين ومنهم في الاقتصادي " Kammeth Boulding " الذي ناقش فكرة أن كوكبنا عبارة عن مركبة فضائية ممثلة في نظام مغلق بمصادر منتهية، بحيث لا يدخلها شيء سوى الطاقة الشمسية، التي تعطي الحياة للنبات، وتمد الأكسوجين للكون، كون الشمس مصدرا يومي الطاقة، التي تضمن استهلاك راشد للطاقة وتقلل من الاستهلاك المفرد للموارد غير المتجددة، وتجنب تلويث البيئة من جهته (Herbert Girardet) اقتصادي حضري أكد على ما يلي:

- استخدام الموارد والتقليل من النفايات
- الحفاظ على الطاقة المستنفذة والاعتماد على الطاقة المتجددة
- الحد من التأثيرات التي تسيء إلى البيئة
- تحقيق إدارة جيدة تستعمل المصادر في تخطيط مدنها.

وبالتالي، فالحاجة ملحة إلى تطوير، وابتكار شكل جديد، من التخطيط العمراني الشامل، والمراقب، لأن المدينة تمتاز بالتعقيد، الذي يضم جملة من النشاطات الإنسانية، المعرضة للتأثيرات البيئية، وعليه حتى نصل إلى تحقيق مدينة مستدامة لا بد لنا من التعمق في فهم العلاقة بين الإنسان، والخدمات، وسياسة المواصلات، ومنتجات الطاقة.

لذا فلا مدن مستدامة من دون تخطيط عمراني، بيئي واجتماعي، واقتصادي للمدن، ولبلوغ ذلك لا بد من تحفيز السكان، ومن هذا المنطلق، فالمدن عبارة عن نظم بيئية اقتصادية، لا بد أن تضع في الحسبان عند تخطيطها إدارة مصادرها ومواردها المستخدمة.

فالتنمية المستدامة، هي تنمية بيئية اقتصادية، وهي تنمية لاستعمالات السكن، والتجارة، وتصميم الشوارع وممرات الراجلين الآمنة، والمواصلات العامة، في ظروف أفضل، مع الحفاظ على الفراغات العمرانية المفتوحة، ومجالات التنزه.

كما أن للعوامل السياسية، دور مهم في تحسين الظروف المعيشية للسكان، وحياتهم، فالحلول البيئية والاجتماعية، من شأنها أن تشجع على بناء مدن صحية وسليمة، كما للمحلات، والخدمات المدمجة في السكنات، دور يجلب للشوارع الحياة، ويقلل استعمالات وسائل النقل الملوثة، ويسهل بلوغ المقصد وقضاء الحاجيات.

لكن المخططون في وقتنا المعاصر، يحذون المواقع المفتوحة، كونها تتيح لهم تسهيل عملية التخطيط والبناء، الشيء الذي أعطى فرصة للسيارة أن تلعب دورا كبيرا في تخطيط، وإنشاء المدن كما ساهمت في التشكيل العمراني للفراغات العامة وتحفيز البناء في الضواحي، أين تم انتشار المدن وتوسيعها، فالفكرة الأساسية للاستدامة تكمن في حاجة المدن إلى تحقيق الأهداف (الاجتماعية، الثقافية،

من ذلك، على مستوى مقياس الأبنية، المجاورات السكنية، وحتى مقياس المبنى في حد ذاته، بحيث يجب دراسة نوع الأبنية المراد إنشاؤها في المناطق التي يتم تخطيطها، وفق ما أملته التنمية التخطيطية، لأن نجاح الاستدامة العمرانية على مستوى المقياس الكبير؛ إقليم أو مدينة، هو أساس إثبات نجاح إستراتيجية التنمية العمرانية من عدمها، وبالتالي استدامة المدن.

1- الاستدامة؛ المفهوم والأبعاد:

1-1- المفهوم:

تُعرف الاستدامة على أنها مفهوم ينطلق من نظرة إنسانية هدفها العناية بمستقبل الإنسان، ومن ثمة الحفاظ على البيئة التي تعطي الاستمرارية للإنسانية، حيث جاءت عدة محاولات لإيضاح التوازن بين النمو الاقتصادي من جهة، والمحافظة على البيئة من جهة أخرى، وعموما يوضح هذا المفهوم إلى تلبية احتياجات أجيال الحاضر من دون الإخلال باحتياجات أجيال المستقبل، وهو إشارة توضح أن النمو المستقبلي ونوعية الحياة الشاملة تركز على نوعية البيئة.

لذا فإن أوضح تعريف للاستدامة هو أنها: (التنمية التي تأخذ بعين الاعتبار القيود الثلاثة الرئيسية التي تفرضها البيئة على جهد التنمية، ألا وهي عدم التبذير في استخدام الموارد النابضة، والالتزام باستخدام الموارد المتجددة بحدود قدرتها على تجديد نفسها، وعدم تجاوز قدرة البيئة على هضم ما يلقيه فيها جهد التنمية من مخلفات) (الهييتي والمهندي، 2008)

1-2- الأبعاد : للتنمية المستدامة ثلاثة أبعاد، متداخلة ومتراصة فيما بينها، في شكل متفاعل، يتميز بالانضباط والترشيد للموارد، وهي: (مرجان، 2013)

1-2-1- البيئي: يهتم بتحقيق التوازن الايكولوجي، والحفاظ على البيئة سواء الطبيعية، أو المصنوعة.

1-2-2- الاجتماعي: يهتم بتحقيق التمكين الاجتماعي، والاستقرار لمختلف المجتمعات الإنسانية.

1-2-3- الاقتصادي: يهتم بتحقيق التطور الاقتصادي، وزيادة الإنتاجية، وكفاءة الأداء الاقتصادية.

لذا ذهب الباحث (Elkington 1999) إلى القول: " إننا لا يمكن أن نحقق استدامة بيئية أو اجتماعية أو اقتصادية بشكل منفصل، بل لابد منا أخذ الأبعاد الثلاثة بعين الاعتبار في وقت واحد لتحسين نوعية البيئة والنمو الاقتصادي مع تحقيق العدالة الاجتماعية، فالاستدامة لا تعني الأبدية، الاستدامة هي ترابط البيئة، المجتمع، الاقتصاد، لتحقيق دوام الاستعمال وضمانه وفق ما تمليه التعبيرات الاجتماعية، البيئية والاقتصادية."

2- التخطيط المستدام للمدن: (أدريخ، 2005)

إن المدن اليوم، تنتج وتستهلك حجما كبيرا من البضائع الصناعية، بحيث أنها تستهلك ثلاثة أرباع طاقة العالم

البيئية، الاقتصادية)، بحكم أنها تمثل تنظيم ديناميكي معقد ضمن نسق حضري يتجاوب مع المتغيرات التي تطرأ عليه (أدريخ، 2005).

3- التخطيط العمراني المستدام ونظرياته :

يعرف على أنه " أداة ووسيلة لتحقيق المصلحة العامة، لكافة فئات قطاعات المجتمع. وذلك من خلال وضع تصورات، و رؤى لأوضاع مستقبلية مرغوبة ومفضلة، لتوزيع الأنشطة والاستعمالات المجتمعية في المكان المناسب والوقت المناسب، بما يحقق التوازن بين احتياجات التنمية لأجيال المستقبل البعيد، أي تحقيق ما يعرف بالتنمية المستدامة، و بما يحقق التوازن بين الرؤى الاستراتيجية و الطموحات و الرغبات من ناحية و بين محددات الموارد و الإمكانات الواقعية من ناحية أخرى، مع ضمان تحقيق التنسيق و التكامل في استيفاء احتياجات ومتطلبات القطاعات التنموية الشاملة، سياسية، اقتصادية، اجتماعية، بيئية " (المنديل، 2008).

1-3- نظريات التشكيل العمراني المستدام:

1-1-3 حيث حددها (Williams, 2000): في ثلاث عناصر أساسية مؤثرة في المدينة وهي:

* إمكانية الوصول: أي السهولة لبلوغ المقصد والتعرف إلى السبل المؤدية للهدف المنشود.

*التقارب: انضمام المساكن وقاطنيهم إلى بعضهم البعض للحد من الاستهلاك المفرط للمجال وتقصير المسافات لتسهيل قضاء الحوائج.

*اندماج الوظائف:

وضع الوظائف داخل النسيج بطريقة مدمجة والحصول على مناطق سكنية تحوي أكبر قدر من توفير المتطلبات للسكان التي تتوافق مع احتياجات الإنسان وهي:

- توفير الاحتياجات العمرانية (خصائص المدينة، درجة الاحتواء، الكثافة، معدلات السكان) .
- توفير الأمن والأمان: الحماية البيئية والإيكولوجية.
- توفير الانتماء الاجتماعي والتواصل بين المجتمع.
- تحقيق الكيان (الهوية) والصورة الجيدة.
- إمكانية الإبداع: مساهمة الطاقة البشرية والأهالي في التشكيل العمراني.
- تحقيق البيئة الجمالية.

1-3- 2 أما (Barton, 1999) : فحدد مبادئ التشكيل العمراني المستدام من خلال المعايير الآتية:

- زيادة الاكتفاء الذاتي.
- تصميم المجاورة السكنية.
- تحقيق حاجيات الإنسان وتلبية الأهداف الاجتماعية والبيئية.
- تشكيل عمران حول الطاقة الفاعلة وتخطيط شبكات الشوارع.
- تشكيل شبكة الفراغات المحدودة .

- التركيز الخطي والتضام وتشكيل شارع المستقبل كمركز اجتماعي للحي.
- إستراتيجية استخدام الطاقة والمياه.

4- سمات المدن المستدامة :

من خلال استعراض أدبيات الاستدامة، ومفاهيمها في مجال تخطيط المدن، يمكن استنباط بعض المعايير المحققة لاستدامة المدن وهي:

- عادلة يتوزع فيها، الطعام، المأوى، التعليم، الصحة، والأمن بشكل متساو على الجميع، كما يشترك الجميع فيها بالحكم فهي حسب برنامج المول، 2016 مدن:
- تتصف بالإدماج الاجتماعي والمشاركة.
- تمتاز بالتكلفة الميسورة وسهولة الوصول إليها، مع مراعاة الإنصاف.
- تتميز بالفعالية الاقتصادية، والشمولية.
- الإدارة الجماعية، والحكم الديمقراطي.
- تزيد من التنمية الإقليمية.
- متجددة، وقادرة على الصمود.
- تتمتع بهويات مشتركة، والإحساس بالمكان.
- جيدة التخطيط، ومن الممكن السير فيها، ومراعية لوسائل الانتقال.
- تنسم بالأمان، والصحة، تحقق الرفاهية.
- تحتضن التعلم والابتكار.
- كما أنها حسب: (أدريخ، 2005).
- جميلة يحرك الفن، والعمارة، والحداثة فيها الخيال، والروح.
- مبتكرة تتجاوب لجميع التغيرات بسرعة، ويتم فيها توسيع الأفاق، والتجارب.
- ببنية لها القدرة على تقليل التلوث، ومصادرها، وتتوازن فيها الحداثة، والمساحات الخضراء مع المبني، به المباني والبنية التحتية تنسم بالأمان، وتستعمل الموارد المتاحة بشكل فعال.
- سهلة التواصل تشجيع على التجمع، والتبادل بطريقة مرنة في المعلومات وجها لوجه.
- مدمجة، وكثيرة التمرکز، فيها يتم حماية أطراف المدينة، وتتكامل بها المجتمعات ضمن المجاورات السكنية، وتتقارب بها وفق التجاور المكثف، ومتنوعة بها نشاطات متقاطعة تمتاز بحيوية الحركة وتغذية الحياة.

5- التخطيط العمراني المستدام للمدن:

إن نجاح مشروعات التنمية العمرانية المستدامة، تحتاج إلى عدة ركائز، وأدوات، تعطي لها المرونة في التخطيط والتنفيذ، والتنظيم، من أهمها حسب: (علي حسن وآخرون، 2005)

1-1- الشراكة: من بين الركائز المهمة في عملية التخطيط العمراني، التي تهدف إلى تطوير المجتمعات تتطلب ترابط في العلاقات، وعن طريق إتباع مناهج وآليات، وذلك بالتعاون، والتفاهم، وفق برامج الشراكة بين الممولين

والمستثمرين، والجمعيات المحلية والقطاع الخاص، في شكل تجميع ودمج الإمكانيات، والخبرات اللازمة، والمتوفرة التي تتميز بها كل منطقة.

5-2- الإدارة الحضرية: تعتبر الإدارة الركيزة الأساسية والأولى، التي يتم الاعتماد عليها في التخطيط العمراني لأن نجاح أهدافها يتوقف على مبدأ كفاءة الإدارة (وهي ذات أبعاد ثلاثة هي: التخطيط، التنظيم، الإدارة، تعمل هذه الأبعاد مجتمعة استجابة لعملية التحول الحضري، في توفير كافة الاحتياجات الحضرية، وتشغيلها وصيانتها، وتحويل كافة الجهات المعنية إلى شركاء يعملون على تحقيق أهداف التنمية الحضرية). تضم عناصر أساسية هي:

- **التخطيط:** فيه يتم تحديد الهدف، ووضع الخطة التي تحقق الأهداف المرجوة، عند تنفيذها.
- **التنظيم:** هو طريقة استثمار الإمكانيات البشرية، والموافقة بين كل من متطلبات العمل وحاجيات العاملين.
- **التنسيق:** تجسيد للانسجام بين كل الوحدات، والمهام، وخلق المناخ الملائم، الذي يحفز على العمل بكفاءة عالية.
- **الرقابة والمتابعة:** من خلالها تتحدد كل أوجه الانحراف، في أداء الخطة المتبعة عبر كامل مراحل إعدادها وتقديم بدائل.

5-3- بناء القدرات: عملية مهمة يتم خلالها إعداد جميع الأطراف، المقامة في عملية التنمية والتخطيط، والإدارة العمرانية، بهدف الرفع من كفاءتها، في جميع المجالات، سواء كانت فردية أو جماعية.

وتشمل على ثلاث مستويات وهي تنمية:

- **الموارد البشرية:** هدفها إعداد الإطارات، وتزويدهم بالمهارات، والفهم، وإمكانية القدرة للوصول إلى المعلومات المطلوبة، بأداء وظيفي، فعال وواقعي، وبالسرية المطلوبة.
- **تنظيمية:** عبارة عن عمل مشترك داخل منظمة، تقوم بعملية دعم الإدارة، في شكل سليم يساعد، في عملية التنمية العمرانية.
- **مؤسسية:** هي جميع التغيرات التي يتم إحداثها في المسائل القانونية والتشريعية، الواجب توفرها، لغرض تمكين المنظمات، والهيئات المعنية في جميع مستوياتها، وقطاعاتها، بهدف الارتقاء بقدراتها.

6- أدوات التهيئة والتعمير بالجزائر (إصلاحات من أجل تخطيط عمراني أفضل):

بالرغم من أن الطابع التقني يغلب على قضايا التهيئة والتعمير، إلا أن ضبطها يقتضي صدور نصوص قانونية، وتنظيمية، ليضفي على هذا المجال صبغة قانونية مهمة، لأن التعمير بمثابة إعداد للتراب، وتهيئة المجال بشكل دقيق يشمل كل متطلبات السكان، وحاجياتهم على صعيد كل المجالات، غير أن ما نلاحظه اليوم فاق كل التوقعات لما آل إليه المحيط من فوضى في مجال التخطيط،

والانحياز، وهو ما أدى إلى القضاء على المقومات البيئية، وظهور الأحياء العشوائية التي طغت على حواف المراكز الحضرية، ولوثت المنظر الجميل، وزاحمت الأراضي الفلاحية، والتراثية مما استوجب اللجوء إلى وثائق التعمير كأدوات تخطيطية ضمن إطار قانوني للتخطيط العمراني، وأداة أساسية لاستخدامات الأراضي تضمن حسن الاستعمال على المدى القريب والبعيد، ولتطبيق هذه السياسة لجأ المشرع الجزائري إلى سن قوانين، ومراسيم تتعلق بالتهيئة والتعمير بموجب القانون 03/87 المؤرخ في 27 جانفي 1987 الذي أعيد تنظيمه بموجب القانون 29/90 المؤرخ في 1 ديسمبر 1990 من أجل ضبط التصرفات الواقعة في ميدان التعمير الذي يعد القاعدة الأساسية للبناء الوطني المرهون بتطبيق وإرساء ما تمخض عن هذا القانون.

فبعد تجربة المخططات العمرانية التوجيهية (PUD) الذي يحدد المناطق الحضرية (المحيط الحضري) المراد تهيئته أو التعمير به، من أجل ضمان التحكم في التوسع العمراني الخاص بالمدينة وتوجيهها، والذي تضمن صورتين معماريتين من شأنهما تحقيق مجال عمراني منظم، والإسهام في دفع ديناميكية المدينة، وتطويرها في بعديها الزمني والمكاني هما: منطقة السكن الحضري الحديث (Z.H.U.N)، والتجزئة الترابية (Lotissement) (ديب وآخرون، 2000)

هذا الأخير الذي لا يأخذ الطبيعة القانونية للأراضي ولا يستجيب للاحتياجات في ميدان التهيئة، وكذا فيما يخص مخطط التنمية البلدي، (P.U.D) الذي لا يأخذ أثناء التحليل سوى التجمع المعني.

وفي عام 1990 تم إصدار قانون التسيير العقاري الذي تم تكريسه من أجل تسيير أفضل للمجالات العمرانية، وإعطاء صورة مغايرة وجديدة للمدينة، وفق ديناميكية حقيقية للقضاء العمراني، وبقواعد تهيئة وتعمير، التي تعبر عن مجموعة من المعارف، والمهارات وانبعثت الثقافة حضارة المدن التي تساهم في تطوير الإنسان، وأفكاره وحياته الاجتماعية تترجم من خلال فن تنظيم البناء، والعمران عن طريق أدوات التهيئة والتعمير المتعددة لتهيئة الإقليم ومنها:

- أ- **الخطة الوطنية للتهيئة الإقليمية (SNAT).**
- ب- **الخطة الجهوية للتهيئة الإقليمية (SRAT).**
- ج- **مخطط التهيئة الولائي (PAW).**

ومن أهم الأدوات التي عالجت مسألة التخطيط العمراني محليا الآتي (القانون 29/90 المادة الأولى):

د- **المخطط التوجيهي للتهيئة والتعمير (PDAU):** يغطي تراب البلدية، أو مجموعة بلديات، تجمع بينها مصالح اقتصادية واجتماعية، وهو: أداة للتخطيط المجالي والتسيير الحضري، يحدد التوجهات الأساسية للتهيئة العمرانية للبلدية أو البلديات المعنية يأخذ بعين الاعتبار تصاميم التهيئة العمرانية، ومخططات التنمية، ويضبط

الصيغ المرجعية لمخطط شغل الأراضي (القانون 29/90 المادة 16)

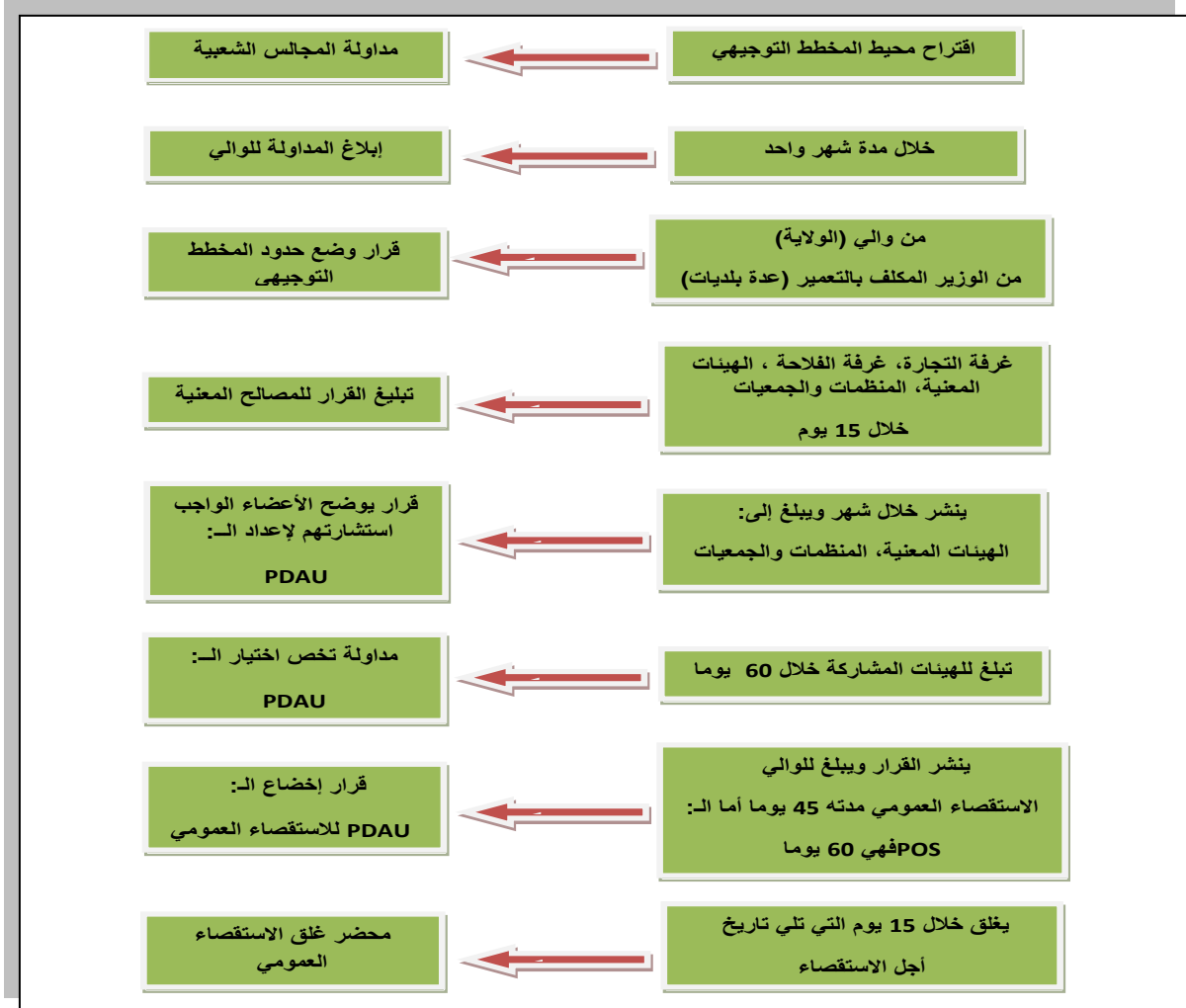
هـ مخطط شغل الأراضي (POS): يغطي جزءا من تراب بلدية "يحدد بالتفصيل، في إطار توجهات المخطط التوجيهي للتهيئة والتعمير، حقوق استخدام الأرض والبناء" (القانون 29/90 المادة 31)

هذه الأدوات تمنح لها سلطة القانون، وهي "تندرج في إطار سياسة تهيئة الإقليم وتنمية مستدامة وهي تعد وتصمم وفق مسار تشاوري ومنسق وتنفذ في إطار اللاتمرکز واللامركزية، والتسيير الجوّاري (06/06 المادة الأولى)

من هذا المنطلق نص قانون التهيئة والتعمير (مادة 24 و34) على " وجوب تغطية كل بلديات الوطن، بمخططات التهيئة والتعمير، ومخططات شغل الأراضي" يكون إعداد مشاريع هذه المخططات بمبادرة من رئيس المجلس الشعبي البلدي وفق مراحل إعداد كما هو موضح في المخططين:

1-6 إجراءات إعداد كل من الـ: PDAU و POS: لهما نفس إجراءات الإعداد يختلفان فقط في عدد أيام الاستقصاء العمومي حسب الشكل (1):

الشكل(1): ملخص إجراءات إعداد PDAU و POS



المصدر: (الباحث، 2016)

وما يتم انجازه على أرض الواقع، وهذا ما جعل قيمة الوثيقة كأداة لتخطيط استشرافي موضوع تساؤل وينضح ذلك انطلاقا من: (لعروق، 2008)

7-1- ضعف القدرات الفنية و المهارات التقنية:

يكتنف الموارد البشرية، والهياكل التقنية التي تقوم بانجاز دراسات مخططات التهيئة والتعمير، متمثلة في البلدية، التي تلجأ للوصاية حيث تقوم بتكليف مكاتب دراسات

رغم كل الإصلاحات إلا أن أدوات التعمير عرفت عدة عوامل أعاققت مسار تطبيقها على أرض الواقع منها:

7- عوامل التدهور الحاصل في أدوات التعمير:

جميع البلديات مغطاة حاليا بوثائق التعمير، لكن تطبيق مقتضيات هذه الوثائق يعرف مجموعة من الاختلالات، الشيء الذي يزيد من اتساع الهوة بين مقترحات التهيئة،

عمومية أو مديريات الولاية للسكن والتعمير، للتكفل بالدراسة وإشراف على مراحلها، كإجراء تنتقل فيه سلطة إعداد وإنجاز أدوات التعمير إلى هذه الأطراف التي تمتلك وتتحكم في القدرات والمهارات المهنية المختصة والسيطرة على امتلاك المعلومات والتجهيزات، وموارد مالية وبشرية هامة.

وبعد، الانتهاء من إجراءات الإعداد والإنجاز للمخططات تعرض على المجالس الشعبية البلدية، من أجل المناقشة والإثراء، التي بدورها لا تمتلك في جعبتها إلا الموافقة أو الطعن المتميز بالاحتشام لبعض التفاصيل، كون جل المنتخبين في المجالس الشعبية البلدية من غير ذوي الاختصاص ليصبح دور البلدية شكلي بعد ما خول القانون لها كامل الصلاحيات في هذه العملية، كل هذه العوامل تؤثر سلبا على واقعية، ونجاح المنتج التخطيطي، الذي لا يعبر عن التوجهات التخطيطية التنموية لمصالح البلدية.

2-7- العامل الزمني:

ثقل الإجراءات الإدارية الخاصة بعملية الإعداد، والموافقة ثم المصادقة "التي تأخذ في المتوسط ثلاثة سنوات تضاف إلى مدة الدراسات (2.5 سنة في المتوسط) " (لعروق، 2008)، تؤثر سلبا على كفاءة المخططات ويحد من استجابتها للأهداف المسطرة، والخيارات المقرر إنجازها، بسبب طول المدة الزمنية بظهور وقائع ميدانية جديدة أعاققت ما تم برمجته، وتنفيذه على أرض الواقع من توجهات تخطيطية وتنموية، فالمراجعة الأخيرة التي قامت بها وزارة السكن والعمران مابين 2007 و2009 حيث "قررت مراجعة نحو 780 مخطط تهيئة وتعمير (PDAU) من جملة 1541 مخطط على المستوى الوطني أي نحو 50 بالمائة منها، بين 2007 و2009 لأنها أصبحت غير ملائمة، أما مخططات شغل الأرض و التي بلغ عددها في سنة 2007 نحو 1200 مخطط، فإن 4109 (34 بالمائة) مخطط قيد الإنجاز في الميدان رغم أن القانون الذي نص على إنشائها صدر في 1990 ، في حين أن 3337 (28 بالمائة) تمت المصادقة عليها وتنتظر التطبيق أما الباقي أي 4747 مخطط (40 بالمائة) فلا زالت قيد الدراسة و الإعداد".

3-7 - تشابك أدوات التهيئة و التعمير:

يعتمد التخطيط المجالي على قاعدة واسعة من الأدوات لها مهام، وأهداف غير متشابهة بدءا من مخطط شغل الأرض (POS)، والمخططات التوجيهية للتهيئة والتعمير (PDAU)، التي تمثل أهم الأدوات الأساسية في تخطيط المدينة، تأتي أعلاها أدوات، هي المخطط الولائي (PAW) والجهوي (SRAT)، والوطني (SNAT) التي تشكل في مجملها القاعدة المرجعية الأساسية التي تستند عليها أدوات التهيئة والتعمير في استعمال توجهاتها التخطيطية، والتنموية في المبادئ والأهداف، وذلك كون التشريع يحرص على إلزامية الرجوع إلى هذه الأدوات الإستراتيجية، لكن ما هو ملموس في الواقع يتنافى مع ما هو منصوص عليه لأن أدوات التهيئة والتعمير

(PDAU)، و (POS) يتم دراستها والمصادقة عليها في غياب كلي لهذه الأدوات الإستراتيجية، وذلك لأنه ومنذ صدور قانون تهيئة الإقليم والتنمية المستدامة سنة 2001 لم يتم المصادقة على المخطط الوطني للتهيئة العمرانية (SNAT) الذي وافق عليه الوزراء سنة 2007، في الحين أن المخططات الجهوية للتهيئة العمرانية (SRAT) ما تزال قيد الدراسة، أم المخططات الولائية (PAW) فإن المعنيين ما يزالون في تعامل مع المخططات القديمة، لذلك فإنه يصعب الوصول إلى التوافق بين أدوات التهيئة والتعمير من خلال متطلبات وبرامج وأهداف الإستراتيجية الوطنية للتهيئة والتعمير وبالتالي فإن حدوث التعارض وارد لا محالة.

4-7 - تعدد أدوات التهيئة و التعمير:

إن التعدد الحاصل في أدوات التهيئة والتعمير يطرح وبقوة قضية التكامل، والترابط، والتناسق بين هذه الأخيرة ، وذلك من ناحية الإجراءات التنفيذية، أو تعارض، وتناقض المشاريع المبرمجة وعدم توافقها، لذلك فإن المراقبة لهذه الأدوات تكون غائبة على مستوى الجماعات المحلية خاصة منها الأدوات التي تتولاها الوصاية.

5-7- التعديت على التوجهات التخطيطية:

إن ظهور الإهمال، واللامبالاة في مجال التطبيق في أدوات التهيئة والتعمير له سلبيات معيقة نظرا لأنها تفقد فعاليتها، ومصادقيتها، وجدواها في الأداء التخطيطي، وكل ذلك يرجع لظروف ترتبط أساسا بتحقيق رغبات شخصية تغلب عليها المنفعة الخاصة على المنفعة العامة، نظرا للسكوت الحاصل عن الممارسات العمرانية المخالفة وتشجيع كل ما هو عشوائي في أماكن، ومواقع غير مناسبة تعود على التخطيط العمراني بتأثيرات سلبية بيئية، واقتصادية، واجتماعيا في ظل التسرر على المخالفات الخاصة بالضوابط التخطيطية من طرف أفراد المجتمع، وحتى من مصالح الدولة، ومؤسساتها التي تؤدي بإحداث أضرار تخص الأهداف التنموية المسطرة وتضر بسلامة السكان.

على أساس ما تقدم من عرض نستنتج أن سبب فشل أدوات التعمير في التعمير لا يرجع إلى المخططات نفسها كوثيقة توجيهية، وإنما خللها يكمن في المصالح المسؤولة عن تطبيقها، ومراقبتها من حيث المخالفات والتجاوزات عليها، إضافة إلى نقص التوعية، والترشيد، ونقص التكوين لدى الهيئات المحلية المنتخبة التي تفتقد الكفاءة والمعرفة للإجراءات التقنية والإدارية الكفيلة بتسيير فعال للمدينة، دون أن ننسى القاعدة الشعبية المنتهكة لقوانين التهيئة والتعمير سواء كان ذلك عن علم أو من دونه.

8- التنمية المستدامة و التخطيط العمراني بالجزائر:

أولت الجزائر اهتماما بليغا بمفهوم التنمية المستدامة شأنها شأن باقي الدول ، وذلك بعد قمة الأرض عام 1992،

وقامت بتبني هذا المفهوم، وعملت جاهدة من أجل العمل به في مجال التخطيط العمراني كي تحقق أهداف التنمية المستدامة، وتطبيقها فعلياً على أرض الواقع، حيث اعتمدت مجموع برامج، وخطط من بينها الآتي:

1-8 المخطط الوطني للتدخل من أجل البيئة و التنمية المستدامة (PNAE-DD):

تم اعتماده كمحاولة من طرف وزارة تهيئة الإقليم والبيئة سنة 2002 تجاوباً مع توصيات قمة الأرض، وتوصيات المؤئل المتعلقة بالإسكان، والتنمية المستدامة، حيث قامت بتحديد إستراتيجية للتنمية المستدامة تمتد من 2001 حتى 2011، فكان هذا المخطط من بين أهم الدوافع التي حثت المختصين في مجال العمران، والتهيئة على تبني هذا المفهوم المستقبلي، وأخذ به عين الاعتبار أثناء القيام بأعداد المخططات العمرانية.

2-8 المخطط التوجيهي لتهيئة فضاءات الحواضر، و مخطط التناسق الحضري (SDAAM, SUC):

في إطار الإستراتيجية الجديدة للتهيئة والتعمير، والتنمية المستدامة، والحكم الراشد، ومن خلال قانون تهيئة الإقليم والتنمية المستدامة (2003) برزت أدوات جديدة منها:

1-2-8 المخطط التوجيهي لتهيئة فضاءات الحواضر: يمثل أداة للتخطيط العمراني من خلال قانون تهيئة الإقليم والتنمية المستدامة 2003، يهدف إلى تهيئة المجالات الحضرية للمدن الميتروبولية، وله بعدين هما:

- البعد المجالي: يهتم بالتحكم في النمو العمراني، والانسجام المجالي، ومختلف السياسات القطاعية.

- البعد الاقتصادي: له دور مهم في توقيع التجهيزات الكبرى، والخدمات الميتروبولية، والتجديد الحضري.

2-2-8 مخطط التناسق الحضري: عبارة عن أداة تخطيطية إستراتيجية مركزية لمختلف أدوات التخطيط والتوجيه القطاعي، هدفها إنجاز مشروع متناسق حضري على المدى البعيد، باعتبارها أداة مرجعية بالنسبة للمخطط الرئيسي لتهيئة المجالات الحضرية للحواضر، لأنه يعتمد عليه فيما تم جمعه من معطيات، ومعلومات من خلاله يهتم التدخل على المحيط الخاص بالبلدية والولاية.

3-8 القانون التوجيهي للمدينة:

قامت الجزائر بسن قوانين وإنشاء هيئات تهتم بالعناية بالبيئة و تحمل في طياتها مفهوم التهيئة المستدامة وأهدافها ، وكان القانون التوجيهي للمدينة (رقم 06-09 الصادر بتاريخ 20 فيفري 2006) أول قانون يهتم بالمدينة و يخصها في الجزائر من خلال سياسة تهدف إلى تحقيق التنمية المستدامة في التخطيط العمراني بصفتها الإطار الفكري متعدد الأبعاد الاجتماعية والاقتصادية والبيئية يتجسد من خلال عدة مجالات وهي:(الجريدة الرسمية الجزائرية، 2006)

أ- مجال الاقتصاد الحضري: وذلك عن طريق:

- المحافظة على البيئة الطبيعية و الثقافية.
- الحرص على الاستغلال العقلاني للثروات الطبيعية، و ترقية الوظيفة الاقتصادية للمدينة.
- ترقية التكنولوجيا الجديدة للإعلام و الاتصال.

ب- المجال الحضري الثقافي: يهدف إلى التحكم في توسع المدينة بالمحافظة على الأراضي الفلاحية، والمناطق المحمية عن طريق الآتي:

- تصحيح الاختلالات الحضرية، وإعادة الهيكلة، وتأهيل النسيج العمراني، وتحديثه لتفعيل وظيفته.
- المحافظة على التراث الثقافي، والتاريخي، والمعماري، والمساحات الخضراء وترقيتها.
- تطوير وتدعيم التجهيزات الحضرية، وترقية وسائل النقل لتسهيل الحركة الحضرية.
- وضع حيز لتطبيق نشاطات عقارية تأخذ بعين الاعتبار وظيفة المدينة.

ج- المجال الاجتماعي: يرمي إلى تحسين الضر وف المحيطة بمعيشة السكان و التطلع إلى ضمان:

- مكافحة تدهور ظروف المعيشة في الأحياء.
- ترقية وتطوير النشاطات السياحية و الثقافية والرياضية والترفيهية.
- المحافظة على النظافة والصحة العمومية وترقيتها وتدعيم التجهيزات الاجتماعية والجماعية.

د-مجال التسيير: هدفه ترقية الحكم الحضري بالآتي:

- توفير أنماط التسيير العقلاني باستعمال الوسائل الحديثة وتوفير وتدعيم الخدمة العمومية وتحسين نوعيتها.
- تأكيد مسؤولية السلطات العمومية ومساهمة الحركة الجمهورية والمواطن في تسيير المدينة

هـ- المجال المؤسساتي: من بين أهدافه:

- وضع إطار وطني للرصد و التحليل والاقتراح في ميدان سياسة المدينة.
- ترقية تمويل سياسة المدينة في إطار مساهمات الميزانية الوطنية والمالية المحلية والآليات المستحدثة كالأستثمار والقرض.
- تدعيم متابعة الهيئات المختصة بتنفيذ سياسة المدينة والبرامج و النشاطات المحددة في هذا الإطار ومراقبتها.

وعموماً فإن سياسة المدينة في إطارها وأهدافها تقوم بتنسيق و توجيه كل التدخلات وترمي إلى تحقيق:

- تقليص الفوارق بين الأحياء وترقية التماسك الاجتماعي.
- القضاء على السكنات الهشة وغير الصحية.
- التحكم في مخططات النقل والتنقل، وحركة المرور داخل محاور المدينة وحولها.
- تدعيم الطرق والشبكات المختلفة.
- ضمان توفير الخدمة العمومية، وتعميمها خاصة تلك المتعلقة بالصحة، والتربية، والتكوين، والسياحة، والثقافة.

10- الكشف عن مدى كفاءة الآليات المطبقة في أدوات التعمير:

يهدف التعرف على آليات إعداد وإنجاز أدوات التعمير بالجزائر، والوقوف أمام مدى مراعاة القائمون بعملية التخطيط للخصائص التي تتميز بها كل منطقة منها الاجتماعية، والطبيعية، والاقتصادية، وكيفية الاستفادة بما هو متاح من موارد طبيعية، وبشرية للنهوض بالتنمية العمرانية، وللكشف عن هذه الآليات تم الاستعانة بالدراسة الميدانية عن طريق توزيع استمارة مقابلة كتقنية بحث مست أهم القطاعات التي لها دور فعال في إعداد وإنجاز أدوات التعمير بالجزائر منها: (مديرية البناء والتعمير، المصلحة التقنية على مستوى المجالس الشعبية، مديرية التخطيط، مكاتب الدراسات ، ...الخ)، حيث تم استجواب مجموعة من الإطار ذات الصلة بعملية التخطيط كل حسب دوره وتم تخصيص جملة من الأسئلة التي عن طريقها نستطيع تحديد الآليات التي تتم في هذه العملية ومناقشتها.

من خلال تحليل نتائج الاستمارات، و القراءات المسجلة على مستوى البيانات التي من خلالها تم قياس مدى كفاءة الآليات المطبقة في إعداد وإنجاز أدوات التخطيط العمراني ودمجها لمعايير تخطيطية تحقق الاستدامة، حيث تم التوصل إلى الآتي:

10-1- قصور على مستوى الإطلاع على التشريعات العمرانية الخاصة بالتنمية المستدامة:

من النتائج المتحصل عليها أن معظم المتدخلين في العملية التخطيطية ليس لديهم أدنى إطلاع على النصوص التشريعية الخاصة بالتنمية المستدامة وتطبيقاتها ، حيث قدرت النسبة بـ: 64.70 % من مجموع المستجوبين، وهو ما سبب فقدان الإطار القانوني والتشريعي المضبوط الذي يتم عن طريقه إدراج هذا المفهوم في العمليات التخطيطية والإلحاح على تطبيقها، وهذا إنما يعود إلى التجاهل، واللامبالاة من طرف المخططين لهذه التشريعات الخاصة، مما أثر سلبا على تطبيق شروط التنظيم العمراني، وما يضبطه من قوانين، إضافة إلى الاستخفاف بمدى أهمية هذه التشريعات من جانب السلطات المحلية المسؤولة، والجهات القائمة بأعمال التخطيط ويعود لعدة أسباب منها:

- المركزية الإدارية التي حالت دون بناء قدرات فنية ذات إطلاع وكفاءة إدارية منظمة.
- طول مدة إصدار القوانين، واللوائح التنفيذية التي تمر على عدة مستويات مما شكل عائق في الناحية التنظيمية يحول دون الوصول إلى التنمية العمرانية المستدامة.

10-2- عدم إشراك القاعدة الشعبية في عمليات إعداد وإنجاز أدوات التعمير:

إن غياب المشاركة الفعلية للقاعدة الشعبية أثناء إعداد، وإنجاز أدوات التعمير بفعالية في إبداء الرأي وطرح الحلول التي من خلالها يتم طرح مشاكلهم الفعلية، واحتياجاتهم من خلال العملية التخطيطية، وإشراكها سوى

- حماية البيئة.
- الوقاية من الأخطار الكبرى وحماية السكان.
- مكافحة الآفات الاجتماعية والإقصاء والانحرافات والفقر والبطالة.
- ترقية الشراكة والتعاون بين المدن .
- اندماج المدن الكبرى في الشبكات الجهوية والدولية.

9- المبادئ العامة لسياسة المدينة في إطار التنمية المستدامة: حسب (الجريدة الرسمية الجزائرية، 2006)

يتم إعداد وتصميم سياسة المدينة وفق مسار تشاوري يتميز بالتنسيق ويتم وضعه في إطاره التنفيذي عن طريق اللاتمرکز واللامركزية في التسيير حيث تسند الصلاحيات وتمنح إلى ممثلي الدولة على المستوى المحلي تحضى الجماعات الإقليمية بسلطة وصلاحيات المهام وفق مبادئ عامة هي حسب المادة (02):

* **التنسيق والتشاور:** اللذان بموجبهما، تساهم مختلف القطاعات، والفاعلين المعنيين في تحقيق سياسة المدينة بصفة منظمة، ومنسجمة، وناجعة، انطلاقا من خيارات محددة من طرف الدولة على المستوى المحلي.

* **اللامركزية:** بموجبه تسند المهام والصلاحيات القطاعية إلى ممثلي الدولة على المستوى المحلي.

* **اللامركزية:** بموجبهما تكتسب الجماعات الإقليمية سلطة وصلاحيات ومهام بحكم القانون.

* **التسيير الجوّاري:** بموجبه يتم بحث ووضع الدعائم و المناهج الرامية إلى إشراك المواطن، بصفة مباشرة أو عن طريق الحركة الجموعية، في تسيير البرامج، والأنشطة التي تتعلق بمحيطه المعيشي وكذا تقدير الآثار المترتبة على ذلك وتقييمها.

* **التنمية البشرية:** بموجبهما يعتبر الإنسان المصدر الأساسي للثروة والغاية من كل تنمية.

* **التنمية المستدامة:** بموجبهما تساهم سياسة المدينة في التنمية التي تلبي الحاجيات الأنية دون رهن حاجات الأجيال القادمة.

* **الحكم الراشد:** بموجبه تكون الإدارة مهتمة بانشغالات المواطن، وتعمل للمصلحة العامة في إطار الشفافية.

* **الإعلام:** بموجبه يتمكن المواطنون من الحصول بصفة دائمة على معلومات حول وضعية مدينتهم وتطورها.

* **الثقافة:** بموجبهما تشكل المدينة فضاء للإبداع، والتعبير الثقافي، في إطار القيم الوطنية.

* **المحافظة:** بموجبهما تتم صيانة الأملاك المادية والمعنوية للمدينة و المحافظة عليها، وحمايتها وتثمينها.

* **الإنصاف الاجتماعي:** بموجبه يشكل الانسجام، والتضامن، والتماسك الاجتماعي العناصر الأساسية لسياسة المدينة.

أثناء طرح المشاريع العمرانية لإعادة تخطيط هذه الأدوات قبل الاعتماد جعل منها أدوات تخطيطية تفتقد للمصداقية من طرف سكان المدينة، وهذا يعود إلى:

- عدم التزام، وإلزام المجالس البلدية بضرورة إحداث وسائل، وآليات للإعلام، والإشهار لتمكين الشعب من المشاركة وتزويد متخذي القرار بمعلومات كافية، وحقيقية لتسهيل العملية التخطيطية بطريقة ترضي الجميع.
- عدم تحفيز تطبيق مبدأ المشاورة، والمشاركة المجتمعية عن طريق التحقيق العمومي الذي يعتبر من أهم الإجراءات التي تقتضيها عمليات الإعداد لهذه المخططات.

10-3- قصور في عملية الدراسات التخطيطية:

من خلال تحليل البيانات استنتجنا أن معظم الدراسات التي يتم إجراؤها على مستوى إعداد مخططات التعمير لا تفي بالمطلوب المتمثل في وضع الحلول النهائية التي يتم اقتراحها، فما نسبته 58.82% من القائمون بهذه العملية دراساتهم التخطيطية يتم إنجازها بعد الانتهاء من وضع التصورات النهائية للمخطط المقترح، وذلك فيما يخص الدراسات البيئية، والطبيعية، وبعض دراسات البنية التحتية الشيء الذي يجعل هذه الدراسات مجرد دراسات تكملة لا غير تؤدي إلى فقدان الشمولية في عملية إعداد مخططات أدوات التعمير.

10-4- عدم الارتكاز على الخطط الإقليمية:

من تحليل البيانات اتضح أنه خلال إعداد، وإنجاز مخططات أدوات التعمير لا يتم الاعتماد على توجهات الخطط الإقليمية، التي تعتبر بمثابة معلومات عن طريقها يستطيع المخطط حصر الاحتياجات المتوقعة من خلال المعلومات الصحيحة التي توجه في الطريق السليم للتخطيط، وهذا النقص لمسه من نتائج الاستبيان الموجهة للعاملين في قطاع التخطيط العمراني، حيث قدرت نسبة 52.94% من مجموع المستجوبين لا تركز على الخطط الإقليمية أثناء الإعداد والانجاز، وهو ما يؤثر سلبا على فقدان المنهج المتبع على الخطة الإقليمية التي تعتبر بمثابة الانطلاقة الحقيقية لمشروع المخططات المنجزة التي بدورها تفتقر على توفر القدر لكافي من البيانات، والإحصائيات الصحيحة، والدقيقة أثناء مراحل الإعداد، والتنفيذ، والمتابعة الذي يشترط أن تكون ذات مميزات تتصف بالشمولية، والدقة، والسرعة لتحقيق الهدف المنشود وفق الوضعية الراهنة لجميع مجالاتها الاقتصادية، والاجتماعية، والعمرانية، أما الشيء المؤسف عند المخططين فهو اعتمادهم على طرح بعض المداخل الإقليمية الناتجة عن الجهود الذاتية الفردية لكل مخطط مما يعطيها نوع من عدم التوافق، والواقعية في الأهداف بينها وبين باقي الخطط الذي بدوره يسبب التعارض، والتناقض بين المشاريع التي يتم برمجتها نظرا لتعدد وتشابك أدوات التهيئة والتعمير، وعدم تكاملها.

10-5- غياب الاستمرارية في المراقبة والمتابعة لمرحل إعداد وإنجاز أدوات التعمير:

من خلال استجواب أهم المتدخلين في عملية إعداد، وإنجاز أدوات التعمير تبين أن الرقابة على هذه الأخيرة هي بنسبة 58.82% ولكن هذه الرقابة تكون في المرحلة الأنية المتزامنة مع الإعداد والانجاز لهذه المخططات، وذلك بنسبة 47.05% مع إغفال كل من الرقابة، والمتابعة اللاحقة، والسابقة للذان لهما من الأهمية بمكان حيث أن:

- المتابعة السابقة: تعتبر متابعة وقائية قبل إعداد، وتنفيذ أدوات التعمير، وذلك عن طريق تجنب الأخطاء التي تقود إلى زيادة الأعباء، والخسائر المادية، وكذا الجهد و الوقت.

- أما المتابعة اللاحقة: فهي متابعة متأخرة عن عملية التنفيذ للمخططات العمرانية، وبإجراء هذه المتابعة فإنه بإمكان المتابع أن يحدد جملة الانحرافات المنجزة في هذه العملية الايجابية منها والسلبية ومحاولة تصحيح الأخطاء ووضعها في مسارها الصحيح لتجنب أعمال الصيانة، وإعادة الدراسة، وما ينجر عنها من تكاليف، وهذا ما يفقد عملية التخطيط الاستمرارية، المرهونة باستمرار النشاطات الاقتصادية، والاجتماعية الملزمة لها بوضع خطة جديدة بعد الانتهاء من الخطة السابقة، وبهذا الإجراء يبقى التخطيط مستمرا.

10-6- عدم القدرة على إدارة النمو العمراني:

من خلال النتائج المحصل عليها المتمثلة بنسبة 58.82% من المستجوبين ترى بأن عملية التعمير تكون قبل عملية التخطيط، الشيء الذي يفقد السلطات المسؤولة عن تسيير الشؤون العقارية، والسيطرة على العمران نتيجة الفارق الحاصل في معدل نمو العمران عما هو مخطط، بسبب التعمير العفوي، والعشوائي الذي يسبق العملية التخطيطية مما يحدث خلل يؤول دون تحقيق التوجهات العمرانية الحقيقية اللازمة لتحقيق التنمية المستدامة.

10-7- البطء في عمليات الإدارية الخاصة بخطوات الموافقة والاعتماد:

تمثلت النتائج المحصل عليها في 100% من المستجوبين ينظرون إلى أن الإجراءات الإدارية الخاصة بخطوات الإعداد، والموافقة، والمصادقة على أدوات التعمير بطيئة، ويرجعون ذلك لأسباب أهمها:

- البطء في رفع التحفظات الخاصة بمكاتب الدراسات التي أسندت لها عملية الدراسة لهذه المخططات.

- كثرة المتدخلين في عملية الإعداد، والموافقة، والمصادقة على أدوات التعمير، فيستغرق ذلك وقت كبير جراء المراسلات الإدارية بين مختلف المصالح.

هذه الأسباب وغيرها أضعفت من كفاءة المخططات، وأصبحت غير قادرة على تحقيق الأهداف المسطرة بسبب طول المدة الزمنية التي غيرت في المعطيات، والبيانات الإحصائية نظرا للديناميكية التي تشهدها المدن من تطور،

وظهور معطيات جديدة غير مدرجة تعيق ما تم اقتراحه من توجهات تخطيطية تنموية.

10-8- عدم وجود سلطة ردعية للمخالفات العمرانية:

من النتائج المحصل عليها 64.70 % ترى أن هناك غياب على مستوى سلطة التدخل على المخالفات العمرانية، والعمرانية مما يعطي الفرصة للمواطن بالاعتداء على البيئة العمرانية لعدة أسباب أهمها:

- التستر على المخالفات العمرانية والمعمارية.
- تقديم المصلحة الخاصة عن المصلحة العامة.

هذا ما أوجد عشوائية في مجال البناء والتعمير، وتعديات على البيئة العمرانية بسبب الإهمال، واللامبالاة، وعدم الالتزام بتطبيق التوجهات الموجودة في أدوات التعمير فأفقدتها المصادقية والجدوى في الأداء التخطيطي.

11- النتائج والتوصيات:

يمكن اعتبار الآليات المقترحة عبارة عن جملة من التوصيات والأساليب المتكاملة والمفصلة التي يتم استخدامها من طرف متخذي القرارات التخطيطية لتنفيذ سياسة عمرانية معينة لتلبية غايات وأهداف مطلوبة بواسطة تجسيد معايير وأسس تخطيطية لتلبية حاجيات المجتمع ورغباته، وبغية تحقيق ذلك تم رصد بعض المقترحات من خلال بحثنا هذا من شأنها أن تكون مدخلا للاستدامة التخطيطية في المدن المستقبلية وفق المراحل المتسلسلة للعملية وهي:

11-1- آليات الإعداد:

11-1-1- اعتماد نظام معلومات حديث في جمع المعلومات:

إن الاعتماد على قاعدة معلومات جديدة، وصحيحة باستخدام النظم الجديدة (مثل نظام المعلومات الجغرافية) يعتبر آلية لتحديد أهم المعطيات المتوفرة للاستفادة منها أثناء مراحل إعداد وإنجاز أدوات التعمير، حيث يجب أن تكون المعلومات شاملة، ودقيقة، وسريعة الجمع فهي أسس يجب توفرها أثناء هذه العملية بحيث تكون:

- شاملة : تمس جميع المجالات البيئية والاجتماعية والاقتصادية وترتكز على خطط إقليمية.

- دقيقة : تجمع وترتب بدقة لتجنب الوقوع في تضارب بين واقع الإمكانيات وحجم الاحتياجات.

- سريعة : فسرعة جمع المعلومات يجعلها ذات قيمة كونها أقرب للواقع في تحقيق الأهداف.

فتوفر هذه الأسس يمكننا من حصر المعطيات التي تتوفر عليها المنطقة المراد تخطيطها المتمثلة في:

- المعطيات المادية : يتم خلالها جمع معلومات تحدد خصائص الموقع وعلاقته بالمدينة والإقليم التابعة له بتميز (المناخ السائد، الطبوغرافية، التضاريس، جيولوجية الأرض، المياه،.... الخ) كما يتم تحديد المحددات الطبيعية

والصناعية الموجودة وكلها معلومات تساهم في إيجاد تخطيط عمراني مستدام باختيار موقع يحقق توفر موارد طبيعية تلبي احتياجات مادية للإنسان.

- المعطيات البشرية: يتم عن طريقها تحديد الزيادة السكانية، الكثافة السكانية، أهم خصائص المجتمع فهي بذلك تساهم في تحديد حجم المدينة، وكثافتها بما يتوافق مع المعطيات المادية المتوفرة.

11-1-2- المشاركة الشعبية المؤطرة بجمعيات ومنظمات:

إن المشاركة الشعبية لها دور فعال في النهوض بعملية التخطيط العمراني وتوجيهه، وذلك بمشاركة المجتمع مع متخذي القرار التخطيطي، والكفاءات الإدارية، والفنية التي تقوم بإعداد المخططات العمرانية في طرح الآراء، وتبادلها لكي يتم حصر المشاكل، والاحتياجات المحققة للأهداف المرجوة فمن ناحية تحديد المشاكل يمكننا :

- تحديد المشاكل البشرية: منها الزيادة السكانية، تدني العلاقات، والروابط الاجتماعية انتشار الجريمة، ضعف الأداء الإداري.

- تحديد المشاكل المادية: منها العمران العشوائي، التدخل في استعمالات الأرض، غياب الخدمات، والمرافق العامة، التلوث البيئي، التدهور العمراني، والمعماري،... الخ. وهذا ما يقودنا إلى ضبط الاحتياجات البشرية والمادية الواجب توفيرها للسكان:

- الاحتياجات المادية: تتمثل في توفير البيئة العمرانية، والمعمارية الصحية، والمرحة، والأمنه للمواطنين، وتحسين الظروف المعيشية لمساعدة المجتمع على أداء وظائفه اليومية، دمج الخدمات الضرورية الناقصة لرفع كفاءة البنى التحتية وتسهيل صيانتها... الخ.

- الاحتياجات البشرية: تتمثل في إحداث التوافق بين الحياة الاجتماعية، والروحية، والنفسية مع كل الضروريات المعنوية للإنسان، وبيئته المعاشة.

فيهذا الإجراء يستطيع القائمون بعملية التخطيط العمراني تحديد الأهداف المادية، والبشرية، وتوضيحها على أساس حل المشاكل، وتوفير الاحتياجات المطلوبة.

11-2- آليات الموافقة والاعتماد:

11-2-1- استعمال الحوار كآلية للموافقة، والاعتماد: وذلك عن طريق عرض المخطط على بعض الجهات لإعطاء رأيها وتسجيل ملاحظاتها قبل الموافقة عليه، وهو ما يتطلب خطوات متسلسلة تبدأ ب:

- موافقة الجهات المسؤولة: الإدارية منها، والتنفيذية.

- عرض المشروع على المواطنين: لإبداء ملاحظاتهم بخصوص المخطط العمراني.

- عرض المخطط على لجان استشارية فنية (مهندسين في جميع الاختصاصات): الهدف منها مراجعة المخططات وإبداء الرأي مع تقديم النصائح، والإرشادات.

- **عقد جلسة اجتماع عام:** يستخدم من خلالها الإعلام، والإشهار بحضور المجلس الشعبي البلدي، والمواطنين، وكل الفاعلين لملاحظة مدى تجاوب المواطنين، والفاعلين مع مشروع التخطيط العمراني المقترح، وتسجيل الاقتراحات.

- **إجراء التعديلات إن وجدت:** يقوم العاملون على إعداد المخططات العمرانية بإجراءات التعديل على ضوء ما تم تسجيله من ملاحظات خلال جلسة الاجتماع العام المنعقد.

- **الموافقة والاعتماد:** بعد إجراء المراحل السالفة يعرض المشروع التخطيطي على المجلس الشعبي البلدي ويتم الموافقة عليه ثم المصادقة برأي الأغلبية.

11-3- آليات الانجاز:

11-3-1- توفير القدرات الإدارية والفنية:

إن عملية التنفيذ أسلوب عمل متكامل يتطلب تدخل ومشاركة عدد كبير من القدرات، والكفاءات الفنية، والإدارية محددة الأدوار، التي تتطلب توفر أسس وشروط أهمها التكامل، والتنسيق، والكفاءة لتجسيد أهداف التخطيط على أرض الواقع بحيث.

- **التنسيق:** يحقق التوافق، وعدم التعارض بين الأطراف المشاركة في عملية الإنجاز، ويضمن استمرارية العملية بطريقة متتالية بين كل خطوة، والخطة التي تليها مما يضمن التكامل بين خطط التنمية الحالية والمستقبلية.

- **التكامل:** توفير قدرات فنية، وإدارية ذات اختصاصات متكاملة فيما بينها حسب الأدوار المنوطة لهم لتجسيد أهداف التخطيط العمراني.

- **الكفاءة:** وهو شرط من شروط نجاح العملية التخطيطية فغياب المهارة الفنية والمعرفة العلمية الشاملة يفقد التخطيط العمراني سلامته ويعرقل التنمية، ويتسبب في ضياع الوقت، والمال والجهد.

11-4- آليات الرقابة:

11-4-1- **تكوين لجان مراقبة (سابقة، متزامنة، لاحقة):** هدف هذه اللجان تحديد الانحرافات وتعديلها حسب التغيرات الحاصلة أثناء عملية الإعداد والانجاز وبعد الانتهاء من العملية ككل عن طريق إجراء المقارنة بين ما هو مخطط وما تم تخطيطه، وذلك لضمان سلامة التخطيط، وسرعته، وهو ما يساعد على:

- التوجيه الصحيح لمسار عملية التخطيط العمراني.

- إضفاء طابع المرونة على العملية التخطيطية، مما يتيح فرصة تعديلها حسب الواقع البيئي، والاقتصادي، والاجتماعي متى دعت الضرورة لذلك.

خاتمة:

من خلال هذا البحث تبين لنا أن التنمية المستدامة تقوم على ثلاثة عناصر مهمة، وهي الاقتصاد، والمجتمع،

والبيئة، وهي مترابطة ارتباطا وثيقا في تداخل كبير، فالالاقتصاد هو محرك المجتمع، وهو الذي يحدد ماهيته (مجتمع صناعي، زراعي، رعوي، الخ)، والمجتمع بدوره هو صانع الاقتصاد، وذلك استنادا لنوع الفكر الذي يتبناه المجتمع (رأسمالي، اشتراكي، إسلامي).

أما البيئة فهي المجال الذي يؤثر على الأنشطة الاقتصادية ويتأثر بها، وذلك من خلال سلوك المجتمع، لذا فإن أي تنمية لا بد أن تحقق التلاؤم، والانسجام بين هذه العناصر الثلاثة.

وعليه فإن التوجهات التنموية المنشودة يتم ترجمتها إلى مخططات عمرانية، وبرامج اقتصادية، اجتماعية وعمرانية تستخدم التخطيط العمراني كطريقة عمل، وأسلوب من أجل الوصول إلى تخطيط عمراني مستدام للمدن، يتم من خلاله تنظيم نقل المجتمع من حال إلى حال لتحقيق احتياجاته الإنسانية في أقصر وقت، وأوفر جهد وأقل تكلفة عن طريق التنبؤ بالمستقبل، والاستعداد لمواجهة بخطط عمرانية تحقق أهداف المجتمع في مكان معين، وزمن معين، ومن ثمة تحويل هذه الخطط إلى مشروعات تنموية عمرانية من شأنها أن تفي بمتطلبات الأجيال الحاضرة مع مراعاة حق الأجيال القادمة في تلبية احتياجاتها، وذلك برسم سياسات، واستراتيجيات تخطيط عمرانية مستدامة مع مراعاة الأبعاد التي تضبط طرق استعمال الأراضي للتصدي لمشكل الزيادة السكانية، وكثافتها، والتكتلات الاقتصادية، واحتكاراتها، والتلوث البيئي بجميع مظاهره السلبية لكي تحفظ للمكان طاقاته التنموية من خلال:

- معرفة نوع التغير المطلوب على المستوى التخطيطي، وحجمه في مختلف الجوانب الاقتصادية، والاجتماعية والعمرانية.

- إعداد جدول زمني يتم فيه توضيح زمن التغير المطلوب سواء كان سريع أو بطيء، قصير، متوسط أو طويل المدى.

- تحديد الموقع والمجال المراد تغييره.

- سن تشريعات، وقوانين تكون إلزامية تنص على تطبيق مفهوم الاستدامة في التخطيط العمراني شأنها شأن التشريعات، والقوانين العمرانية، والمعمارية الخاصة باحترام المقاييس كالارتفاعات، والارتفاعات، وغيرها من المعايير التخطيطية، التي من خلالها يتم تحديد بنود تصبح من الضوابط، والتشريعات العمرانية، وجزء لا يتجزأ منه.

هذه المشروعات التنموية تحتاج إلى آليات إعداد وتنفيذ ومراقبة تشترط أسس ومبادئ فيما بينها لتسهيل عملية تطبيق التوجهات التنموية، والتخطيطية المراد الوصول إليها.

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مدى إدراك المستهلك الجزائري للمسؤولية الاجتماعية لمنظمات الأعمال

نوال ضيافي، نجاة مدلس و أمال لكلل

جامعة سيدي بلعباس

الملخص:

هدفت الدراسة إلى قياس مدى إدراك المستهلك الجزائري للمسؤولية الاجتماعية لمنظمات الأعمال بأبعادها الأربع: الاقتصادي، القانوني، الأخلاقي والخيري؛ وكذا التعرف على مدى استعداده من خلال قرار الشراء لدعم المنظمات الملتزمة بمسؤوليتها الاجتماعية، مع تحديد العلاقة بين مستوى التزام المنظمات بالأبعاد الأربع ومدى استعداد المستهلك للاستجابة لها ودعمها؛ وقد أظهرت النتائج مدى إدراك المستهلك الجزائري للمسؤولية الاجتماعية لمنظمات الأعمال مع ميل للاهتمام بالبعد الاقتصادي بالدرجة الأولى، يليه البعد الأخلاقي، ثم البعد القانوني، ليحل البعد الخيري بالمرتبة الرابعة.

كما أظهرت الدراسة عن وجود علاقة ارتباط بين مستوى التزام المنظمات بالبعد الأخلاقي للمسؤولية الاجتماعية وبين استعداد المستهلك للاستجابة لها ودعمها، في حين عدم وجود علاقة ارتباط بين الأبعاد الاقتصادية، القانوني والخيري واستعداد المستهلك للاستجابة لها ودعمها.

الكلمات المفتاحية: المسؤولية الاجتماعية، أبعاد المسؤولية الاجتماعية، إدراك المستهلك للمسؤولية الاجتماعية.

المقدمة

في ظل الفكر الاقتصادي التقليدي، كان ينظر لمنظمات الأعمال على أن هدفها الوحيد هو تعظيم الربح من خلال تحقيق أكبر عائد ممكن للمستثمرين، وأن تحقيق الربح سوف يتبعه تحقيق أهداف المجتمع بصورة تلقائية، ويرى أن مسؤولية المنظمة تتحقق من خلال سداد الأجور للعاملين مقابل العمل الذي يقومون به، تقديم السلع والخدمات للمستهلكين مقابل ما يدفعونه من أموال، سداد الضرائب للحكومات التي تقوم بتوفير الخدمات العامة للمواطنين واحترام سيادة القانون عن طريق احترام العقود المبرمة. وأن تبني المنظمة لفلسفة المسؤولية الاجتماعية من شأنه أن يقلل أرباحها ويزيد تكاليف العمل، كما من شأنه إعطاء قوة اجتماعية للأعمال بشكل أكثر من اللازم.

غير أن هذه النظرة التقليدية لم تعد مقبولة، فمنظمات اليوم تعنى بما هو أكثر من مجرد تقديم السلع والخدمات للمستهلكين وسداد حصة عادلة من الضرائب، ورغم أن الدور الذي تلعبه المنظمات في التنمية المستدامة قد تطور تطورا جذريا في العقود الماضية، فإن التوقعات تشير إلى أن هذا الدور سيشهد المزيد من التطور في المستقبل،

وتشير الدراسات إلى اهتمام المستهلكين بالسلوك الأخلاقي لمنظمات الأعمال؛ والقول التقليدي بأن المنظمات ليست مسؤولة إلا أمام أصحابها ربما لم يعد مقبولا في عالم اليوم الذي يتسم بتشابك العلاقات والمصالح، عالم يتيح للمستهلكين خيارات عديدة، ويبحث فيه المستثمرون عن توفير الاستقرار والأمان لاستثماراتهم، وتعرض فيه المنظمات لغرامات هائلة نتيجة للمخالفات القانونية، عالم يسوده الخوف والقلق والأفكار الخاطئة.

المحور الأول: منهجية البحث

أولا: مشكلة البحث

تسعى منظمات الأعمال إلى تلبية احتياجات ومتطلبات المستهلكين من السلع والخدمات وذلك من خلال برامج وسياسات فعالة مصممة بشكل متقن وسليم، ولا يمكن تحقيق ذلك إلا إذا أخذت بالاعتبار جملة من العوامل ذات التأثير المباشر، ولعل من أهمها سلوك المستهلك الشرائي ومعرفة الدوافع التي تؤدي بالمستهلكين إلى شراء سلعة دون أخرى، أو التعامل مع منظمة دون أخرى؛ وعليه وحتى تقوّر منظمات الأعمال اليوم برضا وعدد أكبر من المستهلكين عليها تبني فلسفة المسؤولية الاجتماعية خاصة وأن المستهلك أصبح تواقا لمعرفة المنظمات التي تبذل مساهمة حثيثة فيما يخص المسؤولية الاجتماعية، إذ أن هذه الأخيرة تقوم على ضرورة مراعاة الاعتبارات الاجتماعية والأخلاقية في الممارسات التسويقية، وكذا ضرورة الموازنة بين المصالح المتناقضة المتمثلة بالربحية ومصلحة المجتمع ورضا المستهلك.

وعليه تمثلت إشكالية الدراسة في:

إلى أي مدى يدرك المستهلك الجزائري مفهوم وأبعاد المسؤولية الاجتماعية لمنظمات الأعمال؟

ويتفرع عن هذه الإشكالية الأسئلة الفرعية التالية:

1. هل يدرك المستهلك الجزائري المسؤولية الاجتماعية لمنظمات الأعمال بأبعادها الأربعة؟
2. هل المستهلك الجزائري على استعداد تام لدعم المنظمات المسؤولة اجتماعيا؟
3. هل توجد علاقة ارتباط بين إدراك المستهلك الجزائري لأبعاد المسؤولية الاجتماعية لمنظمات الأعمال ومدى استعداده لدعم المنظمات المسؤولة اجتماعيا؟

ثانيا: منهج البحث

اعتمد هذا البحث على المنهج الوصفي التحليلي، إذ يمتاز هذا المنهج بنظرة شمولية، وصف الحالة وتحليلها، ومن ثم استخلاص النتائج الخاصة بها.

كما أن هذا البحث مستوحى من دراسة أعدت من طرف الباحثة عاملة محسن أحمد ناجي بعنوان: "إدراك المستهلك العراقي للمسؤولية الاجتماعية للشركات" - مجلة كلية بغداد للعلوم الاقتصادية الجامعة العدد الثامن والعشرون 2011 - ، وقد تم الاعتماد في هذه الدراسة أيضا على تصنيف Carroll للمسؤولية الاجتماعية مقسمة إلى الأبعاد التالية: البعد الاقتصادي، البعد القانوني، البعد الأخلاقي والبعد الخيري.

ثالثا: فرضيات البحث

تتطلق فرضيات الدراسة من محاولة الإجابة عن الإشكالية الرئيسية ومجموعة الأسئلة الفرعية، وعلى هذا الأساس جاءت الفرضيات كالتالي:

الفرضية الأولى: يدرك المستهلك الجزائري مفهوم المسؤولية الاجتماعية لمنظمات الأعمال وأبعادها التالية: الاقتصادي، القانوني، الأخلاقي والبعد الخيري.

الفرضية الثانية: المستهلك الجزائري على استعداد تام لدعم المنظمات المسؤولة اجتماعيا من خلال سلوكه الشرائي.

الفرضية الثالثة: توجد علاقة ارتباط ذات دلالة إحصائية عند مستوى دلالة 0.05 بين إدراك المستهلك لأبعاد المسؤولية الاجتماعية ومدى استعداده لدعم المنظمات المسؤولة اجتماعيا.

رابعا: أهداف البحث

في ضوء مشكلة البحث، نسعى إلى تحقيق جملة الأهداف التالية:

✓ تأصيل المفاهيم الأساسية للمسؤولية الاجتماعية وتوعية المنظمات بأهمية تبنيها نظرا لمساهمتها في تطوير المجتمع ومعالجة مشاكله.

✓ إظهار أن ممارسة المسؤولية الاجتماعية من طرف المنظمة يزيد من التفاعل مع المستهلكين مما سيزيد من منافعها الاقتصادية مستقبلا.

✓ تحديد مدى إدراك المستهلك الجزائري لمفهوم المسؤولية الاجتماعية لمنظمات الأعمال الأهمية التي يعطيها لكل بعد من الأبعاد الأربع التي جاء بها Carroll.

✓ تحديد مدى استعداد المستهلك الجزائري إلى دعم المنظمات التي تلتزم بمسؤوليتها الاجتماعية.

خامسا: أهمية البحث

يكتسي البحث أهمية معتبرة تظهر في النقاط التالية:

✓ يعتبر الموضوع من الموضوعات الجديدة على الأقل بالنسبة إلى واقعنا.

✓ يعتبر البحث مساهمة علمية في بناء الإطار النظري لإشكالية مفهوم المسؤولية الاجتماعية لمنظمات الأعمال.

✓ يمكن لهذا البحث أن يساهم في زيادة الاهتمام العلمي بموضوع المسؤولية الاجتماعية وأهمية تبنيها من طرف المنظمات باعتبارها ثقافة جديدة، وكذا موضوع المستهلك خاصة بعد إدراك أن المستهلك مورد نادر يصعب تعويضه.

✓ ندرة البحوث والدراسات الجزائرية والعربية في مجال المسؤولية الاجتماعية وإدراك المستهلك لهذا المفهوم.

سادسا: عينة البحث

تم جمع البيانات من عينة تتكون من 91 فردا من كلية العلوم الاقتصادية، العلوم التجارية وعلوم التسيير، والجدول التالي يبين وصف العينة من حيث مؤشرات الخصائص الاجتماعية.

الجدول (1): خصائص عينة البحث

الخصائص	النوع	التكرار	النسبة (%)
الجنس	ذكر	32	35,2
	أنثى	59	64,8
المجموع		91	100
السن	أقل من 20 سنة	2	2,2
	من 21 إلى 30 سنة	53	58,2
	من 31 إلى 40 سنة	29	31,9
	أكثر من 40 سنة	07	7,7
المجموع		91	100
الحالة الاجتماعية	غير متزوج	64	70,3
	متزوج	26	28,6
	مطلق	01	1,10
المجموع		91	100
التصنيف المهني	طالب	50	54,9
	موظف	36	39,6
	عمل حر	05	5,50
المجموع		91	100

المصدر: مخرجات نظام SPSS

سابعا: أدوات جمع البيانات والمعلومات

لغرض الحصول على المعلومات والبيانات لتنفيذ البحث تم اعتماد الأدوات التالية:

✓ المعلومات المتعلقة بالجانب النظري من الدراسات، المقالات، الرسائل الجامعية، مواقع الإنترنت والكتب العلمية العربية والأجنبية المتخصصة بموضوع الدراسة.

✓ الاستبيان وهو أداة قياس إدراكية تم الاعتماد في تصميمها على آراء مجموعة من الباحثين للحصول على المعلومات الأولية والثانوية اللازمة لاستكمال الجانب التطبيقي للدراسة.

المحور الثاني: الإطار النظري

تضمن إيجاد توازن بين مختلف الأرباح الاقتصادية المطلوبة والفوائد الاجتماعية المترتبة عن هذه القرارات⁷⁵ (إياد محمد عودة 2008).

وبالرغم من كل الاختلافات والتباينات في تعريف المسؤولية الاجتماعية للمنظمات إلا أن هناك جانبين يمكن التركيز عليهما⁷⁶ (محمد عادل عياض 2005)، الأول قانوني ينطلق أساسا من العلاقة القائمة بين المجتمع والمنظمة ويتمثل مضمونها في أن هذه الأخيرة لها عمليات تنفذها وسلوكا تمارسه وأهدافا تحققها وبالتالي لا بد أن يكون لذلك آثاره التي تمتد لتغطي كل المجتمع أيا كانت تلك الآثار، أما الثاني يتمثل في الجانب الإنساني ويقوم على الدور الذي يمكن أن تلعبه المنظمة بصفقتها وحدة مستقلة تعمل في مجتمع ومدى مساهمتها فيه، فالعلاقة التي تتكون في بيئة المنظمات هي التي تشكل المجتمع لذلك هناك التزامات اجتماعية وإنسانية تقع تحت مسؤولية المنظمة.

2. أبعاد المسؤولية الاجتماعية للمنظمات حسب Carroll

يرى الباحث Carroll أن أبعاد المسؤولية الاجتماعية أربع وهي غير مستقلة عن بعضها البعض وتخص المنظمة وتتمثل في:⁷⁷ (Joël Ernult, Arvind Ashta 2007)

- أ. المسؤولية الاقتصادية: باعتبار المنظمة وحدة اقتصادية أساسية في المجتمع يجب أن تنتج سلع وخدمات مطلوبة من المجتمع مع تحقيق الربح.
- ب. المسؤولية القانونية: تخص الالتزامات القانونية وجملة التشريعات موحدة في إطار تنظيمي على المنظمة احترامه والتقيده.
- ت. المسؤولية الأخلاقية: مجموع سلوكات ونشاطات ليست بالضرورة موحدة في إطار قانوني ولكن كأعضاء في المجتمع ننتظر من المنظمة القيام بها.
- ث. المسؤولية الخيرية: وهي المنافع والمزايا التي يرغب المجتمع الحصول عليها من المنظمة كالدعم المقدم لمشاريع المجتمع المحلي والأنشطة الخيرية... الخ.

وفي هذا الإطار طور Carroll مصفوفة هرمية⁷⁸ (الغالب، العامري 2008) لتوضيح طبيعة الترابط بين هذه الأبعاد من جانب ومن جانب آخر فإن استناد أي بعد على بعد آخر يمثل حالة واقعية، كما هو موضح في الشكل الموالي:

يقول العالم الأمريكي الأخصائي في مجال المسؤولية الاجتماعية دانييل فرانكلين: "تعتبر المسؤولية الاجتماعية للمنظمات الآن الاتجاه السائد بعد أن كانت استعراضا لفعل الخير في السابق، إلا أن عددا قليلا من المنظمات يمارسها بصورة جيدة"، فمن المتفق عليه أن منظمات الأعمال ليست بمنظمات خيرية وأن هاجسها الأول تحقيق أكبر عائد من الربح، إلا أنه في وقتنا الحاضر نرى أن تقييم المنظمات لم يعد يعتمد على ربحيتها فحسب، ولم تعد تعتمد في بناء سمعتها على مراكزها المالية فقط، وإنما ظهرت مفاهيم حديثة تساعد على خلق بيئة عمل قادرة على التعامل مع التطورات المتسارعة من أبرزها مفهوم "المسؤولية الاجتماعية" الذي يفرض نفسه على الساحة الاقتصادية الوطنية والدولية.

أولا: المسؤولية الاجتماعية لمنظمات الأعمال

في وقت لم تكن فيه المنظمات تتحدث إطلاقا عن "المسؤولية الاجتماعية" أصبح اليوم النقاش العالمي يركز على قضايا البيئة وأفاق التنمية المستدامة، إذ نالت المسؤولية الاجتماعية حيزا هاما من النقاشات في مؤتمر جوهانسبرغ 2002⁷² (محمد عادل عياض 2005)، وبالرغم من أن عددا كبيرا من المنظمات تدرك أهمية هذا الاتجاه الجديد إلا أنه لم يتم تبنيها الاجتماعية بصورة مقبولة.

1. تعريف المسؤولية الاجتماعية للمنظمات

برزت عدة تعاريف للمسؤولية الاجتماعية نذكر منها:

- ✓ عرف دركر Drucker المسؤولية الاجتماعية بأنها: "التزام المنظمة اتجاه المجتمع العاملة به، وأن هذا الالتزام يتسع باتساع شريحة أصحاب المصالح في هذا المجتمع وتباين وجهاتهم"⁷³ (د. الغالب، د. العامري 1997).
- ✓ حسب معهد الأمم المتحدة لبحوث التنمية الاجتماعية فإن "المسؤولية الاجتماعية هي السلوك الأخلاقي لمنظمة ما اتجاه المجتمع وتشمل سلوك الإدارة المسؤول في تعاملها مع الأطراف المعنية التي لها مصلحة شرعية في المنظمة وليس مجرد حاملي الأسهم"⁷⁴ (منشورات الأمم المتحدة 2004).
- ✓ حسب Carroll فإن "المسؤولية الاجتماعية هي التزام المنظمة بأن تضع نصب عينيها خلال عملية صنع القرارات الآثار والنتائج المترتبة عن هذه القرارات على النظام الاجتماعي الخارجي بطريقة

⁷⁵ إياد محمد عودة، "قياس التكاليف الاجتماعية ومدى مساهمتها بتحقيق الرفاهية الاجتماعية"، رسالة ماجستير المحاسبة، جامعة الشرق الأوسط للدراسات العليا، 2008، ص 44.

⁷⁶ محمد عادل عياض، المرجع السابق، ص 258.

⁷⁷ Joël Ernult, Arvind Ashta ; "Développement durable, Responsabilité Sociale de L'entreprise, Théorie des

Cahiers "Parties Prenantes : Evolution et Perspectives du CEREN 21 ; 2007 ; P18 ; www.escdijon.com.

⁷⁸ الغالب، العامري؛ "المسؤولية الاجتماعية و أخلاقيات الأعمال: الأعمال والمجتمع"؛ مرجع سابق؛ ص 93.

⁷² محمد عادل عياض، "المسؤولية الاجتماعية للمؤسسة: مدخل لمساهمة منظمات الأعمال في الاقتصاد التضامني"، ملتقى الاقتصاد التضامني، جامعة تلمسان، 2005/02/12، ص 258.

⁷³ د.الغالب، د.العامري، "المسؤولية الاجتماعية وأخلاقيات الأعمال: الأعمال والمجتمع"، دار وائل للنشر، الأردن، ط 2، 2008، ص 259-272.

⁷⁴ منشورات الأمم المتحدة، "كشف البيانات المتعلقة بتأثير الشركات على المجتمع: الاتجاهات والقضايا الراهنة"، مؤتمر الأمم المتحدة للتجارة والتنمية نيويورك وجنيف، 2004، ص 27.

الشكل (1): هرم Carroll للمسؤولية الاجتماعية



المصدر: د. الغالبي، د. العامري، " المسؤولية الاجتماعية وأخلاقيات الأعمال: الأعمال والمجتمع"، الأردن؛ 2008؛ ص 93.

ثانياً: المسؤولية الاجتماعية للمؤسسات والمستهلك

إن توقعات المستهلكين من المسؤولية الاجتماعية لمنظمات الأعمال تنصب في اهتمامات خاصة وتختلف نسبياً عن اهتمامات أصحاب المصالح الأخرى، فالمستخدمون يهتمون بالجانب القانوني كالسلامة في العمل والعدالة في دفع الأجور، أما المسؤولية الاقتصادية فهي تتمثل في اهتمامات المالكين والمساهمين بالأرباح؛ أما بالنسبة للمسؤولية الاجتماعية المستندة إلى المستهلك فهي تهتم بأبعاد اجتماعية وأخلاقية وبيئية وخيرية أكثر.

1. إدراك المستهلك للمسؤولية الاجتماعية لمنظمات الأعمال

بدأت الدراسات بالتركيز على المستهلك باعتباره أحد المحركات الأساسية التي تدفع منظمات الأعمال إلى تبني المسؤولية الاجتماعية وإدماجها في خططها وإستراتيجياتها، إلا أن إدراك المستهلك لهذا المفهوم يختلف من مجتمع إلى آخر حسب الأبعاد التالية: 79 (عاملة محسن أحمد ناجي 2011)

أ. **البعد الثقافي:** يتأثر إدراك المستهلك لمسؤولية الاجتماعية اتجاه المجتمع بالجانب الثقافي الذي يميز ذلك المجتمع، فالعناصر الثقافية السائدة في مجتمع ما هي التي تحدد ثقافة المنظمات وثقافة الفرد، وموضوع الثقافة يعتبر من المواضيع الرئيسة في البنية الثقافية للدول، وهي من ركائز إدارة الأعمال الدولية تساهم في التعرف على الاختلافات الثقافية بين دول العالم وفهم سلوكيات شعوبها في جميع نواحي الحياة.

وفي الجدول التالي حوصلة لأكثر الممارسات شيوعاً والتي يمكن اعتبارها أساسية للمسؤولية الاجتماعية اتجاه أطراف المستفيدين حسب مصفوفة Carroll:

الجدول (2): أبعاد وعناصر المسؤولية الاجتماعية حسب نموذج

Carroll

البعد	العناصر الرئيسية	العناصر الفرعية
الاقتصادي	المنافسة العدالة	<ul style="list-style-type: none"> • منع الاحتكار وعدم الإضرار بالمستهلكين. • احترام قواعد المنافسة وعدم إلحاق الأذى بالمنافسين.
	التكنولوجيا	<ul style="list-style-type: none"> • استفادة المجتمع من التقدم التكنولوجي. • استخدام التكنولوجيا في معالجة أضرار المجتمع.
القانوني	قوانين حماية المستهلك	<ul style="list-style-type: none"> • عدم المتاجرة بالمواد المضرة. • حماية الأطفال صحياً وثقافياً. • حماية المستهلك من المواد المضرة.
	حماية البيئة	<ul style="list-style-type: none"> • منع التلوث. • منع الاستخدام التعسفي للموارد. • صيانة الموارد وصيانتها.
	السلامة و العدالة	<ul style="list-style-type: none"> • منع التمييز على أساس العرق أو الجنس أو الدين. • ظروف العمل. • إصابات العمل. • التقاعد وخطط الضمان الاجتماعي. • عمل المرأة. • عمل المعوقين.
الأخلاقي	المعايير الأخلاقية	<ul style="list-style-type: none"> • مراعاة الجوانب الأخلاقية في الاستهلاك. • مراعاة حقوق الإنسان.
	الأعراف و القيم الاجتماعية	<ul style="list-style-type: none"> • احترام العادات والتقاليد. • مكافحة المخدرات والممارسات اللااخلاقية.
الخير	نوعية الحياة	<ul style="list-style-type: none"> • نوع التغذية. • الملابس. • الخدمات والنقل العام.

المصدر: الغالبي، العامري، " المسؤولية الاجتماعية وأخلاقيات الأعمال: الأعمال والمجتمع"، الأردن؛ 2008؛ ص 82.

79 عاملة محسن أحمد ناجي، "إدراك المستهلك العراقي للمسؤولية الاجتماعية للشركات"، العدد 28، 2011، العراق، ص 121.

وقد عرّف هوفستيد الثقافة (Culture) بأنها "الخصائص والقيم المشتركة التي تميّز مجموعة من الأفراد عن المجموعات الأخرى"، وتضم أربعة عناصر كمكونات رئيسة لتحديدّها، وهي كما يلي:⁸⁰ (عوض سالم الحربي 2014)

- **الرموز:** وتشمل اللغة اللفظية واللباس وجميع المظاهر التي تساهم في تعزيز ولاء الفرد للجماعة التي ينتمي إليها .
- **الشخصيات الوطنية:** وهم الذين يتخذهم المجتمع قوة للأجيال يقتدون بهم ويتعلمون منهم .
- **الطقوس:** وتشمل المظاهر الدينية والعقدية والاجتماعية التي تعبر عن اعتقادات الجماعة .
- **القيم:** وهي الجانب الخفي من الثقافة الذي لا يستنتج إلا من خلال سلوك الأفراد ومفاهيمهم، وهي تشكّل جانباً واحداً فقط من جوانب الثقافة المختلفة .

وقد استطاع هوفستيد الوصول إلى نظريته "أبعاد الثقافة الوطنية" انطلاقاً من اعتقاده بعدم وجود نظرية إدارية عالمية واحدة تصلح لجميع المنظمات في كل زمان ومكان، وأن الإدارة عنده لا يمكن فصلها عن ثقافة المجتمع وهي ذات علاقة بالدين والمعتقدات والتقاليد والقيم. وقد وصل إلى تحديد أربعة أبعاد رئيسة يمكن من خلالها تحليل المعالم الثقافية لمختلف الشعوب في ضوء الأنماط الأكثر أهمية في طريقة التفكير، الإحساس الداخلي والتصرف، وهذه الأبعاد هي كالتالي⁸¹: (عوض سالم الحربي 2014)

- ✓ **فارق القوى:** وبعضهم يطلق عليه البعد السلطوي ويطلق عليه آخرون قوة التسلسل الهرمي الاجتماعي، وهو التباعد الطبقي بين أفراد المجتمع والفوارق بينهم، ومدى قبول المجتمع لهذا التباعد، والتوزيع غير المتساوي، والرضا بالطبقية، وعلى هذا النحو فإن هذا المؤشر لا يعكس اختلافاً موضوعياً في توزيع القوة، ولكن يعكس طريقة إدراك الأشخاص لفوارق السلطة .
- ✓ **الفردية بخلاف الجماعية:** ويقصد به مدى مستوى ثقافة الأفراد داخل المجتمع وتصورهم تجاه العمل الجماعي. ويشير هذا البعد بوضوح لمدى ما يحملونه من حب الذات والانكفاء عليها والاهتمام بالإنجازات والنجاحات الشخصية دون الاهتمام بالآخرين والحرص عليهم والانتماء للمجتمع الذي يعيش فيه سواءً كبر أو صغر، وهنا تصبح الأهداف والمصالح الشخصية هي أولاً وقبل الجماعة مع تقديس الخصوصية والآراء الشخصية .
- ✓ **الذكورية بخلاف الأنثوية:** والذي يعكس الدرجة التي يتلاءم بها السلوك والممارسات مع نظم القيم في سياق الذكورية ضد الأنثوية. ويحدد هذا البعد -

حسب وجهة نظر هوفستيد- ما إذا كان المجتمع يمنح النساء أدواراً أكبر في المجالات القيادية العليا أم لا؟ ولذلك فإن الدرجة العالية تدل على أن ثقافة المجتمع السائدة هي ذكورية الثقافة والممارسات وبالتالي يتسم بالحزم والتنافسية، وأما الدرجة المتدنية فتعني أن ثقافة المجتمع تتجه إلى الثقافة الأنثوية التي تمثل نوعاً من الليونة ومنح النساء أدواراً أكبر. ويشير هذا البعد إلى دور الإنسان جنسيه في المجتمع وليس إلى الخصائص الجسدية التي تفرق بين الرجل والمرأة .

✓ **تجنب المجهول:** ويقصد به إلى أي مدى يتعامل الأفراد في مواجهة المستقبل والمجهول غير المؤكد، بمعنى هل يميل الأفراد نحو المخاطرة والمغامرة واتخاذ القرارات في حالات عدم التأكد؟ وهذا البعد له علاقة مع طريقة تصور المجتمع ومدى استعداده للسيطرة عليه والتفاعل معه والتأثير فيه بوضع القوانين والإجراءات الصارمة، مع تحليل وضع ثقافة المجتمع الفلقة تجاه غموض المستقبل. وهذا البعد يتضح فيه أثر صحة الاعتقاد الجازم بالغيب من عدمه على سلوك أفراد المجتمع .

ب. **البعد الاقتصادي والاجتماعي:**⁸² (عاملة محسن أحم ناجي 2011) ويقصد بها التنمية الاقتصادية والاجتماعية وتنتمى في خمسة قضايا: النزعة الاستهلاكية وحماية المستهلك، البيئة، معاملة المتعاملين، مدى التزام أو اندماج الحكومة بالمجتمع، ودور الأعمال في قضايا المجتمع المحلي.

❖ مظاهر إدراك المستهلك للمسؤولية الاجتماعية:

- ✓ **الأداء الاقتصادي المدرك للمسؤولية الاجتماعية:** المسؤولية الاقتصادية من وجهة نظر المستهلك هي مجموع الإدراكات المشكلة في ذهن المستهلك عن المنظمة في مدى تلبية احتياجاته المتعددة وإشباع رغباته بأجود النوعيات وأفضل الأسعار (السعي إلى تحقيق رضا المستهلك).
- ✓ **الأداء القانوني المدرك للمسؤولية الاجتماعية:** المسؤولية القانونية من وجهة نظر المستهلك هي مجموع الإدراكات المشكلة في ذهن المستهلك عن المنظمة في مدى طاعتها والتزامها بالقوانين واللوائح والتشريعات التي تسنها الحكومة والمجتمع.
- ✓ **الأداء الأخلاقي المدرك للمسؤولية الاجتماعية:** المسؤولية الأخلاقية من وجهة نظر المستهلك هي مجموع الإدراكات المكونة في ذهن المستهلك عن المنظمة في مدى التزامها بالأخلاق في نشاطها.
- ✓ **الأداء الخيري المدرك للمسؤولية الاجتماعية:** المسؤولية الخيرية من وجهة نظر المستهلك هي مجموع الإدراكات المشكلة في ذهن المستهلك عن المنظمة في مدى تصرفها كمواطن صالح حيث تساهم

⁸⁰ عوض سالم الحربي، "الأبعاد الثقافية للدول من منظور اجتماعي"، http://www.aleqt.com/2014/07/03/article_863764.html

تاريخ الإطلاع: 2016/12/23.

⁸¹ عوض سالم الحربي، نفس المرجع السابق.

⁸² عاملة محسن أحمد ناجي، مرجع سابق، ص 123.

في المجتمع وتحسن من رفاهيته وتشارك في مختلف الأعمال الخيرية.

2. سلوك المستهلك اتجاه المنظمات المسؤولة اجتماعيا

يعتبر التأثير على سلوك المستهلك الهدف المراد تحقيقه من خلال مختلف البرامج التسويقية، حيث تعتبر المنظمة بمثابة القوة بالنسبة للمستهلك، لهذا فإن التزامها الاجتماعي سيؤثر بالإيجاب من خلال التبادلات التي تتم بينهما وكذا العلاقة المباشرة وغير المباشرة التي تربط الاثنين، لذلك يشار إلى أن المستهلك يعتبر السلوك الاجتماعي والأخلاقي للمنظمة عاملا مهما عند اتخاذ قرار الشراء، إذ يتعامل المستهلك مع المنظمة التي تتصرف بطريقة أخلاقية وتلتزم بالمسؤولية الاجتماعية ويتجنب المنافس الأقل أخلاقا والتزاما بالمسؤولية الاجتماعية.⁸³ (محمد عبدل كريم زنكنة 2009)

وفي حين ظهر مفهوم جديد وهو "المستهلك المسؤول اجتماعيا" أي هو ذلك المستهلك الذي يسعى إلى إحداث أقل ضرر ممكن أو أكثر أثر إيجابي على البيئة المادية وأن يستخدم قدرته الشرائية بطريقة تدل على التزامه اتجاه المجتمع⁸⁴ (عاملة محسن أحمد ناجي 2011)، كما أن وعي المستهلك بالبعد الاجتماعي والأخلاقي له تأثير جلي على عملية الشراء بصفة إيجابية أو سلبية، ويقود السلوك الاجتماعي والأخلاقي للمنظمة إلى مكافأة السلوك الاستهلاكي من خلال بروز إرادة المستهلك في دفع السعر الإضافي، وقد أشارت دراسة مسحية تم القيام بها في أمريكا سنة 1999 بأن أكثر من 50% من الأمريكيين يعاقبون المنظمات التي تتصرف بطريقة غير أخلاقية.⁸⁵ (محمد عبدل كريم زنكنة 2009).

وتعتبر القيم الأخلاقية والاجتماعية عاملا مهما في زيادة رضا المستهلك، إذ يجب الصدق مع هذا الأخير وبناء علاقة قوية معه، الاستماع إليه، الإيفاء بالوعود المقدمة والاعتذار عن الخطأ في حال حدوثه، مما يزيد الثقة لدى المستهلك ويجعله أكثر ارتباطا بالمنظمة⁸⁶ (رامي علي محمود أبو عمرة 2011)، وفي ذات السياق لا يمكن أن تلتزم المنظمة مع المستهلك إلا إن كانت تصرفاتها مبنية على قواعد أخلاقية واجتماعية.

المحور الثالث: الإطار العملي

أولا: وصف وتشخيص نتائج متغيرات عينة البحث

تتناول هذه الفقرة مايلي:

⁸³ محمد عبدل كريم زنكنة، "دراسة السلوك الشرائي للمستهلك في إطار أخلاقيات التسويق بالتطبيق على مصنع اسمنت كركوك"، رسالة ماجستير تخصص إدارة أعمال، كلية الإدارة والاقتصاد، جامعة السليمانية، العراق، 2009؛ ص 178.

⁸⁴ عاملة محسن أحمد ناجي، مرجع سابق، ص 124.

⁸⁵ محمد عبدل كريم زنكنة، مرجع سابق، ص 178.

⁸⁶ رامي علي محمود أبو عمرة، "واقع الممارسات الترويجية لشركات التأمين في قطاع غزة وأثرها على رضا العملاء"، رسالة ماجستير تخصص إدارة الأعمال، الجامعة الإسلامية غزة، فلسطين، 2011؛ ص 89.

1. أبعاد المسؤولية الاجتماعية

من أجل التعرف على مختلف أبعاد المسؤولية الاجتماعية لمنظمات الأعمال تم حساب المتوسط الحسابي والانحراف المعياري لإجابات العينة على الأسئلة الواردة في شكل مشابه لمقياس ليكرت، والجدول التالي يعرض نتائج ذلك:

الجدول (3): نتائج اختبار المتوسط الحسابي والانحراف المعياري

N°	الفقرة	المتوسط	الانحراف المعياري	الترتيب
البعد الاقتصادي				
1	تحتزم قواعد المنافسة ولا تلحق الأذى بالمنافسين (في حالة وجود منافسة).	1,87	0,92	-
2	تسعى إلى عدم الإضرار بالمستهلكين.	2,20	0,93	-
3	تخدم المجتمع من خلال التقدم التكنولوجي والخدمات المتوفرة.	2,19	0,90	-
4	تستخدم التكنولوجيا في معالجة الأضرار التي تلحق بالمجتمع والبيئة.	1,71	0,88	-
1	الدرجة الكلية للبعد الاقتصادي	1,992	0,670	
البعد القانوني				
5	عدم الإتجار بالمواد الضارة على اختلاف أنواعها.	1,98	0,89	-
6	تسعى إلى حماية الأطفال صحيا وثقافيا.	2,00	0,88	-
7	تسعى إلى حماية المستهلك من المواد المزورة والمزيفة.	1,78	0,86	-
8	تتمتع ثلوث المياه والهواء والتربة.	1,54	0,80	-
9	تسعى إلى التخلص من المنتجات بعد استهلاكها.	1,90	0,90	-
10	تتمتع الاستخدام التعسفي للموارد الطبيعية.	1,77	0,89	-
11	تحسن من ظروف العمل وتمتع عمل الأطفال وكبار السن.	1,95	0,95	-
12	تسعى إلى عدم التمييز على أساس الجنس والدين.	2,12	0,90	-
13	تعمل على التقليل من إصابات العمل.	2,18	0,90	-
14	تتمتع عن تجاوز الالتزامات التعاقدية.	1,84	0,82	-
15	تتمتع عن الانتفاخ على القانون حتى لو أثر على أداؤها.	1,52	0,77	-
16	تحافظ على سلوك العاملين فيها ضمن الأطر القانونية.	2,17	0,82	-
3	الدرجة الكلية للبعد القانوني	1,896	0,512	
البعد الأخلاقي				
17	تراعي الجوانب الأخلاقية في الاستهلاك.	1,97	0,91	-
18	تراعي مبدأ تكافؤ الفرص عند التوظيف.	1,44	0,77	-
19	تراعي حقوق الإنسان.	1,90	0,84	-
20	تحتزم العادات والتقاليد.	2,24	0,91	-
21	تسعى إلى مكافحة المخدرات والممارسات اللأخلاقية.	2,20	0,87	-
2	الدرجة الكلية للبعد الأخلاقي	1,945	0,606	
البعد الخيري				
22	تساهم في حل مشاكل المجتمع.	1,75	0,85	-
23	تساهم في إدارة القضايا العامة في المجتمع.	1,76	0,83	-
24	تخصص جزء من مواردها المالية للفعاليات الخيرية.	1,80	0,84	-
4	الدرجة الكلية للبعد الخيري	1,769	0,688	

المصدر: من إعداد الباحثين بالاعتماد على مخرجات SPSS

الشرء				
3	0,83	2,54	أنا أتعجب الشراء من مؤسسة يرتبط اسمها بأعمال غير قانونية وغير أخلاقية	3
4	0,80	2,45	أنا مستعد لدفع سعر أعلى لشراء سلعة من شركة لديها اهتمام برءاء وخدمة المجتمع	4
5	0,64	2,70	إذا تساوى السعر والنوعية لسلعتين من مؤسستين مختلفتين فإنني سأشتري من الشركة التي تساهم في تقديم خدمات اجتماعية وبيئية للمجتمع	5
6	0,84	2,30	أنا مستعد للذهاب إلى سوق بعيد من أجل شراء سلعة مؤسسة تتبنى برامج المسؤولية الاجتماعية بدل الشراء من مؤسسة قريبة لكنها لا تتحمل مسؤولية اجتماعية اتجاه المجتمع	6

المصدر: من إعداد الباحثين بالاعتماد على مخرجات SPSS

يبين الجدول أعلاه مدى استعداد أفراد العينة لدعم المنظمات التي تلتزم بمسؤوليتها الاجتماعية من خلال سوكها الشرائي، وقد أظهرت النتائج أن أعلى متوسط حسابي كان للفقرة " إذا تساوى السعر والنوعية لسلعتين من مؤسستين مختلفتين فإنني سأشتري من الشركة التي تساهم في تقديم خدمات اجتماعية وبيئية للمجتمع" بمتوسط حسابي (2,70)، وأن أدنى متوسط حسابي كان للفقرة "أنا مستعد للذهاب إلى سوق بعيد من أجل شراء سلعة مؤسسة تتبنى برامج المسؤولية الاجتماعية بدل الشراء من مؤسسة قريبة لكنها لا تتحمل مسؤولية اجتماعية اتجاه المجتمع" بمتوسط حسابي (2,30)؛ وأن باقي الفقرات كان متوسطها أعلى من (2,34) وهذا يشير إلى أن استجابات أفراد العينة كانت مرتفعة.

ثانياً: اختبار الفرضيات

1. اختبار الفرضية الأولى: يدرك المستهلك الجزائري المسؤولية الاجتماعية لمنظمات الأعمال بأبعادها الأربعة: الاقتصادي، القانوني، الأخلاقي والخيري؛ لاختبار هذه الفرضية تم استخدام اختبار t لعينة واحدة وكانت النتائج كالتالي:

يبين الجدول أعلاه أبعاد المسؤولية الاجتماعية المعتمدة في البحث والمستوحاة من تصنيف Carroll وهي: الاقتصادي، القانوني، الأخلاقي والخيري، حيث بينت النتائج أن أفراد العينة على دراية بمفهوم المسؤولية الاجتماعية وأبعادها المختلفة، وقد ركز المستجوبون على البعد الاقتصادي وذلك بمتوسط عام (1,992)، يليه البعد الأخلاقي بمتوسط عام (1,945)، ثم البعد القانوني بمتوسط عام (1,896)، ليحل البعد الخيري المرتبة الرابعة بمتوسط عام (1,769).

ويلاحظ أن نتائج الدراسة تتوافق وهرم Carroll الذي يصنف البعد الاقتصادي من أكثر الأبعاد أهمية، حيث يرى المستهلك أن سعي المنظمات إلى عدم الإضرار بالمستهلكين، خدمة المجتمع من خلال التقدم التكنولوجي، احترام قواعد المنافسة واستخدام التكنولوجيا في معالجة الأضرار من الأولويات التي يجب أن تأخذها المنظمات في إدارتها، بالموازاة مع احترام المبادئ الأخلاقية ومكافحة الممارسات اللاأخلاقية والعمل في إطار قانوني، ثم أخيراً مساهمة هذه المنظمات في حل مشاكل المجتمع والقيام بمبادرات خيرية مختلفة.

2. دعم المنظمات المسؤولية اجتماعيا

من أجل التعرف على مدى استعداد أفراد العينة لدعم المنظمات المسؤولية اجتماعيا من خلال قرار الشراء، تم حساب المتوسط الحسابي والانحراف المعياري لإجابات العينة على الأسئلة الواردة في شكل مشابه لمقياس ليكرت، والجدول التالي يعرض نتائج ذلك:

الجدول (4): نتائج اختبار المتوسط الحسابي والانحراف المعياري

N°	الفقرة	المتوسط	الانحراف المعياري	الترتيب
1	أنا مستعد لدفع سعر أعلى لشراء سلعة من مؤسسة تقوم بمسؤوليتها الاجتماعية اتجاه المجتمع والبيئة بدل سلعة أرخص من شركة لا تقوم بمسؤوليتها الاجتماعية	2,44	0,87	5
2	أنا أخذ بعين الاعتبار سمعة المؤسسة وأخلاقياتها عندما أنوي	2,62	0,69	2

الجدول (5): نتائج اختبار t للتحقق من إدراك أبعاد المسؤولية الاجتماعية

البيان	المتوسط الحسابي	الانحراف المعياري	t المحسوبة	t الجدولية	درجات الحرية	مستوى الدلالة
الاقتصادي	1,992	0,670	28,35	1,97	199	0,000
القانوني	1,896	0,512	35,34	1,97	199	0,000
الأخلاقي	1,945	0,606	30,67	1,97	199	0,000
الخيري	1,769	0,688	24,53	1,97	199	0,000

المصدر: من إعداد الباحثين بالاعتماد على مخرجات SPSS

الجزائري على إدراك تام بأبعاد المسؤولية الاجتماعية لمنظمات الأعمال.

2. اختبار الفرضية الثانية: المستهلك الجزائري على استعداد تام لدعم المنظمات المسؤولية اجتماعيا من خلال سلوكه الشرائي؛ لاختبار هذه الفرضية تم استخدام اختبار t لعينة واحدة وكانت النتائج كالتالي:

أظهرت نتائج التحليل الإحصائي إلى توفر إدراك أفراد العينة لأبعاد المسؤولية الاجتماعية، إذ بلغت قيمة t المحسوبة (28,35 / 30,67 / 35,34 / 24,53) وهي دالة عند مستوى (0,05) بالمقارنة مع t الجدولية البالغة (1,97)، وعليه يتم قبول الفرضية والقول أن: المستهلك

الجدول (6): نتائج اختبار t للتحقق من استعداد أفراد العينة لدعم المنظمات المسؤولة اجتماعيا

البيان	المتوسط الحسابي	الانحراف المعياري	t المحسوبة	t الجدولية	درجات الحرية	مستوى الدلالة
دعم المنظمات	2,51	0,41	58,06	1,97	199	0,000

المصدر: من إعداد الباحثين بالاعتماد على مخرجات SPSS

3. اختبار الفرضية الثالثة: توجد علاقة ارتباط ذات دلالة إحصائية عند مستوى دلالة 0,05 بين إدراك المستهلك لأبعاد المسؤولية الاجتماعية ومدى استعداده لدعم المنظمات المسؤولة اجتماعيا؛ لاختبار هذه الفرضية تم استخدام معامل ارتباط بيرسون وكانت النتائج كالتالي:

أظهرت نتائج التحليل الإحصائي عن مدى استعداد أفراد العينة إلى دعم المنظمات التي تلتزم بمسؤوليتها الاجتماعية وذلك من خلال سلوكهم الشرائي، إذ بلغت قيمة t المحسوبة (58,06) وهي دالة عند مستوى دلالة (0,05) بالمقارنة مع t الجدولية (1,97)، وعليه يتم قبول الفرضية والقول أن: المستهلك الجزائري على استعداد تام لدعم المنظمات المسؤولة اجتماعيا من خلال سلوكه الشرائي.

الجدول (7): نتائج اختبار معامل بيرسون

أبعاد المسؤولية الاجتماعية لمنظمات الأعمال								دعم المنظمات المسؤولة اجتماعيا
الاقتصادي		القانوني		الخيرى		الأخلاقي		
معامل بيرسون	مستوى الدلالة	معامل بيرسون	مستوى الدلالة	معامل بيرسون	مستوى الدلالة	معامل بيرسون	مستوى الدلالة	
-0.012	0,457	-0,026	0,405	0,030	0,390	0,182	0,042	

المصدر: من إعداد الباحثين بالاعتماد على مخرجات SPSS

المختلفة وذلك بقرار شراء منتجاتها والتعامل معها بدل المنظمات التي لا تلتزم بمسؤوليتها. ✓ استعداد المستهلك الجزائري للتعامل مع المنظمات التي تتبنى البعد الأخلاقي للمسؤولية الاجتماعية بالدرجة الأولى.

التوصيات:

- ✓ الاهتمام الجدي بدراسة موضوع المسؤولية الاجتماعية للمنظمات والتشديد على ضرورة تبنيتها.
- ✓ إدماج المفاهيم الجديدة في تسيير المنظمات على غرار التنمية المستدامة، الحوكمة، أخلاقيات الأعمال، المسؤولية الاجتماعية... إلخ.
- ✓ ضرورة التأكيد على الممارسات الاجتماعية التي تحقق الرفاه للمجتمع عامة والمستهلك خاصة.
- ✓ زيادة وعي المستهلك بأهمية المسؤولية الاجتماعية لمنظمات الأعمال ومساهمتها في التنمية المستدامة وحماية حقوقهم وتحقيق رضاهم.
- ✓ زيادة وعي المستهلك بدوره المهم وتأثيره على منظمات الأعمال من أجل التوجه لتبني مبادئ المسؤولية الاجتماعية وإدماج أبعادها المختلفة في استراتيجياتها، وذلك من خلال استعداده التام لدعمها والاستجابة لها إذا ما التزمت بهذا المفهوم.
- ✓ محاسبة منظمات الأعمال عن مسؤوليتها الاجتماعية وقياس أدائها الاجتماعي للتعرف على مساهماتها.
- ✓ تقديم التحفيزات المختلفة وتقديم مكافآت للإنجاز الاجتماعي.
- ✓ ضرورة دمج القضايا الاجتماعية والبيئية والاقتصادية في سياسات واستراتيجيات وقيم وثقافة المنظمات من أجل التطبيق الأحسن للممارسات الاجتماعية.

أظهرت نتائج التحليل الإحصائي عن وجود ارتباط مقبول بين البعد الأخلاقي وبين مدى استعداد أفراد العينة لدعم المنظمات المسؤولة اجتماعيا حيث بلغ معامل الارتباط (0,182) وهو دال إحصائيا عند مستوى دلالة (0,05)، كما يتضح من الجدول أيضا عدم وجود ارتباط دال بين كل من البعد الاقتصادي، القانوني والخيري وبين مدى استعداد أفراد العينة لدعم المنظمات التي تلتزم بمسؤوليتها الاجتماعية؛ وعليه يتم رفض الفرضية والقول أنه: "توجد علاقة ذات دلالة إحصائية عند مستوى دلالة 0,05 بين إدراك المستهلك البعد الخيري للمسؤولية الاجتماعية وبين دعمه للمنظمات التي تلتزم بها من خلال قرار الشراء".

ثالثا: النتائج والتوصيات

1. النتائج:

- ✓ لم يعد تقييم منظمات الأعمال يعتمد على الربحية فحسب ولم تعد تعتمد في بناء سمعتها على مراكزها المالية فقط، بل ظهرت مفاهيم حديثة تساعد على خلق بيئة عمل قادرة على التعامل مع التطورات المتسارعة في الجوانب الاقتصادية والاجتماعية والإدارية.
- ✓ هناك تعاريف عديدة لمفهوم "المسؤولية الاجتماعية" قد تختلف في التعابير لكنها تتقارب في المضمون، ومع ذلك يمكن تعريفها بأنها: "ما تقوم به المنظمات وتقدمه للمجتمع طبقا لتوقعاته مع ضمان مراعاة حقوق الإنسان وقيم المجتمع وأخلاقياته والالتزام بالقوانين ومكافحة الفساد والشفافية والإفصاح".
- ✓ أدراك المستهلك الجزائري مفهوم المسؤولية الاجتماعية وأبعادها الأربعة وهي على الترتيب كما يلي: الاقتصادي، الأخلاقي، القانوني والخيري.
- ✓ استعداد المستهلك الجزائري لدعم منظمات الأعمال التي تلتزم بالمسؤولية الاجتماعية وتتبنى أبعادها

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الإعلام التنموي والتنمية الانسانية المستدامة : أي علاقة على ضوء تقارير التنمية البشرية العربية

رقية شوشان

المدرسة الوطنية العليا للعلوم السياسية - الجزائر

المخلص:

وفي ضوء ما سبق تدرج اشكالية الدراسة في التساؤل الجوهرى التالي:

ما هو دور الاعلام التنموي في تحقيق التنمية الانسانية على ضوء تقارير التنمية البشرية ؟

أهداف الدراسة:

تهدف الدراسة عموما إلى تحقيق الأهداف التالية:

- (1) تسليط الضوء على اشكالية العلاقة بين الاعلام التنموي والتنمية الانسانية.
- (2) تحليل مستويات ومؤشرات التنمية الانسانية بالدول العربية.
- (3) محاولة إبراز دور الاعلام التنموي في تحقيق التنمية الانسانية.

منهجية الدراسة:

لتحقيق أهداف الدراسة آنفة الذكر، تم الاعتماد على المنهج الوصفي التحليلي وذلك من خلال عرض أهم المفاهيم الخاصة بالإعلام التنموي والتنمية الانسانية من جهة، ومن جهة أخرى تم التطرق الى تحليل مستويات ومؤشرات التنمية الانسانية اعتمادا على الإحصاءات المتعلقة بمؤشرات التنمية الانسانية بالوطن العربي. كما اعتمدنا على المنهج التاريخي في التطرق الى تطور كل من مفهوم الاعلام التنموي ومفهوم التنمية الانسانية على ضوء التقارير الدولية.

خطة الدراسة:

تم تقسيم الدراسة الى ثلاث مباحث رئيسية ، تمثلت في النقاط التالية:

المبحث الأول:الاطار النظري والمفاهيمي للدراسة.

المبحث الثاني:تحليل مستويات ومؤشرات التنمية الانسانية في الوطن العربي.

المبحث الثالث:دور الاعلام التنموي في تحقيق التنمية الانسانية.

المبحث الأول :الاطار النظري و المفاهيمي للدراسة

1- ماهية الإعلام التنموي:

1-1 مفهوم الإعلام التنموي :

لم يعد الإعلام ترفا أو شيئا كماليا بل أصبح واقعا وضرورة لا يمكن للناس أن تستغني عنه ،ولابد له من المساهمة في بناء وحماية الوطن من خلال الجمع بين الأصالة والمعاصرة ،وبشكل متوازن وفي بناء الدولة وتطوير المجتمع .وقد أثبتت الوقائع والأحداث بمختلف صنوفها وأنواعها في العالم ما حققته الجهود الدؤوبة لوسائل الإعلام الضخمة من تلفزيون وإذاعة وصحف ،حيث أضحت الإعلام اليوم حجر الزاوية في تهيئة الأجواء اللازمة والضرورية لحركة التنمية الشاملة في المجتمع ،ناهيك عن تأديته دورا استراتيجيا في التنمية المستدامة بمختلف مجالاتها وقطاعاتها ،وقد تبلورت عن هذه الأهمية للإعلام نشوء وظهور مصطلح جديد ألا وهو :الإعلام التنموي.

الكلمات المفتاحية : الإعلام التنموي ،التنمية الإنسانية ،التنمية البشرية ،مجتمع المعرفة .

المقدمة :

لم يعد الإعلام ترفا أو شيئا كماليا بل أصبح واقعا وضرورة لا يمكن للناس أن تستغني عنه ،ولابد له من المساهمة في بناء وحماية الوطن من خلال الجمع بين الأصالة والمعاصرة ،وبشكل متوازن وفي بناء الدولة وتطوير المجتمع .وقد أثبتت الوقائع والأحداث بمختلف صنوفها وأنواعها في العالم ما حققته الجهود الدؤوبة لوسائل الإعلام الضخمة من تلفزيون وإذاعة وصحف ،حيث أضحت الإعلام اليوم حجر الزاوية في تهيئة الأجواء اللازمة والضرورية لحركة التنمية الشاملة في المجتمع ،ناهيك عن تأديته دورا استراتيجيا في التنمية المستدامة بمختلف مجالاتها وقطاعاتها ،وقد تبلورت عن هذه الأهمية للإعلام نشوء وظهور مصطلح جديد ألا وهو :الإعلام التنموي.

فالإعلام التنموي يعني وضع النشاطات المختلفة التي تضطلع بها وسائل الإعلام في مجتمع ما في سبيل خدمة قضايا المجتمع وأهدافه ،أي هو العملية التي يمكن من خلالها توجيه أجهزة الإعلام ووسائل الاتصال الجماهيري داخل المجتمع بما يتفق مع أهداف الحركة التنموية ومصلحة المجتمع العليا خاصة تلك المتعلقة برأس المال البشري والموارد البشرية بهدف تحقيق تنمية انسانية تضمن العيش الكريم والرفاه الاقتصادي للمجتمع .وعليه

إن مفهوم الإعلام التنموي في حد ذاته قد بزغ في إطار مساهمات الاتصال والمواد الإعلامية الموجهة للتنمية في دول العالم الثالث، ففي الخمسينيات والستينيات من القرن العشرين قامت العديد من منظمات الإغاثة مثل "اليونسكو" و " وكالة التنمية الدولية الأمريكية " بالاضطلاع بالعديد من المشروعات استخدمت خلالها الإعلام لأغراض الاتصال أو الإعلام أو التوعية من أجل تيسير التنمية، ولحق بهذا المنهج في هذا العمل العديد من المنظمات الأساسية التابعة للأمم المتحدة مثل: " الفاو " منظمة التغذية والزراعة، برنامج الأمم المتحدة للتنمية، "اليونيسيف " صندوق الأمم المتحدة لدعم الأطفال، وهكذا تنامي دور الاتصال في إطار تنفيذ مشروعات التنمية. وفي هذا السياق تم تعريف الإعلام التنموي على أنه "الاستخدام المخطط لاستراتيجيات وعمليات الاتصال التي تهدف إلى تحقيق التنمية". (مركز البحوث للتنمية الدولية، 2006)

ويعود الفضل تاريخياً في نشأة هذا النوع من الإعلام إلى الباحث **ويلبير شرام** الذي ألف كتاباً في: "وسائل الإعلام والتنمية"، حيث يرى أن الإعلام التنموي: "فرع أساسي ومهم من فروع النشاط الإعلامي، وهو قادر على إحداث التحول الاجتماعي والتغيير والتطوير والتحديث، يتم فيه وضع النشاطات المختلفة لوسائل الإعلام في سبيل خدمة قضايا المجتمع وأهدافه العامة أو بمعنى آخر هو العملية التي يمكن من خلالها توجيه أجهزة الإعلام ووسائل الاتصال الجماهيري داخل المجتمع بما يتفق مع أهداف الحركة التنموية ومصلحة المجتمع العليا." (كيف يساهم الإعلام التنموي في تنمية الواقع، 2016)

وقد بحث العالم **ويلبير شرام** في دور الإعلام التنموي وأهميته في إحداث التحول الاجتماعي والتغيير والتطوير والتحديث وذلك من خلال تأثير وسائل الإعلام على أوضاع وسلوك وتفاعل الأفراد ضمن مجتمعهم، وحول الفروق الموجودة بين المدينة والريف، وعوامل ومراسل تبني الأفكار المستحدثة. (عاطف عدلي العبد، نهى عاطف العبد، 2007)

1-2 متطلبات الإعلام التنموي وأهميته:

✓ متطلبات الإعلام التنموي:

إن دراسة حدود العلاقة بين الإعلام و التنمية تستلزم ما يلي (عبد الرزاق محمد الدليمي، 2011):

- فهم طبيعة عملية الاتصال، الذي يؤدي إلى إدراك أنها عملية مشاركة يكون فيها الاهتمام بجمهور المتلقين ورجع صدهم أمراً مهماً في نجاحها ولا سيما في البرامج ذات الصبغة التنموية.
- فهم وظائف الاتصال والتي تتمثل أهمها في وظيفة الإعلام، التعليم، تغيير السلوك والمواقف، الترفيه ووظيفة الرقابة، حيث إدراك هذه الوظائف مهم في عملية التنمية إذ تسهم في الشعور بالانتماء للدولة، وتهيئة الناس لتأدية مهام جديدة وليلعبوا دورهم كأمة،

بين الأمم فضلاً عن تزويد المجتمع بمعلومات حول القضايا المحلية والوطنية والدولية.

- فهم نظريات التأثير لوسائل الاتصال على المستوى الفردي والجماعي والمجتمعي، وما تقدمه من فهم لطبيعة وميزات كل وسيلة من وسائل الاتصال، وما تقدمه كذلك من فهم للمتغيرات التي تؤثر على عملية الاتصال.

✓ أهمية:

تتضح أهمية الإعلام التنموي في حياة الإنسان المعاصر بإجماع العديد من الأكاديميين والباحثين والمتخصصين في علوم الإعلام، فيما يلي (كيف يساهم الإعلام التنموي في تنمية الواقع، 2016):

- الإعلام التنموي تجاوز الأساليب التقليدية المتمثلة في نقل المعلومة فقط، إلى المشاركة الفعالة في كافة خطط التنمية، وتتبع سيرها من خلال مختلف الأنشطة والأشكال الإعلامية.

- يظهر دور الإعلام التنموي بجلاء أثناء تعرض الواقع إلى أزمات وحالات طوارئ مفاجئة، من خلال اعتماد الإعلام على استفزاز الواقع اليومي وخلق جو من الألفة والتفاعل مع الضحايا والمتضررين.

- يساهم الإعلام التنموي في تلقين الناس المهارات والأساليب اللازمة التي تقتضيها عملية التحديث والتطور، لاسيما الجراحة وانتقاد المسؤولين وعدم الخوف منهم.

- يشارك الإعلام التنموي في تنمية المجتمع المباشرة من خلال شتى الأنشطة والإسهامات، كمحو الأمية الهجائية، وتنظيم الدورات التكوينية، والتثقيف النسائي، والتربية، وغير ذلك.

- كلما كان الإعلام التنموي متطوراً في أدائه ووسائله، كلما أثر ذلك أكثر في الواقع، فالدراسات تجمع على أن ثمة ارتباطاً وثيقاً بين النمو الاقتصادي ونمو وسائل الإعلام.

2- التولد التاريخي للتنمية البشرية المستدامة

لقد شهد الفكر التنموي تطورات مهمة أعادت الإنسان إلى موضعه الصحيح في محور الجهود التي تسعى للتعرف على أبعاد العملية التنموية والنهوض بوسائل تحقيقها بعد أن ثبت أن المناهج والنظريات التي كانت سائدة في الماضي والتي هدفت إلى تعظيم النمو الاقتصادي لم تكن قادرة على تعظيم رفاه الإنسان، فالتنمية الانسانية منهج بديل لما ساد عبر عقود التنمية التي وضعت الإنسان على هامش العملية مقابل وضع الجوانب المادية في المحور. وهذا المنهج الجديد لم يأت دفعة واحدة ولم يظهر خلال وقت قصير وإنما مرّ بمراحل متعددة وهذا ما سنتطرق إليه في هذا البحث.

2-1 مفهوم التنمية البشرية المستدامة

خلال عقد الثمانينات من القرن المنصرم 1920، شهدت البلدان النامية سلسلة من الإخفاقات والانتكاسات في

توزيع الثمار سواء بين الجيل الحالي أو بين الأجيال الحالية والمستقبلية على حد سواء ، وذلك لجعل الانسان مؤهلا وقادرا على استثمار المنافع التي تهيؤها العولمة و مواجهة و/أو تقليل التحديات التي تفرضها" (نصيرة قوريش، 2001).

والتنمية البشرية المستدامة تعتبر نظرية في التنمية الاقتصادية - الاجتماعية تجعل الإنسان منطلقها وغايتها ،وتتعامل مع الأبعاد البشرية أو الاجتماعية للتنمية باعتبارها العنصر المهيمن ،وتتظر للطاقات المادية باعتبارها شرطاً من شروط تحقيق هذه التنمية ،دون أن تهمل أهميتها التي لا تنكسر ،فلا يمكن اعتبارها مجرد زيادة في الإنتاج ،بل إنها تمكن الناس من توسيع نطاق خياراتهم من أجل معيشة أليق و حياة أطول وأفضل(محبوب الحق ، 2003).

2-2 نشأة التنمية البشرية المستدامة :

ان الربط بين التنمية البشرية والاستدامة تعود الى تقرير التنمية البشرية العالمي لسنة 2014 المعنون ب : " الأبعاد الجديدة للأمن البشري " ،و الذي يبين بمقتضاه أن مفهوم الأمن قد تغير مما يتطلب ايجاد نموذج جديد للتنمية يجعل الناس محور التنمية ويحمي فرص الأجيال المقبلة والحاضرة ،ويحترم النظم الطبيعية التي تتوقف عليها الحياة كلها.وقد أشار إعلان فيينا لسنة 1993 قبل ذلك الى ضرورة الربط بين البيئة والتنمية. كما أن قمة الأرض في ريو سنة 1992 لم تقتصر على استعادة ونشر مفهوم التنمية المستدامة ،ولكنها ربطت بينها وبين مفهوم التنمية البشرية ،وخاصة من خلال الأجندة الواحدة والعشرون.وقد كانت المهمة صعبة لدمج المفهومين في مفهوم ثالث ،لأن العلاقة كانت مفقودة تماما بين خطط حماية البيئة وعقلنة استغلال الموارد الطبيعية وبين خطط التنمية البشرية (أحمد دخيل السرحان ، 2003) .

علاوة على ذلك ،فإن مفهوم التنمية البشرية المستدامة ظهر نتيجة للتوليف بين منهجين للتنمية منهج التنمية البشرية الذي اعتمدته البرنامج الإنمائي للأمم المتحدة ،ومنهج التنمية المستدامة الذي وضعه المهتمون بشؤون البيئة ،واعتمدته البرنامج البيئي للأمم المتحدة. فهو مفهوم مركب من التنمية البشرية والاستدامة أين ارتبطت التنمية البشرية بالاستدامة في مفهوم واحد ،وجمعت حقوق الانسان المختلفة مع حقوق الأجيال المقبلة لتحافظ على استمرار الانتفاع الى الأجيال المقبلة مع الإشارة بان التنمية البشرية والاستدامة لا يوجد تعارض بينهما لأنهما جزء من نفس التصميم الإجمالي ،ومكونان ضروريان للمبدأ الأخلاقي بنفسه. (أحمد دخيل السرحان ، 2003)

المبحث الثاني : واقع التنمية البشرية في البلدان العربية حسب تقرير 2015 :

لقد حققت البلدان العربية خلال مسيرتها التنموية العديد من الانجازات المهمة في الجوانب الاقتصادية والسياسية والاجتماعية ،ويتضح ذلك من خلال المؤشرات

مسيرتها الإنمائية بحيث أصبح يعرف هذا العقد بأنه " عقد التنمية الضائع "وتولدت نتيجة لذلك ،ثروة هائلة من الخبرات والدروس التي أملت إجراء مراجعة نقدية شاملة للتجربة السابقة ،وما تضمنته من نماذج إنمائية قاصرة لاستيعاب مفاعيل المتغيرات الجديدة الحاصلة في العالم على جميع الأصعدة ،ولاسيما في حقول التكنولوجيا والاتصالات والمعلومات ،واتجاهات الحياة الاقتصادية الدولية السائرة حثيثا في طريق التدويل والعولمة وبصورة متصارعة. ففي هذا المناخ الجديد والحافل بالمستجدات ،شهد النور مفهوما جديدا للتنمية سمي " بالتنمية البشرية " ثم " التنمية الانسانية المطردة (المستدامة) " لعل أهم ما يميز الجهد الفكري المجسد في تقارير التنمية البشرية الصادرة لحد الآن هو المنهجية المتبعة والمرشدة لصياغة الاستنتاجات والتوصيات العملية ،الهادفة لتطوير وتوسيع البرامج القطرية والإقليمية والعالمية في هذا المضمار (التنمية البشرية :تطور المفهوم و دلالاته ، ص 3) .

لقد عرف تقرير التنمية البشرية الصادر عن برنامج الأمم المتحدة الإنمائي سنة 1990 التنمية البشرية على أنها : "عملية توسيع الخيارات أمام الناس "وتتمثل هذه الخيارات في أن يعيش الناس حياة مديدة وصحية ،وأن يكونوا متعلمين ويتمتعوا بمستوى معيشي لائق (صادق جبر المعموري، 2016) ولا يقتصر مفهوم التنمية البشرية على هذه الخيارات فحسب بل يتعداها الى خيارات أوسع ،ومن بينها الحريات السياسية والاجتماعية والاقتصادية والثقافية والتمتع باحترام الذات والتمكين وفرص الإبداع والإنتاج، وضمان حقوق الإنسان. وحسب المفكر الاقتصادي **أمارتيا صن** Amartia Sen فإن حرية الاختيار هي صلب الرفاهية الإنسانية ،والتي تتم من خلال تعزيز قدرات الناس لتحقيق مستويات أعلى من الصحة والمعرفة واحترام الذات والقدرة على المشاركة في الحياة الاجتماعية بشكل نشيط ،وكذلك تأكيد بان مستوى المعيشة لا يقاس بالدخل الفردي واستهلاك السلع بل يقاس بالقدرات البشرية ،أي ما يستطيع الفرد عمله وأن توسيع هذه القدرات يعني حرية الاختيار (أحمد دخيل السرحان ، 2003) .

ويعود الفضل كذلك في طرح هذا المفهوم وتأصيله إلى كل من الباحث **الباكستاني محبوب الحق** والباحث **الهندي أمارتيا صن** ،وذلك خلال فترة عملهما في اطار البرنامج الإنمائي للأمم المتحدة. فالتنمية المستدامة بالنسبة إليهما هي تنمية اقتصادية-اجتماعية ،لا اقتصادية فحسب ، تجعل الإنسان منطلقها وغايتها ، وتتعامل مع الأبعاد البشرية أو الاجتماعية للتنمية باعتبارها العنصر المهيمن ،وتتظر للطاقات المادية باعتبارها شرطا من شروط تحقيق هذه التنمية. (عبد الرزاق محمد الدليمي ، 2011)

أما فيما يخص التنمية البشرية المستدامة فيمكن تعريفها بأنها "استراتيجية تنموية شاملة تسعى إلى تمكين الانسان وبناء قدراته وتوسيع خياراته ،في مختلف المجالات السياسية والاقتصادية والاجتماعية وكذلك الصحة والبيئية والتعليمية وغيرها ،مع التأكيد على الإنصاف والعدالة في

الاقتصادية والأداء التنموي للبلدان العربية بالرغم من العديد من التحديات التي رافقت تلك المسيرة والتي كانت ومازالت تقف عائقاً بوجه العملية التنموية، وقد تم تجاوز بعض من تلك العقبات الى حد ما ومازال بعضها الآخر ماثلاً الى اليوم خصوصاً في ظل عدم الاستقرار السياسي في العديد من الأنساق العربية وما شهدته من حراك اجتماعي زعزع منظومتها الاجتماعية و الأمنية بصفة خاصة.

1- دليل التنمية البشرية Humain Development Index (HDI)

ان قياس التنمية البشرية في اي نظام يستدعي أن يشمل العديد من المتغيرات، كي يعطي صورة شاملة قدر الإمكان، وعليه تم بناء دليل التنمية البشرية وهو دليل مركب يركز على الأبعاد الأساسية الثلاثة للتنمية البشرية وهي عيش حياة مديدة وصحية تقاس بمتوسط العمر المتوقع عند الولادة، والقدرة على اكتساب المعرفة تقاس بمتوسط سنوات الدراسة والعدد المتوقع لسنوات الدراسة، والقدرة على تحقيق مستوى معيشي لائق تقاس بنصيب الفرد من الدخل القومي الإجمالي. ولقيمة دليل التنمية البشرية حد أعلى قدره 1.00، ولقياس أكثر شمولاً للتنمية البشرية، يتضمن التقرير أربعة أدلة مركبة أخرى هي دليل التنمية البشرية معدلاً بعامل عدم المساواة الذي يعدل قيمة دليل التنمية البشرية على أساس عدم المساواة، ودليل التنمية حسب الجنس الذي يقارن قيمة دليل التنمية البشرية بين الإناث والذكور، ودليل الفوارق بين الجنسين الذي يركز على تمكين المرأة، ودليل الفقر المتعدد الأبعاد الذي يقيس أبعاد الفقر التي لا صلة لها بالدخل (تقرير التنمية البشرية العربية 2015).

وسنعمد في هذه الدراسة على تحليل الأبعاد الأساسية للتنمية البشرية في الوطن العربي وأين وصلت مؤشرات كل دولة على حدى وفقاً لتقرير التنمية البشرية العربية الصادر عن برنامج الأمم المتحدة الإنمائي لسنة 2015.

2- تصنيف الدول العربية حسب تقرير التنمية البشرية العربية 2015

حسب تقرير التنمية البشرية لسنة 2015 فقد كان المتوسط السنوي لمعدل نمو دليل التنمية البشرية عالمياً 0.85 خلال الفترة الممتدة من 2000 الى غاية سنة 2010 أما في البلدان العربية فقد قدر متوسط معدل النمو بها 0.99 لنفس الفترة، في حين نجد أنه خلال الفترة الممتدة من سنة 2010 الى غاية سنة 2014 قد تراجع المتوسط السنوي لمعدل نمو التنمية البشرية بشكل ملحوظ وبنسبة معتبرة حيث بلغ 0.47 عالمياً و 0.38 عربياً.

وقد صنفت الدول العربية وفقاً للتصنيف الدولي وفقاً لقيمة دليل التنمية البشرية على النحو التالي حيث تبين وجود أربعة مستويات تنمية في الوطن العربي وفق قيمة فهرس التنمية البشرية HDI، وهي:

دول ذات تنمية بشرية مرتفعة جداً وشملت كل من : قطر التي احتلت المرتبة الأولى عربياً و 32 عالمياً، تلتها السعودية الثانية عربياً و 39 عالمياً، الامارات الثالثة عربياً و 41 عالمياً، البحرين الرابعة عربياً و 45 عالمياً والكويت الخامسة عربياً و 48 عالمياً .

في حين احتلت كل من عمان المرتبة 6 عربياً و 52 عالمياً، لبنان 7 عربياً و 67 عالمياً، الأردن 8 عربياً و 80 عالمياً، الجزائر 9 عربياً و 83 عالمياً، ليبيا 10 عربياً و 94 عالمياً، تونس 11 عربياً و 96 عالمياً وصنفت على أساس أنها بلدان ذات مستوى تنمية مرتفعة .

أما المستوى الثالث **للبلدان ذات التنمية المتوسطة** فشملت كل مصر والتي احزمت المرتبة 12 عربياً و 108 عالمياً، فلسطين 13 عربياً و 113 عالمياً، العراق 14 عربياً و 121 عالمياً، المغرب 15 عربياً و 126 عالمياً وسوريا 16 عربياً و 134 عالمياً .

واحتلت باقي الدول العربية مستوى تنمية منخفضة وشملت كل من موريتانيا التي احتلت المرتبة 17 عربياً و 156 عالمياً، جزر القمر 18 عربياً و 159 عالمياً، اليمن 19 عربياً و 160 عالمياً، السودان 20 عربياً و 168 عالمياً، جيبوتي 21 عربياً و 168 عالمياً وجنوب السودان 22 عربياً و 169 عالمياً وهذا وفق دليل التنمية البشرية العربية 2015 والجدول رقم (1) يوضح ذلك بالتفصيل.

ومن خلال الجدول نجد أن دولة قطر قد حققت أعلى نسبة لمؤشر التنمية البشرية HDI والتي قدرت بـ 0.85 لتحل بذلك صدارة القائمة عربياً والمرتبة 32 عالمياً تلتها السعودية في المرتبة الثانية بنسبة 0.837، ويعود هذا التقدم الى الاستثمارات الكبيرة التي رصدتها دول مجلس التعاون الخليجي خاصة في مشاريع البنية التحتية لتكنولوجيا المعلومات والاتصال، بينما حققت كل من جيبوتي وجنوب السودان أدناها حيث احتلتا المرتبة 22، 21 على التوالي عربياً بمؤشر قدرت قيمته بـ 0.470، 0.467 على التوالي .

وحسب أرقام الجدول يمكن تقسيم البلدان العربية من حيث نصيب الفرد من الناتج المحلي الإجمالي، إلى ثلاث فئات:

الأولى، بلدان الثروة، حيث يُسجل متوسط نصيب الفرد من الناتج المحلي الإجمالي مستوى مرتفعاً يفوق 30 ألف دولار، وهي مرتبة كالتالي: قطر (123.124 دولار)، الكويت (83.961 دولار)، الامارات (60.868 دولار)، السعودية (50.821 دولار)، البحرين (38.599 دولار) وعمان (34.858 دولار).

الثانية، بلدان متوسطة النمو حيث بلغ متوسط نصيب الفرد من الناتج المحلي الإجمالي بها أكثر من 10 آلاف دولار أميركي، وهذه البلدان مرتبة كالتالي : لبنان (16.509 دولار)، ليبيا (14.911 دولار)، العراق (14.003 دولار)، الجزائر (13.054 دولار)، الأردن (11.365 دولار)، مصر (10.512 دولار) وتونس (10.404 دولار).

الثالثة، بلدان متدنية النمو (بلدان فقيرة)، حيث يقل متوسط نصيب الفرد عن 10 آلاف دولار. وهي على التوالي : المغرب(6.850 دولار) ،فلسطين (4.699 دولار) ،السودان (3.809 دولار) ،موريتانيا (3.560 دولار) ،اليمن (3.519 دولار) ،جيبوتي (3.276 دولار) ،سوريا (2.728 دولار) وجزر القمر (1.456 دولار) .

جدول رقم (01): جدول يوضح تصنيف البلدان العربية حسب مستوى التنمية البشرية لعام 2015

	الترتيب عربيا	الترتيب عالميا	قيمة HDI	العمر المتوقع عند الولادة	متوسط الدراسة	سنوات	نصيب الفرد من الدخل الإجمالي
1- مرتفعة	1- قطر	32	0.850	78.2	9.1	123.124	
	2- السعودية	39	0.837	74.3	8.7	52.821	
	3- الإمارات	41	0.835	77.0	9.5	60.868	
	4- البحرين	45	0.824	76.6	9.4	38.599	
	5- الكويت	48	0.816	74.4	7.2	83.961	
2- مرتفعة	6- عمان	52	0.793	76.8	8.0	34.858	
	7- لبنان	67	0.769	79.3	7.9	16.509	
	8- الأردن	80	0.748	74.0	9.9	11.365	
	9- الجزائر	83	0.736	74.8	7.6	13.054	
	10- ليبيا	94	0.724	71.6	7.3	14.911	
	11- تونس	96	0.721	74.8	6.8	10.404	
3- متوسطة	12- مصر	108	0.690	71.1	6.6	10.512	
	13- فلسطين	113	0.677	72.9	8.9	4.699	
	14- العراق	121	0.654	69.4	6.	14.003	
	15- المغرب	126	0.628	74.0	4.4	6.850	
	16- سوريا	134	0.594	69.6	6.3	2.728	
	17- موريتانيا	156	0.506	63.1	3.8	3.560	
4- منخفضة	18- جزر القمر	159	0.503	63.3	4.6	1.456	
	19- اليمن	160	0.498	63.8	2.6	3.519	
	20- السودان	167	0.479	63.5	3.1	3.809	
	21- جيبوتي	168	0.470	62.0	3.8	3.276	
	22- جنوب السودان	169	0.467	55.7	5.4	2.332	

المصدر: من اعداد الباحثة بالاعتماد على : تقرير التنمية البشرية العربية، (2015).

المبحث الثالث : دور الاعلام التنموي في تحقيق التنمية الانسانية بالوطن العربي :

1- مهام الاعلام التنموي في المجتمع العربي :

إن الحديث اليوم عن الإعلام التنموي العربي ودوره في تحقيق التنمية الانسانية المستدامة ،أصبح يثير مجموعة من الانتقادات من جميع الاتجاهات لوسائل الإعلام وللعاملين فيها ،وهذا ما يدفع بالمعنيين بالأمر إلى ضرورة إعادة النظر بكل أساليب عمل وسائل الإعلام بحيث تعود الثقة بين وسائل الإعلام وبين الناس بحيث تقدم إعلاما حقيقيا تنمويا ناجحا يواكب الحدث .

فنحن كدول نامية مازال أمامنا الكثير من التحديات الوطنية التي علينا أن نعمل من أجل مجابتهها من القاعدة ،معتمدين المصادقية والموضوعية ،بيد أن نجاح الإعلام الوطني الى جانب الإعلام الخاص والإعلام العالمي أمر ممكن اذا استطاع أن يكسب ثقة المواطنين وأن يخاطب عقولهم وعواطفهم ويستفيد من التجارب والدراسات

السابقة وأن يراكم عليها عملا جيدا ،وذلك بوضع فكرة النظام العربي الجديد للإعلام والاتصال موضع التنفيذ والاهتمام والالتفات الى النقاط التالية (عبد الرزاق محمد الدليمي،2011):

- الإعلام التنموي العلمي والتربوي والزراعي والبيئي.
- الأمن القومي العربي.
- استضافة المتخصصين في الاتصال والإعلام أكاديميا وعلميا.

و يضطلع الاعلام التنموي في الوطن العربي بمهام كبيرة وتزداد فاعلية هذه المهام كلما كان أداء الإعلام التنموي أكثر دقة وموضوعية وبينى على أسس علمية حيث يمكن للإعلام أن يؤدي مهام تمثلت أهمها فيما يلي (عبد الرزاق محمد الدليمي، 2011) :

- تلعب وسائل الإعلام التنموي دورا تثقيفيا كبيرا من خلال رفع المستوى الثقافي للناس وتعليمهم لكي

يتمكنوا من المساهمة الجادة في تطوير وتحديث مجتمعهم .

- توفير المعلومات للسكان عن التنمية وشرط نجاحها وكيفية إنفاق المال العام وشرح القوانين وتبسيط الإجراءات وذلك من خلال تنشيط وتوسيع الحوار وإتاحة الفرص أمام الناس للتعبير عن آرائهم وأفكارهم بخصوص كل المشاريع التي تقوم بها الحكومة ، واختيار المعلومات بشكل دقيق وجذاب واستخدام أساليب جذابة لاستقطاب كل شرائح المجتمع للتفاعل مع الوسائل الإعلامية ، وتعليم الناس المهارات والأساليب اللازمة التي تتطلبها عملية التحديث والتطوير لاسيما ممارسة النقد البناء وقيام وسائل الإعلام بنشر أعمال وأفعال الخارجين على القانون والنظام العام.

- تستطيع وسائل الإعلام التنموي إذا ما خطط لها بشكل علمي أن تؤدي دورا اجتماعيا من خلال تحويل وتعديل موقف الناس وتصرفاتهم إزاء مسائل ومواضيع التحديث و التطوير لاسيما إصلاح الإدارة وإصلاح القضاء وتطوير التشريعات ومحاربة الفساد والمشاركة بالرأي وبالعامل بكل ما يخدم ويؤدي إلى نجاح المشروع التطويري والتحديثي.

- يقوم الإعلام التنموي بتوسيع الآفاق الفكرية عند الناس من خلال منظور جديد يتطلب منهم اعتماد وسائل جديدة أكثر عصرية واعتماد أنماط سلوكية وأساليب عمل أكثر تطورا وإشعارهم بأن التحديث والتطوير وما يتضمنه من أهداف ومبادئ هو الكفيل بتلبية حاجاتهم لاسيما إذا استطاع الإعلام ترويج الأساليب والمواقف والأنماط السلوكية العصرية التي تلائم حاجات التطوير والتحديث كالمشاركة والحوار وقبول الآخر والانفتاح على التجارب المهمة وتجنب البدء من الصفر في أي مجال من مجالات الحياة.

2- دور الاعلام التنموي في تحقيق التنمية الانسانية المستدامة

إن الاعلام التنموي بالدول النامية و لاسيما بالدول العربية لم يلق الدعم اللازم والسياسات التخطيطية الفعالة خاصة في ظل الأوضاع السياسية والأمنية التي تثقل كاهل الأقطار العربية اليوم ، فالإعلام في مجتمعاتنا يختلف من حيث بواعثه وأهدافه وطرائق توصيل المعلومات فيه عما هو موجود في الغرب من وسائل وسياسات ، لكنه يحظى بنفس الأهمية والدور الاستراتيجي في تحقيق التنمية البشرية والاقتصادية في مختلف دول العالم.

فالإعلام التنموي هو المحرك والمعبّر عن مقومات النشاط الاجتماعي ، وهو الذي يعلو بالإنسان عن غريزته الى المطامح الحضارية ، وهو المنبع المشترك الذي ينهل منه هذا الانسان الآراء و الأفكار ، وهو الرابط بين الأفراد والذي يوحي إليهم بشعور الانتساب إلى مجتمع واحد(عبد الرزاق محمد الدليمي ، 2011). وعليه تتضح لنا أهمية

الاعلام التنموي في تحقيق التنمية الانسانية من خلال النقاط التالية:

1- محو الأمية وتعليم الكبار :حيث تؤدي وسائل الاعلام من قنوات تلفزيونية وإذاعات دورا مزدوجا في مجال محو الأمية ، وذلك من خلال دورها الأساسي كوسيلة أو أداة وسيطة تستخدم في تقديم برامج محو الأمية من جهة ، ومن جهة أخرى تساهم في خلق المناخ الاجتماعي الذي يمكن أن تزدهر فيه حملات التوعية وخلق تقبل لقيمة نشر التعليم ، وهذا ما سيزيد من درجة الارتقاء بالمستوى التعليمي ، فمن خلال ذلك تزداد المعرفة والمؤهلات الفردية لأبناء المجتمع حيث أن توعية وتعليم الفرد يجعله ذا سلوك سوي وبمناى عن الأفكار المغلوطة والمنحرفة ولا يتم ذلك إلا من خلال مناهج تعليمية هادفة ورصينة تبث عبر مختلف وسائل الإعلام سواء السمعية أو السمعية البصرية وكذلك الصحافة المكتوبة لكي تشمل جميع فئات المجتمع . (عاطف عدلي العبد ، نهى عاطف العبد ، 2007)

2- تحديد حاجات الناس ومنحهم شرعية سياسة التعبير عن تلك الحاجات بما يخدم تنمية مجتمعاتهم ، وتزويد جميع مستويات المجتمع بروابط اتصالية أفقية ورأسية من أجل دعم الثقافة القديمة والأصيلة للمجتمعات العربية عبر وسائل الإعلام الجماهيري. (عبد الرزاق محمد الدليمي ، 2011)

3- توسيع الآفاق وخلق الشخصية القادرة على فهم الغير وتبني نظرة جديدة متفحصة:حيث تعمل على تحطيم قيود المسافة والعزلة وتنقل الناس من المجتمع التقليدي الى المجتمع الحديث ، ويؤدي توسيع الآفاق الى تنمية صفة التفتح السموح والاستثمار بالغير لدى الأفراد وهو ما يطلق عليه بعض الباحثين "التقصص الوجداني " الذي يعطي الفرد القدرة على أن يرى نفسه مكان الآخرين مما يبسر عملية المشاركة والتبادل وتقبل الآخر ، ويتم تحقيق ذلك من خلال اقامة الورش والدورات والندوات المنظمة من طرف مختلف وسائل الإعلام والهادفة الى تحقيق مستويات تعليم عالية ، وبالتالي بث روح المحبة والتعايش السلمي ونبذ مشاعر الضغينة والعداء بين جميع أفراد المجتمع. (عاطف عدلي العبد ، نهى عاطف العبد ، 2007)

4- يعمل الاعلام التنموي على رفع الوعي لدى الناس بمشاريع وفرص التنمية ، وتعزيز الاتجاهات والدوافع التي تساهم في ذلك من خلال التزويد بالمعلومات المناسبة التي تحتاج اليها عملية التنمية في جميع مراحلها. (عبد الرزاق محمد الدليمي ، 2011)

5- المساهمة في إحداث تغيير حضاري في طريقة التفكير والعمل والحياة :وذلك من خلال نوادي الاستماع والمشاهدة المنظمة من طرف وسائل الاعلام من إذاعات وقنوات اقليمية ، وأهم ما يميز هذه

الطريقة أن ديناميكية الجماعة تخلق سلسلة من ردود الفعل والمحاكاة والمنافسة والمواجهات التي من شأنها تقوية وزيادة الوعي العام بالمشكلات المختلفة.

6- قياس اتجاهات الرأي العام نحو السياسات والبرامج التنموية، وتأثيرها على المجتمع وذلك من خلال إعادة الترتيب القيمي والسلوكي للأفراد عن طريق خلق المعايير الجديدة، والمعاونة في انشاء قواعد لسلوك التنمية في أذهان الناس وفي متابعة كل انحراف وكشفه والعمل على تعديل المواقف والاتجاهات الضعيفة وإحداث تأثيرات لصالح الأفكار الجديدة التي لم يتهيا لها الفرد بعد، أو خلق اتجاهات محابية لها والدعوة للقيم والمثل الانسانية الرفيعة وتكوين رأي عام واعى مستنير. (عاطف عدلي العبد ، نهى عاطف العبد، 2007)

7- انسياب وتدفق المعلومات الصحيحة للمواطنين وبأسرع وقت، يحول دون التأويلات والتكهنات، كما يمكن إطلاعهم على حجم المخاطر التي تطرحها التحديات ومدى الإثارة التي تتركها الانحرافات، وحث المواطنين على اتخاذ مواقف سلبية ضد الآفات الاجتماعية التي تشكل خطراً على مسيرة المجتمع وأمنه، ومن ثم تعميق صلة المواطن بالسلطة والمشاركة في الأحداث وصنع القرار. (تركي بن صالح عبد الله الحقباني، 2006).

الخاتمة :

إن ما نخلص اليه ،هو أن الاعلام التنموي يعتبر بمثابة القوة الدافعة للتنمية البشرية والتي تنطلق أساسا من الإنسان وشخصيته غير الجامدة ،والتي تتوفر لها جميع الاختيارات لتلبية احتياجاتها لتكون من خلالها قادرة على تقبل التغيير والقدرة عليه ،وذلك بمساندة الاعلام التنموي على نشر أفكار تدفع بالمجتمع باتجاه خلق مجتمع عصري ومنطور ،لأن جوهر البعد البشري للتنمية يتلخص في وعي الناس بضرورة التنمية وبأهدافها وبدورهم فيها ،و

يؤدي ذلك الى تغيير الظروف المعيقة للتنمية سواء في داخل الناس من أفكار ومعتقدات وسلوكيات ،أو في الواقع الذي يعيشون فيه. ومن أولى الخطوات السليمة التي ارتأينا وضعها لتفعيل دور الاعلام في تحقيق التنمية الانسانية ما يلي :

- ضرورة تبني الحكومات استراتيجيات مدروسة ومبنية على أسس علمية معتمدة على استطلاعات الرأي الحقيقية ،وانتقاء الإدارات الإعلامية ذات الكفاءة حسب معايير علمية وليس حسب معايير الوساطة والعلاقات والمحسوبية.

- توفير وسائل الإعلام و الاتصال المتطورة و المختلفة السمعية البصرية ،المقروءة ،المسموعة والانترنت حيث يمكن تعريف الناس بحقيقة مشاكلهم ونقل أفكارهم لتحقيق التنمية المنشودة.

- رفد وسائل الإعلام بالكفاءات التي تسهم في تطويره بما يخدم تنمية البلد ،وعلى الإعلاميين معرفة اللغة والمصطلحات والرموز الإعلامية المناسبة لكل فئة اجتماعية وعدم استخدام العبارات نفسها مع كل فئات المجتمع المختلفة وأن نختار لكل فئة اجتماعية اللغة التي تلائمها شكلا ومضمونا.

- توسع قاعدة استخدام وسائل الإعلام من طرف الحكومات عبر السماح لمن يمتلك الأهلية من أفراد المجتمع بأن يؤسس لوسيلة إعلامية وسن التشريعات المناسبة لذلك.

- الاستفادة من خبرات وتجارب البلدان الأخرى التي استخدمت وسائل الإعلام لأغراض التنمية الانسانية والتطوير والتحديث ،وذلك من خلال خلق جو التنافس بين وسائل الإعلام العامة والخاصة لما فيه مصلحة البلد وأن يتم توظيف الإعلام والثقافة والتعليم والإدارة والقانون في عملية التحديث والتطوير.

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الملخص:

إن التنمية في عصرنا هذا في تطور مذهل في شتى ميادين الحياة ولعلنا في ظل العولمة ونظام الاقتصاد العالمي الجديد والتطور التكنولوجي الكبير الذي تشهده كل أرجاء المعمورة خلال القرن الحالي ، وما أدت إليه هذه التطورات من ظهور تقنيات عمل جديدة ، وما فرضته هذه التقنيات على الحكومات والمنظمات والمؤسسات في كافة المجالات ، حيث أصبح لابد من التطور والتحديث والتحسين في كافة القطاعات لمواكبة هذا النمو والتطور الذي يشهده العالم الخارجي وصولاً بها إلى التميز والامتياز.

كان يجب أيضاً على إدارة المحاكم أن تواكب هذه التطورات وهذه الطفرة الحاصلة من حولها على مستوى العالم أجمع في كافة الأنشطة والمجالات ، لكي تستطيع الصمود والمنافسة في ضوء هذه المتغيرات وما إلى ذلك من متغيرات أخرى قد تكون مؤثرة أيضاً ، كالسياسة مثلاً وبخاصة على مستوى دول الخليج والعالم العربي ، كون المحاكم جزء لا يتجزأ منها ، حتى تتحقق الغاية الأسمى لها وهو التميز والتفوق والإبداع.

وتعتبر المحاكم مؤسسات حكومية لها كيانها الخاص وتعنى بتحقيق العدالة بين الناس ، حيث كان الهم الشاغل لها تحقيق العدالة بين المتقاضين من الناس على مستوى كافة شرائح المجتمع وعلى اختلاف طبقاتهم ومستوياتهم ، وكان من الطبيعي أن يكون لهذه المحاكم طاقم متميز من الكادر القضائي من قضاة ومستشارين ومسؤولين ، ويعاونهم جنباً إلى جنب كادر مساعد من موظفين وعاملين ليتمكن القضاة من تأدية واجبهم على أكمل وجه ، وكان من البديهي أن تكون كافة الخدمات التي تقدم لكافة الناس المرتادين لهذه المحاكم على أعلى وأفضل المستويات حتى تحقق رضاهم وطموحاتهم ، كما أن هذا المنبر وهو منبر العدل ينظر إليه كمنبر قوة فكان لابد له من التميز.

ولكون العنصر البشري هو الأداة الحقيقية الفعالة للتطوير في أي مجال ، ولأن العاملين بالمحاكم من قضاة ومستشارين وأعوان قضاة وإداريين وغيرهم ، كان لابد لهم أن يعلموا النظام القانوني لإدارة المحاكم والإدعاء (النيابة) ، ويجب كذلك على المحامين ومن تبعهم وغيرهم ممن يتعاملون مع هذا المنبر الحيوي أن يعلموا ذلك حفاظاً على حقوقهم وسلامة أعمالهم ، فالعلم بالأساس القانوني للعمل الإداري وللمحاكم يؤدي إلى استكمال المعرفة القانونية بالعمل القضائي الفني ، لان الإجراءات الإدارية

لإدارة المحاكم مكتملة لبعضها البعض وهما وجهان لعملة واحدة.

وبالطبع لابد للعمل الذي يمارسه القضاة من إجراءات إدارية سابقة ولاحقة ، يقوم بها أعوان القضاة من أمناء سر أو محضري إعلان أو محضري تنفيذ أو كتاب أو حتى خبراء ومحامين أيضاً ، فان كانت تلك الإجراءات غير سليمة ترتب على ذلك بطلان كافة الإجراءات ، أما إذا كانت صحيحة وسليمة ودقيقة ترتب على ذلك جودة هذه الإجراءات والخدمات المقدمة.

وهناك دول قامت بعمليات تنظيمية وإصلاحات واسعة لرفع كفاءة وقدرات القضاء ومكانته وهيئته ، كدافع كبير من حكوماتها للتطوير المميز لهذا الصرح والمرجع الهام وإعطائه حقه والصلاحيات الكاملة.

ولما كانت إدارة الجودة من أهم المداخل العلمية الحديثة في علم الإدارة ، والهادف لتكوين الجودة بمعناها الواسع الذي تدفع باستمرار لتحسين نظم العمل وإجراءاته ، من خلال النظر للعمل كجزء من نظام له مدخلات ومخرجات وله نتائج.

وارتبطت المحاكم بتحقيق العدالة أينما كانت ، ويعتبر العدل أحد المقومات الأساسية لأي مجتمع إنساني ، يريد أن يعيش أفراداً في سلام ووافق ، ويتمتع فيه كل ذي حق بحقه دون أن ينافسه فيه أو يتعدي عليه أحد.

فالنفس البشرية أمارة بالسوء بطبيعتها ، فكثيراً ما تتجه إلى الاعتداء على حقوق الغير ، في أرض أو مال أو عرض ، ما يجعل الناس تتنازع فيما بينهم على حقوق يدعيها كل واحد على الآخر ، يعمل على التنازع بين الناس على حقوق يدعيها كل منهم ، أو أن تنشأ خصومات بينهم لا يجدون لها سبيل لدرئها ، ما يعزز ضرورة أهمية وجود مؤسسة أو هيئة أو سلطة قضائية يلجأ إليها المظلومون ، تتولى الفصل في المنازعات وقطع الخصومات وتوقيع العقوبات ورد الحقوق لأصحابها لنشر العدل في أرجاء المجتمع. (عبد الستار ، 2009)

قال تعالى : ﴿ إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا وَإِذَا حَكَمْتُمْ بَيْنَ النَّاسِ أَنْ تَحْكُمُوا بِالْعَدْلِ إِنَّ اللَّهَ نِعِمَّا يَعِظُكُمْ بِهِ إِنَّ اللَّهَ كَانَ سَمِيعاً بَصِيراً ﴾ . (سورة النساء 58)

لقد نشأت المحاكم وارتبطت بنشأتها وتطورها بالقضاة ، الذين حملوا أمانة العدل منذ فجر التاريخ ، فهو قديم قدم الأزل وقدم ظهور البشرية ، التي كانت بحاجة ماسة لمن يقر لها الأمن والطمأنينة ، وحسم ما يثور بين أفرادها من

خصومات ومنازعات ، ويرد القوي عن الضعيف وينتصف المظلوم من الظالم. (القضاة، 1998)

وحرصت الشريعة الإسلامية على أن يسود العدل المجتمع الإسلامي ، حتى يستطيع صاحب الحق أن يصل إلى حقه ، إذا نازعه فيه أحد أو اعتدى عليه معتد ، وحتى يستطيع من يوجه إليه اتهام باطل أن يحصل على البراءة ، والباحث عن أفضل النظم القضائية لتحقيق قيمة العدل السامية ، لن يجد أفضل من نظام القضاء في الإسلام. (عبد الستار، 2009)

والقضاء تولاه الأنبياء والرسل السابقين ، ثم من تلاهم من الخلفاء والحكام والولاة ، حيث كان يعتبر إحدى شعب الولاية العامة بالدولة ، وبعد التطورات المتلاحقة عليه عبر التاريخ الطويل ، أستقر الحال على ما هو عليه في وقتنا الحاضر كسلطة مستقلة ، تعمل إلى جانب السلطة التشريعية والتنفيذية.

أن المنظمات الحديثة تعمل اليوم في بيئة ديناميكية سريعة ومتصارعة التغير ، فما كان يحدث سابقاً في الماضي من تطورات في مئات السنين ، أصبح يحدث الآن في أسابيع وشهور ، والاختراعات والابتكارات تتوالى على مدى ساعات أو حتى في دقائق معدودة ، فلقد أصبحنا نعيش في عالم سريع التغير ، ولا ينجح في خضم هذه المعتركات إلا المنظمات التي تحتوي على كوادر بشرية متمكنة.

وتواجه أجهزة المحاكم المعاصرة تحديات عديدة ، من خلال قيامها بمهامها الخدمية المكلفة بها ، في إطار مفهوم التطوير العصري الشامل ، الذي يتناول المجالات السياسية والاقتصادية والاجتماعية والثقافية.

حيث فرضت المتغيرات نظم وسياسات جديدة حديثة ، كان لها بالغ الأثر على طبيعة الممارسات المطلوبة بالمحاكم بمنظور معاصر ، يراعي ما تنتجه تلك المتغيرات في صورها المختلفة من آثار على المستوى المحلي ، ويمكن تقسيم العوامل البيئية المؤثرة إلى : (عوامل بيئية داخلية للمؤسسة - عوامل محلية على مستوى الدولة ذاتها - عوامل إقليمية ودولية تؤثر بشكل أو بآخر على الشأن الداخلي). (شعبان، 2013)

ويتميز العمل القضائي عن العمل التشريعي بأمور كثيرة ، يتم بواسطتها تحديد طبيعة كل منهما ، كما يتميز العمل القضائي عن العمل الإداري من منطلقات كثيرة ، تتبع في معظمها من أن تكيف العمل القضائي يتحدد عندما تقوم به هيئة قضائية ، في حين يتم تكيف العمل الإداري بأنه ما تقوم به الإدارة ، كما أن العمل القضائي يمتاز عن العمل الولائي بمعايير متفق عليها عند الفقه واجتهادات المحاكم ، وتحدد معايير الاختلاف فيما بين العمل القضائي والولائي ، بأن الصفات التي يمتاز بها العمل القضائي ، تبدو من طبيعة هذا العمل وآثار ما يصدر عن الفقهاء من قرارات. (الكيلاني، 2016)

لم تعد النزاعات تتسم بالبساطة والوضوح ، في عصر يمتاز بالتقدم التكنولوجي والتداخل الفكري ، وفي عالم

يشهد ثورة غير مسبوقة في تكنولوجيا الاتصالات وفي سرعة تدفق المعلومات ، وما تنتجه الشبكات الإلكترونية من ترتيب علاقات وإبرام عقود عبر الشبكة الإلكترونية.

وللانفتاح التي حظيت به بعض الدول على العالم ، فقد تأثرت بعضها كثيراً حيث شهدت تطوراً سريعاً في مختلف نواحي الحياة ، إما بحكم موقعها الجغرافي أو أمنها واستقرارها أو سياسة الحكم بها ، كما شهد بعض منها تزايداً في نمو عدد سكانها ، فضلاً عن ازدياد حجم الاستثمارات المحلية وتدفق الاستثمارات الأجنبية.

فراجت التجارة ورافق ذلك المزيد من التشابك في العلاقات الإنسانية ، نتج عنه تطور كمي في النزاعات التي أصبحت أكثر تعقيداً وغموضاً ، وصاحب ذلك تضخم في أعداد الدعاوي التي تقيد في المحاكم.

وأصبح ملحاً التفكير بتيسير إجراءات التقاضي في المحاكم ، وتطوير منهجية التفكير في حل النزاعات ، من خلال إيجاد حلول بعيدة عن ساحات المحاكم لفض تلك المنازعات ، عن طريق فتح المجال أمام عدد من القضاة المتقاعدين والمحامين والمهنيين المشهود لهم بالكفاءة والنزاهة ، المساهمة في تسوية بعض المنازعات بصورة ودية ، تعتمد على التوافق والتراضي بعيداً عن الأحكام والحزم والإجبار ، دون أن يكون هناك غالب أو مغلوب ولا مخطئ أو مصيب ، ودون أن يترك أثر في نفوس المتنازعين ، بشكل تراعى فيه السرعة المطلوبة والمصالح المتبادلة للمتنازعين.

ومن هنا كانت إدارة المحاكم من الأساليب الحديثة التي أخذ بها القضاء ، والتي أثبتت نجاحاً واسعاً في الكثير من الدول ، في كل ما يتعلق بالقضاء من بداية الدعوى إلى صدور الحكم ، وساهمت بشكل كبير في تخفيف العبء على المحاكم. (الرواشدة، 2010)

إن القضاء مهم في حياة الأفراد والجماعات فيه يطبق حكم الله تعالى ، و به تؤدي الحقوق وترد المظالم إلى أهلها ، و به يؤمن الضعيف على نفسه وماله وعرضه ، و به أيضاً يكف الظالم عن ظلمه وطمعه في حق غيره ، فيعم العدل وتنتشر الطمأنينة وتسود المحبة والإخاء بين الناس فيصبح المسلم يتمتع بكافة الحقوق ، وينعم بجميع السبل التي تكفل له السعادة في الدنيا والآخرة ، فلا تكدر في حياته ولا عدوان على حقوقه ، ولو أخذ الناس بالأحكام وطبقوها على أنفسهم بأنفسهم لانقطعت الخصومات. (جرادات، 2012)

إن العمل القضائي ذو هدف اجتماعي وإنساني ، إذ يتولى القاضي إقامة العدل بين الخصوم في الدعوى بتقرير حكم القانون فيما يرفع إليه من منازعات ، وهو الذي يقرر حقوق المواطن إذا أنكرها الغير أو اعتدى عليها ، ويحكم بالعقوبة المقررة قانوناً على المذنب إذا ارتكب جريمة ، فالعمل القضائي لا يقوم على معرفة القانون فحسب بل هو أعمق وأشمل من ذلك ، أنه أعطاء حل لمشكلة إنسانية.

وتتولى الدولة إقامة العدل طبقاً للقانون بواسطة القضاء ، لكي يتمكن كل مواطن من الوصول إلى حقه ، وذلك لا يتم إلا بإقامة صرح القضاء وتنظيم إجراءاته ، فالناس في حاجة إلى القضاء في كل زمان ومكان حتى لا يقيم الناس من أنفسهم قضاة ، ويسعون إلى أخذ ما يدعونه بأيديهم فتكون الغلبة للقوي.

لذلك جاءت هذه الدراسة لكي تقوم على تحسين الأداء والإجراءات المقدمة في إدارة المحاكم ، والوصول بها إلى جودة فائقة ومستويات عالية من الإنتاج والتميز.

وقد جاء اختيار هذا الموضوع وهو (إدارة الجودة في إدارة المحاكم) عن قناعة تامة وتطبيقاً على قطاع الأعمال التي يعمل بها الباحث وهي المحاكم ، وإيماناً من الباحث أن إدارة الجودة في إدارة المحاكم وفي أي مجال سيعمل بالتأكيد على تطوير وتحسين هذا المرفق الهام ويقدم مقترحات بالتعديلات اللازمة لضمان عملية التميز وما تعنيه هذه الكلمة بكل ما فيها من معاني.

الكلمات الدلالية: إدارة الجودة، إدارة المحاكم، القضاء.

المقدمة

إن إدارة الجودة (Quality Management) ، مدخل وفلسفة إدارية حديثة ، وفي ظل العولمة والمتغيرات الحديثة في شتى مجالات الحياة ، ازدادت التحديات التي تواجهها المؤسسات والهيئات وخاصة الخدمية منها ، والتي أجبرت المنظمات على تبني أساليب ونظم إدارية حديثة كإدارة الجودة ، لتتمكن من البقاء والاستمرارية والعمل على استغلال الموارد والإمكانات لتصبح أداة للتطوير والتحسين نحو الأفضل والتميز.

ولعل هذه الدراسة استهدفت التعرف على إمكانية تطبيق إدارة الجودة في المحاكم كونها أهم الوسائل لإقرار الحق وإصدار الأحكام العادلة ، في ظل المشاكل الكثيرة التي تعانيها وتشهدها هذه المحاكم ، كطول فترة التقاضي والإجراءات الروتينية الزائدة فيها ما جعل أمر اللجوء لوسائل حديثة كإدارة الجودة ضرورة لحل هذه المشكلات ولتطوير هذا المرفق الهام.

وقد قام الباحث باستخدام إستبانة لقياس مدى إمكانية تطبيق إدارة الجودة في إدارة المحاكم بالتطبيق على المحاكم بسلطنة عمان ومن أبرز النتائج التي تم التوصل إليها ما يلي :

1- ضرورة تبني ودعم القيادة القضائية والإدارية وكافة المسؤولين بالمحاكم للجهود التي تهدف لتطبيق إدارة الجودة والالتزام بنشر مفاهيمها والتميز ومتطلبات تطبيقها في المحاكم ومساهمتها في جهود وأنشطة التطوير والتحسين والتعريف برؤية ورسالة المحاكم لجميع المعنيين وتحديد الأولويات الإستراتيجية.

2- ضرورة وضع خطط إستراتيجية قائمة على الاحتياجات والتوقعات الحالية والمستقبلية والاعتماد

على الأساليب الحديثة في ذلك على أن تتوافق مع الرؤية والتوجه المستقبلي للمحاكم وتجسيد مفاهيم التميز وأفضل الممارسات وشمولية عملية التخطيط وإعتمادها على حقائق ومعلومات متكاملة.

3- ضرورة استخدام أحدث التقنيات في مجال أنظمة المعلومات سواء لتحقيق التوجه للحكومة الإلكترونية أو الذكية أو لتحليل المعلومات عن الأداء وتحديث ذلك بصفة دائمة لاستخدامها في دعم مراكز اتخاذ القرار والتحسين المستمر.

4- ضرورة العمل على تبسيط الإجراءات بالمحاكم وإدخال التقنيات الحديثة في طرق أداء العمل والتوجه نحو الحكومة الإلكترونية أو الذكية وتغيير إستراتيجيات أداء العمل لتتوافق مع متطلبات تحسين الجودة وإدخال التحسينات التكنولوجية المطلوبة ووضع آلية لقياس التقدم في كافة العمليات وعلاجها.

أسباب اختيار الموضوع :

1. إن المحاكم تواجه وتعرض إلى مشكلات إدارية كبيرة ، وهي بحاجة إلى إيجاد الحلول الكافية لها ، ومنها ضغوطات العمل الكبيرة وعدم ارتياح الموظفين وعدم وجود الحافز المادي والمعنوي لهم ، وعدم وجود الهيكل الإداري والتوزيع السليم ، وعدم الاهتمام بالعناصر والكوادر المميزة.

2. تمر حالياً المحاكم بأزمات وصعوبات بالغة ومشكلات ومعضلات ، لم يتم حلها حتى وقتنا الراهن ومنها الإدارية والفنية ، وخصوصاً في عملية التنظيم والتطوير الإداري.

3. عدم استطاعة المحاكم الصمود والمنافسة في ظل مواجهة متغيرات العصر ، ومواكبة الطفرات الحاصلة من حولها على مستوى العالم أجمع ، في كافة الأنشطة والمجالات على الرغم من الجهود الكبيرة المبذولة من الحكومة.

4. الحاجة الملحة للتطور المتناغم مع التنمية ، والتطور والتحديث والتحسين في كافة القطاعات ومنها المحاكم ، وما فرضته التقنيات الحديثة على الحكومات والمنظمات والمؤسسات ، في كافة المجالات والأصعدة للنمو والتطور كما هو العالم الخارجي من تسابق من حولنا.

مشكلة البحث :

1. عدم تطبيق المحاكم لأساليب إدارة الجودة بسبب عدم توافر الكوادر الإدارية المؤهلة.

2. عدم توافر نظم للمعلومات قادرة على دعم متخذ القرارات الإدارية.

3. عدم صياغة خطط واستراتيجيات وسياسات طويلة الأمد تهدف للارتقاء بمستويات جودة الأداء.

4. أن إدارة المحاكم بالشكل الحالي تؤدي إلى تأخير عملية التقاضي.
5. أن أساليب الإدارة المتبعة في المحاكم تكلف الدولة تكاليف إضافية باهظة يمكن أن تخفض عند تطبيق أساليب إدارة الجودة.
6. أن العمل الإداري الحالي يواجه صعوبات كبيرة في تحقيق العدالة من حيث السرعة في الإنجاز والجودة في العمل.
7. أن النظام الإداري المتبع يتعرض لصعوبة التواصل والاتصال الفعال بين الموظفين والمسؤولين بالأقسام والإدارات المختلفة التابعة لإدارة المحاكم - وعدم إعطاء الحوافز والمميزات للاهتمام بالعامل النفسي للعاملين بالجهاز القضائي يعمل سلباً أو إيجاباً على عطائهم وإنتاجهم في العمل.

فروض البحث :

1. هناك إمكانية لتطبيق المحاكم لأساليب إدارة الجودة.
2. إن تطبيق نظم للمعلومات القادرة على دعم متخذ القرارات الإدارية يواجه صعوبات.
3. إن الارتقاء بمستويات جودة الأداء يتطلب صياغة خطط وإستراتيجيات وسياسات طويلة الأمد.
4. إن تأخير عملية التقاضي يرجع إلى الأساليب الإدارية المطبقة بالمحاكم.
5. إن أساليب الإدارة المتبعة في المحاكم تكلف الدولة تكاليف إضافية باهظة يمكن تخفيض التكلفة التي تتحملها إدارة المحاكم باستخدام أساليب إدارة الجودة.

مراجعة الأدبيات

ومن الدراسات المتعلقة بالموضوع ما يلي :

- دراسة علوان ، قاسم نايف ، (2005) ، بعنوان " إدارة الجودة الشاملة ومتطلبات الأيزو 9001: 2000 " : حيث يرى أن الأيزو تساعد المؤسسات الخدمية في الجودة الشاملة ، على تطوير عملها وتقديم خدماتها بصورة أفضل ، ومن أهم ما تطرق إليه أن المراجعة والتدقيق تعمل على حسن تقديم الخدمات ، وكذلك الحفاظ على النظام بداخل وخارج المؤسسة ، أما ما لم يعترض له وأغفله في دراسته ، هي كيفية تطبيق الأيزو في المؤسسات الخدمية ، كما أن دراسته لم تتناول المؤسسات الخاصة والمؤسسات العامة ، وفي دراستنا سنعتني كثيراً بالجانب التطبيقي في المؤسسات العامة أو الحكومية ومنها المحاكم ، وهذا ما يجعل الموضوع ذا أهمية خاصة تقتقر له الدراسة السابقة.
- دراسة مراد ، عبد الفتاح ، (بدون سنة طبع) ، بعنوان " إدارة المحاكم في مصر والدول العربية " : فهو يرى أن العمل الإداري في المحاكم ، لابد أن يتوافق ويستقيم مع العمل الفني فكلاهما مكمل للآخر ، وقد كان من أهم المواضيع التي تحدث عنها بشكل حسن وإيجابي ، أهمية العمل الإداري وحسن التنظيم ، فبدون ذلك لا يمكن أن يستقيم عمل المحاكم ، كما أن القضاة بدون الموظفين العاملين لا يمكنهم النجاح في أعمالهم ، ولا حتى أيضا الحكم في القضايا التي لديهم بدونهم لأهميتهم في العمل القضائي ، وما يجب الإشارة إليه أن الدراسة تطرقت للجانب الفني في إدارة المحاكم فقط ، وأغفلت الحديث عن الجانب الإداري الهام في عمل إدارة المحاكم ، كما لم يتم يتناول بالدراسة أي دولة من دول الخليج ولم يأت بأي

أهمية البحث :

1. التعرف على كيفية إدخال نظم إدارة الجودة في إدارة المحاكم ، باعتبارها أحدث الأساليب والنظريات العلمية الحديثة في العالم ، والتي تعنى بالشكل الأساسي بالتطور والتحديث من خلال فرق العمل ، وتساهم في تطوير إدارة المحاكم.
2. التعرف على إدارة الجودة ، وكيفية استخدامها لحل المشكلات.
3. محاولة إيجاد الحلول للمشاكل التي تواجه إدارة المحاكم.
4. استخدام نظم للمعلومات تساعد على الارتقاء ، ورفع مستوى العاملين بالمحاكم وتساعد متخذي القرارات الإدارية.
5. استحداث إستراتيجية وسياسات إدارية تساعد على تسيير العمل باليسر والمرونة ، مما يقلل الجهد والوقت والتكاليف.
6. جذب القائمين على المحاكم على أهمية إدارة الجودة ، في تطوير إدارة المحاكم.
7. محاولة إضافة دراسة أكاديمية ، وفق أسلوب علمي في مجال من أهم المجالات ، والمرتبطة بتحقيق العدالة باستخدام إدارة الجودة.

أهداف البحث :

1. إدخال نظم إدارة الجودة في إدارة المحاكم ، باعتبارها أحدث الأساليب والنظريات العلمية الحديثة في العالم ، والتي تعنى بالشكل الأساسي بالتطور والتحديث ، من خلال فرق العمل وتساهم في تطوير إدارة المحاكم.
2. استخدام نظم للمعلومات المرتبط بإدارة الجودة ، والذي يساعد على الارتقاء ورفع مستوى العاملين بالمحاكم ، وتساعد متخذي القرارات الإدارية.

الإحصائي (الحزمة الإحصائية للعلوم الاجتماعية SPSS) ، فيما يخص إدارة المحاكم في سلطنة عمان.

الدراسة الميدانية :

حددت هذه الدراسة بعدد من المحددات كما يلي :

الحدود البشرية :

اقتصرت الدراسة على العاملين والمتعاملين بمحاكم سلطنة عمان.

الحدود المكانية :

اقتصرت الدراسة على محاكم سلطنة عمان.

الحدود الموضوعية :

اقتصرت الدراسة على تناول موضوع الجودة بمحاكم سلطنة عمان ، من التعرف على وجهة نظر العاملين والمتعاملين بمحاكم سلطنة عمان وعلاقتها مع مواضيع إستبانة الدراسة.

مجتمع الدراسة :

يتمثل مجتمع الدراسة من العاملين والمتعاملين بمحاكم سلطنة عمان وعددهم (120) مفردة ، يمثلون الهيئات القضائية (مستشارين وقضاة) - الهيئة المعاونة (أمناء سر وباحثين وخبراء) - إدارة (مدراء ورؤساء أقسام) - موظفين - محامين.

اختبارات الفروض البحثية :

بناء على ما توصلنا له من نتائج التحليل الإحصائي للبيانات وقد تم مقارنتها بفرضيات البحث وذلك كما يلي :

الفرض الأول : هناك إمكانية لتطبيق المحاكم لأساليب إدارة الجودة.

أوضحت الدراسة أن متوسط المحور الأول (3.45) وهو ما يعني أن الفرض صحيح إلى درجة ما وأن المفاهيم غير واضحة لدى العاملين عن الجودة والاهتمام للفرض.

الفرض الثاني : إن تطبيق نظم للمعلومات القادرة على دعم اتخاذ القرارات الإدارية يواجه صعوبات.

ويعبر عنها أسئلة المحور الثاني للاستقصاء والتي أوضحت النتائج أن متوسط المحور هو (3.85) وهو ما يعني أن الفرض صحيح حيث أن تطبيق أساليب الجودة سوف يواجه بعض الصعوبات المتعلقة بعدم توافر أجهزة الحاسب أو وسائل الصيانة الدورية وعدم توافر مواصفات محددة للجودة والبعض لطول الإجراءات وتعقدها للفرض.

الفرض الثالث : إن الإرتقاء بمستويات جودة الأداء يتطلب صياغة خطط وإستراتيجيات وسياسات طويلة الأمد.

ويعبر عنها السؤال الثامن في المحور الأول والتي أوضحت النتائج أن متوسط المحور هو (3.45) وهو ما

نموذج محدد لما يقصده وإنما تحدث عن مصر بتوسع ، وما يميز هذه الدراسة حيث أن الباحث سيركز على المعالجات الممكنة في الجانب الإداري بإدارة المحاكم ، وتقديم الحلول المقنعة والنافعة لها وخصوصاً في سلطنة عمان.

- دراسة ميدور ، دانيال جون ، (1999) ، بعنوان " المحاكم الأمريكية " : ويرى أن المحاكم الأمريكية تعتبر من المحاكم النموذجية في كيفية إدارتها ، وتتميز بالمرونة والسلاسة في تعاملاتها الإدارية ، ومن أهم إيجابيات هذه الدراسة أنها تناولت كيفية الإدارة الأمريكية للمحاكم كنموذج حديث في العالم ، وبساطة الإجراءات بها وحسن الهيكل بالمحاكم بها ، ولم تقدم الدراسة أية إحصائيات وأرقام دقيقة لنا ، لتأكيد التفوق الأمريكي في مجال المحاكم ، وهذا ما يميز هذه الدراسة عن الدراسات السابقة لأنها ستقدم أرقام وحقائق واقعية ، التي لم تتوفر في غيرها من الدراسات.

- دراسة عبود ، علي أحمد ثاني ، (2003) ، بعنوان " إدارة الجودة الشاملة مدخل متكامل لتطوير الأداء بالدوائر المحلية بحكومة دبي " : ويرى في دراسته المميّزة أن إدارة الجودة الشاملة ، تعمل على الارتقاء والتطوير للعمل الإداري ، وأعتبر دبي نموذجاً لدراسته ومثالاً لتطبيق ذلك على مؤسساتها ودوائرها الحكومية ، كما أن من الإيجابيات التي تناولها نجاح أغلب المؤسسات الحكومية في دبي بتطبيقها لإدارة الجودة الشاملة ، وتطور أدائها ولم يترك الحديث عنها إلا يسيراً ، إلا أنه في دراسته كان تركيزه منصب على المؤسسات الحكومية من الناحية التطبيقية ، وقد افترقت الدراسة توضيح دور ومميزات هذه الدوائر والمؤسسات ، كما أنها لم تتعرض لمجال دراسة المحاكم أو إدارتها ، أما هذه الدراسة فقد أنصبت وركزت على إدارة الجودة فقط في إدارة المحاكم ، وهو ما يجعل هذه الدراسة ذات أهمية بالغة ومميّزة.

المنهجية البحثية

أسلوب البحث :

سيتم إتباع المنهج الوصفي التحليلي ، ومن خلاله سيتم شرح الأساليب العلمية لإدارة الجودة في إدارة المحاكم ، وتجميع المعلومات المتوفرة باستخدام أساليب نظرية التحليل الكمي (Quantitative analysis) ، ومن الكتب والمراجع العلمية المتخصصة.

ثم يعتمد الباحث في إعداد الدراسة الميدانية على نتائج الاستقصاء ، والتي ستنتم على عينة من موظفي إدارات وأقسام المحاكم بسلطنة عمان ، لدراسة المعوقات التي تعترض تنمية وتطوير طرق إدارة الجودة في إدارة المحاكم ، وتقديم الحلول المقترحة التي من شأنها أن تساعد على حل الكثير من المعوقات ، في تطوير وتنمية مفهوم إدارة الجودة ، وسوف يكتفي الباحث بالمقابلات الشخصية ونتائج الاستبيان ، عن طريق منهج التحليل

يعني أن الفرض صحيح إلى حد ما لأن نسبة 46% فقط من مفردات العينة أقرروا أن الإدارة تهتم بالإستراتيجية طويلة المدى وبنسبة 54% غير موافقين وهذا يؤكد أنه لا يوجد اهتمام بالإستراتيجيات طويلة المدى.

الفرض الرابع : إن تأخير عملية التقاضي يرجع إلى الأساليب الإدارية المطبقة بالمحاكم.

ويعبر عنها السؤال الأول في المحور الأول والتي أوضحت النتائج أن متوسط المحور هو (3.45) وهو ما يعني أن الفرض صحيح إلى حد ما لأن نسبة 87% من مفردات العينة تقرر أن الأداء بالمحاكم يتصف بالروتين الإداري وهذا يؤكد فرض البحث.

الفرض الخامس : إن أساليب الإدارة المتبعة في المحاكم تكلف الدولة تكاليف إضافية باهظة يمكن تخفيض التكلفة التي تتحملها

لإدارة المحاكم باستخدام أساليب إدارة الجودة.

ويعبر عنها السؤال الرابع في المحور الرابع والتي أوضحت النتائج أن متوسط المحور هو (3.92) وهو ما يعني أن الفرض صحيح لأن نسبة 72% من مفردات العينة تقرر أن النظر لتطبيق الجودة على أنها بنود تكاليف بلا عائد وهذا يؤكد فرض البحث.

النتائج

نتائج البحث :

بعد تناول الباحث الدراسة النظرية والميدانية فإنه يمكن تلخيص أهم النتائج كما يلي:

- إن تطبيق أسس ومفاهيم إدارة الجودة تساعد المحاكم على الاستخدام الأفضل والأمثل لمواردها المادية والبشرية وتعمل على عدم إهدارها من خلال القضاء على المعوقات التي تكلف المحاكم الكثير من مواردها لكي تصل إلى التحسين المستمر للأداء والتميز ، كما أن تطبيق مفاهيم إدارة الجودة في مجال المحاكم سوف تشمل محاور كالخطيط والتنظيم والتوجيه والرقابة على الأداء للأعمال والخدمات المقدمة من جانب المحاكم وهو ما يساعدها على الاستفادة من تطبيق أساليب الجودة.
- تحدد فلسفة إدارة الجودة في أنها أسلوب مستحدث لإدارة المنظمات كإدارة المحاكم يهدف إلى تحقيق أهداف التنظيم وزيادة كفاءة العاملين فيه ، من خلال التحسين المستمر لنظام الجودة الذي يتكون من نظم اجتماعية وتقنية ونظم إدارية متطورة.
- إن إدارة الجودة لا يمكن تنفيذها في المحاكم من خلال قرارات أو قوانين لأنها فعل لا قول ، ولا يمكن خداع الرأي العام بالالتزام الكلي بالجودة من جميع العاملين بها بصرف النظر عن موقعه وبشكل مستمر ودائم

عن طريق استخدام الأساليب أو التقنيات العلمية الحديثة.

إن إدارة الجودة تركز على مجموعة من الأسس الهامة يجب توافرها في المحاكم حتى يمكن أن تقوم بها إدارة جودة وأهم هذه الأسس (القيادة الواعية المستنيرة ، شمولية إدارة الجودة واستمرارية الجهود ولا نهائية الجودة ، والتخطيط الهادف ، والاهتمام بالإجراءات والنتائج معاً).

إن عملية قياس المستويات وفقاً للطرق العلمية الكمية بالنسبة لجودة الأداء بالمحاكم تحتاج إلى ممارسين أكفاء أو متخصصين في هذا المجال.

إن هناك حاجة ملحة لتطبيق أساليب الجودة للمحاكم حيث يوافق 87 % في أن العمل بالمحاكم يتصف بالروتين الإداري.

يؤكد 72% أن مفهوم الجودة غير واضح للغالبية وأنه يحتاج إلى وقت في ظل عدم وجود متخصصين في المجال.

يوافق 82 % على توافر الإمكانيات المادية لتداول البيانات والمعلومات وتحليلها من ناحية وبذات النسبة تؤكد عدم توافر مواصفات محدده للجودة بالمحاكم.

فيما يتعلق بالإجراءات فإن نسبة 72 % يرون أن هناك تطويل في الإجراءات وتعقيدها وبنفس النسبة ، وبالنسبة لطول فترة التخطيط والتنفيذ بالمحاكم أو كل هذه المعوقات يتم علاجها من خلال تطبيق أساليب الجودة ، أو هي ما تهتم بمعالجة إدارة الجودة.

انتهت الدراسة إلى إمكانية تطبيق أساليب إدارة الجودة في المحاكم وعلى الرغم من أن الخدمة بالمحاكم من الصعب تطبيق أساليب الجودة عليها ، باعتباره أنها ليست هدفاً كمياً بقدر ما هو هدف اجتماعي إنساني حضاري ، ولكنها ليست مستحيلة وهو ما أكدته العديد من الخبراء في مجالات الجودة الأخرى.

كشفت الدراسة عن وجود بعض المعوقات في مجال تطبيق منهج وأساليب الجودة بالمحاكم من حيث مستوى العمر والمستوى التعليمي كونهما عاملين مؤثرين على ثقافة المحاكم ، وركزت الدراسة على المعوقات التي يصعب تطبيقها في مجال المحاكم نظراً لطبيعة تنظيمها وانتهينا إلى أن مبررات الالتزام بمنهج شمولية الجودة يفوق صعوبات ومعوقات تطبيقها وإن المحاكم أشد من تكون في حاجة لأساليب الإدارة الحديثة ومنها الجودة في إدارة المحاكم.

يتعين مراعاة إسناد إدارة المحاكم إلى أفراد مؤهلين علمياً وعملياً كمتطلب أساسي لتطبيق أسلوب إدارة الجودة.

- الاهتمام بالأفكار الابتكارية وتنمية مهارات العاملين خاصة في المجالات المتعلقة بالجودة ، وذلك بأن تكون الجودة محل اهتمام كافة المستويات الإدارية بالمحاكم.
- إن التطبيق الناجح لنظم المعلومات يساعد على دعم متخذي القرارات الإدارية لمواجهة الصعوبات التي تواجههم في المحاكم.
- إن استخدام الخطط والإستراتيجيات والسياسات طويلة الأمد، تعمل على الارتقاء بمستويات جودة الأداء للمحاكم.
- إن استخدام أساليب إدارة الجودة يمكن أن تخفض التكلفة التي تتحملها الدولة لإدارة المحاكم.
- على المحاكم وإداراتها أن يعو أن تكاليف تطبيق نظم وإدارات الجودة وإن كانت عالية في البداية إلا أنها سوف تكون الاقتصادية والمحفزة للاستمرار والبقاء.
- على القيادات والمسؤولين بالمحاكم أن يعلموا أن الجودة هي فكر وأسلوب وأهداف وتطبيق ونتائج وأن يتحرروا من مقاومة التغيير.
- حصول المحاكم على شهادات الأيزو مع التطبيق الكامل لها سوف يكون السبيل لكسب الثقة والنجاح.

التوصيات و البحوث المستقبلية :

وبناء على نتائج البحث فإن الباحث يوصي بما يلي :

1. ضرورة تبني القيادة القضائية والإدارية بالمحاكم للجهود التي تهدف لتطبيق إدارة الجودة والالتزام بنشر مفاهيمها.

2. ضرورة وضع خطط إستراتيجية قائمة على الاحتياجات والتوقعات الحالية والمستقبلية والاعتماد على الأساليب الحديثة.
 3. تحليل مواقع القوة والضعف في أداء المحاكم والتعرف على المخاطر والفرص المتوقعة وتحديد الفجوات بين الواقع والمستقبل.
 4. تكثيف اللقاءات مع العاملين لتبادل آرائهم وأفكارهم للحصول على الأفكار الجديدة وتشجيعهم على عمليات التطوير والتحسينات المطلوبة وإشراكهم في التخطيط للمستقبل وتحسين الجودة.
 5. ضرورة استخدام أحدث التقنيات في مجال أنظمة المعلومات سواء لتحقيق التوجه للحكومة الإلكترونية أو الذكية لتحليل المعلومات عن الأداء وتحديث ذلك بصفة دائمة.
 6. ضرورة العمل على تبسيط الإجراءات بالمحاكم وإدخال التقنيات الحديثة في طرق أداء العمل نحو الحكومة الإلكترونية أو الذكية.
 7. أن تركز المحاكم على الكيف أكثر من الكم بالنسبة للقضايا وجعل التنافس بين المحاكم لا يقتصر على تحقيق أكبر عدد من القضايا بل بجودتها ونوعيتها.
 8. تكوين جهاز متخصص لإدارة الجودة بالمحاكم يكون قادر على التطبيق والتنفيذ والتقويم للمخرجات بشكل مستمر.
 9. ضرورة سعي الدول لأن تكون سباقة وتعمل على تطبيق أساليب إدارة الجودة في المحاكم.
- يقدم الباحث كامتداد لهذا البحث دراسة إدارة الجودة في ضوء آراء المتقاضين فيما تقدمه المحاكم والإدارات التابعة لها من خدمات حتى يمكن إخضاع هذه الخدمات للتحسين ولتطوير الأداء وبما يحقق الجودة في أداء المحاكم.

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فلسفة التسويق الأخضر كآلية لحماية البيئة الطبيعية :دراسة ميدانية على المؤسسات البترولية العاملة في الدول العربية

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الملخص:

يترتب عليها من التلوث بالجراثيم والميكروبات قد أدت إلى زيادة الوعي البيئي للمستهلكين والاتجاه نحو آليات السوق الذي يفرض عليها تحدى هام حيث تتحول بيئة السوق الحالي لتصبح جزءا من بيئة السوق العالمي بمعنى أن المؤسسات ستواجه منافسة شديدة من مثيلاتها الأجنبية في كافة المجالات، وحتى تصبح لديها القدرة على المنافسة يجب تخطيط وتنفيذ الأعمال بنجاح في هذه المؤسسات لتحقيق البقاء والنمو. وفي ظل الظروف المتغيرة والمتحركة أصبح التركيز على التسويق مبدأ أساسيا في بناء الاستراتيجيات التطويرية للمنظمات. لذلك بدأت القطاعات المختلفة بإعطاء البعد البيئي أهمية بارزة في استراتيجياتها التسويقية و تطور من أليتها وتقنياتها وتبدع أساليب غير مسبوقة في التسويق. ومن هنا بدأ الاهتمام بنمط جديد من التسويق يتمحور حول الالتزام القوي بالمسؤولية البيئية في ممارسة الأنشطة التسويقية.

وقد أشار التقرير السنوي للمسؤولية الاجتماعية للمؤسسات (Reports, 1997) إلى أن الاتجاه الطوعي لتبني التسويق الأخضر من قبل المؤسسات، يمنحها الفرصة لتوفيق أوضاعها التكاليفية مع البدائل الصديقة للبيئة المتاحة، بحيث تستطيع اختيار أكثر البدائل المناسبة لها، حيث إن تكلفة منع التلوث الناتج عن العمليات الإنتاجية ومخلفات استهلاك السلع، أوفر بكثير من محاولة علاج آثار التلوث الناشئ عنها على المدى الطويل، كذلك فإن الانتظار حتى صدور قوانين تحدد النسب المسموح بها كحد أقصى للتلوث قد يفرض على المؤسسات انتهاز بدائل أكثر تكلفة حتى تستطيع أن توافق أوضاعها مع بنود هذه القوانين.

ومن أجل إنجاح المؤسسات البترولية في ممارسة الأنشطة التسويقية في إطار الالتزام القوي بالمسؤولية البيئية وضمن ضوابط محددة لضمان المحافظة على البيئة الطبيعية وعدم إلحاق الضرر بها، قمنا بطرح السؤال التالي:

إلى أي مدى يمكن أن يساهم مدخل التسويق الأخضر في حماية البيئة الطبيعية للمؤسسات البترولية العاملة في المنطقة العربية ؟

مفهوم التسويق الأخضر

رغم تعدد التعريفات التي تناولت البعد البيئي للمؤسسات، إلا أن ذلك أدى إلى وجود خلط وعدم تحديد تعريف موحد لمصطلح التسويق الأخضر، ويرجع ذلك لعدة أسباب:

أصبحت حماية البيئة والمحافظة عليها إحدى أهم سمات النظام العالمي الجديد، فقد برز الاهتمام بالبيئة عبر مؤتمرات واتفاقيات عالمية. تماشيا مع الاتجاه العالمي بضرورة الحفاظ على البيئة - حرص قطاع البترول على وضع العوامل البيئية على رأس أولوياته واتجه نحو دعم وتشجيع استخدام الطاقة التي تهدف إلى تحقيق المحافظة على البيئة مكافحة التلوث واستخدام أنواع نظيفة من الوقود وتطبيق تكنولوجيا تحد من الآثار الضارة التي قد تنتج عن عمليات الصناعة البترولية والتي تهدد العملية الإنتاجية والعاملين قبل أن تهدد البيئة المحيطة نفسها. وفي ظل هذه الظروف المتغيرة والمتحركة أصبح التركيز على التسويق مبدأ أساسيا في بناء الاستراتيجيات التطويرية للمؤسسات. لذلك بدأت القطاعات المختلفة بإعطاء البعد البيئي أهمية بارزة في استراتيجياتها التسويقية وتطور من أليتها وتقنياتها وتبدع أساليب غير مسبوقة في التسويق. ومن هنا بدأ الاهتمام بنمط جديد من التسويق يتمحور حول الالتزام القوي بالمسؤولية البيئية في ممارسة الأنشطة التسويقية وهذا ما يعرف بالتسويق الأخضر. هدفت هذه الدراسة إلى رصد واقع تطبيق فلسفة التسويق الأخضر في المؤسسات البترولية العاملة بالدول العربية، من خلال معرفة القدرة التي تتمتع بها هاته المؤسسات للتحويل للاهتمام بالنواحي البيئية واعتماد التسويق الأخضر لمنتجاتها. اعتمدت الدراسة في نتائجها على الدراسة الميدانية من خلال استمارة استبيان شملت 100 مؤسسة بترولية عاملة في الدول العربية التالية: الجزائر، السعودية، الإمارات العربية المتحدة، قطر، الكويت، سلطنة عمان، مصر، ليبيا. وقد خلصت الدراسة إلى أن جميع مؤسسات العينة تطبق أنشطة التسويق الأخضر التي تسعى لتحقيق أهدافها وتلبية حاجيات الزبائن ومتطلباتهم والمحافظة على البيئة الطبيعية.

الكلمات الدالة: تسويق أخضر، تسويق بيئي، حماية البيئة، مؤسسات بترولية

المقدمة

إن ما تشهده المؤسسات في العالم من تغيرات سريعة على كافة المستويات، كالتي حدثت للبيئة في العقود الماضية والمتمثلة في تلوث الهواء الذي نتنفسه، والمياه التي نشربها والتلوث الذري بالمواد المشعة وزيادة نسبة الفضلات والمخلفات الناتجة عن الاستهلاك المفرط وما

• عدم الاتفاق على جوهر التسويق الأخضر، ففي الوقت الذي يدل لفظ التسويق الأخضر في إنجلترا على الطبيعة فإنه مرتبط في إسبانيا بالسلع منخفضة الثمن والجودة (Peattie, 1995).

• تعدد الألفاظ والمصطلحات عن مفهوم يكاد يكون واحد، وهو مفهوم التسويق الأخضر، فمنهم من أطلق عليه التسويق الإيكولوجي Ecological Marketing أو Eco-Marketing ومنهم من أطلق عليه التسويق البيئي Environmental Marketing، ومنهم من أطلق عليه التسويق الأخضر Green Marketing، ومنهم من أطلق عليه التسويق المستدام Sustainable Marketing، والتسويق الطبيعي Natural Marketing، والتسويق الصديق friendly Marketing، والتسويق النظيف Clean Marketing، والتسويق العادل Fair Marketing، والتسويق المسؤول Responsible Marketing.

• التداخل القوي بين القوى الدافعة للإدارة البيئية والتسويق الأخضر ومدى التقارب بينهما فالجوهر واحد مع تعدد الأهداف لكل منهما.

اقترحت الجمعية الأمريكية للتسويق (AMA) ثلاثة تعريفات مختلفة لمصطلح التسويق الأخضر (AMA) القاموس على الانترنت (Dictionary, 1994) :

1. تعريف تجارة التجزئة: تسويق المنتجات التي يفترض أن تكون آمنة بيئياً.

2. تعريف التسويق الاجتماعي: تطوير وتسويق المنتجات المصممة لتقليل الآثار السلبية على البيئة المادية أو لتحسين نوعيتها.

3. التعريف البيئي: الجهود التي تبذلها المؤسسات لإنتاج وترويج، واستعادة المنتجات بطريقة حساسة أو تجاوباً مع المخاوف البيئية.

عرفت الجمعية الأمريكية للتسويق AMA التسويق الإيكولوجي على أنه "دراسة الآثار الإيجابية والسلبية للأنشطة التسويقية على التلوث، واستنزاف الطاقة، واستنزاف مصادر الطاقة غير المتجددة" (Polonsky, 1994). وهو ما اتفق مع تعريف Henion and Kinnear بأن التسويق الإيكولوجي هو "الاهتمام بكل الأنشطة التسويقية التي تساهم في خلق مشاكل بيئية وأيضاً في وجود علاج للمشاكل البيئية" (Peattie, 1995).

نرى من هذا التعريف أن التسويق الإيكولوجي اقتصر على دراسة الجوانب الإيجابية والسلبية للأنشطة التسويقية على البيئة المحيطة، خاصة المتعلقة بتلوث البيئة ونضوب الطاقة والموارد، ولم يناقش أهداف المنظمة وأهداف الأفراد.

وعرف Button التسويق الأخضر على أنه "مجموعة من الاعتقادات والالتزام بنمط معيشة يركز على أهمية احترام

الأرض وسكانها، والذي يستخدم من الموارد ما هو ضروري ومناسب فقط، ويعترف بحق كل أنواع العناصر الحية في الحياة، ويدرك أن كل الكائنات الحية هي كائنات متفاعلة ومتراصة" (بكري، 2001). أما Coddington عرف التسويق البيئي على أنه "الأنشطة التسويقية التي تنتظر إلى خدمة البيئة على أنها مسؤولية تطويرية لمنشآت الأعمال وفرص لنموها" (Coddington, 1993). في حين عرف Menon التسويق الأخضر بأنه "عملية صياغة وتنفيذ الأنشطة التسويقية النافعة والمسؤولة بيئياً، والتي تدر عائد عن طريق عمليات التبادل وتحقق أهداف المنظمة والمجتمع" (Menon, 1997).

ويذهب كل من Mintu and Lozada التسويق البيئي على أنه "تطبيق الأدوات التسويقية لتسهيل عملية التبادل التي تلبي أهداف المنظمة والأفراد بأسلوب يحافظ ويحمي البيئة الطبيعية" (Mintu, 1993). بمعنى أن التسويق الأخضر لا يقتصر على بناء الصورة الجيدة فقط، بل هو تكامل التفكير البيئي مع جميع ممارسات المنظمة.

واعتبر Kotler أن التسويق الإيكولوجي ما هو إلا إستراتيجية تسويقية للكوارث الطبيعية فهو يعتمد بصورة أساسية على مساعي الربحية لمنتجى السلع النافعة بيئياً، وبذلك فهو يرى هؤلاء المنتجين على أنهم يقومون بتسويق منتجاتهم داخل الأسواق المستهدفة والتي تكون مبدئياً من جماهير المستهلكين المهتمين بالبيئة والذي يطلق عليهم مصطلح Ecologically concerned consumer (Simintiras, 1993).

أهمية التسويق الأخضر

يحقق التسويق الأخضر فوائد ومكاسب كبيرة بالنسبة للمنظمات التي تتبنى هذا المفهوم ومن أهمها ما يلي:

1. تحسين سمعة المنظمة: تعبر سمعة المنظمة عن التطورات التي تتبناها مجموعة الأطراف المتعاملة معها مثل الملاك، العملاء، الموردون، الموظفون، والبنوك، المؤسسات غير الحكومية، المستهلكين، الحكومة.

يرى كل من Miles and Cavin أن السمعة الجيدة للمنظمة تنشأ نتيجة اعتناقها لمجموعة من المبادئ في أنشطتها المختلفة مثل (Miles, 2000) :

- مبدأ المصداقية مع المستثمرين والعملاء والموردين؛
- مبدأ الثقة بين المنظمة والموظفين والعملاء والمجتمع؛
- مبدأ الاعتمادية؛
- مبدأ المسؤولية البيئية والاجتماعية والمالية.

2. تحقيق الميزة التنافسية: من المتوقع أن يفتح منهج التسويق الأخضر آفاق جديدة وفرص سوقية مغربة أمام المؤسسات التي تمارسه، مما يتيح أمامها المجال لتجنب المنافسة التقليدية، بالتالي تحقيق ميزة تنافسية في السوق (البكري، 2007).

ويرى Ottman أن التسويق الأخضر يساعد في تحقيق الميزة التنافسية عن طريق خلق قيم بيئية معينة للعملاء، ومن ثم إنشاء قطاعات سوقية صديقة للبيئة، مما يجعل المنظمة سباقة على منافسيها من الناحية البيئية في السوق (Ottman, 1998).

3. **تحقيق الأرباح:** إن استخدام الأساليب الإنتاجية مرتفعة الكفاءة والتي تعتمد على مواد خام أقل أو إعادة التدوير، أو توفر الطاقة من شأنه أن يحقق وفورات في التكلفة ومن ثم أرباح أكثر.

4. **زيادة الحصة:** يرى Ottman أنه في ظل المشكلات البيئية المتزايدة فإن ولاء المستهلكين للماركة السوقية سوف ينخفض بمرور الوقت، وسوف يتحول المستهلكون لشراء المنتجات والعبوات الصديقة للبيئة، وبالتالي فإن هناك فرصة أمام المؤسسات التي تتبنى التسويق الأخضر لزيادة نصيبها السوق (Ottman, 1998).

5. **تحقيق الأمان في تقديم المنتجات وإدارة العمليات:** إن تبني المؤسسات للتسويق الأخضر من شأنه أن يجعلها تسعى دائما لتقديم ما هو أفضل للمستهلكين الأخضر، وذلك بالتركيز على إنتاج سلع آمنة وصديقة للبيئة بالرفع من كفاءة عملياتها الإنتاجية، مما يخفض من مستويات التلف والتلوث البيئي الناجم عن العمليات الإنتاجية. كما أن إجراء التحسينات البيئية المستمرة على المنتجات سواء بخصوص الأسعار أو الأداء أو الملاءمة، أو الأمان يحقق أفضل إشباع ممكن مع عدم الإضرار بالبيئة.

6. **ديمومة الأنشطة:** إن تجنب المنظمة الخضراء للملاحظات القانونية وتأييد المجتمع لها بسبب القبول العام لأهدافها وفلسفتها، يمكنها من الاستمرار في تقديم منتجاتها الصديقة للبيئة، ودعم عملياتها وأنشطتها التسويقية (الصمادي، 2006).

7. **الحوافز الشخصية:** يقدم التسويق الأخضر الفرص والحوافز للمديرين المسؤولين بالمنظمة لإتباع الأساليب الحديثة والفعالة في تقديم المنتجات الصديقة للبيئة وهذا يعتبر مساهمة شخصية منهم في الحفاظ على البيئة.

أهداف التسويق الأخضر

يعتقد بعض أنصار البيئة والمسوقين أن على المؤسسات أن تعمل على حماية البيئة الطبيعية والمحافظة عليها من خلال تنفيذ الأهداف التالية (الصمادي، 2006):

1. إلغاء مفهوم النفايات (أو تقليلها)

لقد تغير المفهوم التقليدي في التعامل مع النفايات وبقياء الصناعة ضمن التسويق الأخضر، حيث أصبح التركيز على تصميم وإنتاج سلع بدون نفايات (أو نفايات قابلة للتدوير) بدلاً من كيفية التخلص منها، وذلك من خلال رفع كفاءة العمليات الإنتاجية. أي أن المهم هو ليس ما يجب أن نفعله بالنفايات، بل كيف تنتج سلعاً بدون نفايات.

2. إعادة تشكيل مفهوم المنتج

يتمثل في مواكبة تكنولوجيا الإنتاج لمفهوم الالتزام البيئي، بحيث يعتمد الإنتاج بشكل كبير على مواد خام غير ضارة بالبيئة، واستهلاك الحد الأدنى منها. فضلاً عن ضرورة تدوير المنتجات نفسها بعد انتهاء المستهلك من استخدامها، وخاصة المعمرة منها، لتعود إلى مصنعها بالنهاية حيث يمكن تفكيكها وإعادة تدويرها إلى الصناعة مرة أخرى (ضمن حلقة مغلقة). أما التغليف، فيعتمد على مواد خام صديقة للبيئة وقابلة للتدوير.

3. وضوح العلاقة بين السعر والتكلفة

يجب أن يعكس سعر المنتج تكلفته الحقيقية أو يكون قريباً منها. وهذا يعني أن سعر السلعة (التكلفة الحقيقية على المستهلك) يجب أن يوازي القيمة التي يحصل عليها من السلعة، بما في ذلك القيمة المضافة الناجمة عن كون المنتج أخضر.

4. جعل التوجه البيئي أمراً مربحاً

لقد أدركت العديد من المؤسسات أن التسويق الأخضر يشكل فرصة سوقية قد تمنح المنظمة ميزة تنافسية ولربما مستدامة. في الواقع، إن معظم المؤسسات تتنافس في السوق لتحقيق الكسب السريع، بغض النظر عن الآثار السلبية على البيئة.

استراتيجيات التسويق الأخضر

يرى Martin أن الاستراتيجيات التسويقية البيئية تتضمن عدداً من الاستراتيجيات الخاصة بتعامل المنشأة مع القضايا البيئية، والتي تمتد بين إخفاء الرأس في الرمال وعدم الاهتمام بالبيئة على الإطلاق إلى وجود منشأة متكاملة وموجهة جميعاً بالقضايا وتشمل هذه الاستراتيجيات على ما يلي (Martin, 1992):

1. **إستراتيجيات إخفاء الرأس في الرمال:** في هذه الحالة نجد أن المنشأة لا تكتفي بتجاهلها للبيئة ولكن تأتي بأفعال تصور للناس مدى اهتمامها بالبيئة في الوقت الذي تحدث أضراراً بالغة بها، ومن أمثلة ذلك قيام شركة هايبرز بتبني حملة للتبرعات لصالح الطبيعة، وقيامها في نفس الوقت بتدمير حيوان الدوفين والذي يستخدم كوسيلة لاجتذاب أسماك التونة تصنع بها منتجاتها من التونة.

2. **الإستراتيجية الدفاعية:** وفي هذه الحالة تتجه المنشأة إلى الدفاع عن ممارساتها التي تضر بالبيئة من خلال إثبات صحة ما تدعيه وخطأ تلك الانتقادات التي توجه لها من الجمعيات المسؤولة عن الحفاظ على البيئة، ومن أمثلة ذلك ما قامت به بعض المنشآت المنتجة لمضادات العرق التي تستخدم مادة (الكلوفور وكربون) المضرة بطبقة الأوزون، من الرد على تلك الحملة المثارة ضدها بأنها أحد الأسباب في وجود ثقب الأوزون في المنطقة القطبية الجنوبية، بأن هذه المادة ليست السبب في حدوث مثل هذا الثقب.

3. إستراتيجية الاكتفاء بالإدعاءات غير الصحيحة: هنا تقدم بعض الإدعاءات غير الحقيقية فيما يتعلق بعلاقة نشاطها بالبيئة المادية، ومن أمثلة ذلك ما قامت به "نقابة المنظفات والصابون" بكشف كثير من الادعاءات الخاصة بالمنشآت العاملة في مثل هذه الصناعة والمتعلقة بتنميتها لمنتجات صديقة للبيئة بأنها ادعاءات غير صحيحة ومبالغ فيها بشكل واضح.

4. إستراتيجية التعامل غير المخطط مع القضايا البيئية: هناك بعض المنشآت التي واجهت بعض التحديات البيئة والضغوط المفروضة عليها عن طريق القيام ببعض التصرفات غير المخطط لها، والتي تهدف إلى نشر الأفكار فيما يتعلق بتلك القضايا البيئية المتعلقة بأعمالها داخل المنشأة، والذي قد يسبب نوعاً من الارتباك في عمل المديرين لديها، ومن أمثلة ذلك ما قامت به شركة (هابييتيت Habitat) لإنتاج الأثاث المنزلي من الإعلان عن توقفها عن استخدام الأخشاب المستخرجة من الغابات الاستوائية وذلك بشكل مفاجئ لجميع المديرين الذين يعملون بها .

5. إستراتيجية التضارب في التصرفات تجاه القضايا البيئية: وهي قيام المنشأة ببعض التصرفات الإيجابية تجاه البيئة في بعض المجالات مع الاستمرارية في مجالات أخرى تضر بالبيئة، ومن أمثلة ذلك ما قامت به شركة (شل) من القيام بأخذ بعض المبادرات الجيدة والقوية تجاه الحفاظ على البيئة المادية مع استمرارها بالقيام بإنتاج بعض المنتجات المائنة والتي تسبب ضرراً بالغاً بالبيئة المادية.

6. إستراتيجية البيع البيئي: اتجهت بعض المنشآت إلى القيام بالتعديل في منتجاتها وفي النقاط البيئية، التي تركز عليها في العملية البيئية مع التركيز على المنافع التي تقدمها منتجاتها المعدلة للبيئة، ومن أمثلة ذلك قيام المنشآت المنتجة لمضادات العرق من إنتاج مضادات محدودة في مادة (الكلوروفلوروكاربون) والقيام بالكتابة عليها من الخارج بأنها صديق للأوزون أو ذات أمان أكثر لطبقة الأوزون، والواقع أن مثل هذه العبارات تجعل المستهلك يعتقد أن هذه المنتجات هي منتجات لا تضر بطبقة الأوزون على الإطلاق، غير أن الواقع أن مثل هذه المنتجات كل ما تفعله هي أن تقلل من الضرر للأوزون وتجعل هذا الضرر بطيئاً.

7. إستراتيجية التسويق البيئي المتكامل: إن الإستراتيجية السابقة تركز على ترويج تلك المنافع الخاصة بالمنتج غير أن درجة هذه المنافع ومدى مقابلتها لحاجات الاستهلاك البيئي لا تؤخذ في الحسبان في ظل هذه الإستراتيجية، ولكن في ظل إستراتيجية التسويق البيئي المتكامل حيث تحاول المنشأة أن تخلق نوعاً من التوافق بين منتجاتها وعملياتها الإنتاجية من حيث أدائها البيئي وبين وجهة

نظر ومتطلبات المستهلك، وكذلك بقية أصحاب المصلحة والمخاطرة فيما يتعلق بتلك القضايا البيئية ذات الاهتمام لديهم.

8. إستراتيجية المنشأة المتكاملة: إن رغبة المنظمة في الاستجابة لتلك المتطلبات البيئية، وتلك التشريعات المقيدة لتصرفات المنظمة تجاه البيئة، لابد وأن يعني في النهاية انتشار الوعي البيئي في جميع أرجاء المنظمة ككل وقراراتها المتعلقة بالاستثمار وقراراتها الشرائية وسياساتها، وتؤخذ في ظل وجود القضايا البيئية في ذهن واضعي الإستراتيجيات أو متخذي القرارات، والواقع أن عدداً محدوداً جداً من المنظمات الذي وصل إلى هذا المستوى من استراتيجيات التعامل مع البيئة، ويأتي على رأسها شركتي Body (Shop & 3M).

الطريقة والأدوات المستخدمة في الدراسة

تم جمع البيانات الأولية للدراسة بواسطة أداة الاستبيان لأنها أكثر تناسبا مع هذا النوع من الدراسات، خاصة في ظل التباعد الجغرافي لمؤسسات العينة في الدولة الواحدة ناهيك عن مجموعة الدول العربية، قائمة الاستبيان مكونة من ثلاثة أجزاء يتم من خلالها معالجة الدراسة، بالإضافة إلى مقدمة الاستبيان قصد تقديم موضوع الدراسة للمستقصى منهم، وتعريفهم بهدفها الأكاديمي، لأن بعض الأسئلة يمكن أن يعتبرها البعض ذات صلة بالخصوصيات، لذا فيجب التعريف بالطابع الأكاديمي للدراسة، مما يشجع المستقصى منهم على المشاركة في الموضوع.

وصف مجتمع الدراسة وعينتها

يتكون مجتمع الدراسة من كافة المؤسسات البترولية العاملة في كل من الدول التالية: الجزائر، السعودية، الإمارات العربية المتحدة، قطر، الكويت، سلطنة عمان، مصر، ليبيا، وتم اختيار مفردات عينة الدراسة بطريقة عمدية (قصدية)، وحاولنا قدر الإمكان الوصول إلى أكبر عدد ممكن من المؤسسات البترولية إلا أن نسبة المشاركة الفعلية لم تكن كذلك المتوقعة، والجدول التالي يوضح نسبة مشاركة كل دولة.

جدول رقم (1): معدلات توزيع واسترداد الاستبيانات في كل دولة

الدولة	عدد الاستبيانات الموزعة	عدد الاستبيانات المسترجعة	النسبة المئوية (%)
الجزائر	100	51	44.34
السعودية	30	20	17.39
الإمارات العربية المتحدة	18	14	12.17
قطر	10	08	6.95
سلطنة عمان	20	08	6.95
مصر	06	06	5.21
الكويت	06	04	3.47
ليبيا	10	04	3.47
المجموع	200	115	100

المصدر: بناءً على نتائج فرز وتصنيف الاستبيانات

وقد تم التركيز على المؤسسات البترولية العاملة في تلك الدول سواء كانت وطنية أو أجنبية أو مختلطة، للأسباب التالية:

1. تعتبر هذه الدول من أهم دول العالم بشكل عام والعالم العربي بشكل خاص في مجال إنتاج البترول وتصنيعه حيث تمتلك السعودية أكبر احتياطي من النفط في العالم؛
2. تعتبر هاته الدول أكثر عرضة للأخطار الناتجة عن النفط والتي تتطلب مواجهتها والسيطرة عليها إجراءات حماية تحقق أهداف الأمن البيئي؛
3. المسؤولية البيئية التي تتمتع بها الشركات البترولية العاملة في هاته الدول؛
4. الوعي البيئي للمجتمعات في هاته الدول، والذي يمثل اتجاها مطردا باستمرار وقوة ضاغطة وفعالة؛

شملت عينة الدراسة 100 مؤسسة بترولية من مختلف الدول العربية المذكورة سابقا، تمثلت وحدة المعاينة في الأفراد المسؤولين عن الصحة والسلامة والأمن والبيئة والمسؤولين عن النشاط التسويقي بالشركات البترولية سواء كان المسمى الوظيفي مدير عام التسويق أو البيع أو أي مسمى وظيفي آخر يندرج تحته النشاط التسويقي، بمعنى أنه في كل مؤسسة بترولية سيتم توزيع استبيانين على الأكثر.

خصائص عينة الدراسة

وفقا لما أسفرت عنه عملية فرز وتحليل الاستبيانات المسترجعة، نقدم لمحة عامة عن خصائص الشركات البترولية المكونة لعينة الدراسة.

1. **التوزيع القطاعي لمؤسسات العينة:** كما سبق وأن أشرنا، أن الصناعة البترولية تشمل كل النشاطات والفعاليات أو العمليات الصناعية المتعلقة باستغلال الثروة البترولية وسواء بإيجادها خاما وتحويل ذلك الخام إلى منتجات سلعية صالحة وجاهزة للاستعمال والاستهلاك المباشر أو غير المباشر، وعليه فإن توزيع مؤسسات البحث حسب مجال عملها ضمن قطاع النفط، كما هو موضح أدناه.

جدول رقم (2): توزيع مؤسسات العينة حسب مجال النشاط

النسبة المئوية (%)	التكرار	طبيعة النشاط
46.7	50	التنقيب والاستكشاف
39.3	42	الإنتاج (الاستخراج)
00	00	التكرير
8.4	09	النقل
5.6	06	التسويق
100	107	المجموع

المصدر: بناء على نتائج تحليل الاستبيان بالاعتماد على مخرجات برنامج SPSS V22

يتبين لنا من خلال الجدول السابق أن الشركات التي تقوم بالتنقيب والاستكشاف تمثل أكبر نسبة في العينة إذ توافق 46.7% من العينة، ثم يليها الإنتاج (الاستخراج) بنسبة

39.3%، و 8.4% و 5.6% تمثلان كل من النقل والتسويق على التوالي، وتنعقد في العينة الشركات التي تؤدي وظيفة التكرير، قد يرجع سبب ذلك أنه لا يوجد في مؤسسات العينة من يقوم بنشاط التكرير لوحده، فمعظم الشركات التي تمارس نشاط الحفر والإنتاج تمارس أيضا نشاط التكرير خاصة الإستخراجية منها.

2. **توزيع مؤسسات العينة حسب عدد موظفيها:** شملت مؤسسات العينة كل من الشركات الصغيرة والمتوسطة والشركات الكبيرة، ويبين الجدول الموالي توزيع مؤسسات العينة حسب حجم المؤسسة استنادا لعدد العمال بها.

جدول رقم (3): توزيع مؤسسات العينة حسب حجمها (عدد العمال)

النسبة المئوية (%)	التكرار	حجم المؤسسة (عدد العمال)
8.4	09	أقل من 49 عامل
25.2	27	من 50 إلى 249 عامل
36.4	39	من 250 إلى 499 عامل
29.9	32	أكثر من 500 عامل
100	107	المجموع

المصدر: بناء على نتائج تحليل الاستبيان بالاعتماد على مخرجات برنامج SPSS V22

يظهر من الجدول أعلاه أن أكبر نسبة لعينة البحث هي الشركات المتوسطة (من 250 إلى 499 عامل) بنسبة 36.4%، ويرجع ذلك لكثرة انتشار هذا النوع من الشركات في الاقتصاد الجزائري، في حين أن الشركات البترولية الجزائرية تساهم بنسبة 44.34% من عينة البحث، وتأتي في الترتيب الثاني الشركات الكبيرة بنسبة 29.9%. ونلاحظ أن العينة لم تشمل إلا على تسع مؤسسات صغيرة لأن أغلب الشركات العاملة في قطاع البترول بشكل عام والمختصة في الحفر والاستخراج بشكل خاص تكون إما متوسطة أو كبيرة والتي تمثل 86% من عينة البحث (46.7% + 39.3%). وبما أن العينة كانت قصدية، فقد تعمدا التركيز على الشركات المتوسطة والكبيرة، على اعتبار أن هذه الأخيرة أكثر اهتماما من الشركات الصغيرة بموضوع حماية البيئة.

3. **توزيع مؤسسات العينة حسب عمرها (سنوات الخبرة):** يوضح الجدول التالي توزيع مؤسسات العينة بحسب عدد سنوات نشاطها.

جدول رقم (4): توزيع مؤسسات العينة حسب عمرها (سنوات الخبرة)

النسبة المئوية (%)	التكرار	عدد سنوات الخبرة
11.2	12	أقل من 5 سنوات
19.6	21	من 6 إلى 15 سنة
22.4	24	من 16 إلى 25 سنة
46.7	50	أكثر من 26 سنة
100	107	المجموع

المصدر: بناء على نتائج تحليل الاستبيان بالاعتماد على مخرجات برنامج SPSS V22

مما سبق يتضح أن مؤسسات العينة تتميز بأنشطة ذات تأثير بيئي على التربة والماء والهواء، كون أن طبيعة نشاطها يغلب عليه الحفر والاستخراج والذي يعتبر قطاع حساس تجاه البيئة ومن القطاعات التي تشوهت صورتها لدى الرأي العام نتيجة الكوارث الطبيعية التي نجمت عنها، كما أن أغلب الشركات تتميز بحجمها الكبير والمتوسط وبالتالي كبر حجم استثماراتها ومنه كبر درجة الضرر الذي تسببه، وتتميز مؤسسات العينة كذلك بخبرتها الكبيرة في المجال مما يدل على استقرارها وقدرتها على التكيف وصياغة المشاكل البيئية، أما وجود المنافسين فيعني رغبة مؤسسات العينة في التميز عن منافسيها طوعا أو كرها في أسواق المنتجات البترولية بالتركيز على المميزات والخصائص البيئية لمنتجاتها كأحد استراتيجيات تميز المنتج.

اختبار مصداقية وموثوقية أداة الدراسة وثباتها

تم التأكد من صدق المحتوى لأداة القياس (الاستبيان) والمستخدم في هذه الدراسة، حيث تم عرضها بعد تطوير الشكل الأولي لها على مجموعة من الأساتذة الجامعيين من داخل وخارج الوطن، وعلى مجموعة من المختصين في شؤون البيئة بالشركات البترولية العاملة في بعض الدول العربية.

وبالاستعانة ببرنامج SPSS V22، قمنا بحساب معامل الثبات والصدق لفقرات الاستبيان التي تقيس لنا بعض المتغيرات، كما هي موضحة في الجدول التالي:

جدول رقم(7): قيم معامل الصدق والثبات لفقرات الاستبيان

متغيرات الدراسة	عدد الفقرات	ألفا كرونباخ	صدق المقياس
تطبيق التسويق الأخضر	30	0.958	0.917

المصدر: بناء على نتائج تحليل الاستبيان بالاعتماد على مخرجات برنامج SPSS V22

من خلال النتائج المبينة في الجدول أعلاه نلاحظ أن بعد تطبيق التسويق الأخضر يتميز بمعامل ثبات يفوق (0.60)، مما يؤكد على ثبات الاتساق الداخلي للمقياس المستعمل، بما يتيح إمكانية الاعتماد عليه في التطبيق الميداني للدراسة.

الأساليب الإحصائية المعتمدة في الدراسة

بعد تصفية الاستبيانات التي لا تفيد في الدراسة، بقي معنا 108 استبيانا قابلا للاستغلال. قمنا بترميزها وإجراء التحليلات الإحصائية عليها، باستخدام بعض البرامج الإحصائية مثل: SPSS.22 و EXEL 2010، وتم الاعتماد في دراسة العلاقة الموجودة بين متغيرات الدراسة على ما يلي:

- أسلوب معامل الارتباط Alpha correlation coefficient، للتحقق من درجة الاعتمادية Reliability للمقاييس المتعلقة بمتغيرات

يوضح الجدول أعلاه أن أكبر نسبة لمؤسسات العينة التي تجاوز عمر نشاطها 26 سنة حيث مثلتها نسبة 46.7% وهذا ما يؤكد ما ذكر سابقا عن تاريخ الشركات البترولية في الوطن العربي، ثم تلتها الشركات التي عمر نشاطها ما بين 16 إلى 25 سنة بنسبة 22.4%، أما الشركات التي عمر نشاطها أكثر خمس سنوات فجاءت بنسبة 19.6%، وفي الأخير فإن العينة المختارة لم تضم سوى 12 مؤسسة يقل أو يساوي عمر نشاطها خمس سنوات.

4. توزيع مؤسسات العينة حسب حجم المنافسة: يبين الجدول التالي توزيع مؤسسات العينة على أساس عدد المنافسين.

جدول رقم(5): توزيع مؤسسات العينة حسب حجم المنافسة

حجم المنافسة	التكرار	النسبة المئوية (%)
لا يوجد منافسين أساسيين	03	2.8
عدد قليل من المنافسين	36	33.6
عدد متوسط من المنافسين	33	30.8
عدد كبير من المنافسين	35	32.7
المجموع	107	100

المصدر: بناء على نتائج تحليل الاستبيان بالاعتماد على مخرجات برنامج SPSS V22

يتضح من الجدول أعلاه، أن مؤسسات عينة البحث التي لها عدد قليل من المنافسين كانت بنسبة 33.6%، ثم الشركات التي لها عدد كبير من المنافسين بنسبة 32.7%، ثم الشركات التي لها عدد متوسط من المنافسين مثلت بنسبة 33%، أما العينة فلم تضم سوى ثلاثة مؤسسات ليس لها منافسين بنسبة 2.8%. مما سبق نلاحظ أن هذا القطاع يعمل في وجود منافسة على الصعيدين المحلي والدولي، فمعظم مؤسسات العينة تمارس نشاطها في وجود المنافسة.

5. توزيع مؤسسات العينة حسب معرفة مصطلح التسويق الأخضر: يتم تقسيم مؤسسات العينة بحسب معرفتها لمصطلح التسويق الأخضر، فهناك العديد من الشركات تمارس هاته الفلسفة دون علمها بأن هذا يندرج تحت هذا المفهوم، والجدول التالي يوضح ذلك.

جدول رقم (6): توزيع مؤسسات العينة حسب معرفة مصطلح التسويق الأخضر

معرفة مصطلح التسويق الأخضر	التكرار	النسبة المئوية (%)
نعم	54	50.5
لا	53	49.5
المجموع	107	100

المصدر: بناء على نتائج تحليل الاستبيان بالاعتماد على مخرجات برنامج SPSS V22

نلاحظ من الجدول، أن مؤسسات العينة تنقسم إلى قسمين، مؤسسات على دراية بمصطلح التسويق الأخضر بنسبة 50.5%، ومؤسسات تجهل المصطلح بنسبة 49.5%.

الدراسة، فهو يركز على درجة الاعتماد الداخلي بين العبارات التي يتكون منها كل متغير.

- أسلوب التحليل العاملي Factor Analysis، للتحقق من صلاحية مكونات المقياس من الناحية الإحصائية.

نتائج الدراسة

التحليل الإحصائي لمتغيرات الدراسة

نتائج التحليل العاملي لمتغير تطبيق التسويق الأخضر

جدول رقم (8): مصفوفة العوامل المدارة لتطبيق التسويق الأخضر

العبارة	العامل الأول	العامل الثاني	العامل الثالث	العامل الرابع	التباين المشترك	درجة ثبات أداة القياس
1. تعمل شركتنا على اختيار المواد الخام الأقل تلويثاً للبيئة.	0,789				0,794	0,891
2. تأخذ شركتنا الأثر البيئي بعين الاعتبار عند تطوير منتجات جديدة، بحيث تحاول التخفيف من الأثر البيئي لها قدر الإمكان.	0,781				0,799	0,893
3. نقوم شركتنا بتعديل المنتجات الموجودة لجعلها أقل ضرراً على البيئة.	0,630				0,753	0,867
4. تسعى شركتنا للقضاء على التلوث الناتج عن عملية التصنيع.	0,451				0,837	0,914
5. تقوم شركتنا بوضع إجراءات معينة للتخلص من المواد الخطرة في نهاية دورة المنتج.	0,222				0,748	0,864
6. نواكب شركتنا التطورات العالمية في مجال الحفاظ على البيئة.	0,668				0,726	0,852
7. لدى شركتنا جهاز متخصص للبحث والتطوير في مجال الحفاظ على البيئة.	0,444				0,557	0,746
8. تعمل شركتنا على تخفيض المواد الخام والطاقة المستخدمة في عملية التعبئة والتغليف.	0,633				0,722	0,849
9. نستخدم شركتنا مواد التعبئة والتغليف التي يمكن إعادة تدويرها أو إعادة استخدامها أو المصنوعة من مواد معاد تدويرها أو التي تتحلل طبيعياً.	0,739				0,748	0,864
10. نضع شركتنا بيانات تتعلق بالحفاظ على البيئة على منتجاتها.	0,590				0,722	0,849
11. نستخدم شركتنا الأسماء التجارية أو الملصقات أو الأختام أو الصور للتأكيد على أن منتجاتها لا تضر بالبيئة.	0,762				0,653	0,808
12. نراعي شركتنا زيادة أسعار المنتجات التي تحافظ على البيئة.	0,726				0,819	0,904
13. نحدد شركتنا أسعار منتجاتها بالاعتماد على القيمة الحقيقية لمنتجاتها.	0,686				0,629	0,793
14. مراعاة شركتنا لقضايا البيئة يؤدي إلى ارتفاع تكاليف النقل والتوزيع الأمر الذي ينعكس على أسعار منتجاتها.			0,751		0,828	0,909
15. مراعاة شركتنا لقضايا البيئة يؤدي إلى ارتفاع تكاليف التخزين والمناولة الأمر الذي ينعكس على أسعار منتجاتها.			0,859		0,785	0,886
16. نراعي شركتنا الأضرار البيئية عند بناء واختيار مواقع مخازنها.	0,703				0,798	0,893
17. نستخدم شركتنا وسائل نقل ومناولة أقل قدر من الطاقة.			0,690		0,649	0,805
18. يمكن إعادة استخدام العبوات التي يتم فيها شحن منتجات شركتنا.			0,715		0,679	0,824
19. لدى شركتنا شعاراً يعبر عن الحفاظ على البيئة.	0,722				0,702	0,837
20. نعلق شركتنا عن الخصائص البيئية للمنتج ضمن حملاتها الإعلانية.	0,403				0,689	0,830
21. تسعى شركتنا لتحقيق المصادقية ضمن حملاتها الإعلانية.	0,700				0,863	0,928
22. تعترف شركتنا بأخطائها الماضية الضارة للبيئة ضمن وسائل الإعلام.				0,806	0,671	0,819
23. رجال البيع لدى شركتنا على دراية بالمنافع التي تحققها المنتجات بالنسبة للبيئة.				0,272	0,644	0,802
24. تقوم شركتنا بإصدار تقارير سنوية حول مساهمتها البيئية.				0,495	0,745	0,863
25. ارتفاع تكلفة التسويق الأخضر لا يحد من انتهاز شركتنا لسياسات خضراء.				0,697	0,667	0,816
نسبة التباين المشروح	53,2%	8,7%	6,5%	4,4%		
التسمية المقترحة لكل بعد	أنشطة الإنتاج والتسويق الصادقة للبيئة	بطاقة البيان الخضراء	أنشطة التوزيع الخضراء	أنشطة الترويج الخضراء		

المصدر: الملحق الإحصائي الخاص بالتحليل العاملي

*نسبة التباين الكلي المشروح 72,9% * معامل ألفا 95,8% * ثبات الفكرة 82,03%

* اختبار بارلتيت 0,749 بمستوى معنوية 0,000 *قيمة إيجن 13,3

بما أن المقياس يتكون من خمسة وعشرون عبارة ذات خمسة اختيارات فإن مجموع إجابات المستقصي منهم تقع بين الرقمين (25) كحد أدنى و (125) كحد أقصى، ومن أجل تصميم مقياس يعبر عن تبني التسويق الأخضر في المؤسسات البترولية ، تم اعتبار الرقم (65) هو الحد الفاصل بين تبني التسويق الأخضر وعدم تبني التسويق الأخضر، بمعنى أن الرقم (65) فأكثر يعبر عن تبني التسويق الأخضر والأرقام التي تكون أقل من ذلك تعبر عن عدم تبني التسويق الأخضر. ويرجع اختيار هذا الرقم إلى الرغبة في الوصول إلى تقدير موضوعي وغير مبالغ فيه للسلوك الأخضر للمؤسسات، لأن المستقصي منهم عادة ما يميلون إلى اختيار الإجابات ذات الأرقام الأعلى وهو ما يعرف عند علماء النفس بالمرغوبة الاجتماعية. وبناءً على هذا التقسيم فقد تم التوصل إلى أن جميع مؤسسات العينة تطبق أنشطة التسويق الأخضر، قد يرجع سبب هذه النتيجة المرتفعة لتطبيق كل عينة البحث حاصلة على شهادة الإيزو 14000، حيث أن من متطلبات الحصول على هذه الشهادة، أن تكون المؤسسة ذات توجه نحو الحفاظ على البيئة.

الاستنتاجات

يتضح لنا من العرض السابق مدى أهمية وخطورة الحالة المتدهورة التي وصلت إليها البيئة الطبيعية المحيطة، ونظراً لكون الحفاظ على البيئة والمصادر الطبيعية مسؤولية جميع طبقات المجتمع من حكومة ومؤسسات بما فيها البترولية ومستهلكين، فالمصادر الطبيعية ليست ملكاً لجيل واحد فقط ولكنها ملك للأجيال القادمة أيضاً، وهو ما يستوجب اضطلاع كل من الحكومة والمؤسسات لمسؤوليتها في هذا الصدد كشريكين أساسيين في صنع التنمية وحماية المجتمع والبيئة المحيطة به. لذا نوجه مجموعة من التوصيات كل من الحكومة والمؤسسات البترولية والمستهلكين على النحو التالي:

1. إيجاد مزيج طاقي أمثل لكل دولة من أجل الحفاظ على حقوق الأجيال القادمة مما تبقى من الثروة النفطية وحماية البيئة من أجل التنمية المستدامة؛
2. على الحكومة إصدار القوانين وسن التشريعات البيئية اللازمة، لتتحمل الشركات مسؤوليتها نحو إعادة التدوير والتخلص من النفايات، بالإضافة إلى إشراك الشركات للقيام بدور إيجابي في تصميم التشريعات والقوانين البيئية بدلاً من الاكتفاء بتطبيقها؛
3. على الحكومة توفير الدعم التمويلي اللازم للمؤسسات من قبل البنوك لتقديم القروض للمؤسسات ذات التوجه البيئي، ومنحها إعفاءات ضريبية لتشجيعها على تنفيذ التوجه البيئي والالتزام به، والعمل على الاستغلال الأمثل للجباية البترولية من خلال إنشاء صناديق ادخارية وتوجيه هذه الجباية إلى استثمارات منتجة.

4. أهمية وجود إدارة للبحث والتطوير في مجال الحفاظ على البيئة ضمن الهيكل التنظيمي للمؤسسة، مع توفير كفاءات مؤهلة، لإجراء بحوث تسويقية مختلفة، وتقديم النصح والإرشادات لإدارة التسويق بصدد البيانات والمعلومات البيئية الواجب وضعها على عبوات المنتجات، وإدراك أن تطبيق التسويق الأخضر من شأنه أن يحقق ميزة تنافسية؛
 5. على رجال التسويق التأكيد في حملاتهم الإعلانية على أهمية توازن المستهلك مع الطبيعة، مما يساعد على غرس القيم الثقافية البيئية، والتعريف بالمصطلحات العلمية الموجودة على عبوات منتجاتها، واستخدام التعبيرات الرقمية بدلاً من التعبيرات الكلامية عند وصف المنافع البيئية للمنتج، وعقد الدورات والبرامج التدريبية لرجال البيع لغرس المفاهيم والسياسات البيئية المتعلقة بنشاط المؤسسة؛
 6. على المستهلكين التعاون والإقبال على منتجات الشركات التي تتبنى التسويق الأخضر، لأن ذلك يؤدي إلى تحقيق هوامش ربح أعلى وحجم مبيعات أكبر واكتساب مزايا تنافسية للمؤسسة؛
 7. يجب تفعيل دور جمعيات حماية المستهلك، حيث يمكن أن تلعب هذه الجمعيات دوراً هاماً في النهوض بالوعي البيئي للمستهلكين، وتشكيل ضغط على الشركات الاقتصادية لإجبارها على التعامل في المنتجات الخضراء؛
 8. ضرورة الاستفادة من تجارب الدول المتقدمة كنجاحتها في نشر الوعي البيئي لدى مستهلكيها، والذي تمثل في الإقبال على إرجاع الزجاجات الفارغة، والعبوات لإعادة دورتها، وزيادة الطلب على السلع المعمرة الموفرة للطاقة وإلى غير ذلك من السلوكيات البيئية.
- ### الخاتمة
- تماشياً مع الاتجاه العالمي بضرورة الحفاظ على البيئة الطبيعية حرص قطاع البترول في الدول العربية على وضع العوامل البيئية على رأس أولوياته واتجه نحو دعم وتشجيع استخدام الطاقة التي تهدف إلى تحقيق المحافظة على البيئة مكافحة التلوث واستخدام أنواع نظيفة من الوقود وتطبيق تكنولوجيا تحد من الآثار الضارة التي قد تنتج عن عمليات الصناعة البترولية والتي تهدد العملية الإنتاجية والعاملين قبل أن تهدد البيئة المحيطة نفسها، فقد أدرك هذا القطاع أن بقاءه واستمراره يكمن في حقيقة هامة وهي تحقيق المواءمة بين مصلحة المؤسسة والمستهلك والمجتمع والبيئة التي يعمل فيها، وأن تحقيق هذا التوافق يدل على وعي المؤسسات البترولية بأهمية تطبيق التسويق الأخضر، الذي يتطلب تغييراً جذرياً في الكثير من المعتقدات والنظم والإجراءات الإنتاجية والتسويقية التي تدار بها المؤسسات.

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نموذج إحصائي لبيان اثر الصادرات على النمو الاقتصادي

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جامعة الدلتا للعلوم والتكنولوجيا

الملخص:

يهدف البحث إلى بناء نموذج من نماذج السلاسل الزمنية $MARIMA$ لتوضيح أثر الصادرات على إجمالي الناتج المحلي كمؤشر للنمو الاقتصادي في مصر، فيعد الناتج المحلي الإجمالي GDP من المؤشرات الاقتصادية المهمة لأي دولة حيث يعكس إجمالي نشاط الدولة الاقتصادي خلال سنة.

تم استخدام بيانات سنوية خلال الفترة الزمنية (1966-2011) في مرحلة التقدير، واستخدام بيانات السنوات الأربعة التالية لاختبار جودة النموذج، وقد توصل البحث إلى وجود علاقة طردية بين الصادرات والناتج المحلي الإجمالي، وأن أفضل نموذج للتنبؤ بالناتج المحلي الإجمالي المصري GDP هو النموذج $ARIMA(1, 1, 0)$ $MARIMA(3, 1, 0)$.

الكلمات المفتاحية: نماذج السلاسل الزمنية ذات المتغيرات المستقلة $MARIMA$ ، التنبؤ، معيار بيز للمعلومات

مقدمة:

يمثل النمو الاقتصادي منذ القدم هدفاً تسعى جميع الشعوب والأمم على تحقيقه والبحث عن الوسائل والعوامل التي من شأنها الرفع من معدل المستوى المعيشي للفرد والمجتمع ككل. ولأهمية معرفة وتحديد العوامل المؤثرة في النمو الاقتصادي.

يعتبر الدخل الذي يمثل قيمة الناتج المحلي أو القومي من المؤشرات الاقتصادية الهامة التي تقيس مقدرة الاقتصاد الوطني على إنتاج السلع والخدمات، وأي اقتصاد في العالم يقوم بإنتاج العديد من السلع المختلفة كالقمح واللحوم والسيارات والأدوات الكهربائية، كما يقوم بإنتاج العديد من الخدمات كخدمات التعليم والصحة والنقل والسياحة، وعندما نقوم بإعطاء قيمة نقدية لهذه السلع والخدمات التي ينتجها اقتصاد ما خلال فترة زمنية معينة فإن مجموعة هذه القيم هي التي يعبر عنها بالناتج المحلي.

وأصبحت الصادرات عنصراً هاماً فيما تقدمه التجارة الدولية من فوائد، الأمر الذي جعل من تنمية الصادرات إحدى الاستراتيجيات الرئيسية التي تعتمد عليها الدول في رفع معدلات النمو والتنمية الاقتصادية بها وزيادتها، وجعل هذه القضية من أولويات الفكر الاقتصادي.

فيتهم البحث بدراسة اثر الصادرات على النمو الاقتصادي من خلال بناء نموذج احصائي من نماذج السلاسل الزمنية لتوضيح اثر الصادرات على الناتج المحلي الإجمالي

مشكلة البحث:

بالرغم من وجود عديد من الدراسات السابقة والأدلة الاقتصادية التجريبية التي بحثت في موضوع العلاقة بين الصادرات ومعدل النمو الاقتصادي لأغلب الدول النامية إلا أن هذه العلاقة لا تزال غامضة تختلف من دولة لأخرى، فقد بينت معظم هذه الدراسات أن هذه العلاقة عكسية بينما سجلت بعض الدراسات الأخرى علاقة طردية مباشرة، ومن هنا تبرز المشكلة البحثية في بناء نموذج إحصائي للتنبؤ بالناتج المحلي الإجمالي كمؤشر للنمو الاقتصادي في مصر، وذلك في ظل وجود الصادرات كمتغير تفسيري في النموذج والتي يمكن أن تشرح وتفسر التغيرات في الناتج المحلي الإجمالي.

هدف البحث:

الهدف الأساسى للبحث هو تحديد وتوصيف العلاقة بين الصادرات و النمو الإقتصادى بالتطبيق على مصر فى الفترة (1966- 2015) وإستخلاص النتائج وإستعراض التوصيات ومدى الإستفادة منها فى الإقتصاد المصرى.

أهمية البحث:

تتمثل الأهمية العلمية لهذا البحث فى عرض أسلوب السلاسل الزمنية فى ظل وجود متغيرات تفسيرية فى التنبؤ، وكذلك تحديد وتفسير العلاقة بين الصادرات والنمو الإقتصادى.

كما ترجع أهمية البحث العملية فى إيجاد تنبؤ دقيق للناتج المحلى الإجمالى فى قطاع، مما يفيد فى التخطيط والتنمية الاقتصادية حيث أن الناتج المحلى الإجمالى والتركيز على الصادرات، حيث ان الصادرات من أهم القطاعات التى تدفع عجلة النمو الإقتصادى المصرى ومن ثم تحقيق الرفاهية للمجتمع المصرى.

مصادر الدراسة:

اعتمد البحث على بيانات الإحصاءات والتقارير المنشورة من الجهات الحكومية مثل: وزارة التجارة والصناعة، والبنك المركز المصرى، والبنك الدولى، فى الفترة من (1966- 2015).

خطة البحث:

يمكن إيجاز خطة البحث فيما يلى:

نتناول فيما يلي لكل مرحلة بشيء من التفصيل كما وضحتها كلاً من (Mills (1992، (Volkan 2006 ، (Box & Jenkins (1976، (Chaido, D. (2015).

المرحلة الأولى: التعرف على النموذج

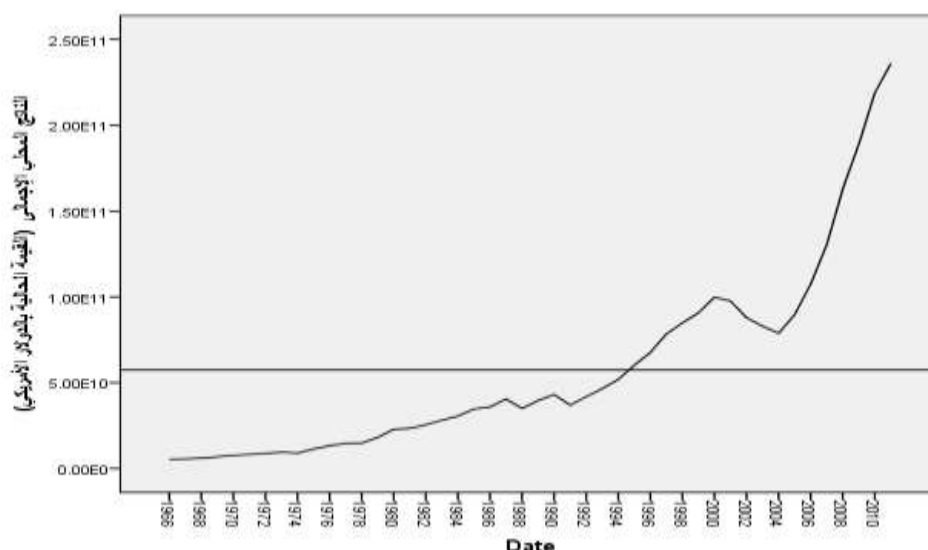
الهدف من هذه المرحلة التعرف على نموذج أو أكثر من نماذج ARIMA ، حيث تم رسم بيانات الناتج المحلي الإجمالي المصري ، ويتضح من الشكل رقم (1): وجود اتجاه عام مما يدل على عدم سكون الوسط الحسابي مما يستوجب أخذ فروق غير موسمية، كما يتضح سكون التباين مما لا يلزم أخذ تحويلية مناسبة (اللوغارتمية - الجذر- ...)، شكل رقم (2) يعرض الفروق الغير الموسمية للسلسلة الزمنية من الدرجة الأولى، ويوضح أن الفروق الأولى أحدثت تغييراً بسيطاً في الاتجاه العام في السلسلة مما يؤكد ضرورة أخذ فروق غير موسمية من الدرجة الثانية، ويتضح من شكل رقم (3) التخلص من الاتجاه العام في السلسلة مما يدل على سكون السلسلة.

أولاً: بناء نموذج السلاسل الزمنية لبيانات الناتج المحلي الإجمالي.

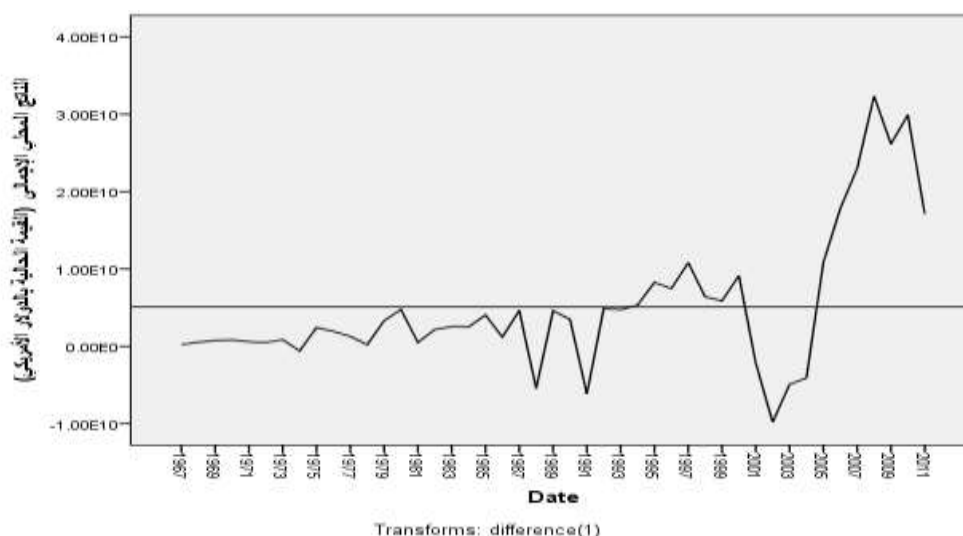
ثانياً: بناء نموذج السلاسل الزمنية لبيانات الصادرات ثالثاً: تطبيق أسلوب السلاسل الزمنية في ظل وجود متغير تفسيري MARIMA. رابعاً: عرض لأهم النتائج والتوصيات.

أولاً: بناء نموذج السلاسل الزمنية لبيانات الناتج المحلي الإجمالي.

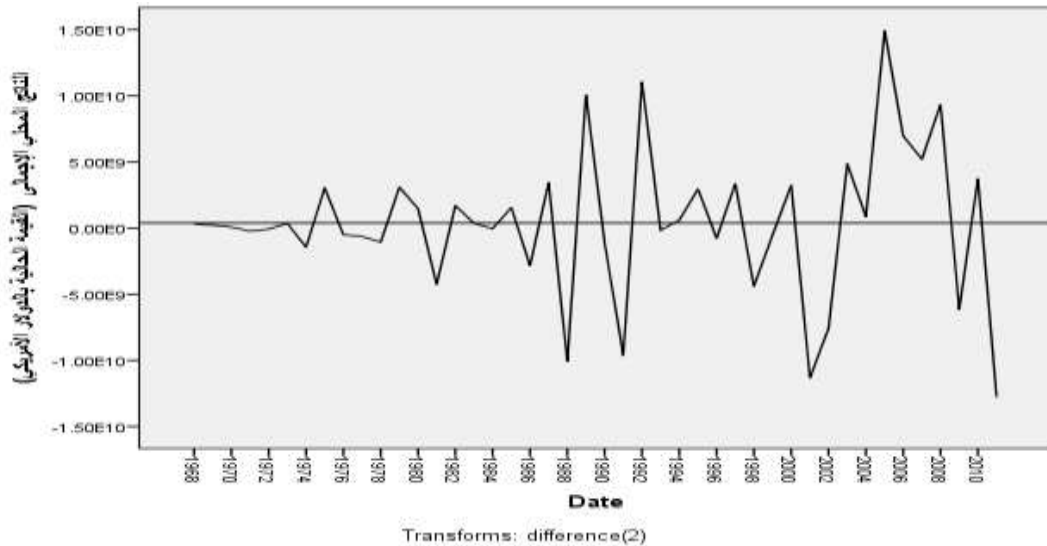
تم تطبيق مراحل بوكس - جنكينز لبناء نموذج ARIMA للناتج المحلي الإجمالي المصري بالدولار الأمريكي، في الفترة من 1966 إلى 2011، والذي يتكون من، التعرف على النموذج Model Identification - تقدير المعالم Parameter Estimation - فحص مدي ملائمة النموذج Model Diagnostics - والتنبؤ بالقيم المستقبلية Forecasting.



شكل رقم (1) السلسلة الزمنية للناتج المحلي الإجمالي المصري في الفترة (1966 – 2011)



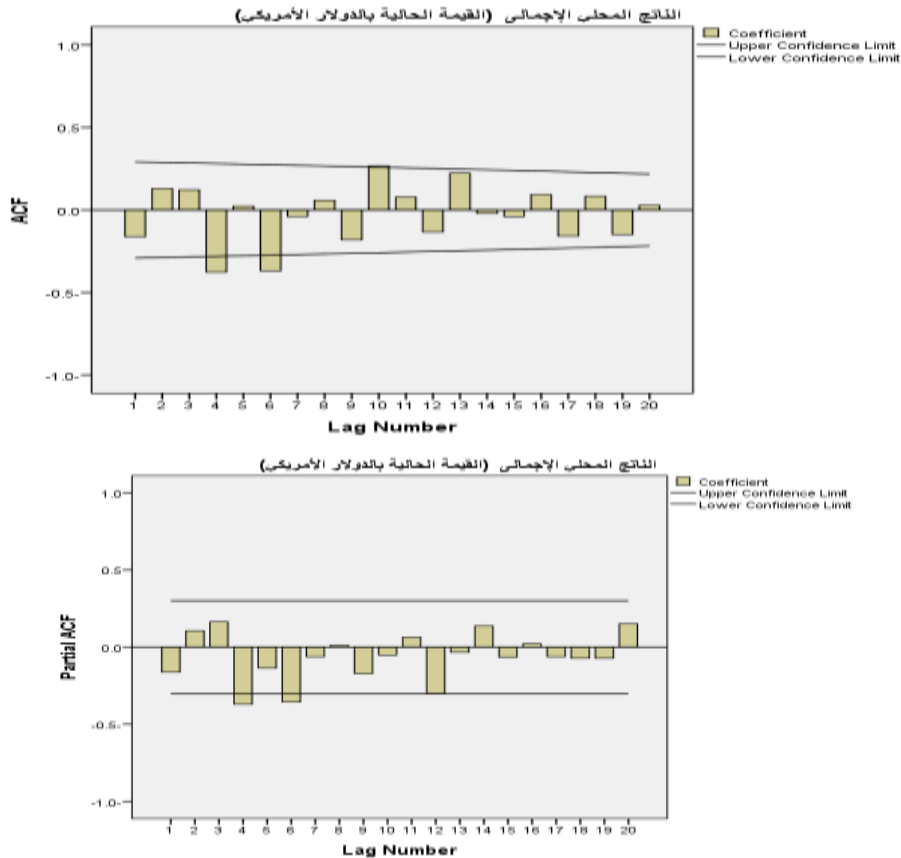
شكل رقم (2) الفروق غير الموسمية من الدرجة الأولى للسلسلة الزمنية



شكل رقم (3) الفروق غير الموسمية من الدرجة الثانية للسلسلة الزمنية

عند $(k = 4)$ ، $(k = 6)$ أي ان النموذج المقترح يحتوى على معلمة متوسطات متحركة ومعلمة انحدار ذاتي ويمكن استبدال معلمة المتوسطات المتحركة بأخذ فروق غير موسمية إضافية، أي يمكن اقتراح النموذج $ARIMA(1,2,1)$ لتمثيل البيانات، ويمكن ان يقترح مجموعة أخرى من النماذج مثل: $ARIMA(1,2,0)$ ، $ARIMA(1,3,0)$ ، $ARIMA(2,2,0)$

يعرض شكل (4) دالتى الارتباط الذاتي ACF والارتباط الذاتي الجزئي PACF لبيانات الناتج المحلي الإجمالي بعد الفروق غير الموسمية من الدرجة الثانية، نلاحظ انخفاض معاملات الارتباط الذاتي والاقتراب من الصفر بسرعة كافية وعدم معنوية المعاملات الثلاث الأولى، ويتضح من الشكل معنوية أول معامل ارتباط ذاتي عند $(k = 4)$ ، ومعنوية معاملات المتوسطات المتحركة الرابع والسادس



شكل (4) دالة الارتباط الذاتي ودالة الارتباط الذاتي الجزئي

المرحلة الثالثة: الفحوص التشخيصية للنماذج المقدرة

1- بحث السكون والانعكاس:

وباستعراض الجدول (2) نلاحظ أن معاملات النماذج الأول والثاني والرابع معنوية وتحقق شرط السكون حيث أن القيمة المطلقة لمعاملات الإنحدار الذاتي أقل من الواحد الصحيح، ومعلمة المتوسطات المتحركة في النموذج الأول تحقق شرط الانعكاس، حيث أن القيمة المطلقة لها أقل من الواحد الصحيح. Stephen (1998), Mills (1992)، عابد (2005).

2- معايير إحصائية:

باستعراض جدول رقم (1) وطبقاً لمعيار بيز للمعلومات BIC يفضل النموذج الثاني لأن له أقل قيمة للمعيار.

3- تحليل البواقي:

مما سبق يمكننا إختيار النموذج الثاني ليلائم بيانات الناتج المحلي الإجمالي المصري، ونجرى الآن اختبار آخر برسم دالة الارتباط الذاتي لبواقي النموذج الثاني وبحث هل هي تغيرات عشوائية بحتة أم لا؟

شكل (5) يعرض دالة الارتباط الذاتي لبواقي النموذج الثاني، ونلاحظ عدم معنوية معاملات الارتباط الذاتي (تقع داخل حدود فترة الثقة)، أي أن البواقي تمثل تغيرات عشوائية بحتة مما يؤكد على ملائمة النموذج ARIMA (1,2,0) لبيانات الناتج المحلي الإجمالي المصري.

لبيانات الناتج المحلي الإجمالي بعد اخذ الفروق الغير موسمية من الدرجة الثانية المرحلة الثانية: التقدير

في هذه المرحلة يتم تقدير معالم النماذج المرشحة لملائمة البيانات السنوية للناتج المحلي الإجمالي المصري وهى:

- 1- ARIMA (1,2,1)
- 2- ARIMA (1,2,0)
- 3- ARIMA (2,2,0)
- 4- ARIMA (1,3,0)

يعرض جدول (1) قيم مقدرات النقطة لمعالم النماذج والنسبة t (t-ratio) الخاصة باختبار معنوية كل معلمة عند مستوى معنوية 5%.

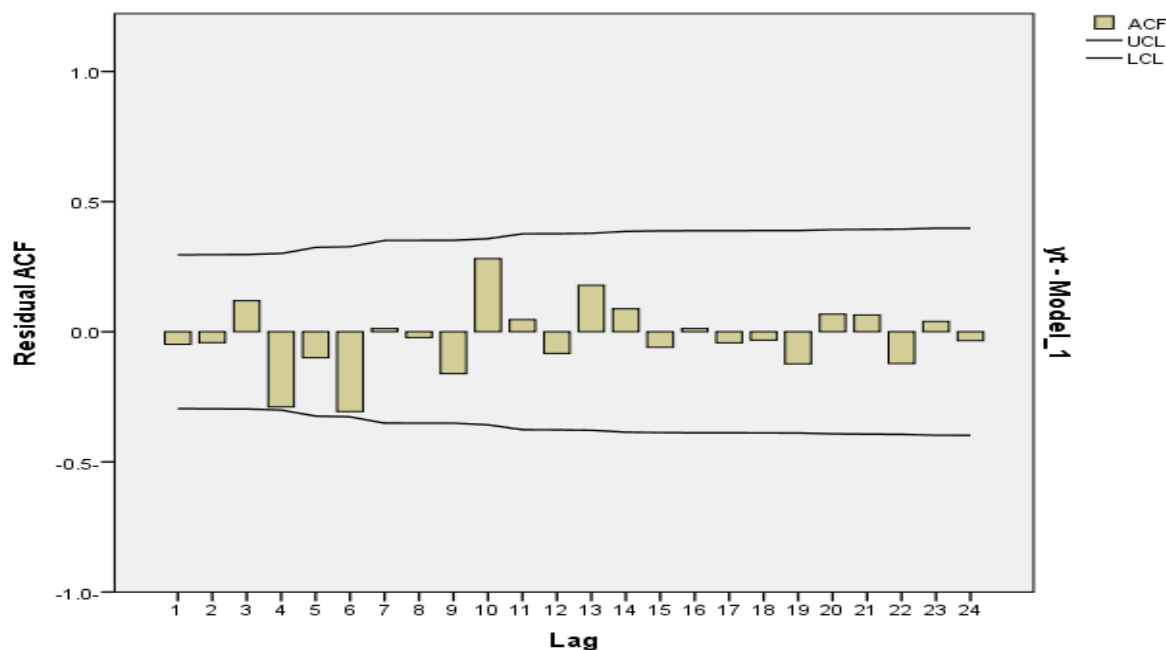
جدول رقم (1): نتائج تقدير معاملات النماذج المقترحة

Models		θ_1	ϕ_1	ϕ_2	BIC
(1)	β	.941	.799		45.033
	T-Ratio	2.431**	1.724***		
(2)	β		-.327		45.009
	T-Ratio		-2.221**		
(3)	β		-.364	-.111	45.160
	T-Ratio		-2.324**	-.707	
(4)	β		-.614		45.376
	T-Ratio		-5.032*		

* Significant statistic at level 1%

** Significant statistic at level 5%

*** Significant statistic at level 10%



شكل (5) يعرض دالة الارتباط الذاتي لبواقي النموذج الثاني لبيانات الناتج المحلي الإجمالي

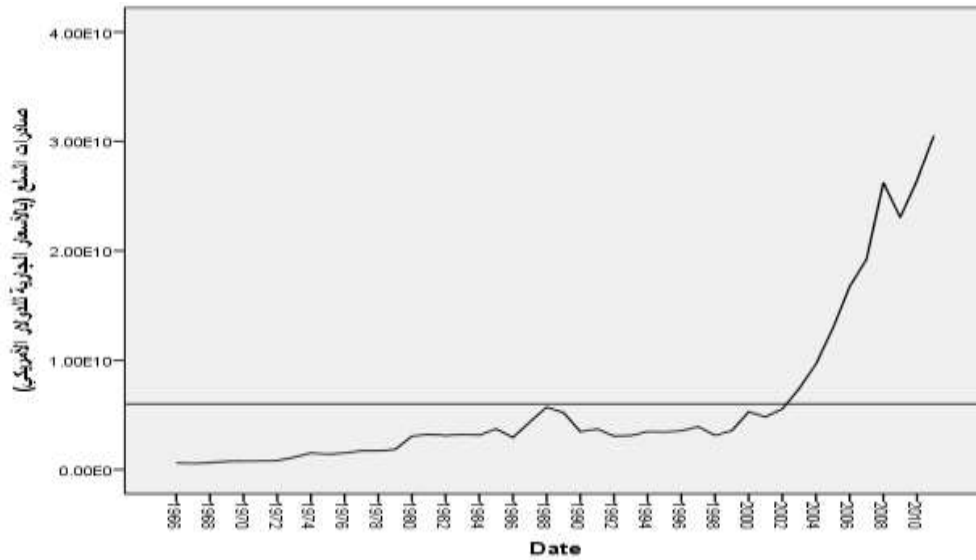
اتجاه عام مما يدل على عدم سكون الوسط الحسابي مما يستوجب أخذ فروق غير موسمية، كما يتضح سكون التباين مما لا يلزم أخذ تحويلات مناسبة (اللوغارتمية - الجذر-...)، شكل رقم (7) يعرض الفروق الغير الموسمية للسلسلة الزمنية من الدرجة الأولى، ويوضح أن الفروق الاولى أحدثت تغييراً بسيطاً في الاتجاه العام في السلسلة مما يؤكد ضرورة أخذ فروق غير موسمية من الدرجة الثانية ، ويتضح من الشكل التلخيص من الاتجاه العام في السلسلة مما يدل على سكون السلسلة.

المرحلة الثانية: بناء نموذج السلاسل الزمنية لبيانات الصادرات.

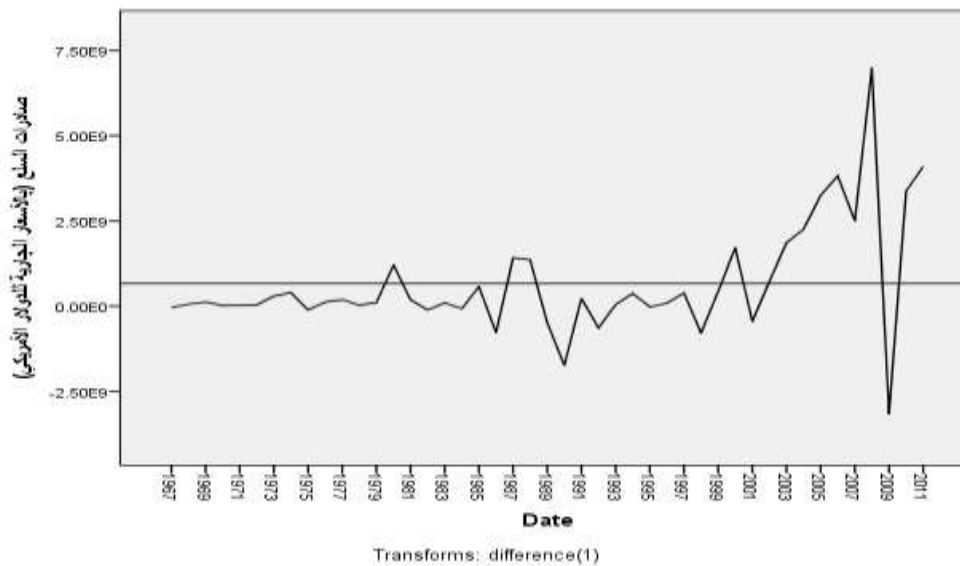
تم تطبيق مراحل بوكس - جنكينز لبناء نموذج ARIMA للصادرات المصرية بالدولار الأمريكي، في الفترة من 1966 إلى 2011، وهي موضحة كما يلي:

المرحلة الأولى: التعرف على النموذج

الهدف من هذه المرحلة التعرف على نموذج أو أكثر من نماذج ARIMA ، حيث تم رسم بيانات النانج المحلى الاجمالى المصرى ، ويتضح من الشكل رقم (6): وجود



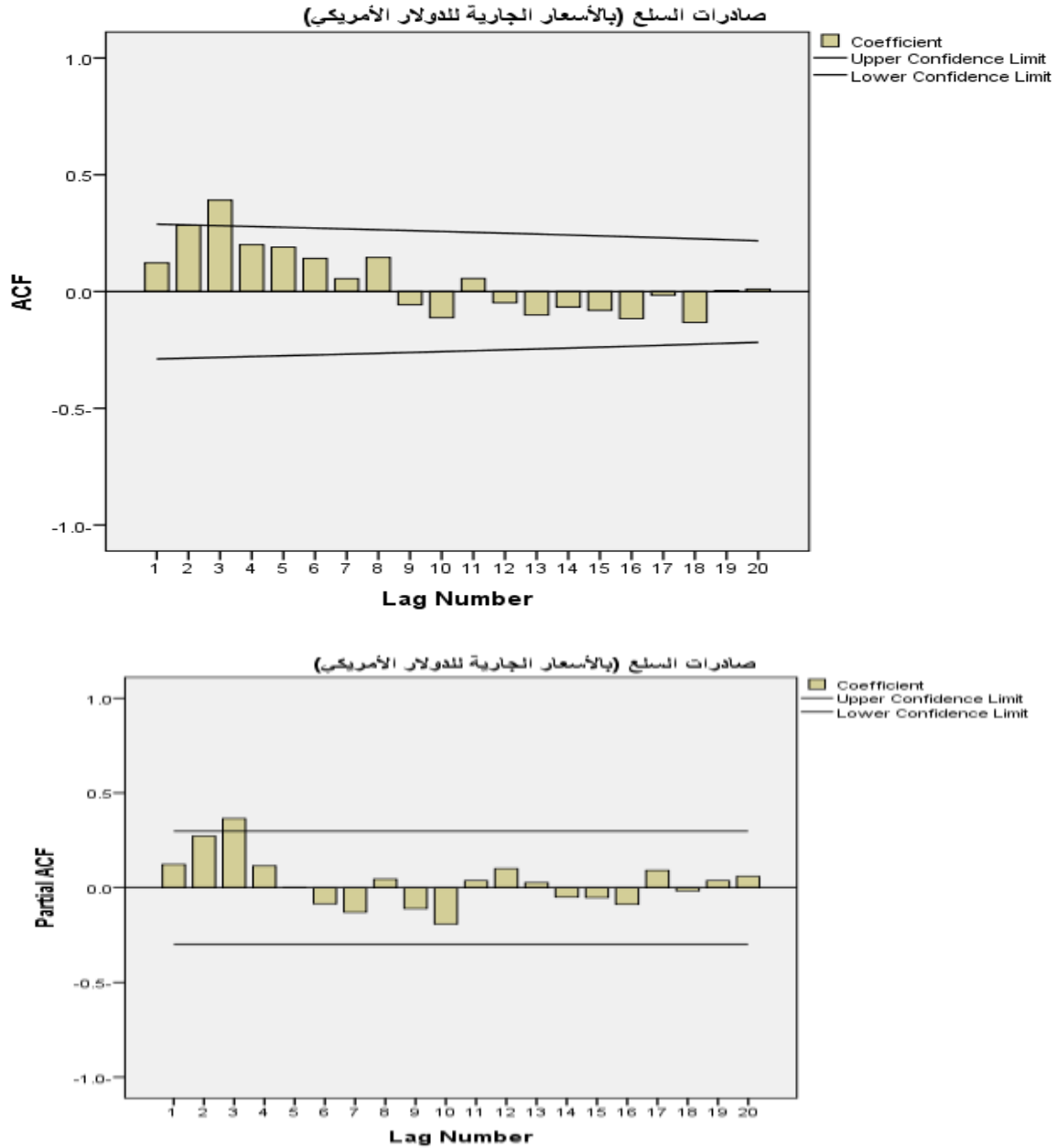
شكل رقم (6) السلسلة للصادرات المصرية في الفترة (1966 – 2011)



شكل رقم (7) الفروق غير الموسمية من الدرجة الأولى للسلسلة الزمنية للصادرات المصرية

(3) = ، اى ان النموذج المقترح يحتوى على معلمة متوسطات متحركة ومعلمة انحدار ذاتى ، اى يمكن اقتراح النموذج $ARIMA(1,1,1)$ لتمثيل البيانات، ويمكن ان يقترح مجموعة أخرى من النماذج مثل: $ARIMA(2, 0, 0)$ ، $ARIMA(1,2,0)$ ، $ARIMA(1,2,1)$

يعرض شكل (8) دالتى الارتباط الذاتي ACF والارتباط الذاتي الجزئى PACF لبيانات الصادرات بعد الفروق غير الموسمية من الدرجة الأولى، نلاحظ انخفاض معاملات الارتباط الذاتي والاقتراب من الصفر بسرعة كافية وعدم معنوية المعاملات الأولى والثانية، ويتضح من الشكل معنوية أول معامل ارتباط ذاتى عند $(k = 3)$ ، ومعنوية معاملات المتوسطات المتحركة الثالث عند $(k$



شكل (8) دالة الارتباط الذاتي ودالة الارتباط الذاتي الجزئى

المرحلة الثالثة: الفحوص التشخيصية للنماذج المقدرة

1- بحث السكون والانعكاس:

وباستعراض الجدول (2) نلاحظ أن معاملات النموذج الأول والرابع معنوية ولكن قيمة ϕ_1 أكبر من الواحد الصحيح فلا تحقق شرط السكون ، بينما معلمة الانحدار الذاتي في النموذج الرابع تحقق شرط السكون، حيث ان القيمة المطلقة لها اقل من الواحد الصحيح.

2- معايير إحصائية:

باستعراض جدول رقم (2) وطبقاً لمعيار بيز للمعلومات BIC يفضل النموذج الأول لأن له أقل قيمة للمعيار.

3- تحليل البواقي:

مما سبق يمكننا إختيار النموذج الأول ليلانم بيانات الصادرات المصرية، ونجرى الآن اختبار آخر برسم دالة الارتباط الذاتي لبواقي النموذج الأول وبحث هل هي تغيرات عشوائية بحتة أم لا؟

شكل (9) يعرض دالة الارتباط الذاتي لبواقي النموذج الأول، ونلاحظ عدم معنوية معاملات الارتباط الذاتي (تقع داخل حدود فترة الثقة)، اي ان البواقي تمثل تغيرات عشوائية بحتة مما يؤكد على ملائمة النموذج للبيانات.

لبيانات الصادرات المصرية بعد اخذ الفروق الغير موسمية من الدرجة الأولى

المرحلة الثانية: التقدير

في هذه المرحلة يتم تقدير معالم النماذج المرشحة لملائمة البيانات السنوية للصادرات المصرية وهى:

5- ARIMA (1,1,1)

6- ARIMA (1,2,1)

7- ARIMA (1,2,0)

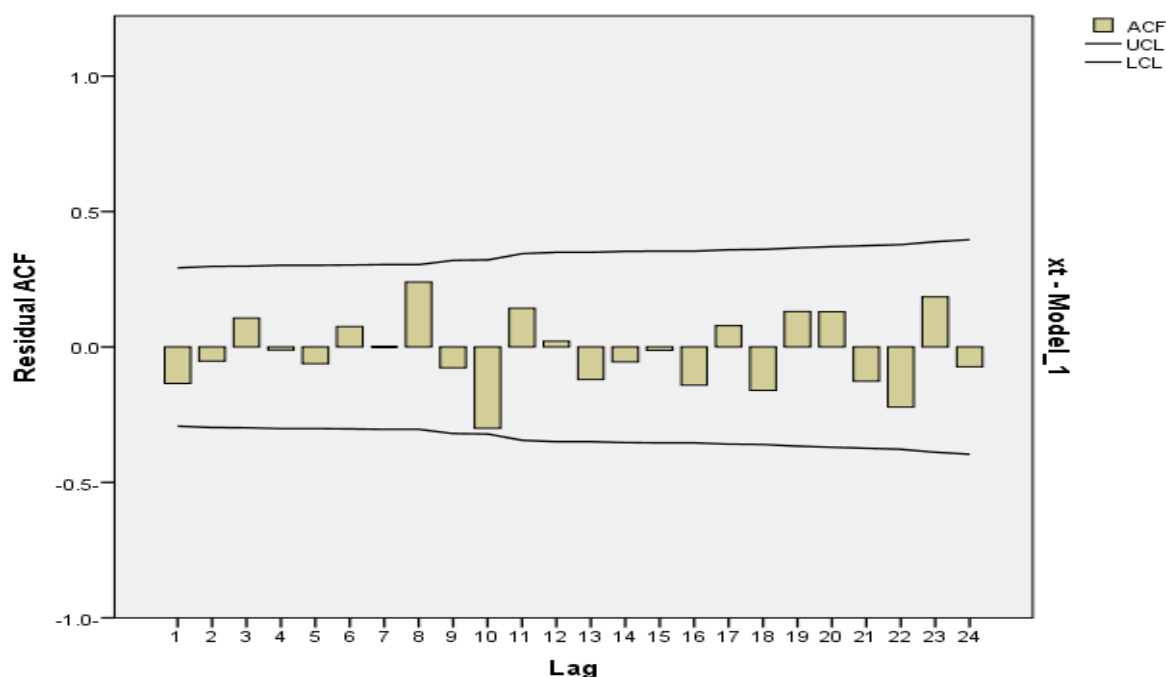
8- ARIMA (2,2,0)

يعرض جدول (2) قيم مقدرات النقطة لمعالم النماذج والنسبة t (t-ratio) الخاصة باختبار معنوية كل معلمة عند مستوى معنوية 5% .

جدول رقم (2): نتائج تقدير معالم النماذج المقترحة

Models		θ_1	ϕ_1	ϕ_2	BIC
(1)	β	.770	.954		42.494
	T-Ratio	3.140*	6.425*		
(2)	β	.762	-.133		42.475
	T-Ratio	5.947*	-.708		
(3)	β		-.514		42.707
	T-Ratio		-3.965*		
(4)	β		-.768	-.465*	42.580
	T-Ratio		-5.393*	-3.084	

* Significant statistic at level 1%



شكل (9) يعرض دالة الارتباط الذاتي لبواقي النموذج الأول لبيانات الصادرات المصرية

المرحلة الثالثة: تطبيق أسلوب السلاسل الزمنية في ظل وجود متغيرات تفسيرية MARIMA

في حالة وجود متغير مستقل (x_t) يمكن كتابة نموذج دالة التحويل على الصورة:

$$y_t = \frac{\omega_i(B)}{\delta_i(B)} x_t + \frac{\theta(B)}{\phi(B)} a_t \quad (1)$$

$$\omega(\beta) = \omega_0 - \omega_1\beta - \omega_2\beta^2 - \dots - \omega_s\beta^s$$

$$\delta(\beta) = 1 - \delta_1\beta - \delta_2\beta^2 - \dots - \delta_r\beta^r$$

$$\phi(\beta) = 1 - \phi_1\beta - \phi_2\beta^2 - \dots - \phi_p\beta^p$$

$$\theta(\beta) = 1 - \theta_1\beta - \theta_2\beta^2 - \dots - \theta_q\beta^q$$

حيث:

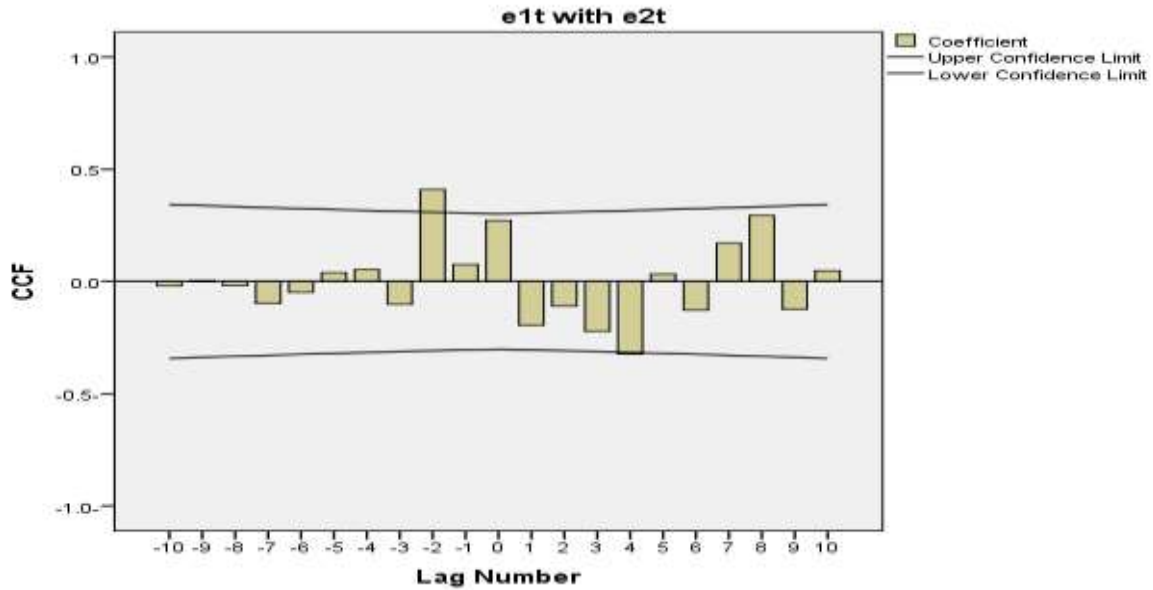
تشير b قيمة معامل الإبطاء وهي تساوى قيمة الفجوة الزمنية المناظرة لأول معامل معنوي من معاملات الارتباط المستعرض، r درجة كثيرة حدود المقام $\delta(\beta)$ ، بفحص معاملات الارتباط المستعرض وبحث أى نمط موجود فيها، إذا وجد نمط فإن هذا النمط يناظر دالة الارتباط الذاتي لنموذج $AR(r)$ ، وان لم يوجد أى نمط من أنماط نماذج الانحدار الذاتي فإن $r = 0$ ، فيمكن بالتالي التعرف على r من خلال التشابه بين معاملات الارتباط المستعرض وبين نمط دالة الارتباط الذاتي لعملية من

عمليات الانحدار الذاتي، أما S درجة كثيرة حدود البسط $\omega(\beta)$ ، وهى عدد الفترات التى يتأخر فيها ظهور نمط $AR(1)$. وإذا لم يوجد نمط لعملية AR دالة الارتباط الذاتي المستعرض، فإننا نستنتج وجود معالم البسط فقط وعددها r كما نستنتج أن S تساوى عدد معاملات الارتباط المستعرض غير الصفريّة ناقصاً واحداً، Pankratz, (2000) Marek, (1991)

إن الخطوة الأولى فى بناء نموذج دالة التحويل هى بناء نموذج $ARIMA$ ذو المتغير الواحد الملائم لبيانات الناتج المحلى الإجمالى y_t ، وكذلك الحصول على نموذج $ARIMA$ الملائم لبيانات المتغير المستقل الصادرات المصرية x_t .

وثانى خطوة يتم حساب دالة الارتباط المستعرض بين بواقي نموذج السلاسل الزمنية للمتغيرين التابع والمستقل، e_{2t} ، e_{1t} .

ويعرض شكل (10) دالة الارتباط المستعرض بين e_{2t} وبواقي نموذج $ARIMA$ للصادرات المصرية (t_i) وبين e_{1t} وبواقي نموذج $ARIMA$ للناتج المحلى الإجمالى (y_t)، من خلال الشكل نجد أن أول معامل ارتباط معنوي عند ($k=2$) ولا يوجد أى نمط من أنماط الانحدار الذاتى $AR(p)$ ، مما نستنتج أن ($s=0$ ، $r=0$ ، $b=0$)



شكل (10) دالة الارتباط الذاتي المستعرض بين بواقي النموذج المقدر للناتج المحلى الإجمالى

وبواقي نموذج السلاسل الزمنية ذو المتغير الواحد للمتغير x_t

ومن ثم يمكن تقدير نموذج $MARIMA(0, 0, 0)$ ، فى ظل نموذج $ARIMA(1,1,0)$ الذى يمكن كتابته على الصورة:

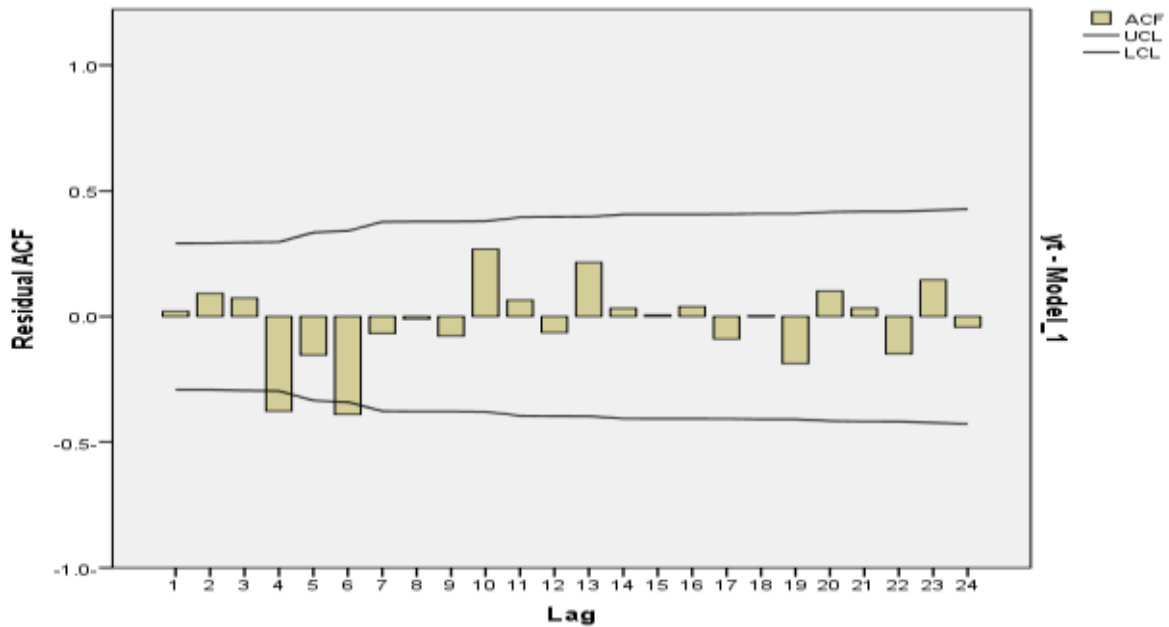
$$Y_t = \omega_0 x_t + \frac{\theta_1 e_t}{1-\beta}$$

$$0.496 (1-\beta) Y_t = 0.854 (1-\beta) x_t + e_t \quad (2)$$

(t = 3.538) (t = 6.616)

وبدراسة الشكل (11) حيث يعرض دالة الارتباط الذاتي لبواقي النموذج نجد إنها لا تمثل تغيرات عشوائية بحتة، (أي يجب تعديل النموذج) وبإجراء التعديل المستمر للنموذج النهائي من خلال دراسة دالة الارتباط الذاتي والارتباط الذاتي الجزئي للأخطاء وجد أن النموذج

وبدراسة الشكل (11) حيث يعرض دالة الارتباط الذاتي لبواقي النموذج نجد إنها لا تمثل تغيرات عشوائية بحتة، (أي يجب تعديل النموذج) وبإجراء التعديل المستمر للنموذج النهائي من خلال دراسة دالة الارتباط الذاتي والارتباط الذاتي الجزئي للأخطاء وجد أن النموذج



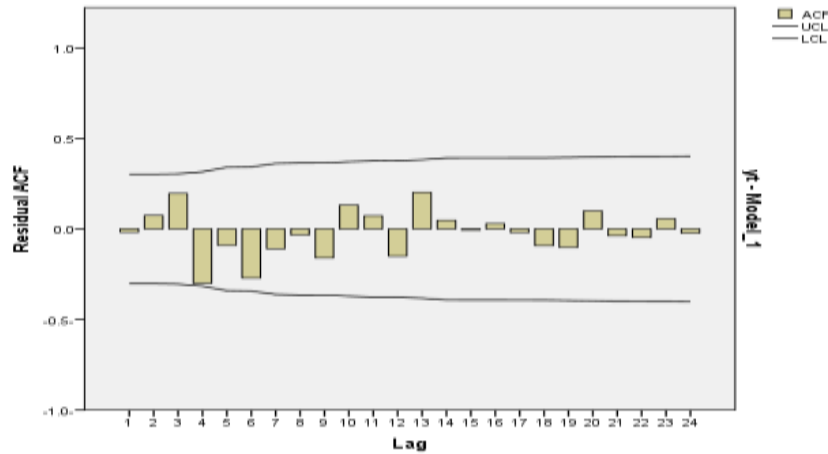
شكل (11) دالة الارتباط الذاتي لبواقي النموذج

جدول (3): تقدير معلمات النموذج MARIMA(3, 1, 0) ARIMA(1, 1, 0)

		Estimate	SE	t	Sig.	BIC
	ϕ_1	.598	.136	4.395	.000	44.986
Numerator (x_t)	Lag 0	1.345	.369	3.645	.001	
Denominator	Lag 1	.695	.240	2.900	.006	
	Lag 2	.836	.185	4.526	.000	
	Lag 3	-.724	.279	-2.592	.014	

وبلغت قيمة $D.W = 1.98$ مما يدل على عدم وجود ارتباط ذاتي بين الأخطاء في النموذج، وبدراسة الشكل (12) حيث يعرض دالة الارتباط الذاتي لبواقي النموذج نجد إنها تمثل تغيرات عشوائية بحتة، تقع داخل فترة الثقة، وهذا ما يؤكد ملائمة النموذج للبيانات.

يعرض جدول (3) تقدير معلمات النموذج النهائي MARIMA(3, 1, 0) ARIMA(1, 1, 0)، ويتضح من الجدول معنوية كل المعاملات المقدرة، وإشارة معامل الصادات موجب مما يدل على وجود علاقة طردية بين الصادات والنواتج المحلي الإجمالي، وبلغت قيمة معيار بيز للمعلومات (44.986).

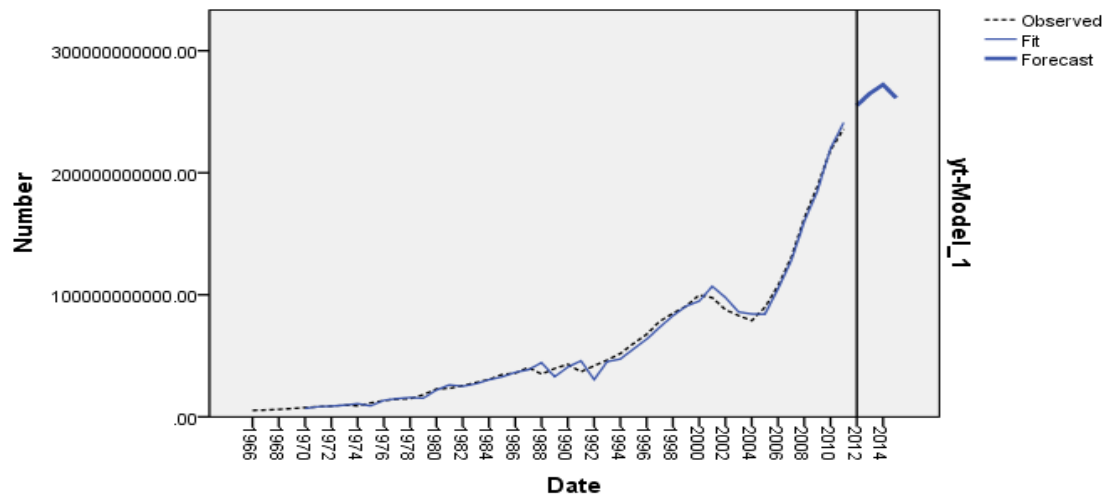


شكل (12): دالة الارتباط الذاتي لبواقي النموذج $MARIMA(3, 1, 0)$ $ARIMA(1, 1, 0)$

h فتشير إلى أفق التنبؤ. نلاحظ من الجدول (4) الذي يعرض القيم الفعلية و القيم المقدرة باستخدام نموذج $MARIMA$ قرب القيم المقدرة من القيم الفعلية وهذا ما يؤكد الشكل (13) حيث يعرض القيم الفعلية و القيم المقدرة في فترة التقدير وفترة التنبؤ، وهذا بالتبعية يؤكد ملائمة النموذج لبيانات الناتج المحلي الإجمالي.

جدول (4): القيم التنبؤية والقيم المشاهدة للناتج المحلي الإجمالي

	Forecast values	Lower limit	Upper limit	Future observed values
2012	276353000000.0	245660011231.6	264693959215.5	255176985223.5
2013	286011000000.0	247176164347.0	283062621054.4	265119392700.7
2014	301499000000.0	246328214604.3	298043303104.8	272185758854.6
2015	330779000000.0	228217187705.3	294408949234.2	261313068469.7



شكل (13) القيم التنبؤية والقيم الفعلية للناتج المحلي الإجمالي GDP

- يوصى البحث باستخدام النموذج المقترح في التنبؤ بالناتج المحلي الإجمالي، مما يفيد في وضع خطط التنمية الاقتصادية والاجتماعية المستقبلية.
- يوصى البحث تقدير نماذج اخرى متعددة المتغيرات ويمكن الاعتماد على عمليات الدمج بين النماذج مثل الإنحدار مع السلاسل الزمنية أو الشبكات العصبية مع السلاسل الزمنية.

رابعاً: النتائج والتوصيات:

- وجود علاقة طردية بين الصادرات والناتج المحلي الإجمالي، واتفقت تلك النتيجة مع دراسة بهلول (2011).
- ملائمة النموذج $ARIMA(1, 1, 0)$ للتنبؤ الناتج المحلي الإجمالي المصري $MARIMA(3, 1, 0)$

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أثر تهيئة الجامعات السعودية لخريجاتها لسوق العمل - دراسة حالة كلية الاقتصاد والإدارة - جامعة القصيم (احتياجات الشباب وقضاياهم في منطقة القصيم)

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جامعة القصيم , المملكة العربية السعودية

الملخص:

تكمن أهمية الدراسة في الرؤية التي تنشدها المجتمعات وخاصة المملكة العربية السعودية في تفعيل دور الجامعات لتهيئة خريجاتها لسوق العمل. هدفت الدراسة إلى التعرف على أثر التدريب التعاوني على اللطابات مع استعراض الدور الذي تلعبه الجامعات السعودية لتهيئة خريجاتها واعدادهن لسوق العمل وإيجاد الوظيفة المناسبة، كأحد أساليب معالجته مشكلة البطالة بين الخريجات. وتتمثل المشكلة الرئيسية في زيادة نسب البطالة بين خريجات الجامعات السعودية في الآونة الأخيرة، حيث بلغت نحو 32% خلال عام 2015، مما يشكل عبئ كبير على التنمية الاقتصادية، وتناولت الدراسة التساؤلات البحثية التالية:

- 1- ما هو مفهوم التدريب وأهدافه، التطور التاريخي للتدريب واحتياجاته؟
- 2- مفهوم التدريب التعاوني وأهميته؟
- 3- ما هي أهم المشكلات والعوائق التي تواجه خريجات الجامعات السعودية لتهيئة خريجاتها لسوق العمل واعدادهن لسوق العمل، كأحد أساليب الجودة في معالجته مشكلة البطالة بين الخريجات، من خلال التدريب التعاوني للطلابات.
- 4- هل يمكن ان تلعب الجامعات دور اساسي في خفض معدل البطالة بالمملكة؟
- 5- ماهي العوائق التي تواجه خريجات الجامعة للحصول علي عمل؟
- 6- ما مدي ملائمة مخرجات التعليم العالي لاحتياجات سوق العمل؟

استخدمت الدراسة المنهج التحليلي الإحصائي الوصفي وذلك من خلال استخدام المتوسطات الحسابية والنسب المئوية ومعدلات النمو السنوية، حيث تم توزيع 220 إستبائية علي أرباب الأعمال وأعضاء هيئة التدريس والخريجات، وتم تحليل البيانات باستخدام البرنامج الإحصائي للعلوم الاجتماعية SPSS ، كما تم استخدام أسلوب تحليل التباين (ANOVA) لمعرفة الفروق ذات دلالة إحصائية التي تعزى للمتغيرات المستقلة (الجنس، المؤهل، الخبرة، العمر)، واختبار ألفا للصدق والثبات لقياس مدى ثبات الاستبيان.

أثبتت نتائج الدراسة تكرار التخصصات التي تقدمها الجامعات الحكومية والخاصة، وعدم رغبة أرباب العمل بقبول حديثي التخرج بالإضافة إلي أفتقار الخريجة للتدريب الفعلي لما قامت دراسته بالواقع العملي مما يوضح أهمية دور الجامعات السعودية في رفع أداء مخرجات التعلم من خلال التدريب التعاوني الميداني

وتبني أقامة ملتقيات مع ارباب العمل لدعم وتشجيع الخريجات للتعرف علي احتياجاتهم ومتطلبات جهات العمل لمواصفات الخريجة. وولن يتحقق ذلك الا من خلال التدريب الميداني. لرفع أداء الخريجات لمتطلبات سوق العمل، لخلق فرص عمل والحد من مشكلة البطالة.

وتوصي الدراسة بإعادة تفعيل دور كلا من كليه الاقتصاد والإدارة - قسم الطالابات- في التدريب التعاوني وضرورة ان يضم في عضوية مجلس القوى العاملة ممثلين للجهات المذكورة أو تشكيل هيئة جديدة.

مقدمة

تكمن أهمية الدراسة في الرؤية التي تنشدها المجتمعات وخاصة المملكة العربية السعودية في تفعيل دور الجامعات لتهيئة خريجاتها لسوق العمل من خلال جودة المخرجات .

تهدف الدراسة إلى استعراض الدور الذي تلعبه الجامعات السعودية لتهيئة خريجاتها لسوق العمل واعدادهن لسوق العمل، كأحد أساليب الجودة في معالجته مشكلة البطالة بين الخريجات، من خلال التدريب التعاوني للطلابات.

تحتاج منظمات العمل إلى إحداث تغيير في سلوك واتجاهات وقيم وقناعات الأفراد العاملين من خلال غرس مهارات هذه المفاهيم مثل التعاون والعمل الجماعي والمشاركة في اتخاذ القرار والرقابة الذاتية وأهمية العمل وفتح قنوات الاتصال ولا يمكن تحقيق ذلك إلا من خلال تهيئة الخريجين وتدريبهم على تلك المهارات بصورة سليمة فلا معنى أن نتوقع من الخريجة أداء أعمالهم بمهارة عالية دون أن يتم تدريبهم مسبقاً، وإلا ستؤدي ذلك إلى مقاومة أي عملية تطوير⁸⁷.

وتتمثل المشكلة الرئيسية في زيادة نسب البطالة بين خريجات الجامعات السعودية في الآونة الأخيرة، حيث بلغت نحو 32% خلال عام 2015، مما يشكل عبء كبير على التنمية الاقتصادية، واستخدمت الدراسة المنهج التحليلي الإحصائي الوصفي وذلك من خلال استخدام المتوسطات الحسابية والنسب المئوية ومعدلات النمو السنوية، حيث تم توزيع 220 إستبائية علي أرباب

⁸⁷ علي يونس ميا وصلاح شيخ ديب وسالم راشد الشامي. قياس أثر التدريب في أداء العاملين . مجلة جامعة تشرين للبحوث والدراسات العلمية، سلسلة العلوم الاقتصادية. المجلد 31 (العدد 1، آذار، 2009م)، ص 15

الأعمال وأعضاء هيئة التدريس والخريجات، وتم تحليل البيانات باستخدام البرنامج الإحصائي للعلوم الاجتماعية SPSS، كما تم استخدام أسلوب تحليل التباين (ANOVA) لمعرفة الفروق ذات الدلالة الإحصائية التي تعزى للمتغيرات المستقلة (الجنس، المؤهل، الخبرة، العمر)، واختبار ألفا للصدق والثبات لقياس مدى ثبات الاستبيان.

وتوصلت الدراسة الى مجموعة من الاستنتاجات التي في مجملها تشكل رؤية واضحة عن اسباب البطالة نتيجة تكرار التخصصات التي تقدمها الجامعات الحكومية والخاصة مما يوضح أهمية دور الجامعات السعودية في رفع أداء مخرجات التعلم من خلال التدريب التعاوني الميداني وتبني أقامة ملتقيات ريادة الأعمال من ناحية، ودعم وتشجيع الخريجات للتعرف علي مدي اهمية أقامة المشروعات كحل لمحاربة البطالة من ناحية أخرى.

مشكلة البحث :-

رغم الصعوبات التي تعاني منها المملكة العربية السعودية في الحد من مشكلة البطالة بين خريجات الجامعات حيث ارتفعت نسبة البطالة بين الخريجات بواقع 42,8 %، الا أنها سعت لحل المشكلة عن طريق المساهمات التي تقدمها الجامعات السعودية المتمثلة في التدريب التعاوني الميداني وتبني أقامة ملتقيات ريادة الاعمال وذلك للتأكد من مخرجات العملية التعليمية ودعم وتشجيع الخريجات للتعرف علي مدي اهمية أقامة المشروعات كحل لمحاربة البطالة واستحداث فرص جديدة، و يمكن طرح المشكلة الرئيسية فيما يلي:

ازدياد نسب البطالة بين خريجات الجامعات السعودية العامة والخاصة في الاونه الاخيرة ، حيث بلغت نحو 32% خلال عام 2015، مما يشكل عبء كبير على التنمية الاقتصادية، وقد يرجع ذلك لتكرار التخصصات التي تقدمها الجامعات الحكومية والخاصة. وتناولت الدراسة التساؤلات البحثية التالية:

1. ما هو مفهوم التدريب وأهدافه، التطور التاريخي للتدريب واحتياجاته؟
2. مفهوم التدريب التعاوني وأهميته؟
3. ما هي أهم المشكلات والعوائق التي تواجه خريجات الجامعة للحصول علي وظيفة؟
4. هل تقوم الجامعات السعودية بدورها في تهيئه خريجاتها لسوق العمل؟
5. هل يمكن ان تلعب الجامعات دور اساسي في خفض معدل البطالة بالمملكة؟
6. ما مدي ملائمة مخرجات التعليم العالي لاحتياجات سوق العمل؟

أهمية البحث :-

تكمن أهمية هذه الدراسة في الرؤية التي تنشدها كل المجتمعات وخاصة مجتمع المملكة السعودية من تفعيل دور الجامعات السعودية من خلال مخرجات التعلم

والمتمثلة في الدعم المعرفي لخريجات الجامعة من خلال للتدريب العملي لما تم دراسته وتطبيقه بالواقع العملي. والاستفادة من تجارب الجامعات في الدول الاخرى، مما يساعد على تحقيق التنمية المستدامة وزيادة القدرة التنافسية للمملكة العربية السعودية.

أهداف البحث :-

تسعى هذه الدراسة إلى استعراض الدور الذي تلعبه الجامعات السعودية لتهيئه خريجاتها لسوق العمل واعدادهن لإيجاد فرص توظيفية، كأحد أساليب معالجه مشكله البطاله بين الخريجات السعوديات ذات مستوى التعليم العالي، من خلال تحقيق بعض الأهداف الفرعية ويمكن توضيحها فيما يلي:

1. مفهوم التدريب وأهدافه، التطور التاريخي للتدريب واحتياجاته.
2. مفهوم التدريب التعاوني وأهميته.
3. التعرف على دور الجامعات السعودية لتهيئه خريجاتها لمتطلبات سوق العمل.
4. ماهي العوائق التي تواجه خريجات الجامعة للحصول علي عمل؟
5. ما مدي ملائمة مخرجات التعليم العالي لاحتياجات سوق العمل؟
6. إظهار مساهمة الجامعات السعودية في إيجاد واستحداث فرص العمل من خلال التدريب التعاوني لرفع مستوي جودة الخريجة كحل أمثل لتقليص البطالة.

منهجية البحث :-

أعتمد الدراسة على المنهج التحليلي الإحصائي الوصفي واستخدمت بعض المعايير الإحصائية التحليلية كالمتوسطات الحسابية والنسب المئوية ومعدلات النمو السنوية خلال (الفصل الدراسي الاول من العام الجامعي 1436/ 1437)، وتم تصميم استمارة أسئلة بغرض تجميع البيانات والمعلومات الأساسية، حيث تم توزيع 220 إستبانه علي أرباب الأعمال وأعضاء هيئة التدريس والخريجات، وصولا إلى مجموعة من الاستنتاجات والتوصيات التي في مجملها تشكل رؤية واضحة عن دور الجامعات السعودية في رفع أداء مخرجات التعلم (الطالبة) لمواجهه سوق العمل، من خلال نشر الوعي الفكري والثقافي لدعم الخريجات للتعرف على بعض عوائق الدعم والتمويل للمشروعات الصغيرة لخفض البطالة.

أولاً:- الاطار النظري

مفهوم التدريب وأهدافه:

يعرف برعي (1973) التدريب بأنه " عملية هدفها إكساب المعارف والخبرات التي يحتاج إليها الإنسان، وتحصيل المعلومات التي تنقصه، والاتجاهات الصالحة للعمل والسلطة، والأنماط السلوكية والمهارات الملائمة والعادات

اللازمة من أجل رفع مستوى الكفاءة في الأداء وزيادة إنتاجيته بحيث تتحقق فيه الشروط المطلوبة لإتقان العمل وظهور فاعليته مع السرعة والاقتصاد في التكلفة وفي الجهود المبذولة وفي الوقت المستغرق"⁸⁸.

ويعرفه آخرون بأنه " محاولة لتغيير سلوك الأفراد بجعلهم يسلكون بشكل يختلف بعد التدريب عما كانوا يتبعونه قبل التدريب"⁸⁹.

وهناك تعريف آخر للتدريب وهو " أنه عملية منظمة مستمرة محورها الفرد في مجمله، تهدف إلى إحداث تغييرات محددة سلوكية وفنية وذهنية لمقابلة احتياجات محددة حالية أو مستقبلية، يتطلبها الفرد والعمل الذي يؤديه والمنظمة التي يعمل فيها والمجتمع الكبير"⁹⁰.

وأخيرا يعرفه أحد خبراء التدريب الإداري بأنه " نشاط مخطط يهدف إلى إحداث تغييرات في الفرد والجماعة من ناحية المعلومات والخبرات والمهارات ومعدلات الأداء وطرق العمل والسلوك والاتجاهات"⁹¹.

وفي ضوء التعريفات السابقة يمكن أن نعرف التدريب التعاوني هو جزء لا يتجزأ من العمليات العلمية الهادفة والمخصصة والموجهة يهدف الى تطبيق ماتعلمه الطالب خلال سنوات دراسته في بيئة العمل، بالإضافة الي أنه اكتساب خبرات ومهارات لنقل المعرفة وتنمية نماذج التفكير وأنماط العمل للخريج من اجل رفع مستوى الكفاءة والاتقان في العمل لتحقيق التطبيق الفعلي بين ما تم تعلمه وبين الأداء الفعلي ومستوى الأداء المطلوب، مما يجعله قادراً على خوض هذا المجال ومنافسة المتخصصين فيه والتميز بينهم.

أهداف التدريب

فإنها تعني الغايات التي يسعى التدريب للوصول إليها، وقد صنفها Odiorne (1970)⁹² إلى ثلاثة مجموعات رئيسية هي :

- 1- أهداف تدريبية روتينية : وتعني الأهداف التي يسعى التدريب إلى تحقيقها والتي تتخذ لمواجهة مواقف روتينية متكررة من حين لآخر.
- 2- أهداف تدريبية لحل المشكلات : وتتجه نحو إيجاد حلول مناسبة للمشكلات التي تواجه العنصر البشري في المنظمة ومحاولة تعرف المشكلات والمعوقات التي تعوق الأداء.

3- أهداف تدريبية ابتكارية: وتعد هذه الأهداف أعلى مستويات المهام التدريبية حيث تعمل على إضافة أنواعا وأساليب جديدة لتحسين نوعية الإنتاج من أجل تحقيق نتائج غير عادية.

ويمكن أن نستخلص عددا من الأهداف التي تهدف المنظمات تحقيقها عند وضع البرامج التدريبية⁹³:

- 1- يساعد التدريب على تحسين مستوى أداء الفرد مما يؤدي إلى رفع الكفاءة والإنتاجية
- 2- يعمل التدريب على تنمية معرفة الأفراد بالتنظيم
- 3- يحاول التدريب تغيير سلوك الأفراد لسد الثغرة بين الأداء الفعلي ومستوى الأداء المرجو تحقيقه⁹⁴.
- 4- يخلق التدريب علاقة ايجابية بين المنظمة وإفرادها مما يولد إحساس الفرد بالانتماء للمنظمة⁹⁵.
- 5- يساعد التدريب في عملية تخطيط القوى العاملة وتنميتها وهذا يؤدي إلى تحقيق التنمية الاقتصادية والاجتماعية
- 6- يعمل التدريب على تحسين المناخ العام في المنظمة وتزويد الأفراد العاملين بالخبرات اللازمة والمهارات المختلفة التي تساعدهم في تحسين أعمالهم

التطور التاريخي للتدريب

ظاهرة التدريب موجودة عبر التاريخ فهي ثمرة عمل طويل مستمر خلال الأجيال وبشهد على قدم هذه الظاهرة ما وصل إلينا من معلومات عن الحضارات القديمة عن طريق الآثار القديمة والحفريات التي كشفت عن حضارات قديمة وطرق معيشتها ومراكز التعليم والتدريب فيها⁹⁶.

ويقصد بتعبير التدريب هنا نقل المعلومات والمهارات الفنية من فرد لآخر عن طريق التأهيل المباشر فقط وليس عن طريق الكتابة والقراءة. والسبب في ذلك يرجع إلى أن الحضارات القديمة لم تزود الحرفيين ولا المهنيين بالقراءة والكتابة. فالتدريب في الحضارات القديمة كان يتم عن طريق نقل معلومات ومهارات شخص ذو خبرة إلى شخص آخر مبتدئ، فيغرس فيه روح العمل. وخير مثال على ذلك هو تدريب الصبية على حرفة أو مهنة تحت إشراف صانع أو معلم ماهر عن طريق التمرين والتدريب على العمل. وأما بالنسبة لتجميع المعلومات فهناك اعتقاد عام بين أوساط المفكرين والعلماء بأن الإنسان بدأ بتجميع المعلومات وتحريرها منذ بداية العصر الحجري. ولأسباب موضوعية، وخاصة عند ظهور النهضة الصناعية، فقد

⁸⁸ برعي، محمد جمال (1973). **التدريب والتنمية**، القاهرة: عالم الكتاب، ص: 29.

⁸⁹ السلمي، علي (1970). **التدريب الإداري، المنظمة العربية للعلوم الإدارية**، مجلد 80، ص: 6.

⁹⁰ عبدالوهاب، علي (1981). **التدريب والتطوير: مدخل علمي لفاعلية الأفراد والمنظمات**، الرياض، معهد الإدارة العامة، ص: 19.

⁹¹ العبد، جعفر (1969). **القيادة الإدارية والتدريب في الخدمة المدنية**، مجلة الإدارة، العدد الثالث، ص: 88.

⁹² George, Odiorne (1970). **Training By Objectives: An Economic Approach To Management Training**, London: The Macmillan Company, Pp: 101-106.

⁹³ ياغي، مرجع سابق، ص: 9

⁹⁴ Johnson, R (1976). **Organization And Management Training**, 2nd Ed, N.Y: McGraw-Hill Book Co. P: 2

⁹⁵ Bennis, W.C (1966). **Training Requirements For Organization Of The Future**. **Training And Development Journal**, London, 20(7), Pp: 22.

⁹⁶ الحلبي، حسن (1973). **تدريب الموظف**، بيروت: منشورات عويدات، ص: 14- 25.

اختير عام 1750م ليكون تاريخا فاصلا بين عهدين للتدريب. الأول ويشمل التدريب في الحضارات القديمة ، والثاني يبدأ بالنهضة الصناعية وما أحدثته الاختراعات التكنولوجية والميكانيكية وما إلى ذلك من تأثير في النتاج الفكري والإنساني⁹⁷.

الاحتياجات التدريبية

ويرى جورج اوديون أن الاحتياجات التدريبية عبارة عن أهداف تسعى المنظمة إلى تحقيقها في سبيل تحقيق أهداف اكبر للمنظمة يمكن التعبير عنها دائما بمعايير سلوكية واقتصادية⁹⁸. وقد صنف اوديون الأهداف التدريبية إلى ثلاث مجموعات أساسية مرتبة ترتيبا هيراريا وحسب أهميتها (الشكل 1):



الأهداف العادية هي الأهداف التي تساعد التنظيم في الاستمرار بمعدلات الكفاءة المعتادة، وتعمل على دعم القدرات والمهارات المتاحة دون تحقيق الانطلاق بهذه الكفاءة أو القدرات إلى مجالات غير عادية،

أما أهداف حل المشكلات فان غرضها الرئيس هو الكشف عن مشكلات محددة تعاني منها المنظمة، ثم تحليل أسبابها ودوافعها وبالتالي تصميم العملية التدريبية من اجل توفير الظروف المناسبة للتغلب على تلك المشكلات ومحاولة إيجاد حلول لها.

أما بالنسبة للأهداف التدريبية الابتكارية أو الإبداعية فتعتبر من أعلى مستويات المهام التدريبية حيث أنها تهدف إلى تحقيق نتائج غير عادية ومبتكرة ترتفع بمستوى الأداء في التنظيم نحو مجالات وأفاق لم يسبق التوصل إليها وتحقق بذلك تميزا واضحا في موقف التنظيم بالقياس إلى التنظيمات الأخرى أو المماثلة⁹⁹.

أنواع التدريب:

يتخذ التدريب صورا وأنواعا مختلفة تتباين في الأسلوب والهدف حسب المواقف التدريبية، ويمكن أن نصنف أهم أنواع التدريب الإداري حسب قاعدة التصنيف التالية¹⁰⁰:

1- من حيث الزمن: ويشمل أ- التدريب قبل الالتحاق بالعمل ويمكن أن يشمل كلا من التدريب التوجيهي والتدريب على العمل ب- التدريب أثناء الخدمة ويمكن أن يشمل كل من التدريب على العمل والتدريب خارج العمل.

2- من حيث المكان : ويشمل : أ – التدريب داخل المنظمة ويتضمن التدريب على العمل

ب- التدريب خارج المنظمة ويشمل التدريب خارج العمل

3- من حيث الهدف ويشمل هذا النوع من التدريب أ- التدريب لتجديد المعلومات ب- تدريب المهارات ج- التدريب السلوكي د- التدريب للترقية

وفيما يلي شرحا موجزا لاهم نوع من أنواع التدريب السالفة الذكر:

التدريب من حيث الزمان : يمكن تقسيم هذا النوع من التدريب إلى :

أ- التدريب قبل الالتحاق بالعمل: ويقصد بذلك إعداد الفرد علميا وعمليا ومسلكيا إعدادا سليما بحيث يؤهلهم للقيام بالأعمال التي ستوكل إليهم عند التحاقهم بعملهم. وكذلك التعرف على حدود واحتياجات وبيئة وقوانين ولوائح الوظيفة حتى يتحقق للموظف الإحاطة بوظيفته وبالتالي لضمان انتظامه في العمل. ويشمل التدريب قبل الالتحاق بالعمل برامج التدريب التوجيهية والتدريب على العمل.

ب- التدريب التمهيدي أو التوجيهي : وهو الذي يعمل على توجيه الموظف توجيهها عاما في الأمور التالية: أهداف وقوانين ولوائح المنظمة وواجباته في الوظيفة، وواقع التنظيم في المنظمة، والشروط العامة للخدمة والواجبات والمسؤوليات الخاصة بالموظف كالمرتبات و الترقيات والإجازات وامتيازات الموظف، ويتم هذا التدريب عادة عن طريق إدارة شؤون الموظفين أو إدارة التدريب في المنظمة¹⁰¹.

ت- التدريب على العمل: ويقصد به التعليم بالعمل الفعلي، وهو عبارة عن مجموعة من التوجيهات التي يتلقاها الموظف والتي تكون متعلقة بواجبات الوظيفة العامة عن طريق غير رسمي من زميل له في العمل أو رئيسه، ويتم ذلك في نفس موقع العمل وتتكون عملية التدريب على العمل من ثلاث مراحل متكاملة وهي مرحلة إخبار الموظف، ثم مرحلة مشاهدة الموظف لمشرفه أثناء تأدية عمله حيث يقوم بدوره بتدوين الملاحظات، وأخيرا مرحلة الإشراف العملي وهي

¹⁰¹ Craig, Robert (1976). **Training And Development Handbook, A Guide To Human Resources Development**. New York. Mcgraw-Hill Book Company, P:7-15

⁹⁷ ياغي، مرجع سابق، ص: 22

⁹⁸ اوديون، مرجع سابق، ص: 104

⁹⁹ السلمي، علي وارسلان، ساطع (1974). تحديد الاحتياجات التدريبية، منشورات المنظمة العربية للعلوم الإدارية، العدد 163، ص: 17.

¹⁰⁰ عبد الباقي، مرجع سابق، ص: 205-230

التي يقوم فيها الموظف نفسه بالعمل تحت إشراف المدرب أو المشرف¹⁰².

استراتيجية التدريب التعاوني - :

استراتيجية التدريب التعاوني هو مجموعه من البرنامج المشترك ما بين الجامعات وجهات التوظيف لتمنح الطالبة تجربة تطبيقه لواقع بيئة العمل قبل التخرج والتي تمكنه من تطبيق الواقع النظري المكتسب في الفصول الدراسية . فالتكامل ما بين الجانب النظري والواقع التعاوني يبني لدى المتدربة قاعدة علمية تؤهله ذهنياً وتقنياً وأخلاقياً واجتماعياً للفرص الوظيفية في عالم متجدد ومتغير.

أهداف التدريب التعاوني¹⁰³ - :

- 1- استكشاف الطالبة لطبيعة الوظائف خلال فترة الدراسة الأكاديمية التي تمكنها لاحقاً من اختيار المهنة المناسبة بناء على الرغبة والقدرة.
- 2- اكتساب المعرفة التعاونية عن طبيعة بيئة العمل والقيم السائدة.
- 3- تطوير المعرفة النظرية المكتسبة لدى الطالبة وإثرائها بالمعلومات الأكاديمية.
- 4- تطوير مهارات الطالبة من خلال الممارسة العملية، ومنحه فرصة لتطبيق المعارف المكتسبة ميدانياً.
- 5- تنمية مهارة التفكير التحليلي من خلال إعداد التقرير النهائي الذي يتضمن ملخص للمهام التي تدرب عليها الطالبة، والمشكلات والصعوبات التي واجهتها أثناء التدريب بمنظمات الأعمال.
- 6- تنمية مهارة بناء العلاقات المهنية.
- 7- المساهمة في خلق قيمة مضافة لجهات التدريب عبر التزام وتفاني الطالبة.
- 8- كون التدريب بمثابة فرصة للطالبة لإيجاد عمل مناسب لها خلال فترة التدريب وفقاً لقدراتها واستعدادها.

أهمية التدريب¹⁰⁴

وسيلة مهمة لإعداد كادر بشري لديه القدرة على القيام بالأعمال الموكلة إليه وتلبية احتياجاته المتطورة. حيث يحفز التدريب الطالبة على القدرة على مواكبة التغيرات السريعة في مجالات العمل. تهيئة الطالبة بالواقع العملي لاكتساب المهارات والمعرفة بشكل متواصل فيما يتعلق بالمهنة في التخصص. القدرة على الوقوف بوجه المشاكل التي تقف عائقاً في العمل وتخطيها. الرقي والتقدم في مستوى العمل. صقل قدرات الطالبات وتجهيزها على مواكبة التغيرات السريعة في مجالات الحياة. استجابة ظروف العمل، وتحفيزها للثورة التقنية.

يساعد الطلاب على تطبيق المعرفة النظرية التي اكتسبوها خلال فترة الدراسة تطبيقاً عملياً، مما يجعلهم يحصلون على فهم أكبر وأوسع لتخصصاتهم، بحيث يكونون أكثر إبداعاً وإتقاناً لها. يساعد الطلاب في التعرف على طبيعة سوق العمل واحتياجاته؛ فالتدريب العملي ما هو إلا مقدمة للعمل بعد التخرج، إذ يحتاج الطالب حتى ينال قبول مؤسسة في التدريب لديها إلى أن يبحث بين العديد من المؤسسات المختلفة التي لها علاقة مباشرة في تخصصه، مما يجعله قادراً ومؤهلاً على أن يميز ما بين الحقول الغثّة، والحقول السميكة في تخصصه. يعطي انطباعاً أولياً للطلاب عن طبيعة الأشخاص الذين سيتعامل معهم بعد تخرجه، فمن يعملون في سوق العمل يختلفون اختلافاً جذرياً وكلياً عما كان يحثك بهم أثناء فترة دراسته، مما سيجعله قادراً على النجاح في عمله مستقبلاً. يعطي فترة للطلاب للتدريب على العمل في المستقبل؛ فالعمل ليس معرفة نظرية تستحيل إلى عملية عند التطبيق فحسب، بل هو ارتباطات ومسؤوليات، خاصة إن كان في مجال حساس كالطب، أو الهندسة، لذا فإن التدريب الميداني يهيئ الطالب ويجعله قادراً على التأقلم مع كافة الظروف التي قد تواجهه في المستقبل. يمكن أن يكون مكان التدريب العملي هو نفس مكان العمل في المستقبل؛ فالعديد من الأشخاص عملوا في نفس المكان الذي تدربوا فيه عندما أثبتوا كفاءتهم، ولياقتهم، ونجاحهم السالح أثناء تدريبهم. يرفع من الروح المعنوية لدى الطلاب، ويكسر لديهم حاجز الرهبة والخوف من مواجهة المستقبل بعد التخرج؛ فهو تمهيد حقيقي لحياة مستقبلية كاملة. يعطي انطباعاً أولياً عن مخرجات التعليم لدى الطلاب؛ إذ يستطيع الفرد به أن يقيم تجربته الدراسية، وأن يعرف مواطن الضعف، ويعالجها¹⁰⁵.

دور الجهات المختصة للتدريب

أولاً: دور جهة التدريب¹⁰⁶:

جهة التدريب هي المؤسسة أو الشركة تقوم بتدريب الطالبة من خلال التدريب التعاوني. وتقع على عاتق جهة التدريب مسؤولية كبيرة وأساسية لإنجاح فترة تدريب الطالبة من خلال التزامها بالعناصر التالية:

- 1- الإشراف على عمل الطالبة من خلال وضع خطة عمل ذات صلة بتخصصه ودراسته الأكاديمية.
- 2- مساعدة الطالبة على تحقيق أهداف التعلم الخاصة بها وتوفير المعلومات الممكنة التي تخدم الطالبة في تدريبها التعاوني.
- 3- التعامل مع الطالبة كموظف في جهة التدريب على أساس المصالح المشتركة وسياسات العمل، وفي حال

¹⁰⁵ محمد محمد مقالة بعنوان أهمية التدريب الميداني للطلاب

<http://mawdoo3.com>

¹⁰⁶ عروس، عبد الحميد؛ ابوطالب، محمد ، 1428هـ. تقييم جودة برامج التدريب العملي في ضوء متطلبات سوق العمل (دراسة تطبيقية على كلية السياحة والفنادق -جامعه المنوفية)، المؤتمر العلمي السنوي الثاني -معايير ضمان الجودة والاعتماد في التعليم بمصر والوطن العربي، كلية التربية النوعية - جامعه المنصورة .

¹⁰² Niaz, Mohammad(1969).Training Programs For Various Categories Of Civil Servants.Brussels :International Institute Of Administrative Science,P:21

¹⁰³ - جامعه الملك فيصل ، كلية إدارة اعمال ، مكتب التدريب التعاوني ، دليل التعليم التعاوني، 1435هـ.

¹⁰⁴ سابق

- مخالفتها لقوانين العمل بما فيها الحضور، يجب على الجهة إبلاغ مكتب التدريب التعاوني لاتخاذ اللازم.
- 4- تعبئة التقييم النهائي للطالب.

ثانياً: دور كلية الأعمال:

تضمن مسؤولية الكلية في إعداد الطالب مسبقاً لبرنامج التدريب التعاوني من خلال حضوره الإلزامي للمحاضرات العامة للكلية أو الخاصة بكل قسم، و ثم مساعدة الطالبات في الحصول على الفرص المناسبة لها بما يتوافق مع معايير الكلية، وتوجيهها بعد ذلك إلى تلك الجهة، وأخيراً الإشراف عليه خلال فترة التدريب وتقييمها.

طريقة التقديم على برنامج تدريبي: من وجهة نظر الطالبات

- 1- على الطالب ان يبحث عن جهة تدريب ويحل على موافقه مبدئية من الجهة.
- 2- يجب على الطالب ان يحصل على موافقه رسمية من كليته على الجهة التي يرغب بها ومن ثم تقوم الكلية او الطالب بالتواصل مع الجهة رسمياً لتقديم طلب تدريب.

ثالثاً : دور الطالبة:

من أجل أن تقوم الطالبة بإكمال فترة التدريب بنجاح، هناك العديد من الخطوات والمتطلبات التي يجب عليها القيام بها قبل وأثناء وبعد فترة التدريب، والتي يمكن تلخيصها كالتالي:

1- قبل فترة التدريب:

- حضور اللقاءات التأهيلية العامة والخاصة بكل قسم.
- تعبئة النموذج الخاص ببرنامج التدريب، أو أي متعلقات أخرى.
- منح الطالبة إمكانية إيجاد فرصة تدريبية خاصة، ويمكنها تزويد المعلومات الخاصة بهذه الجهة لمكتب التدريب التعاوني الذي بدوره يقوم بالتواصل مع هذه الجهة لاستكمال الإجراءات اللازمة.
- استلام ملف التوجيه الخاص بكل طالبة والذي يقوم مكتب التدريب التعاوني بتسليمه للطالبة قبل بداية برنامج التدريب التعاوني، حيث يتمكن بعد ذلك من التوجه إلى جهة التدريب بكامل المستندات.

2- أثناء فترة التدريب:

- تلتزم الطالبة بتسليم أربعة تقارير خلال فترة التدريب وتتضمن خطة عمل الطالبة ومهامها بالتنسيق مع جهة التدريب، ومن ثم إرسالها إلى مكتب التدريب التعاوني.
- الالتزام بعملية الحضور والانصراف، وبذل العناية الكافية تجاه المهام التي يتم تكليف الطالبة بها من قبل جهة التدريب.

- البدء أولاً بأول في كتابة التقرير النهائي استعداداً لعملية التقييم والمناقشة.

3- بعد فترة التدريب:

- تقوم الطالبة بتعبئة نموذج التقييم الخاص بكل من مكتب التدريب التعاوني، جهة التدريب.
- تسليم التقرير النهائي المفصل لمكتب التدريب التعاوني، وعلى أساسه يتم تقييم فترة تدريب الطالبة.

فوائد التدريب التعاوني بالنسبة للطالبة المتدربة¹⁰⁷:

- مساعدة الطالبة على تحقيق الترابط والتكامل بين المعلومات النظرية والممارسة العملية.
- مساعدة الطالبة في اختيار الوظيفة والمهنة الملائمة خلال فترة التدريب، الأمر الذي يساعدها على النجاح المهني المستقبلي.
- مساعدة الطالبة على اكتشاف قدراتها وإمكاناتها ومواطن ضعفها من خلال المواجهة الفعلية للحياة العملية، وعملية التقييم التي تقوم بها المشرفة على التدريب والمشرف الأكاديمي معاً. ما يساعدها في تطوير وتأهيل نفسها لاختيار المسار المهني الذي يتناسب مع رغباتها.
- مساعدة الطالبة في الحصول على وظيفة مستديمة في وقت قصير، و براتب مناسب نظراً لصلاحيتها للعمل الفوري بعد التخرج.

لماذا لم تتغير معدلات البطالة في المملكة العربية السعودية ؟

تشير إحصاءات مسح القوى العاملة الأخير لعام 1435هـ (الدورة الأولى) إلى أن القوى العاملة الوافدة تمثل أكثر من نصف القوى العاملة في المملكة، وبالتحديد تمثل القوى العاملة الوافدة 52 في المائة من إجمالي القوى العاملة في المملكة¹⁰⁸ البالغ عددها أكثر من 11 مليوناً ونصف.

وعلى الرغم من الجهود الكبيرة التي تبذلها وزارة العمل ووزارة الخدمة المدنية والجهات الأخرى، فإن معدلات البطالة لم تتغير خلال السنوات الخمس الماضية. بناء على إحصاءات مسح القوى العاملة، فإن معدل البطالة لإجمالي القوى العاملة السعودية يصل إلى نحو 12 في المائة في عام 1435هـ (2014م)، وينخفض للذكور إلى نحو 6 في المائة، ولكن المعدل يقفز إلى مستويات مقلقة بالنسبة للإناث، حيث يصل إلى 33.3 في المائة من القوى العاملة النسائية، أي أن ثلث القوى العاملة النسائية متعطلة عن العمل.

لا بد من الاعتراف بأن سوق العمل يفتقر إلى التنسيق بين جهات التعليم والتدريب والتأهيل من جهة، وبين جهات التوظيف من جهة أخرى، بل يحتاج الأمر إلى تنسيق فيما

¹⁰⁷ وسام طلال مقالة في موقع <http://mawdoo3.com>

¹⁰⁸ د. رشود الخريف مقالة بعنوان لماذا لم تتغير معدلات البطالة

<http://www.mcs.gov.sa/InformationCenter/PressRelease/Pages/press-1436-1-2-5.aspx>

فجاء الجواب كما يلي:- نحن أخرج ما نكون إلى التدريب، فكل ما نقوم به هو حضور المحاضرات و المذاكرة و الامتحان.. بلا تطبيق فعلي لأي كان..

وعندما نتخرج ونقف في مكان عملنا، ماذا سنعمل؟ دراستنا تستوجب التطبيق! خصوصاً فيما يتعلق بالمحاسبة -من واقع دراستي لتخصصي! نريد تدريب، نريد أن نعرف ما نعمل فعلاً و ليست شهادة فقط باسم شهادة دون مخرجات نافعة بحق! حتى و إن استطاع احداً التدريب في أي مكان لينفع نفسه، أين كليتنا من الحرص على توفير هذا لنا؟! خاصة معظم كليات الاعمال يوجد بها تدريب تعاوني لطلابها وطالباتها و الذي يعني فترة تقريباً من 3 إلى 7 شهور في آخر سنة دراسية يتدرب فيها طلاب وطالبات الكليات في القطاع الخاص أو العام ليُلم بما درسه و ليتعرف على بيئة العمل! أما قسم الطالبات في كليتنا لا يعرف شيئاً عن التدريب التعاوني، وإذا استطاعت الطالبة بمجهودها الحصول على موافقة جهة معينة ان تتدرب بها، يقابلها رفض من الكلية لأنها لم تصل لمستوي التخرج.

ثانياً :- أدبيات البحث

دراسة البدوي، هدى 2015. "أثر استخدام التكنولوجيا الحديثة في الاختبارات والتقييم الإلكتروني للطالب كأحد وسائل تطوير جودة التعليم الجامعي في المملكة العربية السعودية"¹¹³

هدفت هذه الدراسة بالتحديد إلى التعرف على متطلبات ومعوقات تطبيق الخدمات الإلكترونية في التعليم الجامعي. ومدى تطبيق نظم الاختبارات والتقييم الإلكتروني باستخدام التقنيات الحديثة في تطوير جودة التعليم الجامعي في الجامعات السعودية. مدي تزويد المهتمين والقائمين على الجودة بمبادئ تطبيق نظم الاختبارات و التقييم الإلكتروني باستخدام التقنيات الحديثة في تطوير جودة التعليم الجامعي المطبقة بالجامعة للعمل على تعزيزها وتطويرها ، لتهيئة الطالب للخروج للعمل والتعامل مع التكنولوجيا المستخدمة في مجال الاعمال .

أوصت الدراسة بضرورة ربط التعليم بخطط التنمية الشاملة ومنها البحث العلمي والتقدم التكنولوجي في تدريب وتأهيل العناصر القيادية في المجتمع، فالطاقات البشرية المدربة والمؤهلة قادرة على قيادة خطط التنمية الشاملة، وبذلك تكون الجامعات مصنعاً لقيادات الأمة العربية السياسية والاقتصادية والاجتماعية والثقافية والعلمية ، والحفاظ على الهوية القومية والوطنية في ظل العولمة والمعلوماتية والتكنولوجية .

بين جهات التعليم والتدريب والتأهيل نفسها. فأستطيع القول إن التنسيق بين الجهات ذات العلاقة، وهي وزارة العمل، ووزارة الخدمة المدنية، ووزارة التعليم العالي، ووزارة التربية والتعليم، والغرف التجارية والصناعية، ومنشآت القطاع الخاص الكبرى، ضعيف جداً ودون المستوى المأمول. وهذا يدعوني إلى اقتراح إعادة تفعيل مجلس القوى العاملة ليضم في عضويته ممثلين للجهات المذكورة أو تشكيل هيئة جديدة.

لا بد من الانفتاح، فسياسات الانغلاق وسرية البيانات التي تمارسها وزارة العمل والجهات الأخرى ينبغي أن تتوقف، فمن الضروري أن تتاح البيانات للباحثين في الجامعات السعودية ليتمكنوا من إيجاد حلول ناجعة،

بندر العتيبي مقالة في جريدة الشرق الاوسط¹⁰⁹ وهو أحد المهتمين والباحثين في البطالة في السعودية حيث اشار الي ضرورة ربط القوي العاملة بوزارة التعليم لمعرفة متطلبات سوق العمل والتأكيد على ضرورة التوسع في برامج التدريب المناسبة للتهيئة في الدخول لسوق العمل .

اعترف المشاركون في منتدى الرياض الاقتصادي¹¹⁰ الذي أقيم مؤخراً بالعاصمة السعودية الرياض، أن السياسات الاقتصادية السابقة لم تنجح في إيجاد فرص عمل ملائمة ومستدامة، بسبب عدم ملائمة مخرجات التعليم لاحتياجات سوق العمل وضعف برامج التدريب والتأهيل وتدني الرواتب وعدم تهيئة بيئة جاذبة لعمل المرأة.

أكدت الدكتورة سعاد المانع¹¹¹ كلية الآداب بجامعة الملك سعود أن هناك تحديات عديدة تواجه الشباب والشابات الباحثين عن العمل في القطاع الخاص بشكل عام، أهمها عدم جدية الشركات في توظيف السعوديين، وعدم ملائمة مخرجات التعليم مع سوق العمل، إضافة إلى ضرورة إيجاد تدريب عملي يكون منذ مراحل مبكرة، ويمكن أن يكون من المرحلة المتوسطة ليتعود الشاب منذ الصغر على العمل، كما أن انعدام التكيف مع بيئة العمل وانعدام التوصيف الوظيفي عند تسلم الوظيفة، ناهيك بعدم فهم نفسية الشاب، جميعها أمور اتحدت وشكلت تحديات تعوق الشاب عن الاندماج في العمل الوظيفي في القطاع الخاص والاستمرار فيه التلاؤم مع مجتمعه.بالإضافة إلي انعدام التكيف مع بيئة العمل وانعدام التوصيف الوظيفي وقلة¹¹² التدريب تعتبر من أبرز العقبات .

سؤال لطالبات كلية الاقتصاد والادارة أين كليتنا، كلية إدارة الأعمال من التدريب التعاوني ؟

¹⁰⁹بندر العتيبي مقالة في جريدة الشرق الاوسط بتاريخ 16-9-2015 العدد 13441

¹¹⁰خالد الشايع مقالة في العربي بتاريخ 3-5-2015 بعنوان ارتباك حكومي وتضارب في الاحصائيات

¹¹¹مقالة في جريدة رسالة الجامعة الالكترونية بتاريخ 16-9-2015 بعنوان البطالة للشبح الاكبر <http://rs.ksu.edu.sa/>

¹¹² <http://www.cdsi.gov.sa/>

¹¹³البدوي ، هدي ورقة عمل مقدمه بعنوان أثر استخدام التكنولوجيا الحديثة في الاختبارات والتقييم الإلكتروني للطالب كأحد وسائل تطوير جودة التعليم الجامعي في المملكة العربية السعودية ، المؤتمر السنوي السادس للمنظمة العربية لضمان الجودة أنماط التعليم ومعايير الرقابة على الجودة المنعقد في سلطنة عمان – مسقط خلال الفترة من 11- 10 " ديسمبر 2014

دراسة نعيمة، محمد 2014 "مواومة مخرجات التعليم العالي إحتياجات سوق العمل"¹¹⁴

استهدفت هذه الدراسة التعرف على مواومة مخرجات التعليم العالي التقني الطبي لاحتياجات المؤسسات الصحية بسوق العمل في مدينة درنة ، وذلك من خلال التعرف على مدى مواومة تخصصات ومهارات مخرجات التعليم التقني للتخصصات والمهارات المطلوبة في سوق العمل ، وقد كشفت نتائج الدراسة على وجود اختلافات احصائية بين ملائمة التخصصات لاحتياجات سوق العمل ، كما كشفت نتائج الدراسة على وجود اختلافات احصائية لتوافر المهارات السلوكية والسياسية والمهنية المطلوبة للعمل في مجال التعليم التقني ، ووجود علاقة ارتباطية بين عناصر مقياس الدراسة ، ووجود اتفاق على الأهمية النسبية للمهارات التقنية بالنسبة لعينة الدراسة. وبناء عليه قدمت الدراسة عدد من المقترحات للمساهمة في ايجاد البات للمواومة بين مخرجات التعليم العالي التقني ومؤسسات سوق العمل.

دراسة الصقع، سالم 2014 " تطوير برنامج التعليم المحاسبي للرفع من كفاءة مخرجات الجامعات لتلبية متطلبات سوق العمل من وجهة نظر أعضاء هيئة التدريس في الجامعة الاسمرية الاسلامية"¹¹⁵

تهدف هذه الدراسة إلى تقديم نموذج لتطوير برنامج التعليم المحاسبي في الجامعات الليبية بالتطبيق على كلية الاقتصاد والتجارة في جامعة المرقب بالخمسة وجامعة الاسمرية الاسلامية بزييتين، لرفع كفاءة مخرجات الجامعة، وذلك استجابة لتوصيات الدراسات السابقة التي أكدت ضعف مخرجات التعلم المحاسبي . وتوصلت إلى ضرورة وضع شروط معينة لقبول الطلبة في برنامج التعليم المحاسبي ، استخدام وسائل تعليم متطورة لزيادة كفاءة مخرجات التعليم المحاسبي

دراسة جنية ، عمر 2014 "قياس تأثير التعليم العالي على معدل البطالة في الجزائر في المؤتمر الدولي تكامل مخرجات التعليم مع سوق العمل في القطاع الخاص والعام"¹¹⁶

تهدف الدراسة إلى تقدير وتحليل العلاقة بين التعليم ومعدل البطالة بهدف توضيح إن عملية إصلاح التعليم يجب أن لا تقتصر على زيادة عدد الجامعات والمعاهد العليا ، بل ضرورة التفاعل مع الطالب الجامعي والمؤسسة الجامعية وسوق العمل بما يخدم الهدف النهائي، من أجل زيادة

الطلب على العمالة وتوافق مخرجات العملية التعليمية مع احتياجات سوق العمل . وتوصلت الدراسة إلى انخفاض الكفاءة الخارجية للتعليم أي إنخفاض كفاءة النظام التعليمي في تهيئة الطلاب للقيام بدورهم المستقبلي في المجتمع، مقاسه بفرص العمل والكسب المتاح. ولذلك يجب ربط التخطيط التعليمي بالتخطيط الاقتصادي في إطار خطة التنمية لتفادي تخريج قوى عاملة غير مرغوب فيها .

دراسة النمروطي، صيام 2012"بطالة الخريجين و دور المشروعات الصغيرة في علاجها"¹¹⁷

هدفت هذه الدراسة إلى معرفة واقع البطالة في الأراضي الفلسطينية، ولاسيما بين الخريجين، مع تحديد طبيعة المشروعات الصغيرة المتوفرة والخدمات المالية التي تحتاج إليها، وتوصلت الدراسة إلى النتائج التالية:

- 1- عدم إقبال الشباب على الأعمال الحرفية والمهنية التي توفرها المشروعات الصغيرة.
- 2- المشروعات الصغيرة أحد الحلول الناتجة عن عمليات الخصخصة.
- 3- كلما زادت المشروعات نمواً في مجال معين من مجالات المشروعات الصغيرة الأقل نمواً هذا بدوره يعني النمو الكبير مستقبلاً.

دراسة دار الفكر العربي، 2011 "دور المشروعات الصغيرة في الحد من مشكلة البطالة في الأردن"¹¹⁸

أجريت الدراسة على مجموعة من الشباب والمشروعات الأردنية. وهدفت الدراسة إلى تسليط الضوء على أهمية الدور الذي يمكن أن تلعبه المشروعات الصناعية الصغيرة في تحقيق التنمية المتوازنة في المملكة الأردنية، من خلال قدرتها الكبيرة على إيجاد فرص عمل، الأمر الذي يسهم في رفع المستوى المعيشي لفئات كثيرة من أفراد المجتمع، وقد توصلت الدراسة للنتائج التالية:

- 1- إن المشروعات الصغيرة في الأردن لديها القدرة على إيجاد فرص العمل واستيعاب التزايد في أعداد الداخلين لسوق العمل أكثر من نظيراتها من المنشآت الكبيرة.

- 2- إن المنشآت الصغيرة أفضل مشغل ومساهم في معالجة مشكلة البطالة في الدول التي توجد فيها .

دراسة عبد القادر، الحديد 2009 " قياس دور التدريب في تنمية الموارد البشرية"¹¹⁹

هدفت الدراسة إلى تتبع العلاقة بين مفهوم التدريب وتنمية الموارد البشرية، وتكونت عينة الدراسة من (255) موظفاً

¹¹⁷ خليل النمروطي، وأحمد صيدام: بطالة الخريجين ودور المشروعات الصغيرة في علاجها، الجامعة الاسلامية بغزة 2012م.

¹¹⁸ دائرة الاحصاءات العامة، دور المشروعات الصغيرة في الحد من مشكلة البطالة في الأردن، دار الفكر العربي، 2011م.

¹¹⁹ بابا عبد القادر وإبراهيم إسماعيل حسين الحديد. قياس دور التدريب في تنمية الموارد البشرية. دراسة من خلال الملتقى العلمي الوطني بعنوان: استراتيجيات التدريب في ظل إدارة الجودة الشاملة كمدخل لتحقيق الميزة التنافسية. كلية العلوم الاقتصادية والتجارية وعلوم التسيير . جامعة مستغانم: الجزائر. للفترة من 10-11 نوفمبر. 2009م.

¹¹⁴ نعيمة محمد ورقة عمل بعنوان دراسة تطبيقية تحليلية مقدمة في المؤتمر الدولي الثالث : تكامل مخرجات التعليم مع سوق العمل في القطاع العام والخاص 82ابريل – 1 مايو عمان – 2014

¹¹⁵ الصقع ، محمد سالم ورقة عمل بعنوان تطوير برنامج التعليم المحاسبي للرفع من كفاءة مخرجات الجامعات لتلبية متطلبات سوق العمل من وجهة نظر أعضاء هيئة التدريس في الجامعة الاسمرية الاسلامية 2014

¹¹⁶ جنية ، عمر دراسة بعنوان قياس تأثير التعليم العالي على معدل البطالة في الجزائر في المؤتمر الدولي تكامل مخرجات التعليم مع سوق العمل في القطاع الخاص والعام الاردن 2014 بحث منشور

المؤهل العلمي ، بالإضافة إلى وجود فروق لأثر التدريب على متغير المسمى الوظيفي لصالح المدير .

دراسة عبد القادر، عبد الحفيظ، 2001 " واقع ممارسات التدريب وأنشطته في البنوك البولندية" 122

هدفت الدراسة إلى معرفة واقع ممارسات التدريب وأنشطته في البنوك البولندية، حيث تكونت عينة الدراسة من (30) بنك في بولندا، ولتحقيق أغراض الدراسة تمت الاستعانة بالمنهج الوصفي التحليلي، وذلك من خلال تطوير استبيان تضمن ثلاثة مجالات للبحث هي: تحديد الاحتياجات التدريبية، وتطوير البرامج التدريبية، وتقييم فاعلية البرامج التدريبية، وتوصلت نتائج الدراسة إلى أن العديد من هذه البنوك تتجاهل عملية تحديد الاحتياجات التدريبية، وغياب عملية تقييم نتائج البرامج التدريبية ، وبالتالي ينعكس ذلك سلباً على أداء الأفراد العاملين.

دراسة هاريت، كريستن، 2008 دور ومسؤولية الجامعات في المجتمع 123

وتوصلت الدراسة إلى وجود جامعتان تمارسان دوراً مهماً وفعالاً في إنشاء مراكز أقليمي للخبرة لتشمل قضايا استيعاب الخريجين حتى تتكامل الجامعة مع المجتمع ، وكانت الرؤية تم تطويرها لتتضمن قضايا كسياسات الاستيعاب ومشاركة المعرفة والتعليم الاهلي والتي تتكامل مع بعض لمستقبل أكثر استقلالية حتى تتكامل الجامعة مع المجتمع.

دراسة بوتنج، 2007 " دور نظم المعلومات في إدارة الموارد البشرية" 124

هدفت هذه الدراسة إلى التحقق من الدور الذي تلعبه نظم معلومات البشرية في إدارة الموارد البشرية الاستراتيجية، حيث أجريت الدراسة على (170) شركة فلدنية استجابت منها 27 شركة ، واستهدفت الدراسة عينة من مدراء الموارد البشرية، ولتحقيق أغراض الدراسة تم الاعتماد على المنهج الوصفي التحليلي ، واستخدام أسلوب المقابلة الشخصية ، وأشارت أبرز النتائج إلى أن نظم معلومات الموارد البشرية تلعب دوراً كبيراً وهاماً في وظائف إدارة الموارد البشرية الاستراتيجية، كما أثبتت الدراسة أن أخصائي الموارد البشرية في الشركات المبحوثة يؤكدون على ضرورة استخدام نظم معلومات الموارد البشرية

بنسبة (16%) من مجتمع الدراسة البالغ عدده (1590) موظفاً، ولتحقيق أهداف الدراسة تم استخدام المنهج الوصفي التحليلي، وبهذا قام الباحث بتطوير استبانة لقياس دور التدريب في تنمية الموارد البشرية، حيث أشارت أبرز النتائج إلى إيجابية التدريب حيث يمكن الموظف من إنجاز الأعمال اليومية، كما تمكن الموظف من تقديم أساليب جديدة لإنجاز العمل.

دراسة يونس، الديب، القاضي، 2009 ، "قياس أثر التدريب في أداء العاملين" 120

هدفت الدراسة إلى قياس أثر التدريب في أداء العاملين بمديرية التربية بمحافظة البريمي في سلطنة عُمان، وذلك للتعرف على مستوى تأثير البرامج التدريبية المناسبة في تحسين أداء العاملين، ومدى كفاءتها وتصميمها وتقييمها، حيث تكونت عينة الدراسة من (73) فرد من المديرين ورؤساء الأقسام والموظفين الإداريين بمديرية التربية بمحافظة البريمي، ولتحقيق أغراض الدراسة تم الاعتماد على أسلوب الاستقصاء، حيث تم تصميم استمارة استقصاء مناسبة لهذا الغرض، وتم اللجوء إلى استخدام أسلوب المقابلات الشخصية، وعليه فقد أشارت نتائج الدراسة إلى ارتفاع مستوى تأثير التدريب على أفراد العينة على تحسين أداء العاملين من خلال زيادة المهارات وصقل الخبرات، وإتاحة الفرصة لتبادل الخبرات والمعارف، وتعزيز روح التعاون.

دراسة الغامدي، 2009 ، "مستوى فعالية إدارة الموارد البشرية في وزارة التعليم العالي في المملكة العربية السعودية من وجهة نظر القادة الإداريين" 121

هدفت الدراسة إلى تعرف مستوى فعالية إدارة الموارد البشرية في وزارة التعليم العالي في المملكة العربية السعودية، إلى جانب الكشف عن جوانب القوة والضعف في وظائف إدارة الموارد البشرية، ومعرفة أبرز المعوقات التي تعترض عمل إدارة الموارد البشرية في الوزارة ، وتكونت عينة الدراسة من (118) قائداً إدارياً في وزارة التعليم العالي في المملكة، ولتحقيق أهداف الدراسة قام الباحث بتطوير استبانة بالاعتماد على المنهج الوصفي التحليلي ، وأشارت أبرز النتائج إلى حيادية فعالية التدريب في مجالات الدراسة كافة على المستوى المتوسط ، منها تطوير المسار الوظيفي، والحوافز والترقيات، وإدارة الموارد البشرية ككل في وزارة التعليم العالي بالمملكة العربية السعودية، كما أظهرت النتائج وجود فروق ذات دلالة إحصائية لأثر التدريب على متغير

¹²²Abdelgadir N. and AbdelhafizElbadr, Training Practices of Polish Banks: An Appraisal and Agenda for Improvemen, *Journal of European Industrial Training*, 2001, Vol. 25, Issue 2/3/4.

¹²³HarriatAxelsson, and Kerstin sonesson, Carolyn (2008):Total Quality Management :The Emperor's Tailor , ERIC , ED:387922.

¹²⁴Boateng , AdjeiAgyenimAsafo , The Role OF Human Resource Information Systems (HRIS) in Strategic Human Resource , Management master of Science Theses in Accounting , available online atwww.pafis.shh.fi/graduates/agvasa05.pdf, 2007.

¹²⁰علي يونس ميا وصلاح شيخ ديب وسالم راشد الشامسي. قياس أثر التدريب في أداء العاملين . مجلة جامعة تشرين للبحوث والدراسات العلمية، سلسلة العلوم الاقتصادية. المجلد 31 (العدد1، آذار، 2009م).

¹²¹عائض بن سعيد بن مثنى الغامدي . مستوى فعالية إدارة الموارد البشرية في وزارة التعليم العالي في المملكة العربية السعودية من وجهة نظر القادة الإداريين . أطروحة دكتوراه في الإدارة التربوية غير منشورة . جامعة اليرموك: إربد. الأردن. 2009م.

لدعم وظائف إدارة الموارد البشرية الاستراتيجية، وبذلك أوصت الدراسة إلى ضرورة توسيع إدخال نظم المعلومات المحوسبة في عملية تدريب الموارد البشرية ، للوصول إلى نتائج أفضل ، وأوصت بضرورة تطبيق عملية إدخال النظم المحوسبة في تدريب الموارد البشرية لدى كافة الشركات الفنلندية .

دراسة العطوي، 2007¹²⁵ " أثر أساليب التدريب على فاعلية البرامج التدريبية في المؤسسة العامة للتعليم الفني والتدريب المهني في المملكة العربية السعودية (دراسة ميدانية)،

حيث هدفت هذه الدراسة إلى التعرف إلى أساليب التدريب وأثرها على فاعلية البرامج التدريبية في المؤسسة العامة للتعليم المهني في المملكة العربية السعودية. وتوصلت الدراسة إلى مجموعة من النتائج من أهمها إن المتوسط العام لتصورات المبحوثين لأساليب التدريب المتبعة جاءت بدرجة مرتفعة، وإن المتوسط العام لتصوراتهم لمدى فاعلية البرامج التدريبية جاءت أيضا بدرجة مرتفعة. وجود أثر لأساليب التدريب المتبعة في فاعلية البرنامج التدريبي للمتدربين في المؤسسة العامة للتعليم الفني والمهني في المملكة العربية السعودية . وأوصت الدراسة بضرورة تحسين بيئة التدريب، وتحسين البنية الأساسية للتدريب، واختيار المدربين من لهم خبرة في هذا المجال.

دراسة الخولاني، 2005 " أثر التدريب في تنمية الموارد البشرية دراسة تطبيقية في الجهاز الإداري لدولة الجمهورية اليمنية"126

هدفت الدراسة إلى إيضاح مدى اهتمام الدولة بتدريب وتأهيل الموارد البشرية العاملة وهدفت إلى تقييم سياسة التدريب في منشآت الجهاز الإداري للدولة وأثر التدريب في تنمية الموارد البشرية، حيث تم اختيار عينة عشوائية من وحدات الجهاز الإداري للدولة بالجمهورية اليمنية، تتكون من ثمان وزارات مثلت 32% من المجتمع لتطبيق الدراسة عليها ، ولتحقيق أهداف الدراسة تم الاعتماد على المنهج الوصفي التحليلي، حيث قام الباحث بتطوير استبانتيين لهذا الغرض، وأظهرت أبرز النتائج تدني فعالية الوحدة الإدارية المختصة بالتدريب في الوزارات عينة البحث، بالإضافة إلى عدم كفاية الميزانية المخصصة للتدريب ، وعدم اهتمام الوزارات المبحوثة بعملية تقييم البرامج التدريبية والمتدربين، وبالتالي جاء مستوى التقييم منخفضاً، وأظهرت عدم وجود فروق ذات دلالة إحصائية في إجابات المبحوثين تعزى للجنس.

¹²⁵العطوي، صالح(2007). أثر أساليب التدريب على فاعلية البرامج التدريبية في المؤسسة العامة للتعليم الفني والتدريب المهني في المملكة العربية السعودية (دراسة ميدانية)، رسالة ماجستير غير منشورة، جامعة مؤتة، الكرك: الأردن
¹²⁶محمد عبد الولي مسعد الخولاني. أثر التدريب في تنمية الموارد البشرية دراسة تطبيقية في الجهاز الإداري للدولة الجمهورية اليمنية . أطروحة دكتوراه في الإدارة العامة. غير منشورة. جامعة صنعاء: صنعاء. اليمن. 2005م.

دراسة جاسكو، جوزي، لوبيس، 2004 " استخدام تكنولوجيا المعلومات في تدريب الموارد البشرية"127

هدفت الدراسة إلى التعرف على مستوى استخدام تكنولوجيا المعلومات في عملية تدريب الموارد البشرية لدى شركة الاتصالات الإسبانية (Telefonica)، حيث اتخذت الدراسة عينه من شاغلي الوظائف الإدارية لدى شركة الاتصالات الإسبانية، ولتحقيق أهداف الدراسة تم استخدام المنهج الوصفي التحليلي، حيث توصلت الدراسة إلى إسهام تكنولوجيا المعلومات في التدريب وفي تحسين استغلال المديرين لوقتهم، وزيادة المشاركة الفعالة للمدربين، وتحسين أنظمة تقييم فاعلية البرامج التدريبية، وتحسين جودة هذه البرامج ونوعيتها، وتوصلت أيضاً إلى وجود فروق في تصورات أفراد العينة تعزى لمتغير العمر.

دراسة الزهراني، عبدالله، 2003. "مواومة التعليم العالي السعودي لاحتياجات التنمية الوطنية من القوى العاملة و انعكاساتها الاقتصادية والاجتماعية و الأمنية"128

هدفت الدراسة إلى التعرف على احتياجات سوق العمل السعودي من القوى البشرية و تحديد مدى ملائمة مخرجات التعليم العالي مع متطلبات سوق العمل، وتوصلت الدراسة الى ضعف قدرة مناهج التعليم العالي على تحقيق مواومة بين مهارات وقدرات وخبرات الخريجين لمتطلبات القطاع الخاص.

دراسة دانلس ، شارون، 2003 " تدريب الموظفين : نهج استراتيجي في تحسين العائد على الاستثمار"129

هدفت الدراسة إلى معرفة العوائد التي تضيفها عملية تدريب الأفراد العاملين في البنوك البريطانية، حيث تكونت عينة الدراسة من موظفي (15) بنك بريطاني، ولتحقيق هدف الدراسة تمت الاستعانة بالمنهج الوصفي التحليلي، وبذلك تم تطوير استبيان لهذا الغرض، وتوصلت أبرز النتائج إلى أن التدريب يسهم وبشكل كبير في تطوير مهارات وتعلم الأفراد العاملين، وبناء فرق العمل الفاعلة، وتحقيق مستويات جودة عالية، وخلق ثقافة تنظيمية داعمة لأهداف واستراتيجيات المنظمات، إذ جاء مستوى التدريب لدى البنوك البريطانية مرتفعاً، بالإضافة إلى ارتفاع معدلات التنمية الاقتصادية، وهذا بدوره يسهم في تحقيق

¹²⁷Gascó, José L., Llopis, Juan, González, M.

Reyes, The Use of Information Technology in Training Human Resources: An E-learning Case Stud, Journal of European Industrial Training, 2004, Vol. 28, Issue 5

¹²⁸الزهراني، سعد عبد الله دراسة بعنوان مواومة التعليم العالي السعودي لاحتياجات التنمية الوطنية من القوى العاملة وانعكاساتها الاقتصادية والاجتماعية و الأمنية ، مطابوزارة الداخلية، الرياض 2003

¹²⁹Daniels, Sharon, Employee Training: A Strategic Approach to Better Return on Investment, Journal of Business Strategy, 2003, Vol. 24, Issue 5.

إدارة المعلومات وجودة الرقابة وإدارة الجودة الشاملة ، وعرضت نظرياً أوجه التشابه والاختلاف بين إدارة المعلومات وإدارة المعرفة ثم اقترحت نموذج لعمليات إدارة المعرفة .

تعقيب علي الدراسات السابقة:

تبين من الدراسات السابقة أنها هدفت إلى معالجة قضية التدريب من زوايا مختلفة وفي قطاعات مختلفة كالقطاع الخاص والحكومي والقطاعات أخرى. ولكن لا توجد دراسات ألقت الضوء علي أهمية التدريب التعاوني لدي الطالبات الجامعة في كلية الاقتصاد والادارة. تأتي هذه الدراسة لتضيف إلى الدراسات السابقة دراسة الدور الفعال للتدريب التعاوني لثقل مهارات طالبات كلية الاقتصاد والادارة في مرحلة قبل التخرج لزيادة خبرتهن ودمج الواقع العملي بما تم دراسته لعلها تكون ذات فائدة وأهمية.

- تعتبر هذه الدراسة الأولى من نوعها على مستوى الجامعة التي تتناول قضية التدريب وفعاليتها على طالبات كلية الاقتصاد والادارة .
- تتميز هذه الدراسة عن معظم الدراسات السابقة في كونها تناولت العملية التدريبية بجميع مراحلها ومحاورها.

ومن خلال العرض السابق للدراسات والبحوث التي أجريت في موضوع دور الجامعات السعودية في تهيئة الخريجين لسوق العمل يمكن استخلاص الآتي

توصلت نتائج كافة الدراسات إلى أهمية دور الجامعات في العملية التعليمية وبخاصة المستوى الجامعي، حيث تناولت الدراسات السابقة دور الجامعات الفعال في التنمية البشرية وتطويرها ورفع كفاءتها، والقضاء على أهم عامل يقف أمام التنمية وأمام رفع مستوى الاقتصاد المستقبلي لدى الدولة وهو البطالة ، وإيضاح مفهوم التدريب التعاوني ودوره في رفع مستوى ثقافة الخريجات بأحتياجات سوق العمل من خبرة من خلال التدريب الفعلي لما تم دراسته.

كذلك تناول العلاقات بين مؤسسات التعليم العالي وعالم العمل ، مما يقتضي إعادة النظر في التخصصات الدراسية المطروحة للتقليل من حجم الفجوة ما بين ما يطلبه سوق العمل وعدد خريجات الجامعات ، وفي الوقت ذاته العمل على تأهيل طالبة التعليم العالي لتكون لديها الخبرة العملية قبل تخرجها.

ثالثاً: منهجية الدراسة

استخدمت الدراسة المنهج التحليلي الإحصائي الوصفي وذلك من خلال استخدام المتوسطات الحسابية والنسب المئوية ومعدلات النمو السنوية، حيث تم توزيع 220 إستبانة علي أرباب الأعمال وأعضاء هيئة التدريس والخريجات، وتم تحليل البيانات باستخدام البرنامج الإحصائي للعلوم الاجتماعية SPSS، كما تم استخدام أسلوب تحليل التباين (ANOVA) لمعرفة الفروق ذات الدلالة الإحصائية التي تعزى للمتغيرات المستقلة (الجنس،

عائد جيد على الاستثمار في التدريب، وبالتالي يسهم في تحسين التنمية الاقتصادية للمجتمعات .

دراسة رحيم ، 2002 "واقع التدريب الإداري في الأردن في القطاعين العام والخاص، دراسة ميدانية" 130

هدفت الدراسة إلى تعرف نقاط الضعف في نظام التدريب، إلى جانب تحديد الاحتياجات التدريبية كخطوة أساسية وجوهرية لعملية التدريب، وهدفت أيضاً إلى التعرف على أهم المشاكل التي تعيق سير عملية التدريب، وتكونت عينة الدراسة من كافة المنظمات الحكومية التي تحتوي على جهاز إداري مختص بالتدريب والبالغ عددها (46) مؤسسة حكومية (16) بنكاً من البنوك التجارية الأردنية و(5) منظمات تأمين و(8) مصانع أردنية، وخلصت نتائج هذه الدراسة إلى عدم وجود خطط تدريب طويلة المدى في المنظمات حيث كانت غالبية الخطط سنوية، وأشارت إلى غياب الفهم والإدراك الكبير لأهمية البرامج التدريبية لتحقيق أهداف المنظمة.

دراسة برينك، 2002 "الأداء النموذجي في ممارسة التدريب : التركيز على ممارسة التدريب" 131

هدفت الدراسة إلى استقصاء ممارسات التدريب على مستوى تقديم الخدمة، حيث تكونت عينة الدراسة من عدد من موظفي (143) شركة خدمية في إيرلندا، ولتحقيق أهداف الدراسة تم استخدام المنهج الوصفي وأسلوب المقابلة المنظمة لموظفي الشركات عينة الدراسة، حيث أظهرت أبرز النتائج إلى أن غالبية الشركات الكبرى تعمل على تقديم برامج تدريبية مكثفة ومخططة بشكل سليم ، مما يسهم بشكل كبير في تحسين قدرة الأفراد العاملين على تقديم خدمات ذات مستوى مهارة عالي، وبالتالي زيادة رضا الزبائن، أما الشركات الأخرى ، ومنها الشركات الصغيرة فقد جاءت النتائج بتدني مستوى البرامج التدريبية المقدمة للعاملين، كما أظهرت النتائج وجود فروق ذات دلالة إحصائية لصالح أصحاب الخبرات الطويلة .

دراسة جونسون، 2000 "إدارة الجودة الشاملة وعلاقتها بإدارة المعلومات والمعرفة" 132

وهدفت الدراسة إلى التعرف إلى التحليلات النظرية لإدارة الجودة الشاملة والنماذج المقترحة ووصفت الدراسة

¹³⁰سوسن ارحيم . واقع التدريب الإداري في الأردن في القطاعين العام والخاص: دراسة ميدانية. رسالة ماجستير في إدارة الأعمال غير منشورة. جامعة اليرموك: إربد . الأردن. 2002م.

¹³¹Teresa Brannick, Sean de Burca, Brian Eynes, Evelyn Roche,&Sean Ennis, **Service Management Practice-Performance Model: A Focus on Training Practices**, *Journal of European Industrial Training*, 2002, Vol. 26, Issue 8.

¹³²Johannsen, Carl Gustav (2000): Total Quality Management in a Knowledge, Management Perspective , *Journal of Documentation* , V(56) N(1) , ERIC NO: E1608496

المؤهل، الخبرة، العمر)، واختبار ألفا ومقياس ليكارث الخماسي للصدق والثبات لقياس مدى ثبات الاستبيان.

حدود الدراسة :-

استند التحليل الاحصائي للدراسة بصفه اساسيه على البيانات الأولية التي تم الحصول عليها عن طريق الاستبيان الميداني الذي تم اجرائه على ثلاث محاور: **المحور الأول** قياس إثر تهيئة الجامعات لخريجاتها لسوق العمل من خلال استبيان خاصه بالطلاب والخريجين **المحور الثاني**: قياس إثر تهيئة الجامعات لخريجاتها لسوق العمل من خلال استبيان خاصه بأعضاء هيئة التدريس **المحور الثالث**: قياس رضا أصحاب الاعمال عن أداء خريجي الجامعات بعد توظيفهم من خلال استبيان أصحاب الاعمال

فرضيات الدراسة

انطلاقاً من المشكلة المطروحة يمكن اعتماد الفرضيات التالية:-

- 1- هناك علاقة ذات دلالة معنوية بين التدريب التعاوني الذي تقدمه الجامعات لخريجاتها وجودة مخرجات التعلم التي يحتاجها سوق العمل.
- 2- هناك علاقة ذات دلالة أحصائية بين جودة المدخلات (أعضاء هيئة التدريس والبرامج المقدمة) وجودة المخرجات (الخريجين) ومتطلبات سوق العمل
- 3- هناك علاقة ذات دلالة أحصائية بين مستوي ونوعية خريجي الجامعات السعودية ومتطلبات سوق العمل الحالية
- 4- هناك علاقة ذات دلالة معنوية بين الجامعات ودورها في دمج الواقع العلمي بالواقع العملي للخريجات ليصبحوا مهنيين لسوق العمل

مجتمع وعينة الدراسة

1- وصف العينة البحثية

1-1 موقع اجراء الاستبيان

تم إجراء الدراسة بمنطقة القصيم وهي إحدى المناطق الإدارية بالسعودية ومقر إمارتها مدينة بريدة وأهم مدنها بريدة و عنيزة والرس والمذنب والبكيرية والبدائع والمذنب والخبراء ورياض الخبراء والاسياح وعقلة الصقور وضريه وعيون الجواء وغيرها. وتقع القصيم في وسط المملكة ضمن هضبة نجد التي تشمل مناطق الرياض والقصيم وحائل، مما جعلها تحتل موقعا مرموقا من حيث التجارة والزراعة والسكان.

يعمل سكانها بالتجارة والزراعة والرعي والصناعة، يتوزعون في أكثر من أربعمئة مدينة وقرية. وتتركز تجارة أهل القصيم عموماً بالثروة الزراعية كالحبوب والتمور والخضروات ونحوها وذلك نظراً لتوفر المياه السطحية والجوفية فيها، وكذلك بالثروة الحيوانية في الإبل والأبقار والأغنام.

1-2 المساحة والحدود

تبلغ مساحتها حوالي 73.000 كيلومترا مربعا وتمثل حوالي 3.2% من اجمالي مساحة المملكة. ويصل أقصى اتساع لها حوالي 480 كيلومتراً من الشمال الى الجنوب و400 كيلومترا من الشرق الى الغرب. ويحدها من الشرق والجنوب منطقة الرياض ومن الشمال منطقة حائل ومن الغرب منطقة المدينة المنورة.

1-3 السكان

وفقاً للتعداد العام الذي أجري في عام 1431 هـ / 2010 م فقد بلغ إجمالي عدد السكان في منطقة القصيم 1.215.859 ألف نسمة، ويمثل هذا العدد حوالي 4,5% من إجمالي سكان المملكة الذي بلغ حوالي 27 مليون و137 ألف نسمة. وقد بلغ عدد السكان السعوديين في منطقة القصيم 928.491 ألف نسمة ويتوزع هؤلاء السكان حسب الجنس 470.490 (ذكور) و458.001 (إناث)، في حين يوجد بها 287.367 ألف نسمة من السكان الغير سعوديين ويتوزع هؤلاء السكان حسب الجنس 223.403 (ذكور) و63.964 (إناث) وبلغ إجمالي عدد المساكن المشغولة في المنطقة 202.211 وحدة سكنية.

2- التعليم العالي

أبرز الجامعات والكليات التي تم انشاءها بالمنطقة

- جامعة القصيم والكليات التابعة لها
- الكلية التقنية ببريدة
- كلية العلوم الصحية التطبيقية بالرس
- كليات القصيم الإلهية
- كليات بريدة الاهلية
- كليات الغد الاهلية

طريقه سحب العينة

استهدفت الدراسة 3 عينات من مجتمعات مختلفة حيث تم اختيار عشوائي لمفردات عينات الدراسة على النحو الآتي:

1-2 تم اختيار عشوائي لمفردات استبانة خريجات وطالبات كليه الاقتصاد والإدارة - جامعه القصيم بعدد 110 من لطالبات والخريجات (60 طالبة و 50 خريجة) تمثل العينة البحثية .

2-2 تم اختيار عشوائي لمفردات استبانة أعضاء هيئة التدريس بعدد 50 عضو هيئة تدريس تمثل العينة البحثية .

3-2 تم اختيار عشوائي لاستبيان قياسي رضا أصحاب الاعمال بعدد 40 صاحب عمل في مجالات مختلفة (البنوك، المستشفيات، والشركات) تمثل العينة البحثية

3- مفهوم التدريب التعاوني واهميته بالعينة البحثية:

نظرا لا هميه الدور الذي تلعبه الجامعات من خلال التدريب العملي كان من الأهمية استعراض اهم النتائج للعينة البحثية متمثلة في مدى المعرفة بمفاهيم التدريب

التعاوني ومساهمة الجامعة في نشر ثقافة التدريب التعاوني لدى الطالبات ومدى فعالية إدارة التدريب التعاوني حيث تبين الآتي:

أ - نتائج العينة البحثية للخريجات والطالبات

من نتائج العينة البحثية والموضحة بالجدول رقم (1) ما يلي:

1- وجود قدر كاف من المعرفة بمفاهيم التدريب التعاوني تبين ان 32.4% ليس لديهم قدر كبير من المعرفة بمفهوم التدريب التعاوني في حين 14.2% لديهم معرفه بدرجة ضعيفة، وأشارت نتائج مقياس ليكارت الخماسي في هذا التقييم حصوله على 3.35 (بدرجة متوسطة) بانحراف معياري 1.32 ، في حين ان 28.4% لديهم قدر كاف من المعرفة بأهمية التدريب التعاوني وأشارت نتائج مقياس ليكارت الخماسي في هذا التقييم حصوله على 3.39 (بدرجة متوسطة) بانحراف معياري 1.34

2- اما عن مساهمة الجامعة في نشر ثقافه التدريب التعاوني أوضحت نتائج الدراسة ان اراء 29.8% ترى ان الجامعة ليس لها مساهمة في قسم الطالبات بنشر ثقافة التدريب التعاوني في حين يرى 24% من العينة ان هذه المساهمة بدرجة ضعيفة وأشارت نتائج مقياس ليكارت الخماسي في هذا التقييم حصوله على 2.96 (بدرجة متوسطة) بانحراف معياري 1.411

3- اما عن وجود إدارة فعالة لدى الكلية للتدريب التعاوني فقد أوضحت النتائج ان 95.1% من العينة يرون انها بدرجة ضعيفة، بمتوسط قدرة 3.6 من مقياس ريكارد الخماسي (درجة ضعيف) بانحراف معياري 1.102 اما بالنسبة لدور إدارة التدريب التعاوني في نشر ثقافه التدريب التعاوني فان 29.8% يرون انها بدرجة متوسطة في حين 27% يرون انها بدرجة ضعيفة وحقق مقياس ريكارد درجة متوسطة بلغت 2.65 بانحراف معياري 1.304

4- كما أوضحت النتائج ان 80.5% من العينة البحثية لديهم معلومات ضعيفة عن برنامج التدريب التعاوني بمتوسط مرجح لمقياس ريكارت (درجة ضعيف) بلغ 1.5 بانحراف معياري 1.076

5- يرى 75 % من المبحوثات بالعينة ان المكتب يقوم بدرجة ضعيفة بتوفير كافه المعلومات التي تحتاجها الطالبة وقد حقق مقياس ريكارت 1.4 (درجة ضعيف) بانحراف معياري 1.06

6- اما عن استقبال مكتب التدريب التعاوني لطالبات قبل وبعد واثناء برنامج التدريب لتوفير ما تحتاجه الطالبة من معلومات اوخدمات فان 98 % من المبحوثات يرون ذلك بدرجة ضعيفة وحقق مقياس ريكارت درجة ضعيف بمتوسط بلغ 1.7 بانحراف معياري 1.12، كما ترى 89% من المبحوثات ضعف التزام مكتب التدريب التعاوني بالأوقات المحددة للتسجيل

وما يليها من خطوات وحقق مقياس ريكارت درجة ضعيف بمتوسط بلغ 1.5 وانحراف معياري 1.07

7- اما بالنسبة لقيام مكتب التدريب التعاوني بتوفير فرص تدريبية تناسب طموح المتدربة وقدراتها فقد أوضحت النتائج ان 89.3% من المبحوثات يرون ذلك بدرجة ضعيفة في حين يراه 10.7% منهم بدرجة متوسطة وقد حقق مقياس ريكارت 1.62 (درجة ضعيف) بانحراف معياري 1.11.

ب نتائج العينة البحثية لأعضاء هيئة التدريس فيما يخص التدريب التعاوني

بينت نتائج العينة البحثية من أعضاء هيئة التدريس والموضحة بجدول رقم (2) فيما يخص التدريب التعاوني وأهميته كما يلي :

1- تباينت الآراء للعينة حول وجود إدارة فعالة للتدريب التعاوني بقسم الطالبات حيث اتفقت 78% من المبحوثات حول عدم وجود إدارة فعالة وأشارت نتائج مقياس ليكارت الى تحقيقه 0.8 بانحراف معياري 1.093

2- اتفق 66.7% من المبحوثات بتأثر مستوى كفاءة الطالبات بالتدريب التعاوني حيث حقق مقياس ريكارت 4.11 (اتفق) وانحراف معياري 0.601 في حين حياديته 55.6% عن مدى رضاهم عن مستوى أداء الطالبات بعد إتمام التدريب التعاوني بمقياس ريكارت 3.67 (اتفق) وانحراف معياري 0.866 ، كما اتفق 85% من المبحوثات حول مساهمة التدريب التعاوني في اكساب الطالبة الخبرة العملية المرجوة بمتوسط مرجح حسب مقياس ريكارت بلغ 4.11 وانحراف معياري 0.601، واتفق تماما 83% من المبحوثات على احتياج بعض المقررات الدراسية للتدريب التعاوني كجزء مكمل له حيث بلغ مقياس ريكارت 4.56 وانحراف معياري 0.726

3- واتفق ثلثي المبحوثات على حرص الكلية على إقامة ورش عمل تدريبية بالإشتراك مع مؤسسات المجتمع المدني بمتوسط 3.44 وانحراف معياري 0.882 ، اما بالنسبة لتصميم وتنفيذ الكلية لبرامج تدريبية بشكل مستمر وفقا لأخر مستجدات التنمية المعرفية فقد اتفق 15.6% من المبحوثات على ذلك في حين لم يتفق 79.3 % من المبحوثات بمتوسط مرجح 3.1 وانحراف معياري 0.972.

4- اما بالنسبة لتحديد الكلية للاحتياجات التدريبية للعاملين في مؤسسات المجتمع المدني بناءا على دراسات دقيقة ومستندة الى الحاجة الفعلية فقد اتفق 12% في حين لم تتفق 56% ، ولم يتفق تماما 22.1% بمتوسط 1.4 من مقياس ريكارت وانحراف معياري 0.882

ج نتائج العينة البحثية لأصحاب الاعمال فيما يخص التقييم العام لخريجات الاقتصاد والإدارة ودور التدريب التعاوني

بينت نتائج العينة البحثية لأصحاب الاعمال والموضحة
بجدول رقم (3) الاتي :

1- يرى 70 % ان هناك فرق بين الخريجات الحاصلات
على تدريب تعاوني بدرجة متميزة جدا في حين يرى
25% بدرجة متميزة ، 5% بدرجة متوسطة وبلغ
متوسط مقياس ريكارت 4.20 (متميزة) بانحراف
معياري 0.873 ، ويفضل 85% من أصحاب
الاعمال بدرجة متميزة جدا تعيين الخريجات
الحاصلات على تدريب تعاوني بمتوسط 4.4 من
مقياس ريكارت (متميزة جدا) وانحراف معياري
0.894 ، ويرى 80% منهم توافر المهارات
الأساسية للخريجات الحاصلات على تدريب تعاوني
بدرجة متميزة جدا ، 80% يرون توفر المهارات
الفنية فيهن بدرجة متميزة جدا وأشارت نتائج مقياس
ريكارت الى (4.80 متميزة جدا) وانحراف معياري
0.47

2- اما بالنسبة لمدى توافر المعلومات والمعارف الحديثة
للخريجة لأدائها المهام المطلوبة منها فيرى 79%
منهم المامها بشكل متميز جدا ، اما بالنسبة لإلمام
الخريجة الحاصلة على تدريب تعاوني ومهارات
العمل الجماعي فيرى 80% منهم المامها بشكل
متميز جدا وبنفس النسبة أيضا في المامها بروح
المبادرة في العمل وتغلبها على صعوبات العمل
وحقق مقياس ليكارت 4.4 متميزة جدا وانحراف
معياري 0.894

3- اما بالنسبة لالتزام الخريجة الحاصلة على تدريب
تعاوني وإلمامها بأنظمة العمل فيرى 90% من
أصحاب الاعمال انها متميزة جدا في إلمامها بأنظمة
العمل .

4- اما عن مدى ملائمة خريجات الجامعة الحاصلة على
تدريب تعاوني لاحتياجات سوق العمل فيرى الجميع
انها متميزة جدا في هذا المجال بمقياس ريكارت
البالغ 5 وانحراف معياري بلغ الصفر .

4- مدى ملائمة مخرجات التعليم العالي لاحتياجات سوق العمل

تمثل مشكله البطالة وتوظيف القوى العاملة الوطنية واحدة
من اهم القضايا ذات الانعكاسات الاقتصادية والاجتماعية
ومن التفسيرات الهامة لمشكله البطالة مشكله عدم ملائمة
مخرجات التعليم العالي لاحتياجات سوق العمل ، وفي هذا
الجزء من التحليل نتعرض الى مدى ملائمة مخرجات
التعليم لاحتياجات سوق العمل من وجهات نظر ثلاث :
(الطالبات والخريجات ، أعضاء هيئة التدريس ، أصحاب
الاعمال) .

أ- نتائج العينة البحثية للطالبات والخريجات

تشير نتائج العينة البحثية والموضحة بجدول رقم (4) ما
يلي :

1- بدراسة مدى رضا الطالبة / الخريجة عن مستوى
التعليم الذي تلقته في الكلية تبين ان 39.7% لديهم
قدر كبير من الرضا في حين 33.3% لديهم رضا
بدرجة متوسط وبلغ متوسط مقياس ريكارت 3.39

(بدرجة متوسطة) وانحراف معياري 1.006 ، اما
عن مدى الرضا عن جودة المدرسين أوضحت نتائج
الدراسة ان 40.4% ترى الرضا عن جودة المدرسين
بدرجة متوسطة وهو ما اوضحت مقياس ليكارت البالغ
3.09 في حين يرى 23.4% من العينة ان هذه الجودة
بدرجة كبيرة ، اما عن أسلوب التدريس فترى 42%
من المبحوثات إنها بدرجة متوسطة وحسب مقياس
ريكارت بلغ 2.96 وان درجة الرضا عن المقررات
الدراسية فان اغلب المبحوثات بنسبه 44% يرون
انها بدرجة متوسطة بمقياس يبلغ 2.89 من مقياس
ريكارت وانحراف معياري 1.026

2- أوضحت النتائج ان 33.6% يرون ان درجة
الاستفادة من المقررات بدرجة متوسطة في حين
32.6% من العينة يرون انها بدرجة كبيرة وهو ما
اوضحت مقياس ليكارت البالغ 3.46، وترى 31.2 %
ان نسبه من المقررات يجب الغائها بدرجة كبيرة جدا
وحسب نتائج مقياس ليكارت بلغ 3.59 بانحراف
معياري 1.53 ، 24.1% يرون انه يجب التعمق في
نسبه من المقررات بدرجة كبيرة جدا بينما يرى
22.7% ان ذلك بدرجة متوسطة بلغت 3.14 من مقياس
ليكارت ، كما أوضحت النتائج ان 34.8% من العينة
البحثية لديهم القدرة على تدريب الآخرين بدرجة
متوسطة في حين كانت نتائج ريكارت بدرجة كبيرة
بلغت 3.50 وانحراف معياري 1.240

3- اما بالنسبة لمجال العمل وعلاقته بالتخصص فترى
46.8 % ذلك بدرجة متوسطة بمقياس 3.04 من
مقياس ليكارت وترى 60.9 % من العينة ان يضاف
بعض المقررات بدرجة كبيرة جدا وحسب نتائج
مقياس ليكارت بلغ 4.7 بانحراف معياري 1.38،
ويرى 51.8% انه يجب صقل المهارات بدورات
اضافيه بدرجة كبيرة جدا بلغت 4.8 من مقياس
ليكارت وانحراف معياري 1.19

ب نتائج العينة البحثية لأعضاء هيئة التدريس فيما يخص مدى ملائمة مخرجات التعليم

تشير نتائج العينة البحثية والموضحة بجدول رقم (5) ما
يلي:

1- يتفق 44.4 % من العينة البحثية لأعضاء هيئة
التدريس ان خريجات الكلية تتمتع بكفاءة عالية تؤهلهم
لإتقان عملهم في بداية التعيين في حين لا تتفق 33.3
% على ذلك في حين اظهر مقياس ليكارت الحيادية
3.11 وانحراف معياري 0.92

2- كما يتفق 44.4% من المبحثين ان الكلية تمتلك
معرفة واسعه لحاجة مؤسسات المجتمع من حيث
نوعيه وكفاءة الخريجات بينما أظهرت نتائج مقياس
ليكارت الحيادية 3.22 وانحراف معياري 0.83

3- اما بالنسبة لمتابعه الخريجات في المؤسسات فلا يتفق
مع ذلك 56.2 % ولا يتفق تماما مع ذلك 32.7 %
وهو ما أظهره مقياس ليكارت 1.3 في حين لا يتفق
22.2% وانحراف معياري 0.054

التدريب التعاوني من ضمن المقررات الدراسية بهدف تحسين جودة الخدمه التعليميه والأرتقاء بها.

ثانياً: من خلال التحليل الاحصائي لفرضيات البحث جاءت نتائج التحليل كما يلي

- 1- تأكيد صحة الفرض هناك علاقة ذات دلالة معنوية بين التدريب التعاوني الذي تقدمه الجامعات لخريجاتها وجودة مخرجات التعلم التي يحتاجها سوق العمل.
1. هناك علاقة ذات دلالة أحصائية بين جودة المدخلات (أعضاء هيئة التدريس والبرامج المقدمة) وجودة المخرجات (الخريجين) ومتطلبات سوق العمل
2. هناك علاقة ذات دلالة احصائية بين مستوي ونوعية خريجي الجامعات السعودية ومتطلبات سوق العمل الحالية
3. هناك علاقة ذات دلالة معنوية بين الجامعات ودورها فى دمج الواقع العلمي بالواقع العملي للخريجات ليصبحوا مهنيات لسوق العمل
4. على الرغم من ان 70.3% من عضوات هيئة التدريس اللاتي تم استقصائهن هن على وعي بأهمية التدريب التعاوني ، إلا أن هنالك معوقات تحول دون تطبيقها في الوقت الراهن ويعزون ذلك لعدم تطبيقه في قسم الطالبات.

التوصيات

1. تطبيق نظام التعليم التعاوني، حيث تقوم الطالبة بالدراسة النظرية في الجامعة والعملية التطبيقية في مؤسسات الإنتاج، وغالباً ما يمكث الطالبة حوالي عام ونصف في مجال العمل، حيث يتم التسجيل في الجامعة وبعد فصل دراسي أو فصلين يتم إلحاقها بمؤسسة الإنتاج لمدة فصل دراسي ثم تعود للجامعة وهكذا.. إلى أن تتخرج الطالبة، وبذلك يتحقق ربط النظرية بالتطبيق، ويتطلب تطبيق نظام التعليم التعاوني إنشاء مكتب خاص في الجامعة (قسم الطالبات) لهذا الغرض، كما يساعد تطبيق نظام التعليم التعاوني على زيادة الطاقة الاستيعابية للجامعة بتواجد معظم الطلبة في مؤسسات الإنتاج.
2. هناك ضرورة ملحة لايجاد نوع من التنسيق والتطوير المستمر بين المراكز البحثية بالجامعة واصحاب الاعمال من اجل التعاون وتقديم المنتج المطلوب من الخريجين بالمواصفات وبالكم المطلوب.
3. وضع آلية لتمكين خريجات الجامعة من العمل فترة محددة لدى الغير لاكتساب الخبرات العملية.
4. إعادة النظر في مناهج التعليم بأضافة مقرر التدريب التعاوني ضمن برنامج البكالوريوس لبناء خريجات يتوافقن مع سوق العمل مهنياً وفنياً بما يتوافق مع فكرة تأهيل الخريجين لشغل وظائف.

- 4- يتفق 55.6 % من المبحثين ان اقبال مؤسسات المجتمع على تشغيل الخريجات نابع من كفاءتهم العالية متوافقا مع ما اوضحت مقياس ليكارت 3.56 وانحراف معياري 0.822
- 5- بالنسبة لسياسة الكلية في استحداث تخصصات علميه تتلاءم مع حاجة المجتمع يرى 11.1 % اتفاق تاما مع ذلك 44.4% يتفقوا على ذلك، وهو ما أظهره مقياس ليكارت 3.0. وانحراف معياري 1.118

ج- نتائج العينة البحثية لأصحاب الاعمال فيما يخص مدى ملائمة مخرجات التعليم

- من نتائج العينة البحثية الموضحة بجدول رقم (6) يتضح الاتي
- 1- 80% من أصحاب الاعمال يرون ان الخريجة متميزة جدا في كل من القدرة على فهم طبيعة عمل المؤسسة، وتمتعها بشخصيه قياديه، واجادتها للأنترنت، وعلاقتها الجيدة مع زملائها ، والتطوير الذاتي لها وتمكنها من التأقلم مع بيئة العمل، والتزامها بمواعيد وساعات الحضور والانصراف.
 - 2- كما يرى 80% من الصحاب الاعمال بالعينة البحثية ان الخريجة تتمتع بدرجة متوسطة بالنسبة لولائها للمؤسسة التي تعمل بها، واتقانها للكمبيوتر وتطبيقاته، واجادة الإنجليزية كمتطلب للعمل وتقديمها أفكار ابداعيه.

الجزء الرابع الاستنتاجات والتوصيات

وضوح الصورة الواقعية: الجامعات متمثلة في الكليات النظرية، مُشكلتها الوحيدة لا تقوم بربط الدراسة والمواد التي تعطيها بالحياة العملية وهذا ما يجعل التعليم الجامعي في الدول العربية تحديداً لا فائدة منها، إذا التدريب الجماعي هو ما يربط المعرفة الحقيقية بالحياة العملية فتبدأ الصورة بالوضوح لدى الطالب الجامعي.

اولاً: من خلال ماتم ذكره في الاطار النظري والدراسات السابقة ولقاءات المتخصصين كانت أهم الاستنتاجات

1. توصلت نتائج كافة الدراسات إلى أهمية التدريب التعاوني في العملية التعليمية وبخاصة الذي يربط الطالب بالواقع الفعلي للعمل.
2. وجود بعض التخصصات لا يحتاجها سوق العمل او تختلف المسمى عن ما يعرفه سوق العمل مما يسبب في زيادة البطالة.
3. عدم وجود تنسيق في العلاقات بين مؤسسات التعليم العالي وعالم العمل .
4. يجب الاعتراف التزام إدارة الجامعة بأن جودة التعليم العالي قيمه مشتركة يجب أن يتبناها الجميع مع الأطراف الخارجيه التي تتعامل معها.
5. العمل بمؤشرات الأداء من أجل أجراء عمليات المقارنه مع أداء المؤسسات التعليميه الرائدة في العالم وفي جميع المجالات، بالأضافه الى تطوير المناهج والمقررات دراسيه ، من خلال ادخال مقرر

الملاحق (الجداول)

جدول رقم (1) توزيع العينة البحثية للطالبات والخريجات وفقا لمفهوم التدريب التعاوني

م	مجال التقييم توزيع	درجة كبيرة جدا	درجة كبيرة	درجة متوسط	درجة مقبولة	درجة ضعيفة	Mean	Std. Deviation	Std. Error	Likart Scale
1	قدر كاف من المعرفة بمفاهيم التدريب التعاوني	32.4	27	25.5	9.9	14.2	3.35	1.326	0.112	درجة متوسطة
2	قدر كاف من المعرفة بأهمية التدريب التعاوني	27	22	28.4	8.5	14.2	3.39	1.346	0.113	درجة متوسطة
3	مساهمة الجامعة في نشر ثقافته التدريب التعاوني	18.4	17.7	29.8	9.9	24.1	2.96	1.411	0.119	درجة متوسطة
4	وجود إدارة فعالة للتدريب التعاوني بالجامعة	0	0	0	4.9	95.1	1.6	1.102	0.09	درجة ضعيف
5	دور إدارة التدريب التعاوني	9.9	16.3	29.8	17	27	2.65	1.304	0.110	درجة ضعيف
6	المعلومات عن برنامج التدريب التعاوني	0	0	2.0	17.5	80.5	1.5	1.076	0.107	درجة ضعيف
7	توفير المكتب لكافة المعلومات التي تحتاجها الطالبات عن البرنامج التدريبي	0	0	0	24.9	75.1	1.4	1.06	0.101	درجة ضعيف
8	استقبال المكتب للطالبات قبل واثناء وبعد التدريب التعاوني	0	0	0	2.0	98.0	1.7	1.12	0.105	درجة ضعيف
9	التزام المكتب بالآوقات المحددة للتسجيل وما يليها من خطوات	0	0	0	11.0	89.0	1.5	1.07	0.105	درجة مقبولة
10	توفير المكتب لفرص تدريبية تناسب طموح المتدربة وقدراتها	0	0	0	10.7	89.3	1.62	1.11	0.107	درجة مقبولة

المصدر : جمعت وحسبت من العينة البحثية للطالبات والخريجات.

جدول رقم (2) توزيع العينة البحثية لأعضاء هيئة التدريس وفقا لمفهوم التدريب التعاوني وأهميته

م	مجال التقييم	اتفق تماما	اتفق	محايد	لا اتفق	لا اتفق تماما	Mean	Std. Deviation	Std. Error	Likart Scale
1	وجود إدارة فعالة للتدريب التعاوني	0	0	0	22	78	0.8	1.093	0.364	لا اتفق تماما
2	تأثير مستوى كفاءة الطالبات بالتدريب التعاوني	22.2	66.7	11.1	0	0	4.11	0.601	0.200	اتفق
3	مدى الرضا عن مستوى أداء الطالبات بعد إتمام التدريب التعاوني	22.2	22.2	55.6	0	0	3.67	0.866	0.289	اتفق
4	مساهمة التدريب التعاوني في اكساب الطالبة الخبرة العملية المرجوة من ارباب العمل	13.0	85.0	2.0	0	0	4.11	0.601	0.2	اتفق
5	احتياج بعض المقررات الدراسية للتدريب التعاوني كجزء مكمل له	83.0	14.0	3.0	0	0	4.56	0.726	0.242	اتفق تماما
6	تلبية الكلية حاجات ورغبات مؤسسات المجتمع المدني في تدريب خريجاتها	0	44.4	22.2	22.2	11.1	3	1.118	0.373	محايد
7	حرص الكلية على إقامة ورش عمل تدريبية بالاشتراك مع مؤسسات المجتمع ذات العلاقة	0	66.7	11.1	22.2	0	3.44	0.882	0.294	اتفق
8	تصميم الكلية وتنفيذ لبرامج تدريبية بشكل مستمر وفقا لأخر مستجدات التنمية المعرفية	0	15.6	75.3	5.0	0	3.1	0.972	0.324	محايد
9	تحديد الاحتياجات التدريبية للعاملين في مؤسسات المجتمع المدني بناءا على دراسات دقيقة ومستندة الى الحاجة الفعلية	5.1	12.0	4.7	56.0	22.1	1.4	0.882	0.294	لا اتفق

المصدر : جمعت وحسبت من العينة البحثية لأعضاء هيئة التدريس

جدول رقم (3) توزيع العينة البحثية لأصحاب الاعمال وفقا لمفهوم التدريب التعاوني وأهميته

م	مجال التقييم	متميز جدا	متميز	متوسط	اقل من المتوسط	ضعيف	Mean	Std. Deviation	Std. Error	Likart Scale
1	وجود فرق بين كفاءة الخريجات الحاصلة على تدريب تعاوني والخريجة التي لم تحصل عليه	70	25	5	0	0	4.20	0.837	0.374	متميزة
2	افضليه تعيين الخريجات التي سبق لها التدريب التعاوني عن غيرها من المتقدمات للتوظيف	85	15	0	0	0	4.40	0.894	0.400	متميزة جدا
3	مدى توافر المهارات الأساسية للخريجات الحاصلات على تدريب تعاوني	80	20	0	0	0	4.80	0.447	0.200	متميزة جدا
4	مدى توافر المهارات الفنية اللازمة للخريجة التي حصلت على تدريب تعاوني لأداء العمل	80	20	0	0	0	4.80	0.47	0.200	متميزة جدا
5	مدى توافر المعارف والمعلومات الحديثة لأداء المهام المطلوبة	79	16	5	0	0	4.40	0.894	0.400	متميزة جدا
6	مدى المام الخريجة الحاصلة على تدريب تعاوني بمهارات العمل الجماعي	80	20	0	0	0	4.80	0.447	0.200	متميزة جدا
7	مدى المام الخريجة الحاصلة على تدريب تعاوني بروح المبادرة	80	20	0	0	0	4.6	0.894	0.4	متميزة جدا
8	مدى المام الخريجة الحاصلة على تدريب تعاوني في التغلب على صعوبات العمل	80	20	0	0	0	4.6	0.894	0.4	متميزة جدا
9	مدى التزام الخريجة الحاصلة على تدريب تعاوني بأنظمة العمل	90	10	0	0	0	4.60	0.548	0.245	متميزة جدا
10	مدى ملائمة الخريجة لحاصله على تدريب تعاوني لاحتياجات سوق العمل	100	0	0	0	0	5	0	0	متميزة جدا

المصدر : جمعت وحسبت من العينة البحثية لأصحاب الاعمال

جدول رقم (4) توزيع العينة البحثية للطالبات والخريجات فيما يخص مدى ملائمة مخرجات التعليم

م	مجال التقييم	درجة كبيرة جدا	درجة كبيرة	درجة متوسطة	درجة مقبولة	درجة ضعيفة	Mean	Std. Deviation	Std. Error	Likart Scale
1	مدى الرضا عن مستوى التعليم	10.6	39.7	33.3	10.6	5.7	3.39	1.006	0.085	درجة متوسطة
2	مدى الرضا عن جودة المدرسين	10.6	23.4	40.4	15.6	9.9	3.09	1.101	0.093	درجة متوسطة
3	مدى الرضا عن أسلوب التدريس	12.1	15.6	42.6	15.6	14.2	2.96	1.170	0.099	درجة متوسطة
4	مدى الرضا عن المقررات الدراسية	8.5	14.2	44	26.2	7.1	2.89	1.026	0.92	درجة متوسطة
5	مدى الرضا عن البنية التحتية	4.3	12.1	34	23.4	26.2	2.45	1.130	0.095	درجة مقبولة
6	مدى الاستفادة من المقررات الدراسية	17.7	32.6	33.6	10.6	5.7	3.46	1.079	0.091	درجة كبيرة
7	تغيير نسبه من المقررات	31.2	22	24.8	9.9	1.1	3.50	1.345	0.113	درجة كبيرة
8	الغاء نسبه من المقررات	36.9	163	26.2	9.9	106	3.59	1.353	0.114	درجة كبيرة
9	التعمق في نسبه من المقررات	24.1	18.4	22.7	17	17.7	3.14	1.422	0.120	درجة متوسطة
10	القدرة على تدريب الآخرين على المهارات التي تم تعلمها بالكلية	28.4	19.9	34.8	7.8	9.2	3.50	1.240	0.104	درجة كبيرة
11	درجة تميز خريجات الكلية	19.1	29.1	42.6	4.3	5	3.53	1.011	0.085	درجة كبيرة
12	مدى علاقه مجال العمل بالتخصص	17	21.3	46.8	4.3	18.4	3.04	1.381	0.116	درجة متوسطة
13	اضافه بعض المقررات	60.9	20.0	19.1	0	0	3.7	1.381	0.235	درجة كبيرة جدا
14	صقل المهارات بدورات اضافيه	51.8	20.6	17.7	3.5	6.4	4.8	1.190	0.1	درجة كبيرة جدا

المصدر : جمعت وحسبت من العينة البحثية للطالبات والخريجات.

جدول رقم (5) توزيع العينة البحثية لأعضاء هيئة التدريس فيما يخص مدى ملائمة مخرجات التعليم

مجال التقييم	اتفق تماما	اتفق	محايد	لا اتفق	لا اتفق تماما	Mean	Std. Deviation	Std. Error	Likart Scale
1	0	44.4	22.2	33.3	0	3.11	0.928	0.309	محايد
2	0	44.4	33.3	22.2	0	3.22	0.833	0.278	محايد
3	0	0	11.1	56.2	32.7	1.3	1.054	0.351	لا اتفق
4	0	55.6	44.4	0	0	3.56	0.822	0.176	اتفق
5	11.1	44.4	33.3	11.1	0	3	1.118	0.294	محايد

المصدر: جمعت وحسبت من العينة البحثية لأعضاء هيئة التدريس

جدول رقم (6) نتائج العينة البحثية لأصحاب الاعمال فيما يخص مدى ملائمة مخرجات التعليم

مجال التقييم	متميز جدا	متميز	متوسط	اقل من المتوسط	ضعيف	Mean	Std. Deviation	Std. Error	Likart Scale
1	80	20	0	0	0	4.8	0.447	0.2	متميز جدا
2	80	20	0	0	0	4.8	0.447	0.2	متميز جدا
3	60	40	0	0	0	4.6	0.894	0.40	متميز جدا
4	20	0	80	0	0	4.6	0.894	0.4	متميز جدا
5	20	0	80	0	0	4.6	0.894	0.4	متميز
6	80	20	0	0	0	4.8	0.447	0.20	متميز جدا
7	0	20	80	0	0	3.2	0.548	0.245	متوسط
8	80	20	0	0	0	4.8	0.447	0.2	متميز جدا
9	0	20	80	0	0	3.2	0.548	0.245	متميز جدا
10	80	20	0	0	0	4.8	0.477	0.2	متميز جدا
11	80	20	0	0	0	4.8	0.447	0.2	متميز جدا
12	80	20	0	0	0	4.8	0.447	0.2	متميز جدا

المصدر: جمعت وحسبت من العينة البحثية لأصحاب الاعمال

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مستوى الاحتقان التنظيمي وأثره في البراعة التنظيمية دراسة تطبيقية على جهاز الوحدات المحلية بمحافظة المنوفية

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1- ملخص البحث:

يهدف هذا البحث إلى دراسة أثر الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية في مستوى البراعة التنظيمية للجهاز، وإلى تحديد كيفية تخفيض مستوى الاحتقان التنظيمي لدى هؤلاء العاملين إلى أقل مستوى ممكن؛ مما يؤدي بالضرورة إلى رفع مستوى الاستقرار في الجهاز، وتحسين مستوى أدائه، وإلى بناء وتنمية البراعة التنظيمية للجهاز؛ بما يؤدي إلى زيادة قدرته على استكشاف واستغلال الفرص المتاحة في بيئته المحيطة. ولتحقيق هذه الأهداف؛ تم الاعتماد على المنهج الوصفي الاستقرائي؛ بغرض الوصف الدقيق لخصائص متغيرات البحث، والعلاقات أو الاختلافات القائمة بينها، وتم تطوير قائمة استقصاء لجمع البيانات المطلوبة من العينة العشوائية البسيطة، والتي تم تحديد حجمها (664 مفردة) بمعلومية حجم المجتمع، وكان عدد قوائم الاستقصاء الموزعة 693 قائمة، بينما كان عدد القوائم الصحيحة المُسندة 492 قائمة؛ بنسبة 74% من حجم العينة، وتم استخدام حزمة البرامج الإحصائية الجاهزة (SPSS)؛ لتحليل البيانات، واختبار فروض البحث.

وقد توصل البحث إلى عددٍ من النتائج، التي كان من أهمها: وجود أثر سلبي للاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية على مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيراتها على حده، ووجود اختلافات ذات دلالة إحصائية بين مستوى كل متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، ومستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيراتها على حده، وذلك باختلاف الخصائص الديموجرافية لهؤلاء العاملين. وفي نهاية هذا البحث، تم التوصل إلى عددٍ من التوصيات، وكان من أهمها: اتخاذ القرارات والإجراءات اللازمة لبناء وتنمية ثقة العاملين بأعضاء إدارات وحدات الجهاز، وتنظيم دورات تدريبية وورش عمل للمسؤولين بوحدات الجهاز؛ بهدف تنمية قدراتهم ومهاراتهم الخاصة بكيفية اكتشاف واستغلال الفرص الجديدة.

2- مقدّمة البحث:

بعد تزايد أعداد المظاهرات والاعتصامات والاحتجاجات والمطالب الفئوية للعاملين بتخصصاتهم المختلفة في

منظمات شتى بجمهورية مصر العربية؛ بات جلياً معاناة هؤلاء العاملين من مستوى أو آخر من مستويات الاحتقان التنظيمي؛ مما يلقي الضوء على أهمية دراسة هذه الظاهرة الخطيرة، وتحديد أثارها السلبية على العديد من المتغيرات التنظيمية بصفة عامة، وعلى البراعة التنظيمية بصفة خاصة.

3- الدراسة الاستطلاعية:

قام الباحث بدراسة استطلاعية، استهدفت الحصول على بيانات استكشافية حول كل من مستوى الاحتقان التنظيمي ومستوى البراعة التنظيمية في جهاز الوحدات المحلية بمحافظة المنوفية، بالإضافة إلى مساعدة الباحث في تحديد وبلورة مشكلة وتساؤلات البحث، والتوصل إلى صياغة دقيقة لفروضه. وقد اشتملت الدراسة الاستطلاعية على دراسة مكتبية، تم فيها جمع البيانات الثانوية المتعلقة بكل من الاحتقان التنظيمي والبراعة التنظيمية، بالإضافة إلى عدد من المقابلات المُتعمّقة مع عينة عشوائية، تضمنت 72 من العاملين بجهاز الوحدات المحلية بمحافظة المنوفية.

وقد أُكّدت نتائج الدراسة الاستطلاعية على ارتفاع مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية؛ حيث بلغت قيمة الوسط الحسابي له (3,89)، وذلك على مقياس "ليكرت" المكون من خمس درجات، بالإضافة إلى انخفاض مستوى البراعة التنظيمية للجهاز؛ حيث بلغت قيمة الوسط الحسابي لها (2,13)، وذلك على نفس المقياس، فضلاً عن غموض العلاقة بين مستوى الاحتقان التنظيمي لدى العاملين بالجهاز ومستوى براعة الجهاز التنظيمية.

4- الإطار النظري والدراسات السابقة:

1/4- الإطار النظري والدراسات السابقة المتعلقة بالاحتقان التنظيمي:

1/1/4- مفهوم الاحتقان التنظيمي Organizational Cynicism:

يعتقد البعض أن ترجمة مصطلح "Cynicism" هي "السخرية"، إلا أن المعنى الحقيقي له يؤول إلى مفهوم الاحتقان المقصود في هذا البحث؛ حيث أن هذا المصطلح يعني: اعتقاد الفرد بأن الناس يهتمون بأنفسهم فقط، وأنهم ليسوا صادقين (MACMILLAN Essential)

العاملين حول خرق تعهدات الفندق معهم؛ أدت إلى قيامهم ببعض سلوكيات الاحتقان التنظيمي تجاه الفندق.

وفي دراسته التي استهدفت تحليل أثر الانطمار الوظيفي في العلاقة بين رأس المال النفسي ومستوى الشعور بالاحتقان التنظيمي لدى العاملين بالقطاع الحكومي في محافظة الدقهلية، توصل (الكرداوي، 2013) إلى وجود علاقة معنوية عكسية بين رأس المال النفسي ومشاعر الاحتقان التنظيمي لدى العاملين؛ حيث ترتب على انخفاض مستوى رأس المال النفسي لدى العاملين؛ زيادة شعورهم بالاحتقان التنظيمي. وفي دراستهم التي استهدفت تحديد العلاقة بين الإرهاق الوظيفي والاحتقان التنظيمي، توصل (Simha; et al., 2014) إلى أن وجود درجة منخفضة من العدل والإنصاف بالمنظمة؛ يؤدي إلى زيادة مستوى الاحتقان التنظيمي، كما توصلوا إلى أن وجود حالة من الصراع بين متطلبات العمل ومتطلبات الأسرة؛ يؤدي إلى زيادة مستوى الاحتقان التنظيمي. وفي دراستهم التي استهدفت تحديد تأثير القيادة المكيافيلية على الإرهاق العاطفي للعاملين، مع اعتبار الاحتقان التنظيمي متغيراً وسيطاً، توصل (Gkorezis; et al., 2015) إلى وجود تأثير سلبي مباشر للقيادة المكيافيلية على الإرهاق العاطفي للعاملين؛ من خلال زيادة الاحتقان التنظيمي لديهم. وفي دراستهم التي استهدفت تحليل العلاقة بين مستوى التمييز السياسي من وجهة نظر المعلمين ومستويات احتقانهم التنظيمي، توصل (Keskinkilic; Oguz, 2016) إلى وجود علاقة ذات دلالة إحصائية بين التمييز السياسي والاحتقان التنظيمي. ويتفق كلٌّ من (Khan, 2006; et al., 2007; Li; et al., 2011; Neves, 2012; Shahzad; et al., 2012) أن الاحتقان التنظيمي يتسبب في صدور بعض السلوكيات المنحرفة من العاملين؛ وأنه يؤثر سلباً على كل من الالتزام التنظيمي، واستراتيجية الأعمال، ونوايا العاملين المتعلقة بترك العمل بالمنظمة. في حين يرى آخرون (Rubin; et al., 2009; Arabaci, 2010; Rosenblatt, 2012; Kannan-Narasimhan; Lawrence, 2012) أن ظاهرة الاحتقان التنظيمي تؤدي إلى العديد من الآثار السلبية على كل من الفرد والمنظمة، ومنها: شعور العاملين باللامبالاة، والاغتراب التنظيمي، والإحباط، وفقدان الثقة بالآخرين، والشك المستمر في سلوكيات الآخرين بصفة عامة، وفي أعضاء الإدارة العليا بصفة خاصة، وتوتر العلاقات الشخصية، وشدة مقاومة أي تغيير، وازدياد معدلات الغياب، ولجوء بعض الأفراد للاستقالة، وانخفاض مستويات الأداء الفردية والتنظيمية.

4/1/4- الآثار السلبية للاحتقان التنظيمي:

يرى العديد من الباحثين (Brandes; et al., 2007; Li; et al., 2011; Neves, 2012; Shahzad; et al., 2012) أن الاحتقان التنظيمي يتسبب في صدور بعض السلوكيات المنحرفة من العاملين؛ وأنه يؤثر سلباً على كل من الالتزام التنظيمي، واستراتيجية الأعمال، ونوايا العاملين المتعلقة بترك العمل بالمنظمة. في حين يرى آخرون (Rubin; et al., 2009; Arabaci, 2010; Rosenblatt, 2012; Kannan-Narasimhan; Lawrence, 2012) أن ظاهرة الاحتقان التنظيمي تؤدي إلى العديد من الآثار السلبية على كل من الفرد والمنظمة، ومنها: شعور العاملين باللامبالاة، والاغتراب التنظيمي، والإحباط، وفقدان الثقة بالآخرين، والشك المستمر في سلوكيات الآخرين بصفة عامة، وفي أعضاء الإدارة العليا بصفة خاصة، وتوتر العلاقات الشخصية، وشدة مقاومة أي تغيير، وازدياد معدلات الغياب، ولجوء بعض الأفراد للاستقالة، وانخفاض مستويات الأداء الفردية والتنظيمية.

ويمكن تعريف الاحتقان التنظيمي على أنه: موقف سلبي، يتخذه الفرد تجاه المنظمة التي يعمل بها، وتجاه إجراءاتها، وعملياتها، وإدارتها؛ وذلك بسبب اقتناعه بأن كل هذه العناصر تعمل ضد مصلحته (Wilkerson, 2002: 533). كما يمكن تعريفه على أنه: شعور العاملين بالظلم، وعدم الثقة في المسؤولين بالمنظمة، وهو موقف معقد، يشمل جوانب معرفية ووجدانية وسلوكية (Johnson; O'Leary-Kelly, 2003). ويرى البعض (Lobnikar; Pagon, 2004) أن الاحتقان التنظيمي يعني: شعور العاملين بفقدان الثقة، وعدم الاحترام تجاه إدارة المنظمة. في حين يرى آخرون (Naus; et al., 2013; Chiaburu; et al., 2007) أن الاحتقان التنظيمي يعني: الموقف السلبي للموظف تجاه المنظمة التي يعمل بها؛ والذي ينشأ من اعتقاده بعدم نزاهة الإدارة؛ ويؤدي إلى ميول سلوكية غير مرغوبة؛ تدفع الموظف نحو انتقاد المنظمة، والتقليل دائماً من قدرها. وفي دراستهم التي استهدفت تحديد أسباب احتقان المعلمين في العمل، وتحديد كيفية التنبؤ بالاحتقان التنظيمي لدى معلمين بولندا، أكد (Chudzicka-Czupala; et al., 2014) على أن الاحتقان التنظيمي يعني: افتقاد الحماس، والشعور بحالة من خيبة الأمل، وافتقاد الجو الأسري في العمل، وعدم الالتزام تجاه المنظمة.

2/1/4- أبعاد الاحتقان التنظيمي:

- يتكون الاحتقان التنظيمي من ثلاثة أبعاد أساسية هي (Ince; Turan, 2011):
- الاعتقاد السلبي: حيث يعتقد الفرد بأن المنظمة تفتقر للنزاهة والشفافية.
- التأثير السلبي: حيث تنشأ لدى الفرد بعض مظاهر التأثير السلبي تجاه المنظمة.
- السلوك السلبي: حيث يسلك الفرد سلوكيات انتقادية؛ تستهدف ذم المنظمة، والتقليل من شأنها.

3/1/4- أسباب ظهور ونمو الاحتقان التنظيمي:

يتفق كلٌّ من (Andersson, 1996; Reichers; et al., 1997) على أن أهم العوامل التي تتسبب في ظهور الاحتقان التنظيمي هي: الجمل الزائد في العمل، والإرهاق، وقلة الخبرة، والتوقعات التنظيمية التي لم تتم تلبيتها، وعدم كفاية الدعم الاجتماعي، وصراع الأهداف، وزيادة التعقيد التنظيمي، والفشل في التأثير على عملية صنع القرار، وغياب التواصل بين الإدارة والعاملين. بينما يرى (Brown; Cregan, 2008) أن هناك العديد من العوامل التي قد تتسبب في الاحتقان التنظيمي، والتي تتمثل عادة في: طبيعة عمل الفرد، والتغيير التنظيمي، ونمط الإدارة العليا. وفي بحثه الذي استهدف دراسة الخرق النفسي للتعهدات والاحتقان التنظيمي في الفنادق، توصل (Tukelturk; et al., 2012) إلى أن تصورات

الإرهاق الوظيفي والاحتقان التنظيمي، أوصى (Simha; et al., 2014) بضرورة تحقيق التوازن بين متطلبات العمل ومتطلبات الأسرة؛ من أجل تخفيض مستوى الاحتقان التنظيمي. وفي دراسته التي استهدفت تحديد العلاقة بين الاحتقان التنظيمي ونبّة الموظف لترك العمل في القطاع المصرفي بباكستان، أوصى (Khan, 2014) بضرورة تنظيم برامج تدريبية للأفراد الذين يعانون من الاحتقان التنظيمي؛ بهدف إقناعهم بالآثار الإيجابية للتغيير التنظيمي، بالإضافة إلى إمكانية مقاومة الاحتقان التنظيمي؛ من خلال مناخ عمل منفتح، ونزيه، وتسوده الممارسات العادلة، ويعزز التعاون بين الأفراد، مع إعطاء العاملين الفرصة للتعبير عن آرائهم ومقترحاتهم وشكاواهم، وجعل أعضاء الإدارة العليا قدوة إيجابية للعاملين، مع تطبيق نظام فعال للتعويضات، والحرص بشكل مستمر على تعزيز ثقة العاملين بالقيادات. وفي دراستهم التي استهدفت تحليل أثر الاحتقان التنظيمي في التخصيصية بباكستان، أكد (Aslam; et al., 2015) على أنه يمكن التقليل من الاحتقان التنظيمي المصاحب للتغيير؛ عن طريق تخطيط وتنفيذ التغيير بكفاءة وفعالية، ومشاركة الموظفين في صنع القرارات، وتوفير المعلومات التي تدعم شعور الموظفين بالأمان الوظيفي؛ مما يزيد من الالتزام التنظيمي، ويقلل من نوايا الموظفين لترك العمل بالمنظمة.

وفي دراستهم التي استهدفت تحديد العلاقة بين تصورات المعلمين حول تطبيقات المساءلة في نظام التعليم الوطني التركي والاحتقان التنظيمي، توصل (Argon; et al., 2015) إلى وجود علاقة عكسية بين تطبيق أدوات المساءلة والاحتقان التنظيمي. وفي دراستهم التي استهدفت تحليل أثر القيادة المكافئية على الإرهاق العاطفي للعاملين، مع أخذ الاحتقان التنظيمي كمتغير وسيط، أوصى (Gkorezis; et al., 2015) بضرورة اهتمام المسؤولين بالمنظمات بتجنب القيادة المكافئية المغذية للاحتقان التنظيمي، بالإضافة إلى السماح للعاملين بالتعبير عن آرائهم ومقترحاتهم ومخاوفهم من المشرفين والرؤساء المباشرين، وذلك من خلال توفير قنوات الاتصالات الفعالة. وفي دراستهما التي استهدفت تحديد العلاقة بين مستوى التمييز السياسي من وجهة نظر المعلمين ومستويات احتقانهم التنظيمي، أكد (Keskinilic; et al., 2016) على أنه يمكن منع ظهور الاحتقان التنظيمي؛ من خلال الإدارة الفعالة للمنظمة؛ والتي لا تسمح بالتمييز بين العاملين، وتحترم تنوع القيم، وتنتشر العدالة التنظيمية، وتعزز السلوكيات الأخلاقية. وفي دراستهم التي استهدفت تحديد الآثار الضارة للاحتقان على التغيير التنظيمي في مؤسسات القطاع العام، توصل (Aslam; et al., 2016) إلى أنه يمكن تخفيض مستوى الاحتقان التنظيمي المصاحب للتغيير؛ من خلال إشراك الموظفين في صنع القرارات، وبناء الثقة في قادة التغيير.

2/4- الإطار النظري والدراسات السابقة المتعلقة بالبراعة التنظيمية:

وقد توصل (Ozler; et al., 2010) إلى أن زيادة مستوى الاحتقان التنظيمي؛ يؤدي إلى انخفاض مستوى الثقة التنظيمية. وفي دراستهم التي استهدفت تحديد أثر المواطنة التنظيمية المدركة على الاحتقان التنظيمي وانحراف الموظف، توصل (Evans; et al., 2011) إلى وجود علاقة عكسية معنوية بين المواطنة التنظيمية والاحتقان التنظيمي. وفي دراستهم التي استهدفت تحديد مقدمات وعواقب الاحتقان التنظيمي، توصل (Chiaburu; et al., 2013) إلى أن الاحتقان التنظيمي يرتبط بالعديد من النتائج غير المرغوب فيها، ومنها: انخفاض مستوى الالتزام التنظيمي، وزيادة معدل دوران العمل، وانخفاض مستوى الأداء. وفي بحثهم الذي استهدف دراسة الاحتقان التنظيمي الناتج عن التغيير، توصل (Thundiyl; et al., 2014) إلى وجود علاقة عكسية بين الاحتقان التنظيمي وكل من: الأداء الوظيفي، والدعم التنظيمي، والرضا الوظيفي، والالتزام التنظيمي. وفي دراسته التي استهدفت تحديد العلاقة بين الاحتقان التنظيمي ونبّة الموظف لترك العمل في القطاع المصرفي بباكستان، توصل (Khan, 2014) إلى أن انخفاض الرضا الوظيفي يتوسط العلاقة بين الاحتقان التنظيمي ونبّة الموظف لترك العمل في القطاع المصرفي بباكستان. وفي دراستهما التي استهدفت تحليل كل من الاحتقان التنظيمي وجودة حياة العمل والالتزام التنظيمي للموظفين، توصل (Yasin; et al., 2015) إلى وجود علاقة عكسية بين أبعاد الاحتقان التنظيمي من ناحية، وخمسة من أبعاد جودة حياة العمل واثنين من أبعاد الالتزام التنظيمي من ناحية أخرى.

5/1/4- علاج ظاهرة الاحتقان التنظيمي:

يرى العديد من الباحثين (Roberson; Williamson, 2012; White; et al., 2012; Schaufeli; Taris, 2014) أن توفير مناخ عمل يتصف بالعدالة والإنصاف؛ يؤدي إلى العديد من الآثار الإيجابية على المنظمة، ومنها تخفيض مستوى الاحتقان التنظيمي. وفي دراسته التي استهدفت تحديد أثر الانطمار الوظيفي في العلاقة بين رأس المال النفسي ومستوى الشعور بالاحتقان التنظيمي لدى العاملين بالقطاع الحكومي في محافظة الدقهلية، توصل (الكرداوي، 2013) إلى وجود علاقة معنوية عكسية بين الانطمار الوظيفي (ويعني: مجموعة القوى التي تجذب الفرد نحو البقاء في المنظمة) والاحتقان التنظيمي؛ حيث أن العاملين ذوي الانطمار الوظيفي المرتفع؛ تكون لديهم قدرات عالية للسيطرة على مشاعرهم السلبية تجاه المنظمة، وذلك مقارنة بنظرائهم من ذوي الانطمار الوظيفي المنخفض؛ والذين تتأجج لديهم مشاعر الاحتقان التنظيمي.

ويشير بعض الباحثين (Tan; Lim, 2009; Schaufeli; Taris, 2014) إلى أن زيادة الثقة في زملاء العمل؛ ترتبط بشكل إيجابي بالثقة في المنظمة ككل؛ مما يؤدي إلى زيادة الالتزام التنظيمي، وبالتالي؛ إلى تخفيض مستوى كل من الإرهاق التنظيمي والاحتقان التنظيمي. وفي دراستهم التي استهدفت تحليل العلاقة بين

- الإدراك: بمعنى القدرة على القيام بالمسح البيئي الخارجي، والبحث، والاستكشاف؛ لتفهم الفرص الجديدة أمام المنظمة.
- الاستغلال: بمعنى القدرة على اغتنام الفرص الجديدة الجيدة؛ من خلال فريق الإدارة العليا القادر على تفادي القرارات الخاطئة.
- إعادة التشكيل: بمعنى القدرة على إعادة ترتيب وتخصيص الموارد والأصول، وإعادة تشكيل الهياكل التنظيمية، وإعادة تصميم وظائف إدارة الموارد البشرية؛ لتحقيق متطلبات السوق.

4/2/4- أهمية بناء وتنمية البراعة التنظيمية:

يتفق الكثير من الباحثين (Benner; Tushman, 2003; Gibson; Birkinshaw, 2004; Raisch; et al., 2009) على حاجة المنظمات لتحقيق البراعة التنظيمية؛ من أجل تفعيل قدراتها على متابعة واكتشاف واستغلال كل ما هو جديد؛ للحصول على أفضل أداء مالي ممكن، والبقاء على قيد الحياة على المدى الطويل. وقد أثبتت العديد من الأبحاث أهمية بناء وتنمية البراعة التنظيمية؛ حيث وُجد أنها ترتبط بشكل إيجابي مع كل من: نمو الشركة (He; Wong, 2004)، وارتفاع مستوى الأداء المالي (Gibson; Birkinshaw, 2004)، والابتكار التكنولوجي (Jansen; et al., 2006). ويقترح (Raisch; et al., 2009) ضرورة استخدام البراعة التنظيمية كحل قوي لكسب والحفاظ على ميزة تنافسية.

وفي دراسته التي استهدفت تحليل تأثير البراعة التنظيمية على تحقيق المرونة الاستراتيجية في شركتي "زين" و"آسيا سيل" للاتصالات بالعراق، توصل (الجبوري، 2011) إلى وجود تأثير معنوي للبراعة التنظيمية على مستوى المرونة الاستراتيجية في الشريكتين محل الدراسة. وفي دراستهم التي استهدفت تحليل العلاقة بين البراعة التنظيمية والأداء، أشار (Junni; et al., 2013) إلى أن العديد من الدراسات قد أكدت على تزايد أهمية البراعة التنظيمية؛ لتحقيق ميزة تنافسية مستدامة للمنظمات، وتوصلوا في نهاية دراستهم إلى وجود علاقة معنوية طردية قوية بين البراعة التنظيمية والأداء التنظيمي. وفي دراستهما التي استهدفت تحليل استراتيجية البراعة التنظيمية وأداء الشركات، توصل (Fu; Morris, 2014) إلى أن البراعة التنظيمية مهمة للاستمرار والنجاح في البيئات الديناميكية، وإلى أن رأس المال التنظيمي يلعب دوراً هاماً في تعزيز العلاقة الطردية بين البراعة التنظيمية وأداء الشركات.

وفي دراستهما التي استهدفت تحليل دور البراعة التنظيمية في الحد من الانهيار التنظيمي من وجهة نظر عينة من القيادات الإدارية في كليات جامعة دهوك، توصل (الباشقالي؛ الداود، 2015) إلى وجود علاقة ارتباط معنوية عكسية بين أبعاد البراعة التنظيمية من ناحية، ومصادر الانهيار التنظيمي من ناحية أخرى. وفي دراسته التي استهدفت تحليل البراعة التنظيمية لدى القوى العاملة

1/2/4- مفهوم البراعة التنظيمية Organizational Ambidexterity

تم اشتقاق كلمة "البراعة" Ambidexterity من الكلمة اللاتينية "Ambos"، أي "كليهما"، أو "على حد سواء"؛ وتعني شخصاً قادراً على استخدام كلتا يديه معاً بنفس الكفاءة (عويس، 2015). وتشير البراعة التنظيمية في جوهرها إلى: القدرة الديناميكية للمنظمة على تعبئة وتنسيق وتكامل الجهود المختلفة، وإعادة تجميع وتخصيص الموارد والأصول؛ من أجل استكشاف واستغلال الفرص (Rothaermel; Deeds, 2004).

ويتفق العديد من الباحثين (Raisch; Birkinshaw, 2008; O'Reilly; Tushman, 2013) على أن مصطلح البراعة التنظيمية يعني: قدرة المنظمة على استكشاف واستغلال الأفكار الجديدة، المتعلقة بكل من الموارد الداخلية والموارد الخارجية؛ من أجل تلبية متطلبات الأعمال اليومية، والتكيف مع متغيرات السوق المستقبلية. وقد عرف (الباشقالي؛ الداود، 2015) البراعة التنظيمية على أنها: اكتشاف الجديد، واستغلال ما تم اكتشافه بأفضل السبل الممكنة.

2/2/4- أبعاد البراعة التنظيمية:

بعد استعراضهما لأراء العديد من الباحثين؛ توصل (الباشقالي؛ الداود، 2015) إلى أن هناك بُعدين أساسيين للبراعة التنظيمية؛ شكلا أعلى نسبة اتفاق بين هؤلاء الباحثين، وهما:

- البحث عن الفرص الجديدة: بمعنى القدرة على حشد الجهود؛ لاكتشاف فرص جديدة؛ من خلال توقع الاحتياجات والرغبات المستقبلية للعملاء، وتوقع التغيرات والتوجهات المستقبلية في الصناعة.
- الاستغلال الأمثل للفرص: بمعنى القدرة على استثمار ما تم اكتشافه من فرص؛ من خلال إعادة تصميم الأنشطة، وزيادة الرغبة في تلبية احتياجات ورغبات العملاء، وتوسيع آفاق معارف ومهارات العاملين.

3/2/4- خصائص البراعة التنظيمية:

يرى (Navarro; Dewhurst, 2007) أن البراعة التنظيمية تتصف بالخصائص الأربع التالية:

- مبادرات الأفراد، واستكشافهم للفرص التي تتعدى وظائفهم ومهامهم الحالية.
- تحفيز الأفراد على العمل والتصرف الفوري، بدون الحصول على إذن أو دعم من رؤسائهم.
- تشجيع الأفراد على تنفيذ الأعمال اللازمة للتكيف مع الفرص الجديدة، والمتوافقة بشكل واضح مع الاستراتيجية العامة للمنظمة.
- إعلان قدرة الأفراد على التوافق والتكيف مع الجديد.

في حين يرى (Bodwell; Chermack, 2010) أن خصائص البراعة التنظيمية تتمثل في الخصائص الثلاث الآتية:

متعددة الأجيال، أكد (Woods, 2016) على أن البراعة التنظيمية تمثل قدرة المنظمة على التخطيط والابتكار؛ للنجاح في كل الأعمال الحالية والمستقبلية، وعلى أنها تعد مفهومًا هامًا للشركات التي تسعى للبقاء والاستمرار في الأسواق الحديثة.

5/2/4- كيف يمكن بناء وتنمية البراعة التنظيمية؟

يتفق بعض الباحثين (Benner; Tushman, 2003; Gibson; Birkinshaw, 2004) على أن بناء وتنمية البراعة التنظيمية يتطلب القيام بالعديد من العمليات المختلفة اختلافًا جوهريًا عن العمليات العادية، بالإضافة إلى نظم عمل مختلفة، وكفاءات لإدارة كل ما سبق. ويرى (Beckman, 2006) أن التنوع في الخبرات والمعارف داخل فريق الإدارة العليا؛ يعزز قدرة المنظمة على تحقيق البراعة التنظيمية. وجليد بالذكر، أن البراعة التنظيمية لا يمكن أن تتحقق من خلال جهود المستويات العليا في التنظيم بمفردها (Raisch; Birkinshaw, 2008)؛ حيث أن مشاركة الأفراد بالمستويات الإدارية المختلفة تلعب دورًا هامًا في هذا الصدد؛ لأن وجود تناقض بين أسلوب ومعارف القيادات من ناحية، وأسلوب ومعارف كبار المديرين وباقي أفراد المنظمة من ناحية أخرى؛ يؤثر بالضرورة في إمكانية النجاح في استكشاف واستغلال الفرص المتاحة (Smith; Tushman, 2005).

وقد أكد (Guttel; Konlechner, 2009) على أن المنظمات التي تتمتع بالبراعة التنظيمية؛ تستخدم ممارسات إدارة الموارد البشرية؛ لتزويد موظفيها دائمًا بالمعارف والمهارات اللازمة لأنشطة استكشاف الأفكار الجديدة واستغلالها. بينما توصل (Chandrasekaran, 2009) إلى أن المنظمات ذات التقنية المتطورة، والتي تتابع استراتيجيات التحسين والإبداع بشكل آني؛ هي منظمات بارعة؛ تحقق عائدًا أعلى على الاستثمار. وتشير بعض التجارب العملية، إلى أن الاستعانة بمصادر خارجية، والدخول في تحالفات استراتيجية؛ تعد مفيدة في عملية بناء وتنمية البراعة التنظيمية؛ بسبب إمكانية الاستفادة من موارد الآخرين في هذه العملية (Lavie; et al., 2010).

وفي دراستهم التي استهدفت تحليل رؤية الإدارة في أوقات الأزمات الاقتصادية، توصل (Schmitt; et al., 2010) إلى أن دراسة حالات الأزمات الاقتصادية؛ قد تحفز الأفكار الجديدة المثيرة للاهتمام، وتدفع المنظمة نحو استغلال هذه الأفكار، ومن ثم؛ نحو تحقيق البراعة التنظيمية. وفي بحثهم الذي استهدف دراسة التأثير المشترك للرئيس التنفيذي وفرق الإدارة العليا على البراعة التنظيمية، أكد (Cao; et al., 2010) على أن فرق الإدارة العليا تلعب دورًا محوريًا في بناء وتنمية البراعة التنظيمية، إلى جانب بناء رأس المال الاجتماعي؛ للحصول على المعلومات اللازمة في الوقت المناسب، مع توافر نظام ثري للاتصالات، ولا مركزية في الإدارة. وفي دراستهم التي استهدفت تقييم العلاقة بين نظم العمل عالية

الأداء والبراعة التنظيمية، وبعد استعراض العديد من نتائج الدراسات السابقة، أكد (Patel; et al., 2013) على أن المنظمات القادرة على بناء أنظمة موارد بشرية فعالة؛ تساعد على استقطاب وتحفيز والمحافظة على قوى عاملة تمتلك قدرة أكبر على التكيف؛ يؤدي إلى إنتاج أفكار مبتكرة لتحسين الأداء، ثم إلى استغلال هذه الأفكار وتنفيذها بفعالية؛ وهو ما يطلق عليه "البراعة التنظيمية".

ويرى العديد من الباحثين (O'Reilly; Tushman, 2013; Voss; Voss, 2013) أنه يجب بناء وتنمية البراعة التنظيمية بالتوازي في كافة جوانب العمل بالمنظمة، من إدارة، ومنتجات، وأسواق ... إلخ؛ حيث أن التركيز على بنائها وتنميتها في جانب واحد؛ ربما يؤدي إلى كارثة، وقد أثبتت الممارسات العملية أنه من النادر أن تتجش الشركة في تحقيق البراعة التنظيمية في مجال عمل معين، دون تحقيقها على التوازي في مجالات العمل الأخرى (Yan; et al., 2016). أما بالنسبة للمنظمات المبتدئة، فتؤكد التجارب العملية على أن التركيز على بناء وتنمية البراعة التنظيمية في جانب واحد من جوانب العمل؛ يؤدي إلى استنزاف الموارد (March, 1991).

ويتفق العديد من الباحثين (Junni; et al., 2013; Patel; et al., 2013) على أن نظم العمل عالية الأداء؛ يمكن أن تعزز البراعة التنظيمية. وفي دراسته التي استهدفت تحديد دور ممارسات إدارة الموارد البشرية في بناء البراعة التنظيمية وأثرهما على الأداء التنظيمي في الشركات الصناعية الصغيرة والمتوسطة في المملكة العربية السعودية، توصل (عويس، 2015) إلى أن ممارسات إدارة الموارد البشرية؛ تساهم في بناء وتفسير التوجه بالبراعة التنظيمية في الشركات محل التطبيق، وقد احتل التوظيف المرتبة الأولى، وتبعه التدريب، ثم التعويضات، ثم تصميم العمل، ثم تقييم الأداء، وأخيرًا المشاركة. ويرى (Yan; et al., 2016) أنه يجب النظر للبراعة التنظيمية على أنها هدف استراتيجي، وغاية يجب الوصول إليها؛ من خلال اتباع الطرق واستخدام الوسائل وعمليات التعلم التنظيمية المناسبة.

6/2/4- شروط النجاح في بناء وتنمية البراعة التنظيمية:

في دراستهما التي استهدفت تحديد كيفية اكتشاف واستغلال المديرين للبراعة التنظيمية في العمل، اقترح (O'Reilly; Tushman, 2011) خمسة شروط للنجاح في بناء وتنمية البراعة التنظيمية، وهي:

- وجود أهداف استراتيجية مقبوعة؛ تبرر فكريًا كلا من عمليات استكشاف الأفكار الجديدة واستغلالها.
- صياغة رؤية وقيم مشتركة؛ توفر هوية مشتركة عبر وحدات استكشاف واستغلال الأفكار الجديدة.
- فريق عمل على أعلى مستوى؛ يمتلك صراحةً استراتيجية وحدات استكشاف واستغلال الأفكار الجديدة، ونظام المكافآت، والشفافية المطلقة.

- أبنية تنظيمية مستقلة ولكن متضامنة (نماذج أعمال – هياكل – حوافز – مقاييس – ثقافات) لوحداث استكشاف الأفكار الجديدة واستغلالها، وأهداف متكاملة لكل من المستويات العليا والتكتيكية؛ لتحقيق الاستفادة القصوى من الأصول التنظيمية.
- صلاحيات واسعة للقيادات العليا؛ للتسامح، ونزع فتيل التوترات المتوقعة بين الوحدات المختلفة.

3/4- نبذة مختصرة عن جهاز الوحدات المحلية (الأمانة العامة للإدارة المحلية، القانون 124 لنظام الإدارة المحلية ولائحته التنفيذية ومذكرته الإيضاحية، القاهرة، 1960):

ظهرت الوحدات المحلية في الريف المصري بعد صدور القانون رقم 124 لسنة 1960، والخاص بنظام الإدارة المحلية في مصر. وقد منح هذا القانون تلك الوحدات الكثير من السلطات، وعلى رأسها الحق في إنشاء وإدارة جميع المرافق العامة الواقعة في دائرتها، في حدود السياسة والخطة العامة للدولة، كما أسند إليها جميع الاختصاصات التي تتولاها الوزارات؛ بمقتضى القوانين واللوائح المعمول بها. وعلى الرغم من التأكيد على هذه الاختصاصات في قانون الإدارة المحلية والقوانين الأخرى التي صدرت فما بعد (وكان آخرها القانون رقم 9 لسنة 1989)، فقد تبين وجود نواحي قصور متعددة في مزاولة هذه الوحدات لأنشطتها (شبتا، 1991).

5- مشكلة وتساؤلات البحث:

كشفت نتائج الدراسة الاستطلاعية عن ارتفاع مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية؛ حيث بلغت قيمة الوسط الحسابي له (3,89)، وذلك على مقياس "ليكرت" المكون من خمس درجات، بالإضافة إلى انخفاض مستوى البراعة التنظيمية للجهاز؛ حيث بلغت قيمة الوسط الحسابي لها (2,13)، وذلك على نفس المقياس، فضلا عن غموض العلاقة بين مستوى الاحتقان التنظيمي لدى العاملين بالجهاز ومستوى براعة الجهاز التنظيمية.

وتثير هذه النتائج عدداً من التساؤلات التي تمثل مشكلة البحث، ويمكن طرحها على النحو التالي:

- أ. ما هو مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية؟
- ب. هل توجد اختلافات بين مستوى متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية (الاعتقاد السلبي، والتأثير السلبي، والسلوك السلبي) باختلاف خصائصهم الديموجرافية (النوع، والعمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي)؟
- ت. ما هو مستوى البراعة التنظيمية لجهاز الوحدات المحلية بمحافظة المنوفية؟
- ث. هل توجد اختلافات بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية نحو كل من

مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده، وذلك باختلاف خصائصهم الديموجرافية (النوع، والعمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي)؟

ج. ما هو نوع ودرجة قوة العلاقة بين مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده؟

ح. كيف يمكن تخفيض مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية إلى أقل مستوى ممكن؟

خ. كيف يمكن تحسين مستوى البراعة التنظيمية لجهاز الوحدات المحلية بمحافظة المنوفية؟

6- أهداف البحث:

تتمثل الأهداف الرئيسية لهذا البحث في الأهداف السبعة التالية:

- أ. تحديد مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية.
- ب. الكشف عن مدى وجود اختلافات بين مستوى متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية (الاعتقاد السلبي، والتأثير السلبي، والسلوك السلبي) باختلاف خصائصهم الديموجرافية (النوع، والعمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي).
- ت. تحديد مستوى البراعة التنظيمية لجهاز الوحدات المحلية بمحافظة المنوفية.
- ث. الكشف عن مدى وجود اختلافات بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده، وذلك باختلاف خصائصهم الديموجرافية (النوع، والعمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي).

ج. تحديد نوع ودرجة قوة العلاقة بين مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده.

ح. تحديد كيفية تخفيض مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية إلى أقل مستوى ممكن.

خ. تحديد كيفية تحسين مستوى البراعة التنظيمية لجهاز الوحدات المحليّة بمحافظّة المنوفية.

7- فروض البحث:

في ضوء مشكلة وأهداف البحث، وبناء على التأصيل النظري من الدراسات السابقة؛ قام الباحث بصياغة فروض البحث في صيغة العدم، وذلك على النحو المبين أدناه:

توصل (Erdost; et al., 2007) إلى أن مستوى الاحتقان التنظيمي يختلف باختلاف الخصائص الديموجرافية للعاملين؛ حيث اختلف هذا المستوى باختلاف القسم الذي ينتمي إليه العامل؛ فكان أقل لدى العاملين بقسم الدعم الفني، منه لدى العاملين بقسم الإنتاج، كما كان أقل - أيضًا - لدى خريجي المدارس المهنية للتعليم العالي، منه لدى خريجي درجة البكالوريوس. في حين توصل (Tokgoz; Yilmaz, 2008) إلى أن مستوى الاحتقان التنظيمي لا يختلف باختلاف الخصائص الديموجرافية للعاملين، والمتمثلة في كل من: الجنس، والعمر، ومدة الخدمة في المنشأة الفندقية، وتوصلا - أيضًا - إلى أن مستوى الاحتقان التنظيمي يختلف باختلاف الخاصية الديموجرافية المتعلقة بكون الفندق في منتجع أو في المدينة؛ حيث اتضح أن مستوى الاحتقان التنظيمي لدى العاملين في فنادق المنتجعات، أعلى منه لدى العاملين في فنادق المدن. وفي نفس الدراسة - أيضًا - توصل الباحثان إلى أن مستوى الاحتقان التنظيمي يزداد مع زيادة مستوى التعليم. وأخيرًا، توصل (Kalagan; Guzeller, 2010) إلى أن مستوى الاحتقان التنظيمي يختلف باختلاف الخصائص الديموجرافية للعاملين؛ حيث كان أعلى لدى العاملين ذوي الأقدمية الأقل، منه لدى نظرائهم ذوي الأقدمية الأكبر، كما كان أعلى - أيضًا - لدى العاملين ذوي مستوى التعليم الأعلى، منه لدى نظرائهم ذوي مستوى التعليم الأقل.

واسترشادًا بما سبق؛ تمّت صياغة الفرض الأول لهذا البحث في الصورة التالية:

- الفرض الأول: لا توجد اختلافات ذات دلالة إحصائية بين مستوى متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحليّة بمحافظّة المنوفية (الاعتقاد السلبي، والتأثر السلبي، والسلوك السلبي) باختلاف خصائصهم الديموجرافية (النوع، والعمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي).

وعلى حد علم الباحث؛ لا توجد دراسات سابقة تناولت اختلافات اتجاهات العاملين بالمنظمات نحو مستوى البراعة التنظيمية لها مأخوذًا بشكل إجمالي، أو نحو أي من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) كل على حده، وذلك باختلاف الخصائص الديموجرافية لهؤلاء العاملين؛ وكان هذا دافعًا للباحث أن يكون - على حد علمه - أول من يحاول الكشف عن هذه

الاختلافات؛ حيث قام الباحث بصياغة الفرض الثاني لهذا البحث في الصورة التالية:

- الفرض الثاني: لا توجد اختلافات ذات دلالة إحصائية بين اتجاهات العاملين بجهاز الوحدات المحليّة بمحافظّة المنوفية نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذًا بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده، وذلك باختلاف خصائصهم الديموجرافية (النوع، والعمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي).

وفي دراستهما التي استهدفت تحليل دور البراعة التنظيمية في الحد من الانهيار التنظيمي من وجهة نظر عينة من القيادات الإدارية في كليات جامعة دهوك، افترض (الباشقالي؛ الداود، 2015) وجود علاقة معنوية عكسية بين أبعاد البراعة التنظيمية من ناحية، ومصادر الانهيار التنظيمي من ناحية أخرى. وفي بحثه الذي استهدف دراسة نظم العمل عالية الأداء والتأثير المشترك للقيادة التحويلية ومناخ التمكين والبراعة التنظيمية، افترض (Chang, 2016) وجود علاقة معنوية بين نظم الأداء العالي والبراعة التنظيمية.

واسترشادًا بما سبق؛ تمّت صياغة الفرض الثالث لهذا البحث في الصورة التالية:

- الفرض الثالث: لا توجد علاقة ذات دلالة إحصائية بين مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحليّة بمحافظّة المنوفية، واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز مأخوذًا بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده.

8- أهمية البحث:

1/8- من الناحية الأكاديمية:

تأتي أهمية هذا البحث من الناحية الأكاديمية؛ من ندرة الدراسات التي تناولت كلا من الاحتقان التنظيمي والبراعة التنظيمية بصفة عامة، وفي البيئتين العربية والمصرية بصفة خاصة، وهو ما يتضح من العرض التالي:

1/1/8- فيما يتعلق بالاحتقان التنظيمي:

■ في دراستهم التي استهدفت تحديد أثر احتقان العاملين في مقاومة التغيير التنظيمي، أكد (Stanley; et al., 2005) على ندرة الأبحاث التي تناولت الاحتقان التنظيمي، وآثاره الهامة على كل من العاملين والمنظمة، وأشارا إلى أن هناك حاجة إلى مزيد من البحوث المستقبلية؛ لدراسة العلاقة بين أبعاد الاحتقان التنظيمي من ناحية، والمتغيرات التنظيمية الأخرى من ناحية ثانية، وتأثير هذه الأبعاد على نوايا وسلوكيات العاملين.

البراعة التنظيمية للجهاز؛ يؤدي إلى زيادة قدرته على استكشاف واستغلال الفرص المتاحة في بيئته المحيطة. وبالإضافة إلى ما سبق، فإن الأهمية التطبيقية لهذا البحث تتضح -أيضاً- من العرض التالي:

1/2/8- فيما يتعلق بالاحتقان التنظيمي:

- في دراسته التي استهدفت تحليل أثر الانطمار الوظيفي في العلاقة بين رأس المال النفسي ومستوى الشعور بالاحتقان التنظيمي لدى العاملين بالقطاع الحكومي في محافظة الدقهلية، أكد (الكرداوي، 2013) على تفاقم ظاهرة الاحتقان التنظيمي لدى معظم العاملين بالقطاع الحكومي في مصر، حيث تبدو مؤشرات تلك الظاهرة واضحة في تزايد أعداد المظاهرات والاعتصامات والاحتجاجات والمطالب الفئوية لهؤلاء العاملين بتخصصاتهم المختلفة؛ مما أدى إلى تعطل العديد من مرافق الدولة، وشل حركة العمل بها، وكلف الاقتصاد المصري خسائر فادحة، في الوقت الذي تحتاج فيه مصر -أكثر من أي وقت مضى- إلى التكاتف ولم الشمل بين الإدارة والعاملين.
- في دراستهم التي استهدفت تحليل العلاقة بين الإرهاق الوظيفي والاحتقان التنظيمي، توصل (Simha; et al., 2014) إلى أن وجود علاقة طردية بين الإرهاق الوظيفي والاحتقان التنظيمي، وإلى ضرورة أن يعمل المديرون على تخفيض مستوى الاحتقان التنظيمي إلى أقل مستوى ممكن.
- في دراستهم التي استهدفت تحديد أسباب احتقان المعلمين في العمل، وكيفية التنبؤ بالاحتقان التنظيمي لدى معلمين بولندا، أكد (Chudzicka-Czupala; et al., 2014) على أهمية وضرورة التنبؤ بمستوى الاحتقان التنظيمي لدى المعلمين؛ لما لذلك من آثار هامة على التزام هؤلاء المعلمين، واستمرار العمل، والحفاظ على روح الأسرة الواحدة داخل المؤسسة التعليمية.

2/2/8- فيما يتعلق بالبراعة التنظيمية:

- في بحثه الذي استهدف دراسة دور ممارسات إدارة الموارد البشرية في بناء البراعة التنظيمية وأثرهما على الأداء التنظيمي في الشركات الصناعية الصغيرة والمتوسطة في المملكة العربية السعودية، اقترح (عويس، 2015) دراسة البراعة التنظيمية في قطاعات غير صناعية، وكذلك في الشركات كبيرة الحجم.
- يرى (Jurksiene; Pundziene, 2016) أنه لا يزال هناك نقص في فهم العلاقة بين البراعة التنظيمية والعديد من المتغيرات التنظيمية بصفة عامة، وبينها وبين الميزة التنافسية للمنظمة بصفة خاصة.

9- حدود البحث:

يمكن تقسيم حدود هذا البحث إلى:

- في دراستهما التي استهدفت تحديد الاحتقان الناتج عن التغيير التنظيمي، اقترح (Brown; Cregan, 2008) ضرورة قيام الباحثين بالمزيد من الدراسات حول الاحتقان التنظيمي.
- في بحثهما الذي استهدف دراسة أثر الاحتقان الناتج عن التغيير التنظيمي على الالتزام الاستراتيجي لمديري الإدارة الوسطى، أوصى (Barton; Ambrosini, 2013) بإجراء المزيد من الدراسات حول أبعاد الاحتقان التنظيمي، وعلاقتها بالمتغيرات التنظيمية الأخرى بصفة عامة، وعلاقتها بأبعاد الالتزام الاستراتيجي بصفة خاصة.
- في دراستهم التي استهدفت تحليل الاحتقان التنظيمي وثقافة المدرسة والإنجاز الأكاديمي، أكد (Karadag; et al., 2014) على ندرة البحوث التي تناولت علاقة الاحتقان التنظيمي بالمتغيرات التنظيمية بصفة عامة، وبنقطة المؤسسات التعليمية بصفة خاصة.

2/1/8- فيما يتعلق بالبراعة التنظيمية:

- على الرغم من عدم حداثة الدراسات المتعلقة بالبراعة التنظيمية، إلا أن هناك ندرة في دراسة علاقتها بالعديد من متغيرات ونتائج المنظمة (Lavie; et al., 2010).
- أشار (Suzuki, 2011) إلى أن مجال البراعة التنظيمية من المجالات البحثية متزايدة الأهمية، وإلى أن العديد من جوانبها لم يتم تفهمها بصورة تامة؛ مما يستدعي ضرورة توجيه اهتمام الباحثين إليها.
- في دراستهم التي استهدفت التوصل إلى نموذج متعدد المستويات للبراعة التنظيمية في مرحلة بحث عملية الابتكار، أكد (Cantarello; et al., 2012) على أن هناك اهتماماً متزايداً في الأوساط الأكاديمية؛ لمعرفة كيف يمكن للشركات تحقيق التوازن المنشود بين استكشاف الأفكار الجديدة واستغلالها؛ من أجل خلق البراعة التنظيمية، وتوصلوا إلى أنه على الرغم من وجود الكثير من الدراسات التي حاولت الوصول إلى هذه الكيفية - ومنها دراستهم -، إلا أن الأمر ما زال غامضاً، ويحتاج إلى المزيد والمزيد من الدراسات.
- في دراستهم التي استهدفت تحديد الأدوار المشتركة للتعليم التنظيمي متعدد المستويات لتطوير البراعة التنظيمية، أكد (Yan; et al., 2016) على وجود حاجة إلى مزيد من الدراسات عبر مستويات متعددة؛ لتحليل البراعة التنظيمية؛ من أجل الاستفادة من التجارب المتاحة، وتصميم آليات بديلة لتحقيقها.

2/8- من الناحية التطبيقية:

تأتي أهمية هذا البحث من الناحية التطبيقية؛ من أن تخفيض مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية إلى أقل مستوى ممكن؛ يؤدي -بالضرورة- إلى رفع مستوى الاستقرار في الجهاز، وتحسين مستوى أدائه، فضلاً عن أن بناء وتنمية

1/9- الحدود الزمنية للبحث:

وتتمثل في الفترة التي تم فيها تجميع البيانات الأولية اللازمة للبحث من مصادرها المختلفة؛ وهي شهرَي إبريل ومايو 2016.

2/9- الحدود المكانية للبحث:

وتتمثل في جهاز الوحدات المحليّة بمحافظة المنوفية. وقد اختار الباحث هذا الجهاز؛ لما له من أهمية بالغة في تقديم العديد والعديد من الخدمات للمواطنين في محافظة المنوفية؛ وعلى رأسها إنشاء وإدارة جميع المرافق العامة الواقعة في دائرته، في حدود السياسة والخطّة العامة للدولة.

3/9- الحدود البشرية للبحث:

تتمثل الحدود البشرية لهذا البحث في جميع العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية، من إداريين وفنيين في كافة المستويات الإدارية؛ والذين يُراد قياس مستوى متغيرات الاحتقان التنظيمي لديهم، وقياس مستوى متغيرات البراعة التنظيمية للجهاز من وجهة نظرهم.

10- تصميم البحث:

اعتمد هذا البحث على المنهج الوصفي الاستقرائي؛ بغرض الوصف الدقيق لخصائص متغيرات البحث، والعلاقات أو الاختلافات القائمة بينها.

1/10- مجتمع البحث:

تم تحديد حجم مجتمع هذا البحث، والذي يتمثل في جميع العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية في إبريل 2016، من إداريين وفنيين في كافة المستويات الإدارية، حيث كان حجم هذا المجتمع 10579 مفردة، وهو ما يتضح من الجدول رقم (1).

2/10- عينة البحث:

نظرًا لكبير حجم مجتمع البحث، وصعوبة تجميع البيانات من كل مفرداته، ومراعاةً لحدود الوقت والتكلفة؛ فقد تم الاعتماد على أسلوب العينات؛ لتجميع البيانات اللازمة للدراسة الميدانية في هذا البحث. وقد تم تحديد حجم عينة البحث بمعلومية حجم المجتمع باستخدام القانون التالي (إدريس، 2007: 504):

$$n = \frac{N (Z^2 \sigma^2)}{N e^2 + Z^2 \sigma^2}$$

حيث:

n = حجم العينة.

N = حجم مجتمع البحث.

Z = حدود الخطأ المعياري في ظل درجة الثقة المطلوبة للتقدير.

σ = الانحراف المعياري لمجتمع البحث(*).

(*) لتحديد الانحراف المعياري لمجتمع البحث، قام الباحث باختيار أحد أسئلة الاستقصاء التي توقع اختلاف إجابات المستقصي منهم

e = مقدار الخطأ المسموح به عند التقدير.
حجم عينة العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية =

$$10579 [2(0,68) \times 2(1,96)] = 664 \text{ مفردة.}$$

$$10579 [2(0,05) \times 2(1,96)] + [2(0,68) \times 2(1,96)] = 664 \text{ مفردة.}$$

جدول رقم (1): بيان بأعداد العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية

م	اسم الوحدة	عدد العاملين
1	مركز شبين الكوم	1142
2	حي شرق مدينة شبين الكوم	318
3	حي غرب مدينة شبين الكوم	608
4	مركز أشمون	1323
5	مركز منوف	1340
6	مركز الباجور	1210
7	مركز الشهداء	698
8	مركز بركة السبع	1240
9	مركز تلا	1230
10	مركز قويسنا	1285
11	مركز ومدينة السادات	185
	الإجمالي	10579

المصدر: شؤون العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية (إبريل 2016)

وقد تم توزيع قوائم الاستقصاء على مفردات العينة بطريقة عشوائية، مع مراعاة التوازن بين الإداريين والفنيين من ناحية، وبين المستويات الإدارية المختلفة من ناحية أخرى. ويمكن توضيح عدد القوائم المُوزَّعة، وعدد ونسبة القوائم الصحيحة المُستردّة من العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية، وذلك من خلال الجدول رقم (2).

جدول رقم (2): عدد القوائم المُوزَّعة على العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية وعدد ونسبة القوائم الصحيحة المُستردّة

عدد العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية	حجم العينة	عدد القوائم المُوزَّعة	القوائم الصحيحة المُستردّة	النسبة من العينة
10579	664	693	492	74%

المصدر: من إعداد الباحث

ويمكن توضيح الخصائص الديموجرافية لمفردات عينة البحث أصحاب القوائم الصحيحة المُستردّة من خلال الجدول رقم (3).

عليها، ثم قام بتوزيعه على عينة مُكوَّنة من 88 مفردة من العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية بطريقة عشوائية، حيث كان الانحراف المعياري لإجابات المستقصي منهم على هذا السؤال 0,68.

جدول رقم (3): السمات الديموجرافية لمفردات عينة البحث أصحاب القوائم الصحيحة المُستردّة

النوع	العدد	العمر	العدد	مدة الخدمة بالجهاز	العدد	المستوى الوظيفي	العدد
ذكور	328	أقل من 30 سنة	51	أقل من 10 سنوات	139	إدارة عليا	63
إناث	164	من 30 إلى أقل من 40 سنة	99	من 10 إلى أقل من 20 سنة	139	إدارة وسطى	361
		من 40 إلى أقل من 50 سنة	140	من 20 إلى أقل من 30 سنة	145	إدارة تنفيذية	68
		من 50 إلى أقل من 60 سنة	202	30 سنة فأكثر	69		
الإجمالي	492	الإجمالي	492	الإجمالي	492	الإجمالي	492

المصدر: من إعداد الباحث

11- متغيرات البحث والمقاييس المستخدمة:

اعتمدت الدراسة الميدانية على البيانات الأولية، التي تم جمعها حول متغيرات البحث، والتي أمكن قياس الخصائص التي تشتمل عليها؛ من خلال مجموعة من المقاييس المُنتوّعة، وذلك على النحو الموضح أدناه:

11/1- متغيرات البحث:

يمكن تصنيف متغيرات البحث إلى ثلاث مجموعات كما يلي:

(أ) متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية (الاعتقاد السلبي، والتأثر السلبي، والسلوك السلبي).

(ب) متغيرا البراعة التنظيمية لجهاز الوحدات المحليّة بمحافظة المنوفية (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة).

(ج) المتغيرات الديموجرافية للعاملين بجهاز الوحدات المحليّة بمحافظة المنوفية (النوع، والعمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي).

وبناءً على ما سبق؛ يمكن توضيح نموذج تحليل متغيرات البحث من خلال الشكل رقم (1).

11/2- المقاييس المستخدمة في البحث:

11/2/1- قياس مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية:

بعد إجراء مسح ميداني للمقاييس التي تم استخدامها -على حد علم الباحث- لقياس مستوى الاحتقان التنظيمي لدى العاملين في دراسات سابقة، ولتصميم المقياس الخاص بمستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية؛ اعتمد الباحث بصفة أساسية على (الكرداوي، 2013).

وللتأكد من مدى صلاحية هذا المقياس، وللوصول إلى أفضل صياغة مُمكنة لمتغيراته؛ تم عرضه على عيّنتين

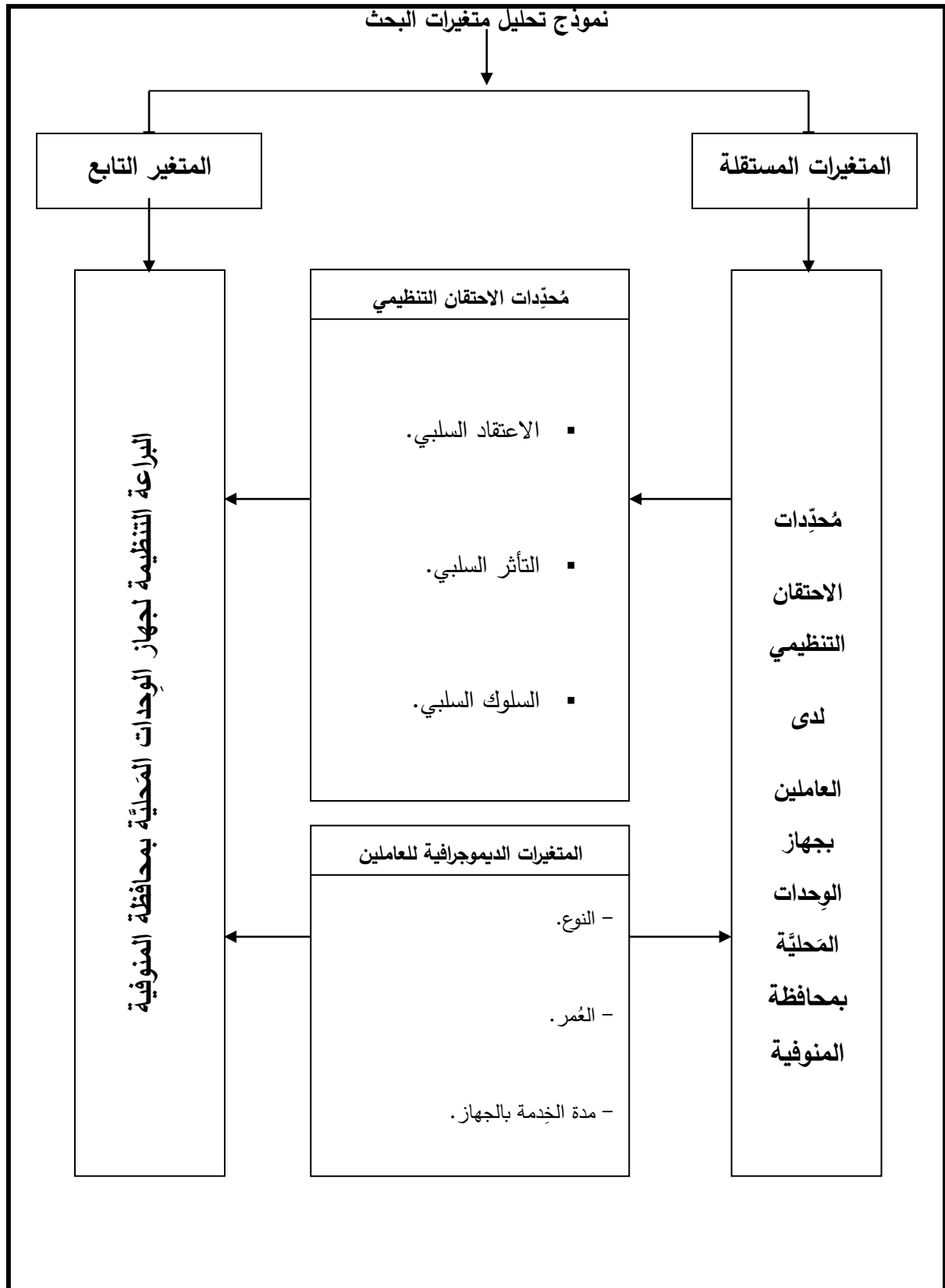
تَحْكُمِيَّتَيْن، الأولى من أعضاء هيئة التدريس ذوي الخبرة، والثانية من العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية، ثم أجرى الباحث عمليات التعديل والحذف والإضافة؛ بما يتناسب مع طبيعة وأهداف ومجال تطبيق هذا البحث. ولقياس مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية؛ تم استخدام مقياس "ليكرت" (Likert Scale) المُكوّن من خمس درجات للموافقة وعدم الموافقة؛ حيث أشار الرقم (1) إلى عدم الموافقة التامة، بينما أشار الرقم (5) إلى الموافقة التامة، مع وجود درجة مُحايدة في المنتصف. وقد تضمن المقياس 15 عبارة: 5 لقياس الاعتقاد السلبي، و5 لقياس التأثير السلبي، و5 لقياس السلوك السلبي.

11/2/2- قياس مستوى البراعة التنظيمية لجهاز الوحدات المحليّة بمحافظة المنوفية:

بعد إجراء مسح ميداني للمقاييس التي تم استخدامها -على حد علم الباحث- لقياس مستوى البراعة التنظيمية في دراسات سابقة، ولتصميم المقياس الخاص بمستوى البراعة التنظيمية لجهاز الوحدات المحليّة بمحافظة المنوفية؛ اعتمد الباحث بصفة أساسية على (الباشقالي، الداود، 2015).

وللتأكد من مدى صلاحية هذا المقياس، وللوصول إلى أفضل صياغة مُمكنة لمتغيراته؛ تم عرضه على عيّنتين تَحْكُمِيَّتَيْن، الأولى من أعضاء هيئة التدريس ذوي الخبرة، والثانية من العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية، ثم أجرى الباحث عمليات التعديل والحذف والإضافة؛ بما يتناسب مع طبيعة وأهداف ومجال تطبيق هذا البحث. ولقياس مستوى البراعة التنظيمية لجهاز الوحدات المحليّة بمحافظة المنوفية؛ تم استخدام مقياس "ليكرت" (Likert Scale) المُكوّن من خمس درجات للموافقة وعدم الموافقة؛ حيث أشار الرقم (1) إلى عدم الموافقة التامة، بينما أشار الرقم (5) إلى الموافقة التامة، مع وجود درجة مُحايدة في المنتصف. وقد تضمن المقياس 15 عبارة: 9 لقياس الاستغلال الأمثل للفرص الحالية، و6 لقياس البحث عن فرص جديدة.

شكل رقم (1): العلاقة بين متغيرات البحث



المصدر: من إعداد الباحث

12- تقييم الثقة/ الثبات والمصداقية في المقاييس:

1-12 تقييم الثقة/ الثبات Reliability في المقاييس المستخدمة في البحث:

للتأكد من تمتع المقاييس المستخدمة في هذا البحث بدرجة عالية من الثقة/ الثبات؛ قام الباحث بإخضاع هذه المقاييس لأسلوب معامل الارتباط "ألفا". وقبل إجراء هذا التحليل، تقرر استبعاد أي متغير يحصل على معامل ارتباط إجمالي Item-total correlation أقل من 0,30 بينه وبين باقي المتغيرات في المقياس نفسه (إدريس، 1999: 400). وقد أسفرت نتائج هذا التحليل عن وجود 18 عبارة تتمتع بالثقة/ الثبات في مقياس مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، و17 عبارة تتمتع بالثقة/ الثبات في مقياس مستوى البراعة التنظيمية للجهاز.

2-12 تقييم المصداقية Validity في المقاييس المستخدمة في البحث:

للتحقق من درجة المصداقية في المقاييس المستخدمة في هذا البحث؛ قام الباحث بتطبيق طريقة "Oblique" للتحليل العاملي "Factor Analysis" (إدريس، 1996: 28) مرتين منفصلتين، الأولى على مقياس مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، والثانية على مقياس مستوى البراعة التنظيمية للجهاز. وقبل إجراء هذا التحليل، تقرر استبعاد أي متغير يحصل على معامل تحميل أقل من 0,60 على أي من عوامل التحميل (إدريس، 1996: 28). وقد أسفرت نتائج هذا التحليل عن وجود 15 عبارة تتمتع بالمصداقية في مقياس مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، أمكن تحميلها على ثلاثة عوامل (الاعتقاد السلبي، والتأثير السلبي، والسلوك السلبي) تطابقت مع العوامل الثلاثة المفترضة. وقد ساهمت العوامل المستخرجة في تفسير حوالي 73% من التباين الكلي بين المتغيرات الأصلية التي خضعت للتحليل. كما أسفرت نتائج هذا التحليل -أيضاً- عن وجود 15 عبارة تتمتع بالمصداقية في مقياس مستوى البراعة التنظيمية للجهاز، أمكن تحميلها على عاملين (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) تطابقا مع العاملين المفترضين. وقد ساهم العاملان المستخرجان في تفسير حوالي 72% من التباين الكلي بين المتغيرات الأصلية التي خضعت للتحليل.

13- أساليب تحليل البيانات واختبار فروض البحث:

قام الباحث باختبار فروض البحث؛ باستخدام عدة اختبارات إحصائية تتناسب وتتوافق مع أساليب التحليل المستخدمة، وذلك من خلال حزمة البرامج الإحصائية الجاهزة (SPSS).

1-13 أساليب تحليل البيانات:

يمكن توضيح أساليب تحليل البيانات المستخدمة في هذا البحث؛ من خلال العرض التالي:

(أ) الأساليب الإحصائية الوصفية باستخدام كل من الوسط الحسابي (كمقياس للنزعة المركزية) والانحراف المعياري (كمقياس للتشتت):

قام الباحث باستخدام أسلوب الوصف الإحصائي، باستخدام كل من الوسط الحسابي كمقياس للنزعة المركزية، والانحراف المعياري كمقياس للتشتت (مهدي؛ المحلاوي، 2003)؛ وذلك بهدف:

- الكشف عن مدى وجود اختلافات بين مستوى متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، باختلاف الخاصية الديموجرافية المتعلقة بالنوع.
- الكشف عن مدى وجود اختلافات بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها على حده، وذلك باختلاف الخاصية الديموجرافية المتعلقة بالنوع.

(ب) أسلوب تحليل التباين أحادي الاتجاه One-Way ANOVA:

تم استخدام أسلوب تحليل التباين أحادي الاتجاه في هذا البحث، من خلال حزمة البرامج الإحصائية الجاهزة (SPSS)؛ حيث كان الغرض من استخدامه هو:

- الكشف عن مدى وجود اختلافات بين مستوى متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، باختلاف خصائصهم الديموجرافية (العمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي).
- الكشف عن مدى وجود اختلافات بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها على حده، وذلك باختلاف خصائصهم الديموجرافية (العمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي).

(ج) أسلوب تحليل الانحدار والارتباط المتعدد Multiple Regression/ Correlation Analysis:

تم استخدام أسلوب تحليل الانحدار والارتباط المتعدد في هذا البحث، من خلال حزمة البرامج الإحصائية الجاهزة (SPSS)؛ حيث كان الهدف من استخدامه هو تحديد نوع ودرجة قوة العلاقة بين مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده.

2-13 أساليب اختبار فروض البحث:

14- نتائج الدراسة الميدانية واختبار صحة/ عدم صحة فروض البحث:

1/14- مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية (تحقيق الهدف الأول):

يمكن تحديد مستوى متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، وذلك من خلال الجدول رقم (4).

ويرى الباحث أن كل وسط حسابي يزيد عن (2,00) لمتغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية؛ يمثل خطراً على الجهاز، ومن ثم؛ يجب العمل على تخفيضه، وبالتالي؛ يجب أن يسعى المسؤولون بالجهاز إلى تخفيض المتغيرات الثلاثة للاحتقان التنظيمي.

جدول رقم (4): الوسط الحسابي لمتغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية

م	متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية	الوسط الحسابي
1	الاعتقاد السلبي	2,702
2	التأثير السلبي	2,847
3	السلوك السلبي	2,530

2/14- مستوى البراعة التنظيمية لجهاز الوحدات المحلية بمحافظة المنوفية (تحقيق الهدف الثالث):

يمكن تحديد مستوى متغيرات البراعة التنظيمية لجهاز الوحدات المحلية بمحافظة المنوفية، وذلك من خلال الجدول رقم (5).

جدول رقم (5) : الوسط الحسابي لاتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية نحو متغيرات البراعة التنظيمية للجهاز

م	متغيرات البراعة التنظيمية لجهاز الوحدات المحلية بمحافظة المنوفية	الوسط الحسابي
1	مستوى البراعة التنظيمية الإجمالي للجهاز	2,606
2	الاستغلال الأمثل للفرص الحالية	2,520
3	البحث عن فرص جديدة	2,442

ويرى الباحث أن كل وسط حسابي يقل عن (4,00) لمستوى البراعة التنظيمية لجهاز الوحدات المحلية بمحافظة المنوفية مأخوذاً بشكل إجمالي، ولمستوى كل متغير من متغيريها على حده؛ يمثل قصوراً بالجهاز، وبالتالي؛ يجب العمل على تحسينه، ومن ثم؛ يجب أن يسعى المسؤولون بالجهاز إلى تحسين كل من مستوى البراعة التنظيمية الإجمالي للجهاز، ومستوى متغيريها الاثنان كل على حده.

3/14- الاختلافات بين مستوى متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية باختلاف خصائصهم الديموجرافية (تحقيق الهدف الثاني):

استخدم الباحث عدداً من الاختبارات الإحصائية؛ التي تُناسب أساليب التحليل المستخدمة وتتوافق معها؛ وذلك من أجل اختبار فروض هذا البحث. وتتمثل الاختبارات الإحصائية لفروض هذا البحث في:

(أ) اختبار T-Test لعينتين مستقلتين المُصاحِب لأسلوب الوصف الإحصائي باستخدام كل من الوسط الحسابي (كمقياس للنزعة المركزية) والانحراف المعياري (كمقياس للتشتت):

وقد تم استخدامه بغرض اختبار الفرضين التاليين:

- **الفرض الأول:** والذي يتعلق بالكشف عن مدى وجود اختلافات بين مستوى متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، باختلاف الخاصية الديموجرافية المتعلقة بالنوع.
- **الفرض الثاني:** والذي يتعلق بالكشف عن مدى وجود اختلافات بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها على حده، وذلك باختلاف الخاصية الديموجرافية المتعلقة بالنوع.

(ب) اختبار F-Test واختبار توكي Tukey المُصاحِبان لأسلوب تحليل التباين أحادي الاتجاه One-Way ANOVA:

وقد تم استخدامهما بغرض اختبار الفرضين التاليين:

- **الفرض الأول:** والذي يتعلق بالكشف عن مدى وجود اختلافات بين مستوى متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، باختلاف خصائصهم الديموجرافية (العُمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي).
- **الفرض الثاني:** والذي يتعلق بالكشف عن مدى وجود اختلافات بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها على حده، وذلك باختلاف خصائصهم الديموجرافية (العُمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي).

(ج) اختبار F-Test واختبار T-Test المُصاحِبان لأسلوب تحليل الانحدار والارتباط المتعدد Multiple Regression/ Correlation Analysis:

وقد تم استخدامهما بهدف اختبار الفرض الثالث، والذي يتعلق بتحديد نوع ودرجة قوة العلاقة بين مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده.

1/3/14- توجد اختلافات ذات دلالة إحصائية (عند مستوى 0,05) بين مستوى متغيرين (التأثير السلبي، والسلوك السلبي) من المتغيرات الثلاثة الخاصة بالاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، وذلك باختلاف النوع. وقد أكد الوصف الإحصائي على أن مستوى الاحتقان التنظيمي لدى العاملين الذكور (2,92، 2,61) أعلى منه لدى الإناث (2,71، 2,37) بالنسبة للمتغيرين على الترتيب.

2/3/14- توجد اختلافات ذات دلالة إحصائية بين مستوى المتغيرات الثلاثة الخاصة بالاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، وذلك باختلاف العمر؛ ويتضح ذلك مما يلي:

- **الاعتقاد السلبي:** حيث وصلت قيمة "ف" المحسوبة إلى (12,28)؛ مما يؤكد دلالتها الإحصائية عند مستوى (0,01). وقد أشارت نتائج اختبار توكي للمقارنات المتعددة ونتائج الوصف الإحصائي للبيانات، إلى أن مستوى (الاعتقاد السلبي) لدى الفئات العمرية الأكبر، أعلى منه لدى الفئات الأصغر.

- **التأثير السلبي:** حيث وصلت قيمة "ف" المحسوبة إلى (11,83)؛ مما يؤكد دلالتها الإحصائية عند مستوى (0,01). وقد أشارت نتائج اختبار توكي للمقارنات المتعددة ونتائج الوصف الإحصائي للبيانات، إلى أن مستوى (التأثير السلبي) لدى الفئات العمرية الأكبر، أعلى منه لدى الفئات الأصغر.

- **السلوك السلبي:** حيث وصلت قيمة "ف" المحسوبة إلى (8,76)؛ مما يؤكد دلالتها الإحصائية عند مستوى (0,01). وقد أشارت نتائج اختبار توكي للمقارنات المتعددة ونتائج الوصف الإحصائي للبيانات، إلى أن مستوى (السلوك السلبي) لدى الفئات العمرية الأكبر، أعلى منه لدى الفئات الأصغر.

3/3/14- توجد اختلافات ذات دلالة إحصائية بين مستوى المتغيرات الثلاثة الخاصة بالاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، وذلك باختلاف مدة الخدمة بالجهاز؛ ويتضح ذلك مما يلي:

- **الاعتقاد السلبي:** حيث وصلت قيمة "ف" المحسوبة إلى (16,73)؛ مما يؤكد دلالتها الإحصائية عند مستوى (0,01). وقد أشارت نتائج اختبار توكي للمقارنات المتعددة ونتائج الوصف الإحصائي للبيانات، إلى أن مستوى (الاعتقاد السلبي) لدى فئات مدة الخدمة الأكبر، أعلى منه لدى الفئات الأقل.

- **التأثير السلبي:** حيث وصلت قيمة "ف" المحسوبة إلى (19,15)؛ مما يؤكد دلالتها الإحصائية عند مستوى (0,01). وقد أشارت نتائج اختبار توكي للمقارنات المتعددة ونتائج الوصف الإحصائي للبيانات، إلى أن مستوى (التأثير السلبي) لدى فئات مدة الخدمة الأكبر، أعلى منه لدى الفئات الأقل.

- **السلوك السلبي:** حيث وصلت قيمة "ف" المحسوبة إلى (18,79)؛ مما يؤكد دلالتها الإحصائية عند

مستوى (0,01). وقد أشارت نتائج اختبار توكي للمقارنات المتعددة ونتائج الوصف الإحصائي للبيانات، إلى أن مستوى (السلوك السلبي) لدى فئات مدة الخدمة الأكبر، أعلى منه لدى الفئات الأقل.

4/3/14- توجد اختلافات ذات دلالة إحصائية بين مستوى متغير واحد فقط (الاعتقاد السلبي) من بين المتغيرات الثلاثة الخاصة بالاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، وذلك باختلاف المستوى الوظيفي؛ حيث وصلت قيمة "ف" المحسوبة لهذا المتغير إلى (4,25)؛ مما يؤكد دلالتها الإحصائية عند مستوى (0,05). وقد أشارت نتائج اختبار توكي للمقارنات المتعددة ونتائج الوصف الإحصائي للبيانات، إلى أن مستوى (الاعتقاد السلبي) لدى مستوى الإدارة التنفيذية، أعلى منه لدى كل من مستوى الإدارة العليا ومستوى الإدارة الوسطى.

4/14- اختبار صحة الفرض الأول:

ينص الفرض الأول في هذا البحث على أنه "لا توجد اختلافات ذات دلالة إحصائية بين مستوى متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية (الاعتقاد السلبي، والتأثير السلبي، والسلوك السلبي) باختلاف خصائصهم الديموجرافية (النوع، والعمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي)". وفي ضوء نتائج التحليل الإحصائي السابق، ونتائج اختباري "ت" و"ف"؛ فإنه يجب رفض فرض العدم، وقبول الفرض البديل، أي أنه "توجد اختلافات ذات دلالة إحصائية بين مستوى متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية (الاعتقاد السلبي، والتأثير السلبي، والسلوك السلبي) باختلاف خصائصهم الديموجرافية (النوع، والعمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي)". وذلك باستثناء:

- عدم وجود اختلافات ذات دلالة إحصائية بين مستوى متغير واحد فقط (الاعتقاد السلبي) من بين المتغيرات الثلاثة الخاصة بالاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، وذلك باختلاف النوع.

- عدم وجود اختلافات ذات دلالة إحصائية بين مستوى متغيرين (التأثير السلبي، والسلوك السلبي) من بين المتغيرات الثلاثة الخاصة بالاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، وذلك باختلاف المستوى الوظيفي.

5/14- الاختلافات بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها على حده، وذلك باختلاف خصائصهم الديموجرافية (تحقيق الهدف الرابع):

14/5-1- توجد اختلافات ذات دلالة إحصائية (عند مستوى 0,01) بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، نحو مستوى متغير واحد فقط (البحث عن فرص جديدة) من بين متغيري البراعة التنظيمية، وذلك باختلاف النوع. وقد أكد الوصف الإحصائي على أن اتجاهات العاملين الذكور (2,53) نحو مستوى (البحث عن فرص جديدة) أعلى من اتجاهات الإناث (2,27).

14/5-2- توجد اختلافات ذات دلالة إحصائية بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، ونحو مستوى متغيريها اللذين كل على حده، وذلك باختلاف العمر، ويتضح ذلك مما يلي:

● **مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي:** حيث وصلت قيمة "ف" المحسوبة إلى (7,34)؛ مما يؤكد دلالتها الإحصائية عند مستوى (0,01). وقد أشارت نتائج اختبار توكي للمقارنات المتعددة ونتائج الوصف الإحصائي للبيانات، إلى أن اتجاهات الفئات العمرية الأصغر نحو (مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي) أعلى من اتجاهات الفئات الأكبر.

● **الاستغلال الأمثل للفرص الحالية:** حيث وصلت قيمة "ف" المحسوبة إلى (13,77)؛ مما يؤكد دلالتها الإحصائية عند مستوى (0,01). وقد أشارت نتائج اختبار توكي للمقارنات المتعددة ونتائج الوصف الإحصائي للبيانات، إلى أن اتجاهات الفئات العمرية الأصغر نحو مستوى (الاستغلال الأمثل للفرص الحالية) أعلى من اتجاهات الفئات الأكبر.

● **البحث عن فرص جديدة:** حيث وصلت قيمة "ف" المحسوبة إلى (15,30)؛ مما يؤكد دلالتها الإحصائية عند مستوى (0,01). وقد أشارت نتائج اختبار توكي للمقارنات المتعددة ونتائج الوصف الإحصائي للبيانات، إلى أن اتجاهات الفئات العمرية الأصغر نحو مستوى (البحث عن فرص جديدة) أعلى من اتجاهات الفئات الأكبر.

14/5-3- توجد اختلافات ذات دلالة إحصائية بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، ونحو مستوى متغيريها اللذين كل على حده، وذلك باختلاف مدة الخدمة بالجهاز، ويتضح ذلك مما يلي:

● **مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي:** حيث وصلت قيمة "ف" المحسوبة إلى (15,95)؛ مما يؤكد دلالتها الإحصائية عند مستوى (0,01). وقد أشارت نتائج اختبار توكي للمقارنات المتعددة ونتائج الوصف الإحصائي للبيانات، إلى أن اتجاهات فئات مدة الخدمة الأقل نحو (مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي) أعلى من اتجاهات فئات مدة الخدمة الأكبر.

● **الاستغلال الأمثل للفرص الحالية:** حيث وصلت قيمة "ف" المحسوبة إلى (7,09)؛ مما يؤكد دلالتها الإحصائية عند مستوى (0,01). وقد أشارت نتائج اختبار توكي للمقارنات المتعددة ونتائج الوصف الإحصائي للبيانات، إلى أن اتجاهات فئات مدة الخدمة الأقل نحو مستوى (الاستغلال الأمثل للفرص الحالية) أعلى من اتجاهات فئات مدة الخدمة الأكبر.

● **البحث عن فرص جديدة:** حيث وصلت قيمة "ف" المحسوبة إلى (7,92)؛ مما يؤكد دلالتها الإحصائية عند مستوى (0,01). وقد أشارت نتائج اختبار توكي للمقارنات المتعددة ونتائج الوصف الإحصائي للبيانات، إلى أن اتجاهات فئات مدة الخدمة الأقل نحو مستوى (البحث عن فرص جديدة) أعلى من اتجاهات فئات مدة الخدمة الأكبر.

14/5-4- لا توجد اختلافات ذات دلالة إحصائية بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده، وذلك باختلاف المستوى الوظيفي.

14/6- اختبار صحة الفرض الثاني:

ينص الفرض الثاني في هذا البحث على أنه "لا توجد اختلافات ذات دلالة إحصائية بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده، وذلك باختلاف خصائصهم الديموجرافية (النوع، والعمر، ومدة الخدمة بالجهاز، والمستوى الوظيفي)". وفي ضوء نتائج التحليل الإحصائي السابق، ونتائج اختباري "ت" و"ف"؛ فإنه يجب رفض فرض العدم، وقبول الفرض البديل بالنسبة لثلاث خصائص ديموجرافية (من بين أربعة) هي (النوع، والعمر، ومدة الخدمة بالجهاز)، أي أنه "توجد اختلافات ذات دلالة إحصائية بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده، وذلك باختلاف خصائصهم الديموجرافية (النوع، والعمر، ومدة الخدمة بالجهاز)". وذلك باستثناء:

● عدم وجود اختلافات ذات دلالة إحصائية بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، ومتغيره الخاص بـ (الاستغلال الأمثل للفرص الحالية)، وذلك باختلاف النوع.

ومن ناحية أخرى، وفي ضوء نتائج التحليل الإحصائي السابق ونتائج اختباري "ت" و"ف" -أيضاً؛ فإنه يجب قبول فرض العدم بالنسبة للمتغير الديموجرافي الخاص بـ

(المستوى الوظيفي)؛ أي أنه "لا توجد اختلافات ذات دلالة إحصائية بين اتجاهات العاملين بجهاز الوحدات المحلية بمحافظة المنوفية نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده، وذلك باختلاف مستواهم الوظيفي".

7/14- العلاقة بين مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز (تحقيق الهدف الخامس):

1/7/14- العلاقة بين متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي:

(أ) توجد علاقة عكسية (إشارات قيم معامل الارتباط كلها سالبة) قوية (تمثل حوالي 70% وفقاً لمعامل الارتباط R في النموذج) ذات دلالة إحصائية، بين متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية (مأخوذة بصورة إجمالية)، واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي.

(ب) متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، يمكن أن تفسر حوالي 49% (وفقاً لمعامل التحديد R^2 في النموذج) من التغيرات في مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي.

(ج) هناك 10 متغيرات فقط (من بين 15 متغيراً تمثل متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية)، تتمتع بعلاقة عكسية قوية ذات دلالة إحصائية، بينها وبين مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي.

2/7/14- العلاقة بين متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز من حيث الاستغلال الأمثل للفرص الحالية:

(أ) توجد علاقة عكسية (إشارات قيم معامل الارتباط كلها سالبة) قوية (تمثل حوالي 55% وفقاً لمعامل الارتباط R في النموذج) ذات دلالة إحصائية، بين متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية (مأخوذة بصورة إجمالية)، واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز من حيث الاستغلال الأمثل للفرص الحالية.

(ب) متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، يمكن أن تفسر حوالي 31% (وفقاً لمعامل التحديد R^2 في النموذج) من التغيرات في مستوى البراعة التنظيمية للجهاز من حيث الاستغلال الأمثل للفرص الحالية.

(ج) هناك 9 متغيرات فقط (من بين 15 متغيراً تمثل متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية)، تتمتع بعلاقة عكسية قوية ذات دلالة إحصائية، بينها وبين مستوى البراعة التنظيمية للجهاز من حيث الاستغلال الأمثل للفرص الحالية.

3/7/14- العلاقة بين متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز من حيث البحث عن فرص جديدة:

(أ) توجد علاقة عكسية (إشارات قيم معامل الارتباط كلها سالبة) متوسطة (تمثل حوالي 46% وفقاً لمعامل الارتباط R في النموذج) ذات دلالة إحصائية، بين متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية (مأخوذة بصورة إجمالية)، واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز من حيث البحث عن فرص جديدة.

(ب) متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، يمكن أن تفسر حوالي 21% (وفقاً لمعامل التحديد R^2 في النموذج) من التغيرات في مستوى البراعة التنظيمية للجهاز من حيث البحث عن فرص جديدة.

(ج) هناك 10 متغيرات فقط (من بين 15 متغيراً تمثل متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية)، تتمتع بعلاقة عكسية متوسطة ذات دلالة إحصائية، بينها وبين مستوى البراعة التنظيمية للجهاز من حيث البحث عن فرص جديدة.

8/14- اختبار صحة الفرض الثالث:

ينص الفرض الثالث في هذا البحث على أنه "لا توجد علاقة ذات دلالة إحصائية بين مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية، واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده". وفي ضوء نتائج التحليل الإحصائي السابق، ونتائج اختبار T؛ يجب رفض فرض العدم، وقبول الفرض البديل مأخوذاً بصورة إجمالية، أي أنه "توجد علاقة ذات دلالة إحصائية بين مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة

المنوفية، واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده". ومن ناحية أخرى، يجب قبول فرض عدم ورفض الفرض البديل بالنسبة لبعض المتغيرات، حيث ثبت أن:

- هناك 5 متغيرات (من بين 15 متغيراً تمثل متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية)، لا تتمتع بعلاقة ذات دلالة إحصائية، بينها وبين مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي.

- هناك 6 متغيرات (من بين 15 متغيراً تمثل متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية)، لا تتمتع بعلاقة ذات دلالة إحصائية، بينها وبين مستوى البراعة التنظيمية للجهاز من حيث الاستغلال الأمثل للفرص الحالية.

- هناك 5 متغيرات (من بين 15 متغيراً تمثل متغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية)، لا تتمتع بعلاقة ذات دلالة إحصائية، بينها وبين مستوى البراعة التنظيمية للجهاز من حيث البحث عن فرص جديدة.

15- مناقشة نتائج البحث ومدى اتفاق أو اختلاف كل منها مع نتائج الدراسات السابقة:

يمكن مناقشة أهم نتائج هذا البحث، وتوضيح مدى اتفاق أو اختلاف كل منها مع نتائج الدراسات السابقة ذات الصلة، وذلك من خلال العرض التالي:

1/15- مستوى الاحتقان التنظيمي (متمثلاً في متغيرين اثنين من متغيراته الثلاثة: التأثير السلبي، والسلوك السلبي) لدى العاملين الذكور بجهاز الوحدات المحلية بمحافظة المنوفية، أعلى منه لدى الإناث. ويرى الباحث أن تفسير ذلك هو أن العاملين الذكور يكونون أكثر جرأة من الإناث في إظهار مشاعرهم السلبية تجاه الجهاز؛ فيسلكون سلوكيات انتقادية؛ تستهدف ذم الجهاز، والتقليل من شأنه. وتختلف هذه النتيجة مع ما توصل إليه (Tokgoz; Yilmaz, 2008)؛ من أن مستوى الاحتقان التنظيمي لا يختلف باختلاف الجنس في المنشآت الفندقية.

2/15- مستوى الاحتقان التنظيمي (متمثلاً في متغيراته الثلاثة: الاعتقاد السلبي، والتأثير السلبي، والسلوك السلبي) لدى العاملين ذوي الفئات العمرية الأكبر بجهاز الوحدات المحلية بمحافظة المنوفية، أعلى منه لدى الفئات العمرية الأصغر. ويعتقد الباحث أن تفسير ذلك هو أن العاملين الأكبر عمراً تكون لديهم الخبرة الكافية للحكم على الجهاز، بأنه يفقر للنزاهة والشفافية؛ ثم يكونون أكثر موضوعية وجرأة في إظهار مشاعرهم السلبية تجاه الجهاز؛ من خلال انتقاده، والتقليل من قدره. وتختلف هذه النتيجة مع ما توصل إليه (Tokgoz; Yilmaz, 2008)؛ من أن

مستوى الاحتقان التنظيمي لا يختلف باختلاف العمر في المنشآت الفندقية.

3/15- مستوى الاحتقان التنظيمي (متمثلاً في متغيراته الثلاثة: الاعتقاد السلبي، والتأثير السلبي، والسلوك السلبي) لدى العاملين ذوي فئات مدة الخدمة الأكبر بجهاز الوحدات المحلية بمحافظة المنوفية، أعلى منه لدى فئات مدة الخدمة الأقل. ويرى الباحث أن تفسير ذلك يتطابق مع نفس التفسير السابق، والخاص بأن الاحتقان التنظيمي لذوي الفئات العمرية الأكبر، أعلى منه لدى الفئات العمرية الأصغر. وتختلف هذه النتيجة مع ما توصل إليه (Kalagan; Guzeller, 2010)؛ من أن مستوى الاحتقان التنظيمي في دراستهما كان أعلى لدى العاملين ذوي الأقدمية الأقل، منه لدى نظرائهم ذوي الأقدمية الأكبر. كما تختلف هذه النتيجة -أيضاً- مع ما توصل إليه (Tokgoz; Yilmaz, 2008)؛ من أن مستوى الاحتقان التنظيمي لا يختلف باختلاف مدة الخدمة في المنشآت الفندقية.

4/15- مستوى الاحتقان التنظيمي (متمثلاً في متغير واحد من متغيراته الثلاثة: الاعتقاد السلبي) لدى العاملين بجهاز الوحدات المحلية بمحافظة المنوفية في مستوى الإدارة التنفيذية، أعلى منه لدى العاملين بكل من مستوى الإدارة العليا ومستوى الإدارة الوسطى. ويعتقد الباحث أن تفسير ذلك هو أن العاملين بجهاز الوحدات المحلية بمحافظة المنوفية في مستوى الإدارة التنفيذية؛ يكونون أشد اعتقاداً بأن الجهاز يفقر للنزاهة والشفافية؛ بسبب إيمانهم بأنهم يبذلون مجهوداً أكبر، وفي نفس الوقت يتقاضون تعويضات أقل، وذلك مقارنةً بزملائهم في كل من مستوى الإدارة العليا ومستوى الإدارة الوسطى بالجهاز. وتتشابه هذه النتيجة مع توصل (Erdost; et al., 2007)؛ من أن مستوى الاحتقان التنظيمي يختلف باختلاف القسم الذي ينتمي إليه العامل؛ حيث كان في دراستهم أقل لدى العاملين بقسم الدعم الفني، منه لدى العاملين بقسم الإنتاج.

5/15- اتجاهات العاملين الذكور بجهاز الوحدات المحلية بمحافظة المنوفية، نحو مستوى البراعة التنظيمية (متمثلاً في متغير واحد من متغيريها: البحث عن فرص جديدة) للجهاز، أعلى من اتجاهات الإناث. ويرى الباحث أن تفسير ذلك هو أن العاملين الذكور، غالباً ما يكون لديهم احتكاك أكبر بعملاء الجهاز، وبالتالي؛ يكونون أكثر قدرة على اكتشاف الفرص الجديدة؛ من خلال توقع الاحتياجات والرغبات المستقبلية لهؤلاء العملاء، وتوقع التغيرات والتوجهات المستقبلية في الصناعة. ولا توجد -على حد علم الباحث- دراسات سابقة تناولت دراسة مدى وجود اختلافات بين اتجاهات العاملين بالمنظمات نحو مستوى براعتها التنظيمية باختلاف النوع؛ وكان هذا دافعاً للباحث أن يكون -على حد علمه- أول من يحاول الكشف عن هذه الاختلافات.

6/15- اتجاهات العاملين ذوي الفئات العمرية الأصغر بجهاز الوحدات المحليّة بمحافظة المنوفية، نحو مستوى البراعة التنظيمية (متمثلاً في كل من مستواها الإجمالي، ومستوى متغيّريها الاثنان: الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة)، أعلى من اتجاهات الفئات العمرية الأكبر. **ويعتقد الباحث** أن تفسير ذلك هو أن العاملين ذوي الفئات العمرية الأصغر بالجهاز، غالباً ما تكون لديهم طموحات أكبر، وربما تقاؤل أكبر تجاه مستقبل الجهاز؛ مما يدفعهم إلى تقييم براعته التنظيمية الإجمالية، وكل من قدرته على الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة، وذلك بصورة أفضل من زملائهم ذوي الفئات العمرية الأكبر. **ولا توجد -على حد علم الباحث-** دراسات سابقة تناولت دراسة مدى وجود اختلافات بين اتجاهات العاملين بالمنظمات نحو مستوى براعتها التنظيمية باختلاف العمر؛ وكان هذا دافعاً للباحث أن يكون -على حد علمه- أول من يحاول الكشف عن هذه الاختلافات.

7/15- اتجاهات العاملين ذوي فئات مدة الخدمة الأقل بجهاز الوحدات المحليّة بمحافظة المنوفية، نحو مستوى البراعة التنظيمية (متمثلاً في كل من مستواها الإجمالي، ومستوى متغيّريها الاثنان: الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة)، أعلى من اتجاهات ذوي فئات مدة الخدمة الأكبر. **ويعتقد الباحث** أن تفسير ذلك يتطابق مع نفس التفسير السابق، والخاص بأن اتجاهات العاملين ذوي الفئات العمرية الأصغر بالجهاز، أعلى من اتجاهات الفئات العمرية الأكبر. **ولا توجد -على حد علم الباحث-** دراسات سابقة تناولت دراسة مدى وجود اختلافات بين اتجاهات العاملين بالمنظمات نحو مستوى براعتها التنظيمية باختلاف مدة الخدمة؛ وكان هذا دافعاً للباحث أن يكون -على حد علمه- أول من يحاول الكشف عن هذه الاختلافات.

8/15- لا توجد اختلافات ذات دلالة إحصائية بين اتجاهات العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية، نحو كل من مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيّريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده، وذلك باختلاف المستوى الوظيفي. **ويعتقد الباحث** أن تفسير ذلك هو ما يراه العاملون (سواء كانوا في مستوى الإدارة العليا، أو الوسطى، أو التنفيذية) من ضعف في قدرة الجهاز على توقع الاحتياجات والرغبات المستقبلية للعملاء، وتوقع التغيرات والتوجهات المستقبلية في الصناعة، وضعف قدرته على استثمار ما تم اكتشافه من فرص؛ من خلال إعادة تصميم الأنشطة، وتوسيع آفاق معارف ومهارات العاملين. **ولا توجد -على حد علم الباحث-** دراسات سابقة تناولت دراسة مدى وجود اختلافات بين اتجاهات العاملين بالمنظمات نحو

مستوى براعتها التنظيمية باختلاف المستوى الوظيفي؛ وكان هذا دافعاً للباحث أن يكون -على حد علمه- أول من يحاول الكشف عن هذه الاختلافات. 9/15- يوجد أثر سلبي للاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية، على مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيّريها على حده. ويرى **الباحث** أن تفسير ذلك هو أن العاملين المحققين؛ يتخذون مواقف سلبية تجاه الجهاز؛ نتيجة اعتقادهم بعدم نزاهة الإدارة؛ مما يؤدي إلى وجود ميول سلوكية غير مرغوبة لديهم؛ تدفعهم نحو انتقاد الجهاز، والتقليل دائماً من قدره (Naus; et al., 2007; Chiaburu; et al., 2013)؛ كل ذلك يؤثر -بلا شك- تأثيراً سلبياً على قدرة الجهاز على الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة. **وتتفق هذه النتيجة** مع ما توصل إليه (الباشقالي؛ الداود، 2015) في دراستهما التي استهدفت تحليل دور البراعة التنظيمية في الحد من الانهيار التنظيمي من وجهة نظر عينة من القيادات الإدارية في كليات جامعة دهوك، من وجود علاقة معنوية عكسية بين مصادر الانهيار التنظيمي من ناحية، وأبعاد البراعة التنظيمية من ناحية أخرى.

16- توصيات البحث (تحقيق الهدفين السادس والسابع): فيما يلي، بعض التوصيات العملية؛ والتي تستهدف تخفيض مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية، وتحسين مستوى البراعة التنظيمية للجهاز:

1/16- توصيات لتخفيض مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية(*):

في ضوء قِيم الوسط الحسابي لمتغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية، وبناءً على نتائج تحليل الاختلافات بين مستوى هذه المتغيرات لدى هؤلاء العاملين باختلاف خصائصهم الديموجرافية؛ يمكن تقديم مجموعة من التوصيات وآليات تنفيذها فيما يلي:

1/1/16- توصيات لتخفيض مستوى الاعتقاد السلبي (هذه التوصيات تتعلق بجميع العاملين بالجهاز، مع التركيز بشكل أكبر على كل من: العاملين الذكور، والفئتين العمريتين من 40 إلى أقل من 50 سنة ومن 50 إلى أقل من 60 سنة، وفئتي مدة الخدمة من 20 إلى أقل من 30 سنة و30 سنة فأكثر، ومستوى الإدارة التنفيذية):

(*) يرى الباحث أن كل وسط حسابي يزيد عن (2,00) بالنسبة لمتغيرات الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحليّة بمحافظة المنوفية؛ يمثل خطراً على الجهاز، وبالتالي؛ يجب العمل على تخفيضه، ومن ثم؛ فإن التوصيات التالية تتعلق بمتغيرات الاحتقان التنظيمي لدى العاملين بالجهاز، والتي يزيد وسطها الحسابي عن (2,00).

- ✓ وضع كل موظف بالجهاز في الوظيفة التي تتناسب مع إمكانياته وقدراته ومهاراته.
- ✓ تفعيل عملية الإشراف، ومكافأة كل موظف يقدم أية مساهمة تؤدي إلى تحسين العمل بالجهاز.
- ✓ بناء وتنمية ثقة العاملين بأعضاء إدارات وحدات الجهاز.

- ✓ زيادة الاهتمام بما يقدمه العاملون بالجهاز من أفكار ومقترحات.

2/1/16- توصيات لتخفيض مستوى التأثير السلبي (هذه التوصيات تتعلق بجميع العاملين بالجهاز، مع التركيز بشكل أكبر على كل من: العاملين الذكور، والفئتين العمريتين من 40 إلى أقل من 50 سنة ومن 50 إلى أقل من 60 سنة، وفتي مدة الخدمة من 20 إلى أقل من 30 سنة و30 سنة فأكثر، ومستوى الإدارة التنفيذية):

- ✓ تحسين ظروف بيئة العمل بوحدة الجهاز.
- ✓ فرض عقوبات رادعة؛ على كل من يتأخر عن مواعيد العمل بالجهاز بدون عذر مقبول.
- ✓ تحسين مستوى جودة حياة العمل بوحدة الجهاز.

- ✓ فرض عقوبات رادعة؛ على كل مسؤول بالجهاز يثبت أنه تعامل مع أحد مرؤوسيه بعدم احترام.

3/1/16- توصيات لتخفيض مستوى السلوك السلبي (هذه التوصيات تتعلق بجميع العاملين بالجهاز، مع التركيز بشكل أكبر على كل من: العاملين الذكور، والفئتين العمريتين من 40 إلى أقل من 50 سنة ومن 50 إلى أقل من 60 سنة، وفتي مدة الخدمة من 20 إلى أقل من 30 سنة و30 سنة فأكثر، ومستوى الإدارة التنفيذية):

- ✓ رصد الحوافز المناسبة؛ لكل من يساهم في تطوير أو تحسين العمل بوحدة الجهاز.
- ✓ تشجيع العاملين بالجهاز؛ على تبادل المعارف والمهارات مع بعضهم البعض.
- ✓ المحافظة على العاملين بالجهاز بصفة عامة، وعلى الأخص منهم بصفة خاصة.
- ✓ جعل العمل بوحدة الجهاز مصدر فخر لكل من يعمل بها.

2/16- توصيات لتحسين البراعة التنظيمية لجهاز الوحدات المحلية بمحافظه المنوفية(*):

في ضوء قيم الوسط الحسابي لمتغيرات البراعة التنظيمية لجهاز الوحدات المحلية بمحافظه المنوفية من وجهة نظر العاملين بالجهاز؛ يمكن تقديم مجموعة من التوصيات وآليات تنفيذها فيما يلي:

1/2/16- توصيات لتحسين مستوى الاستغلال الأمثل للفرص الحالية:

- ❖ تنظيم دورات تدريبية وورش عمل للمسؤولين بوحدة الجهاز؛ وذلك بهدف:

(*) يرى الباحث أن كل وسط حسابي يقل عن (4,00) بالنسبة لمتغيرات البراعة التنظيمية لجهاز الوحدات المحلية بمحافظه المنوفية؛ يمثل قصوراً بالجهاز، وبالتالي؛ يجب العمل على تحسينه، ومن ثم؛ فإن التوصيات التالية تتعلق بمتغيرات البراعة التنظيمية للجهاز، والتي يقل وسطها الحسابي عن (4,00).

- ✓ تنمية قدراتهم ومهاراتهم الخاصة بكيفية اكتشاف واستغلال الفرص الجديدة.

- ✓ حثهم على تخصيص الموارد المالية الكافية؛ لاستثمار الفرص الجديدة الاستثمار الأمثل.

- ✓ حثهم على الاهتمام المستمر بإكساب العاملين بوحدة الجهاز معارف ومهارات وخبرات جديدة.

- ✓ حثهم على السعي المستمر نحو تحسين وتطوير الأنشطة والخدمات التي تقدمها وحدات الجهاز.

- ✓ ترسيخ مبدأ التوجه بالجمهور لديهم، والسعي الدائم لتلبية احتياجات ورغبات المتعاملين مع الجهاز.

- ✓ حثهم على تخصيص الموارد المالية والكفاءات البشرية؛ اللازمة للترويج لأنشطة وخدمات الجهاز.

- ✓ حثهم على الأخذ بأراء ومقترحات الجماهير؛ من أجل تحسين وتطوير خدمات وحدات الجهاز.

- ✓ حثهم على الاهتمام المستمر بتدريب العاملين بالجهاز، وتنمية مهاراتهم الخاصة بالتعامل مع الآخرين.

- ✓ تنمية مهاراتهم الخاصة بالتواصل مع الجماهير؛ للتعرف على ردود أفعالهم تجاه خدمات الجهاز.

2/2/16- توصيات لتحسين مستوى البحث عن فرص جديدة:

- ❖ تنظيم دورات تدريبية وورش عمل للمسؤولين بوحدة الجهاز؛ وذلك بهدف:

- ✓ تنمية قدراتهم ومهاراتهم الخاصة بالاستجابة للتغيرات التي تحدث في البيئة المحيطة بالجهاز.

- ✓ حثهم على السعي الدائم والمستمر؛ للبحث عن وسائل تكنولوجية جديدة لأداء أعمال الجهاز.

- ✓ تنمية قدراتهم ومهاراتهم الخاصة باستقطاب وتعيين الأفراد ذوي المهارات والقدرات العالية بالجهاز.

- ✓ حثهم على الاهتمام المستمر بأنشطة البحث والتطوير في وحدات الجهاز؛ للوصول لأفكار جديدة؛ لتقديم خدمات جديدة.

- ✓ تنمية قدراتهم ومهاراتهم الخاصة بالتخطيط؛ لتلبية الاحتياجات المستقبلية للمستفيدين من أنشطة الجهاز.

- ✓ تنمية قدراتهم ومهاراتهم الخاصة باستخدام الأساليب العلمية في وضع الاستراتيجيات واتخاذ القرارات بوحدة الجهاز.

3/16- توصيات لتحسين البراعة التنظيمية لجهاز الوحدات المحلية بمحافظه المنوفية من خلال تخفيض مستوى الاحتقان التنظيمي لدى العاملين بالجهاز:

في ضوء نتائج تحليل نوع ودرجة قوة العلاقة بين مستوى الاحتقان التنظيمي لدى العاملين بجهاز الوحدات المحلية بمحافظه المنوفية، واتجاهاتهم نحو مستوى البراعة التنظيمية للجهاز مأخوذاً بشكل إجمالي، وكل متغير من متغيريها (الاستغلال الأمثل للفرص الحالية، والبحث عن فرص جديدة) على حده، ومن أجل تحسين البراعة التنظيمية لجهاز الوحدات المحلية بمحافظه المنوفية من خلال تخفيض مستوى الاحتقان التنظيمي لدى العاملين بالجهاز؛ يمكن تقديم مجموعة من التوصيات وآليات تنفيذها فيما يلي:

❖ تنظيم دورات تدريبية وورش عمل للمسؤولين بالجهاز؛ وذلك بهدف تنمية قدراتهم ومهاراتهم المتعلقة بـ:

- ✓ الإشراف الفعّال على المرؤوسين.
- ✓ القيادة الفعّالة.
- ✓ فن التعامل مع الآخرين.
- ✓ بناء فرق العمل الفعّالة.
- ✓ توفير مناخ عمل صحي.
- ✓ تحسين مستوى جودة حياة العمل.
- ✓ الأساليب الفعّالة لتحفيز الآخرين.
- ✓ الاتصال الفعّال مع الآخرين.

17- البحوث المستقبلية:

أظهرت نتائج هذا البحث عددًا من المجالات التي تستحق الاهتمام والدراسة والتحليل من جانب الدراسين والباحثين. ومن أهم هذه المجالات -من وجهة نظر الباحث- مجال الاحتقان التنظيمي، ومجال البراعة التنظيمية.

1/17- البحوث المستقبلية المُقترحة المتعلقة بالاحتقان التنظيمي:

⇒ أثر مستوى الاحتقان التنظيمي على الفعّالية التنظيمية.

⇒ دور ممارسات إدارة الموارد البشرية في الحد من الاحتقان التنظيمي.

⇒ دور نشاط التدريب في تخفيض مستوى الاحتقان التنظيمي.

2/17- البحوث المستقبلية المُقترحة المتعلقة بالبراعة التنظيمية:

⇒ دور ممارسات إدارة الموارد البشرية في تحقيق البراعة التنظيمية.

⇒ أثر مستوى البراعة التنظيمية في بناء وتنمية الذاكرة التنظيمية.

⇒ أثر التنوّع في العمالة على مستوى البراعة التنظيمية.

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خدمات أنشطة أندية مدارس الحي للبنات بمدينة الرياض آمال وتطلعات لتحقيق رؤية المملكة العربية السعودية 2030

فريال بنت عبدالله الحقباني
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المستخلص:

تهدف الدراسة الحالية إلى التعرف على درجة مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي من وجهة نظر العاملات فيها؛ ومعوقات تلك الخدمات؛ والمقترحات التي قد تساعد على تحسين مستوى الخدمات في تلك الأندية. وقد اعتمدت الدراسة على المنهج الوصفي المسحي في تحقيق تلك الأهداف باستخدام أداتي الاستبانة والمقابلة اللتان طبقتا على أفراد الدراسة أثناء الفصل الدراسي الثاني للعام الدراسي 1437/1436 هـ. وقد تكون أفراد الدراسة من جميع قائدات أندية مدارس الحي ومشرفات الأنشطة والإداريات العاملات في الأندية البالغ عددها ثمانية، وقد بلغ العدد الإجمالي (55) فرداً. وأستخدم الإحصاء الوصفي لمعالجة البيانات وفق التدرج الخماسي،

وتوصلت الدراسة إلى النتائج الآتية:

- وافق أفراد الدراسة على مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي بدرجة (موافق) في جميع الخدمات البالغ عددها (16) خدمة. وكانت أعلى قيمة لمستوى الموافقة على خدمة تفعيل المهرجانات الخاصة بالمناسبات المختلفة، وأدناها على خدمة توافر المرافق المناسبة لممارسة خدمات الأنشطة المختلفة.

- وافق أفراد الدراسة على معوقات خدمات الأنشطة التي تقدمها أندية مدارس الحي بدرجة (موافق). وكانت أعلى قيمة لمعوقات تلك الخدمات في تأخر صرف الميزانية التشغيلية لأندية مدارس الحي، وأدناها لضعف التحديث المستمر لوسائل التواصل الاجتماعي الخاص بتلك الأندية.

- وافق أفراد الدراسة على مقترحات تحسين مستوى خدمات الأنشطة بدرجة (موافق بشدة). وكانت أعلى قيمة لمقترح تفعيل الشراكة المجتمعية لدعم الأندية، وأدناها لمتطلب مشاركة المرتدات في وضع خطط الأنشطة وآليات تنفيذها.

كما أشارت نتائج تحليل أداة المقابلة مع أفراد الدراسة من قائدات أندية مدارس الحي إلى الآتي:

- بلغ أعلى تكرار في ممارسة قائدة النادي للدور القيادي في ضوء مبدأ الشفافية الإدارية للعبارة الآتية: المرونة في اتخاذ القرارات، وتشجيع النمو المهني للعاملات، ونشر التعليمات الخاصة بالالتحاق بالأندية، ووضوح مهارات الأداء المطلوبة من العاملات. في حين بلغ أقل تكرار لعبارة " التبديل بين مشرفات البرامج لتنفيذ برامج متنوعة بمجالات مختلفة".

- بلغ أعلى تكرار في المقترحات التي ترغب قائدة النادي تعديلها في الهيكل التنظيمي لإدارة النادي لعبارة " أن يكون مشرف الصيانة هو متعهد الصيانة للمدرسة الصباحية لمدرسة نادي الحي". في حين بلغ أقل تكرار لعبارة " أن تكون مشرفة النشاط من شاغلات الوظائف التعليمية وليست الوظائف الإدارية "

- بلغ أعلى تكرار للمقترحات التي ترغب قائدة النادي تحققها لرفع نسبة المرتدات للنادي لعبارة " صرف الميزانية التشغيلية في وقتها للتخطيط للأنشطة المناسبة لاحتياجات المرتدات". بينما بلغ أقل تكرار لعبارة " التعاقد مع جهات متخصصة في الأنشطة المختلفة للتعاون في عقد برامج وفعاليات واعدة وتدريب العاملات عليها".

وفي ضوء تحليل الأدبيات، ونتائج الدراسة، تم التوصل إلى عدد من التوصيات من أهمها الاهتمام بتطوير بيئة أندية مدارس الحي ومرافقها بما يخدم المرتدات، والتشغيل الأمثل للمنشآت الرياضية؛ وزيادة الحوافز المادية والمعنوية وضرورة صرف الميزانية التشغيلية للأندية في وقتها، وعدم تأخر صرف مكافآت العاملات والعاملين، وتفعيل الشراكات المجتمعية مع القطاع العام والخاص لدعم ومشاركة أندية مدارس الحي في تطوير أنشطتها بما يخدم جميع أفراد المجتمع وخاصة ذوي الاحتياجات الخاصة، وعمل دراسات تقويمية دورية لأندية الحي.

مقدمة:

يمثل الفراغ ظاهرة ومشكلة إجتماعية في كافة المجتمعات القديمة والمعاصرة. لذلك تعنى المجتمعات المختلفة بتلك الظاهرة بقصد توجيه الفراغ واستثماره بما يعود بالنفع والفائدة على الفرد والمجتمع. وفي نطاق المملكة العربية السعودية أولت الحكومة عنايتها لاستثمار وقت الفراغ من خلال إنشاء تنظيمات تعنى بشغل واستثمار أوقات الفراغ مثل الأندية ومراكز الأحياء وبيوت الشباب ومعسكرات الكشف، وفي إطار عناية الدولة بقطاع الشباب قامت وزارة المعارف سابقاً بإنشاء مراكز النشاط الطلابي في الأحياء ووفرت لها الدولة من الإمكانيات المادية والبشرية ما يمكنها من تحقيق أهدافها لبناء الشخصية المتكاملة والإسهام الفاعل في تنمية مجتمعاتها(الصالح، 1420هـ، ص 2).

وتتبنى وزارة التعليم حالياً في المملكة العربية السعودية بوصفها إحدى أهم الجهات المسؤولة عن رعاية النشء

والشباب في أوقات الفراغ الأنشطة غير الصفية وتبذل جهود كبيرة وميزانيات لإنجاحها. وتعد أندية الحي المدرسية أحد المشاريع الرائدة - التي يقدمها مشروع خادم الحرمين الشريفين لتطوير التعليم العام (تطوير) بالشراكة مع وزارة التعليم - لاستثمار طاقات أفراد المجتمع المحلي لتحقيق التنمية الذاتية والشخصية المتكاملة. ويشرف على تلك الأندية ويتابعها عدد من التربويين المختصين في إدارات التعليم لتحقيق أهدافها السامية وأهمها الإعتزاز بالدين الإسلامي والى الإنتماء للوطن، والتأكيد على المبادئ والقيم الإيجابية لأفراد المجتمع واستثمار أوقات فراغ النشء والشباب بممارسة أنشطة تعليمية وترويحية تلبي الاحتياجات النفسية، وتنمي شخصياتهم في الجوانب الاجتماعية والعقلية وإيجاد بيئة جاذبة وأمنة داخل الأحياء لجذب الطلبة وأولياء أمورهم وسكان الحي وجذب القطاع العام والخاص للاستثمار في أندية مدارس الحي (الشراكة المجتمعية) واستثمار المرافق والمنشآت المدرسية وإقامة أندية في الفترة المسائية طيلة العام (شركة تطوير للخدمات التعليمية، 1437هـ، ص10).

ولأهمية أندية مدارس الحي في تنمية التفاعل الاجتماعي باستثمار أوقات فراغ أفراد المجتمع خاصة الطلاب والطالبات ببرامج ترويحية وتنموية جاذبة لبناء الشخصية وصقل الموهبة وتعزيز القيم داخل أندية حي نموذجية، سعت الدراسة الحالية إلى التعرف على مستوى الخدمات التعليمية والترويحية في تلك الأندية من وجهة نظر العاملات فيها لتقديم بعض اتجاهات تحسينها وتطويرها، وجعلها أكثر قدرة على تلبية مطالب الطالبات وأسرهن وسكان الحي.

مشكلة الدراسة:

إن استثمار وقت الفراغ لدى أفراد المجتمع يعني توجيههم لشغل وقت فراغهم في أنشطة متنوعة تتناسب

مع ميولهم وتلائم مع قدراتهم وتنمي مهاراتهم وتشبع هواياتهم من خلال إشراف وتوجيه متخصص في إطار المؤسسات ذات العلاقة وتتناسب مع عادات المجتمع وتقاليد وعقيدته الإسلامية. فالاستثمار الإيجابي لوقت فراغ الشباب يحقق أهدافاً اجتماعية وتربوية وفي أحيان كثيرة أمنية وأخلاقية. وبالنظر إلى مرتكزات خطة التنمية العاشرة في مجال التخطيط والإرشاد وتطوير قدرات الشباب الريادية والمعرفية والبدنية، يلاحظ التركيز على توعية الشباب وأسرهم بأهمية الأنشطة الترويحية والرياضية التنافسية، وآثارها الإيجابية على المجتمع (وزارة التخطيط، خطة التنمية العاشرة، 1436هـ، ص12). ويقدم مشروع الملك عبدالله بن عبدالعزيز لتطوير التعليم العام (تطوير) بالتنسيق مع قطاعات الوزارة ذات العلاقة وإدارات التعليم برنامج أندية مدارس الحي للأنشطة التعليمية والترويحية لأجل استثمار طاقات أفراد المجتمع المحلي لتحقيق التنمية الذاتية والشخصية المتكاملة.

وتستهدف أندية مدارس الحي أفراد المجتمع كافة وفي مقدمتهم طلبة التعليم العام من البنين والبنات، وأسرهم وسكان الحي. كما يقدم النادي خدماته إلى فئة رياض الأطفال وذوي الاحتياجات الخاصة. ويأتي برنامج (أندية مدارس الحي) للأنشطة التعليمية والترويحية) لرعاية أفراد المجتمع واستثمار أوقات فراغهم على مدار العام، ولتنمية المهارات وممارسة الهوايات وتكوين الصداقات الواعية؛ ليحقق بذلك الاستقرار النفسي والبدني للطلبة وأفراد المجتمع من خلال منشآت تعليمية مهيأة ومجهزة بالوسائل التقنية والترويحية كافة وفي بيئة تربوية آمنة، ومحفزة وجاذبة. حيث يتم تجهيزها وفقاً للبرامج والميول لممارسة الأنشطة التعليمية والترويحية. ويوجد في كل نادي مدرسة حي للبنات قائدة نادي ومشرفات برامج تعليمية وترويحية يقمن بالإشراف على أنشطة الطالبات المتعددة داخل الأندية لترسيخ المبادئ الإسلامية، وتهئية أسباب الراحة والاستقرار النفسي تحت إشراف ومتابعة من مشرفات تربويات متخصصات من إدارة النشاط بالإدارة التعليمية التابعة لوزارة التعليم. وتؤدي أندية مدارس الحي دورها من واقع الخدمات التي تقدمها لمرتبديها في مجالات الأنشطة التعليمية، والثقافية، والمجتمعية لتمكينهم من التعامل الإيجابي مع المتغيرات العالمية وتزويدهم بالمعارف والمهارات والاتجاهات لخدمة الوطن والحفاظ على مكتسباته وتقدير العلم والعمل، وتنمية العلاقات الاجتماعية المعززة للقيم الإسلامية والعمل التطوعي (شركة تطوير للخدمات التعليمية، 1437هـ، ص6، وص11).

ولكن واقع الحال يشير إلى قصور البرامج، والأنشطة، والخدمات المقدمة في أندية مدارس الحي؛ وقلة الكوادر المؤهلة العاملة فيها. حيث أشارت التقارير الشاملة السنوية لأندية مدرسة الحي للأنشطة التعليمية والترويحية للبنات بمنطقة الرياض إلى عدة تحديات من أبرزها تأخر صرف الميزانية التشغيلية

للأندية وتأخر صرف المكافآت الشهرية للعاملين فيها وقلة المرافق المناسبة لممارسة الأنشطة المختلفة لعدم تعاون بعض قائدات المدارس في فتح مرافق المدرسة مقر النادي، والنقص في الدراسات والأبحاث المتعلقة بأندية مدارس الحي، والنقص في أعداد الكوادر البشرية الواجب توفرها لتقديم الخدمات المختلفة، وقلة الحوافز المادية لقائدات الأندية وفقاً للجهود المبذولة، وتسرب الكادر البشري العامل بأندية مدارس الحي لقلة الإجازات وضعف مشاركة الطالبات وارتياجهن للأندية في فترات الإجازات.

ومن جهة أخرى أشارت نتائج دراسة الصالح (1999م) إلى أن ندرة إقبال الشباب على عضوية المراكز وعدم تشجيع الأسرة لأبنائها على المشاركة في أنشطتها، وقلة الحوافز والجوائز، وعدم توفر الأجهزة اللازمة والموارد المخصصة لممارسة الأنشطة، وضعف مستوى العلاقات بين مراكز الأحياء ومؤسسات المجتمع من أبرز الصعوبات التي تواجه مراكز النشاط الطلابي في الأحياء. كما أظهرت نتائج دراسة الحقباني (2014م) أن من

الأهمية العملية: تكتسب الدراسة الحالية أهميتها العملية من خلال مايلي:

- 1- أنها تتناول واقع الأنشطة التعليمية والترويحية التي تعتبر محور الخدمات التي يقدمها نادي مدرسة الحي للطلّابات وأسرهن وسكان الحي.
- 2- من المتوقع أن تساعد الدراسة في الكشف عن جوانب القصور والخلل في مستوى خدمات نادي مدرسة الحي؛ وبالتالي تقديم اقتراحات وتوصيات بناء على نتائجها للتطوير والتحسين.
- 3- من الممكن أن تقدّم هذه الدراسة للقائمين على العملية التعليمية، وأندية مدارس الحي معلومات يستفيد منها أصحاب اتخاذ القرار في رفع كفاءة الخدمات المقدمة.

أسئلة الدراسة: تحيب هذه الدراسة عن الأسئلة الآتية:

- 1- ما درجة مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي كما تراها العاملات فيها؟
- 2- ما معوقات خدمات الأنشطة التي تقدمها أندية مدارس الحي من وجهة نظر العاملات فيها؟
- 3- ما المقترحات التي قد تساعد على تحسين مستوى الخدمات في تلك الأندية؟

حدود الدراسة:

اقتصرت حدود الدراسة على دراسة درجة مستوى خدمات الأنشطة التعليمية والترويحية المقدمة في أندية مدارس الحي الخاصة بالبنات في منطقة الرياض ومقترحات تحسينها، وذلك في الفصل الثاني من العام المالي (1436-1437هـ).

مُصطلحات الدراسة :

أندية مدارس الحي: مبنى مدرسي حكومي داخل الأحياء السكنية، يتم تجهيزه وتجهيته لممارسة الأنشطة التعليمية والترويحية في الفترة المسائية، ويستهدف الطلاب والطلّابات وأسرهم وكافة أفراد المجتمع (شركة تطوير للخدمات التعليمية، 1437هـ، ص6).

يقصد بها إجرائياً في هذه الدراسة: مدارس داخل الأحياء السكنية في منطقة الرياض تقدم خدماتها

في مسار الأنشطة التعليمية ومسار الأنشطة الترويحية عبر برامج وفعاليات للإسهام في إعداد الطّالّبات وأفراد المجتمع تربوياً، واجتماعياً، وثقافياً، ورياضياً تحت إشراف مشرفات برامج من داخل السلك التعليمي متخصصات في مختلف المجالات.

خدمات الأنشطة: خدمات يقدمها برنامج أندية مدارس الحي في مسار الأنشطة التعليمية ومسار الأنشطة الترويحية عبر برامج وفعاليات منها الأنشطة التعليمية والثقافية والأنشطة الترويحية والمجتمعية في مجالات التنمية البشرية والتربية على المواطنة ومجال الصحة والأنشطة البدنية ومجال البيئة والأنشطة العلمية والمجال الاجتماعي والفعاليات المجتمعية (شركة تطوير للخدمات التعليمية، 1437هـ، ص11).

معوقات تفعيل الأنشطة غير الصفية بمدارس البنات عدم توفر الأماكن المناسبة لممارسة الأنشطة في المدارس وقصور الإمكانيات المادية والتجهيزات المناسبة لتحقيق متطلبات برامج النشاط. بينما كشفت دراسة الحنيشل (2016م) عن عدة معوقات تواجه برامج أندية مدارس الحي بمدينة الرياض منها تأخر صرف مكافآت العاملين فيها وقلة إجازاتهم، وضعف الحوافز المشجعة لهم، وافتقاد وسيلة نقل خاصة للمشاركين فيها، وضعف التخطيط لبرامج أندية مدارس الحي.

وبناء على نتائج وتوصيات الدراسات والتقارير المشار إليها آنفاً، وما تتطلبه التغيرات المتسارعة. تأتي الحاجة لهذه الدراسة للتعرف على مستوى خدمات الأنشطة في أندية مدارس الحي. وبذلك تتحدد مشكلة الدراسة في الكشف عن درجة مستوى خدمات الأنشطة التعليمية والترويحية التي تقدمها أندية مدارس الحي للطلّابات في منطقة الرياض كما تراها العاملات في الأندية، ومعوقات تلك الخدمات، ومن ثم المقترحات التي قد تساعد على تحسينها.

أهداف الدراسة: سعت هذه الدراسة إلى تحقيق الأهداف الآتية:

- 1- التعرف على درجة مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي من وجهة نظر العاملات فيها.
 - 2- التعرف على معوقات خدمات الأنشطة التي تقدمها أندية مدارس الحي من وجهة نظر العاملات فيها.
 - 3- التعرف على المقترحات التي قد تساعد على تحسين مستوى الخدمات في تلك الأندية.
- أهمية الدراسة:** تأتي أهمية هذه الدراسة في الجانبين التاليين:

الأهمية النظرية: تكتسب الدراسة الحالية أهميتها النظرية من خلال الآتي:

- 1- أنها قد تسهم في تحقيق رؤية المملكة (2030) والتحول الوطني في زيادة نسبة الطلبة المستفيدين من خدمات أندية الحي الترفيهية التعليمية.
- 2- أنها قد تتفق مع الاتجاهات التربوية الحديثة التي تُطالب بترسيخ مفهوم الشراكة المجتمعية التي تُعزز دور نادي الحي في العملية التربوية والتعليمية باختيار وتنفيذ الأنشطة التعليمية والترويحية، والتعرف على مدى الرضا عما يُقدم من خدمات وأنشطة بها.
- 3- أنها قد تُعد إضافة جديدة للدراسات المتعلقة بمعرفة الصعوبات التي تواجه تطوير أداء أندية مدارس الحي في ضوء المستجدات التي تشهدها المؤسسات التربوية.
- 4- يؤمل أن تسهم هذه الدراسة في إثراء المكتبة العربية في مجال خدمات أندية مدارس الحي، خاصة في ضوء ما تم ملاحظته من ندرة الدراسات والمراجع العربية التي تناولت الموضوع.

يقصد بها إجرائيًا في هذه الدراسة: جميع مجالات خدمات الأنشطة التعليمية والترفيهية بأنواعها المختلفة التي يقدمها برنامج أندية مدارس الحي.

العاملات في أندية مدارس الحي: يقصد بهن المكلفات بتنفيذ البرامج والأنشطة داخل أندية مدارس الحي وهم قادة النادي ومشرفات الأنشطة والمساعد الإداري؛ ويختلف عددهن بحسب فئة النادي المصنفة. ويتم اختيارهن من داخل السلك التعليمي بعد استكمال إجراءات المتابعة والترشيح والمفاضلة، وذلك من قبل لجنة يشكلها الفريق التنفيذي أو من ينوبه، ومكونة من: مدير تعليم الإدارة التعليمية أو من ينوبه، وممثلة البرنامج (بنات) ومشرف الصيانة والمحاسب المالي والمشرفة التربوية المتابعة للنادي (شركة تطوير للخدمات التعليمية، 1437هـ، ص21).

أدبيات الدراسة: الإطار النظري والدراسات السابقة

الأنشطة الطلابية:

تُعرف دائرة المعارف الأمريكية الأنشطة الطلابية بأنها: البرامج التي تنفذ بإشراف وتوجيه المؤسسة التعليمية، والتي تتناول كل ما يتصل بالحياة الدراسية وأنشطتها المختلفة ذات الارتباط بالمواد الدراسية، أو الجوانب الاجتماعية والبيئية، أو الأندية ذات الاهتمامات الخاصة بالنواحي العملية أو العلمية أو الرياضية أو المسرحية أو المطبوعات (أكبر وقسامة، 2010م، ص24).

ويعرفها (العمر، 2007م، ص52): بأنها مجموعة من الأنشطة الهادفة المنظمة التي تقدمها المدرسة لطلابها بعد انتهاء اليوم الدراسي، ويتم اختيار هذه الأنشطة وتنظيمها لتسهم في صقل شخصيات الطلبة وإكسابهم بعض المهارات الحياتية التي يختارونها. ومعظم هذه الأنشطة ليس لها صلة مباشرة بالمنهج المدرسي المقرر.

منطلقات النشاط الطلابي في ضوء سياسة التعليم في المملكة العربية السعودية:

نصت القواعد التنظيمية لمدارس التعليم العام على منطلقات النشاط غير الصفّي على النحو الآتي (القواعد التنظيمية لمدارس التعليم العام، 1425هـ، ص ص 39-40):

المادة الخامسة والأربعون: النشاط غير الصفّي ركن أساس في العملية التربوية والتعليمية وهو واجب مهم من واجبات منسوبات المدرسة يسهم في تنمية قدرات الطالبات الابتكارية ومهاراتهن وتعزيز اتجاهاتهن الإيجابية نحو التعاون والتكاتف وحب العمل واستثمار وقت الفراغ بما يعود بالنفع عليهن وعلى مجتمعهن، وعلى المدرسة الاهتمام به وتهيئة الإمكانيات اللازمة لممارسته في ضوء التعاليم الإسلامية وسياسة التعليم في المملكة والأنظمة والتعليمات.

المادة السادسة والأربعون: يتحقق النشاط المدرسي غير الصفّي بمختلف الطرق الممكنة في المدرسة بما يناسب المرحلة الدراسية من خلال:

- برامج ثقافية اجتماعية علمية مهنية فنية.
- تنظيم المسابقات بأنواعها الثقافية والاجتماعية والعلمية والفنية والمهنية.
- تنظيم المعارض المدرسية.
- الاستفادة من مصادر التعلم في المدرسة.

المادة السابعة والأربعون: يجب أن يكون ما تقدمه الطالبات من أعمال الطالبات أنفسهن ولا يجوز أن يكون من عمل غيرهن، وأن تكون وفق الضوابط الشرعية وأن تبتعد عن التكلفة والإسراف، كما لا يعرض شيء من أعمال الطالبات إلا بعد إجازته من قبل معلمة متخصصة في التربية الإسلامية وأخرى في اللغة العربية للتأكد من خلوها من المخالفات الشرعية واللحن والأغلاط اللغوية.

المادة التاسعة والأربعون: تعد مشاركة المعلمة في النشاط غير الصفّي جزءاً رئيساً من عملها وعنصرًا من عناصر تقويمها، وتحاسب على التقصير والتهاون في أدائها.

مجالات النشاط غير الصفّي وبرامجه:

يضم النشاط غير الصفّي المجالات الآتية (دليل النشاط غير الصفّي، 1424هـ، ص ص 12-21):

1- **مجال النشاط الثقافي:** ويقصد به كل ما تكتسبه الطالبة من معارف ومعلومات وهو نشاط له دوره الفاعل في تنمية الطالبة فكريًا واجتماعيًا ولغويًا من حيث المشاركة في المسابقات الأدبية وإعداد البرامج الإذاعية. ومن برامجه (البرامج الدينية، وبرامج المنتدى الأدبي، وبرامج اللغة العربية، وبرنامج المكتبة، وبرنامج الإذاعة المدرسية، وبرنامج الصحافة المدرسية).

2- **مجال النشاط الاجتماعي:** وهو كل نشاط يزود الطالبة بمعارف وخبرات ومفاهيم وأنماط سلوكية وشخصية مرغوبة مع التعرف على واجباتها الاجتماعية في المجتمع العام. ومن برامجه (برامج الخدمة العامة، وبرامج الصحة والوقاية، وبرامج الأمن والسلامة، وبرامج حماية البيئة).

3- **مجال النشاط العلمي:** هو ذلك النشاط الذي يرسخ المنهج العلمي لدى الطالبة ويساهم في إبراز قدراتها ومواهبها ويشجعها على التجديد والابتكار من خلال ممارسة البرامج النظرية والتطبيقية في مجال العلوم الطبيعية والرياضيات والحاسب الآلي. ومن برامجه (الإعجاز العلمي، والمتحف العلمي، وبرنامج المختبر، وبرنامج الابتكارات والمخترعات العلمية، وبرنامج الزراعة، وبرنامج الحاسب الآلي).

4- **مجال النشاط الفني:** ويهدف إلى تنمية الثقافة الفنية وتذوق الجمال واكتشاف ورعاية المواهب المتميزة وإتاحة الفرصة للطالبة لممارسة الأعمال الفنية المختلفة. ومن برامجه (برنامج التشكيل بالخامات البيئية، وبرنامج

مجالات خدمات الأنشطة:

يتم تحديد الأنشطة والبرامج المتاحة في نادي مدرسة الحي حسب رغبات وميول الأعضاء المنتسبين ومن في حكمهم عبر تطبيق أدوات الاستفتاء والاستقصاء تكفل مشاركة المعنيين في إبداء رغباتهم وميولهم. وتقدم الأنشطة التعليمية والثقافية والترويحية والمجتمعية في المجالات الآتية:

- مجال التنمية البشرية المستدامة والتربية على المواطنة من خلال تعزيز المواطنة فكريًا وعملاً واعتزازًا بخصوصيتنا. وكذلك تقديم البرامج المعنية بتطوير الذات وصناعة الأعمال.
- مجال الصحة والأنشطة البدنية والترويحية وما يقدم من برامج لتعزيز الصحة والأنشطة البدنية.
- مجال البيئة والأنشطة العلمية وما يقدم من برامج تهتم بالبيئة من حولنا وبالمحافظة على ثروتنا الطبيعية والصناعية.
- المجال الثقافي والاجتماعي وما يفعل من خلاله من الأنشطة المهنية والفنية وما يشمل من حرف وفنون وكذلك الفعاليات المجتمعية والمسابقات والأنشطة المسرحية والإلقاء والخطابة والمبادرات التطوعية.

عناصر التنفيذ: يحتاج البرنامج إلى حزمة من العناصر الأساسية لتنفيذه على النحو الآتي:

- تهيئة مرافق تعليمية قائمة من خلال تجهيزها أو إضافة مبان أو صالات متعددة الأغراض.
- توفير ميزانيات مالية تشغيلية وتوفير كوادر مؤهلة للعمل.
- إيجاد برامج ومسارات تدريبية وإعداد لوائح وتشريعات تنظيمية.

مستويات الهيكل التنظيمي للبرنامج:

- المستوى التشريعي (اللجنة التوجيهية) ويمثله وزارة التعليم ومشروع خادم الحرمين الشريفين لتطوير التعليم العام.
- المستوى الإشرافي (شركة تطوير للخدمات التعليمية): ويمثلها برنامج أندية مدارس الحي للأنشطة التعليمية والترويحية.
- المستوى التنفيذي (إدارات التعليم): ويتم تشكيله من قبل مدير التعليم أو من ينوبه، ومدير النشاط الطلابي ممثلًا للبرنامج (للبنين)، ومديرة نشاط الطالبات ممثلة للبرنامج للبنات، ومحاسب، ومشرف متابع (بنين) ومشرفة متابع (بنات)، ومشرف صيانة ومن مهامه: المشاركة في اختيار الأندية المرشحة للبرنامج، واستكمال متطلبات الأمن والسلامة عند تركيب الأجهزة وتشغيلها، وزيارة الأندية لمتابعة أعمال الصيانة والنظافة والتشغيل والدعم لمقرات الأندية التابعة بمعدل أربع زيارات للأندية التابعة ما بين (1-5)

الأشغال الفنية باستخدام خامة معينة، وبرنامج زخرفة القماش، وبرنامج التشكيل بالطين والخزف، وبرنامج التشكيل بالعجائن، وبرنامج الرسم، وبرنامج فن الخط العربي، وبرنامج التجارب اللونية، وبرنامج الرسم بالألوان).

5- مجال النشاط المهني: ويهدف إلى تنمية القدرات وصقل المهارات من خلال التدريب على ممارسة بعض الأعمال التي تتناسب مع طبيعة الفتاة وتسهم في تحقيق قدر من الكفاءة المهنية لهن. ومن برامجه (برامج تجميل المنزل والعناية به، وبرامج الصناعات الغذائية البسيطة، وبرامج طهي الأطعمة وتقديمها، وبرامج الخياطة).

ونستنتج مما سبق تعدد الأنشطة، وانطلاقها من أسس علمية واضحة مستعينة بالعلوم النفسية والتربوية والاجتماعية باعتبار تلك الخدمات جزء متمم للعملية التربوية وهدف من الأهداف التي تعمل المؤسسات التعليمية على تحقيقها وتطويرها لتحقيق النمو المتكامل للطلاب في جميع جوانبه (الاجتماعية والنفسية والصحية والعلمية والخلاقية).

المبحث الثاني: خدمات الأنشطة في أندية مدارس الأحياء:

- النشأة: انطلق برنامج أندية مدارس الحي للأنشطة التعليمية والترويحية من مشروع الملك عبدالله بن عبدالعزيز لتطوير التعليم العام (تطوير) برؤيته في استثمار المباني المدرسية وتشغيلها لاستقبال الطلاب والطالبات في مناشط مفيدة ؛ ورسالته في شغل أوقات فراغ الطلبة من خلال برامج وخدمات مجتمعية لبناء شخصياتهم وتطوير مساهمتهم في بناء الوطن؛ ولتحقيق الأهداف الآتية (شركة تطوير للخدمات التعليمية، 1437هـ، صص 10-30):

- 1- التأكيد على المبادئ والقيم الوطنية والاجتماعية لأفراد المجتمع عبر إقامة برامج وأنشطة تعليمية وترويحية جاذبة.
- 2- استثمار أوقات فراغ النشء والشباب بممارسة أنشطة تعليمية وترويحية تلبي الاحتياجات النفسية وتنمي شخصياتهم في الجوانب الاجتماعية والعقلية.
- 3- إيجاد بيئة جاذبة وآمنة داخل الأحياء لجذب الطلبة والطالبات وأولياء أمورهم وسكان الحي.
- 4- جذب القطاع العام والخاص للاستثمار في أندية مدارس الحي (الشراكة المجتمعية).
- 5- استثمار المرافق والمنشآت المدرسية داخل الأحياء لإقامة أندية في الفترة المسائية.

المستفيدون: يستهدف البرنامج أفراد المجتمع كافة وفي مقدمتهم طلبة التعليم العام، وأسرهم وسكان الحي، كما يقدم البرنامج خدماته إلى فئة رياض الأطفال وذوي الاحتياجات الخاصة. ويعمل النادي أربعة أيام في الأسبوع وبمعدل أربع ساعات يوميًا على مدار العام، وتحديد أيام العمل متروك لإدارة النادي.

و خمس زيارات شهرية للأندية التابعة ما بين (6-10)، وست زيارات للأندية التابعة من 11 ناد فأكثر. والرفع لرئيس الفريق التنفيذي بقرارير الزيارات الميدانية الدورية الطارئة، والمشاركة في لجنة المشتريات، ومعالجة الطوارئ المتعلقة بأعمال الصيانة، ومتابعة طلبات الصيانة المطلوبة.

تصنيف أندية مدارس الحي حسب الفئات:

صُنفت جميع الأندية إلى فئتين بحسب ما يتوفر فيها من مرافق وساحات خارجية وبحسب ما يتوقع من كثافة التردد على النادي على النحو الآتي:

1- نادي مدرسة الحي (فئة أ): ويكون إجمالي المرتادين في الأندية المصنفة تحت هذه الفئة ما بين (700-800) مرتاد أسبوعياً. والمسجلين في ملف العضوية ما يقارب (1000) عضو مسجل. وأن يشتمل على ساحات خارجية لمزاولة الأنشطة الرياضية الحركية والترفيهية، وقاعة مكتبة أو قاعة، وقاعة تدريب ومحاضرات، وصالة ترفيهية، وصالة لياقة ومزاولة الأنشطة الرياضية، وملعب خارجية، وصالة ألعاب، ومكتبة، وصالة انترنت. ويتكون من مجموعة من الكوادر البشرية البالغ مجموعهم عشرة: قائد النادي، وثلاثة مشرفين نشاط في مجال البيئة والأنشطة الترفيهية والصحة والأنشطة البدنية والرياضية، ومشرف نشاط في مجال التدريب والتنمية البشرية، ومشرف نشاط في المجال الثقافي والاجتماعي ومساعد إداري، وعاملين، وحارس.

2- نادي مدرسة الحي (فئة ب): ويكون إجمالي المرتادين في الأندية المصنفة تحت هذه الفئة ما بين (500-600) مرتاد أسبوعياً. والمسجلين في ملف العضوية ما يقارب (800) عضو مسجل. وأن يتكون من المرافق الآتية: ملعب خارجي، وصالة لياقة، وقاعة التدريب والمحاضرات، وصالة انترنت، ومقر للأدارة. ويتكون من مجموعة من الكوادر البشرية البالغ مجموعهم ثمانية: قائد النادي، ومشرفين نشاط في مجال البيئة والأنشطة الترفيهية والصحة والأنشطة البدنية والرياضية، ومشرف نشاط في مجال التدريب والتنمية البشرية، ومشرف نشاط في المجال الثقافي والاجتماعي ومساعد إداري، وعامل، وحارس.

العاملون في أندية مدارس الحي ومهامهم

1- قائد نادي الحي المدرسي، ومن مهامه:

الإشراف على إدارة النادي، وتنفيذ المهام من المسؤوليات وضبط الأداء، ووضع خطة التشغيل لمرافق النادي، وإعداد الجداول الزمنية لكل مرفق، وتوزيع المهام بين منسوبي فريق النادي، ومتابعة أدائهم، وإعداد الميزانية المالية والإشراف على تنفيذها بعد اعتمادها، وحل المشكلات التي تعترض أداء النادي وفريق العمل، والإشراف على إعداد التقارير الدورية الإدارية والمالية،

وتنظيم اجتماع دوري لمنسوبي النادي لمتابعة أداء العاملين وسير العمل، وإعداد التقرير المالي الختامي ورفعها إلى الممثل سنوياً. وتقدم له مكافأة مالية قدرها (3240) ريالاً.

2- مشرف النشاط، ومن مهامه:

تنفيذ الخطط والسياسات العامة والخاصة ببرنامج أندية مدارس الحي داخل الأندية، وتنظيم البرامج والأنشطة التعليمية والترويحية والإشراف على تنفيذها، ومسح الرغبات والميول للمستهدفين تجاه الأنشطة والبرامج التعليمية والترويحية والرياضية في المجتمع المحيط بالمدرسة، والمشاركة في إدارة قنوات التواصل على صفحة الانترنت (مواد، تحديث، متابعة)، والمشاركة في تنفيذ إجراءات الأمن والسلامة العامة، والمشاركة في إعداد الحملات التسويقية والإعلامية للأنشطة والبرامج والفعاليات التي ينظمها نادي مدرسة الحي، ووضع الخطط التفصيلية للمجال الذي يشرف عليه، وتصميم وابتكار فعاليات وأنشطة جاذبة وتشويقية، والإشراف المباشر على نشاطات الأعضاء وتدريبهم والعمل على توجيههم، والمشاركة في لجان واجتماعات ولقاءات العاملين في النادي أو على مستوى الإدارة التعليمية، وإعداد التقارير الدورية لبرامج المجال والعمل على توثيقها. وتقدم له مكافأة مالية قدرها (3060) ريالاً.

3- المساعد الإداري، ومن مهامه: إعداد ملف بيانات العاملين بالأندية يشمل البيانات المالية والإدارية، وتنظيم وحفظ الملفات والسجلات وأرشفتها بما فيها سجل العضوية، ومتابعة الشؤون المالية والتعقيب عليها ضمن الاختصاص، والاتصال بالعاملين وأولياء الأمور وغيرهم من شرائح المجتمع عند الحاجة، وصياغة وتحرير المكاتبات الإدارية وطباعتها. وجدولة المواعيد وتنظيم الاجتماعات ومتابعة قراراتها، واستلام وتوزيع مراسلات النادي. وتقدم له مكافأة مالية قدرها (2160) ريالاً.

4- العامل، ومن مهامه: القيام بفتح وإقفال الأبواب الداخلية حسب توجيه قائد النادي والتأكد من إطفاء الإضاءة والمكيفات، وإغلاق مصادر المياه بعد انتهاء الدوام. ومتابعة أعمال النظافة في المقرات وأفنية النادي وممراته، والتأكد من خلو النادي من المرتادين والعاملين بعد انتهاء وقت الدوام، وأي مهام يكلف بها من قبل المسؤول المباشر. وتقدم له مكافأة مالية قدرها (1440) ريالاً.

5- الحارس، ومن مهامه: القيام بمباشرة عمله قبل حضور منسوبي النادي وفتح وإغلاق باب النادي وانصرافه بعد آخر مرتاد أو عامل بالنادي، والقيام بحراسة المبنى بمحتوياته، وعدم السماح بخروج أو دخول أحد إلى النادي إلا بإذن قائد النادي، وإبلاغ إدارة النادي عند حدوث أي طارئ، والتأكد من انصراف الأعضاء والعاملين بعد انتهاء دوام نادي مدرسة الحي والتأكد من إغلاق جميع الأبواب، ومتابعة أعمال النظافة والصيانة ومصاحبة العمال حين الحاجة، والمحافظة على محتويات

النادي وممتلكاته، والقيام بأي مهام يكلف بها من قبل المسؤول المباشر في مجال اختصاصه. وتقدم له مكافأة مالية قدرها (1800) ريالاً.

تشغيل أندية مدارس الحي:

توجد عدة ضوابط لتشغيل أندية مدارس الحي منها الآتي:

1- ضوابط تنفيذ الأنشطة والبرامج في أندية مدارس الحي:

أ. ضوابط إدارية وتنمّل في الآتي:

أن تكون موافقة للضوابط الشرعية والتربوية والوطنية، الحصول على موافقة الجهات ذات الاختصاص في الأنشطة والبرامج التي تتطلب ذلك، تنفيذ الأنشطة والبرامج وفق إمكانيات النادي وحاجات المستفيدين، أن تنطلق المناشط والبرامج بما يحقق رؤية ورسالة أندية مدارس الحي، الاستفادة من المؤسسات المجتمعية في تنفيذ البرامج والأنشطة كشراكة مجتمعية، وإدارة الموارد المالية والتشغيل الذاتي للمرافق وفق الأنظمة والتعليمات المتفق عليها مع إدارة البرنامج.

ب - ضوابط فنية وتنمّل في الآتي:

أن تنطلق الأنشطة والبرامج والفعاليات من خطة تشغيلية منبثقة من أهداف البرنامج، وأن تحقق الأنشطة والبرامج رغبات وحاجات المستفيدين، وأن تتسم بالشمولية والتنوع لجميع المستفيدين من الفئات العمرية، والتجديد والابتكار في عرض البرامج وأنشطة النادي، وأن تسهم أنشطة وبرامج النادي في النمو الشامل للمستفيدين تربوياً وعلمياً ورياضياً، وأن تعزز البرامج والأنشطة القيم والمفاهيم والاتجاهات الإيجابية لدى المستفيدين، والاهتمام بالمستفيدين من ذوي الاحتياجات الخاصة ودمجهم في أنشطة وبرامج النادي، وأن تعزز الاهتمام بالمبدعين والموهبين وعمل البرامج المناسبة وإبراز مواهبهم، وأن تعزز الأنشطة والبرامج الانتماء للوطن، وتعزيز قيمة العمل التطوعي في الحي والمساهمة في تكوين اتجاهات إيجابية للمحافظة على الممتلكات العامة، وتعزيز روح المسؤولية الاجتماعية، وتوثيق الأنشطة والبرامج إحصائياً واستخلاص النتائج والاستفادة من التوصيات، والتعرف على رضا المستفيدين من خلال استطلاع الآراء والعمل بالتوصيات وفق الضوابط، وتشجيع المستفيدين للمشاركة في الأنشطة والبرامج مادياً ومعنوياً.

2- أنواع العضوية في أندية مدارس الحي:

أ. عضو منتسب (عامة): تمنح هذه العضوية للطلاب والطالبات في كافة مراحل التعليم ومن في حكمهم (أولياء الأمور والمعلمين) بمجرد استكمال مسوغات العضوية: كتحقيق نموذج العضوية والتعهد الصحي، وخطاب الانضمام بالنادي وصورة من بطاقة الأحوال المدنية أو بطاقة العائلة لغير البالغين، أو الإقامة لغير السعوديين.

ب. عضو مشارك: تمنح هذه العضوية للأفراد الذين يريدون رغبة في العمل التطوعي والخدمة الاجتماعية وتكون

مشاركتهم من باب التعاون بأجر أو بدون أجر تحدده إدارة النادي مع مراعاة الالتزام بالضوابط المنظمة للعمل التطوعي وموافقة إدارة التعليم على الاستعانة بهم وذلك لمن يكلف منهم بأحد مهام مشرفي النادي بشكل مباشر أو غير مباشر. ومن شروط الحصول على بطاقة العضوية: صورة بطاقة الهوية الوطنية ونسخة من السيرة الذاتية والخبرات وموافقة ممثل البرنامج.

3- رسوم الاشتراك:

يقدم النادي الأنشطة والفعاليات بشكل مجاني في المرافق كافة، ولا بد أن تكون معلنة وفق جداول زمنية واضحة في مدخل كل مرفق، ويمكن للنادي فرض رسوم على بعض الدورات والفعاليات النوعية والاستثنائية مثل : دروس التقوية، والدورات المتوسطة والمقدمة في المجالات كافة، أو الأنشطة الرياضية مثل: دورات الدفاع عن النفس، وبرامج اللياقة الخاصة التي تتطلب توفير مدربين متخصصين من غير مشرفي النادي.

آلية الصرف والضيظ المالي لبرنامج أندية مدارس الحي:

تلتزم شركة تطوير للخدمات التعليمية بتطبيق بنود وإجراءات الصرف وضوابطها المنصوص عليها في آلية تم إعدادها من قبل الجهة المعنية في برنامج أندية مدارس الحي على النحو الآتي:

- المخصصات المالية لتجهيزات أندية مدارس الحي (ميزانية التجهيزات): وتبلغ (300000) لمدرسة الحي فئة (أ)، و(200000) لمدرسة الحي فئة (ب).

- الميزانية التشغيلية لأندية مدارس الحي: يخصص لكل نادي حي مدرسي ميزانية تشغيلية وفق فئة نادي

مدرسة الحي المعتمدة تسدد على دفعتين سنوياً بمقدار (8000) لمدرسة الحي فئة (أ)، و(6000) لمدرسة

الحي فئة (ب) وفق بنود محددة: (50%) لاحتياجات البرامج، (10%) صيانة الأجهزة، (10%) للدعاية والإعلان، (15%) للنقل، (15%) للنفقات العامة. ولقائد نادي مدرسة الحي ووفقاً لمصلحة العمل إجراء مناقلة بحد أقصى (10%) من بند إلى بند آخر.

- الإيرادات المالية الذاتية: تنقسم مصادر الإيرادات لأندية مدارس الحي إلى قسمين وهما كالآتي:

■ عوائد المشروعات الاستثمارية كالدورات التدريبية والمعارض والبازارات ودروس التقوية ومن في حكمها مع أهمية إجازة تنفيذها من إدارة التعليم وفق المتبع نظاماً.

■ العوائد التي تدفع هبات أو تبرعات من أولياء الأمور أو المؤسسات الرسمية أو القطاع الخاص بعد إجازتها من إدارة التعليم وفق المتبع نظاماً.

تقويم الأداء الوظيفي للعاملين في برنامج أندية مدارس الحي:

يتم تقييم الفريق التنفيذي من قبل رئيس الفريق وذلك في ضوء المهام الموكلة بكل عضو ووفق نسبة الإنجاز المتحققة.

- يتم إعداد تقويم الأداء بشكل دوريًا لجميع العاملين في النادي عن كل ستة أشهر ويجدد التكليف بناء على نتائجه، كما يتم تقويم أداء الموظف خلال فترة التجربة مرتين الأولى بعد مضي ثلاثة أشهر من تاريخ مباشرته العمل والثانية في نهاية فترة التجربة. ويكون الأداء الوظيفي بأحد التقديرات الآتية:

- أداء عال: من (97-100) تجديد العقد ومنح شهادة تقدير.
- أداء متوسط: من (90-96) يجدد العقد.
- أداء منخفض: من (89-80) فما دون) إنهاء التكليف.

- يعد تقويم الأداء الوظيفي من قبل الرئيس المباشر للموظف ويعتمد من قبل رئيسه ولمعتمد التقويم أن يعدل فيه بما يراه ملائمًا.

ضوابط إجازات المكلفين بالعمل في أندية مدارس الحي للأنشطة التعليمية والترويحية:

- يمنح المكلف أو المكلفة (الفريق التنفيذي، فريق النادي، والعامل) بالعمل في أندية مدارس الحي إجازة سنوية مقدارها (30) يومًا بدون مكافأة ويمكن أن تجزأ بما لا يزيد عن فترتين.

- تمنح للعاملين في الأندية الإجازات الآتية وهي غير مدفوعة الأجر: اليوم الوطني، وإجازات نهاية الأسبوع، والإجازات الإضرابية أو المرضية، والإجازة الرسمية لموظفي الدولة، والإجازة السنوية، وإجازة عدة الوفاة، وإجازة الوضع للمكلفة، وإجازة الاختبار، وإجازة للمشاركة الرياضية والوطنية.

المبحث الثالث: أندية مدارس الأحياء في منطقة الرياض:

يوجد في مدينة الرياض ثمان أندية للبنات موزعة في أحياء مختلفة حسب الكثافة السكانية على النحو الآتي:

1. أندية مدارس الحي فئة (أ): ويتكون طاقم كل نادي من تلك الفئة من قائدة النادي، وخمس مشرفات نشاط، وإدارية وعاملتين، وحارس ومنها:

- نادي مدرسة الحي " أم حبيبة" بمجمع أم حبيبة بحي إسكان الحرس الوطني.

- نادي مدرسة الحي بالثانوية (145) بحي الحزم.

- نادي مدرسة الحي " توليب" بالثانوية (129) بحي وادي لبن.

- نادي مدرسة الحي " وريف" بالثانوية (127) بحي الربوة.

- نادي مدرسة الحي " مرسى الإبداع" بالمتوسطة (205) بحي الإزدهار.

2. أندية مدارس الحي فئة (ب): ويتكون طاقم كل نادي من تلك الفئة من قائدة النادي، وأربع مشرفات نشاط، وإدارية وعاملة، وحارس ومنها:

- نادي مدرسة الحي " قطوف" بالمتوسطة (239) بحي غرناطة.

- نادي مدرسة الحي " أفياء" بالثانوية (111) بحي إسكان طريق الخرج.

- نادي مدرسة الحي " نادي السلام" بالمتوسطة (62) بحي السلام.

الدراسات السابقة:

تم استعراض الدراسات السابقة من خلال هدف كل دراسة، وعينتها، ومنهجها، وأدواتها، ونتائجها. ثم التعقيب على جميع الدراسات السابقة في ضوء الدراسة الحالية. وقد تم ترتيب الدراسات السابقة وفقًا لتدرجها التاريخي من الأقدم إلى الأحدث.

هدفت دراسة الصالح (1999م) بعنوان: دور مركز النشاط الطلابي في الأحياء في استثمار وقت فراغ الشباب إلى التعرف على مدى نجاح مراكز النشاط الطلابي في الأحياء في جذب الشباب للإفادة من خدماتها، والتعرف على برامجها، والتغيير الذي حدث للشباب بعد انضمامهم لتلك المراكز، وتحديد كيفية ممارسة الشباب لأنشطة استثمار أوقات الفراغ، والتعرف على الجوانب التي تدعم مشاركتهم، وتحديد الأدوار والمسؤوليات التي يؤديها الشباب والصعوبات التي تواجه تلك المراكز. واستخدمت الدراسة المنهج التقييمي للإشارة إلى الهدف (وهو تقدير جدوى وقيمة برامج وأنشطة مراكز الأحياء)، والعملية (لقياس درجة تحقيق برامج وأنشطة مراكز الأحياء لاستثمار وقت الفراغ لدى الشباب). وكذلك أسلوب المسح الاجتماعي بالعينة والاستبانة كأداة للدراسة، وقد بلغت عينة الدراسة (310) طالبًا باستخدام العينة العشوائية المنتظمة بواقع 25% من جميع مراكز الأحياء الستة بالرياض. وتوصلت النتائج إلى نجاح مراكز النشاط الطلابي في جذب الشباب للإستفادة من خدماتها المتنوعة وارتفاع معدل استفادة الشباب من الأنشطة الرياضية والثقافية والعلمية والفنية بنسبة (77%)، وبنسبة (76%) في قضاء وقت الفراغ، والرغبة في الحصول على معارف ومعلومات متنوعة في مجالات ممارسة الأنشطة بنسبة (75%)، كما أشارت النتائج إلى حدوث تغيير إيجابي للشباب متمثلة في إكسابهم خبرات جديدة وتحمل المسؤولية نتيجة ممارستهم لأنشطة تلك المراكز. وأن (86%) من الشباب المنضمين لتلك المراكز يقضون وقتًا كبيرًا بالمركز لاستثمار وقت الفراغ، وأن التردد على تلك المراكز لم يؤثر على تحصيلهم الدراسي. وأن من أهم الجوانب التي تدعم المشاركة في أنشطة المركز هي تنوع البرامج المتاحة، وحرص المسؤولين على التعرف على احتياجات الأعضاء قبل تصميم البرامج، وتوفير متخصصين لديهم القدرة في اكساب المهارات والخبرات

الصيفية. وتوصلت النتائج إلى أن الانضمام للمراكز الصيفية يسهم في بناء العلاقات الاجتماعية بين الطالبات، واقتصار وسيلة الإعلام للمراكز على الإعلانات داخل المركز الصيفي، وخلو المراكز الثقافية الصيفية للبنات من التخصصات المهنية، وعدم الاعتماد على الأسلوب العلمي في التخطيط للبرامج والأنشطة داخل المراكز.

وهدف دراسة المحرج (2007م) بعنوان: **تطوير إدارة النشاط الطلابي في المرحلة الثانوية في ضوء بعض الاتجاهات الإدارية والتربوية المعاصرة** إلى معرفة واقع إدارة النشاط الطلابي غير الصفي في المرحلة الثانوية في المملكة من حيث تخطيطه وتنظيمه وتوجيهه والرقابة عليه، ورصد أبرز المشكلات التي تعترض إدارة النشاط، والاستفادة من بعض الاتجاهات الإدارية والتربوية المعاصرة في إدارة النشاط غير الصفي في المرحلة الثانوية، ووضح تصور مقترح لتطويره في ضوء الاتجاهات الإدارية والتربوية المعاصرة سواء على مستوى الوزارة أو إدارات التعليم أو المدارس. واستخدمت الدراسة المنهج الوصفي. وتكونت أداة الدراسة من استبانتين إحداهما لـ (20%) من مجتمع الدراسة من مشرفي ومديري ورواد النشاط في المدارس الثانوية، والأخرى لـ (0.05%) من مجتمع الدراسة من الطلاب. وتوصلت النتائج إلى أن ممارسة الوظائف الإدارية الأربعة (وهي التخطيط والتنظيم والتوجيه والرقابة) تتم بدرجة متوسطة؛ كما أن تحقق أهداف النشاط الطلابي غير الصفي في المرحلة الثانوية والتنوع في استخدام الأنشطة، ووجود مشكلات تعترض إدارة النشاط كان بدرجة متزايدة بين الدرجتين المتوسطة والكبيرة.

كما هدفت دراسة الشهري (2011م) بعنوان: **الدور التربوي لمراكز النشاط الصيفي للبنات بمدينة الرياض واقعها وسبل تطويرها من وجهة نظر المشرفات التربويات** إلى التعرف على واقع الدور التربوي لمراكز النشاط الصيفي للبنات بمدينة الرياض والمشكلات التي تواجهها وسبل تطوير الدور التربوي لتلك المراكز. واستخدمت الدراسة المنهج الوصفي والاستبانة كأداة للدراسة، وقد اشتملت عينة الدراسة العشوائية على (100) مشرفة تربوية. وتوصلت النتائج إلى إن موافقة عينة الدراسة على واقع مراكز النشاط الصيفي كانت بدرجة متوسطة على وضوح أهداف النشاط ومساعدة الطالبات على استثمار وقت فراغهن، وبدرجة قليلة جداً على اهتمام المراكز بتنمية مواهب الطالبات وتوفير الإمكانات المالية، أما تقديرات عينة الدراسة لمحور مشكلات مراكز النشاط الصيفي فكانت موافقة بدرجة عالية جداً على ضعف الحوافز المادية والمعنوية المقدمة للعاملات والعاملين، وبدرجة متوسطة على عدم تلبية برامج الأنشطة المقدمة لرغبات جميع الملتحقات بالمراكز. وكانت الموافقة بدرجة عالية جداً على إيجاد مقرات للمراكز الصيفية معدة وفق المواصفات العالمية وزيادة المخصصات المالية كمقترحات لتطوير الدور التربوي لمراكز النشاط الصيفي. وأوصت الدراسة على إجراء المزيد من البحوث عن

لأعضاء المركز ومشاركة المسؤولين في ممارسة الأنشطة. كما أشارت النتائج إلى قيام الأعضاء بأداء الأدوار والمسؤوليات التي تتناسب مع قدراتهم والحرص على التعاون مع البعض في ممارسة الأنشطة. بينما يُشكل إقبال الشباب على بعض الأنشطة دون الأخرى، وندرة إقبالهم على عضوية المركز، وقلة الحوافز والجوائز، وعدم توفر الأجهزة اللازمة لممارسة الأنشطة أبرز الصعوبات التي تواجه مراكز النشاط الطلابي في الأحياء. وأوصت الدراسة ببحث الأعضاء على دعوة أقاربهم وأصدقائهم للانضمام لتلك المراكز وزيادة المشاركة الاجتماعية ودعوة الأباء للمراكز للإطلاع على أنشطتها وبرامجها ودورها في إكساب الشباب الخبرات والمهارات لتشجيع أبنائهم على المشاركة فيها، ومشاركة الأعضاء في القيام ببعض الأدوار والمسؤوليات، وزيادة ميزانية المراكز فيما يتصل بالجوائز والحوافز، ودعوة وسائل الإعلام للإعلان عن تلك المراكز وإبراز فوائد الانضمام لها.

كما هدفت دراسة المفدي (2000) بعنوان: **دوافع الطلاب للالتحاق بمراكز النشاط الصيفية** معرفة دوافع الطلاب للالتحاق بالمراكز الصيفية، ومدى اختلاف طلاب المرحلة المتوسطة عن طلاب المرحلة الثانوية في دوافعهم للالتحاق بالمراكز الصيفية. واستخدمت الدراسة منهج المسح الوصفي لعينة بلغ عددها 506 طالباً من طلاب خمسة مراكز صيفية في مواقع متفرقة من منطقة الرياض. وتكونت أداة الدراسة من مقياس يحتوي على ست مجالات معبرة عن الدوافع المختلفة للالتحاق بالمراكز الصيفية (المجال العائلي، الذاتي، الأصدقاء، الدعائي، المادي، المدرسي). وتوصلت النتائج إلى أن الدافع الذاتي هو الأقوى وراء التحاق الطلاب بالمراكز الصيفية، أما التأثير المادي (الحوافز المادية) فكان ضعيفاً بالنسبة لطلاب المرحلتين الذي قد يكون عائداً لقلة الحوافز. كما أن طلاب المرحلة المتوسطة يختلفون قليلاً عن طلاب المرحلة الثانوية في دوافعهم للالتحاق بالمراكز الصيفية في أن تأثر طلاب المرحلة المتوسطة بالعائلة ولا سيما الوالدين وكذلك بالجانب الدعائي كان كبيراً. وأوصت الدراسة بدراسة أسباب عدم التحاق الطلاب بالمراكز الصيفية وأسباب انسحابهم، وتقييم برامج المراكز الصيفية ومدى ملائمتها لكل فئة من فئات الطلاب في المراحل المختلفة.

بينما هدفت دراسة العزام (2006م) بعنوان: **تقويم المراكز الثقافية الصيفية للبنات في تحقيق أهدافها بمدينة الرياض** إلى تقويم المراكز الثقافية الصيفية للبنات من حيث قدرتها على تحقيق أهدافها التي أنشئت من أجلها. واستخدمت الدراسة منهج المسح الاجتماعي بنوعية بأسلوب الحصر الشامل للمجتمع الأصلي للدراسة (المسؤولات عن المراكز بنشاط الطالبات بمدينة الرياض، ومديرات ومشرفات الأنشطة في المراكز الثقافية الصيفية للبنات؛ وبأسلوب المسح الاجتماعي للمجتمع (المراكز والطالبات) وتكونت أدوات الدراسة من الاستبانة والمقابلة وتحليل المحتوى بالنسبة للوثائق الخاصة بالمراكز الثقافية

أسباب ضعف إقبال الطالبات على الالتحاق بالمراكز وإعادة النظر في المزايا والمخصصات المالية للعاملات والعاملين، ومشاركة الطالبات في التخطيط لبرامج وأنشطة المراكز.

بينما هدفت دراسة الحقباني (2014م) بعنوان: **معوقات تفعيل الأنشطة غير الصفية بمدارس البنات بمدينة الرياض** إلى تحديد معوقات تفعيل الأنشطة المدرسية غير الصفية بمدارس البنات بجنوب مدينة الرياض من وجهة نظر مديرات المدارس، والتعرف على المقترحات التي تساعد في تفعيل الأنشطة، والتعرف على الفروق ذات الدلالة الإحصائية إن وجدت بين استجابات أفراد الدراسة نحو محاور الدراسة باختلاف متغيري الخبرة ونوعية المبنى المدرسي. واستخدمت الدراسة المنهج الوصفي والاستبانة كأداة للدراسة، وقد اشتملت عينة الدراسة على جميع مديرات مدارس مركز التعليم بجنوب الرياض، وهن يمثلن جميع أعضاء المجتمع الأصلي، وعددهن (136) مديرة. وتوصلت النتائج إلى إن تقديرات عينة الدراسة لمعوقات تفعيل الأنشطة المدرسية كانت إعاقة بدرجة متوسطة وحقق العبء التدريسي للمعلمات وتغير رائدة النشاط باستمرار أعلى المتوسطات الحسابية في درجة الإعاقة، أما تقديرات عينة الدراسة لمقترحات تفعيل الأنشطة المدرسية غير الصفية فكانت موافقة بدرجة كبيرة، وحقق تشجيع الطالبات المتميزات في الأنشطة بقيادة زميلاتهن في برامج الأنشطة وعرض نماذج من أعمالهن؛ وتبادل الخبرات بين المعلمات في مجال النشاط المدرسي ضمن مدارس الحي أعلى المتوسطات الحسابية في الموافقة. ولا توجد فروق ذات دلالة إحصائية بين استجابات أفراد الدراسة نحو محاور الدراسة باختلاف متغير عدد سنوات الخبرة العملية. بينما توجد فروق ذات دلالة إحصائية بين استجابات أفراد الدراسة نحو محور مقترحات قد تساعد المديرة في تفعيل الأنشطة باختلاف متغير نوع المبنى المدرسي لصالح المبنى الحكومي.

كما هدفت دراسة الحنيشل (2016م) بعنوان: **الدور الإداري لرواد النشاط في تطوير برامج أندية مدارس الحي للبنين بمدينة الرياض من وجهة نظر مديري الأندية ومشرفيها** إلى التعرف على الدور الإداري لرواد النشاط في تطوير برامج أندية مدارس الحي للبنين بمدينة الرياض والاستفادة من المقترحات التي تسهم في تطوير برامج أندية مدارس الحي للبنين بمدينة الرياض. وقد أجريت الدراسة باستخدام المنهج الوصفي المسحي وأداة الاستبانة. وتم تطبيق تلك الدراسة باستخدام أسلوب الحصر الشامل على جميع أفراد المجتمع الأصلي من مديري أندية مدارس الحي والبالغ عددهم (16) مديرًا ومن جميع مشرفي أندية مدارس الحي البالغ عددهم (112) مشرفًا. وتوصلت النتائج إلى موافقة أفراد الدراسة بدرجة كبيرة على الدور الإداري لرواد النشاط في تطوير برامج الأندية والمتعلق بـبعد التخطيط والتنظيم الاجتماعي والتقييم، وأيضًا موافقة أفراد الدراسة بدرجة كبيرة على إثني عشر عائق يحد من تطوير برامج أندية مدارس الحي

للبنين أعلاها تأخر صرف مكافآت العاملين في الأندية وكذلك طول عدد ساعات العمل للعاملين في الأندية؛ بينما لا توجد فروق ذات دلالة إحصائية بين متوسطات استجابات أفراد الدراسة حول الدور الإداري لرواد النشاط في تطوير برامج أندية مدارس الحي للبنين باختلاف متغير الوظيفة أو سنوات الخدمة أو متغير المؤهل العلمي. وأوصت الدراسة بضرورة الاستفادة من تقويم العاملين في تحديد الاحتياجات التدريبية لهم والاهتمام بالحوافز المادية والمعنوية المشجعة للعاملين بالأندية والحرص على صرف المكافآت في وقتها للعاملين، ودعم الشراكات مع القطاع الخاص لرعاية برامج أندية مدارس الحي.

التعليق على الدراسات السابقة:

يتضح من خلال استعراض جميع الدراسات السابقة أنها تتشابه مع الدراسة الحالية في الموضوع العام الذي تناولته، وهو مستوى خدمات الأنشطة المقدمة للطالبة في المراكز الصفية وأندية الأحياء من خلال تقييمها من حيث الأهمية والدوافع والمستوى لهذه الخدمات وسبل تطويرها وتحسينها وهو ما يتفق مع الدراسة الحالية. كما تشابه المنهج المستخدم مع منهج أغلب الدراسات السابقة، والمتمثل في المنهج الوصفي وأداة الدراسة وهي الاستبانة، كما تشابهت عينتها مع عينات الدراسات الأخرى في تناولها للمسؤولين في الأندية والمراكز. واتفقت مع دراسة (الحنيشل، 2016م) والمنحصرة في عينة مديري الأندية (قادة الأندية) ومشرفيها. وتختلف الدراسة الحالية عن الدراسات السابقة في دراسة مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي للبنات في منطقة الرياض ومعوقات ومقترحات تحسينها من وجهة نظر العاملات فيها (من قائدات للأندية ومشرفاتها) باستخدام أداة المقابلة بالإضافة إلى الاستبانة.

منهجية الدراسة وإجراءاتها

منهج الدراسة: أستخدم في هذه الدراسة المنهج الوصفي المسحي؛ بأدوات كمية وكيفية (الاستبانة والمقابلة) لتحقيق أهدافها. وهو المنهج الذي يتم بواسطة إستجواب جميع أفراد مجتمع البحث أو عينة كبيرة منهم، وذلك بهدف وصف الظاهرة المدروسة من حيث طبيعتها ودرجة وجودها وتفسيرها (العساف، 1431هـ، ص 179) وتصويرها كمياً عن طريق جمع المعلومات والبيانات عن تلك الظاهرة، وتصنيفها، وتنظيمها، وتحليلها، وإخضاعها للدراسة الدقيقة، ومن ثم تفسيرها كمياً وكيفياً لفهمها، واستخلاص النتائج المهمة (ملحم، 2007م، ص 370؛ ودانيل، 2011، p.45).

مجتمع أفراد الدراسة: تألف مجتمع الدراسة من العاملات في أندية مدارس الحي حيث شملت الدراسة جميع (قائدات الأندية، ومشرفات النشاط، والإداريات) في الفصل الدراسي الثاني من العام الدراسي (1436-1437هـ) وعددهن (63) عاملة: ثمان قائدات، و(45) مشرفة نشاط، وثمان إداريات (إحصائية التقرير الشامل نصف السنوي

لكل نادي مدرسة حي المرسل في شهري 2-3/2016م).
علماً بأن الدراسة طبقت قبل العمل بالدليل التنظيمي الجديد
لأندية مدارس الحي الذي بدأ تطبيقه بتاريخ 1437/8/1هـ.

خصائص أفراد الدراسة:

حرصت الباحثة على استجابة جميع أفراد الدراسة من قائدات الأندية ومشرفات النشاط، والإداريات العاملات بأندية مدارس الحي البالغ عددها ثمانية أندية في أحياء متفرقة من منطقة الرياض عبر الزيارة الميدانية لتلك الأندية. وللتعرف على خصائص أفراد الدراسة وفق بعض المتغيرات (مسمى التكليف في نادي مدرسة الحي، ومدة الخدمة في نادي مدرسة الحي، والمؤهل) حُسبت الأعداد والنسب المئوية الخاصة بها على النحو الآتي:

جدول رقم (1) : توزيع عينة الدراسة وفق معلوماتهم العامة

المتغيرات	التصنيف	العدد	النسبة
أ. مسمى التكليف في نادي مدرسة الحي	مديرة النادي	7	12,7
	مشرفة نشاط	41	74,5
	إدارية	6	10,9
	لم تحدد	1	1,8
ب. مدة الخدمة في نادي مدرسة الحي	من شهر إلى أقل من 6 شهور	11	20,0
	من 6 أشهر إلى أقل من 12 شهر	9	16,4
	12 شهر فأكثر	31	56,4
	لم تحدد	4	7,3
ج. المؤهل	بكالوريوس	38	69,1
	ماجستير	3	5,5
	دكتوراه	--	--
	أخرى	13	23,6
	لم تحدد	1	1,8
المجموع		55	100,0

يوضح الجدول السابق الآتي:

أ. مسمى التكليف في نادي مدرسة الحي: حيث تكون أفراد الدراسة من جميع قائدات الأندية ومشرفات النشاط، والإداريات العاملات بأندية مدارس الحي. وقد بلغ عدد الفاقدة (8) استبانات: واحدة لقائدة نادي وحرصت الباحثة على استهداف جميع القائدات في المقابلة فيما بعد وتمت الاستفادة من آرائهن، وإداريتين اثنتين، لإنهاء تكليف إحداهن وغيب الأخرى. و (5) استبانات لمشرفات النشاط لتسرب بعضهن وتمتع البعض بإجازتهن السنوية وقت الزيارة.

ب. مدة الخدمة في نادي مدرسة الحي: وقد مثلت خدمة (12 شهر) فأكثر الفئة الكبرى من العدد الإجمالي لأفراد الدراسة، حيث بلغت النسبة نحو (56,4 %)، ويرجع ذلك إلى تسرب العاملات وعدم استمرارهن الذي قد يرجع لقلة الإجازات وكونها غير مدفوعة الأجر وقلة الحوافز المادية وتأخرها، وأما أقل فئة فكانت من نصيب اللاتي لم يحددن بنسبة بلغت (7,3 %).

ج. المؤهل: يوضح الجدول رقم (1) أن غالبية أفراد الدراسة من حاملات مؤهل البكالوريوس، حيث بلغت نسبتهم نحو (69,1 %) من العدد الإجمالي لأفراد الدراسة، ويُعد ذلك منطقياً؛ لتمثيلهم الشريحة الكبرى في شغل الوظائف التعليمية والقيادية في وزارة التعليم في التعليم العام.

أداة الدراسة: تم إعداد استبانة تحقيقاً لأهداف الدراسة كأداة لجمع المعلومات من الميدان، بالاعتماد على الإطار النظري والدراسات السابقة والإحصائيين والمشرفات التربويات المتابعات لأندية مدارس الحي. وعليه تكونت الاستبانة من جزئين لخدمة البحث، وتوفير البيانات الضرورية على النحو الآتي:

الجزء الأول: المعلومات الأولية عن أفراد الدراسة، ويتضمن المتغيرات الآتية (ملحق 1):

مسمى التكليف في نادي مدرسة الحي، ومدة الخدمة في نادي مدرسة الحي، والمؤهل.

الجزء الثاني: محاور الاستبانة، وتضمنت الآتي:

1- درجة مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي كما تراها العاملات فيها، وتقيسها (16) عبارة.

2- معوقات خدمات الأنشطة التي تقدمها أندية مدارس الحي من وجهة نظر العاملات فيها، وتقيسها (16) عبارة.

3- المقترحات التي قد تساعد على تحسين مستوى خدمات الأنشطة في تلك الأندية، وتقيسها (18) عبارة.

كما تضمنت الاستبانة مساحة خالية بعد كل محور؛ لأي إضافات ترى المستجيبة ضرورتها، ولم تتضمنها عبارات الاستبانة.

مقياس الاستبانة:

لقياس استجابات أفراد الدراسة استخدم مقياس ليكرت (L. Likert) للتدرج الخماسي وفق درجة الموافقة من عدمها (موافق بشدة، وموافق، ولا أعلم، وغير موافق، وغير موافق بشدة).

ولتسهيل تفسير النتائج والتعليق عليها استخدمت معادلة الوزن النسبي في تحديد مستوى الإجابة عن الأسئلة المضمنة في عبارات المحاور السابقة، حيث أُعطي وزن للبدائل على النحو الآتي:

(موافق بشدة = 5، موافق = 4، لا أعلم = 3، غير موافق = 2، غير موافق بشدة = 1)،

صُنِفَت تلك الإجابات إلى خمسة مستويات متساوية المدى عبر المعادلة الآتية (أبوعلام، 2007م، ص559):

طُول الفِئَةِ = (أكبر قيمة - أقل قيمة) ÷ (عدد بدائل الأداة) =

$$(0,80) = (5) \div (1-5)$$

وبالاعتماد على طول الفئة، أمكن تقسيم الفئات في الجدول رقم (2) على النحو الآتي:

جدول رقم (2): توزيع الفئات وفق التدرج الخماسي المستخدم في الاستبانة

الفئات	مدى المتوسطات الحسابية	الوصف حسب أسئلة الدراسة
الفئة الأولى	5,00 – 4,21	موافق بشدة
الفئة الثانية	4,20 – 3,41	موافق
الفئة الثالثة	3,40 – 2,61	لا أعلم
الفئة الرابعة	2,60 – 1,81	غير موافق
الفئة الخامسة	1,80 – 1,00	غير موافق بشدة

صدق أداة الدراسة (الاستبانة) وثباتها : الصدق الظاهري:

حُسب الصدق الظاهري بعرض الاستبانة في صورتها الأولية على عدد من المُحكِّمين من ذوي الاختصاص

والخبرة في النشاط الطلابي وفي متابعة مدارس أندية مدارس الحي . وذلك للحكم على مدى وضوح كل عبارة من عبارات الاستبانة، ودقة صياغتها، ومدى ملاءمتها المحور الذي تنتمي إليه. وقد أُستفيد من مرئيات المحكمين بإعادة صياغة بعض العبارات، وحذف بعضها الآخر أو إضافتها حتى ظهرت الاستبانة في شكلها النهائي.

الاتساق الداخلي:

تُحَقَّق من الاتساق الداخلي الذي يُعزِّز صدق الأداة عبر حساب قيم مُعامل ارتباط بيرسون (Pearson)، بين درجة كل عبارة وبين الدرجة الكلية للمحور الذي تنتمي إليه العبارة. والجدول الآتي توضح ذلك على النحو الآتي:

معاملات ارتباط بيرسون لقياس العلاقة بين عبارات أداة الدراسة، بالدرجة الكلية للمحور المنتمية إليه:

جدول رقم (3): معاملات ارتباط عبارات أداة الدراسة بالدرجة الكلية للمحور المنتمية إليه

المحور	م	معامل الارتباط	م	معامل الارتباط	م	معامل الارتباط
1- مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي	1	**0,5646	7	**0,5738	13	**0,5132
	2	**0,4919	8	**0,6846	14	**0,6684
	3	**0,5780	9	**0,5798	15	**0,6231
	4	**0,6145	10	**0,6275	16	**0,5677
	5	**0,4590	11	**0,5003		
	6	**0,4104	12	**0,5611		
2- معوقات خدمات الأنشطة التي تقدمها أندية مدارس الحي	1	*0,3357	7	**0,4977	13	**0,4943
	2	**0,4043	8	**0,5665	14	**0,4703
	3	**0,4342	9	**0,5568	15	0,2605
	4	**0,5502	10	**0,6715	16	**0,6674
	5	**0,5574	11	**0,5488		
	6	**0,6549	12	**0,6509		
3- المقترحات التي قد تساعد على تحسين مستوى خدمات الأنشطة في أندية مدارس الحي	1	**0,5440	7	**0,5208	13	**0,6331
	2	**0,5208	8	**0,4270	14	**0,6065
	3	**0,3882	9	*0,3248	15	**0,7282
	4	*0,2844	10	**0,6140	16	**0,7575
	5	**0,4230	11	**0,6184	17	**0,7274
	6	*0,3106	12	**0,5076	18	**0,6258

* دالة عند مستوى 0,05 ** دالة عند مستوى 0,01

تمَّ التَّحَقُّق من ثبات الاستبانة بحساب معامل الثبات باستخدام معادلة ألفا كرونباخ (Alpha Cronbach Coefficient) ومحاورها على النحو الآتي:

جدول رقم (4): معاملات ثبات ألفا كرونباخ لمحاور الدراسة

المحور	عدد البنود	معامل ثبات ألفا كرونباخ
مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي	16	0,89
معوقات خدمات الأنشطة التي تقدمها أندية مدارس الحي	16	0,84
المقترحات التي قد تساعد على تحسين مستوى خدمات الأنشطة في أندية مدارس الحي	18	0,86

يُتَّضح من الجدول رقم (3) أنَّ جميع مُعاملات الارتباط الداخلية بين درجة كل عبارة والدرجة الكلية للمحور المنتمية دالة إحصائياً عند مُستوى الدلالة (0,01) و(0,05)؛ مما يشير إلى قوة الاتساق الداخلي بينها في جميع محاور الدراسة، وبالتالي على صلاحية أداة الدراسة لقياس ما وضعت من أجله. ما عدا العبارة رقم (15) من المحور الثاني والتي كان ارتباطها (0,26) لقرب قيمتها من الصفر، وهذا يعني أن قيمة الارتباط ضعيفة ولكنها مقبولة إحصائياً.

ثبات أداة الدراسة (الاستبانة):

أبرز الجدول رقم (4) أن قيم معاملات الثبات لمحاوَر الدراسة ذات ثبات عالٍ، حيث بلغ الثبات الكلي لمحور مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي (0,89)، ومحور مستوى خدمات الأنشطة (0,84)، والمقترحات التي قد تساعد على تحسين مستوى خدمات الأنشطة (0,86)؛ مما يشير إلى تمتع الأداة بدرجة ثبات عالية.

ثانياً: المقابلة:

صممت استمارة مقننة مخصصة لإجراء مقابلات شخصية مع أفراد الدراسة من قائدات مدارس أندية مدارس الحي، حيث بلغ العدد الإجمالي (8) قائدات؛ وذلك لاستقراء آراءهن حول تحسين مستوى خدمات أندية مدارس الحي. وقد تضمنت استمارة المقابلة بعد تحكيمها من متخصصات في النشاط الطلابي الأسئلة الآتية:

السؤال الأول: ما مدى ممارسة قائدة النادي للدور القيادي في ضوء مبدأ الشفافية الإدارية؟

الشفافية الإدارية تعني: نشر المعلومات، ووضوح التشريعات داخل النادي ووضوح التعليمات ومهارات الأداء المطلوبة لكافة العاملات، واتخاذ قرارات دقيقة وواضحة.

السؤال الثاني: ما المقترحات التي ترغب قائدة النادي تعديلها في الهيكل التنظيمي لإدارة النادي؟

السؤال لثالث: ما المقترحات التي ترغب قائدة النادي تنفيذها لرفع نسبة المرتادات للنادي؟

إجراءات تطبيق أدوات الدراسة:

أولاً: الاستبانة:

للإجابة عن أسئلة الدراسة وتحقيق أهدافها أُتبعت الإجراءات الآتية:

1- بعد التحقق من صدق الاستبانة وثباتها، تم الحصول على الموافقة الرسمية اللازمة لتطبيقها في أندية مدارس الحي عبر الزيارات الميدانية لكل نادي من قبل الباحثة.

2- توزيعها على أفراد الدراسة البالغ عددهم (63) عاملة مُنَوَلة بشكل مباشر لتعبئتها، والتواصل مع الغائبات لإكمال العدد المقيّد في سجل النادي آنذاك وذلك في الفصل الدراسي الثاني من العام الدراسي (1437/1438هـ). وقد استمرت عملية التوزيع مدة شهر. وبلغ العائد من تلك الاستبانات (55) استبانة، أما المفقود منها فقد بلغ (8) من إجمالي الاستبانات الموزعة. وقد يرجع النقص في الاستبانات المسترجعة إلى تسرب العاملات وعدم استمراريتهن، أو تمتع البعض بإجازتهن السنوية أثناء الزيارة. علماً بأن الإجمالي الفعلي للعاملات في الأندية وقت الزيارة كان (55) عاملة.

3- بعد جمع الاستبانات من أفراد الدراسة وعيبتها ومراجعتها، عولجت إحصائياً باستخدام برنامج الحزم الإحصائية للعلوم الاجتماعية (SPSS).

4- بعد الانتهاء من الخطوة السابقة، تم وصف النتائج وتحليلها وتفسيرها، والوصول إلى الاستنتاجات، والتوصيات، والمقترحات المتعلقة بنتائج الدراسة.

ثانياً: المقابلة:

تم التواصل مع أفراد الدراسة من القائدات بعد تحكيم أسئلة المقابلة من مشرفات تربويات متخصصات

في النشاط الطلابي؛ لتحديد موعد للمقابلة الشخصية، حيث تمت المقابلة المباشرة معهن لمدة لا تقل عن ساعة، ثم فرغت البيانات بعد الانتهاء من المقابلة مباشرة.

أساليب المعالجة الإحصائية :

أستخدم برنامج الحزم الإحصائية للعلوم الاجتماعية (SPSS) في المعالجة الإحصائية للبيانات المتعلقة باستجابات أفراد الدراسة، وتضمنت المعالجة الإحصائية الأساليب الآتية:

1- معامل ارتباط بيرسون لحساب الاتساق الداخلي لعبارات الاستبانة.

2- معامل ثبات معادلة ألفا كرونباخ للتحقق من ثبات أداة الدراسة.

3- معادلة الوزن النسبي الفارق لتحليل إجابات أفراد الدراسة نحو محاور الاستبانة.

4- التكرارات، والنسب المئوية، والمتوسطات الحسابية، والانحرافات المعيارية، والرتب؛ وذلك لوصف الأفراد وفق المتغيرات، وتحديد نسبة الاستجابة؛ ولترتيب استجابات أفراد الدراسة إزاء محاور أداة الدراسة.

5- التكرارات والنسب المئوية المستخلصة من تفرغ إجابات أفراد الدراسة عن أسئلة المقابلة.

نتائج الدراسة ومناقشتها:

أولاً: نتائج تحليل أداة الدراسة (الاستبانة):

هدفت الدراسة إلى التعرف على درجة مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي من وجهة نظر العاملات فيها؛ ومعوقات خدمات الأنشطة التي تقدمها أندية مدارس الحي من وجهة نظر العاملات فيها؛ والمقترحات التي قد تساعد على تحسين مستوى الخدمات في تلك الأندية. ويمكن الإجابة

على الهدف تبعاً لتسلسل أسئلة الدراسة والتي كانت على النحو الآتي:

السؤال الأول: ما درجة مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي كما تراها العاملات فيها؟

جدول رقم (5) : التكرارات والنسب المئوية والمتوسطات الحسابية وترتيبها
لإجابات عينة الدراسة عن مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي

م	العبارات	درجة الموافقة على مستوى الخدمة					المتوسط الحسابي	الانحراف المعياري	ترتيب
		موافق بشدة	موافق	لا أعلم	غير موافق	غير موافق بشدة			
1	تتوفر المرافق المناسبة لممارسة خدمات الأنشطة المختلفة.	ت	9	23	2	13	3,26	1,35	16
		%	16,7	42,6	3,7	24,1			
2	تتوفر الأدوات اللازمة لممارسة مختلف الأنشطة.	ت	7	28	1	13	3,44	1,18	15
		%	13,5	53,8	1,9	25,0			
3	تشارك المرتادات في التخطيط للأنشطة المختلفة.	ت	12	34	1	3	4,04	0,82	11
		%	23,5	66,7	2,0	5,9			
4	ترتبط أهداف نادي الحي بأهداف مجالات الأنشطة.	ت	17	34	1	2	4,22	0,66	6
		%	31,5	63,0	1,9	3,7			
5	تُفعل المهرجانات الخاصة بالمناسبات المختلفة.	ت	31	21	1		4,57	0,54	1
		%	58,5	39,6	1,9				
6	ترتبط أنشطة نادي الحي بالمهارات الحياتية.	ت	23	29		1	4,40	0,60	4
		%	43,4	54,7		1,9			
7	تننوع الأنشطة بمجالاتها المختلفة (تعليمية، ثقافية، وفنية، رياضية، مهنية، ترويحية، معززة للصحة) لتنمية الشخصية المتكاملة.	ت	31	23		1	4,53	0,60	2
		%	56,4	41,8		1,8			
8	يتم تنمية مواهب المرتادات بما يناسبها من الأنشطة المختلفة.	ت	23	28	2	1	4,35	0,65	5
		%	42,6	51,9	3,7	1,9			
9	تُنفذ الأنشطة بمجالاتها المختلفة في أوقات مناسبة للمرتادات.	ت	26	26		2	4,41	0,69	3
		%	48,1	48,1		3,7			
10	تُنفذ الأنشطة المختلفة بطرق حديثة تتوافق مع مستجدات العصر.	ت	11	37	1	6	3,96	0,82	13
		%	20,0	67,3	1,8	10,9			
11	تُنظم الأنشطة بمجالاتها المختلفة على نحو جاذب وممتع.	ت	16	36	2	1	4,22	0,60	6
		%	29,1	65,5	3,6	1,8			
12	تُحفز القيادات الطلابية للمشاركة في أندية مدارس الحي.	ت	18	29	4	1	4,17	0,80	8
		%	34,0	54,7	7,5	1,9			
13	تُستضاف الشخصيات المتميزة للمشاركة في الأنشطة المختلفة.	ت	20	27	3	4	4,17	0,84	8
		%	37,0	50,0	5,6	7,4			
14	تشارك المؤسسات المجتمعية في تنفيذ الأنشطة المتنوعة.	ت	14	31	5	3	4,00	0,87	12
		%	25,9	57,4	9,3	5,6			
15	تحظى الأنشطة المختلفة بالتغطية الإعلامية.	ت	13	21	6	12	3,53	1,23	14
		%	23,6	38,2	10,9	21,8			
16	تشارك المرتادات في تقويم الأنشطة باستمرار.	ت	16	31	4	3	4,05	0,87	10
		%	29,1	56,4	7,3	5,5			
المتوسط* العام							4,08		
الانحراف المعياري							0,50		

* المتوسط الحسابي من 5 درجات

أهدافها الرامية إلى استثمار أوقات الفراغ بممارسة أنشطة تعليمية وترويحية لتلبية الاحتياجات النفسية، ولدعم خدمات الأنشطة التي تمثل الواجهة الإعلامية لأندية مدارس الحي، وتبرز عملها. وتتفق تلك النتيجة مع ما توصلت إليه دراسة (الصالح، 1999م) التي بينت أهمية حرص المسؤولين على معرفة احتياجات الأعضاء قبل تصميم البرامج في دعم المشاركة في أنشطة المراكز. كما تتفق مع ما توصلت إليه دراسة (الحنيشل، 2016م) التي

يتضح من بيانات الجدول رقم (5) أن قيمة المتوسط الحسابي العام لإجابات أفراد الدراسة حول مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي كما تراهاعاملات فيها بلغت (4,08) بدرجة (موافق) من أصل (5) لمستوى الخدمات على عبارات هذا المحور، والبالغ عددها (16) عبارة. وعلى الرغم من أن درجة الموافقة لم ترتق إلى المستوى المأمول في الحصول على درجة (موافق بشدة)، فإنه يمكن تفسير تلك النتيجة بقناعة أفراد الدراسة بالحاجة إلى بذل المزيد من الجهود، لتحقيق

أوصت بدعم الشراكات مع القطاع الخاص لرعاية برامج أندية مدارس الحي.

ويمكن توضيح ذلك على النحو الآتي:

ترواح مدى المتوسطات الحسابية لموافقة أفراد الدراسة على درجة مستوى خدمات الأنشطة ما بين (4,57) كأعلى قيمة، إلى (3,26) كأدنى قيمة، كما تراوحت قيمة انحرافاتها المعيارية ما بين (0,54) و (1,35) ، وهي متوسطات تقع في الفئات الأولى والثانية والثالثة من فئات المقياس الخماسي، حيث تشير إلى درجة (موافق بشدة) و(موافق) و(لا أعلم).

حيث وافق أفراد الدراسة على ست عبارات بدرجة (موافق بشدة)، وعلى ثمان عبارات بدرجة " موافق "، وعلى عبارة واحدة بدرجة (لا أعلم) على مستوى خدمات الأنشطة. وقد حققت العبارات ذات الأرقام الآتية: (6,9,10) أعلى قيمة في متوسطاتها الحسابية بدرجة (موافق بشدة) مرتبة تنازلياً على النحو الآتي:

- جاءت في المرتبة الأولى العبارة رقم (6) "تفعل المهرجانات الخاصة بالمناسبات المختلفة" بمتوسط

بلغت قيمته (4,57)، وبدرجة (موافق بشدة). ويمكن أن يُعزى ارتفاع درجة الموافقة إلى قناعة أفراد الدراسة بجهود أندية مدارس الحي في تفعيل المهرجانات الخاصة بالمناسبات المختلفة لتشجيع المراتدات على التردد على الأندية وبناء جسور التواصل بينهم؛ ولترجمة أهداف برنامج أندية مدارس الحي من حيث تعزيز الانتماء للوطن عبر البرامج والأنشطة المختلفة واستثمار أوقات الفراغ بممارسة أنشطة تعليمية بنسبة (20%) وترويحية بنسبة (70%) واجتماعية بنسبة (10%) وتنمية العلاقات الاجتماعية الآمنة. تتفق تلك النتيجة مع دراسة (الصالح، 1999م) التي أشارت إلى نجاح مراكز الأحياء في جذب الشباب للاستفادة من خدماتها المتنوعة.

- جاءت في المرتبة الثانية العبارة رقم(8) "تتنوع الأنشطة بمجالاتها المختلفة (تعليمية، ثقافية، وفنية، ورياضية، مهنية، ترويحية، معززة للصحة لتنمية الشخصية المتكاملة). بمتوسط بلغت قيمته (4,53) بدرجة (موافق بشدة). ويمكن أن يُعزى ذلك إلى إدراك أفراد الدراسة كونهم تربويين ومن منسوبي التعليم بأن هدف التربية الحديثة الإسهام في تنمية الشخصية من جميع جوانبها، وأن الاهتمام بالفرد لا ينحصر في المجال العلمي فقط، بل يتعداه إلى جميع النواحي التي تساعد على صقل شخصيته وتنميتها عبر تنوع الأنشطة بمجالاتها وأقسامها المختلفة. وتتفق تلك النتيجة مع نتيجة دراسة (الصالح، 1999م) التي أشارت إلى ارتفاع معدل استقاداتهم من الأنشطة الرياضية والثقافية والعلمية والفنية. في حين تختلف عما ذهبت إليه كل من: دراسة (العزام، 2006م) التي أشارت إلى أن استجابة مجتمع الدراسة على التثويج في مجالات وبرامج الأنشطة كان بدرجة متوسطة وكبيرة. ودراسة (الحنيشل، 2016م) في الموافقة بدرجة

كبيرة على تنوع البرامج والأنشطة لتنمية ميول المشاركين.

- جاءت في المرتبة الثالثة العبارة رقم (10) "تُنفذ الأنشطة بمجالاتها المختلفة في أوقات مناسبة للمراتدات". بمتوسط بلغت قيمته (4,41)، وبدرجة (موافق بشدة). ويمكن أن يُعزى ذلك إلى إهتمام المشرفين والقائمين على الأنشطة باختيار الأوقات المناسبة لتنفيذ الأنشطة حرصاً على جذب أكبر عدد من المراتدات ولتحقيق الهدف من تنفيذ النشاط على أكبر فئة مستهدفة ولرفع نسبة التردد للنادي وتختلف تلك النتيجة عما ذهبت إليه دراسة (الشهري، 2011م) التي بينت موافقة عينة الدراسة بدرجة متوسطة على عدم تلبية برامج الأنشطة المقدمة لرغبات جميع الملحققات. وكما تختلف أيضاً مع دراسة (العزام، 2006) التي أشارت إلى عدم الاعتماد على الأسلوب العلمي في التخطيط للبرامج والأنشطة داخل المراكز.

وقد حققت العبارات ذات الأرقام الآتية: (16,15,14) أدنى قيمة في متوسطاتها الحسابية في استجابات أفراد الدراسة عن مستوى خدمات الأنشطة ، حيث رتبت ترتيباً تصاعدياً على النحو الآتي:

- جاءت في المرتبة السادسة عشر العبارة رقم (2) "تتوفر المرافق المناسبة لممارسة خدمات الأنشطة المختلفة " بمتوسط بلغت قيمته (3,26)، وبدرجة (لا أعلم). ويمثل ذلك أدنى قيمة لمستوى الموافقة؛ بيد أنها قد لا تشير إلى إنعدام المعرفة بتوافرها. وقد يُعزى ذلك إلى عدم صلاحية بعض المرافق وقلة المنشآت كصالات الرياضية مثلاً والأماكن المخصصة الجاذبة لممارسة الأنشطة المختلفة والقصور في صيانتها وتجهيزها بما يتناسب مع تفعيل الأنشطة المختلفة. وتتفق تلك النتيجة في بعض جوانبها مع ما توصلت إليه دراسة (الشهري، 2011م) بأهمية إيجاد مقرات معدة وفق المواصفات العالمية في المراكز لممارسة الأنشطة المختلفة.

- جاءت في المرتبة الخامسة عشر العبارة رقم (3) "تتوفر الأدوات اللازمة لممارسة مختلف الأنشطة " بمتوسط بلغت قيمته (3,44) بدرجة (موافق). وقد يُعزى تلك النتيجة العبارة السابقة، من حيث إن توافر المرافق المناسبة لممارسة خدمات الأنشطة المختلفة من وجهة نظر أفراد الدراسة كانت بدرجة (لا أعلم). وقد يشير ذلك إلى وعي تلك الفئة بالحاجة إلى توفير الأدوات والمرافق والمنشآت الخاصة بمتطلباتها المستمرة من: صيانة، وإمكانات مادية وبشرية متخصصة، لممارسة الأنشطة المختلفة، وزيادة الحوافز المادية والمعنوية لتشجيع المراتدات على المشاركة فيها. وتتفق تلك النتيجة مع ما توصلت إليه نتائج دراسة كل من: (الصالح ، 1999م) في عدم توافر الأدوات والأجهزة اللازمة لممارسة الأنشطة؛ ودراسة (الشهري، 2011م) التي كشفت عن قلة الإمكانيات المالية؛ ودراسة (الحنيشل، 2016م) التي بينت نقص

الوسائل والأجهزة اللازمة لتنفيذ أنشطة وبرامج أندية الحي للبنين بمدينة الرياض.

- جاءت في المرتبة الرابع عشر العبارة رقم (16) "تحظى الأنشطة المختلفة بالتغطية الإعلامية" بمتوسط بلغت قيمته (3,53)، وبدرجة (موافق). وقد تفسر تلك النتيجة بإدراك أفراد الدراسة بالقصور في الناحية الإعلامية؛ لنشر المعلومات الخاصة بخدمات الأنشطة على مستوى المدارس، أو على مستوى المجتمع بما يتناسب مع أهميتها والجهود المبذولة فيها، والإمكانات المادية المخصصة لها. وتتفق تلك النتيجة مع ما أوصت به دراسة (الصالح ، 1999م) في دعوة وسائل الإعلام

للإعلان عن تلك المراكز وإبراز فوائد الانضمام لها؛ ودراسة (الحنيشل، 2016م) التي أشارت إلى ضرورة استثمار مواقع التواصل الاجتماعي في الدعم الإعلامي لأندية الحي لارتباط أكثر المرتادين بها ولسرعة انتشار الإعلان فيها بالمجان. في حين تختلف عما ذهبت إليه دراسة (المفدي، 2000م) التي كشفت عن أن تأثر الطلاب بالجانب الدعائي كان كبيراً. كما تختلف تلك النتيجة مع دراسة (العزام، 2006) التي أشارت في نتائجها إلى اقتصار وسيلة الإعلام للمراكز على الإعلانات داخلها.

السؤال الثاني: مامعوقات خدمات الأنشطة التي تقدمها أندية مدارس الحي من وجهة نظر العاملين فيها؟

جدول رقم (6) : التكرارات والنسب المئوية والمتوسطات الحسابية وترتيبها لإجابات عينة الدراسة حول معوقات خدمات الأنشطة التي تقدمها أندية مدارس الحي

م	العبارات	درجة الموافقة على المعوقات					المتوسط الحسابي	الانحراف المعياري	ج. ق. %
		موافق بشدة	موافق	لا أعلم	غير موافق	غير موافق بشدة			
1	قلة الوعي بدور نادي مدرسة الحي في خدمة المجتمع.	ت	14	27	3	8	3,90	0,98	7
		%	26,9	51,9	5,8	15,4			
2	ضعف الموارد المالية لأندية مدارس الحي.	ت	28	17	3	1	4,31	0,96	4
		%	53,8	32,7	5,8	1,9			
3	تأخر صرف الميزانية التشغيلية للأندية.	ت	44	7	2	1	4,72	0,71	1
		%	81,5	13,0	3,7	1,9			
4	قلة المرافق المناسبة لممارسة الأنشطة المختلفة.	ت	19	17	1	15	3,67	1,32	9
		%	35,2	31,5	1,9	27,8	3,7		
5	وجود أنشطة خارجية منافسة لأندية مدارس الحي.	ت	14	19	8	8	3,63	1,21	10
		%	26,9	36,5	15,4	15,4	5,8		
6	ضعف الشراكة المجتمعية في تقديم الخدمات لأندية مدارس الحي.	ت	12	22	5	14	3,60	1,12	11
		%	22,6	41,5	9,4	26,4			
7	النقص في الدراسات والأبحاث المتعلقة بأندية مدارس الحي.	ت	15	24	12	3	3,94	0,86	6
		%	27,8	44,4	22,2	5,6			
8	ضعف التقويم المستمر لمجالات الأنشطة المختلفة.	ت	8	20	10	14	3,42	1,05	13
		%	15,4	38,5	19,2	26,9			
9	ضعف التحديث المستمر لوسائل التواصل الاجتماعي الخاص بأندية مدارس الحي (التويتر، الانستقرام، التلقرام، فيس بوك).	ت	4	17	3	24	2,76	1,23	16
		%	7,3	30,9	5,5	43,6	12,7		
10	ضعف الإمكانيات التقنية للعاملات في أندية مدارس الحي.	ت	8	12	4	25	2,91	1,27	15
		%	15,1	22,6	7,5	47,2	7,5		
11	النقص في أعداد الكوادر البشرية الواجب توافرها لتقديم مختلف الخدمات.	ت	16	23		15	3,69	1,22	8
		%	29,1	41,8		27,3	1,8		
12	تعيين الكوادر البشرية غير المؤهلة للإشراف على الأنشطة.	ت	9	16	3	20	3,08	1,33	14
		%	17,0	30,2	5,7	37,7	9,4		
13	قلة الحوافز المالية لقائدات أندية مدارس الحي وفقاً للجهود المبذول.	ت	31	16	4	1	4,42	0,86	2
		%	58,5	30,2	7,5	1,9	1,9		
14	ضعف اهتمام المسؤولين بالمقترحات التي تطرحها العاملات لتطوير العمل في أندية مدارس الحي.	ت	22	22	3	7	4,04	1,07	5
		%	40,0	40,0	5,5	12,7	1,8		
15	تسرب الكادر البشري العامل بأندية مدارس الحي لطول مدة العمل.	ت	33	16	2	3	4,40	0,93	3
		%	60,0	29,1	3,6	5,5	1,8		
16	ضعف مشاركة الطالبات في أندية مدارس الحي خوفاً من تأثر التحصيل الدراسي	ت	13	22	4	15	3,56	1,18	12
		%	23,6	40,0	7,3	27,3	1,8		
المتوسط* العام							3,74		
الانحراف المعياري							0,61		

* المتوسط الحسابي من 5 درجات

يبرز الجدول رقم (6) أن قيمة المتوسط الحسابي العام لإجابات أفراد الدراسة حول معوقات خدمات الأنشطة التي تقدمها أندية مدارس الحي من وجهة نظر العاملات فيها بلغت (3,74) بدرجة (موافق).

وتراوح مدى المتوسطات الحسابية لموافقة أفراد الدراسة على معوقات خدمات الأنشطة ما بين (4,72) كأعلى قيمة، إلى (2,76) كأدنى قيمة، كما تراوحت قيمة انحرافاتها المعيارية ما بين (0,71) و(1,23)، وهي متوسطات تقع في الفئات الأولى والثانية والثالثة من فئات المقياس الخماسي، حيث تشير إلى درجة (موافق بشدة) و(موافق) و(لا أعلم). ولقد وافق أفراد الدراسة على أربع عبارات بدرجة (موافق بشدة)، وعلى تسع عبارات بدرجة " موافق "، وعلى ثلاث عبارات بدرجة (لا أعلم) على معوقات خدمات الأنشطة. وقد حققت العبارات ذات الأرقام الآتية: (3,13,15) أعلى قيمة في متوسطاتها الحسابية بدرجة (موافق بشدة) مرتبة تنازلياً حسب استجابة أفراد الدراسة لمستوى إعاقته كالاتي:

- جاءت في المرتبة الأولى العبارة رقم (3) " تأخر صرف الميزانية التشغيلية للأندية" بمتوسط حسابي بلغت قيمته (4,72)." وهي تمثل أعلى قيمة في موافقة أفراد الدراسة بدرجة (موافق بشدة) على مستواها كمعوق، ويمكن أن تُفسر تلك النتيجة بكونها أكثر تحدٍ يشعر به أفراد الدراسة كون الصرف على الأنشطة ومجالاتها المختلفة المحرك الأساس لعمل الأندية، وإدراك أفراد الدراسة باحتياجات أنشطة كل مجال من مجالات الأنشطة، والموازنة الضرورية للأنشطة المختلفة ومصادر تمويلها، وكفايتها لأوجه الأنشطة باختلافها . وتتفق تلك النتيجة مع نتائج دراستي(الصالح، 1999م)، و(المفدي، 2000م) التي كشفت عن قلة الحوافز والجوائز، وعدم توفر الأجهزة اللازمة لممارسة الأنشطة. كما تتفق مع دراسة (الشهري، 2011م) التي بينت عدم توفر الإمكانات المالية. وتتفق مع توصية دراسة (الحنيشل، 2016م) في أن تقديم ميزانية النادي للسنة القادمة بنهاية السنة الحالية يساعد في التخطيط الجيد.

- جاءت في المرتبة الثانية العبارة رقم (13) " قلة الحوافز المالية لقائدات أندية الحي وفقاً للجهد المبذول" بمتوسط حسابي بلغت قيمته (4,42) في موافقة أفراد الدراسة بدرجة (موافق بشدة) على مستواها كمعوق. ويمكن تفسير تلك النتيجة بإدراك أفراد الدراسة بقصور الحوافز المالية وفقاً للجهد المبذول للعمل في الأندية؛ وقلة الإجازات، بالإضافة إلى أن الإجازات الرسمية غير مدفوعة الأجر. وتتفق تلك النتيجة مع ما توصلت إليه دراسة (الشهري، 2011م) التي أشارت إلى ضعف الحوافز المادية والمعنوية المقدمة للعاملات والعاملين. كما تتفق مع دراسة (الصالح، 1999م) التي أوصت بزيادة ميزانية المراكز فيما يتصل بالجوائز والحوافز.

- جاءت في المرتبة الثالثة العبارة رقم (15) "تسرب الكادر البشري العامل بأندية مدارس الحي لطول مدة

العمل" بمتوسط حسابي بلغت قيمته (4,40) في موافقة أفراد الدراسة بدرجة (موافق بشدة) على مستواها كمعوق. يمكن أن تُفسر تلك النتيجة بكونها من المعوقات التي يشعر به أفراد الدراسة كون الإشراف على البرامج وتفعيلها يتطلب التجديد والابتكار في طرق تنفيذها بما يتناسب مع فئات المرتدات وهو ما تفتقده بعض العاملات في الأندية لاسيما أن البعض من منسوبات التعليم غير شاغلات الوظائف التعليمية، وقد يُعزى ذلك أيضاً إلى غياب الحوافز المادية وتأخر صرف المكافآت التي يعتبره بعض العاملات مصدر داعم لدخلهن. وتتفق تلك النتيجة مع ما توصلت إليه دراسة (الحنيشل، 2016م) التي أشارت إلى أن ضعف التخطيط لبرامج أندية الحي، وتأخر صرف مكافآت العاملين في الأندية، وضعف الحوافز المشجعة، وقلة إجازة العاملين من المعوقات التي تواجه برامج أندية مدارس الحي للبنين بمدينة الرياض.

وقد حققت العبارات ذات الأرقام الآتية: (16,15,14) أدنى قيمة في متوسطاتها الحسابية في استجابات أفراد الدراسة عن معوقات خدمات الأنشطة ، حيث رتبت ترتيباً تصاعدياً على النحو الآتي:

- جاءت في المرتبة السادسة عشر العبارة رقم (9) " ضعف التحديث المستمر لوسائل التواصل الاجتماعي الخاص بأندية مدارس الحي (التويتر، الانستقرام، التلقرام، فيس بوك) " بمتوسط بلغت قيمته (2,76)، وبدرجة (لا أعلم). ويمثل ذلك أدنى قيمة لمستوى الموافقة على المعوقات؛ بيد أنها قد لا تشير إلى إنعدام المعرفة بقدر ما هو عدم معرفة أفراد الدراسة بالتطورات والتحديثات المستمرة لوسائل التواصل الاجتماعي الخاص بأنديتهن لوجود متخصصة إعلامية مسؤولة عن التغطية الإعلامية في كل نادي بالرغم من أن من مهام مشرفات الأنشطة اللاتي يمثلن النسبة الأكبر من أفراد الدراسة المشاركة في إدارة قنوات التواصل على صفحة الانترنت (مواد_ تحديث_ متابعة). وتتفق تلك النتيجة مع ما وجد في نموذج التقرير الشامل نصف السنوي في الدليل التنظيمي لبرنامج أندية مدارس الحي فيما يخص الملف الإعلامي والصحفي اسم المنسق الإعلامي وأبرز منجزاته للتعريف بالنادي.

- جاءت في المرتبة الخامسة عشر العبارة رقم (10) " ضعف الإمكانات التقنية للعاملات في أندية مدارس الحي" بمتوسط بلغت قيمته (2,91) بدرجة (لا أعلم). وقد يُعزى تلك النتيجة الموافقة على العبارة السابقة بدرجة (لا أعلم)، ويمكن تفسير تلك النتيجة بالقصور في القدرات التقنية لبعض العاملات في الأندية، وعدم إجادة بعضهم التعامل مع برامج الحاسب الآلي، وكذلك القصور في الدورات التقنية المتخصصة في المجال نفسه، والمقدمة من الجهات المسؤولة عن التدريب. وتتفق تلك النتيجة مع دراسة

(الحنيشل، 2016م) التي أوصت بتقديم برامج التنمية المهنية للعاملين بأندية الحي.

- جاءت في المرتبة الرابع عشر العبارة رقم(12) " تعيين الكوادر البشرية غير المؤهلة للإشراف على الأنشطة" بمتوسط بلغت قيمته (3,08)، وبدرجة (لا أعلم). وقد تفسر تلك النتيجة بعدم معرفة أفراد الدراسة بمستوى تأهيلهم للإشراف على الأنشطة كونهم المستجيبات على العبارات، علماً بأنه يتم تكليف بعض العاملات الشاغلات الوظائف الإدارية كممنسوبات في التعليم بأعمال في الأندية لا تتناسب مع تخصصاتهن في ظل غياب التدريب

المتخصص في الإشراف على برامج الأنشطة بمجالاتها المختلفة. وتتفق تلك النتيجة مع نتيجة دراسة (الحنشل، 2016م) التي أشارت إلى ضرورة تدريب العاملين وتنمية قدراتهم المختلفة لما له من أثر إيجابي في تحسين مهاراتهم وتطوير مواهبهم وانعكاس أثر ذلك على المرتادين.

السؤال الثالث: ماالمقترحات التي قد تساعد على تحسين مستوى الخدمات في تلك الأندية؟

جدول رقم (7) التكرارات والنسب المئوية والمتوسطات الحسابية وترتيبها لإجابات عينة الدراسة حول المقترحات التي تساعد على تحسين مستوى خدمات الأنشطة في أندية مدارس الحي

م	العبارات	درجة الموافقة على المقترحات					المتوسط الحسابي	الانحراف المعياري	ن. ق.
		موافق بشدة	موافق	لا أعلم	غير موافق	غير موافق بشدة			
1	إعادة النظر في لائحة الإجازات لمنسوبات أندية مدارس الحي.	ت	38	13	1	1	4,62	0,77	4
		%	71,7	24,5	1,9	1,9			
2	البحث عن مصادر للتمويل الذاتي لخدمات أنشطة أندية مدارس الحي.	ت	29	18	3	4	4,33	0,89	15
		%	53,7	33,3	5,6	7,4			
3	مشاركة المرتادات في وضع خطط الأنشطة وآليات تنفيذها لتلائم احتياجاتهن الفعلية.	ت	15	35	2	3	4,13	0,72	18
		%	27,3	63,6	3,6	5,5			
4	إنشاء مقرات لأندية مدارس الحي ملحقة بالمدارس.	ت	28	18	3	5	4,22	1,03	17
		%	50,9	32,7	5,5	9,1			
5	وضع حوافز مناسبة لتشجيع المرتادات على المشاركة في أنشطة الأندية.	ت	25	27	3		4,40	0,60	11
		%	45,5	49,1	5,5				
6	تبادل الزيارات بين الأندية المختلفة لنقل التجارب المفيدة.	ت	40	14	1		4,69	0,57	3
		%	72,7	25,5	1,8				
7	تفعيل الشراكة المجتمعية لدعم أندية مدارس الحي.	ت	40	15			4,73	0,45	1
		%	72,7	27,3					
8	وضع خطة شاملة لتقويم أداء أندية مدارس الحي من جميع الفئات المستفيدة.	ت	25	27	1	1	4,41	0,63	9
		%	46,3	50,0	1,9	1,9			
9	إنشاء مدونة مهنية إلكترونية للتطوير المهني المستمر الموجه إلى منسوبي أندية مدارس الحي.	ت	24	27	3	1	4,35	0,67	14
		%	43,6	49,1	5,5	1,8			
10	تنظيم حملات إعلامية إلكترونية بأنشطة أندية مدارس الحي.	ت	29	26			4,53	0,50	7
		%	52,7	47,3					
11	تنويع أساليب التنمية المهنية للعاملين في أندية مدارس الحي.	ت	24	28	2		4,41	0,57	9
		%	44,4	51,9	3,7				
12	توفير الكوادر المدربة من غير منسوبي وزارة التعليم للعمل في الأندية.	ت	26	17	6	4	4,23	0,93	16
		%	49,1	32,1	11,3	7,5			
13	زيادة التواصل الفاعل بين قائدة المدرسة الصباحية ومديرة النادي.	ت	35	15	2	2	4,54	0,75	6
		%	64,8	27,8	3,7	3,7			
14	الحرص على إلمام منسوبي أندية مدارس الحي بالأنظمة المنظمة للعمل التي تمكن المسؤول من متابعة الأداء.	ت	25	28	1	1	4,36	0,75	12
		%	45,5	50,9	1,8	1,8			
15	رفع الروح المعنوية لدى العاملات في أندية مدارس الحي (تفويض السلطة، المشاركة في اتخاذ القرارات...الخ)	ت	32	20	1	1	4,47	0,79	8
		%	58,2	36,4	1,8	1,8			
16	تحسين بيئة العمل المادية في الأندية بما يساعد على رفع مستوى الأداء.	ت	36	17	1	1	4,56	0,76	5
		%	65,5	30,9	1,8	1,8			
17	تفعيل دور مشرف الصيانة في رفع تقرير نصف سنوي لمديرة النادي عن أوضاع المقرات.	ت	33	14	5	2	4,36	0,99	12
		%	60,0	25,5	9,1	3,6			
18	تعزيز نظام التحفيز لدى منسوبات أندية مدارس الحي بالمكافآت وغيرها.	ت	41	11	1	1	4,70	0,60	2
		%	75,9	20,4	1,9	1,9			
المتوسط* العام							4,44		
الانحراف المعياري							0,39		

* المتوسط الحسابي من 5 درجات

بينت النتائج المستخلصة من الجدول (7) أن قيمة المتوسط الحسابي العام لإجابات أفراد الدراسة حول المقترحات التي قد تساعد على تحسين مستوى الخدمات في تلك الأندية بلغت (4,44) بدرجة (موافق بشدة) من أصل (5) على عبارات هذا المحور، والبالغ عددها (18) عبارة.

وتراوحت المتوسطات الحسابية لموافقة أفراد الدراسة على المقترحات ما بين (4,73) كأعلى قيمة إلى (4,13) كأدنى قيمة، كما تراوحت قيمة انحرافاتها المعيارية ما بين (0,72-0,45)، وهي متوسطات تقع

في الفئتين الأولى والثانية من فئات المقياس الخماسي، حيث تشير إلى درجتي (موافق بشدة، وموافق) على متطلبات التحسين لجميع العبارات.

حيث وافق أفراد الدراسة على سبع عشرة عبارة بدرجة (موافق بشدة)، وعلى عبارة واحدة بدرجة "موافق" على متطلبات التحسين. وقد حققت العبارات ذات الأرقام الآتية: (7,18,6) أعلى قيمة في متوسطاتها الحسابية بدرجة (موافق بشدة) مرتبة تنازلياً حسب استجابة أفراد الدراسة لمستوى تحسينها على النحو الآتي:

- جاءت في المرتبة الأولى العبارة رقم (7) " تفعيل الشراكة المجتمعية لدعم أندية مدارس الحي" بمتوسط بلغت قيمته (4,73)، وبدرجة (موافق بشدة). ويمكن أن يُعزى ارتفاع درجة الموافقة إلى إدراك أفراد الدراسة بالتوجهات الحالية نحو تفعيل الشراكات المجتمعية بكونها أحد محاور رؤية المملكة العربية السعودية (2030) في تحقيق الوطن الطموح من حيث نشر ثقافة التطوع وتوجه الدعم الحكومي للبرامج ذات الإجتماعية والفعاليات الثقافية، وحاجتهم الملحة إلى الشراكة المجتمعية للارتفاع بمستوى أداء أندية مدارس الحي. وتتفق تلك النتيجة مع نتيجة دراسة (الحنيشل، 2011م) التي أكدت أهمية دعم الشراكات مع القطاع الخاص لرعاية برامج أندية الحي. كما تتفق أيضاً مع نتيجة دراسة (الصالح، 1999م) في زيادة المشاركة المجتمعية.

- جاءت في المرتبة الثانية العبارة رقم (18) " تعزيز نظام التحفيز لدى منسوبات أندية مدارس الحي بالمكافآت وغيرها" بمتوسط حسابي بلغت قيمته (4,70) في موافقة أفراد الدراسة بدرجة (موافق بشدة) على تحسين خدمات الأنشطة. ويدعم تلك النتيجة ما أكدته نتيجة السؤال الثاني التي أظهرت الموافقة بشدة لأفراد الدراسة على قلة الحوافز المالية كمعوق من معوقات خدمات الأنشطة. وتتفق تلك النتيجة مع ما توصلت إليه دراسة (الصالح، 1999م) التي أوصت بزيادة ميزانية المراكز فيما يتصل بالجوائز والحوافز؛ ودراسة (الشهري، 2011م) التي أوصت بإعادة النظر في المزايا والمخصصات المالية للعاملات والعاملين. كما تتفق أيضاً مع نتيجة دراسة (الحنيشل، 2016م) التي أشارت إلى ضرورة الاهتمام بالحوافز المادية والمعنوية المشجعة للعاملين في الأندية.

- جاءت في المرتبة الثالثة العبارة رقم (6) "تبادل الزيارات بين الأندية المختلفة لنقل التجارب المفيدة" بمتوسط حسابي بلغت قيمته (4,69) في موافقة أفراد الدراسة بدرجة (موافق بشدة) على مستوياتها في التحسين. ويمكن تفسير تلك النتيجة بقناعة أفراد الدراسة بأهمية تبادل الخبرات والتجارب مع الأندية الأخرى لكونها مطلباً من متطلبات تحسين أداء أندية مدارس الحي في ضوء المستجدات الراهنة، كما أن تبادل الزيارات بين الأندية يساعد على إكسابهم المعارف الجديدة والخبرات المختلفة، ومن ثم تنمية مواهبهم في تصميم وابتكار فعاليات وأنشطة جاذبة لاحتياجات أفراد الحي في ظل توفير الأبنية والقاعات والإمكانات المادية اللازمة لممارستها. وتتفق تلك النتيجة مع ما توصلت إليه دراسة (الحقباني، 2014م)

التي كشفت عن أهمية تبادل الخبرات بين المعلمات في مجال النشاط المدرسي ضمن مدارس الحي وتشجيع الطالبات المميزات في الأنشطة لقيادة زميلاتهن في برامج الأنشطة المختلفة.

وقد حققت العبارات ذات الأرقام الآتية: (3,4,12) أدنى قيمة في متوسطاتها الحسابية في استجابات أفراد الدراسة حول مقترحات تحسين مستوى خدمات الأنشطة، حيث رتبت ترتيباً تصاعدياً على النحو الآتي:

- جاءت في المرتبة الثامنة عشر العبارة رقم (3) " مشاركة المرتدات في وضع خطط الأنشطة وآليات تنفيذها لتلائم احتياجاتهن الفعلية." بمتوسط بلغت قيمته (4,13)، وبدرجة (موافق). ويمثل ذلك أدنى قيمة لمستوى الموافقة على مقترحات التحسين؛ ويمكن تفسير تلك النتيجة بقناعة أفراد الدراسة بمشاركتهن للمرتدات في التخطيط للأنشطة الممثلة لاحتياجاتهن بما يُسهل عملية تطبيقها والنجاح في تنفيذها. وتتفق تلك النتيجة مع ما وجد في الدليل التنظيمي لبرنامج أندية مدارس الحي حيث أن من مهام مشرفات الأنشطة مسح الرغبات والميول للمستهدفين تجاه الأنشطة والبرامج التعليمية والترفيهية والرياضية في المجتمع المحيط بالمدرسة. وتتفق تلك النتيجة مع ما توصلت إليه دراستا (الصالح، 1999م) و(الشهري، 2011م) اللتان أكدتا أهمية مشاركة الأعضاء في القيام ببعض الأدوار والمسؤوليات والمشاركة في التخطيط للبرامج والأنشطة. كما تتفق أيضاً مع دراسة (الحنيشل، 2016م) التي أوصت بإشراك المجتمع المحلي في وضع البرامج المناسبة لهم. بينما تختلف تلك النتيجة مع ما توصلت إليه نتيجة دراسة (المحرج، 2007م) في أن ممارسة الوظائف الإدارية الأربعة (التخطيط والتنظيم والتوجيه والرقابة) تتم بدرجة متوسطة.

- جاءت في المرتبة السابعة عشر العبارة رقم (4) " إنشاء مقرات لأندية مدارس الحي ملحقة بالمدارس" حيث وافق أفراد الدراسة بدرجة (موافق بشدة) على مستوى التحسين بمتوسط بلغ (4,22). وقد يُعزى ذلك إلى قناعة أفراد الدراسة بعدم تناسب المنشآت المتوفرة في

الأداء المطلوبة لكافة العاملات، واتخاذ قرارات دقيقة وواضحة.

يوضح الجدول رقم (8) مدى ممارسة قائدة النادي للدور القيادي في ضوء مبدأ الشفافية الإدارية كما عبر عنها أفراد الدراسة من قائدات الأندية على النحو الآتي:

جدول رقم (8): التكرارات والنسب المئوية لإجابات أفراد الدراسة من قائدات أندية مدارس الحي عن مدى ممارسة قائدة النادي للدور القيادي في ضوء مبدأ الشفافية الإدارية

النسبة	التكرار	مدى ممارسة قائدة النادي للدور القيادي في ضوء مبدأ الشفافية الإدارية
100%	8	- مرونة في اتخاذ القرارات بما يخدم مصلحة العمل.
100%	8	- تشجيع النمو المهني للعاملات ونشر الاتجاهات الإيجابية نحو التطوير والتدريب.
100%	8	- نشر التعليمات الخاصة بالالتحاق بالأندية ووضوحها
100%	8	- وضوح مهارات الأداء المطلوبة من العاملات.
100%	8	- التبليغ بالتعاميم والمستجدات وتوقيع العاملات عليها بالعلم.
87.5%	7	- نشر المعلومات عن إحصائية المرتدادات عبر سجل يومي لتوثيق المرتدادات في دخول النادي وفي دخول المقرات.
62.5%	5	- أندية مدارس الحي بيئة جيدة للتدريب وتطوير المهارات، وتحقيق الكفايات الإدارية.
62.5%	5	- تحفيز العاملات على تبادل الزيارات والخبرات مع الأندية والتواصل مع أندية المناطق.
50%	4	- سهولة التبديل بين مشرفات البرامج لتنفيذ برامج متنوعة بمجالات مختلفة.

يتضح من الجدول رقم (8) أن أعلى نسبة تكرار في ممارسة قائدة النادي للدور القيادي في ضوء مبدأ الشفافية الإدارية بلغت (100%) وأما أقل نسبة تكرار فبلغت (50%). وركزت غالبية تكرارات الإجابات على أن من ممارسات قائدة النادي للدور القيادي في ضوء مبدأ الشفافية الإدارية: المرونة في اتخاذ القرارات، وتشجيع النمو المهني للعاملات، ونشر التعليمات الخاصة بالالتحاق بالأندية، ووضوح مهارات الأداء المطلوبة من العاملات. وتتفق تلك النتائج مع إجابات أفراد الدراسة عن أسئلة تلك العبارات

بدرجة (موافق بشدة) في الإجابة عن المقترحات ذات العلاقة في السؤال الثالث المذكور في أداة الاستبانة. وأما أقل نسبة تكرار فبلغت (50%) في عبارة " التبديل بين مشرفات البرامج لتنفيذ برامج متنوعة بمجالات مختلفة". وتتفق تلك النتيجة مع إجابات أفراد الدراسة عن أسئلة بعض العبارات ذات العلاقة كالعبارات الآتية (تتنوع الأنشطة بمجالاتها المختلفة، وتُنظم الأنشطة بمجالاتها المختلفة، وتستضاف الشخصيات المتميزة للمشاركة في الأنشطة المختلفة) بأعلى القيم في متوسطاتها الحسابية في الإجابة عن السؤال الأول في أداة الاستبانة.

أندية مدارس الحي مع رغبات المرتدادات وحاجاتهم. وتتسق تلك النتيجة مع استجابة أفراد الدراسة بأدنى قيمة لمستوى الموافقة على مستوى الخدمة في عبارة " تتوفر المرافق المناسبة لممارسة خدمات الأنشطة المختلفة" في السؤال الأول. وتتفق تلك النتيجة مع ما كشفت عنه دراسة (الشهري، 2011م) في أهمية إيجاد مقرات معدة وفق المواصفات العالمية. وكذلك دراسة (الحنيشل، 2016م) التي أكدت مراعاة اختيار أماكن أندية الحي من قبل الجهات المختصة.

- جاءت في المرتبة السادسة عشر العبارة رقم (12) " توفير الكوادر المدربة من غير منسوبي وزارة التعليم للعمل في الأندية" بمتوسط بلغت قيمته (4,23)، وبدرجة (موافق بشدة). ويمكن تفسير نتيجة تلك العبارة بإدراك أفراد الدراسة عدم تخصص بعض القائمات على الأنشطة وأهمية الاستفادة من الكوادر البشرية الشابة والمؤهلة من غير منسوبي وزارة التعليم للاستفادة من خبراتهم في تفعيل الأنشطة بما يتناسب مع رغبات المرتدادات، لا سيما في ظل التحول الوطني ورؤية المملكة العربية السعودية (2030) في نشر ثقافة العمل التطوعي. وتتسق تلك النتيجة مع أهداف برنامج أندية مدارس الحي في جذب القطاع العام والخاص للاستثمار في أندية مدارس الحي (الشراكة المجتمعية) كما ورد في الدليل التنظيمي للبرنامج. وتتفق تلك النتيجة مع دراسة (الصالح، 1999م) التي أشارت إلى أن توفير متخصصين لديهم القدرة في إكساب المهارات والخبرات للأعضاء من أهم الجوانب التي تدعم المشاركة في أنشطة مراكز الأحياء. كما تتفق أيضاً مع ما توصلت إليه دراسة الحنيشل (2016م) التي أكدت على أن دعم الشراكات مع القطاع الخاص سوف يسهم في تطوير برنامج أندية الحي تحت مظلة المسؤولية الاجتماعية.

ثانياً: نتائج تحليل أداة المقابلة.

أجريت مقابلات شخصية مباشرة وجهاً لوجه مع جميع قائدات الأندية الثمانية بهدف استقراء

آراءهن حول تحسين مستوى خدمات أندية مدارس الحي، وللتأكد من بعض النتائج التي كشفت عنها أداة الاستبانة في استجابات أفراد الدراسة وعيّناتها.

بلغ عدد أفراد الدراسة المستجيبات للمقابلة ثمان قائدات للأندية في أحياء متباعدة في منطقة الرياض، شاركن في الإجابة عن أسئلتنا. وحصرت الإجابات حصراً تنازلياً وفق التكرارات المقابلة لكل عبارة وضعت للإجابة عن كل سؤال من الأسئلة التي وضعت أمام كل جدول من الجداول الآتية:

السؤال الأول: ما مدى ممارسة قائدة النادي للدور القيادي في ضوء مبدأ الشفافية الإدارية؟

الشفافية الإدارية تعني: نشر المعلومات، ووضوح التشريعات داخل النادي ووضوح التعليمات ومهارات

السؤال الثاني: ما المقترحات التي ترغب قائد النادي تعديلها في الهيكل التنظيمي لإدارة النادي؟

يوضح الجدول رقم (9) المقترحات التي ترغب قائد النادي تعديلها في الهيكل التنظيمي لإدارة النادي كما عبر عنها أفراد الدراسة من قائدات الأندية على النحو الآتي:

جدول رقم (9) التكرارات والنسب المئوية لإجابات أفراد الدراسة من قائدات أندية مدارس الحي
عن المقترحات التي ترغب قائد النادي تعديلها في الهيكل التنظيمي لإدارة النادي

النسبة	التكرار	المقترحات التي ترغب قائد النادي تعديلها في الهيكل التنظيمي لإدارة النادي
100%	8	- أن يكون مشرف الصيانة هو متعهد الصيانة للمدرسة الصباحية لمدرسة نادي الحي.
87.5%	7	- وضع خطة تدريب دائمة بالتعاون مع إدارة النشاط لتدريب مشرفات النشاط قبل التحاقهن على برامج تتناسب مع احتياجات المرتدات ورغباتهن.
75%	6	- تعيين متطوعات من خارج منسوبات التعليم ضمن العاملات في الأندية ويصرف لهن مكافأة شهرية مقطوعة
62.5%	5	- تعيين وكيلة لقائدة النادي.
62.5%	5	- تعيين منسقة متخصصة إعلامياً لرصد الأعمال الصحفية والإعلامية للأنشطة المختلفة.
37.5%	3	- تعيين سائق حافلة لنقل المرتدات.
25%	2	- تعيين مشرفة رياضة ولياقة متخصصة ضمن كادر العاملات في أندية مدارس الحي لانعدام التخصص ضمن منسوبات التعليم.
12.5%	1	- أن تكون مشرفة النشاط من شاغلات الوظائف التعليمية وليست الوظائف الإدارية.

أبرز الجدول رقم (9) أن نسبة أعلى تكرار في المقترحات التي ترغب قائد النادي تعديلها في الهيكل التنظيمي لإدارة النادي بلغت (100%) في عبارة " أن يكون مشرف الصيانة هو متعهد الصيانة للمدرسة الصباحية لمدرسة نادي الحي". وتتسق تلك النتيجة مع إجابات أفراد الدراسة عن عبارة "تفعيل دور مشرف الصيانة في رفع تقرير نصف سنوي لقائدة النادي عن أوضاع المقرات" التي تضمنتها أسئلة المقترحات في السؤال الثالث بدرجة (موافق بشدة). وقد يُعزى ذلك إلى وعي أفراد الدراسة بأهمية توحيد الجهود والتعاون في الصيانة مع قائد المدرسة الصباحية بما يعود بالنفع والفائدة على المبنى المدرسي، وكذلك بحرص متعهد الصيانة الصباحية على سرعة الاستجابة بخلاف متعهد نادي مدرسة الحي.

وأما أقل العبارات نسبة تكرار فبلغت (12.5%) في عبارة " أن تكون مشرفة النشاط من شاغلات الوظائف التعليمية وليست الوظائف الإدارية". وتتسق تلك النتيجة مع إجابات أفراد الدراسة عن عبارة "تعيين الكوادر البشرية غير المؤهلة للإشراف على الأنشطة " بدرجة (لا أعلم) على المعوقات وذلك أثناء الإجابة عن السؤال الثاني من أداة الاستبانة.

السؤال لثالث: ما المقترحات التي ترغب قائد النادي تحققها لرفع نسبة المرتدات للنادي؟

يوضح الجدول رقم (10) المقترحات التي ترغب قائد النادي تحققها لرفع نسبة المرتدات للنادي كما عبر عنها أفراد الدراسة من قائدات الأندية على النحو الآتي:

جدول رقم (10): التكرارات والنسب المئوية لإجابات أفراد الدراسة من قائدات أندية مدارس الحي
عن المقترحات التي ترغب قائد النادي تحققها لرفع نسبة المرتدات للنادي

النسبة	التكرار	المقترحات التي ترغب قائد النادي تحققها لرفع نسبة المرتدات للنادي
87.5%	7	- صرف الميزانية التشغيلية في وقتها للتخطيط للأنشطة المناسبة لاحتياجات المرتدات.
75%	6	- سرعة صرف مكافآت العلامات لحفزه على العمل وعدم التسرب.
75%	6	- التعاون بين رائدات النشاط ومدارس نادي الحي لتفعيل الأنشطة المناسبة برعاية من المركز التعليمي التابع له مدرسة نادي الحي.
62.5%	5	- التدريب المستمر للعلامات في الأندية على التخطيط الجيد واستمطار الأنشطة المبتكرة.
62.5%	5	- توفير مقرات كافية لنادي مدرسة الحي بما يتناسب مع مجالات الأنشطة.
62.5%	5	- إنشاء المنشآت الرياضية والقاعات المناسبة والأمنه لإقامة الحفلات والملقيات
62.5%	5	- الشراكة المجتمعية مع القطاعات المختلفة لدعم ورعاية الأنشطة والملقيات.
50%	4	- الصيانة المستمرة للأجهزة ومرافق الأندية.
50%	4	- التنسيق مع متعهدي النقل في الحافلات الصباحية لنقل المرتدات.
50%	4	- تعاون قائد المدرسة الصباحية في الإعلان المستمر للطالبات وأسرهن عن برامج أندية الحي والفعاليات المختلفة.
37.5%	3	- تكثيف الإعلانات عن فعاليات أندية مدارس الحي بوسائل التواصل الاجتماعية المختلفة.
37.5%	3	- تشجيع الطالبات المتميزات في الأنشطة الصباحية بقيادة زميلاتهن في برامج الأنشطة وعرض نماذج من أعمالهن.
37.5%	3	- زيادة المكافأة المالية لحراس أندية مدارس الحي وفقاً للجهد والوقت المبذول
37.5%	3	- الشراكة المجتمعية مع الجامعات والأكاديميين لتنفيذ مشاريع وأنشطة في الأندية.
25%	2	- التعاقد مع جهات متخصصة في الأنشطة المختلفة للتعاون في عقد برامج وفعاليات واعدة وتدريب العاملات عليها.

أظهر الجدول رقم (10) أن نسبة أعلى تكرار للمقترحات التي ترغب قائد النادي تحققها لرفع نسبة المرتدات للنادي بلغت (87.5%) في عبارة " صرف الميزانية التشغيلية في وقتها للتخطيط للأنشطة المناسبة لاحتياجات المرتدات". وقد يُعزى ذلك إلى قناعة قائدات الأندية بأهمية المورد المالي في التخطيط السليم للبرامج والإنفاق على متطلباتها في ظل معاناتهن في توفير التمويل المناسب وإضطرار بعضهن إلى طلب السلفة والاقتراض لإدارة برامج النادي. وتتسق تلك النتيجة مع إجابات أفراد

الدراسة حول معوقات خدمات الأنشطة التي تقدمها أندية مدارس الحي في السؤال الثاني من أداة الاستبانة في حصول عبارة "تأخر صرف الميزانية التشغيلية للأندية" على أعلى قيمة في الموافقة بدرجة (موافق بشدة) على مستواها كمعوق. في حين بلغت نسبة أقل تكرار في المقترحات التي ترغب قائدة النادي تحققها لرفع نسبة المرتادات للنادي (25%) في عبارة "التعاقد مع جهات متخصصة في الأنشطة المختلفة للتعاون في عقد برامج وفعاليات واعدة وتدريب العاملات عليها". ويمكن تفسير ذلك باقتراح قائدات الأندية في العبارات السابقة لتلك العبارة والحاصلة على نسبة تكرار عالية بأهمية التدريب المستمر للعاملات على استمطار الأنشطة المبتكرة، والتعاون مع رائدات النشاط في المدارس الصباحية لتفعيل الأنشطة، وضرورة الشراكة المجتمعية مع القطاعات المختلفة والجامعات والأكاديميين لتنفيذ الأنشطة.

توصيات الدراسة وآلية تنفيذها:

أسفرت نتائج الدراسة إلى أن أقل متوسط حسابي في الموافقة على مستوى خدمات الأنشطة التي تقدمها أندية مدارس الحي حققته عبارة "تتوفر المرافق المناسبة لممارسة خدمات الأنشطة المختلفة" بدرجة (لا أعلم). وأظهرت نتائج الدراسة أن أبرز معوقات خدمات الأنشطة تأخر صرف الميزانية التشغيلية للأندية، وقلة الحوافز المالية لقائدات الأندية وتسرب الكادر البشري العامل بالأندية لطول مدة العمل. وتركزت مقترحات أفراد الدراسة لتحسين مستوى خدمات الأنشطة في تفعيل الشراكة المجتمعية، وتعزيز نظام التحفيز لدى منسوبات الأندية بالمكافآت وغيرها وتبادل الزيارات بين الأندية المختلفة لنقل التجارب المفيدة، وبالتالي توصي الباحثة بما يلي:

- الاهتمام بتطوير بيئة أندية مدارس الحي ومرافقها بما يخدم المرتادات؛ لممارسة الأنشطة المختلفة، والتشغيل الأمثل للمنشآت الرياضية؛ ورفع كفاءتها وجاذبيتها بالشراكة مع القطاع الخاص في تشغيلها.

- زيادة الحوافز المادية والمعنوية للعاملات في الأندية بما يتناسب مع الجهود المبذولة، وضرورة صرف الميزانية التشغيلية للأندية في وقتها المناسب ليتسنى التخطيط الجيد للبرامج.

- صرف مكافآت العاملات والعاملين في وقتها لاسيما أن البعض يعتبرها مصدر إضافي لدخله الشهري.

- تفعيل الشراكات المجتمعية مع القطاع العام والخاص لدعم ومشاركة أندية مدارس الحي في تطوير أنشطتها بما يخدم جميع أفراد المجتمع وخاصة ذوي الاحتياجات الخاصة.

- السماح بتعيين كوادر بشرية من خارج السلك التعليمي باستقطاب المتميزات منهن إدارياً وتربوياً بالاستناد إلى معايير واضحة.

- تبادل الزيارات والخبرات مع الجهات المميزة في مجال الأنشطة الطلابية والاجتماعية.

- تكثيف البرامج التدريبية المتخصصة للعاملات في مجالات الأنشطة المختلفة، والمتعلقة بالمهارات الفكرية والإنسانية والفنية بما يتناسب مع الفئات المرتادة للأندية، وربط التدريب بالحوافز، وقياس أثره.

- أهمية التنسيق مع وزارة العمل والشؤون الاجتماعية من خلال مراكز التنمية والخدمة الاجتماعية المنتشرة في جميع مناطق المملكة لتوحيد الجهود.

- التغطية الإعلامية المكثفة المستمرة للتعريف بخدمات أندية مدارس الحي عبر النشرات والأدلة واللقاءات التعريفية ووسائل الإعلان التقنية ووسائل التواصل الاجتماعي المختلفة.

- إيجاد آليات فاعلة في الأندية؛ لمتابعة ما يتم تداوله عبر وسائل التواصل الاجتماعي من قضايا اجتماعية ووطنية؛ لتمكين المرتادات من الوعي الفطن بالقضايا الواقعية.

- عمل دراسات تقييمية دورية لأندية مدارس الحي في جميع مناطق المملكة العربية السعودية وتحسينها في ضوء نتائج تلك الدراسات.

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توطين الوظائف في دولة الإمارات العربية المتحدة

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الملخص:

هدف هذا البحث إلى التعرف على واقع التوطين في دولة الإمارات في ظل أنظمة الدعم الحكومية والتشريعات والإستراتيجيات التنموية الحالية، والتعرف على أهم التحديات التي تواجه سياسات إدارة توطين الوظائف في القطاعين الحكومي والخاص. حيث تكمن مشكلة البحث في تزايد نسبة العاطلين عن عمل من المواطنين لتصل لأكثر من 13 % من إجمالي القوى العاملة الوطنية، وإن القصور في سياسات إدارة التوطين من المواضيع الخطيرة والشائكة التي لها انعكاسات سلبية لا يحمد عقباها في كثير من جوانب الحياة السياسية والاجتماعية والاقتصادية على المدينين القريب والبعيد. ولقد استخدم المنهج الوصفي التحليلي بشقة المكتبي، وذلك من خلال استنباط الحقائق والنتائج بواسطة الرجوع إلى الدراسات المكتبية والدراسات الميدانية السابقة.

لقد تم استنتاج خمسة عناصر رئيسية مؤثرة في كفاءة إدارة التوطين وهي كالاتي: القصور في سياسات التوطين، وعدم الموائمة بين مخرجات التعليم وإحتياجات سوق العمل، وكذلك عدم تفعيل عملية التوطين في القطاع الخاص، وأيضاً عدم وجود قاعدة بيانات تخص للتوطين تشمل جميع مناطق الدولة، وأخيراً عدم الإهتمام بالتنوعية المجتمعية التي تخص موضوع التوطين ونشر التوعية بين أفراد المجتمع. ولقد خلص البحث إلى بعض التوصيات والمقترحات المهمة منها ضرورة مراجعة سياسات التوطين الحالية وتقييم فعاليتها من قبل الحكومة والجهات المختصة، وكذلك العمل على تحسين جودة التعليم مع مطابقته لإحتياجات سوق العمل، وأيضاً على ذلك ضرورة تعزيز دور القطاع الخاص في المشاركة الفعالة في عملية التوطين وتوطين الوظائف، وأيضاً التشديد على ضرورة إنشاء قاعدة بيانات للتوطين تخص العاطلين عن عمل من المواطنين تشمل جميع إمارات الدولة، وأخيراً وضع الخطط المناسبة في سبيل توعية المجتمع بأهمية عمليات التوطين في التنمية الاقتصادية المستدامة، ودورها في تقليل نسب البطالة بين المتعطلين المواطنين.

الكلمات الرئيسية: التوطين، سوق العمل، سياسات التوطين، البطالة، القوى العاملة الوطنية

المقدمة:

يشهد عالمنا المعاصر تسارع وتيرة التطورات والتغيرات بشكل غير مسبوق في جميع الأصعدة الاجتماعية و

السياسية والاقتصادية والتكنولوجية. وها نحن نعيش في القرن الحادي والعشرين، والذي من المتوقع أن تزيد فيه حدة وسرعة هذه التطورات والتغيرات مما يجعل الرؤى المستقبلية والإستشرافية غير واضحة المعالم، إذا ما تحدثنا عن خلق بيئة أعمال وإقتصاد يتسم بالتنوع والإبتكار، لمواجهة هذه التحديات المعقدة والمتعددة في جميع المجالات والإختصاصات.

لهذا الصدد وضع أصحاب القرار والمخططون منذ وقت ليس بالقصير في دولة الإمارات الخطط والإستراتيجيات الكفيلة بالإهتمام برأس المال البشري الإماراتي، وإعتباره ركيزة أساسية في التنمية الإقتصادية الشاملة والمستدامة، والتي من خلاله سوف يزيد من قدرة الإقتصاد الإماراتي على إستمرارية المنافسة على المستوى المحلي والعالمي. ومنذ أكثر من ثلاثة عقود، أي منذ بدايات الطفرة النفطية وقيادة دولة الإمارات تحاول بكل إمكانياتها ومواردها في توطين الوظائف في جميع الجهات والمؤسسات منها الجهات الحكومية وشبه الحكومية والقطاع الخاص. و أضيف على ذلك تمكين الأيدي العاملة الوطنية ورفع قدراتهم وتحسين مهاراتهم العلمية والعملية. يوجد هناك أمثلة مشرفة قامت بها الحكومة في هذا الصدد مثل إنشاء وزارة الموارد البشرية والتوطين، وجعل إسم التوطين جزءاً لا يتجزأ من إسم الوزارة. وكذلك مجلس أبوظبي للتوطين الذي يقوم بتطبيق توجيهات حكومة أبوظبي في تطبيق سياسات عملية التوطين. وأضيف على ذلك الكثير من البرنامج والمبادرات مثل هيئة تنمية التي أنشئت بمرسوم سامي من المغفور له بأذن الله تعالى الشيخ زايد بن سلطان آل نهيان بموجب القانون الاتحادي رقم 27 في نوفمبر 1999م، التي تهتم بتشغيل المواطنين وتوفير الوظائف والأعمال المناسبة لهم أحد أولويات الدولة في مجالات التنمية البشرية من خلال زيادة حجم العمالة الوطنية في مختلف الوظائف والمستويات الإدارية في مجمل قطاعات الدولة.

إن من آخر هذه المبادرات هو برنامج "أبشر"، الذي أطلقتة رئيس الدولة الشيخ خليفة حفظه الله ورعاه بتوفير فرص عمل لأكثر من 20 ألف مواطن في القطاعين الحكومي والخاص، وكذلك إعلان صاحب السمو الشيخ محمد بن راشد نائب رئيس الدولة عام 2013م عاماً للتوطين، كله في سبيل تمكين التوطين وتوطين الوظائف، ولكن النتائج المترتبة و كل ما حققته هذه المبادرات والبرامج في الأونة الأخيرة غير مرضية للأمال، وكانت النتائج بطيئة نسبياً، والدليل على ذلك إستمرار تزايد عدد العاطلين عن العمل من المواطنين، وكذلك ما تؤكدته نتائج دراسة بحثية

نشرتها الهيئة الاتحادية للموارد البشرية في عام 2015م، حيث أنها أكدت بأن نسبة النجاح المتحققة من التوظيف في القطاع الخاص محدودة، مؤكدة وجود نسبة عالية من الموظفين المواطنين في القطاع الحكومي، وأيضاً تأكيد على هيمنة الوافدون على القطاع الخاص بنسبة تصل إلى 99% من الوظائف. (الهيئة الاتحادية للموارد البشرية، 2015م).

منهج البحث:

إعتمد هذا البحث على التحليل الوصفي بشقيه المكتبي فقط. حيث ركز هذا الجانب على جمع المعلومات لمعرفة و دراسة أثر سياسات و إستراتيجيات الدعم الحكومي من قبل صناع القرار بدولة الإمارات في توظيف الوظائف، وذلك بواسطة الرجوع إلى الدراسات المكتبية و الدراسات الميدانية السابقة. حيث أنه يمكن إستنباط الحقائق و النتائج من خلال تحليل هذه السياسات و المبادرات الحكومية، و أيضاً من مراجعة و تقييم النصوص التشريعية و القوانين التابعة لها. بالإضافة إلى جمع المعلومات و الإحصائيات المنشورة من المصادر الرسمية التي تصدرها الوزارات و الهيئات المخولة في تطبيق هذه الخطط و تطبيقها على أرض الواقع. وأضيف على هذا بعض من المصادر و المراجع الفرعية الأخرى ذات الصلة و المهتمة في موضوع التوظيف مثل الندوات و المقالات و المنشورات في الصحف الرسمية و التي سوف تساعدنا في الوصول إلى وضع أساس نظري يعتمد عليه البحث. إن إستخدام الأسلوب الإستنباطي من البيانات المتوفرة عن موضوع التوظيف في دولة الإمارات، وكذلك واقع سوق العمل في محاولة التعرف على نمط سلوك محددات طلب و عرض سوق العمل، ثم تشخيص الاشكاليات القائمة بغرض تحليل أسبابها و التعرف على نتائجها.

نتائج البحث:

لقد دعا ديننا الإسلامي الحنيف إلى العمل الجاد و على إعمار الأرض، و ذلك لأن العمل أو الوظيفة تعتبر من ضروريات الحياة الهامة لحياة الفرد في أي مجتمع، فهي الوسيلة لأن يحصل الفرد على قوته و متطلبات حياته اليومية إذا ما نظرنا لها من الناحية الإقتصادية، و أما من الناحية الاجتماعية، فتعتبر الوظيفة وسيلة للتفاعل مع الأفراد و المجتمع للعمل بروح الفريق الواحد للمصلحة الشخصية و العامة معاً. أما إذا ما تحدثنا عن الناحية النفسية للفرد، فالعمل أو الوظيفة المناسبة توصل الفرد لنيل الرضا عن الذات، و الذي يعتبره ماسلو في نظرية الإحتياجات الانسانية هو قمة الهرم.

إن الغرض الأساسي من عملية تطبيق سياسات التوظيف التي تتبعها أغلب الحكومات هو القضاء على ظاهرة البطالة في المجتمعات بين المواطنين (Unemployment). حيث أن كثير من المجتمعات الإنسانية على مر العصور تكاد لا تخلو من وجود ظاهرة

البطالة، و التي يمكن تعريفها بأنها الحالة التي يكون فيها الشخص قادراً على العمل وراغباً فيه ولكن لا يجد العمل والأجر المناسبين (عاطف عوجه، 1985م) أو كما تم تعريفه من قبل منظمة العمل الدولية بأن العاطل هو " كل من هو قادر على العمل و راغب فيه، و يبحث عنه، و يقبله عند مستوى الأجر السائد، ولكن دون جدوى"، و من خلال هذا التعريف يتضح أن ليس كل من لا يعمل يعتبر عاطل، فالتلاميذ أو الطلبة، والمعاقين، والمسنين، والمتقاعدين، و الأفراد الذين فقدوا الأمل في العثور على فرصة عمل مناسبة، و أصحاب العمل المؤقت، وكذلك من يعانون من نقص الإستخدام، أو من هم في غنى عن العمل لا يتم إعتبارهم عاطلين، حيث أن هذا التعريف إستطاع تقليص الرقم الحقيقي للعاطلين عن العمل، بحيث أن نسبة البطالة يمكن حسابها وفق المعادلة التالية: (نسبة البطالة = عدد العاطلين / إجمالي القوى العاملة × 100)، و هنا ينبغي الإشارة على أنه ليس كل عاطل يعاني من البطالة، فقد يكون العاطل لا يبحث عن عمل على الرغم من قدرته عليه، لأن لديه إمكانيات مادية توفر له حياة رغيدة، فلا يحتسب ذلك الشخص من ضمن فئة البطالة. (رمزي زكي، 1978م)

إن مفهوم البطالة في الشريعة الإسلامية واضح و دقيق في الحث على العمل و الكسب الحلال، و النهي عن البطالة، و نجد بأن هناك آيات كثيرة في القرآن الكريم تحت عليها، قوله تعالى: " هو الذي جعل لكم الأرض ذلولا فامشوا في مناكبها وكلوا من رزقه وإليه النشور " سورة الملك (15) و قوله تعالى: " وقل إعملوا فسيرى الله عملكم ورسوله والمؤمنون " سورة التوبة (105)، وقوله تعالى: " فإذا قضيت الصلاة فانتشروا في الأرض وابتغوا من فضل الله و أذكروا الله كثيراً لعلكم تفلحون " سورة الجمعة (10)، و قوله تعالى: " إني لا أضيع عمل عامل منكم من ذكر أو أنثى بعضكم من بعض " آل عمران (105). أما ورد في الأحاديث التي روية عن الرسول الكريم صلى الله عليه و سلم، فهي كثيرة و تحت جميعها على العمل و على كسب اليد، فالحديث الشريف الذي رواه الصحابي الجليل أبو هريرة رضي الله عنه (لأن يغدو أحدكم فيحطب على ظهره، فيتصدق منه، فيستغني به عن الناس خير من أن يسأل رجلاً أعطاه أو منعه، ذلك فإن اليد العليا خير من اليد السفلى وابدأ بمن تعول). و كذلك ما جاء عن خالد بن معدان عن المقدم رضي الله عنه، عن رسول الله صلى الله عليه وسلم قال " ما أكل أحد طعاماً قط خير من أن يأكل من عمل يده وإن نبي الله داود كان يأكل من عمل يده ".

ولقد قسم العلماء ظاهرة البطالة إلى نوعين، أما النوع الأول فهو البطالة الظاهرة، و التي تعني بالأفراد الذين لا يجدون فرص العمل التي تتناسب مع قدراتهم و تخصصاتهم و مؤهلاتهم التي حصلوا عليها. أما النوع الثاني فهو البطالة المقنعة، و التي تظهر من خلال تعيين بعض الأشخاص في وظائف لا تعود بفائدة إنتاجية من ورائها، فالعمل الذي يمكن أن ينجزه خمسة يوكل إلى

عشرة ، أو خلق فرص عمل روتينية هامشية لا يجد فيها الإنسان قدراته وخبراته (محمد مغازي، 2012م).

إن توطيّن الوظائف كما هو مسمى في دولة الامارات، هو عبارة عن إيجاد وظائف مناسبة لأفراد المجتمع للقضاء على ظاهرة البطالة التي تزايدت بين صفوف الشباب، أو كما عرفه محمد القش، إن توطيّن الوظائف يراد منه بذل كل الجهود الممكنة لجعل الأفضلية في تعيين العاملين لأبناء الدولة أنفسهم، وفي مختلف مجالات العمل بغية الوصول إلى مرحلة تصير فيها الدولة قادرة على الإعتماد على نفسها كلياً، دون اللجوء إلى أبناء غيرها من الدول (محمد القش، د.ت). و إن الهدف الرئيسي وراء عمليات التوطيّن، و التي يراد منها تلك السياسات والبرامج والخطط التي تضمن تأهيل المواطن من حاملي جنسية الدولة، لدعم دمجهم وتوجيههم للإلتحاق بسوق العمل، سواء بصفة موظف أو مستثمر، لشغل الوظائف التي تساهم في أمن المجتمع وسلامته وحيويته وتقدمه، وتحقيق للمواطن المستوى المعيشي والقيمة المعنوية المناسبين للمساهمة بفعالية في تقدم المجتمع (علي، 2013).

إن الإهتمام بتوفير الوظائف للمواطنين أو ما نسميه بالتوطيّن في دولة الإمارات، أصبح من الأساسيات والأولويات على أجندة الحكومة في الأونة الأخيرة، وذلك لزيادة أعداد العاطلين عن عمل من المواطنين وبالأخص في صفوف الشباب، و الذين يعتبرون الركيزة الأساسية للتنمية و القوة الفعلية للإقتصاد الوطني و نهضة المجتمع. و البطالة لها آثار جانبية سلبية وخيمة على الفرد و المجتمع، إذا ما تحدثنا عن الإقتصاد القومي، فإن هؤلاء العاطلين يعتبرون طاقة مهددة و غير مستخدمة، وبالتالي يخسر الإقتصاد هذه الطاقات الشابة و عدم إستخدامها الإستخدام الأمثل، لأن البطالة تضعف من قيمة الفرد كمورد إقتصادي مهم.

أما تأثير البطالة على الجانب الأمني، إذ أن هذا الجانب إستقطب إهتمام كثير من الباحثين في مجال الجريمة و علم النفس، و قد أكد كثير من الباحثين على وجود علاقة وثيقة بين البطالة و الجريمة. كما جاء نتائج الدراسة التي أجراها مركز بحوث الشرطة باكاديمية الشرطة بالقاهرة للوقوف على العلاقة بين البطالة والجريمة بمصر في الفترة من 1983م إلى 1990م، وقد أسفرت النتائج عن وجود ارتباط طردي قوي بين كل معدلات ارتكاب الجرائم بصفة عامة ومعدلات البطالة، وأنه كلما زادت نسبة البطالة زاد مستوى الجريمة في كثير من بلدان العالم. و لكن لا يمكننا القول بأن البطالة السبب المباشر للجريمة، و إلا أصبح كل عاطل عن العمل مجرمًا في نظرة المجتمع له، و إنما نقول كما إستنتجت الدراسات في هذا المجال، بأن البطالة تحتوي على بذور الجريمة إذا ما توافقت مع ظروف و عوامل معينة تهيئ للعاطل نفسه. (العودة، 2003م)

أما إذا ما تحدثنا عن الجانب السياسي، فالبطالة تعتبر القنبلة الموقوتة التي يمكن أن تنفجر في أي وقت، و

تزعزع النظام و الإستقرار السياسي (الخليج، أحمد، 2013م)، و آثار لا تحمد عقباه إلى إذا لم تحل و تتدارك الحكومة قدر المشكلة، و إعطائها الأهمية الكافية. فالأفراد في المجتمعات يتطلعون للحصول على كل حقوقهم و حرياتهم العامة الذي يكفله النظام الديموقراطي السليم، و التي تشمل على معايير سياسية و إقتصادية و إجتماعية. وأما إذا ما تحدثنا عن الجانب الإجتماعي، فإننا نلاحظ بأن كثير من العاطلين عن عمل يتأثرون سلباً جراء البطالة في حياتهم الإجتماعية و عدم التوافق النفسي و الإجتماعي، حيث أن كثير منهم يصابون بأمراض تؤثر على صحتهم العامة البدنية و النفسية مثل الإكتئاب و الإنعزال عن المجتمع، مما قد يؤدي إلى تندي اعتبار الذات، وبالتالي سوف تؤدي إلى أعراض صحية، و التي ينتج عن سوء التغذية الغير صحية، مما ينتج عنها أمراض مختلفة، و إعياء بدني مثل ضغط الدم و الكسترول و غيرها الكثير.

أن الهدف وراء سياسات التوطيّن و المبادرات الوطنية، هي زيادة أعداد الوظائف للمواطنين في دولة الإمارات و ذلك للقضاء على البطالة، و التي تعتبر الأفة الخطيرة على إقتصاد الدولة (دليل، 2001م). إن أسباب البطالة كثيرة و مختلفة، و تختلف من دولة الى أخرى، هناك أسباب رئيسية مثل الزيادة السكانية المستمرة، حيث أن تزايد أعداد السكان المواطنين و المقيمين يسبب ضغط على الحكومة و على موارد الدولة، و كذلك ندرة الموارد الإقتصادية خصوصاً في منطقة الخليج العربي، و الإعتماد شبه كلي على النفط كمورد رئيسي للإقتصاد الوطني لهذه الدول، و عدم تنوع الإقتصاد و الدخل الذي شكل عبئاً إضافياً في تمويل عمليات التنمية. فأننا نرى اليوم بأن أعداد الخريجين الحاصلين على مؤهلات بأنواعها المختلفة يزداد عاماً بعد عام، مع عجز سوق العمل على إستيعاب هذا الكم الهائل من الخريجين المواطنين من الثانويات العامة و الجامعات، والذي يقدر حسب تقرير التعليم العالي الحكومي بين 10000 و 15000 خريج سنوياً في دولة الامارات لعام 2014م، و أن عدد الباحثين عن فرص عمل في إمارة أبوظبي هو بين 12000 و 13000 مواطناً سنوياً، و أن 80 % منهم من النساء يحملن العديد منهن مؤهلات عالية (هيئة الموارد البشرية، 2015).

العوامل المؤثرة في التوطيّن

1. القصور في سياسات التوطيّن:

إن قضية توطيّن الوظائف و إزدياد نسبة البطالة بين صفوف الشباب، تشكل اليوم أزمة حقيقة للفرد و للمجتمع كله، و التي تتفاقم تبعاتها يوماً بعد يوم، و هي تؤثر سلباً على حياة الأفراد الذين يعانون منها (مركز الإمارات للدراسات و البحوث، 2015م)، و أن تطوير كفاءة سياسات إدارة التوطيّن ما هو إلى مسؤولية مشتركة، تقتضي تعاون جهود الجهات الحكومية و الخاصة و الباحثين عن عمل من المواطنين، إلى جانب المؤسسات

التعليمية و التدريبية و الوصول بها الى أقصى درجات الفعالية و الكفاءة. إن المشكلة تكمن في إيجاد السبل الكفيلة في تسريع عملية توطيد الوظائف, و بذل الجهود و الشعور بالمسؤولية تجاه تمكين التوطيد. و بالتالي مكافحة البطالة. حتى الآن لم نر سوى مبادرات أو خطوات قليلة في هذا الصدد مثل هيئة تنمية و برنامج أبشر, حيث أنها ساهمت في توظيف بعض المواطنين, و لكنها لم تستطيع بأن تجد الوظائف المناسبة لأغلب الباحثين عن عمل, حيث أن هذه المبادرات لم تكن كافية في إستقبال الكم الهائل من العاطلين, و أن الحلول و المقترحات المنبثقة منها لم تكن حاسمة و جدية لمعالجة مشاكل التوطيد في دولة الإمارات, و القضاء على البطالة التي تهدد التوازن الإجتماعي و الإقتصادي للبلد. (الخليج, علاونة, 2013م)

إن التوطيد لا تقع مسؤوليتها على جهة معينة دون أخرى, بل هي مسؤولية مشتركة بين جميع المؤسسات الحكومية و التعليمية و التربوية و القطاع الخاص, و لابد بأن يتحمل كل طرف مسؤولياته نحو قضية التوطيد, وكذلك تمكين الأيدي العاملة الوطنية من خلال القناة الجماعية بأهمية تمكين التوطيد و العمل المشترك على تطبيق أفضل الممارسات, و محاولة إيجاد السبل الكفيلة برفع كفاءة سياسات إدارة التوطيد, و بالتالي تقليل نسب البطالة بين المواطنين في دولة الإمارات, أسوة بدول الخليج العربي الأخرى. فلقد أفادت دراسة أعدتها دائرة البحوث و الدراسات بمكتب الهيئة الإستشارية في الأمانة العامة لدول مجلس التعاون الخليجي, حول العمالة الوافدة و مخاطرها على دول مجلس التعاون الخليجي, بأن نسبة البطالة بين مواطني الإمارات تصل إلى نحو 14%, وتليها السعودية بنسبة 11%, وسلطنة عمان ومملكة البحرين تصل نسبة البطالة في كل منهما إلى 8%, فيما تصل في الكويت إلى 6%, وقطر 3%, وذلك طبقاً لآخر إحصاءات عام 2013م.

إن من أولى الخطوات التي يجب العمل بها لدعم مسألة التوطيد و مكافحة البطالة, هو إيجاد إستراتيجية للتوطيد تكون شاملة بعيدة المدى, وأن يكون لها رؤية واضحة و صريحة, و ذلك بأن لا يكون هناك مواطن إماراتي عاطل عن العمل و هو قادر و راغب فيه في دولة الامارات. أيضاً بأن يكون لهذه الإستراتيجية مرتكزات أساسية تقوم عليها مثل الكفاءة و الإلتزام و الدعم و التحفيز, بحيث يتم تطوير كفاءة مخرجات التعليم و التدريب لتطوير رأس المال البشري الوطني, و خلق روح المسؤولية لدى المواطنين الباحثين عن عمل بالإلتزام بالعمل الجاد و المثمر, و توفير الدعم و التحفيز اللازمين فيما يتعلق بالتدريب و المكافآت و خلق بيئة أعمال تنافسية لهم. أنه من المهم تنفيذ إستراتيجية التوطيد الشاملة بشكل جذري و حاسم في جميع مؤسسات الدولة الحكومية و الخاصة دون إستثناء لأي أحد, و أن تكون ذات معايير واضحة لمتابعة عمليات التنفيذ في خطواتها المختلفة, وبالتالي يسهل على المراقبين قياس التقدم المحرز في تنفيذ جميع الأهداف خلال فترة التنفيذ المحددة مسبقاً.

إن قضية توطيد الوظائف تعتبر من القضايا الأكثر إهتماماً في دولة الإمارات العربية المتحدة, منذ قيام الإتحاد في الدولة سنة 1971م, و إن مصطلح التوطيد في الدولة يعني بكل بساطة توظيف المواطنين و تمكين القوى العاملة الوطنية في سوق العمل. لقد كان و ما يزال هذا الموضوع الشغل الشاغل للحكومة على مدار العقود الماضية في مختلف الصعد الرسمية, حيث وضعت جميع الجهود في النهوض بهذه القضية و وضعها على سلم أولويات و أجندة الحكومة الإتحادية, حيث كان آخر هذه الإهتمامات عندما قرر صاحب السمو الشيخ محمد بن راشد آل مكتوم حفظه الله, بإطلاق عام 2013م بعام التوطيد في دولة الإمارات, بحيث أكد سموه بأن الجهود يجب بأن تتضافر و تتوحد الطاقات من خلال إطلاق حزمة من المبادرات الوطنية و السياسات الفعالة, للتعامل مع قضية التوطيد, و إعتبرها أولوية وطنية على جميع المستويات.

إنه في عام 1971م تم تأسيس وزارة الموارد البشرية و التوطيد, و تضم أربعة قطاعاً رئيسية هي: قطاع العمل, و قطاع التفتيش, و قطاع السياسات و الإستراتيجيات, و أخيراً قطاع الخدمات المساندة. حيث أنها تعمل على تهيئة و تجهيز سوق العمل الإماراتي بالكفاءات الوكنية في القطاع الخاص, و تنظيم العمل من خلال منظومة شاملة لحماية الحقوق العاملة و ضمان مصالح أصحاب العمل, و تقديم الخدمات الأخرى للمتعاملين. لقد تم في عام 2016م دمج هيئة تنمية و توظيف الموارد البشرية "تنمية" مع الوزارة, ليكون ملف التوطيد تحت مظلة و إدارة واحدة, وأن وضع كلمة التوطيد على إسم الوزارة, ما هي إلى رسالة واضحة و صريحة لكل المؤسسات و الدوائر و الشركات و المعنيين في القطاعين الحكومي و الخاص, بأن التوطيد أولوية حكومية لا تهاون أو تقريط فيه.

إن وزارة الموارد البشرية و التوطيد تتولى بالتنسيق مع السلطات المحلية المعنية تنفيذ أحكام القانون الإتحادي, ولها صفة خاصة في تحقيق الأهداف الآتية, وهي التوظيف الكامل للموارد البشرية الوطنية, و تخفيض نسبة العمالة الأجنبية ضمن قوة العمل الإجمالية, و كذلك زيادة عرض قوة العمل الوطنية المؤهلة و الماهرة لتلبية إحتياجات سوق العمل, و أخيراً تنمية و تطوير القدرات و الإمكانات العملية للقوى العاملة الوطنية. إن وزارة الموارد البشرية و التوطيد تختص في موضوع التوطيد في رسم السياسات العامة للتوطيد و الإشراف على تنفيذها, و إجراء تحليل و دراسات ميدانية و إدارية مستمرة لسوق العمل, و كذلك تقديم الإستشارات و التوجيه المهني لقوة العمل الوطنية, و أيضاً إجراء المتابعة و التقييم لعملية توظيف المواطنين في القطاعين الحكومي و الخاص, و دعم المؤسسات الإستثمارية الصغيرة من خلال تنفيذ مشاريع التوظيف الذاتي للموارد البشرية, أخيراً إعداد برامج لتدريب و تأهيل المواطنين الباحثين عن عمل.

يوجد هناك أيضاً هيئة تنمية و توظيف الموارد البشرية الوطنية "تنمية", أنشئت بموجب مرسوم (قانون اتحادي رقم 27) بتاريخ 15 نوفمبر 1999, وتختص الهيئة

بالمهام التالي بتوظيف الموارد البشرية الوطنية، و تخفيض نسبة العمالة الأجنبية ضمن قوة العمل الاجمالية، وكذلك زيادة عرض قوة العمل الوطنية المؤهلة و الماهرة لتلبية إحتياجات سوق العمل، و أخيراً تنمية وتطوير القدرات والإمكانات العملية للقوى العاملة الوطنية، فعلى حسب تقديرات المركز الوطني للإحصاء لعام 2010م، أن سكان دولة الإمارات يقدرون 8.26 مليون نسمة، منهم 11.5% من مواطني الدولة، و 88.5% من الوافدين، و أن مستوى البطالة وصل في عام 2011م إلى 20.8% بين مواطني الدولة، و نسبة 3.2% لدى غير المواطنين المقيمين فيها. (الهيئة العامة للتنافسية والإحصاء، 2010م)

أما إذا ما تحدثنا عن إمارة أبوظبي بالتحديد، لكونها العاصمة ذات المساحة الشاسعة، و كثرة عدد السكان المواطنين فيها، حيث تأسست في الأونه الأخيرة في عام 2015م، هيئة مستقلة للموارد البشرية في أبوظبي، تجسيدا لرؤية صاحب السمو الشيخ خليفة بن زايد آل نهيان رئيس الدولة حفظه الله، التي تهدف إلى دمج جميع المبادرات و السياسات و تجميعها تحت سقف هيئة واحد، لتكثف جهودها الرامية لتطوير الكفاءات الوطنية المتخصصة، و توفير فرص عمل مستدامة لهم، لذلك نرى بأن كثير من الهيئات قد حلت منذ إنشاء هذه الهيئة مثل مجلس أبوظبي للتوطين، و قطاع الخدمة المدنية، و مركز أبوظبي للقيادات الحكومية بالأمانة العامة للمجلس التنفيذي في إمارة أبوظبي. حيث أن هيئة الموارد البشرية في أبوظبي، توفر خدمات وظيفية مختلفة للمواطنين الباحثين عن فرص عمل مع مختلف المهارات و المؤهلات العلمية. وأن من ضمن البرامج التي تقدمها الهيئة، برنامج التأهيل للعمل وبرنامج إبداع وبرنامج توظيف.

يوجد هنالك الكثير من المبادرات المتنوعة الوطنية في هذا المجال، وأن أحد المبادرات الوطنية الرائدة في إمارة أبوظبي هي مبادرة " أبشر"، حيث تشرف عليها وزارة شؤون الرئاسة و تقوم بتنفيذها وزارة العمل، بهدف تعزيز مشاركة الكوادر الوطنية في سوق العمل خصوصاً في القطاع الخاص، حيث تتيح فرص متنوعة للمواطنين الباحثين عن عمل في القطاع الخاص، و محاولة تقليل من ضغط على الوظائف في القطاع الحكومي. و المبادرة تحتوي حالياً على أربعة برامج رئيسية وهي: برنامج الخصومات والعروض المميزة للمواطنين العاملين في القطاع الخاص، و كذلك على برنامج توظيف الخريجين في القطاع الخاص، و أيضاً على دليل الوظائف والمسارات المهنية لمواطني دولة الإمارات العربية المتحدة، و أخيراً على برنامج خلق فرص عمل للمواطنين. كذلك أن مبادرة أبشر تحتوي حالياً على أربعة محاور رئيسية وهي: خلق فرص عمل للمواطنين، و كذلك على التدريب والتطوير، و أيضاً تحتوي على الإرشاد والتوجيه المهني، و أخيراً تشجيع المواطنين على الالتحاق بالعمل في القطاع الخاص.

هناك مبادرة طموحه من برنامج توظيف في مجلس أبوظبي للتوطين، حيث أنها أطلقت عام 2007 م، تحت

رعاية كريمة من سمو الشيخ محمد بن زايد أن نهيان ولي عهد أبوظبي، تهدف إلى دمج المواطنين الباحثين عن عمل بالتعاون مع الشركاء الرئيسيين في القطاع الخاص، و كذلك تهدف إلى الإرشاد و التوجيه المهني، و تطوير خطة العمل، و التدريب الداخلي للمواطنين الباحثين عن فرص عمل تناسب مهاراتهم و مؤهلاتهم. و أضف على هذا الإهتمام بالعنصر النسائي، و مشروع المرأة في ميدان العمل لتعزيز مشاركتها في النهضة المستدامة لدولة الإمارات. أن من أهم أهداف هذا المجلس، هو محاولة توظيف المواطنين الباحثين عن عمل، حيث يقوم بمطابقة بين مؤهلات القوة العاملة المواطنة المسجلة، و إحتياجات سوق العمل في إمارة أبوظبي. كما يقوم برصد سوق العمل في الإمارة و فهم التحديات الحالية و المستقبلية في مجال توظيف الوظائف بعرض القوة العاملة المواطنة، و الطلب عليها و زيادة تنافسيتها. و أضف على ذلك إقتراح سياسات و إجراءات التوطين، التي ترمي إلى تعزيز إستدامة التنمية الاجتماعية و الإقتصادية في الإمارة.

إن إستراتيجية الموارد البشرية في الحكومة الاتحادية التي وضعتها بين أعوام (2014م- 2016م)، لها أهمية كبيرة في تفعيل دور الموارد البشرية في تحقيق أهداف الحكومة الاتحادية. و كذلك دعم الإستراتيجية الشاملة للحكومة الاتحادية في دولة الإمارات، و بيان كيف أن المبادرات المرتبطة بإدارة الموارد البشرية، تمكن الحكومة من تحقيق إستراتيجيتها بفاعلية. و أضف على ذلك أهميتها في تقديم منهجية متكاملة لإدارة الأفراد، و التي تدعم التوجهات الإستراتيجية للحكومة. و أيضاً تسليط الضوء على أفضل الممارسات في تحقيق هذه الأهداف الإستراتيجية في مجال الموارد البشرية و إستثمار الأمثل منها.

إن من أهداف هذه الإستراتيجية هي ترسيخ منظومة تشريعية حديثة و متكاملة لإدارة الموارد البشرية في الحكومة الاتحادية، و وفق أفضل المبادرات العالمية، و تمكين الكفاءات الوطنية و تطوير رأس المال البشري الإتحادي، و كذلك التخطيط الفاعل لرأس المال البشري لرفع مستوى الإنتاجية في الجهات الاتحادية، و أضف على ذلك نشر مبادئ الثقافة المؤسسية، و خلق بيئة عمل محفزة، و أخيراً ضمان تقديم كافة الخدمات الإدارية وفق معايير الجودة و الكفاءة و الشفافية. (الموارد البشرية في الحكومة الاتحادية، 2014م)

لقد قامت حكومة دولة الإمارات بتشريع كثير من القوانين و السياسات التي تنص على ضرورة أحقية و أولوية المواطنين في الوظائف في القطاع الحكومي و الخاص، و تحقيق أهداف التوطين ضمن الخطط التنموية. حيث أنها تسعى من خلال هذه التشريعات إلى تفعيل الدور التشريعي، و تعزيز ثقة الباحثين عن العمل بشكل عام، و في القطاع الخاص بشكل خاص، لإيجاد قرص عمل مستدامة للكفاءات الوطنية، و لكن هل جميع هذه القوانين مطبقة و مفعلة في جميع مؤسسات الدولة المختلفة.

حيث أننا سوف نسلط الضوء على بعض من بنود القانون الاتحادي في الدولة، والتي تتصل بقضايا توظيف المواطنين (وزارة العمل، 2016م) :

- ينص قانون العمل الإماراتي (القانون الاتحادي رقم (8) لسنة 1980م) على أنه يجب على أصحاب العمل الذين يوظفون أي متعطل مواطن إخطار دائرة العمل عن ذلك خطياً خلال 15 يوماً من تاريخ توظيفه.
- يحق للمواطن الذي يعمل في الشركات الخاصة ابتداءً من شهر سبتمبر 1999م الحصول على نفس مزايا الضمان الاجتماعي ومعاشات التقاعد التي يحصل عليها نظراً واهم في القطاع الحكومي.

- بموجب التعميم الإداري رقم (26) لسنة 2005م، يتوجب على جميع الشركات والمنشآت التي لديها أكثر من 100 موظف، وفقاً لما هو مسجل بقاعدة بيانات وزارة العمل، تعيين المواطنين كمسؤولي العلاقات الحكومية ليكونوا حلقة وصل بين الشركة ووزارة العمل.

- يلزم القرار الوزاري رقم (43) لسنة 2005م القطاع المصرفي بالدولة على توظيف المواطنين بنسبة 4 % سنوياً.

- يلزم القرار الوزاري رقم (42) لسنة 2005م الشركات العاملة في قطاع التأمين بالدولة على توظيف المواطنين بنسبة 5 % سنوياً.

- أما القرار الوزاري رقم (41) لسنة 2005م، فيقضي بضرورة توظيف المواطنين بمعدل 2 % سنوياً لدى الشركات التجارية التي لديها 50 موظفاً أو أكثر.

- حددت وزارة العمل عام 2006م الحد الأدنى لرواتب المواطنين العاملين في القطاع الخاص من حملة الشهادات العليا 5000 درهماً ولحملة الشهادات الثانوية 4000 درهماً وللآخرين من غير حملة المؤهلات 3000 درهماً، وهو محل مراجعة الوزارة حالياً.

- بموجب القرار الوزاري رقم (176) لسنة 2009م يعتبر إنهاء خدمة المواطنين العاملين في القطاع الخاص غير مشروع ما لم ينتهك العامل قانون العمل. وفي حال إنهاء خدمة أي مواطن، يجب على صاحب العمل إخطار وزارة العمل بذلك قبل 30 يوماً على الأقل.

- وضع القرار الوزاري رقم (544) لسنة 2011م تصنيفاً جديداً للشركات والمنشآت بناءً على عدد المواطنين العاملين لديهم، ويقدم التصنيف الجديد العديد من الحوافز والتسهيلات للشركات التي تحقق أهداف التوطين، ومن هذه المزايا خفض رسوم بطاقة العمل.

يعتبر القانون الاتحادي رقم (8) لسنة 1980م أو قانون العمل الإماراتي، يعتبر قانوناً شاملاً ينظم كافة نواحي

علاقات العمل بين أصحاب العمل والموظفين. وضع أول قانون عمل في دولة الإمارات العربية المتحدة سنة 1980م، وتم تعديله بالقانون الاتحادي رقم (24) لعام 1981م، والقانون الاتحادي رقم (15) لعام 1985م، والقانون الاتحادي (12) لعام 1986م. يشمل القانون على 193 مادة، يغطي قضايا العمل كحقوق الموظفين وعقود العمل وتسوية المنازعات العمالية وقواعد التأديب وتفتيش العمل وغيرها. (وزارة الموارد البشرية والتوطين، 2016م)

إن من بعض مواد قانون العمل في دولة الإمارات العربية المتحدة التي تنص على التوطين هي كآتي :

• المادتين 9 و 10:

- العمل حق لمواطني دولة الإمارات العربية المتحدة، وفي حالة عدم توافر العمال المواطنين تعطى الأولوية في التوظيف للعمال العرب ومن ثم العمال من جنسيات أخرى.

• المادة 14 :

- لا يجوز لدائرة العمل الموافقة على إستخدام غير المواطنين إلا بعد التأكد من واقع سجلاتهم من أنه لا يوجد بين المواطنين المقيدين في قسم الإستخدام عمال متعطلون قادرون على أداء العمل المطلوب.

• المادة 32:

- يدفع للمرأة الأجر المماثل للرجل إذا كانا يقومان بنفس العمل.

• المادة 37:

- يجوز تعيين العامل تحت التجربة لفترة لا تزيد عن ستة أشهر ويجوز لصاحب العمل خلال هذه الفترة الإستغناء عن خدمته دون إنذار أو مكافأة نهاية الخدمة. ولا يجوز تعيين العامل تحت التجربة أكثر من مرة لدى صاحب عمل واحد.

إن جميع القوانين و التشريعات في الدولة كفيلة بالقضاء لوحدها على القضاء البطالة بين المواطنين، وتسريع عملية توطين الوظائف، و لكن إننا نلاحظ بأن عدد العاطلين و الباحثين عن عمل بين المواطنين في تزايد مستمر بعد كل عام دراسي، حيث يؤكد هذا الأمر لنا نتائج أظهرته أول دراسة مسحية رسمية التي أجرتها هيئة تنمية وتوظيف الموارد البشرية الوطنية «تنمية» بالتعاون مع وزارة الإقتصاد ومركزي الإحصاء في أبوظبي ودبي، ونشرتها جريدة البيان الإماراتية في عام 2009م، أن متوسط نسبة البطالة بين المواطنين على مستوى دولة الإمارات بلغت 12.9 بالمائة، وشكلت بطالة النساء النسبة الأكبر بنسبة 27.6 بالمائة، فيما بلغت بين الذكور 6.5 بالمائة من إجمالي العينة التي شملتها الدراسة. و لقد عرفت الدراسة مفهوم البطالة وفق المعايير العلمية لمنظمة العمل الدولية بأنهم كل الأفراد فوق سن محددة ولا يعملون إما بأجر أو لحسابهم الخاص ولديهم الرغبة في العمل

ويبحثون عن عمل ولديهم الاستعداد وفقاً للشروط السائدة في سوق العمل. من جانب آخر أكدت فضة لوتاه المدير العام لهيئة تنمية بالوكالة من خلال هذه الدراسة في عام 2009م، قالت أن الدولة تولي تنمية الموارد البشرية اهتماماً خاصاً، لافتة إلى أن سوق العمل بالدولة أصبح يعاني من بروز ظاهرة البطالة في أوساط المواطنين على الرغم من أن مساهمتهم النسبية في إجمالي قوة العمل مازالت أقل من 10 بالمائة، وما يجعل المشكلة أكثر خطورة هو تفشي البطالة في أوساط الشباب حديثي التخرج الذين يدخلون سوق العمل لأول مرة (لوتاه، 2009م).

إن من أهداف إستراتيجية الموارد البشرية الاتحادية الحديثة لعام 2015م المنشورة في الموقع الرسمي للوزارة، والتي تختص بالتوظيف ورفع كفاءة المواطنين المهنية، كما هو مبين في الهدف الثاني من الإستراتيجية، والذي ينص على تمكين الكفاءات الوطنية وتطوير رأس المال البشري، وكذلك كما هو مبين في الهدف الثالث، الذي ينص على التخطيط الفاعل لرأس المال البشري لرفع مستوى الإنتاجية.

إن الهدف الثاني للخطة التشغيلية للإستراتيجية في وزارة الموارد البشرية الاتحادية لعام 2015، والتي ركزت على وضع المبادرات والخطط في سبيل تمكين الكفاءات الوطنية وتطوير رأس المال البشري للحكومة الاتحادية، والتي تضمنت عناصر أساسية مثل تطوير وتطبيق برنامج التوظيف في الحكومة الاتحادية وكذلك متابعة نظام التدريب والتطوير في الجهات الحكومية الاتحادية، والتي يمكن قياسها بمؤشرات وضعتها للخطة التشغيلية، والتي تقيس نسبة التوظيف في القطاع الاتحادي حسب الفئات المعتمدة في الحكومة الاتحادية، ونسبة الموظفين الحاصلين على الشهادات المهنية والتخصصية من إجمالي الموظفين في فئة الوظائف التخصصية (مواطن، غير مواطن). وكذلك أننا نلاحظ وضع الخطط لتطوير رأس المال البشري الذي يوضحه الهدف الثالث للخطة التشغيلية للإستراتيجية ووزارة الموارد البشرية الاتحادية لعام 2015، والتي ركزت أيضاً على وضع المبادرات والخطط في سبيل تحقيق التخطيط الفعال لرأس المال البشري لرفع مستوى الإنتاجية في الجهات الاتحادية، والتي تضمنت عناصر أساسية، مثل دراسة إعادة هندسة عمليات الموارد البشرية في الحكومة الاتحادية والتي يمكن قياسها بمؤشرات وضعتها للخطة التشغيلية، والتي تقيس نسبة إلزام الجهات الحكومية بخطة القوى العاملة الوطنية.

إن إستراتيجية التوظيف في الدولة، يجب أن تكون مركزة ومتكاملة، وعدم الإكتفاء بالأقوال والنداءات، والتركيز على الأفعال وكيفية التطبيق على أرض الواقع. فيجب أن يكون التوظيف جزء رئيسي من عمل أي مؤسسة تعمل في الدولة. فإتشاء أقسام خاصة للتوظيف في أغلب مؤسسات الدولة لن يكون كافياً لتحقيق الأهداف المرجوة منها، لأنه يجب أن يكون على رأس أولويات الإدارات العليا وإدارة

الموارد البشرية لهذه المؤسسات. فالأولى الآن في وقتنا الراهن، بأن نبحث ونحلل ونراجع كفاءة سياسات إدارة توظيف المواطنين، من أجل التعرف على أوجه القصور أو أسباب البطئ في تطبيق هذه الإستراتيجيات المعمول بها حالياً. إن عملية وضع الإستراتيجيات والسياسات الخاصة في موضوع توظيف الوظائف، ليست بالعملية المعقدة كما يعتقدونها الكثير من أصحاب القرار والمخططون في الدولة.

إن الإستراتيجيات والسياسات في هذا المجال، يجب أن تكون متوازنة وشاملة وأن لا تنم عن قرارات متسارعة، لأن إحلال بعض الوظائف يتطلب الجهد والوقت من كافة الأطراف المعنية، فمثلاً وضع خطة تطوير خمسية لكل موظف من القوى العاملة الوطنية، سوف ترسم له تدرجه الوظيفي في المستقبل القريب بكل وضوح، وأن هذا يجب بأن يكون وفق التدريب والتطوير المهني الفعال الذي يجب إتمامه بكل قدرة وكفاءة، فعند الوصول لهذه النقطة لن نستغرب إذا وصل الموظف الإماراتي لمستوى مرموق من التنافسية، وبالتالي سوف نزيد من نسب التوظيف في المؤسسات والدوائر في الدولة، وكذلك أن لا نرفض طلبات توظيفهم بسبب عدم وجود الخبرة والكفاءة. إننا نلاحظ اليوم، بأن كثير من المؤسسات تتراجع وتهمل تطبيق سياسات التوظيف، وذلك بزعمها بأن الخريج المواطن لا يملك خبرات كافية، وأنه يحتاج إلى وقت طويل لكسب الخبرة العملية، ويحتاج إلى موارد مالية ضخمة في سبيل توفير التدريب الفعال له، هذا ليس بعذر كافي من أجل إحلال المواطن محل العامل الوافد، ويجب على الحكومة تفعيل القرارات والسياسات والخطط التي وضعتها، وبالتالي يأتي دور الجهات الرقابية والتي يعد دورها الرقابي من الأمور الغاية في الأهمية، والتي تهدف إلى مراجعة أوضاع التوظيف، وكذلك نسبته الفعلية من القوى العاملة الكلية في جميع المؤسسات والدوائر، ولها صلاحية لفرض العقوبات على المتقاعسين عن التوظيف، ونسب التوظيف الملزومة بها من قبل الحكومة في حال عدم تطبيقها.

إن التوظيف سوف يساهم في تطوير رأس المال البشري، وذلك بدلاً من البطالة التي لها تأثيراتها السلبية على الفرد والمجتمع. وكذلك سوف تساهم بشكل كبير في حل مشكلة الخلل في التركيبة السكانية، وكذلك المساهمة في عمل إستقرار إجتماعي وسياسي وأمني في الدولة. لذلك وضع إستراتيجية شراكة بين الحكومة والمؤسسات والباحثين عن عمل أمر في غاية الأهمية، وبهذا تكتمل المعادلة الوطنية، بمشاركة جميع الأطراف المعنيين في موضوع التوظيف، حيث سوف يساهم في تطوير الجيل الجديد من أبناء الوطن، وإعطائهم الثقة في أنفسهم وقدراتهم، وإعطائهم الفرصة الفعلية للمشاركة في بناء الوطن.

كما أسلفنا سابقاً، إن وجود خطة وإستراتيجية محكمة وشاملة للتوظيف في وقتنا الحالي، أمر ضروري لا يحتمل التأخير أو التأجيل، مع مراعاتها إلى تنافس الجهود، بدلاً

من الجهود المتفرقة. و كذلك توحيد المنطلقات بدلاً من العمل الفردي، و محاولة إيجاد آليات مشتركة بين جميع الأطراف المعنيين من الحكومة و المؤسسات و الباحثين عن عمل، لأن تعدد الجهات و السلطات المسؤولة عن ملف التوطين، له كثير من السلبيات و الإيجابيات. أن تحقيق الهدف المرجو من التوطين، و الذي سوف يؤدي إلى تقليل طوابير الخريجين لسنوات طويلة بغية الحصول على وظيفة تتناسب مع قدراتهم و مؤهلاتهم العلمية، فيجب على صناع القرار و المخططون في الدولة، بأن يحاولوا على إيجاد طريق أو مسلك آخر يتسم بالروح الوطنية و العمل الجاد المشترك، و ذلك لن يتم إلى باستخدام إستراتيجية متكاملة و شاملة، و كذلك بتوحيد الجهود و الأراء، بغيت الوصول إلى الهدف المنشود. أن قضية التوطين تتجه إلى طريق غير واضح المعالم، و إلى منعطف شديد الإنحدار، مع تزايد الباحثين و الخريجين المواطنين في الدولة، إذا لم نندارك الوضع و قبل أن يتفاقم حجم المشكلة.

إن إستراتيجية الموارد البشرية و خصوصاً في مجال التوطين، يجب أن تكون فعالة و مفيدة، و ذلك عن طريق دراسة فعلية للبيئة الداخلية و الخارجية للمؤسسات و الدوائر و الشركات في القطاعين الحكومي و الخاص. و كذلك التعرف على مواطن القوة و الضعف في البيئة الداخلية و التهديدات الخارجية، التي يمكن بأن تؤثر في عمل و أنشطة هذه المؤسسات. أن إستراتيجية التوطين يجب أن تتسم بإستشراف المستقبل، مبنية على دراسات و أبحاث علمية مدروسة، تغطي فترات زمنية محدودة. كذلك أن إستراتيجية التوطين يجب أن تكون متناسقة مع الخطط التنموية و مع الإستراتيجية العامة للمؤسسات الحكومية و الخاصة في الدولة، و تتضمن كافة العوامل المؤثرة في موضوع التوطين في جميع مراحلها المختلفة، من فترة التخطيط و مروراً بالخطوة التشغيلية، و أخيراً بعمليات تقييم النتائج.

إن أهمية دراسة الإستراتيجية في مجال الموارد البشرية و التوطين تكمن في الدراسة المتأنية و العميقة، بدأً من اللبنة الأولى و نقطة الإنطلاق فيها، من الرسالة و الرؤية التي تعبر عن الإطار العام للإستراتيجية و الرؤية المستقبلية، و من ثم تخطيط و تصميم الإستراتيجية يعتبر من أهم الخطوات في الحصول على أهداف واضحة و مركزة، و ذلك من أجل حصرها في أهداف معينة يسهل على العاملين فيها من فهمها و العمل على تحقيقها في الوقت المحدد لها المنصوص عليها في الخطة التشغيلية. و أيضاً مراعات تحديث و تطوير إستراتيجية الموارد البشرية و التوطين، بحيث يتم تحديثها على حسب الظروف و المتغيرات البيئية الداخلية و الخارجية في الدولة.

إن تنفيذ و إنجاز إستراتيجية الموارد البشرية و التوطين، يجب بأن تتسم بالمرونة في خططها التشغيلية و تتماشى مع الخطط التنموية للدولة، و أنها تكون متلائمة مع إستراتيجيات المؤسسات و الدوائر في القطاعين الحكومي و الخاص، بحيث أنه يجب مراعات تأثير هذه المؤسسات

بمتغيرات البيئة الداخلية و الخارجية، فمثلاً عند الأزمة المالية الحالية في عام 2016م، و كذلك مع إنخفاض أسعار النفط، و مع إزدياد الأزمة الاقتصادية في العالم، فالمرونة في الإستراتيجية مطلوبه في هذه الظروف الصعبة، و ذلك يتم بعدم الضغط على المؤسسات في إجراءات تطبيق هذه الإستراتيجية بحذافيرها خلال هذه الفترة العصيبة و الظروف الاقتصادية الحرجة، فالعمل المشترك و التفاهم و توحيد الأراء يعتبر من أهم الإجراءات في إستمرارية العمل في تطبيق الإستراتيجية على المدى البعيد.

إن معرفة مدى تنفيذ إستراتيجية و تحقيق نتائجها، يعتبر من الأمور الرئيسية في معرفة نجاح الإستراتيجية من فشلها، و ذلك يمكن تحقيقه بوضع معايير واضحة و دقيقة لتقييم أداء المنفذين، من خلال مراجعة فاعلية الإستراتيجية و آلية تطبيقها على أرض الواقع، و قياس النتائج من خلال المؤشرات المتفق عليها مسبقاً في الخطة التشغيلية للإستراتيجية، و مدى فاعلية الوسائل و الخدمات المستخدمة فيها، و أخيراً تقييم الجدوى من الإستراتيجية في تحقيق جميع أهدافها.

2. الموازنة بين القطاعين الحكومي و الخاص:

يلقى موضوع القوى العاملة إهتماماً متزايداً في دولة الإمارات، بإعتباره واحداً من أهم القضايا المرتبطة بحاضر التنمية الاقتصادية ومستقبلها، حيث أن عملية التنمية الاقتصادية و الإجتماعية لا يمكن أن تتم دون رأس المال البشري المؤهل القادر على تحقيق التنمية بجوانبها المختلفة، و لا خلاف على أن أهمية العنصر البشري في العمليات الإنتاجية و الخدمية تعتمد على مدى التطور النوعي لهذا العنصر، الذي يتحقق من خلال التنمية البشرية الحقيقية عن طريق التعليم و التأهيل و التدريب بأنواعه المختلفة، و تشمل القوى العاملة الأشخاص العاملين، و كذلك العاطلين عن العمل الذين أعمارهم 15 عاماً فأكثر.

إن هذا الإعتماد المفرط في العمالة الوافدة، يرجع ذلك إلى عوامل عدة أهمها قلة عدد السكان المواطنين، مقارنة بالوافدين و الأيدي العاملة المطلوبة لعملية العمران و البناء و التشييد و التصنيع، بالإضافة إلى العوامل الأخرى التي تفرض نفسها و تحول دون مشاركة العمالة الوطنية في قوة العمل، مثل حاجز اللغة الإنجليزية في بعض الوظائف السياحية و الخدمية، و التفضيل الواضح للعيان للعمالة الوافدة في القطاع الخاص على العمالة الوطنية، و كذلك زيادة ساعات العمل، و عدم وجود الضمان الوظيفي، و الترقية الآلية للموظف، و رخص الأيدي العاملة الوافدة، و الموقع الجغرافي المميز للدولة، بحيث أنها تقع بين دول ذات كثافة سكانية عالية، و سهولة إستقدام الوافدين من حيث الإجراءات و التسهيلات، و عدم تطبيق الإجراءات الصارمة على المخالفين لقانون العمل، بالإضافة إلى أن قرار الإستقدام في الغالب يملكه الوافدون أنفسهم، لأن كثير من الوافدين هم الملاك الفعليون للمنشآت و المؤسسات، أو أنهم مديروها الذين يملكون قرار الإستقدام فيها. بالإضافة

إلى تفضيل المواطنين للعمل المكتبي على العمل اليدوي أو الفني، أو تفضيل العمل في المؤسسات و الدوائر الاتحادية والحكومة على العمل في القطاع الخاص. كما أن عدد مجموع العمالة الوافدة المسجلة في الدولة في وزارة العمل عام 2014 م هو 4,417,200 عامل , يوجد في إمارة أبوظبي فقط ما يقارب 1,365,900 عامل , و في إمارة دبي ما يقارب 2,096,100 عامل وافد.

قامت وزارة العمل من قبل إدارة الدراسات و المعلومات فيها في عام 2013م, بدراسة أماكن تركيز العمالة الوافدة حسب النشاط الاقتصادي التي تعمل فيه كما يوضحه الشكل رقم (1) في المرفقات, حيث أظهرت النتائج بأن أكبر نسبة حصل عليها هو قطاع البناء والتشييد بواقع 34.3 % , يليها قطاع التجارة و خدمات الإصلاح بنسبة 23.8 % , ثم قطاع الصناعات التحويلية بنسبة 10.9 % , وبعدها قطاع العقارات والتأجير و خدمات الأعمال بنسبة 10.4 % . أن تقرير وزارة العمل لعام 2014م يؤكد لنا بأن مجموع القوى العاملة في الدولة هو أكثر من 80 % من مجموع عدد السكان, و هم يشكلون ما يقارب 4 مليون و 400 ألف عامل مواطن و مقيم في أكثر من 260 ألف منشأة مسجلة داخل الدولة, و هم موزعون على أغلبية الأنشطة و القطاعات الاقتصادية في الدولة.

يستحوذ القطاع الحكومي على نسبة كبيرة من الوظائف التي يشغلها المواطنون في دولة الإمارات, و ذلك يعزى إلى الأجور المرتفعة و ساعات العمل الأقل إذا ما قورنت بالقطاع الخاص, و كذلك الأمن الوظيفي و نظام الإجازات و غيرها من الأسباب المختلفة. فمثلاً في إمارة أبوظبي يستحوذ المواطنون ما يزيد عن 52 % من الوظائف الحكومية (هيئة الموارد البشرية و التوظيف, 2105). و إستناداً على إحصاءات وزارة العمل في الإمارات, فإن أكثر من 90% من القادرين على العمل من المواطنين و يقدر عددهم بـ 225,000 شخص يعملون في القطاع العام الحكومي, بينما يعمل الباقيون في الحكومة أو في هيئات تابعة لها, وعلى الرغم من قيام القطاع الخاص بتوظيف 4 ملايين موظف من الوافدون, يعمل به فقط 22,000 مواطن. حيث أكد هذا الرقم العضو حمد الرحومي رئيس لجنة التوظيف في المجلس الوطني الاتحادي 2013م, حيث أنه قال بأن نسبة البطالة بين المواطنين في الإمارات تناهز 13% من إجمالي القوى العاملة, إذ تصل إلى 40 ألف عاطل من إجمالي 300 ألف مواطن قادر على العمل في الدولة, و أن هناك غياب واضح للجانب الإحصائي الحديث, و عدم توافر بيانات مركزية واضحة في عدد المشتغلين في القطاعين.

حيث أظهرت دراسة بحثية أجرتها شركة جلف تالنت دوت كوم المتخصصة في التوظيف الإلكتروني سنة 2103م, بالتعاون مع 10 جامعات رائدة في دولة الإمارات العربية المتحدة, أن أغلب الخريجين الإماراتيين يفضلون العمل مع المؤسسات الحكومية مقارنة بالقطاع الخاص الإماراتي أو الشركات العالمية. ولقد أوضحت الدراسة التي حملت عنوان "توظيف أفضل الخريجين

الإماراتيين", أن 86% من المواطنين الذكور و 66% من المواطنات الإناث يفضلون العمل في القطاع الحكومي بعد التخرج, وجاءت الشركات العالمية في المرتبة الثانية من حيث الإهتمام, بينما احتلت الشركات الخاصة في الإمارات المرتبة الأخيرة, حيث يفضل العمل بها 4% من المواطنين الذكور, و 10% من المواطنات الإناث, و أن أهم ستة جهات حكومية أو شبه حكومية الأكثر شعبية بين الخريجين الإماراتيين هي شركة مبادلة, شركة أدنوك, شركة مصدر, مؤسسة الامارات للطاقة النووية, مجلس الإعلام , و المجلس التنفيذي لإمارة أبوظبي.

هل من المعقول بأنه لا يوجد كوادرات وطنية لديها الكفاءة و المؤهلات العلمية لشغل هذه الوظائف في القطاع الحكومي و شبه الحكومي. حيث أن هناك تقرير آخر من مركز الإحصاء و التنافسية في عام 2009م موضح في الجدول رقم (2) في المرفقات, يشير بأن أكثر من 15.1 % من مجموع المشتغلين (15 سنة فأكثر) يعملون في الحكومة المحلية, أما القطاع الاتحادي فشكل ما نسبته 7.4 % من المشتغلين, و ما نسبته 58.4 % من المشتغلين يعملون في القطاع الخاص, جلهم من الوافدون الذكور بنسبة وصلت إلى 71.6 % في هذا القطاع الحيوي . و كذلك أن الذكور المشتغلين من المواطنين يتمركزون بنسبة 46.9 % في القطاع الحكومي الاتحادي, و نسبة 40.3 % من قطاع الحكومة المحلية, أما الإناث المواطنات فقد شكلن نسبة 42.6 % من قطاع الحكومة الاتحادية, و 35.9 % من قطاع الحكومة المحلية. أما بالنسبة لفئات العمر للمشتغلين (15 سنة فأكثر) فلقد أظهر التقرير لمركز الإحصاء و التنافسية بأن أكبر نسبة هم من فئة الشباب ما بين (20 – 24) سنة, و يشكلون ما نسبته 43.2 % من مجموع القوى العاملة, و أن أكثر نسبة من المشتغلين هم من حملة الشهادة الثانوية بنسبة 28.1 % , و تليها المشتغلين الحاصلين على الشهادة الجامعية فاعلى بنسبة 31.4 %.

أكد تقرير صادر عن «الهيئة الاتحادية للموارد البشرية الحكومية», ذكر أن وزارة الخارجية تصدرت الجهات الاتحادية من حيث نسب التوطين, إذ بلغت 96%, فيما حلت وزارة العمل في المركز الثاني بنسبة 93%, وبعدها وزارة الأشغال بنسبة 90%, في حين جاء في آخر القائمة وزارة الصحة 34%, والهيئة العامة للشؤون الإسلامية والأوقاف بنسبة توظيف بلغت 28% فقط. إن الهيئة الاتحادية للموارد البشرية الحكومية حددت في عام 2014م, موعداً لتسلم الهيئة خطط التوطين من المؤسسات الاتحادية و الحكومية و تقوم بدراساتها و تقييمها لهذه الخطط الوطنية, وذلك من أجل التركيز في حين اعتماد هذه الخطط على قضية الإحلال و التوطين و التركيز على الوظائف التي تقتصر إلى الكوادر الوطنية المؤهلة و التخصصات الفنية التي ما زال الاعتماد الأكبر فيها على العمالة الوافدة. بالرغم من أنها تخصصات ضرورية و حيوية, و بعضها تكون في أماكن حساسة و تمس الأمن الوطني للدولة, لما لها من أهمية أمنية و إستراتيجية في توفير معلومات سرية و غير غابلة للتداول, ولا يفترض

أيضاً هل سوف تساهم في رفع كفاءة سياسات إدارة توظيف الوظائف.

يوجد الكثير من الأمثلة الناجحة في تطبيق عمليات التوظيف في القطاع الخاص في دولة الإمارات، منها التوظيف في القطاع المصرفي وقطاع التأمين و التجارة و الإتصالات. إن من التشريعات و القوانين التي أثرت تجربة التوظيف في هذا القطاع هي ما سنه مجلس الوزراء بإصدار قرار وزاري رقم (1/259) لسنة 2004م، بحيث أن نسبة التوظيف المفروضة على قطاع التأمين 5% سنوياً، بينما تبلغ 4% في قطاع المصارف، و 2% في القطاع التجاري (للشركات ذات النشاط التجاري الذي تزيد عدد العاملين عن 50 عاملاً فأكثر ما عدا كراجات التصليح و محلات السكراب)، وذلك بشكل سنوي منتظم و إلزامي، و ذلك خلال الفترة من 2006م حتى 2008م.

إن قطاع المصارف يعتبر أكبر القطاعات في توظيف الوظائف في الدولة بحيث يضم 65 % من أصل 22 ألف مواطن يعملون في القطاع الخاص، بحيث بلغت نسبة التوظيف فيه 34.4 % مع نهاية 2009 م، مسجلاً نمواً في ذلك العام بلغ 4 % . أما إذا ما تحدثنا عن التوظيف في القطاع المصرفي في قلب العاصمة أبوظبي، لكونها مركز الوظائف في الدولة و الوجهة المفضلة لكثير من الباحثين عن فرص العمل، فإن نسبة التوظيف في القطاع المصرفي قاربة على 10 % في عام 2009م، حيث يشارك في تنفيذ هذا البرنامج في إمارة أبوظبي أربعة بنوك وطنية و هي مصرف أبوظبي الاسلامي و مصرف الهلال و بنك أبوظبي التجاري و بنك أبوظبي الوطني، و بالتنسيق مع معهد الامارات للدراسات المصرفية و المالية. و أثمرت هذه الخطة الناجحة على الحصول على نسبة عالية من التوظيف في مصرف أبوظبي الاسلامي بلغت 40 %، وفي مصرف الهلال نحو 38 % في عام 2009م، و يمثل المواطنون في بنك أبوظبي الوطني نحو 36 % من مجموع القوى العاملة، و الجدير بالذكر مشاركة المرأة الاماراتية حيث بلغت نسبة 60 % منهن من الموظفات في بنك أبوظبي الوطني، وأيضاً في بنك أبوظبي التجاري الذي أطلق برنامج "وطني" لتدريب المواطنين وصلت نسبة التوظيف نحو 34 % عام 2010م. (موقع حكومة أبوظبي الإلكترونية، 2105م)

إن الوقت قد حان لإعداد خطة شاملة للتوظيف في القطاع الخاص، تسير بالتوازي مع خطط التنمية الاقتصادية في الدولة، وذلك بعد تطبيق خطط خصخصة بعض القطاعات الحكومية التي تتبناها بعض إمارات الدولة مثل إمارة أبوظبي و دبي. أن معرفة أسباب التذني في تطبيق عمليات التوظيف في القطاع الخاص يعد من الأمور الهامة في رسم الخطط المستقبلية للتوظيف، وكذلك معرفة الأسباب الرئيسية وراء الفجوة بين المميزات المواطنين بين القطاعين الحكومي والخاص، والذي أكدته التقرير الذي أصدره مركز الإحصاء و التنافسية لعام 2009 م، بأن القطاع الخاص لا يساهم بشكل فعال في توظيف الوظائف، حيث يظهر التقرير التوزيع النسبي للقوى العاملة، و طبقاً

الإعتماد فيها على غير أبناء الوطن الذين يجب بأن يتم تعليمهم و تأهيلهم و تدريبهم في جميع المجالات، وإتاحة المجال لهم لاكتساب الخبرة في ميادين العمل في القطاع الحكومي و شبه الحكومي (المشترك) بعد تطبيق سياسة الإحلال المخطط لها مسبقاً.

إن دولة الإمارات تتجه اليوم لتطبيق سياسة الإحلال والتوظيف في الوظائف الإدارية في القطاعين الحكومي و شبه الحكومي (المشترك) خلال سنتين منذ إعلانها عام 2014م، و كذلك وضعت الهيئة فترة أطول لتوظيف الوظائف التخصصية، و التي تعتبر الأكثر عدداً و الأهم من ناحية الإنتاجية العملية، فمن الواجب أن لا تتخاذه المؤسسات الحكومية و شبه الحكومية (القطاع المشترك) في تنفيذ هذه الخطط و الإستراتيجيات، و التي يفترض تنفيذها في أوقاتها المحددة دون أي تأخير، لأن هذه الخطط تصب في مصلحة الأمن الوطني، و تخدم توجه و سياسات الدولة لأعوام المقبلة، بحيث أنه لا يفترض منها الإعتماد في هذه الوظائف على غير أبناء الوطن لاسيما في أوقات الأزمات والمحن.

إن مصطلح القطاع الخاص يطلق في العادة على الشركات ذات الملكية الخاصة وليست المملوكة للحكومة، فإن استخدام مصطلح القطاع الخاص للدلالة على الشركات الربحية التي تعمل داخل الدولة. أن المؤسسات في القطاع الخاص في دولة الإمارات يجب بأن تلعب دوراً أكبر، و مشاركة فعالية في رفع معدلات التوظيف للوظائف في هذا القطاع الحيوي، و الذي يوفر وظائف متعددة سنوياً، و يعتبر المحرك الرئيسي لإقتصاد الدولة، و هذا يعتبر توجهه إستراتيجي لسعته في توظيف المواطنين وتنوع إحتياجاته و آفاق تطوره المنظورة مع كثرة أعداد الخريجين المواطنين في كل سنة، و ذلك من شأنه سوف يخفف العبء على القطاع الحكومي و شبه الحكومي (المشترك) في ظل كثرة الضغوط الذي يشهده القطاع الحكومي على الوظائف من قبل الباحثين عن عمل. أن أهمية هذا القطاع تكمن في أنه أصبح مسؤولاً عن إدارة قطاعات وخدمات أساسية تعتمد عليها الدولة و المواطن، فقد تم الإعتماد على العنصر الوافد بشكل رئيسي، وهذا في حد ذاته مخاطرة لها انعكاسات أمنية كبيرة، بسبب تواجد أجناب في قطاعات و مناصب حيوية.

إن سبب تذني نسبة القوى العاملة الوطنية في القطاع الخاص يرجع لأسباب كثيرة منها الإنخفاض إلى قلة الحوافز، و تذني الرواتب و المميزات الأخرى، و ساعات العمل الطويلة، و مع وجود حواجز إجتماعية و ثقافية، و فجوة واسعة بين مخرجات التعليم و متطلبات سوق العمل في الدولة، و أضف على ذلك نظام الإجازات و العطل (الجدعان، 2003م). أن السؤال المهم هنا بهذا الصدد، هو أنه كيف يمكن للحكومة الموازنة بين العاملين المواطنين في القطاعين الحكومي و الخاص، لكي لا تكون هناك فروقات و إمتيازات بينهما، و هل هذه الموازنة سوف تساهم في رفع نسب التوظيف في هذا القطاع، و كذلك

للنشاط الإقتصادي، و الذي يوضح تركيز العمالة الوطنية من الذكور في القطاعات الحكومية مثل الإدارة العامة و الدفاع و الضمان الإجتماعي بنسبة 70.8 %، و الإناث المواطنات بنسبة 32.3 %، و تركيز العمالة الوافدة في القطاع الخاص بنسبة 99 % مثل الإنشاءات و تجارة الجملة و الصناعات التحويلية.

إن التخطيط للقوى العاملة الوطنية يعتبر من الأمور المهمة في بقاء و إستمرار و نجاح إقتصاد أي دولة أو إدارة في مؤسسة حديثة، ولأننا اليوم نعمل في إقتصاد ديناميكي للغاية، يجب بأن ننظر إلى المستقبل، و نستعد لجميع الاحتمالات الممكنة في المستقبل مثل استغناء الكلي أو تقنين الدولة من العمالة الوافدة و الإستعداد التام لهذه الاحتمالات يعتبر من الأمور الضرورية، وأن التخطيط الجيد للقوى العاملة الوطنية هو الحل الأنسب لصمد جميع التحديات الراهنة أو المستقبلية، حيث قد يكون هذا التعبير فجائياً وشاملاً، أو قد يكون بطيئاً ويحدث بالتدريج على مر السنين، و كذلك مواجهة بعض التغيرات التي تحدث على الدولة الأزمات السياسية بين الدول، الأزمات الاقتصادية العالمية أو إدخال تكنولوجيا جديدة، و التي من الممكن بأن تقلل من إستخدام الأيدي العاملة الوطنية. أن من الأساليب التي يمكن إستخدامها في تحديد إحتياجات الدولة من القوى العاملة الوطنية، هو معرفة العرض الداخلي المتاح من الأيدي العاملة الوطنية في مختلف المهن ودرجات المهارة و الكفاءة، وبالتالي يمكن معرفة أماكن النقص في عدد الأيدي العاملة الوطنية التي يحتاجها سوق العمل (المصري، 2010م)، و من ثم يمكن عمل مخطط مناسب و خلال فترة زمنية محددة. إن التخطيط الناجح المبني على المعلومات الموثوقة من الجهات الرسمية و الأساليب المناسبة مثل خطة التشغيل العملية و المناسبة، و المهم أيضاً هو خبرة من يوضح الخطط أو المخطط في هذا مجال التخطيط، وكذلك وضع الإستراتيجيات للقوى العاملة الوطنية.

إن تعريف القوى العاملة الوطنية أو ما يسمى في بعض المصطلحات بالموارد البشرية، هو عدد السكان القادرين على العمل مطروحاً منه عدد السكان الغير قادرين على العمل المنتج مثل الأطفال و كبار السن و العاجزون عجزاً دائماً أو كلياً عن أداء عمل له قيمة اقتصادية للدولة (محمد عمر، 1994م). حيث أن الموارد البشرية تتكون من قسمين رئيسيين هما القوى العاملة التي خارج النطاق و القوى العاملة (السكان النشطين)، ويمكن تصوير مفهوم الموارد البشرية والقوى العاملة كما عرفه (محمد عمر، 1994م)، هو أن القسم الأول هو القوى العاملة (خارج النطاق) مثل ربات البيوت و الطلاب و آخرون، أما القسم الثاني فهو القوى العاملة (السكان النشطين) فهو يتكون قسمين هم المشتغلين و المتعطلين، و أن قسم المتعطلين ينقسم إلى نوعين هم المتعطلين الذين سبق لهم العمل، و المتعطلين الذين لم يسبق لهم العمل.

إن تخطيط القوى العاملة الوطنية يمكن بأن يحدد بأهداف تمكن القوى العاملة من أبناء الوطن من أخذ موقعها

المناسب في سوق العمل، و هذه الأهداف يجب بأن تكون واضحة و عملية في نفس الوقت، تبدأ بالتعرف على الوضع الراهن للقوى العاملة الوطنية بصورة تفصيلية للتعرف على إمكانيات القوى العاملة المتاحة، و حجمها الكلي من مجموع القوى العاملة، وبهذا يتم التعرف على مكامن القوة و الضعف في قدراتها و مستوياتها من حيث الكمية و النوعية في الوظائف الحالية، و ذلك لدراساتها و تقييمها للإستفادة المثلى منها في تنفيذ خطة القوى العاملة الوطنية، بالتالي تكون الصورة أوضح بعد توفر البيانات و المعلومات عن كمية و نوعية القوى العاملة الوطنية الحالية، و تحديد أماكن النقص و الخلل في عدد الأيدي العاملة الوطنية و نوعيتها من سوق العمل التي تحتاجها الدولة في المستقبل. أن هذه الخطط سوف تساهم في الحد من البطالة المقنعة التي تلجأ لها كثير من المؤسسات في القطاعين الحكومي و الخاص، لتتمكن من رفع نسب التوظيف الإلزامية فيها لبعض الوظائف، وأن البطالة المقنعة لا يوجد لها أي مردود إنتاجي على الموظف نفسة أو المؤسسة، بل إن إلغاء هذه الوظائف لن يؤثر في إنتاجية المؤسسة، إنما الغائها يمكن بأن يزيد الإنتاجية، لأن الموظفين هؤلاء لا يقدمون أي جهد أو عمل يذكر، و هي تكبد خزينة الدولة أموال طائلة لموظفين لا تستفيد منهم الدولة أو المؤسسة الفائدة المرجوه منهم.

3. الموائمة بين مخرجات التعليم و إحتياجات سوق العمل:

إن نظام التعليم و التأهيل و التدريب بمخرجاته المختلفة مع سوق العمل تعتبر من القضايا الشائكة في دولة الامارات، حيث سعت وزارة التربية و التعليم مع وزارة التعليم العالي و البحث العلمي المضي قدماً من فترة طويلة على الموائمة بين مخرجات التعليم و بين سوق العمل، حيث أن هناك علاقة إستراتيجية بحثه بين العرض و الطلب مع سوق العمل إذا ما تم الربط بينها بشكل علمي منتهج، سوف يؤدي إلى تقليل الفجوة بين مخرجات التعليم و سوق العمل، و بذلك تتحقق التنمية المستدامة المنشودة و القضاء على البطالة. فمثلاً القطاع الخاص يحتاج إلى التخصصات التطبيقية العلمية و التقنية و المهنية أكثر من القطاع الحكومي الذي يركز على التخصصات النظرية، فهل هناك تركيز على هذه التخصصات التطبيقية العلمية، و كذلك التعليم الفني و التدريب المهني في بعض المناهج التعليمية في الدولة، و التي تتوافق مع إحتياجات القطاع الخاص مع التطور العلمي و التكنولوجي السريع من قبل المسؤولين في وزارة التربية و التعليم. و أضف على ذلك، هل أن هناك توجيه واضح للطلاب من قبل الوزارة للإلتحاق بالتخصصات العلمية التي يحتاجها سوق العمل، و إعدادهم أكاديمياً و علمياً و تربوياً و توعيتهم بمدى أهمية هذه التخصصات في إقتصاد الدولة و سوق العمل.

إن تطوير إدارة التعليم و مخرجاته لرדם الهوية بين مخرجات التعليم و متطلبات سوق العمل في الدولة، يأتي ببناء خطط تعليمية و إعادة صياغة الإستراتيجية التعليمية الحالية، حيث أنها يجب بأن تكون مبنية على متطلبات

العصر الحديث و الثورة التقنية في عالم التكنولوجيا (الفزاري، 2009م). أن البداية تكون بالاهتمام في تحسين مستوى الطلاب في التعليم العام قبل الدخول الجامعات و الكليات. لأن إكتساب الطلاب إلى المهارات السليمة و المعلومات المختلفة في هذه المرحلة من عمر الطلاب، سوف تسهل عليهم إكمال الدراسة الجامعية و اجتيازها بكل قدرة و كفاءة. لقد أكد في هذا الصدد المدير التنفيذي لمركز الإمارات للدراسات والبحوث الاستراتيجية عبدالله السهلاوي في كلمة له عام 2010م، وذلك في إفتتاح المؤتمر الخامس عشر لمركز الامارات للدراسات و البحوث في العاصمة أبوظبي، على وجود خلل بين مخرجات التعليم ومتطلبات سوق العمل و عدم إتخاذ خطوات إجرائية لمعالجته سيكون سبباً في إعاقة التنمية و زيادة البطالة. حيث أستنتج بأن تدني الإنفاق على التعليم و تقاعص القطاع الخاص في المساهمة الفعلية، هو السبب الرئيسي وراء هذا الخلل في مخرجات التعليم و عدم مطابقتها لسوق العمل. و أكد بأن زيادة الإنفاق على التعليم كمتغير إستثماري يوف يسهم على المدى الطويل في رفع معدلات النمو الإقتصادي و تقليل نسب البطالة بين المواطنين.

إن خطط و إستراتيجية التعليم كما أسلفنا سابقاً، يجب بأن تبدأ من إصلاح و تطوير التعليم الأساسي بمراحلته المختلفة، بحيث تواكب جميع التطورات الحديثة في أساليب التعليم و توفير الكوادر المؤهلة في تطبيقها. و يجب أيضاً الإهتمام ببرامج اعادة التأهيل و التدريب للطلاب المتخرجين من الجامعات و الكليات. و كذلك التوسع في مجالات التعليم الفني و التدريب المهني التي يحتاجها سوق العمل في الدولة خصوصاً في القطاع الخاص. إن التوزيع النسبي للسكان (10 سنوات فأكثر) حسب الحالة التعليمية و طبقاً للجنس و فئة الجنسية، و ذلك على حسب تقرير وزارة التعليم لعام 2009م في الجدول رقم (1) في المرفقات، بحيث نلاحظ بأن أكثر نسبة بين السكان في الحالة التعليمية هي الثانوية العامة، و تشكل ما نسبته 23.1 %، تليها فئة الجامعي بنسبة 21.1 %، و هذا إنما يدل على أن أكثر السكان هم من الطبقة المتعلمة في دولة الامارات و يدل كذلك على الاهتمام برأس المال البشري و تعليمه، ولكن السؤال هو هل أن هناك توازن بين مخرجات التعليم لهؤلاء الطلاب و بين متطلبات سوق العمل، أم أن هناك تخصصات و مجالات يوجد فيها نقص حاد من الأيدي العاملة الوطنية المتخصصة فيها، يستدعي منا التركيز و الاهتمام بها؟

إن أغلبية السكان في دولة الإمارات (10 سنوات فأكثر) هم من الشباب المتعلمين كما أشارت إلية مركز الإحصاء و التنافسية لعام 2009م في تقريره، حيث أكد بأن هناك ما نسبته 29 % من المواطنين هم من حملة الشهادة الثانوية، و أن نسبة 10.4 % للذكور من حملة الشهادة الجامعية و نسبة 13.9 % من الإناث المواطنات. و أن نسبة الوافدين الحاصلين على الشهادة الجامعية هو ما يقارب 23 %. و لقد أكد آخر التقرير من مؤسسات التعليم العالي بالدولة

لعام 2014 م ، بأن أكثر التخصصات التي يختارها الطلاب في المرحلة الجامعية هو تخصص الإقتصاد و الإدارة بواقع 10,839 طالب و طالبة من المواطنين في الجامعات الخاصة، و في نفس التخصص عدد 14,09 طالب و طالبة من الوافدين في الجامعات الخاصة بالدولة، يليه تخصص الهندسة بعدد 4,620 طالب و طالبة من المواطنين ، و يوجد فيه تخصص الهندسة أكثر من 9,761 طالب و طالبة من الوافدين في الجامعات الخاصة. أما عن الجامعات الحكومية فهي شبيهة لحد ما مع الجامعات الخاصة، فقد كان تخصص التعليم الأساسي أكثر تخصص يرغب به المواطنون بعدد 15,645 طالب و طالبة، يليه تخصص الإقتصاد و الإدارة بعدد 8,204 طالب و طالبة من المواطنين. أما بالنسبة للوافدين في الجامعات الحكومية فقد كان أكثر تخصص يفضلونه هو التعليم الأساسي بعدد 858 طالب و طالبة، يليه تخصص الإقتصاد و الإدارة بعدد 303 طالب و طالبة في الجامعات الحكومية.

لقد قامت وزارة التعليم العالي في الدولة في السنوات القليلة الماضية بخطوة منطقية و مثمرة، عندما حاولت الدولة ضمان كفاءة الخريج الإماراتي، حيث أصرت على عدم توظيف أي مواطن إلا إذا كان متخرجاً من جامعات معترف بها من وزارة التعليم العالي في الدولة، و لكن المصيبة عندما يتم إستثناء الأجانب والمقيمين في الدولة من هذه الشروط، حيث عندما يتقدم المواطن لطلب وظيفة في الإمارات، يتم رفضه لأن شهادته غير معترف بها، أو يتم توظيفه في درجة دنيا كخريج ثانوية عامة، أما زميله الأجنبي الذي تخرج من نفس الجامعة فيتم التعاقد معه على أنه خبير قادم من الخارج. إن إتساع الإنفصال بين نظام التعليم العام والخاص ومخرجاته وبين سوق العمل ومتطلباته، و كما نلاحظ من خلال مراكز التدريب في الدولة، عدم وجود نظام تدريب علمي، سواءً على المستوى الوطني أو على مستوى القطاعات أو الشركات في القطاعين الحكومي والخاص، يتم من خلاله تزويد العمالة الوطنية بالمهارات المطلوبة بعد قضاء فترة المرحلة العلمية.

أكد الدكتور غيث فريز منسق تقرير المعرفة العربي في برنامج الأمم المتحدة الإنمائي في المؤتمر المعرفة العربي لعام 2014م، بأن أسباب بطالة الشباب العربي من أصحاب الشهادات العليا إلى عدد من العوامل تتضمن عدم توفير البنى الاقتصادية الفرص التي تتوافق مع إمكانات وكفاءات الشباب، والخلل في إختيار الاختصاصات العلمية وعدم توافرها مع إحتياجات سوق العمل، وميل الشباب للعلوم الإنسانية على حساب العلوم التطبيقية والعلمية. و كذلك لقد كشف تقرير المعرفة العربي لعام 2014، عن تخلف المنطقة العربية بما يتعلق ببناء إقتصاد المعرفة عن بقية دول العالم بنسبة عالية. كما أظهر أن نسبة العاطلين من خريجي التعليم العالي في دولة الإمارات تبلغ 22 %. فلقد بين التقرير بأن نظم التعليم و التدريب في البلاد العربية عموماً إتسمت بضغف

الإنتاجية، و أن المناهج التعليمية لا تولي أهمية كبيرة لتنمية شخصية الطالب بقدر ما تهتم بالحفظ و التلقين باستخدام طرق الإمتحانات التقليدية، و كذلك بأنها لا تركز على المهارات الوجدانية و الإجتماعية التي يحتاجها كثير من أصحاب العمل. و أضف على ذلك أنه لا يوجد ثقافة داعمة للبحث العلمي و الإبداع و ضعف التمويل لبناء مجتمع المعرفة. و أشار التقرير بأن في دولة الإمارات ربع عدد فروع الجامعات العالمية في العالم، إلى أن مخرجات هذه الجامعات ليس بالمستوى نفسه من الجودة و التميز كما في بلدانها الأم، و إهتمامها في كيفية كسب الأرباح، دون التركيز الأمثل على مخرجات التعليم.

لقد أعلنت الهيئة الاتحادية للموارد البشرية الحكومية، في دراسة أعدتها في عام 2011م، حول خطة التوطين في القطاع الحكومي الاتحادي (2010م – 2013م)، و حول تخصصات الخريجين واحتياجات الجهات الاتحادية فقد تبين أن معظم الخريجين يتخصصون في (إدارة الأعمال، الهندسة، تقنية المعلومات، الآداب) في حين أن التخصصات الأكثر طلباً من الجهات الاتحادية هي (التخصصات الطبية و الطبية الفنية، التخصصات التعليمية الذكور، محاسبة، إدارة و تطوير الموارد البشرية، قانون، شبكات حاسب آلي. (الهيئة الاتحادية للموارد البشرية، 2011م)

إن التحفيز و التشجيع من الأمور الضرورية في تطوير مهارات و قدرات الأيدي العاملة الوطنية سواء المشتغلين أو المتعطلين عن العمل. لأن التحفيز و التشجيع ينمي الرغبة في بذل أعلى مستويات الجهد في تحقيق الأهداف الفردية للعامل أو الباحث عن فرصة عمل، و هي من المثيرات و الرغبات المهمة في حياة أي فرد من أفراد المجتمع التي تحرك الإنسان للإستجابة و القيام بسلوك و مهام مختلفة بغية تحقيق أهداف معينة. إن التحفيز و التشجيع أولاً يبدأ من نفس الفرد و هي رغبة داخلية تثير في الفرد الرغبة في تطوير الذات و المهارات و قدراته العلمية و العملية، و ذلك لإشباع حاجاته الإنسانية المختلفة و رغبة محددة في الحصول على الأشياء التي يحتاجها في حياته اليومية، و هذا الشيء يتطلب تحفيز و تشجيع الأسرة و المجتمع للفرد، و كذلك التوعية على أهمية التطوير الذاتي و التعليم ليكون له دافع قوي للعمل البناء منذ نشأته في مراحل التعليم الأساسي و حتى بلوغ سن الرشد، ثم يأتي الحافز الخارجي من المجتمع و البيئة المحيطة للفرد التي تجذبه إليها و توفر له الوسيلة المناسبة لتحقيق الرضا بالذات و تحقيق الأهداف لإشباع حاجاته و رغباته التي لا يمكن أن يستغني عنها في حياته اليومية.

يوجد هناك نوعان أساسيان من الحوافز و التشجيع، نبدأ بالحوافز المادية، و هي حوافز ملموسة و لها أشكال متنوعة كالأجور و المساعدات المادية التي تقدمها الحكومات و المؤسسات للأفراد. و هناك أيضاً ما يسمى بالحوافز المعنوية، و التي ترضي الحاجات الذاتية للفرد كالحاجة للتقدير و الثناء على الجهود المبذولة للفرد، و كذلك حاجة الإختلاط في المجتمع و إحساس الإنتماء الى

جماعة معينة لها نفس الأهداف في العمل المشترك للتطوير و الانماء. إن دولة الامارات و قيادتها الرشيدة وضعت جميع السبل و الامكانيات في تحفيز و تشجيع المواطنين على تطوير مهاراتهم و قدراتهم في شتى المجالات الإجتماعية و الإقتصادية و الثقافية، حيث أنها أنشأت المراكز التعليمية و الثقافية و الفنية و كذلك التقنية منها في جميع إمارات الدولة دون إستثناء، لتطوير رأس المال البشري، و تحقيق التنمية المستدامة. ولكن السؤال هنا هل أن جميع الأهداف قد تحققت على أكمل وجه، أم هناك أسباب خفية تعول دون تحقيق هذه الأهداف المنشودة التي رسمتها الحكومة لتطوير الفرد و المجتمع الإماراتي، حيث أنها إستخدمت الحوافز المادية و المعنوية و لم تتدخّر أي جهد في ذلك. لقد أظهرت نتائج إستبيان حديثة في عام 2015م، قام بها مجلس أبوظبي للتعليم لقياس مدى إقبال الطلاب على إكمال الدراسة الجامعية بعد الإنتهاء من دراسة الثانوية العامة، لقد شارك في الإستبيان أكثر من 52 طالب من المواطنين و المقيمين. لقد كانت النتائج صادمة و غير متوقعة حيث أن نسبة 45.2 % من طلبة الحلقة الثالثة بالمدارس الحكومية في الإمارة، و 28 % من طلبة الحلقة الثالثة من المدارس الخاصة، لا ينوون أو يفكرون في إكمال الدراسة الجامعية و الإلتحاق بالجامعات و الكليات، أيضاً إن من نتائج الإستبيان ما نسبته 25 % من الطلبة المشاركين في الإستبيان في المرحلة الثانوية لا يفكرون بالإلتحاق بمقاعد الدراسة في الجامعات و الكليات المختلفة في الإمارة. ما يزيد الدهشة بأن نسبة 42.7 % من طلبة الثانوية الحكومية، لم يتخذ قراراً بالتخصص الجامعي الذي ينوي إكماله في حال التحاقه بالجامعة.

إن الأسباب التي تدفع الطلبة في عدم التفكير في إستكمال دراسات الطلاب الجامعية لتطوير قدراتهم و قدراتهم، هو التوجيه الغير مناسب لكثير من الحوافز المادية و المعنوية لهذه الفئة من المجتمع، و التي تمثل الشريحة الكبرى لقوة العمل الوطنية، و هي تعتبر المحرك الرئيسي لإقتصاد و نمو البلد. حيث أننا نلاحظ بأن الكثير منهم يرغب في دخول سوق العمل بأسرع وقت ممكن و أقصر الطرق لتأمين دخل مناسب لهم، و ذلك قبل إكمال تعليمهم الجامعي، و يرجع ذلك في إرتفاع الدراسة في الجامعات الخاص في الدولة، و صعوبة شروط الإلتحاق بالجامعات الحكومية كشرط اللغة الإنجليزية " الأيلس" أو إمتحان "السيبا" و كذلك قلة عدد المنح الدراسية للطلاب. إن عدم التوجيه السليم للحوافز للطلبة المواطنين في هذه المرحلة المهمة من حياتهم، سوف يؤثر في مخرجات العملية التعليمية، مما سوف يولد طبقة متوسطة التعليم و محدودة المهارة من الأيدي العاملة الوطنية. نعم إن هناك خلل لابد من الإسراع في تصحيحه من قبل الجهات المختصة و المعنية، حيث أن الدراسة لم تعد هدفاً أو غاية يحاول الطالب تحقيقها لتطوير ذاته و مهاراته، بل أصبحت ضرورة فقط من أجل الحصول على عمل يوفر له جميع إحتياجاته و رغباته بأسرع الطرق الممكنة، في ظل أعباء الحياة الصعبة و غلاء المعيشة، فيكون الخيار الأمثل للطلاب هو دخول سوق العمل بدلاً من التعليم و التدريب.

4. التوعية المجتمعية:

إن أهمية الإعلام و التوعية المجتمعية للقوى العاملة الوطنية تكمن في الاستفادة من وسائل الإعلام و قنوات الإتصال المختلفة في نشر التوعية المجتمعية من أهمية التوطين في التنمية المستدامة المنشودة لخطط دولة الإمارات المستقبلية، و كذلك تعتبر نقطة إتصال مهمة بين الحكومة و بين فئات المجتمع المختلفة، حيث أن كل ما يصدر من الحكومة من قرارات و إستراتيجيات و خطط و تشريعات بخصوص عملية توطين الوظائف في الدولة يمكن نشرها تبينها الى كافة أفراد المجتمع. حيث أن أهمية الإعلام و التوعية تكمن في تعزيز و غرس الإحساس الوطني بإعطاء الفرصة الحقيقة للعمالة الوطنية بعد تدريبها و تأهيلها و توجيهها مهنيًا من قبل الجهات في القطاعات الحكومية.

يسعى كل مواطن باحث عن فرصة عمل بإيجاد فرصة له ليسهم في تنمية بلده، و يثبت ذاته من خلال العمل الجاد و الإنتاج اذا ما سمحت له الفرصة في ذلك. أن البطالة في أي مجتمع تعتبر مشكلة عظيمة لما لها من آثار إجتماعية و إقتصادية و تنموية سلبية على الفرد و المجتمع، حيث كشف المركز الوطني للإحصاء أن معدل البطالة بين المواطنين وصل إلى 20.8 %، مقابل 3.2 % لغير المواطنين، و أن هذا الرقم قابل للزيادة نظراً لزيادة أعداد الخريجين من كل عام دراسي.

إن القضاء على البطالة ليس من المستحيلات التي يصعب تحقيقها، بل أنه من الممكن بأن يتم التقليل من أثارها تدريجياً، خاصة في بلد يملك جميع مقومات الدعم المادية و المعنوية من قبل القيادة الرشيدة في دولة الامارات، و التي شغلها الشاغل هو كيفية إسعاد المواطن الإماراتي، و هذا لا يمكن تحقيقه إلا بتطبيق إستراتيجية شاملة و عملية لرفع كفاءة سياسات ادارة التوطين بكل حرفية و فاعلية. أن تصريح وزير العمل في الحكومة الاتحادية عام 2012 م، خير برهان على عظم المشكلة و على إزدياد نسب البطالة بين المواطنين الشباب منهم، حيث قال بأنه سيكون هناك ما بين 225 ألفاً و 250 ألف مواطن يبحثون عن عمل بحلول عام 2020 م، أنه رقم مخيف لا يستهان به و يبدق ناقوس الخطر. يجب من صناع القرار و المخططون في الدولة تدارك تلك التوقعات و ذلك بالحد من مشكلة البطالة، و محاولة إحتوائها و التقليل من تأثيراتها، لأن توظيف أبناء الوطن حق و واجب، و هم أولى بالوظائف في بلادهم في جميع القطاعات الحكومية و الخاصة، و أن لا نستخدم مصطلح الإقتصاد الحر الذي تنتهجه الدولة، ذريعة في الهروب من تحمل المسؤولية في توطين الوظائف. إن البطالة هي قضية وطن و مواطن في نفس الوقت، بل هي قضية المجتمع كله و لا تتحمل الحكومة كل المسؤولية على عاتقها، حيث يجب على الباحثين عن عمل من المواطنين أنفسهم المشاركة الفعالة في تأهيل و تدريب أنفسهم، و ذلك من أجل تطوير مهاراتهم و قدراتهم، لتحقيق الأهداف الوطنية و تمكين عملية إحلال العمالة

الوطنية محل العمالة الوافدة في سوق العمل بكل قدرة و كفاءة، سواء على المدى القريب أو المتوسط أو البعيد.

كما أشار مركز الإحصاء و التنافسية لعام 2009م، بحيث أظهر التوزيع النسبي للمتطلين حسب طبيعة التطل و طبقاً للإمارة و الجنس و فئة الجنسية و بعض الخصائص الإجتماعية و الإقتصادية و الديموغرافية، يبين التقرير بأن 69.3 % من العاطلين في الدولة من الذكور المواطنين لم يسبق لهم العمل، و أن نسبة الإناث المتطلات من المواطنين بلغت 91.7 % اللواتي لم يسبق لهم العمل مطلقاً، و أن 30.7 % من العاطلين في الدولة من الذكور المواطنين سبق لهم العمل، و أن نسبة الإناث المتطلات من المواطنين بلغت 8.3 %، اللواتي سبق لهم العمل من قبل في بعض المؤسسات. و كذلك يؤكد التقرير بأن أغلبية أعمار العاطلين عن عمل في الدولة هم من الشباب التي تقع أعمارهم بين (15-19) سنة، و يشكلون نسبة 36.1 % من أعداد المتطلين، و كذلك أن نسبة الإناث المتطلات أكثر من نسبة المتطلين من الذكور بنسبة 10.8 % للإناث، و نسبة 2.4 % للذكور. و لقد أكد التقرير أيضاً بأن عدد المواطنين المتطلين عن عمل أكثر من عدد الوافدين المتطلين بواقع نسبة 14 % للمواطنين، و ما نسبته 2.8 % للوافدين المتطلين.

إن أهمية معرفة نسبة العرض و الطلب على الوظائف في ما يخص التوطين من الأمور الضرورية و المهمة لمعرفة الوظائف التي يحتاجها سوق العمل من جانب العرض، و كذلك عدد الباحثين عن عمل من المواطنين المقدمين للوظائف الشاغرة من جانب الطلب. لا شك أن الأرقام المستخرجة لحجم الطلب على الوظائف سوف تعطينا بعداً واضحاً حول التخصصات و القطاعات المشبعة ما يسمى بفجوة العرض الموجبة، و كذلك نستدل منها بنوعية الوظائف الشاغرة المخططة للتوطين و استمرارها شاغرة أو تم شغلها من خلال وافدين غير مواطنين و ذلك ما يسمى بفجوة العرض السالبة. (علي، 2013م)

إن تعريف العرض على الوظائف في سوق العمل، هو عدد الأيدي العاملة (القوى العاملة) المتمثلة بالجهد المعروض فعلاً أو المستعد للعمل من الشريحة السكانية النشطة اقتصادياً خلال فترة زمنية معينة، أما تعريف الطلب في سوق العمل هو الجهود البشرية المطلوبة كمّاً و نوعاً من قبل أصحاب العمل من المؤسسات الحكومية و الخاصة مقابل مزايا و تخصصات معينة، و يأتي الآن أهمية معرفة الفجوة بين العرض و الطلب، والتي تعتبر من الأمور الضرورية لمعرفة حجم الهوة بينهما، و هذا لإحداث التوازن الطبيعي في سوق العمل، و التي يمكن معرفتها بحصر حالات طلبات التوظيف التي لا تجد عروضاً تطابقها، و حالات العرض التي لا تجد مواطنين لديهم المؤهلات اللازمة أو الرغبة بشغلها، وهي بالتالي تساوي فجوة الطلب مجموعة مع فجوة العرض، و بإختصار فإن فجوة الطلب وحدها هي حصر حالات طلبات التوظيف التي لا تجد عروض توظيف تطابقها، أما فجوة العرض فهي فقط حصر حالات الوظائف

المعروضة التي لا تجد مواطنين لشغلها. أن الموائمة بين العرض و الطلب هي أحد السبل المهمة في تسريع عملية توظيف الوظائف و تقليل نسب البطالة بين المواطنين، حيث أنه يمكن معرفة و تحديد الوظائف التي يحتاجها سوق العمل كمأ و نوعاً في الوقت الراهن و توقع الاحتمالات في المستقبل.(علي،2013م)

5. قاعدة بيانات التوظيف:

إن أهمية مركز الإحصاء و قواعد البيانات للتوظيف تكمن في تحديد القطاعات و الفئات و المجموعات الوظيفية و الوظائف المستهدفة للتوظيف، و يتيح كذلك توفير البيانات المرتبطة ببعضها البعض على المستوى الكلي و المؤسسي للقطاعات الحكومية و الخاصة، و كذلك ترابطها مع قواعد بيانات سوق العمل لإتخاذ القرارات الملائمة. إن قرار مجلس الوزراء الموقر بقرار رقم 15 لسنة 2013م، بربط 30 جهة إتحادية مستقلة ضمن نظام معلوماتي مركزي موحد، تعد خطوه مهمة في إطار حل مشكلة التوظيف في المؤسسات الإتحادية المستقلة لتوفير و مراجعة المعلومات المتعلقة بنسب التوظيف المتحققة و الشواغر المتوفرة فيها. أنه لمن المخجل و المؤسف وجود عاطلين عن العمل في دولة مثل الإمارات، التي تتميز عن غيرها بكثرة مواردها المادية و ثرواتها من صادرات النفط و الغاز الطبيعي، بالإضافة إلى قلة عدد السكان فيها مقارنة بعدد المقيمين بها. إن وجود قواعد بيانات وطنية شاملة للقوى العاملة أصبح ضرورة ملحة في وقتنا الحالي، و إن هذه البيانات يجب أن تشمل القطاعات جميعها دون إستثناء، حيث يجب بأن تشمل القطاعات شبه حكومية و الخاصة الذي يوفر آلاف الوظائف سنوياً، ليس فقط المؤسسات الإتحادية.

إن أهمية قواعد بيانات التوظيف الشاملة في دولة الإمارات تكمن في توفير المعلومات اللازمة بالعدد الفعلي للمواطنين الباحثين عن عمل، و يتم كذلك تحديد مؤهلات و تخصصات كل باحث عن عمل، و معرفة الموظفين الفعليين في جهات و مؤسسات الدولة الحكومية و الخاصة الذين يسعون إلى فرص عمل أفضل و تطوير خبراتهم، و بالتالي يمكن الوصول بكل الرقم الحقيقي للمواطنين العاطلين عن العمل. أما بالنسبة للمواطنين الباحثين عن عمل الذين لم يسجلوا في قواعد بيانات التوظيف و يقومون بالبحث عن فرص عمل بأنفسهم، فلا بد من إيجاد السبل المناسبة و الميسرة في تسجيلهم و حثهم على التسجيل فيها باستخدام التكنولوجيا الحديثة كالتسجيل الإلكتروني و غيرها لسهولة الوصول و التسجيل، للوصول الى الهدف التي أنشأت له قواعد بيانات التوظيف في حصر أعداد جميع المواطنين الباحثين عن عمل تناسب مؤهلاتهم و قدراتهم، و بالتالي بناء قاعدة بيانات متكاملة من أعداد الكوادر الوطنية و الموارد البشرية التي سوف تثري مختلف قطاعات الأعمال و تدعم التنمية الوطنية في المستقبل القريب. وأيضاً سوف تساعد قواعد بيانات التوظيف على إمكانية التنبؤ بسوق العمل في المستقبل بعد تحديد نسبة العرض و الطلب على توظيف الوظائف.

إن توفير قواعد بيانات التوظيف المتكاملة و الشاملة من قبل جهات الاختصاص سوف يسهل من دراسة قواعد بيانات المسجلين فيها، و ذلك من خلال دراسة و تحليل الوضع الحالي للباحثين عم عمل و معرفة السلوك الذي ينتج عنه كل باحث عن عمل، بحيث يتم تصنيف المسجلين و فق توجهاتهم السلوكية و دوافعهم و معرفة محفزاتهم، و بالتالي إستعراض جميع النتائج في تمثيل نسبي لكل فئة من الباحثين حسب أعمارهم و مؤهلاتهم و توجهاتهم، و على ضوءها يتم تخطيط و تصميم الحلول و الإستراتيجيات المناسبة لتحفيز و توجيه الباحث عن عمل إلى أفضل الفرص الوظيفية. إن وجود قواعد بيانات التوظيف الوطنية بحد ذاته سوف يغطي جانب الطلب، أما الجانب الآخر فهو جانب العرض على توظيف الوظائف، فيجب بأن تكون هناك قواعد بيانات للوظائف الحالية و المتوفرة في جميع الجهات الحكومية و الخاصة، و تحديد نوعية و كمية الوظائف التي يمكن احلالها بالعمالة الوطنية في الوظائف الحالية، و مطابقة الوظائف المعروضة فيها و بين حالات الطلب للمواطنين الباحثين المسجلين في قواعد البيانات لشغل هذه الوظائف الشاغرة، و بالتالي يمكن ردم الفجوة بين العرض و الطلب على توظيف الوظائف باستخدام قواعد بيانات التوظيف التي تشمل على جانبي العرض و الطلب و سهولة الربط بينهما.

التوصيات و المقترحات:

يقع على عاتق المؤسسات و الأجهزة الحكومية المسؤولة عن القوى العاملة الوطنية، مسؤولية الحد من أو تخفيض معدلات البطالة بين المواطنين و تطبيق عملية التوظيف بشكل أكثر فعالية، ومن الحلول المقترحة و التوصيات نجد:

- ضرورة مراجعة سياسات التوظيف الحالية و تقييم فعاليتها من قبل الحكومة.
- دعوة المؤسسات المعنية بالتوظيف إلى مراجعة سياساتها الداخلية في هذا الموضوع.
- تطوير خطة إستراتيجية للتعليم العام بحيث تكون أكثر ارتباطاً باحتياجات سوق العمل.
- ضرورة تعزيز دور القطاع الخاص في المشاركة الفعالة في عملية التوظيف.
- ضرورة إنشاء قاعدة بيانات خاصة للتوظيف تشمل جميع إمارات الدولة.
- وضع الخطط المناسبة في سبيل توعية المجتمع بأهمية عمليات التوظيف في التنمية الاقتصادية المستدامة و تقليل نسب البطالة بين المتعطلين المواطنين.
- إلزام القطاع الخاص بتوفير فرص عمل لمواطنين و توجيه بعض المشاريع إلى إمارات أخرى لخلق وظائف جديدة فيها.
- دعم أجور المواطنين العاملين في القطاع الخاص و تأمينهم ضد التعطل.

- نشر الوعي بين المواطنين وتحفيزهم بأهمية العمل في الوظائف الفنية التي يحتاجها سوق العمل، وتوفير مراكز للتأهيل المهني.
- وضع برامج توعوية تستهدف توعية المجتمع والأسر بتطورات سوق العمل وأهمية العمل في نمو الإقتصاد الوطني.
- إنشاء مركز إحصاء حكومي ليكون أساس قاعدة بيانات للتوطين لتلقي طلبات التوظيف وإعتبارها المرجع الأساسي في كل ما يتعلق بالتوطين وتوفير الإحصاءات اللازمة.
- تشجيع المواطنين على الإستثمارات داخل الدولة عن طريق الدعم الحكومي للمشروعات الصغيرة و المتوسطة للشباب.

الخاتمة:

بعد الإطلاع على هذا موضوع التوطين في كثير من المراجع و المصادر الموثوقة مثل الكتب و المنشورات الصحفية و المقالات و تصفح الإنترنت، وجدنا أن هناك الكثير من المصادر التي أطلعنا عليها من خلال أوراق العمل و البحوث المشاركة في الملتقيات الإقتصادية و الإجتماعية و المؤتمرات و ورشات العمل و الندوات ذات الصلة. إن وضع مجموعة من الحلول العملية لأغلب المشاكل التي تواجه العمالة الوطنية في الوقت الحاضر، يعتبر من الضروريات التي يتطلبها سوق العمل في دولة الإمارات، مع مراعاة عدم التسرع في التخطيط للعمالة الحالية، و إستخدام الحلول التدريجية لخطط الإحلال في المستقبل لسد العجز في بعض الوظائف التي تحتاج إلى تدريب و تأهيل عالي الدقة. إن من مزايا التخطيط الجيد للقوى العاملة الوطنية يشترط توافر أسس و أساليب مثلى و عملية في إستخدام الأيدي العاملة في أماكنها المناسبة، و التي سوف تقلل من الأعباء المادية للدولة بالتخلص من البطالة المقنعة، و كذلك زيادة الإنتاجية للموظفين بحيث أن وظائفهم تتوافق مع قدراتهم و مؤهلاتهم. أيضاً ما يميز الخطط السليمة هو تخفيض معدل دوران العمل لشريحة

كبيرة من القوى العاملة الوطنية، و بالتالي ضمان إحتفاظ الموظف في مكانه المناسب يساهم في رفع إمكانياته و بناء خبراته، و التركيز على مجال و تخصص يناسب مؤهلاته، سوف يؤدي الى زيادة تنافسيته و تحسين مستويات الأداء و زيادة الابتكار و التطور المهني السريع، وبالتالي سوف تقل معدلات البطالة في الدولة بإستخدام التخطيط السليم و الفعال.

تعد مشكلة توطين الوظائف من أعظم المشاكل الإقتصادية التي سوف تواجه دولة الإمارات، وذلك لآثارها السلبية ليس على الفرد فحسب بل على الدولة ككل. وما زاد الأمر تعقيداً هو سرعة إنتشار أعداد العاطلين عن عمل من المواطنين التي أخذت تلغي دور الأيدي العاملة الوطنية في كثير من القطاعات عامة و القطاع الخاص خاصة. مما يجعل علاجها ليس بالأمر الهين بالنسبة للحكومة و صناع القرار في الدولة. وبالتالي فإن الرهان الحقيقي لمستقبل الشغل ببلادنا يقوم على أساس تنمية الأنشطة الذاتية، من خلال إنشاء مؤسسات و مشاريع فردية و جماعية قادرة على البقاء و الإستمرارية من جهة، و على رفع معدل الكفاءة و المؤهلات لمختلف شرائح الأيدي العاملة الوطنية، الشيء الذي سيخفف من حجم البطالة و أعداد العاطلين على المدى الطويل.

الشكر و التقدير:

الحمد لله رب العالمين والصلاة والسلام على معلم البشرية وهادي الإنسانية وعلى آله وصحبه ومن تبعهم بإحسان إلى يوم الدين. أتوجه بالشكر الجزيل لكل من ساهم في إخراج هذا البحث إلى حيز التنفيذ، إلى كل من كان سببا في تعليمي وتوجيهي و مساعدتي. إلى الفاضل المستشار الإجتماعي خالد عبدالعزيز العامري، وإلى الفاضل المستشار الإقتصادي فهد أحمد الجابري. حيث لم يألوا جهداً في إرشادي وتوجيهي أثناء عملي في البحث.

الجداول و الأشكال:

الجدول (1): من إعداد الباحث – التوزيع النسبي للسكان (10 سنوات فأكثر) حسب الحالة التعليمية وطبقاً لفئة الجنسية (مواطن/ وافد) والجنس , المصدر من المركز الوطني للإحصاء و التنافسية 2009م

الحالة التعليمية	فئة الجنسية Nationality Group								
	مواطن N			غير مواطن NN			إجمالي T		
	ذكور M	إناث F	جملة T	ذكور M	إناث F	جملة T	ذكور M	إناث F	جملة T
أمي	4.6	9.7	7.1	4.8	4.6	4.7	4.8	6.1	5.3
يقرأ ويكتب	10.4	10.3	10.4	15.0	12.2	14.1	14.2	11.6	13.3
ابتدائي	17.8	15.2	16.5	12.1	12.5	12.2	13.0	13.3	13.1
إعدادي	21.8	16.8	19.3	14.1	12.7	13.6	15.4	13.9	14.9
ثانوي	29.6	29.0	29.3	19.8	24.5	21.4	21.5	25.8	23.1
فوق الثانوي ودون الجامعي	3.9	3.9	3.9	6.0	5.9	6.0	5.6	5.4	5.5
جامعي	10.4	13.9	12.1	23.6	23.4	23.5	21.3	20.6	21.1
أعلى من جامعي	1.6	1.2	1.4	4.6	4.2	4.5	4.1	3.3	3.8
إجمالي (%)	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

الجدول (2): من إعداد الباحث – التوزيع النسبي للمشتغلين (15 سنة فأكثر) حسب فئة الجنسية والجنس وطبقاً للقطاع , المصدر من المركز الوطني للإحصاء و التنافسية 2009م

القطاع	فئة الجنسية Nationality Group								
	مواطن N			غير مواطن NN			إجمالي T		
	ذكور M	إناث F	جملة T	ذكور M	إناث F	جملة T	ذكور M	إناث F	جملة T
حكومة اتحادية	46.9	42.6	45.8	2.7	2.6	2.7	7.2	8.4	7.4
حكومة محلية	40.3	35.9	39.1	13.5	6.1	12.2	16.2	10.4	15.1
مشترك	5.0	8.9	6.0	4.1	2.6	3.8	4.2	3.5	4.1
خاص	6.7	9.3	7.4	71.6	33.4	64.6	65.1	29.9	58.4
أجنبي	0.4	1.4	0.6	1.2	2.0	1.3	1.1	1.9	1.2
هيئات دبلوماسية	0.0	0.1	0.0	0.1	0.1	0.1	0.1	0.1	0.1
بدون منشأة	0.4	0.0	0.3	0.8	0.1	0.6	0.7	0.1	0.6
أسر خاصة	0.3	1.9	0.7	6.0	53.1	14.6	5.4	45.6	13.1
اجمالي	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0



شكل (1): من إعداد الباحث العمالة حسب النشاط الاقتصادي, مصدر وزارة العمل (إدارة دراسات و معلومات سوق العمل 2013م)

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ساره بنت مسفر الحقباني

وزارة التعليم , المملكة العربية السعودية

المخلص

سعت الدراسة إلى التعرف على درجة توفر متطلبات بناء القدرات المؤسسية في إدارات التعليم، واعتمدت الدراسة على المنهج الوصفي المسحي، وذلك باستخدام الاستبانة. تكون مجتمع الدراسة من مدراء إدارات التعليم في المناطق والمحافظات (45) مديراً للتعليم ومساعدتهم (135) مساعداً، ومن المستشارين التعليميين والمشرفين والمشرفات في وكالات وإدارات عموم وزارة التعليم والذين يبلغ مجموعهم (316) فرداً. وتمثلت أبرز نتائج الدراسة فيما يلي: تتوفر متطلبات بناء القدرات المؤسسية في إدارات التعليم بدرجة متوسطة وذلك من وجهة نظر أفراد العينة، وجاءت متطلبات بناء العلاقات والشراكات الاستراتيجية بالمرتبة الأولى من حيث درجة التوفر، تليها متطلبات بناء القيادة الاستراتيجية، تليها متطلبات بناء إدارة البرامج والعمليات، ثم متطلبات بناء الموارد المالية والمادية والتقنية، وفي المرتبة الأخيرة تأتي متطلبات بناء الموارد البشرية كأقل متطلبات بناء القدرات المؤسسية توفراً. كما قدمت الدراسة عدداً من التوصيات.

الكلمات الدلالية : بناء القدرات- إدارات التعليم

مقدمة

تعيش المنظمات المعاصرة في ظروف متغيرة ومعقدة بسبب التغيرات الاقتصادية والاجتماعية والسياسية والثقافية في بيئتها الخارجية، إن تلك الظروف تستلزم من إدارات المنظمات التغيير في وسائلها وعملياتها لمواكبة تلك المستجدات ولمواجهة حدة المنافسة العالمية والتي تشد يوماً بعد يوم.

لذلك تزايد اهتمام كتاب الفكر الإداري في البحث عن مداخل جديدة تساعد المنظمات على تطوير أدائها، ويعد مدخل بناء القدرات المؤسسية أحد أبرز المداخل الإدارية والتي تستخدم في إدارة التغيير على المستوى المؤسسي، ومدخلاً للإصلاح المؤسسي الشامل. ويعتبر بناء القدرات المؤسسية حقلاً تخصصياً جديداً يستحوذ على قدر متزايد من الأهمية في الارتقاء بكفاءة وفاعلية منظومة العمل المؤسسي (Mckinsey & company, 2001, p13).

ويعد مفهوم بناء القدرات المؤسسية من المفاهيم الحديثة نسبياً، حيث أنه برز في سياق عالمي، وحظي بانتشار واسع، كما روجت له العديد من المنظمات الدولية (محمد، 2012، ص 96)، وبالرغم من أن مفهوم بناء القدرات المؤسسية قد أخذ في الانتشار والتوسع وظهر في

العديد من المؤسسات والمنظمات التعليمية والصحية والبيئية والسياسية إلا أن المفهوم قد ارتبط ظهوره بنوع خاص من المنظمات وهي المنظمات غير الحكومية، وهذا ما أعطى للمفهوم نوعاً من الاهتمام والغموض في الوقت نفسه (morgan, 2007, p10).

اقتصر المفهوم السابق لبناء القدرات المؤسسية على تقديم الدعم المالي المباشر للمنظمات غير الحكومية، على اعتبار أن ذلك الدعم يساهم في تطوير تلك المنظمات وفي قيامها بدورها في المجتمع.

ثم بدأ التفكير بشأن القدرات المؤسسية يشهد تحولاً في مطلع التسعينات، وذلك على خلفية تزايد الاهتمام بدعم جهود التنمية على كلا المستويين الوطني والدولي (Dinham & Crowther, 2011, p622) حيث أصبح ينظر إلى بناء القدرات المؤسسية على أنه جهد طويل الأمد ينبغي ترسيخه في عمليات تغيير داخلية المنشأ وواسعة النطاق يملكها من يشارك فيها، ويحددها السياق، وتركز على تغيير القيم والاتجاهات واكتساب مهارات ومعارف جديدة مع تطوير بيئة العمل التنظيمية الملائمة والمحفزة للإبداع والتعلم والابتكار والهدف الجماعي، في حين تستطيع الأطراف الخارجية تسهيل وتعزيز ودعم النظم والقواعد والسياسات والعمليات الداخلية (UNDP, 2008, p30).

ويركز بناء القدرات المؤسسية على الأداء العام للمؤسسة المعنية وقدراتها على القيام بوظائفها، فضلاً عن قدرتها على التأقلم مع التغيير، وهو ما يستهدف تطوير المؤسسة باعتبارها نظاماً كلياً، شاملاً الأفراد والمجموعات المكونة للمؤسسة فضلاً عن علاقتها بمحيطها (حسن وهلال، 2009، ص 10).

كما توجد العديد من الأنشطة والعمليات والتي تمكن المنظمات على اختلافها من بناء قدراتها، ومنها: عقد الشراكات الدولية، التوأمة، التعلم التنظيمي، والتدريب.

وتتسم عملية بناء القدرات المؤسسية وتنميتها بعدد من الخصائص، فهي عملية ذات أهداف بعيدة المدى حيث تسعى لإيجاد منظمات قادرة على أن تدبر نفسها ذاتياً، كما أنها عملية شمولية حيث تتضمن بناء القدرات المؤسسية المادية التنظيمية وكذلك البشرية بشكل متكامل، بالإضافة إلى كونها عملية مستمرة (زهران، 2012، ص 2190).

وتعتبر المؤسسات التربوية من أهم المؤسسات في أي دولة، وفي المملكة العربية السعودية تعد إدارة التعليم هي الأداة الرئيسة في تنفيذ سياسة التعليم في وزارة التعليم، كما

تعتبر إدارات التعليم المرجع الأول والمباشر لجميع المدارس، وهمزة الوصل بين وزارة التعليم والعاملين في الجهاز المدرسي.

وفي الوقت الحاضر ازدادت وظائف إدارة التعليم وتعددت مسؤولياتها، فبعد أن كان عملها لا يتجاوز الإشراف على العملية التعليمية، توسع ليصل إلى المشاركة في وضع الخطط وتنفيذها، ومساعدة الوزارة في تقييم وتطوير المناهج والخطط الدراسية ودراسة ظروف العمل لتحسين مستوى الأداء وتنشيط العملية الإدارية (الحيدان، 1424هـ، ص57)

وأمام تعدد مهام إدارات التعليم، وتنوع أدوارها ومسؤولياتها، وتزايد أعمالها، فإن عليها أن تتجاوز بعملها الإصلاح والعمليات الآتية إلى التغيير والإبداع المستمرين.

لذلك تبرز الحاجة إلى بناء القدرات المؤسسية كعملية تغيير تنبع من داخل إدارة التعليم وتمكنها من القيام بوظائفها، وتحقيق أهدافها، والتكيف مع الواقع، واستشراف المستقبل.

مشكلة البحث

تعد وزارة التعليم بالمملكة العربية السعودية المشرف الأساسي على التعليم العام، والذي يحظى بعناية بالغة ودعم كامل من القيادة العليا في الدولة، وترصد له ميزانيات هائلة. فقد بلغ ما تم تخصيصه لقطاع التعليم العام والعالي وتدريب القوى العاملة (200) مليار ريال، وهو ما يعادل (22.5%) من النفقات المعتمدة بميزانية العام المالي 1437/1438هـ.

وتقوم وزارة التعليم بسن السياسات وتنفيذ العديد من المشاريع بهدف تطوير نظام التعليم العام، ودعم أداء إداراته من خلال قياس أدائها بواسطة معايير ومؤشرات علمية دقيقة واختيار القيادات المؤهلة لها، ومن ذلك إنشاء الأمانة العامة للتعليم.

وعلى الرغم من ذلك فقد رصدت وزارة التعليم العديد من نقاط الضعف والتي يعاني منها واقع الإدارة التربوية في نظام التعليم السعودي والتي تؤثر على كفاءته، ومنها: ضعف التكامل الإداري للوفاء بتقديم خدمة تربوية وتعليمية وإشرافية مناسبة، المركزية في التطوير وفي اتخاذ القرارات، عدم وجود توصيف واضح ودقيق للصلاحيات والمسؤوليات، ضعف الحوافز المادية والوظيفية في سلم الأداء الوظيفي في مجال التعليم (الاستراتيجية الوطنية لتطوير التعليم العام، 1433هـ، ص107-108).

وقد توصلت بعض الدراسات إلى أن إدارات التعليم تعاني من العديد من المشكلات وتواجه الكثير من الصعوبات التي تحد من فاعليتها في أداء رسالتها وتعوقها عن القيام بواجباتها، ومن ذلك: وجود مقاومة في إدارات التعليم للتغيير وتحسين الأداء بالإضافة إلى

ضعف نظام الحوافز والمكافآت، محدودية الوقت المخصص للتطوير، قلة الاهتمام بالحوافز المادية والمعنوية للعاملين، انخفاض مشاركة العاملين في صنع القرارات (العتيبي، 2014م؛ الودعاني، 2010م؛ السالم، 2009م) وعلى ضوء أهمية إدارات التعليم ورسالتها ودورها وفعاليتها في تطوير العملية التعليمية، واستجابة للهدف التاسع عشر من خطة التنمية العاشرة والذي يتناول تعزيز مسيرة الإصلاح المؤسسي، ودعم مؤسسات المجتمع المدني، ورفع كفاءة وإنتاجية أجهزة الدولة وموظفيها، وفي ضوء الدراسات السابقة التي توصلت إلى أنها تعاني من العديد من المشاكل والصعوبات وحاجتها للتطوير؛ فإنه ينبغي الاستعانة بأحد المداخل الإدارية الحديثة للكشف عن واقع إدارات التعليم تمهيداً لتقديم الحلول لمعالجته.

وبعد مدخل بناء القدرات المؤسسية من أكثر المداخل منهجية وتطوراً حيث يشمل كافة أبعاد منظومة العمل المؤسسي ويهدف إلى الارتقاء بالأداء الإجمالي للمؤسسة، فهي تمثل حجر الزاوية للإجراءات العملية الهادفة إلى تحسين وتطوير الفاعلية التنظيمية على المستوى المؤسسي، وسيساهم مساهمة كبيرة في زيادة قدرة إدارة التعليم على التعلم وحل المشكلات وإحداث التغيير.

ومن خلال اطلاع الباحثة على الأدبيات والدراسات المتعلقة بهذا الموضوع لم تجد دراسة -على حد علمها- تتناول موضوع بناء القدرات المؤسسية في إدارات التعليم. من هذه المنطلقات أتى هذا البحث لدراسة واقع متطلبات لبناء القدرات المؤسسية في إدارات التعليم بالمملكة العربية السعودية وتقديم بعض التوصيات حيالها.

أسئلة البحث

- 1- ما درجة توفر متطلبات بناء القدرات المؤسسية في مجال الموارد البشرية في إدارات التعليم من وجهة نظر أفراد الدراسة.
- 2- ما درجة توفر متطلبات بناء القدرات المؤسسية في مجال الموارد المالية والمادية والتقنية في إدارات التعليم من وجهة نظر أفراد الدراسة.
- 3- ما درجة توفر متطلبات بناء القدرات المؤسسية في مجال القيادة الاستراتيجية في إدارات التعليم من وجهة نظر أفراد الدراسة.
- 4- ما درجة توفر متطلبات بناء القدرات المؤسسية في مجال إدارة البرامج والعمليات في إدارات التعليم من وجهة نظر أفراد الدراسة.
- 5- ما درجة توفر متطلبات بناء القدرات المؤسسية في مجال العلاقات والشراكات الاستراتيجية في إدارات التعليم من وجهة نظر أفراد الدراسة.

الخلفية النظرية والدراسات السابقة

يذكر كايلودس ودي جراوي Caillods & De Grauwe أن جهود ومبادرات بناء القدرات انتقلت

ويعرف (Stamberg,2001,p39) بناء القدرات بأنه الأنشطة التي تعزز المعرفة والقدرات والمهارات وسلوك الأفراد وتحسين الهياكل المؤسسية والعمليات بحيث يمكن للمنظمة تأدية رسالتها بكفاءة وتحقيق أهدافها بطريقة مستدامة.

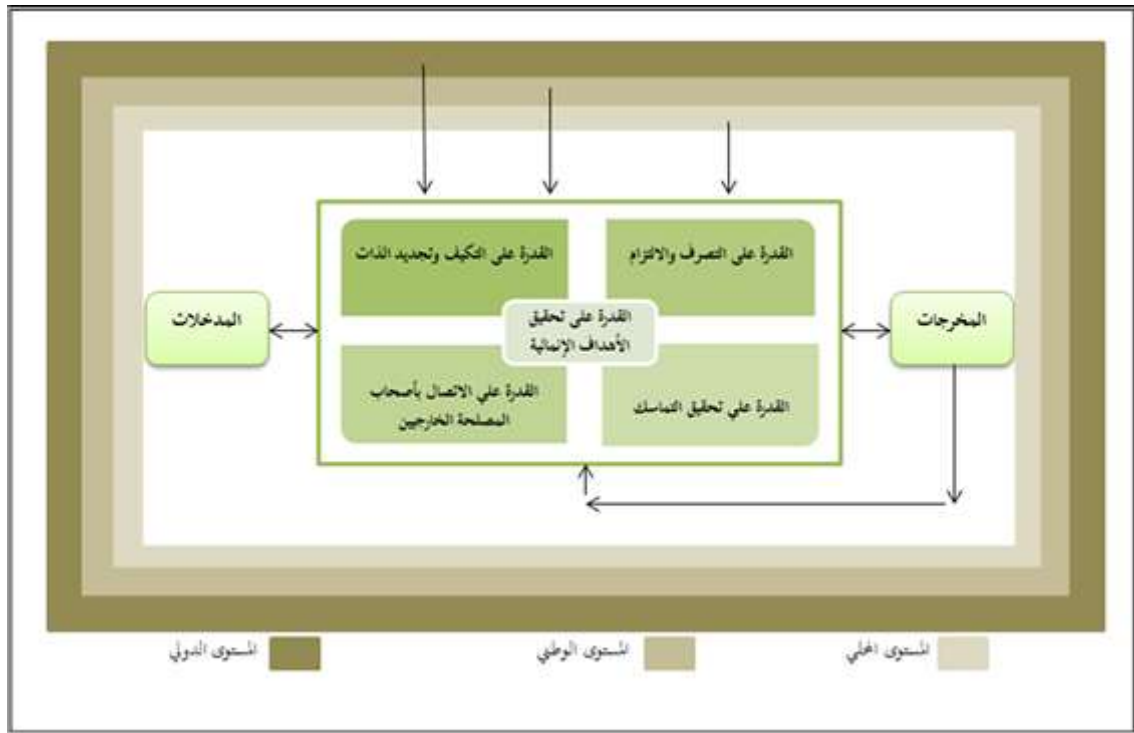
ويؤكد (Horton,2002,p2-3) على أهمية بناء القدرات لرفع مستويات الأداء للمؤسسات، حيث أن أداء المؤسسة يعتمد على: القدرات المؤسسية، الدافع الداخلي، وبيئة التشغيل لهذه المؤسسة والتي تشمل الإطار الاقتصادي والاجتماعي والمؤسسي والقانوني الذي تعمل به المؤسسة

أنواع القدرات

اقترح (Morgan,2006,pp8-19) خمس قدرات أساسية ينبغي أن تتوفر في المنظمة، وهي على النحو التالي:

تدريجياً من الاعتماد بشكل رئيس على مدخل تطوير الموارد البشرية، والذي يتم فيه التركيز على صقل المهارات والكفايات الفنية لدى الأفراد وخلق العمل بالاستعانة بأدوات التعليم والتدريب، إضافة إلى برامج الدعم والمساعدة الفنية (التي يقدمها خبراء يؤدون مهام الوظائف المطلوبة وفي الوقت نفسه يدرّبون زملائهم الآخرين)، وصولاً إلى اتباع مدخل تنظيمي أكثر منهجية وتطوراً يشمل كافة أبعاد منظومة العمل المؤسسي (Caillods & De Grauwe,2006,p3). وتعرف منظمة الأمم المتحدة للبيئة (UNEP) بناء القدرات على أنه عملية شمولية تشمل العديد من الأنشطة والعلاقات والقيم التي من شأنها تمكين المنظمات والجماعات والأفراد لتحسين أدائهم وتحقيق أهدافهم الإنمائية، ويشمل تعزيز العمليات والنظم والقواعد التي تؤثر على السلوك الفردي والأداء الجماعي في جميع مساعي التنمية (UNEP,2002,p24).

أنواع القدرات المصدر: (De Lange, & Feddes,2008)



3. الموارد البشرية: فريق عمل مؤهل سواء من الناحية الأكاديمية أو العملية، والعمل على تطوير الموظفين والاحتفاظ بهم.
4. المرافق والبنية التحتية: مثل المكاتب المجهزة، والبنية التحتية لتكنولوجيا المعلومات والاتصالات
5. الموارد المالية.
6. الحكم والقيادة والإدارة: السياسات والهياكل والإجراءات والثقافة لضمان التوازن الشفاف بين مختلف أصحاب المصالح، وخلق رؤية الاتجاه

متطلبات بناء القدرات

تتنوع المتطلبات الواجب توافرها في المنظمات لكي تتمكن من بناء قدراتها بشكل متكامل، ومنها:

1. التعليم والتعلم: نماذج جديدة للتعليم والتعلم للموظفين الجدد ولأهداف التعلم الجديدة.
2. ضمان الجودة: السياسات والهياكل والإجراءات لتلبية معايير الجودة الداخلية والخارجية والحفاظ عليها.

والتطوير، وتشمل التوظيف، وتطوير الموظفين، الإدارة المالية، وإدارة المرافق.

- الشبكات والروابط: أصبحت الشبكات والروابط وبشكل متزايد أكثر أهمية مع المنظمات التي تعمل داخل المجتمع. في الماضي كان هناك ميل للعمل الفردي أو في وحدات صغيرة، لكن في الوقت الحاضر، فغالبا ما ترتبط المنظمات وموظفيها بشكل وثيق سواء على مستوى الأفراد داخل المنظمة أو على مستوى المنظمة وعلاقتها بالمنظمات الأخرى، كما أصبحت هناك ضغوط متزايدة من قبل أصحاب المصلحة على المنظمة من أجل إشراكهم في جميع جوانب عملها، بدءاً من تحديد الأولويات وتوفير التمويل ووصولاً إلى تقييم النتائج، وهذا يتطلب بطبيعة الحال عمل شبكات وعلاقات شراكة مع المنظمات الأخرى.

ثانياً: الدراسات الأجنبية

- دراسة غاروفالو (Garofalo, 2015) بعنوان: "كيف يمكن لقادة النظام في المقاطعات دعم بناء القدرات لدى مدراء المدارس في أونتاريو: دراسة مبادرة التحصيل الأكاديمي الرائد للطلاب"

تبحث هذه الدراسة في كيفية الدعم المقدم من قياديي نظام التعليم في المقاطعات، وعلى الأخص قياديي نظام "التحصيل الأكاديمي الرائد للطلاب" في بناء القدرات لمدراء المدارس في مشروع "التحصيل الأكاديمي الرائد للطلاب" الخاص بولاية أونتاريو. يطبق هذا المشروع استراتيجية بناء القدرات لمدراء المدارس على شكل شبكة تحت قيادة نظام "التحصيل الأكاديمي الرائد للطلاب"، وذلك لدعم تفاعل المدراء مع بعضهم البعض داخل وعبر المدارس بهدف البناء والمشاركة في المعرفة المهنية، لتحقيق الهدف النهائي وهو تطوير التحصيل العلمي للطلاب، ومن أهم النتائج التي خرجت بها هذه الدراسة:

1. عمل قياديي نظام "التحصيل الأكاديمي الرائد للطلاب" على إدراج ومواءمة مبادرات وزارة التعليم المختلفة وما يصاحبها من تمويل للمشروع في دعم شبكة بناء القدرات للمدراء من خلال استراتيجيات معينة مثل: إنشاء روابط بين مبادرات وزارة التعليم ومشروع "التحصيل الأكاديمي الرائد للطلاب"، والتركيز على تعلم الطلاب كهدف منطقي لشبكة بناء قدرات المدراء، وكذلك استخدام الأبحاث في قيادة شبكة بناء القدرات تلك.
2. أدخل قياديي نظام "التحصيل الأكاديمي الرائد للطلاب" بعض التعديلات على شبكة بناء القدرات للمدراء، وذلك لاستيعاب حجم المجلس التعليمي، والعوامل الديموغرافية، وهياكل المدارس الثانوية، واحتياجات التعلم للمدراء.
3. استخدم قياديي نظام "التحصيل الأكاديمي الرائد للطلاب" مواردهم القيادية الشخصية (المعرفية، الاجتماعية، النفسية) لقيادة وتكييف بناء شبكة بناء

المستقبلي للمؤسسة، وقيادة المؤسسة تماشياً مع هذه الرؤية (Deuren, 2013, p14).

ويرى (Shawyun, 2009, p14) ضرورة توفر ثلاثة متطلبات أساسية لبناء القدرات المؤسسية وهي على النحو التالي:

1. مراجعة رؤية المؤسسة، وصياغة الاستراتيجية اللازمة للوصول إليها.
2. إدارة المؤسسة من منظور متكامل، واتباع مدخل تنظيمي ديناميكي في قيادة المؤسسة.
3. العناية بالأبعاد الرئيسة التي تعزز جهود المؤسسة في مجال بناء القدرات، وهي: سياسات الموارد البشرية وممارساتها، العمليات الداخلية للمؤسسة، توظيف أدوات إدارة الجودة في مختلف عمليات المؤسسة.

ووضع (Horton et al., 2003, p24-25) تصنيفاً لمتطلبات بناء القدرات المؤسسية على النحو التالي:



1. الموارد: تشتمل موارد المؤسسة على الموظفين والمعدات والتجهيزات ومصادر التمويل، وتعتبر الموارد من المتطلبات الأساسية والتي يجب توفرها مسبقاً لبناء قدرات أي مؤسسة.
2. الإدارة: تعنى الإدارة بتهيئة الظروف المناسبة لتحقيق الأهداف المرسومة، وتتضمن أنشطة الإدارة بشكل عام: التخطيط، وتحديد المسؤوليات، وتخصيص الموارد، والإشراف على الموظفين وتحفيزهم، والحفاظ على العلاقات مع أصحاب المصلحة. ويمكن تصنيف هذا المتطلب إلى كل من:

- القيادة الاستراتيجية: هي القدرة على تقييم وتفسير الاحتياجات والفرص خارج المنظمة، تحديد توجهات المنظمة، التأثير على الموظفين وتوجيههم نحو هدف مشترك، التشجيع على تحمل المسؤولية.
- إدارة البرامج والعمليات: تختص إدارة البرامج بإنتاج الخدمات وتوزيعها على العملاء، لهذا السبب، يكون لقرارات إدارة البرامج تأثير مباشر على أداء المنظمة. ومن مهارات إدارة البرامج: إدارة دورة المشروع، تصميم البرامج، التقويم الفني للبرامج المطبقة. وأما فيما يتعلق بإدارة العمليات فهي تهتم بإدارة الموارد والعمليات الداخلية التي تدعم برامج البحث

القدرات للمدراء مدعومين بعدد سنوات خبرتهم الإدارية في بناء القدرات.

4. أن مشروع "التحصيل الأكاديمي الرائد للطلاب" مدعوم بعدة أنشطة تعليمية منها: الندوات التي تُعقد على مستوى الولاية، والدورات على مستوى المناطق، وشبكة التواصل الإلكتروني، وفرق تعلم المدراء، والشبكات التعليمية.

- دراسة سيغورا (Segura,2015) بعنوان: "توظيف عملية بناء القدرات المدرسية في تعزيز الدافعية للعمل لدى المعلمين".

هدفت هذه الدراسة إلى تحديد دور بناء القدرات المدرسية في دعم الدافع الذاتي للمعلم نحو التدريس.

1.

طُبقت هذه الدراسة على عينة من (210) معلم ومعلمة عبر (42) ولاية في الولايات المتحدة الأمريكية من جميع المراحل الدراسية، وجمعت البيانات بواسطة الاستبانات التي أرسلت للمعلمين و المعلمات، ومن أهم النتائج التي خلصت إليها هذه الدراسة:

1. هناك علاقة إيجابية ذات دلالة إحصائية بين مستوى إدراك المعلمين لأنشطة بناء القدرات المطبقة في مدارسهم ومستوى إدراكهم للفائدة من تقييم الطلاب عن طريق الامتحانات في تطوير مدارسهم وكذلك مع مستوى توقعاتهم بشأن الأداء الأكاديمي لطلابهم.
2. هناك علاقة إيجابية ذات دلالة إحصائية بين مستوى إدراك المعلمين لفائدة تقييم الطلاب عن طريق الامتحانات في تطوير مدارسهم ومستوى التحفيز الذاتي لديهم نحو التعليم.
3. لا توجد علاقة ذات دلالة إحصائية بين مستوى إدراك المعلم/المعلمة لمدى الفائدة من تقييم الطلاب في تطوير المدارس ومستوى التحفيز الذاتي لديهم نحو التعليم وإدراكهم لأنشطة بناء القدرات المطبقة في المدارس لديهم.
4. لا توجد علاقة ذات دلالة إحصائية بين مستويات الفقر في المجتمع ومستوى إدراك المعلمين لمدى أهمية تقييم الطلاب عن طريق الاختبارات عالية الخطورة في تطوير المدرسة.

وتدل تلك النتائج على أن بناء القدرات المدرسية أداة فعالة في دعم التحفيز الذاتي للمعلمين نحو التعليم.

- دراسة إنكوروناتو (Incoronato,2014) بعنوان: "بناء قدرات المنظمات غير الربحية".

هدفت هذه الدراسة التطبيقية إلى التعرف على منهجية المنظمات الغير ربحية، متمثلة في منظمة إنترمونتنت Intermountain، في بناء القدرات لديها. وقياس القدرة الحالية للمنظمة الغير ربحية في المجالات السبعة التالية: الاستراتيجية، والتطلعات، والمهارات التنظيمية، والموارد البشرية، والهيكل التنظيمي، والأنظمة والبنية التحتية، والثقافة، كما هدفت إلى التعرف على دور الاستراتيجية والقيادة لدى المنظمة في زيادة تعزيز الاستدامة التنظيمية.

طُبقت الدراسة ذات المنهج النوعي على عينة مكونة من (12) قيادياً في مؤسسة إنترمونتنت Intermountain، بمختلف مستوياتها، وهي إحدى أقدم وأكبر المؤسسات الغير ربحية التي تُعنى برعاية الأطفال والصحة العقلية في ولاية مونتانا الأمريكية. وشملت العينة التي بلغ عدد أفرادها (12) كلاً من: الرئيس التنفيذي للمؤسسة، وثلاثة من كبار أعضاء فريق القيادة، و(8) مدراء من الجنسين ومن خلفيات عرقية متنوعة. وجمعت البيانات باستخدام مسح احتياجات التقييم، ومن ثم استخدمت نتائج المسح في عقد اجتماع يجمع فريق العينة مع الباحث لمناقشة التعليقات وردود أفعال الفريق على تلك النتائج.

ومن أهم النتائج التي خرجت بها هذه الدراسة: أن مستوى المحصلة النهائية لقدرات المنظمة كان بين المستوى الأساسي إلى المتوسط، وأن النتيجة النهائية للعناصر السبعة التي تمت دراستها لقدرات المنظمة أظهرت تفوق التطلعات ثم الاستراتيجية ثم المهارات التنظيمية ثم الموارد البشرية ثم الأنظمة والبنية التحتية ثم الهيكل التنظيمي وأخيراً الثقافة.

- دراسة أيفي (Ivy,2012) بعنوان: "فاعلية المؤسسات غير الربحية: أثر بناء القدرات على المؤسسات خارج نطاق مؤسسات الرعاية الصحية والمؤسسات التربوية".

هدفت هذه الدراسة إلى: التعرف على مدى تأثير أنشطة بناء القدرات في المنظمة "كمتغير غير مباشر" على ثلاثة عوامل من عوامل الفاعلية (النسب المالية، السمعة، وفعالية مجلس المنظمة)، وتأثير ارتباط المنظمة غير الربحية بالمنظمات الوطنية على عدد أنشطة بناء القدرات التي تقوم بها، وتحديد ما إذا كانت المنظمات غير الربحية التي تُموّل من قبل منظمة يونايتد وي United Way تتخبط في عدد أكبر من أنشطة بناء القدرات عن غيرها وبالتالي التي تزداد فاعليتها، وتحديد نوع المنظمات غير الربحية كما يحددها التصنيف الوطني للكيانات المعفاة NTEE والتي تتخبط في عدد أكبر من أنشطة بناء القدرات وبالتالي تزداد فاعليتها، كما هدفت إلى دراسة تأثير نوع أنشطة بناء القدرات على مؤشرات الفاعلية الثلاث.

ومن أهم النتائج التي توصلت إليها الدراسة ما يلي:

1. هناك فروق ذات دلالة إحصائية بين عدد أنشطة بناء القدرات للمنظمات غير الربحية التي تمولها منظمة يونايتد وي United Way وتلك المرتبطة بالمنظمات الوطنية عن غيرها من المنظمات الغير ربحية والتي لا تمولها منظمة يونايتد وي ولا ترتبط بمنظمات وطنية.
2. تتخبط المنظمات غير الربحية المشمولة في الدراسة بأنواع من أنشطة بناء القدرات أكثر من غيرها في محاولة منها لزيادة فاعليتها.
3. هناك سبعة أنشطة وجدت أنها الأكثر تداولاً بين المنظمات الغير ربحية المشمولة بالدراسة وهي: تطوير مجلس المنظمة، وتقوية التمويل، والتعاون،

التخطيط الاستراتيجي، وتدريب الموظفين، وتقنية المعلومات الحديثة، وتطوير القدرات القيادية.

4. انخراط المنظمة غير الربحية بعدد معين من أنشطة بناء القدرات (أكثر من 11 أو أقل من 7 أنشطة على مدى عامين) قد يؤثر على أحد مؤشرات الفعالية لكنه لا علاقة له بزيادة الفاعلية الإجمالية للمنظمة.

5. حسب التصنيف الوطني للكيانات المعفاة NTEE هناك قائمة بالمنظمات التي تنخرط بعدد أكبر من أنشطة بناء القدرات لكن لا يوجد فروق ذات دلالة إحصائية في تأثير ذلك على فاعلية المنظمة.

- دراسة بيزلي وشيببي (Beesley & Shebby, 2010)
 بعنوان: "تقييم بناء القدرات في مجال التعليم: مركز الشمال الأوسط الشامل".

الهدف من هذا البحث هو إرشاد القائمين على تقييم النظام التعليمي إلى إحدى وسائل تقييم بناء القدرات في المنظمات أو البرامج التعليمية، وذلك في سياق تقييم مركز الشمال الأوسط الشامل في وزارة التربية والتعليم الأمريكية ومن أهم النتائج التي توصلت لها الدراسة:

1. أظهرت نتائج التقييم زيادة في الكفاءة الذاتية (هدف متوسط المدى) وتغيير في الممارسات (هدف طويل الأمد) لدى من تلقوا التدريب والدعم التقني من مركز الشمال الأوسط الشامل.
2. التقييم المقترح في النموذج هنا يركز على التطور المعرفي والوجداني لدى المشتركين وكذلك على السلوك مثل تغيير في الخدمات المقدمة للمدارس، وذلك على خلاف الطريقة السابقة في التقييم لدى المركز والتي تركز بشكل أساسي على توثيق أنشطة المشروع وتحليل بيانات المسوح فيما يتعلق بالجودة والأهمية والفائدة.
3. إن تقييم بناء القدرات يتطلب قدرًا من البيانات مقارنة بالمنهج السابق وهذا يعني وقتاً أطول وعدداً أكبر من المقيمين.

إن الهدف من التقييم إبراز الدليل على أن البرنامج التعليمي حقق الهدف المنشود في بناء القدرات، لأن أغلب برامج التقييم تعنى بمدى المعرفة المكتسبة وليس في بناء القدرات، وذلك لأنها بنية صعبة القياس بسبب طبيعتها الديناميكية وتعدد الأبعاد فيها.

منهج البحث ومجتمعه

لتحقيق أهداف الدراسة استخدمت الباحثة المنهج الوصفي المسحي، وتكوّن مجتمع الدراسة من ثلاث فئات:

الفئة الأولى: مدراء إدارات التعليم في المناطق والمحافظات والذين يبلغ عددهم (45) مديراً، بالإضافة إلى مساعديهم والذين يبلغ عددهم (135) مساعداً.

الفئة الثانية: المستشارين التعليميين والمشرفين والمشرفات في وكالات وإدارات عموم وزارة التعليم والذين يبلغ مجموعهم (316) فرداً.

عرض نتائج الدراسة: للتعرف على درجة توفر متطلبات بناء القدرات المؤسسية في إدارات التعليم من وجهة نظر أفراد عينة الدراسة، تم حساب المتوسطات الحسابية والانحراف المعياري لاستجابات أفراد الدراسة، وذلك كما يلي:

درجة توفر متطلبات بناء القدرات المؤسسية في إدارات التعليم من وجهة نظر أفراد الدراسة

م	المحاور	المتوسط الحسابي	الانحراف المعياري	الترتيب	درجة التوفر
5	العلاقات والشرائط الاستراتيجية	2.89	0.58	1	متوسطة
3	القيادة الاستراتيجية	2.66	0.64	2	متوسطة
4	إدارة البرامج والعمليات	2.61	0.60	3	متوسطة
2	الموارد المالية والمادية والتقنية	2.56	0.54	4	متوسطة
1	الموارد البشرية	2.54	0.54	5	متوسطة
	المتوسط الحسابي العام	2.65	0.50	-	متوسطة

يتضح من خلال الجدول رقم (16) أن متطلبات بناء القدرات المؤسسية في إدارات التعليم تتوفر بدرجة متوسطة من وجهة نظر أفراد عينة الدراسة، وذلك بمتوسط عام (2.65) وانحراف معياري (0.50)، حيث جاءت العلاقات والشرائط الاستراتيجية بالمرتبة الأولى بمتوسط عام (2.89) وانحراف معياري (0.58)، تليها القيادة الاستراتيجية بمتوسط عام (2.66) وانحراف معياري (0.64)، تليها إدارة البرامج والعمليات بمتوسط عام (2.61) وانحراف معياري (0.60)، تليها الموارد المالية والمادية والتقنية بمتوسط عام (2.56) وانحراف معياري (0.54)، وجاءت الموارد البشرية في المركز الأخير كأقل متطلبات بناء القدرات المؤسسية تتوفر من وجهة نظر أفراد العينة، وذلك بمتوسط عام (2.54) وانحراف معياري (0.54). وهي متوسطات تقع في الفئة الثالثة من فئات المقياس الرباعي، والتي تشير إلى متوفر بدرجة متوسطة، وهذا يعني أن أفراد العينة موافقون بدرجة متوسطة على توفر كل محور من محاور متطلبات بناء القدرات المؤسسية.

توصيات الدراسة

في ضوء النتائج التي تم التوصل إليها توصي الباحثة بما يلي:

1. تبني النموذج المقترح لبناء القدرات المؤسسية لإدارات التعليم في المملكة العربية السعودية.
2. العناية بتدريب وتأهيل الموارد البشرية، وذلك عن طريق برامج تدريبية علمية وعملية مدروسة، والتي

الاستراتيجية بشكل مستمر من أجل اكتشاف الأخطاء فور وقوعها ومعالجتها.

8. تطوير وتطبيق نظام فعال لمراجعة الإنفاق المالي والاستفادة من نتائج المراجعة، وبناء نظام معلومات مالية يوفر معلومات عن حجم المخصصات ومستوى الإنفاق منها وبما يدعم عمليات صنع القرار وضمان الجدوى الاقتصادية وتطبيق مفهوم حساب التكاليف وتحليلها بهدف ضمان فاعليتها، وتطبيق برامج ترشيد النفقات دون التأثير على الجودة، ووضع خطة لتنويع مصادر تمويل إدارة التعليم.

9. إعادة هيكلة إدارة التعليم، واعتماد الهيكل الذي يميل للتفرطح بدلاً من الهيكل التنظيمي الطويل المتعدد المستويات، واعتماد مفهوم التمكين كنمط تنظيمي يميل نحو اللامركزية.

10. بناء نظام متكامل للمساءلة والمحاسبية عن طريق الاستراتيجيات التالية: تحديد نطاق المسؤوليات والصلاحيات، تحديد نطاق الإشراف، تعزيز الولاء للوظيفة وإدارة التعليم والوطن، تحسين وسائل الرقابة الخارجية، الاستماع إلى وجهة نظر وأخذ آرائهم بالاعتبار.

11. التقييم الشامل لإدارة التعليم وفق معايير عالية، وذلك بنوعيه: التقييم الذاتي، والتقييم الخارجي.

12. الاستعانة ببيوت الخبرة العالمية في تطوير إدارات التعليم.

تعمل على تأهيلهم وتجهيزهم لتسلم وتحمل مهام عملهم، والعمل على تنمية أداء الموارد البشرية في المستقبل، من أجل تأهيلها لممارسة وظائف ذات متطلبات جديدة، وتزويد الموارد البشرية بكل جديد في مجال المعرفة المتصلة بعملها بهدف تمكينها من الاندماج والتكيف مع المتغيرات المحلية والعالمية.

3. وضع نظام واضح متنوع الأدوات لتقييم العاملين في إدارة التعليم، واتخاذ نتائج التقييم منطلقاً لقرارات الترقية والنقل ومنح العلاوات.

4. وضع نظام للحوافز بنوعها المادي والمعنوي مرتبط بأداء العاملين، ويراعي الاستحقاق والجدارة وتقدير الجهود والإنجازات، وبما يضمن كفاءة استخدام الموارد المتوفرة.

5. اختيار القيادات بناءً على معايير عالية ودقيقة تقوم على الكفاءة والجدارة .

6. مراجعة هندسة الإجراءات التنفيذية للعمل بحيث يتم التخلص من كافة الخطوات والإجراءات التي لا تضيف قيمة، وتطوير وتحديث إجراءات العمل بما يتلاءم مع المستجدات في مجال الإدارة الإلكترونية.

7. وضع خطة استراتيجية لإدارة التعليم وتبنيها، وذلك يتطلب تهيئة آلية تتضمن وضع سياسات لتخصيص الموارد، وبناء هيكل تنظيمي ملائم، ومستوى عال من الثقافة التنظيمية، مع الحرص على متابعة تنفيذ

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دراسة تحليلية لمؤشرات التنمية المستدامة مقارنة بين الجزائر، مصر والإمارات العربية المتحدة

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الملخص

تعد التنمية المستدامة مطلباً أساسياً لتحقيق العدالة والانصاف في توزيع مكاسب التنمية والثروات بين الأجيال المختلفة لشعوب المعمورة، حيث يتم تحقيق هذا المطلب من خلال الأبعاد الثلاثة للتنمية المستدامة والمتمثلة في البعد الاقتصادي، البيئي والاجتماعي، تسعى الدول العربية كباقي دول العالم لتحقيق التنمية المستدامة بأبعادها الثلاثة، يهدف هذا البحث لمعرفة ما توصلت إليه الجزائر، مصر والإمارات العربية المتحدة في مسارها التنموي لتحقيق التنمية المستدامة من خلال استعراض مجموعة من مؤشرات هذه الأخيرة لبلدان العينة خلال الفترة (2016/2012)، كما اعتمدنا على المنهج الاحصائي التحليلي، حيث أظهرت الدراسة القفزة التنموية التي حققتها الإمارات مقارنة بالجزائر ومصر اللذان لا يزالان بعيدين عن الأهداف المسطرة رغم توفر الإمكانيات المادية والبشرية بهما.

الكلمات المفتاحية: التنمية المستدامة، المؤشرات الاجتماعية، المؤشرات الاقتصادية، المؤشرات البيئية.

المقدمة:

يحثنا ديننا الإسلامي على العمل الدؤوب وعمارة الأرض التي استخلفنا الله فيها وأمرنا بتعميرها، كما يحثنا على استغلال الموارد الطبيعية التي أوجدها الله في الأرض وسخرها لخدمة الإنسان دون فساد أو إفساد قال تعالى: « وابتغ فيما آتاك الله الدار الآخرة ولا تنس نصيبك من الدنيا وأحسن كما أحسن الله إليك ولا تبغ الفساد في الأرض إن الله لا يحب المفسدين » (سورة القصص الآية 77)

وفي الحديث النبوي الشريف: «لو قامت الساعة وفي يد أحدكم فسيلة فليغرسها»¹³³.

بعد ظهور مصطلحات ومفاهيم التنمية كالتنمية الاقتصادية والبشرية، ظهر مسار جديد للتنمية وهو ما يسمى بالتنمية المستدامة، وهو مصطلح صادر عن هيئة الأمم المتحدة لتطوير مصادر الكوكب الطبيعية والبشرية، وتجويد التعاطي لاقتصادي-الاجتماعي، ولتفعيل هذا المسار

الأممي الدول العربية تسعى كباقي دول العالم للنهوض باقتصادياتها وتحقيق التنمية المستدامة.

من هذا المنطلق نطرح الإشكالية التالية:
ما مدى تحقيق الجزائر ومصر والإمارات العربية المتحدة لتنميتها المستدامة؟

وللإجابة على الإشكالية المطروحة بتقسيم البحث إلى

المحور الأول: التنمية المستدامة، أبعادها ومؤشراتها
المحور الثاني: التنمية المستدامة بالدول العربية

المحور الأول: التنمية المستدامة، أبعادها ومؤشراتها

1. مفهوم التنمية المستدامة:

- تعرف منظمة الأغذية والزراعة (الفاو) التنمية المستدامة الذي تم تبنيه سنة 1979 "التنمية المستدامة هي إدارة وحماية قاعدة الموارد الطبيعية وتوجيه التغير التقني والمؤسسي بطريقة تضمن تحقيق واستمرار إرضاء الحاجات البشرية للأجيال الحالية والمستقبلية. إن تلك التنمية المستدامة (في الزراعة والغابات والمصادر السمكية) تحمي الأرض والمياه والمصادر الوراثية النباتية والحيوانية ولا تضر بالبيئة وتتسم بأنها ملائمة من الناحية الفنية ومناسبة من الناحية الاقتصادية ومقبولة من الناحية الاجتماعية"¹³⁴

- عرف الاتحاد العالمي للمحافظة على الموارد الطبيعية للتنمية المستدامة "بأنها السعي الدائم لتطوير الحياة الإنسانية مع الأخذ بنظر الاعتبار قدرات النظام البيئي الذي يحفظ الحياة"¹³⁵.

- تعريف اللجنة العالمية للتنمية المستدامة في التقرير المعنون " بمستقبلنا المشترك والتنمية المستدامة " حسب تعريف وضعته هذه اللجنة عام 1987 هي " تلبية احتياجات الحاضر دون أن تؤدي إلى تدمير قدرة الأجيال المقبلة على تلبية احتياجاتها الخاصة". يعرفها (J. Pezzey) "بأنها منفعة غير منخفضة لعضو المجتمع لألف عام قادم"¹³⁶.

¹³⁴ <https://www.seo-ar.net/مفهوم-التنمية-المستدامة-تنمية-الموار>
¹³⁵ عبد الخالق عبد الله، العرب والبيئة، قمة الأرض للتنمية المستدامة والعلاقة بين البيئة والتنمية، الطبعة الأولى، الإمارات العربية المتحدة، 1998، ص30.

¹³⁶ Pezzey J., sustainability: An interdisciplinary guide Environment values, USA, 1992, p323.

¹³³ <https://socialscience2009.wikispaces.com/file/view/%D8%A7%D9%84%D8%AA%D9%86%D9%85%D9%8A%D8%A9+%D8%A7%D9%84%D9%85%D8%B3%D8%AA%D8%AF%D8%A7%D9%85%D8%A94.pdf>

المحور الثاني: التنمية المستدامة بالدول العربية:

تبذل الدول العربية عديد الجهود لتحقيق تنميتها المستدامة، لكنها تعاني من عوائق كثيرة للوصول للأهداف المسطرة، وفيما يلي نستعرض بعض الجهود العربية لتحقيقها والعوائق التي تقف حيال ذلك¹³⁹.

1. الجهود العربية في تحقيق التنمية المستدامة:

- اتفاق مجلس جامعة الدول العربية في دورته عام 2001 و2002 باعتماد مبادرة التنمية المستدامة للدول العربية بالتنسيق مع المنظمات الدولية.
 - العمل على انشاء بنك عربي للمعلومات لتعزيز تطبيق التنمية المستدامة.
 - انعقاد أكثر من مؤتمر عربي لوزراء البيئة والتنمية لتنسيق الجهود العربية في مجال التنمية المستدامة الشاملة.
 - تأسيس المنتدى العربي للتنمية المستدامة عام 2006 لمراقبة مسيرة التنمية العربية وتقييمها.
 - انعقاد المؤتمر العربي الأول في الكويت يناير عام 2009 وصدر قرارات القمة العربية التي تعزز سبل تحقيق تكامل وتنمية اقتصادية واجتماعية عربية، ثم تلاه مؤتمر قمة الدوحة في مارس في نفس العام والذي أكد تصميم الدول العربية على النهوض بالتنمية المستدامة في شتى المجالات.
- ### 2. معوقات التنمية المستدامة بالدول العربية:
- الفقر وتراكم الديون: التي تستنزف أكثر من نصف الدخل القومي لمعظم الدول العربية.
 - الحروب الداخلية وانعدام الاستقرار: غياب الأمن والسباق نحو التسلح، مما يؤدي إلى استنزاف أموال هائلة.
 - ضعف الإمكانيات التقنية والخبرات الفنية: بسبب هجرة العقول العربية إلى الدول المتقدمة، مما أثر سلباً على خطط التنمية، وسبب اتساع فجوة المعرفة بين الدول المتقدمة والدول العربية النامية.
 - تدني الأوضاع الاقتصادية وانتشار البطالة: ضعف التنمية الاقتصادية وهجرة أكثر من 900 مليار دولار من الدول العربية إلى البنوك الأجنبية.
 - النمو السكاني الكبير: الذي يزيد عن 3% سنوياً أي ما يعادل 11 مليون نسمة حيث تلتهم كل جهود التنمية الاقتصادية والاجتماعية للدول العربية.

من خلال التعاريف السابقة يمكن تعريف التنمية المستدامة على أنها " تحقيق الرفاه الاقتصادي لسكان المعمورة بالاستغلال الأمثل للموارد الطبيعية للحفاظ على حق الأجيال القادمة من هذه الموارد المحدودة"

2. أبعاد التنمية المستدامة:

- أ. **البعد الاقتصادي:** تهدف من خلال هذا البعد لتقليص استهلاك الطاقة والموارد الطبيعية خاصة بالدول الغنية واستبدالها بالطاقات المتجددة وهذا يرجع للاستغلال الواسع للبلدان الغنية من الموارد الطبيعية القابلة للنفاد حيث أن الولايات المتحدة الأمريكية تستهلك الطاقة المستخرجة من الغاز والنفط والفحم بمعدل 33 مرة من استهلاكها في الهند.
- ب. **البعد الاجتماعي:** يهدف إلى تحقيق التنمية البشرية من خلال تحسين مستوى الرعاية الصحية والتعليم، فضلاً عن العدالة في توزيع الموارد والثروات وتحقيق الإنصاف بين الجنسين في التوظيف.
- ت. **البعد البيئي:** يهدف هذا الجانب إلى الاستخدام الرشيد للموارد القابلة للنضوب، لترك بيئة مماثلة للأجيال القادمة مع مراعاة عدم قدرة البيئة على استيعاب النفايات والتلوث.

3. مؤشرات التنمية المستدامة:

هناك ثلاثة أبعاد للتنمية المستدامة ولكل بعد منها مؤشرات لقياسه ترتبط هذه المؤشرات بأهداف عملية التنمية، لذلك تختلف هذه المؤشرات في عددها ونوعها من فترة زمنية لأخرى ومن منطقة لأخرى، نظراً لاختلاف وتعدد أهداف التنمية والأولويات، كما تختلف مؤشرات قياس التنمية المستدامة عن مؤشرات قياس التنمية التقليدية بحيث هذه الأخيرة تقيس التغير الذي طرأ على جانب معين من جوانب عملية التنمية، بينما تركز مؤشرات التنمية المستدامة على تداخل وترابط الجوانب الاقتصادية والاجتماعية والبيئية، وأي تغير يطرأ على جانب منها فإنه ينعكس على الجوانب الأخرى¹³⁷، حيث توجد عدة خصائص للمؤشر الجيد في قياس التنمية المستدامة نلخصها فيما يلي¹³⁸:

- وثيق الصلة بالموضوع المراد دراسته.
- حقيقي ويعكس الواقع.
- له القدرة على قياس مدى التقدم الحاصل في مجال معين.
- قابل للمقارنة ومؤسس على بيانات تجمع بشكل منتظم.
- حساس للتغير عبر الزمن والمكان.

¹³⁹<https://socialscience2009.wikispaces.com/file/view/%D8%A7%D9%84%D8%AA%D9%86%D9%85%D9%8A%D8%A9+%D8%A7%D9%84%D9%85%D8%B3%D8%AA%D8%AF%D8%A7%D9%85%D8%A94.pdf>

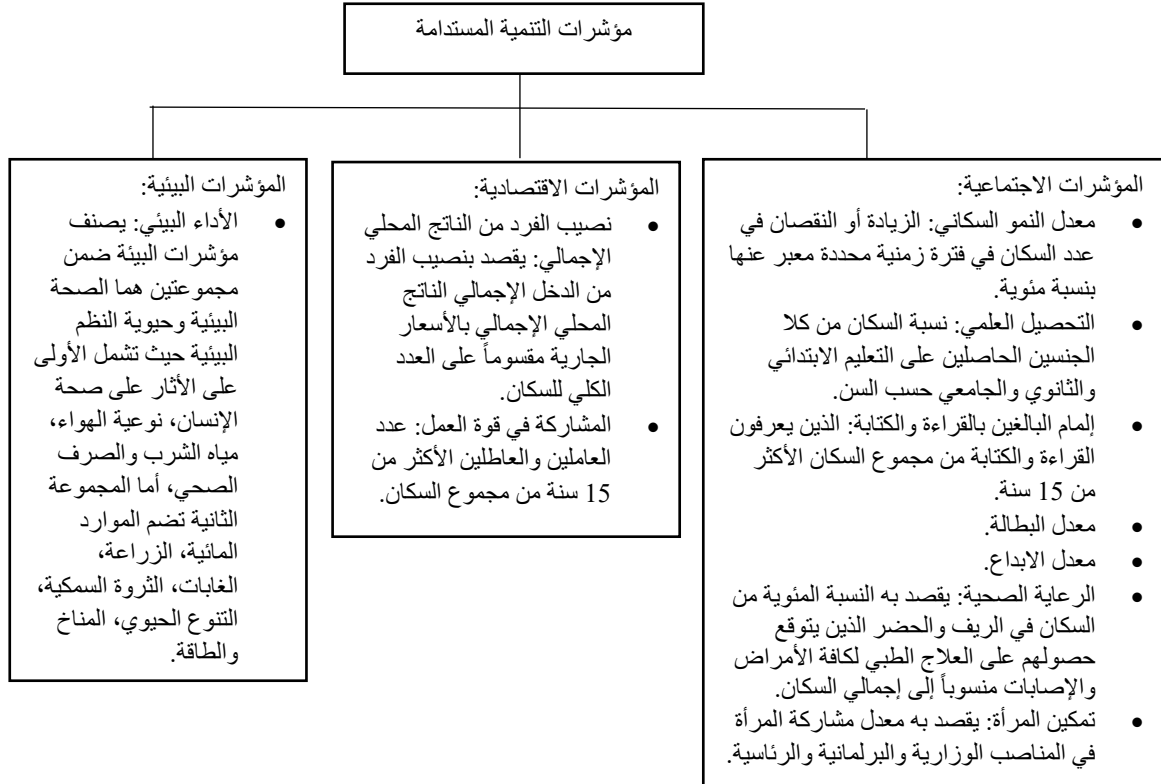
¹³⁷ مراد ناصر، التنمية المستدامة وتحدياتها في الجزائر، محلة التواصل، العدد 26/ جوان 2010، ص137.

¹³⁸ عثمان محمد غنيم، ماجدة أحمد أبو زنط، التنمية المستدامة فلسفتها وأساليب تخطيطها وأدوات قياسها، دار صفاء للنشر والتوزيع، عمان، الأردن، 2007، ص262-263.

3. تحليل مؤشرات التنمية المستدامة ببلدان العينة:

(2012-2016) لثلاث دول عربية هي الجزائر، الإمارات العربية المتحدة ومصر، والشكل الموالي يوضح نوع المؤشرات.

هناك ثلاث ابعاد للتنمية المستدامة ولكل بعد من هذه الأبعاد عدة مؤشرات، انتقينا بعضا من هذه المؤشرات حسب توفرها وتطورها الزمني لمدة خمس سنوات



1.3. المؤشرات الاقتصادية:

الاقتصادية المستدامة، الهادفة للوصول إلى اقتصاد متنوع عن طريق الاستغلال الأمثل للموارد الطبيعية المتاحة التي تلبي احتياجات الأفراد وتحمي البيئة.

تعد المؤشرات الاقتصادية إحدى المؤشرات التنموية المهمة التي تغطي البعد الاقتصادي للتنمية المستدامة، وهي تمثل أداة مهمة لوضع الأهداف الاستراتيجية للتنمية

الجدول (1) يبين تطور ثلاث مؤشرين من المؤشرات الاقتصادية للتنمية المستدامة للبلدان الثلاثة خلال الفترة (2012-2016):

البلد	السنوات				
	2016	2015	2014	2013	2012
الجزائر	13,823	13,172	7,543	7,643	7,2
	24,1	21	21	21	47
الإمارات	102,66	578,60	112,30	293,42	48,578
	46,1	51	51	48	28
مصر	25,10	792,10	578,6	557,6	504,6
	30,6	33	32	32	30

المصدر: - Global Gender Gap (2012,2013,2014,2015,2016)
- Global Innovation Index (2012,2013,2014,2015,2016)

متوسط قدره 3,5 ألف دولار، أما مصر فكان نصيب الفرد من الدخل الإجمالي سنة 2012 بمعدل 6,5 ألف دولار إلى 10,25 ألف دولار 2016 مسجلا معدل نمو سنوي يقدر ب 0,75.

يلاحظ من الجدول أعلاه أنه كان هناك انخفاض لمعدل المشاركة في قوة العمل في الجزائر من 47% إلى 24% خلال الفترة (2012-2016)، بينما في الإمارات عرفت

يعد مؤشر نصيب الفرد من الدخل الإجمالي مقياسا مهما لمستوى التنمية الاقتصادية والأداء الكلي للاقتصاد، شهد مؤشر نصيب الفرد من الدخل الإجمالي ارتفاعا خلال الخمس سنوات في الجزائر حيث ارتفع من 7,2 ألف دولار 2012 إلى 13,82 سنة 2016 محققا معدل نمو سنوي متوسط قدره 1,32، بينما الإمارات سجلت ارتفاعا من 48,58 ألف دولار إلى 66,1 محققا معدل نمو سنوي

تدبدا لتصل إلى 46% بينما كانت 28% سنة 2012، أما في مصر عرف تدبدا هو الآخر ليرتفع بفارق 0.6% بين 2012 و2016.

يلاحظ من خلال من النتائج أن الإمارات العربية المتحدة بها أكبر دخل فردي مقارنة بالجزائر ومصر حيث احتلت المركز الخامس عربيا والثاني والثلاثون عالميا سنة 2016 خلف قطر التي تستحوذ على المرتبة الأولى عالميا وعربيا نظرا لامتلاكها ثالث احتياطي عالمي في البترول وعدد سكانها لا يتجاوزون 1.8 مليون ما يقارب السدس منهم فقد من يحملون الجنسية القطرية، والكويت في المركز الثاني عربيا والسابع عشر عالميا، تليها البحرين الثالثة عربيا والسادس والعشرون عالميا، رابعا السعودية عربيا والتاسعة والعشرون عالميا، وتحتل الجزائر المركز العاشر عربيا والخامس بعد المائة عالميا رغم أنها من الدول النفطية وبها أكبر احتياطي عالمي للغاز، فيما تحتل مصر المركز الثاني عشر عربيا والحادي عشر يعد المائة عالميا.

تراجع معدل القوة العاملة بالجزائر مما ينعكس سلبا على النشاط الاقتصادي الخام بتقلص عدد الناشطين اقتصاديا ويرجع هذا إلى انخفاض الدخل الإجمالي نتيجة تراجع اسعار البترول باعتبار الجزائر دولة ريعية مصدر دخلها الأول هو عائدات النفط، بينما سجلت الإمارات ارتفاعا في عدد الناشطين اقتصاديا إلى غاية 2015 ويرجع ذلك إلى سياسة الانفتاح الاقتصادي وجذب الاستثمارات الأجنبية التي تتبعها دولة الإمارات حيث سجلت المركز الثالث عشر عالميا بين الجهات الواعدة للمستثمرين خلال الفترة 2013 إلى 2015، ثم تراجع المعدل في 2016 بسبب تصدير الإمارات لآخر برميل للبترول لينتهي عصر الاعتماد على النفط، بينما لم يتغير معدل المشاركة في قوة العمل في مصر كثيرا حيث شهدت نمو اقتصاديا بطيئا بسبب الأوضاع السياسية الأخيرة.

2.3. المؤشرات الاجتماعية:

تعد المؤشرات الاجتماعية جزءاً من مؤشرات التنمية المستدامة في بعدها الاجتماعي، إذ ينظر إليها ولتصوراتها المستقبلية بوصفها أداة لوضع السياسات الاجتماعية، والخطط التنموية المرتبطة بقطاعات التعليم، والصحة، والحماية الاجتماعية، والبنية التحتية.

الجدول (2): يبين تطور سبعة مؤشرات من المؤشرات الاجتماعية للتنمية المستدامة للجزائر خلال الفترة (2012-2016)

المؤشر	السنوات	2012	2013	2014	2015	2016
التحصيل العلمي (%)	95	93,3	93,6	94,6	96,2	
الإلمام بالقراءة والكتابة لدى البالغين (%)	79	79	79	84	84,8	
معدل الإبداع (%)	24,4	23,1	24,2	24,4	24,5	
معدل البطالة (%)	15	13,5	12,8	12,3	10	
معدل النمو السكاني (%)	1,47	1,43	1,87	1,82	1,62	
الرعاية الصحية (%)	96,6	96,6	96,6	96,6	96,6	
تمكين المرأة (%)	15,1	15,1	17,7	20,5	20,5	

المصدر: - Global Gender Gap (2012,2013,2014,2015,2016)
- Global Innovation Index (2012,2013,2014,2015,2016)

- يلاحظ ارتفاع مؤشر معدل التحصيل العلمي من 95% إلى 96,2% أي أن 3,8% من السكان يعانون من التسرب المدرسي سنة 2016، وما يعادل 15,2% من السكان الذين تفوق اعمارهم 15 سنة يعانون من الأمية سنة 2016 بينما كانت 21% سنة 2012.

- نلاحظ من خلال معدل الابداع أنه لم يشهد ارتفاعا خلال الخمس سنوات أي بقي في حدود 24,5%.

- قيما يخص معدلات البطالة فقد شهدت انخفاضا سنوي بمعدل 1% خلال الفترة (2012-2016) ليصل إلى 10% بينما كان 15%.

- شهد معدل النمو السكاني تدبدا خلال الخمس سنوات حيث وصل إلى 1,87% سنة 2014 وهي أعلى قيمة له ثم انخفض بحدود 1,62% سنة 2016 بتعداد 39.666.520 نسمة.

يتمتع 96,6% من المجتمع الجزائري بالرعاية الصحية خلال الخمس سنوات حيث لم يشهد هذا المؤشر تغيرا.

يلاحظ من الجدول أن نسبة تمكين المرأة في الجزائر شهدت ارتفاعا من 15,1% إلى 20,5% خلال الخمس سنوات.

الجدول (3): يبين تطور سبعة مؤشرات من المؤشرات الاجتماعية للتنمية المستدامة للإمارات العربية المتحدة خلال الفترة (2012-2016)

المؤشر	السنوات	2012	2013	2014	2015	2016
التحصيل العلمي (%)	100	100	100	98,8	98,7	100
الإلمام بالقراءة والكتابة لدى البالغين (%)	100	100	100	100	100	100
معدل الإبداع (%)	44,4	41,9	43,2	40,1	39,4	
معدل البطالة (%)	7	7	6,6	6,6	5,5	
معدل النمو السكاني (%)	7,93	4,93	1,51	1,06	1,4	
الرعاية الصحية (%)	96,1	96,1	96,1	96,1	96,1	
تمكين المرأة (%)	12,1	12,1	12,1	11,5	13,9	

المصدر: - Global Gender Gap (2012,2013,2014,2015,2016)
- Global Innovation Index (2012,2013,2014,2015,2016)

- مؤشر معدل التحصيل العلمي عرف تدبدا خلال الفترة (2012-2016) ليستقر مجددا في نسبة 100% سنة 2016 بعدما كان كذلك في 2012 أي أنه ليس هناك تسرب مدرسي، كما أنه جميع البالغين من السكان يعرفون القراءة والكتابة منذ عام 2012.

- نلاحظ أن معدل الابداع شهد انخفاضا خلال الخمس سنوات ليصل إلى 39,4% سنة 2016 بعدما كان 44,4% سنة 2012.

- قيما يخص معدلات البطالة فقد شهدت انخفاضا خلال الفترة (2012-2016) ليصل إلى 5,5% بينما كان 7% في 2012.

- شهد معدل النمو السكاني انخفاضا خلال الخمس سنوات حيث وصل إلى 1,51% سنة 2014 بينما كان يقدر بـ 7,93% في 2012 ثم 4,93% سنة 2013 لينخفض إلى 1,4% سنة 2016 بتعداد 9.156.960 نسمة.

يتمتع 96,1% من المجتمع الجزائري بالرعاية الصحية خلال الخمس سنوات حيث لم يشهد هذا المؤشر تغيرا.

يلاحظ من الجدول أن نسبة تمكين المرأة في الإمارات شهدت ارتفاعا من 12,1% إلى 13,9% خلال الخمس سنوات.

الجدول (4): يبين تطور سبعة مؤشرات من المؤشرات الاجتماعية للتنمية المستدامة لمصر خلال الفترة (2012-2016):

المؤشر	السنوات	2012	2013	2014	2015	2016
التحصيل العلمي (%)	92,5	92	97,4	93,5	95,2	
الإلمام بالقراءة والكتابة لدى البالغين (%)	79	81	81	80	81,4	
معدل الإبداع	27,9	28,5	30	28,9	26	
معدل البطالة (%)	14	14	16,7	17,05	11	
معدل النمو السكاني (%)	1,75	1,73	1,64	1,61	1,88	
الرعاية الصحية (%)	97,7	97,7	97,7	97,1	97,1	
تمكين المرأة (%)	3,5	3,5	4,1	4,8	8,7	

المصدر: - Global Gender Gap (2012,2013,2014,2015,2016)
- Global Innovation Index (2012,2013,2014,2015,2016)

- يلاحظ ارتفاع مؤشر معدل التحصيل العلمي من 92,5% إلى 95,2% أي أن 4,8% من السكان يعانون من التسرب المدرسي سنة 2016، وما يعادل 18,6% من السكان الذين تفوق أعمارهم 15 سنة يعانون من الأمية سنة 2016 بينما كانت النسبة 21% سنة 2012.

- نلاحظ من خلال معدل الإبداع شهد انخفاضا خلال الخمس سنوات ليصل إلى 26% سنة 2016 بينما كان 27,9% سنة 2012.

- قيما يخص معدلات البطالة فقد شهدت تدبدا خلال الفترة (2012-2016) لتصل إلى 17,05% في 2015، ثم انخفضت إلى 11% في 2016.

- شهد معدل النمو السكاني تدبدا خلال الخمس سنوات حيث انخفض 1,75% من سنة 2012 إلى 1,73% سنة 2013 ثم إلى 1,64% في 2014 ليرتفع مجددا إلى 1,88% في 2016 بتعداد 91.508.080 نسمة.

- يتمتع 97,7% من المجتمع المصري بالرعاية الصحية في 2012 لينخفض قليلا إلى 97,1% سنة 2016.

- يلاحظ من الجدول أن نسبة تمكين المرأة في مصر شهدت ارتفاعا من 3,5% إلى 8,7% خلال الخمس سنوات.

لقد نجحت البلدان العربية في السنوات الماضية الأخيرة من تقليص نسبة الأمية ونشر التعليم حيث أن الإمارات العربية المتحدة حلت الصدارة في عديد المؤشرات حيث بلغ معدل التحصيل العلمي بها 100% في 2016 أي ليس هناك تسرب مدرسي ما جعلها تحتل المركز الثاني والثلاثون عالميا والأول عربيا وحقت معدل إلمام بالقراءة والكتابة 100% أي نسبة أمية 0% مقارنة بالجزائر التي تعاني تسرب للطلاب بمعدل 3,8% في المستويات الثلاثة الابتدائي والثانوي والجامعي ومعدل أمية 15,2% ما يجعلها تحتل المركز الرابع بعد المائة عالميا، ومصر المركز الثاني عشر بعد المائة عالميا حيث 5,8% من مجموع السكان بسن المستويات الثلاثة للتعليم ولا يدرسون، و18,6% من البالغين يعانون الأمية.

فيما يخص معدلات البطالة عرفت انخفاضا في البلدان الثلاثة حيث سجل أدنى معدل بالإمارات العربية المتحدة بلغ 5,5% في عام 2016 وهو ما يعادل نصف المعدل بالجزائر ومصر.

احتلت الإمارات المركز الواحد والأربعين عالميا والأول عربيا في معدل الإبداع في 2016 والتي كانت تحتل المركز السابع والأربعون عالميا سنة 2015 وتم إعلان هذه السنة "سنة إبداع" في دولة الإمارات العربية المتحدة لما تم تحقيقه حيث استحوذت دول الخليج على المراكز الأولى عربيا في 2016 بالإضافة إلى المغرب وتونس، بينما احتلت مصر المركز العاشر عربيا والسابع بعد المائة عالميا والجزائر الحادية عشر عربيا والثالثة عشر بعد المائة عالميا في 2016.

تسعى مختلف دول العالم والعربية منها إلى زيادة مساهمة المرأة في جميع المجالات حيث أن معدل تمكين المرأة بالجزائر هو الأعلى مقارنة بمصر والإمارات العربية المتحدة وتبذل الجزائر عديد الجهود لتمكين المرأة في جميع المجالات وليس المحال السياسي فحسب، كما تسعى الإمارات للوصول إلى واحدة من بين 25 دولة في العالم الأقل عدم مساواة بين الجنسين مع رؤية الإمارات 2021، ومن ضمن استراتيجيتها للتنمية المستدامة رؤية مصر 2030 تأتي بأهداف لتفعيل السياسات والبرامج التي ترسخ حق المرأة في المشاركة في عملية التنمية ومعالجة القضايا المختلفة وضمان وصول الخدمات الأساسية لحياة كريمة للمرأة لتمكينها من القيام بأدوارها الاجتماعية والتنمية والإنتاجية وتوفير فرص التعلم بكافة أشكاله والحصول عليه بجودة عالية وتوعية المرأة بحقوقها السياسية والاجتماعية بالإضافة إلى السعي نحو تغيير الصورة النمطية للمرأة في المجتمع وتفعيل دور الرسالة الإعلامية للاهتمام بقضايا المرأة في مختلف المجالات.

3.3. المؤشرات البيئية:

نلاحظ من خلال الجدول أن مؤشر الأداء البيئي شهد تطورا خلال الفترة (2012-2016) للبلدان الثلاثة حيث وصل في الجزائر إلى 70,3% سنة 2016 بينما كان 48,6% سنة 2012، ووصل إلى نسبة 66,5%

و69,4% في مصر والإمارات على التوالي بينما كان 55,2% و50,9% على الترتيب لكل واحدة منهما سنة 2012.

الجدول (5): يبين تطور مؤشر بيبي من مؤشرات التنمية المستدامة للجزائر، الإمارات ومصر

المؤشر	السنوات	2012	2013	2014	2015	2016
البيئي	للجزائر	48,6	48,6	50,1	50,1	70,3
البيئي	للإمارات	50,9	50,9	72,9	72,9	69,4
البيئي	لمصر	55,2	55,2	61,1	61,1	66,5

المصدر: Global Innovation Index (2012,2013,2014,2015,2016)

احتلت الجزائر المركز الرابع عربيا خلف تونس والمغرب والأردن والسادس والسبعون عالميا في مؤشر الأداء البيئي في 2016 بينما كانت تحتل نفس المركز عربيا والمرتبة الثالثة والثمانون عالميا في 2012، فيما جاءت مصر في المركز التاسع عربيا والثامن والثمانون عالميا 2016، بينما كانت تحتل المركز الأول عربيا والثامن والخمسون عالميا في 2012 هذا يفسر بأن الأحداث السياسية والأمنية الأخيرة كانت لها تداعيات سلبية في جميع المجالات حتى البيئية منها، فيما تراجع ترتيب الإمارات العربية المتحدة من المرتبة الرابعة والسبعون عالميا والثانية عربيا 2012 إلى المرتبة السادسة عربيا والثانية والثمانون عالميا في مؤشر الأداء البيئي.

خاتمة:

من خلال استعراض وتحليل أهم مؤشرات التنمية المستدامة اقتصاديا واجتماعيا وبيئيا للبلدان الثلاثة نلاحظ الفقرة التي حققتها دولة الإمارات العربية المتحدة وعدم وصول الجزائر ومصر للأهداف المرجوة على الرغم من توفر مقومات التنمية من موارد بشرية وموارد مالية إضافة للموارد الطبيعية، إلا ان الملاحظ غياب التخطيط الاستراتيجي الصحيح من اجل رسم سياسات واضحة المعالم تهدف الى نقل هذه البلدان الى بلدان أكثر نموا وتطورا، ومن أهم النتائج التي توصل إليها البحث:

➤ انخفاض نصيب الفرد من الدخل الإجمالي في الجزائر ومصر مقارنة بالإمارات العربية المتحدة رغم أن الجزائر من الدول المصدرة للبترول والغاز مثلها مثل الإمارات.

➤ محافظة الإمارات على المستوى المرتفع لنصيب الفرد من الدخل الإجمالي رغم نهاية اعتماد صادراتها على البترول واستبدالها بقطاعات حيوية أخرى كالتجارة، والخدمات، والعقارات، والسياحة، والصناعات التحويلية، وأهمها صناعة الألمنيوم التي يتوقع أن تصبح الدولة مساهم عالمي بها في الأعوام المقبلة.

➤ انخفاض النشاط الاقتصادي بالجزائر ناتج عن صدمات خارجية لا يمكن التحكم بها كانهيار أسعار البترول بالسنوات الأخيرة.

➤ وجود معدل البطالة بين الإماراتيين يرجع لاستقطاب عمالة أجنبية ذات كفاءة عالية، مما أدى إلى محاولة رفع جودة التعليم بالإمارات للاستفادة من العمالة المحلية، بينما هناك هجرة للأدمغة من الجزائر بالمئات يرجع لسوء التسيير وعدم الاهتمام بهذه الكفاءات وأخرها كان مكتشف دواء السكري الذي لم تعترف به الجزائر وتبنته تركيا.

➤ على الرغم من ارتفاع المؤشرات التعليمية من نسب الالتحاق بالتعليم وانخفاض الأمية في الجزائر ومصر، إلا ان هذه الزيادة ما زالت دون المعدلات العالمية إضافة إلى انخفاض معدل الإنفاق على البحث والتطوير في الجزائر مما انعكس على قلة أعداد العلماء والباحثين وانخفاض أعداد براءات الاختراع فيها.

➤ دخول الإمارات من بين الثلاثين دولة الأولى في معدلات الابداع، بينما الجزائر ومصر في المؤخرة كما أنه من الملاحظ من ضمن المؤشرات في حساب معدل الابداع ترتيب الجامعات حيث أن هذا المؤشر يساوي الصفر في الجزائر في السنوات الأخيرة ما يعني تدني جودة التعليم في الجزائر.

➤ تعتبر بلدان العينة من بين البلدان المائة الأولى من حيث الأداء البيئي.

اما فيما يتعلق بالاقترحات فإن البحث خلص إلى مجموعة منها أهمها:

✓ القضاء على الفقر التي تعاني منه مصر والجزائر وباقي الدول العربية من خلال تحويل الأموال العربية في البنوك الأجنبية إلى بنوك الدول العربية لفتح مجال الاستثمار وزيادة النشاط الاقتصادي وفرص العمل.

✓ اتباع الجزائر لنهج الإمارات بإحلال صادرات متنوعة محل اعتماد النفط كمصدر أول للدخل، واستناد مصر على مصادر دخل وطني أخرى غير السياحة وقناة السويس التي تحكمها مصادر خارجية لا يمكن التحكم بها نظرا لما تتمتع به هاتان الدولتان من مساحات شاسعة وموارد طبيعية وبشرية.

✓ إعطاء الأولوية لليد العاملة العربية في استقطاب الأيدي العاملة الأجنبية بدول الخليج لتقليل من معدل البطالة بعالمنا العربي.

✓ زيادة من معدل الإنفاق على البحث والتطوير في الجزائر التي لم يتجاوز 10% في السنة الفارطة لتحسين جودة التعليم ومعدل الابداع.

✓ الاستثمار في الإرث الديني والثقافي التي تتمتع به الدول العربية والذي يتماشى مع أهداف التنمية المستدامة لتحقيقها.

