



جامعة الموصل
كلية الإدارة والاقتصاد
قسم إدارة الأعمال

الذكاء الشعوري وإسهامه في تعزيز التوجه الاستراتيجي : دراسة تحليلية
لآراء عينة من المديرين في ديوان محافظة نينوى

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رسالة الدبلوم العالي المعادل للماجستير في التخطيط الاستراتيجي الأمني

بإشراف

الأستاذ الدكتور

علاء عبدالسلام يحيى الحمداني

المستخلص

هدفت الدراسة إلى معرفة مدى إسهام الذكاء الشعوري في تعزيز التوجه الاستراتيجي لدى عينة من المديرين في ديوان محافظة نينوى، واعتمد الباحث المنهج الوصفي التحليلي في الأسلوب البحثي، وتضمنت الدراسة متغيرين، أحدهما: المتغير المستقل الذكاء الشعوري، وأبعاده (الوعي الذاتي، إدارة الذات، الدافعية، التعاطف، المهارات الاجتماعية)، والآخر: المتغير المعتمد التوجه الاستراتيجي، وأبعاده (التوجه نحو السوق، التوجه نحو الريادة، التوجه نحو التكنولوجيا)، وقد تم اختيار ديوان محافظة نينوى ميداناً للدراسة في حين تم اختيار المديرين (مديري الإدارة العليا، مديري الأقسام، وكلاء مديري الأقسام، مسؤولي الشعب) بوصفهم مجتمع الدراسة، إذ بلغ حجم عينة الدراسة (100) فرد، واختبرت الفرضيات باستخدام وسائل إحصائية للبيانات المتحصل من خلال استمارة الاستبيان كأداة رئيسة لجمع البيانات ذات الصلة بالجانب الميداني عن الأفراد المبحوثين، واعتمدت مجموعة من الأدوات والأساليب الإحصائية أبرزها : الأوساط الحسابية، الانحرافات المعيارية، الأهمية النسبية، الارتباط، الانحدار لمعالجة وتحليل البيانات، وتم استخدام حزمة (SPSS.V.28)، وكذلك حزمة (AMOS V.28) للتأكد من النتائج، وتوصلت الدراسة إلى مجموعة من النتائج، أهمها (وجود علاقة ارتباط طردية بين الذكاء الشعوري والتوجه الاستراتيجي، ووجود تأثير طردي للذكاء الشعوري في التوجه الاستراتيجي).

الكلمات المفتاحية: الذكاء الشعوري، التوجه الاستراتيجي، ديوان محافظة نينوى.

ABSTRACT

The study aimed to investigate the extent to which **emotional intelligence** contributes to enhancing **strategic orientation** among a sample of managers in the **Nineveh Governorate Office**. The researcher adopted the descriptive-analytical method in the research approach. The study included two variables: the independent variable — emotional intelligence — with its dimensions (self-awareness, self-management, motivation, empathy, and social skills); and the dependent variable — strategic orientation — with its dimensions (market orientation, entrepreneurial orientation, and technological orientation).

The Nineveh Governorate Office was selected as the field for the study, and the research population consisted of managers (senior administrators, department heads, deputy heads, and division officers). The sample size reached 100 individuals. The hypotheses were tested using statistical methods applied to data collected through a structured questionnaire, which served as the primary tool for gathering field-related data on the study subjects.

A variety of statistical tools and techniques were employed, most notably: means, standard deviations, relative importance, correlation, and regression analysis, to process and analyze the data. The statistical software packages SPSS v.28 and AMOS v.28 were used to verify the results.

The study arrived at a set of findings, the most important of which are: a positive correlation exists between emotional intelligence and strategic orientation, and emotional intelligence has a direct positive effect on strategic orientation.

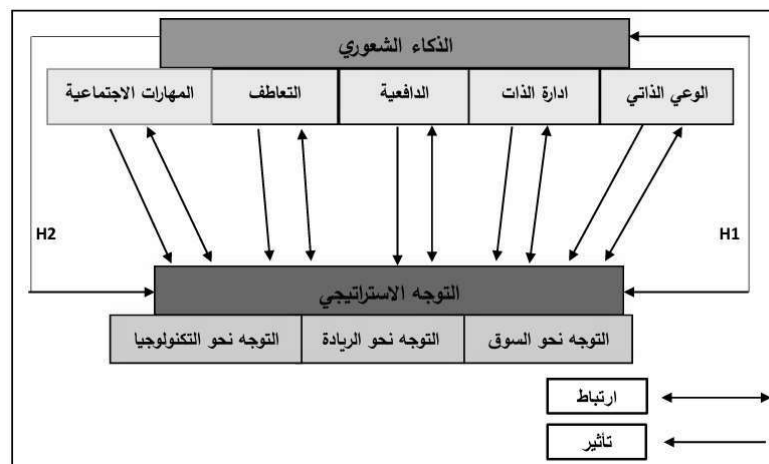
Keywords: Emotional Intelligence, Strategic Orientation, Nineveh Governorate Office.

Emotional Intelligence and Its Contribution to Enhancing Strategic Direction: An Analytical Study of the Opinions of a Sample of Managers in the Nineveh Governorate Diwan

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الشكل (1) المخطط الفرضي للدراسة

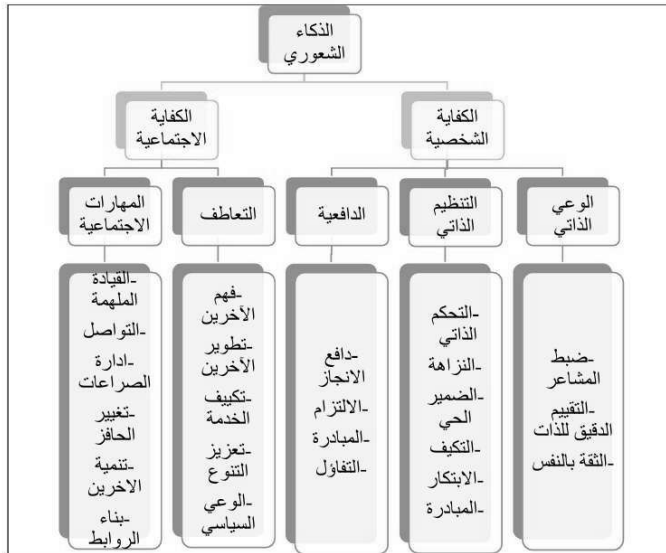
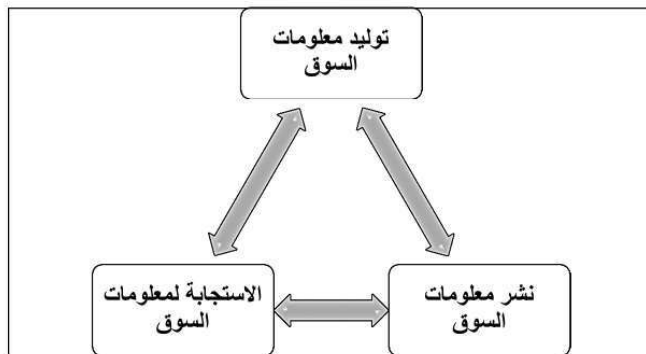


Figure illustrates the dimensions of emotional intelligence according to Goleman's model.

As illustrated in Figure Goleman divides emotional intelligence into two main domains: the first pertains to the individual's personal life, while the second relates to their social life. Each domain encompasses a set of sub-competencies, which in turn branch into specific skills possessed by individuals with emotional intelligence."



The Components of Market Orientation from a Behavioral Perspective. (Kohli and Jaworski 1990)

1. Generation of Market Intelligence:

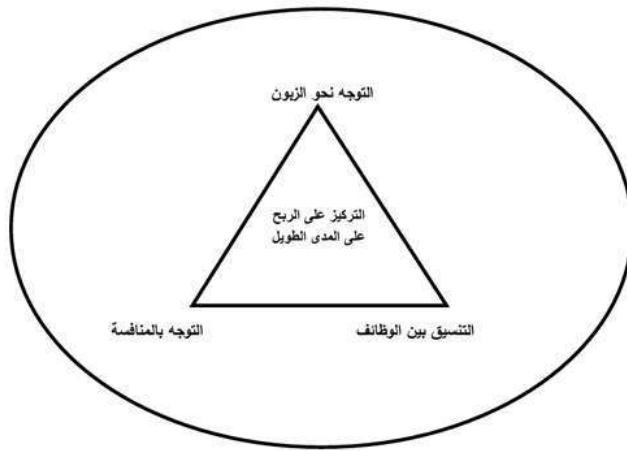
This involves a set of activities aimed at developing a deep understanding of current and future customer needs, as well as the factors that influence them.

2. Information Dissemination:

This refers to the sharing of information among different departments within the organization, whether formally or informally, and whether vertically or horizontally.

3. Responsiveness to Market Intelligence:

This concerns the actions taken based on the intelligence that has been generated and shared, particularly in making decisions related to how to meet customer expectations.



The Cultural Approach (Narver & Slater, 1990)

This approach indicates that market orientation within an organization is manifested through three main components

a. Customer Orientation:

This concept refers to all activities that

enable organizations to understand and enhance how they create value for current and potential customers

b. Competitor Orientation:

This concept reflects the organization's ability to analyze competitors and restructure or develop its internal processes and resources in order to strengthen its competitive advantage

c. Interfunctional Coordination:

This concept pertains to the level of internal coordination among various functions within the organization. It focuses on the extent to which marketing information is shared across departments and integrated into the organization's strategic planning.

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**Higher Diploma equivalent to Master's in Strategic Security
Planning**

Supervised by

Professor

Dr. Alaa Abdulsalam Yahya Al-Hamdani

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