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the relationship between the administrative empowerment and the employees' creativity at the Palestinian Cellular Communication Company – Jawwal

Abstract

The aim of this research is to discuss the relationship between the administrative empowerment and the employees' creativity at the Palestinian Cellular Communication Company – Jawwal, by identifying the relationship between “training, incentives, delegation of authority, communication and team work”, and the employees' creativity level in the company. This study aimed to identify the administrative empowerment style as one of the modern management techniques to achieve the effectiveness as well as accept and adopt the empowerment style by managers and apply it in their works. This study was conducted in the period between September 2011 until May 2012. The target population of this study is the whole staff of the Palestinian Cellular Communication Company – Jawwal in Gaza Strip (250 employees).

This research is conducted using a quantitative (descriptive) research methodology. Which is aimed at processing data to prove specific hypotheses as a prelude to answer the questions related to specific current phenomena in accurate manner that can collect information about them in the time of the research, using appropriate tools. The researcher comes to the use of descriptive analytical approach as an attempt to describe and study “the relationship between the administrative empowerment and the employees' creativity at the Palestinian Cellular Communication Company – Jawwal”.

The research found out the following results: all the sample members agree on the role of training provided by the company with a total of 77.8 %, The majority of respondents agree on the means of communication that provided by the company with a total of 78.6 %, as well as the respondents agree on the importance of team work inside the company with a total of 79.6% , With regard to the dimension of incentives has indicated that the respondents agree on the incentives system in the company with the percentage of 74.4 %, also the respondents agree on the delegation of authority with the percentage of 74.4%.

The research concluded that there is an employees' creativity in the company based on the total result for all the administrative creativity areas which reached to 80.4%.

The research also found that there is a positive relationship between the administrative creativity level and “training, incentives, delegation of authority, communication and team work”, so we conclude that all these dimensions together in the employees' empowerment will lead to high improvement in the administrative creativity level among the staff of the Palestinian Cellular Communication Company – Jawwal in Gaza Strip.

This research reached that there is a significant statistical differences in the administrative empowerment and its relationship to the employees' creativity due to personal variables such as (age, educational level, years of experience, number of training courses) , but there is no significant statistical differences personal variables such as (gender and position).

The research reached many recommendations such as: strengthening the employees' opportunities for creativity through training programs related to bearing the responsibility

and achieving the principle of real control, focus on the rewarding system where the diversity of rewards is considered as one of most important requirements of empowerment of employees because this indicates to the employees that their behaviors, actions and performances are acceptable so this will encourage them to do more efforts and continuous improvement in the work to reach the creativity, and encourage the trend towards change and searching for new means and methods of works to keep pace with technological developments.

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Decisions Making

Problem Solving

Leader Ship Skills

Planning

Technical Skills

Team Skills

Organizational Environmental and Cultural

.(Thomson, 1990)

:Empowerment Employee Concept

.1.1.2

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() (2001) .(1990)

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() (1997)
. (2004) .

Empower to give someone official authority or
. (2008) ,the freedom to do something.

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: (Conger & Kanungo, 1998)

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(Fox, 1998)

(Murrel & Menedith, 2000)

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.(Graydon, 1998)

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:Meaning Fullness () •

Thomas & Velthomse,) .

.(1990

() :Competence •

Lee & Kho,) .

.(2001

:Self-Determination •

.(Mishragspreizen, 1998)

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.(Spreizen, 1995) .

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(Mcshane and Glinor, 2000)

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(Quality Circles)

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(Gain Sharing)

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(Open Book Management)

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(High improvement)

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: (Goetsh & Davis,1998)

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(Dafy,2001)

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Job) : •

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Suggestion) : •

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(Functional Cross Teams)

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(McShane & Ginor, 2000) .(2009) .

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(The New Encyclopedia Britanica, 1992)

(Reber, 1985)

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Managerial Creativity

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:(Verification) •

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:(Sensitivity To Problems) : ●

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:(Risk- Taking) : ●

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:(Analysis) : ●

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:(Maintaining of Direction) : ●

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:(United States General Accounting Office" GAO",2001)

:(Chan,2003)

:(Karket,al,2003)

:(Nguyen,2003)

:(Franz,2004)

:(Kratzer,2004)

:(Nutt,2004)

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:(Comm and Mathaisel, 2005)

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:(Melhem,2006)

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:(Alge, 2006)

:(Gerbert, et. Al 2007)

:(Emerson,2008)

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1	2	3	4	5	

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	%36 %20	1.80 1
	%52 %36	2.60 1.80
	%68 %52	3.40 2.60
	%84 %68	4.20 3.40
	%100 %84	5 4.20

Validity

4.4

:(Face validity)

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0.000	0.926*	
0.000	0.764*	
0.000	0.810*	
0.000	0.676*	
0.000	0.747*	
0.000	0.716*	
0.000	0.708*	

0.01

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%1

:(Internal Consistency)

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0.000	0.697*	26			0.000	0.756*	1		
0.000	0.789*	27			0.000	0.883*	2		
0.000	0.723*	28			0.000	0.851*	3		
0.000	0.689*	29			0.000	0.878*	4		
0.000	0.827*	30			0.000	0.682*	5		
0.000	0.819*	31			0.000	0.882*	6		
0.000	0.727*	32			0.000	0.808*	7		
0.134	0.112	1			0.000	0.607*	8		
0.000	0.683*	2			0.000	0.753*	9		
0.000	0.637*	3			0.000	0.737*	10		
0.000	0.639*	4			0.000	0.792*	11		
0.000	0.615*	5			0.000	0.768*	12		
0.000	0.504*	6			0.000	0.755*	13		
0.000	0.368*	7			0.000	0.762*	14		
0.000	0.567*	8							
0.000	0.717*	9			0.000	0.721*	15		
0.000	0.763*	10			0.000	0.773*	16		
0.000	0.801*	11			0.000	0.635*	17		
0.000	0.770*	12			0.000	0.830*	18		
0.000	0.578*	13			0.000	0.586*	19		

: -4.4

0.000	0.374*	14							
0.000	0.561	15			0.000	0.575*	20		
0.000	0.463*	16			0.000	0.696*	21		
0.000	0.541*	17			0.000	0.810*	22		
0.000	0.543*	18			0.000	0.727*	23		
0.000	0.443*	19			0.000	0.734*	24		
0.000	0.616*	20			0.000	0.791*	25		
0.000	0.593*	21							
0.000	0.463*	22							
0.000	0.457*	23							

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Reliability

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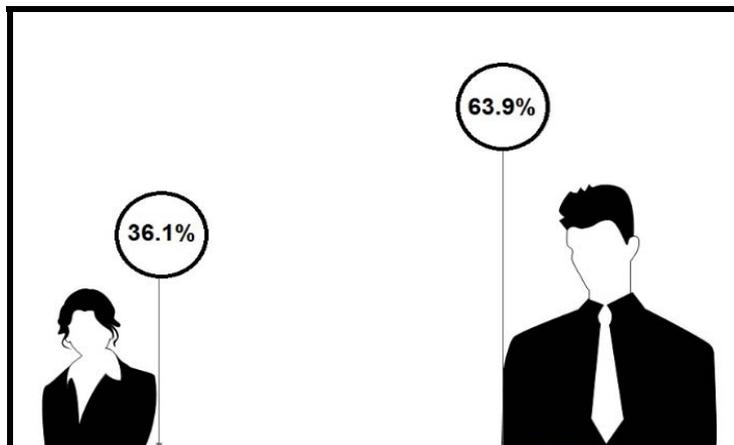
		Frequency	Percent
sex	male	115	63.9
	female	65	36.1
	Total	180	100.0

6.4

%36.1

%63.9

1.4



:1.4



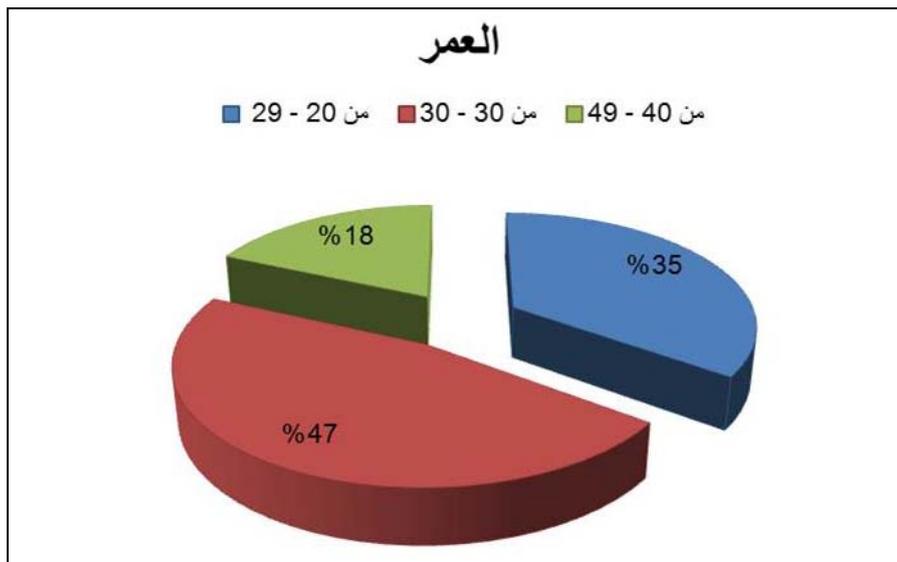
:7.4

		Frequency	Percent
age	20 to 29	63	35.0
	30 to 39	84	46.7
	40 to 49	33	18.3
	Total	180	100.0

:7.4

(39-30) %46.7
%18.3 (20-29) %35

2



:2.4



8.4

%62.2

%12.2

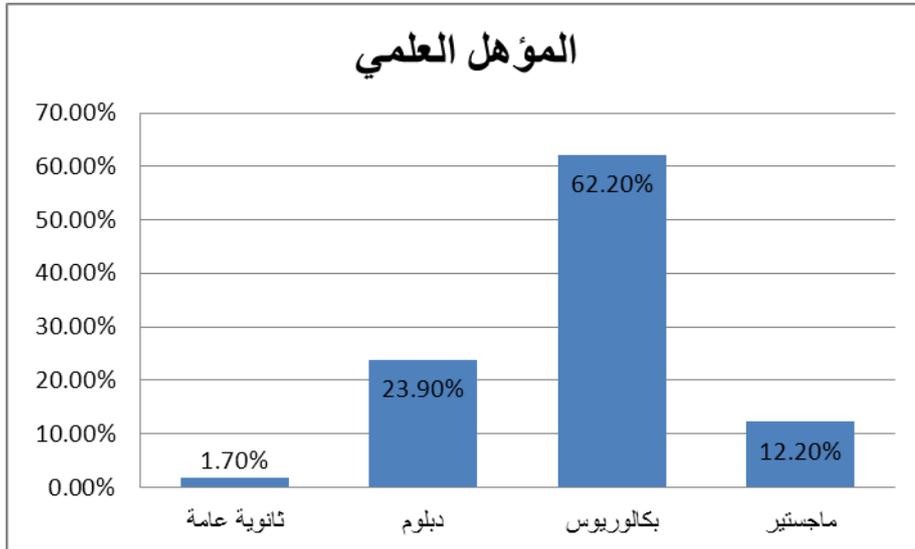
%23.9

%1.7

3

:8.4

		Frequency	Percent
education		3	1.7
		43	23.9
		112	62.2
		22	12.2
	Total	180	100.0



:3.4



(9.4)

%58.9

%5.6

%10

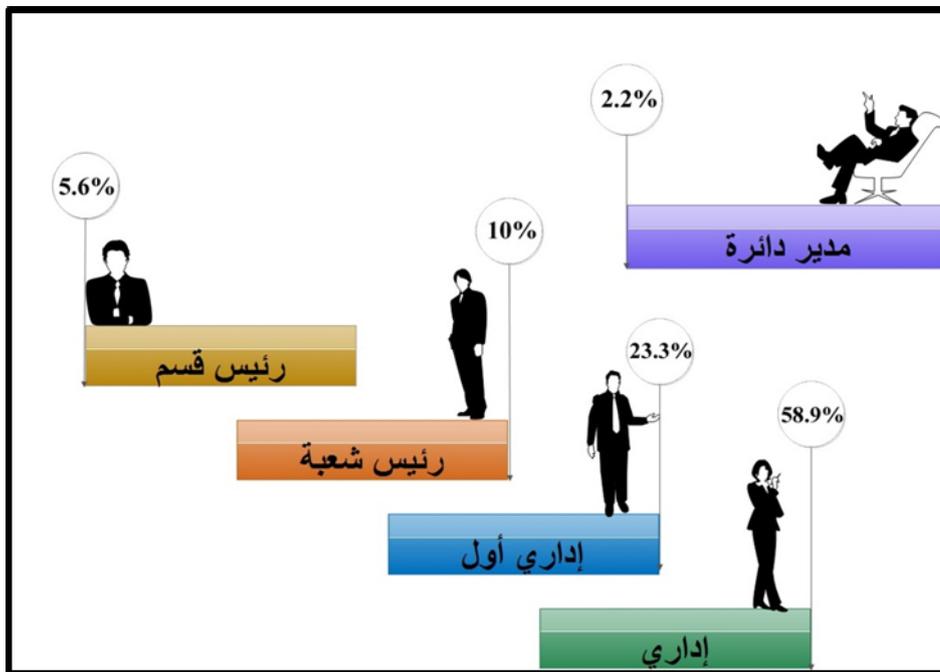
%23.3

4.4

%2.2

:9.4

		Frequency	Percent
Position		4	2.2
		10	5.6
		18	10
		42	23.3
		106	58.9
	Total	180	100.0



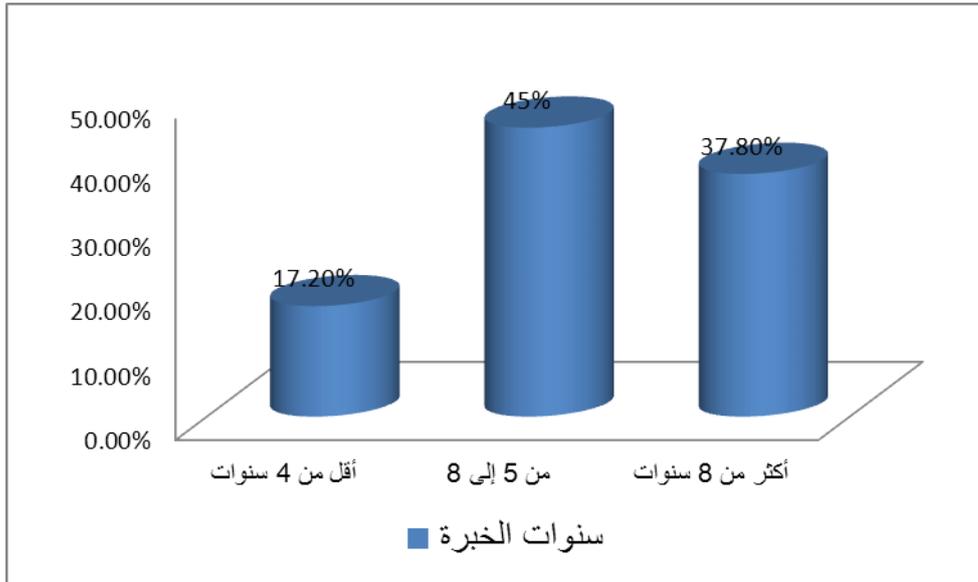
: 4.4



:10.4

		Frequency	Percent
Experience	At least 4	31	17.2
	5 to 8	81	45.0
	more than 8	68	37.8
	Total	180	100.0

%37.8 (8-5) %45
 %17.2 8
 5 4



:5.4



:11.4

		Frequency	Percent
training	1 to 4	59	32.8
	5 to 8	92	51.1
	more than 8	29	16.1
	Total	180	100.0

:11.4

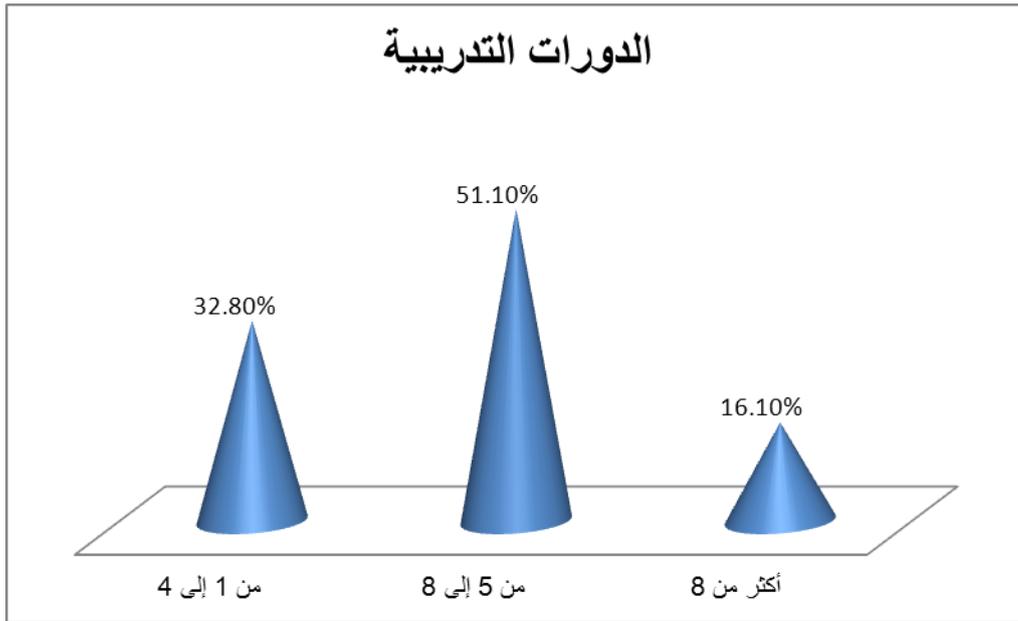
%51.1 (8-5)

8

%16

(4-1)

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:6.4

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" 12.4

"
%82.6 4.13

:12.4

2		80.80%	0.94	4.04	1
5		76.80%	0.96	3.84	2
7		73.60%	1.01	3.68	3
6		74.40%	0.99	3.72	4
1		82.60%	0.79	4.13	5
3		78.40%	0.99	3.92	6
4		77.40%	0.97	3.87	7
		77.80%	0.78	3.89	

(2011)

(2009)

Emerson (2008)

%80.8

4.04

"	3.92	%78.4	"
"			"
%77.4			3.87
"	3.84	%76.8	"
"			"
%74.4			%3.72
"	3.68	%73.6	
"			
"			3.89
			%77.8
			:() ❖

:13.4

3		80.80%	0.79	4.04	8
5		76.80%	0.91	3.84	9
1		84.20%	0.76	4.21	10
7		72.60%	0.91	3.63	11
6		74.80%	0.96	3.74	12
4		80.00%	0.96	4.00	13
2		81.60%	0.74	4.08	14
		78.60%	0.64	3.93	

"

13.4

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%84.2

4.21

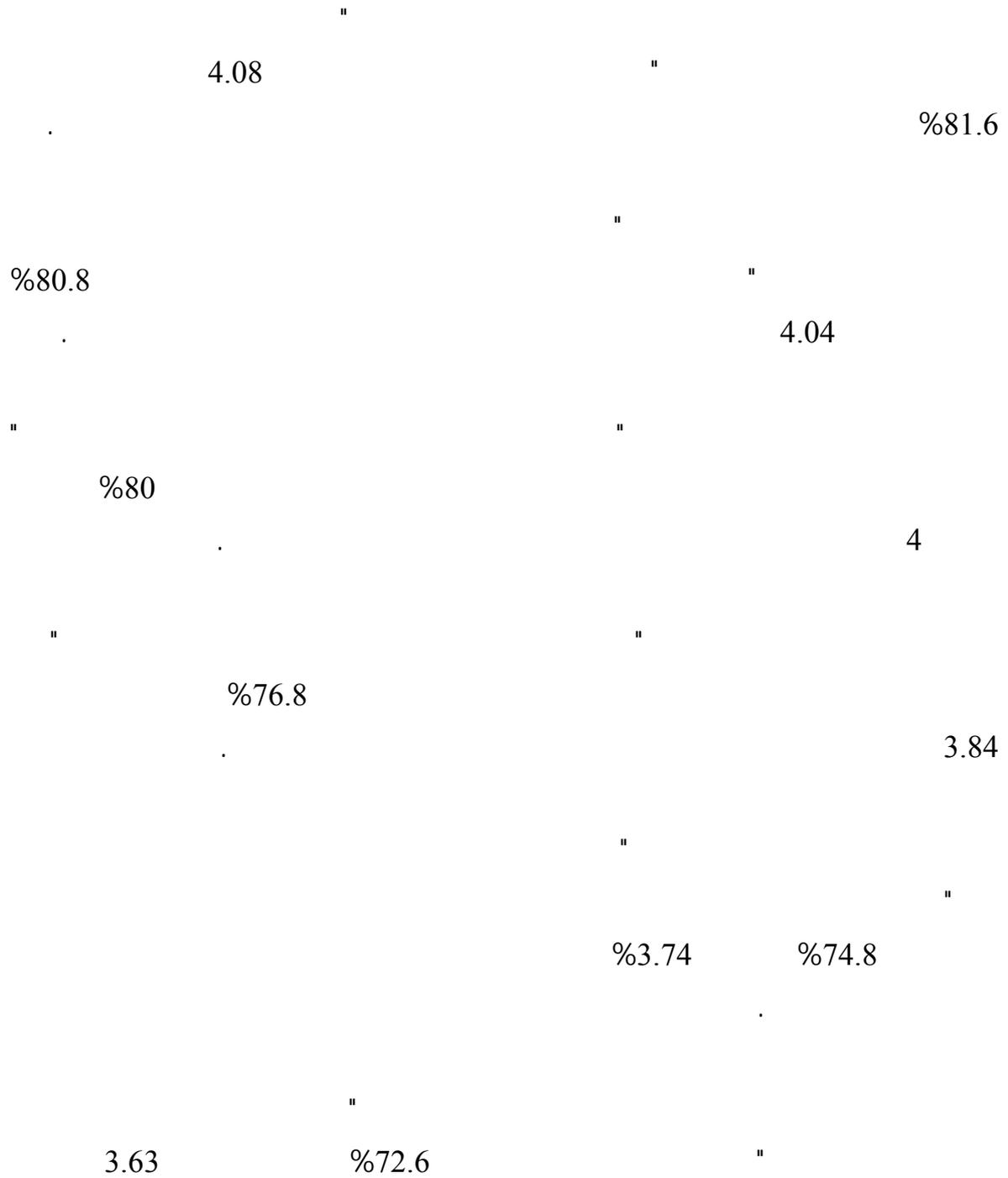
(2001)

(2002)

(2004)

Kratzer (2004)

Comm and mathaisel(2005)



" "

. 3.93 %78.6

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:14.4

5		72.60%	1.08	3.63	15
3		79.60%	0.77	3.98	16
1		86.40%	0.63	4.32	17
4		78.60%	0.73	3.93	18
2		81.40%	0.79	4.07	19
		79.60%	0.57	3.98	

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14.4

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%86.4 4.32

(2002)

(2003)

(2004)

GAO(2001)

"	"	"	"
"	"	"	"
"	%81.4	4.07	"
"	"	"	"
"	3.98	%79.6	"
"	"	"	"
"	%78.6	"	"
"	"	3.93	"
"	"	"	"
"	"	3.63	%72.6

%79.6 "

"

. 3.98

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:15.4

2		77.20%	0.78	3.86	20
4		73.40%	0.92	3.67	21
5		73.20%	0.83	3.66	22
1		79.20%	0.67	3.96	23
3		74.40%	1.00	3.72	24
6		69.80%	1.19	3.49	25
		74.40%	0.65	3.72	

"

15.4

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%79.2

3.96

(2008)

Comm(2005)

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Emerson(2008)

"

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%77.2

3.86

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3.72

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%69.8

"

. 3.72

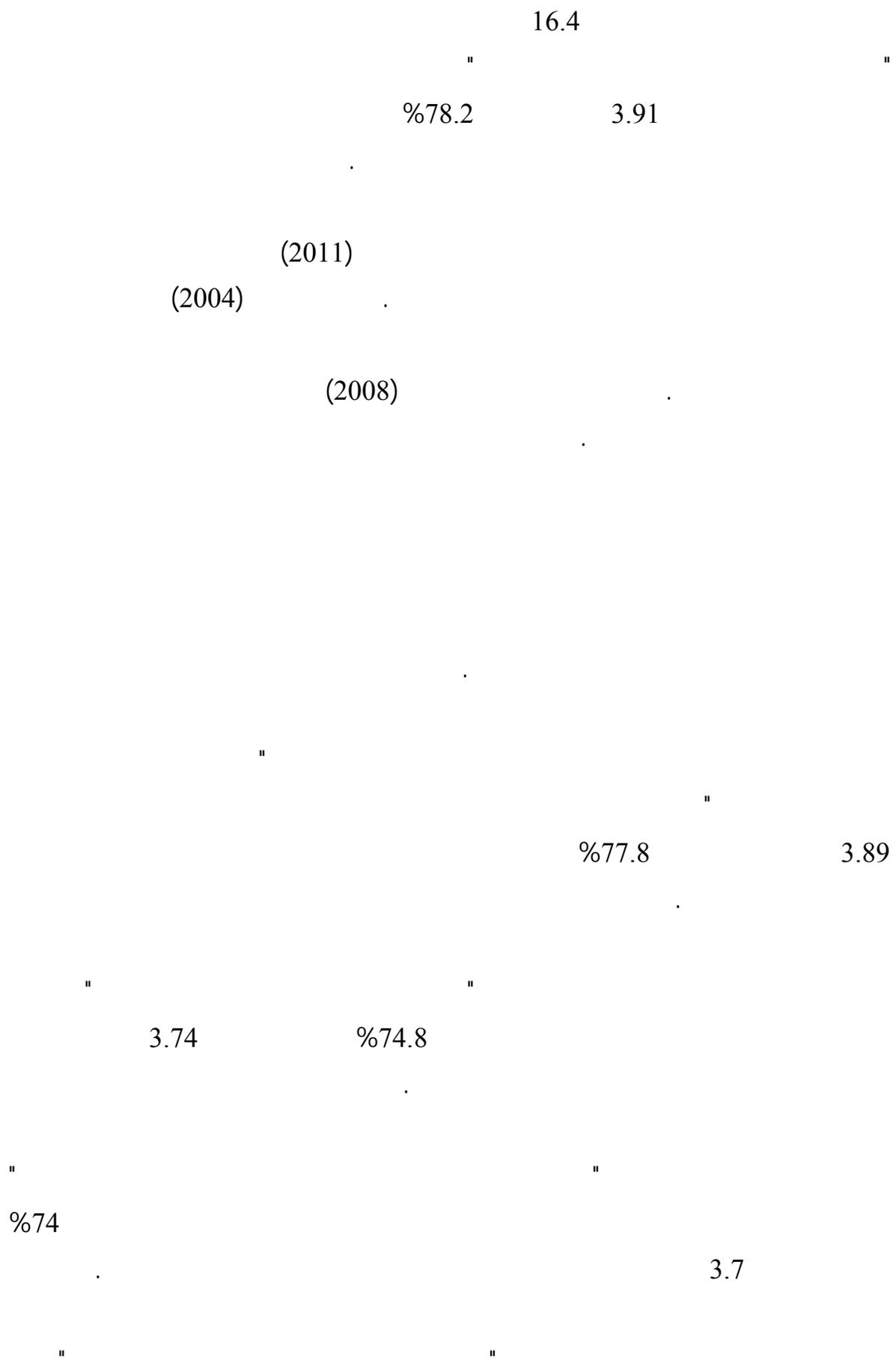
%74.4 "

()



:16.4

1		78.20%	0.84	3.91	26
6		72.20%	1.05	3.61	27
5		72.40%	0.93	3.62	28
2		77.80%	0.88	3.89	29
4		74.00%	1.02	3.70	30
7		71.20%	0.95	3.56	31
3		74.80%	0.96	3.74	32
		74.40%	0.72	3.72	



%72.4

3.62

"

"

%3.61

%72.2

"

%71.2

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. 3.72

%74.4 "

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%77.2

3.86

:() : .2.8.4

:17.4

19		75.80%	0.87	3.79	2
15		81.00%	0.68	4.05	3
12		81.60%	0.64	4.08	4
8		82.80%	0.64	4.14	5
10		82.40%	0.67	4.12	6
3		83.80%	0.68	4.19	7
14		81.40%	0.61	4.07	8
5		83.40%	0.69	4.17	9
19		75.80%	0.97	3.79	10
21		75.60%	0.85	3.78	11
17		77.80%	0.84	3.89	12
10		82.40%	0.59	4.12	13
9		82.60%	0.57	4.13	14
12		81.60%	0.57	4.08	15
16		80.80%	0.60	4.04	16
2		85.20%	0.72	4.26	17
4		83.60%	0.73	4.18	18
6		83.20%	0.73	4.16	19
18		77.20%	0.83	3.86	20
6		83.20%	0.67	4.16	21
22		71.40%	0.96	3.57	22
1		86.00%	0.65	4.30	23
		80.40%	0.41	4.02	

9.4

: .19.4

"

($\alpha \leq 0.05$)

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(Pearson Correlation Coefficient)

:

($\alpha \leq 0.05$)

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:18.4

.345*	Pearson Correlation	
.000	Sig. (2-tailed)	
180	N	

%.1

*

r =)

(Sig = 0.000)

%1

(0.345

(2011)

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(2009)

(

(2009)

Emerson(2008)

($\alpha \leq 0.05$)



:19.4

.419*	Pearson Correlation	
.000	Sig. (2-tailed)	
180	N	

%.1

*

(r = 0.419)

(Sig = 0.000)

(2002)

(2002)

Kratzen(2004)

Ngayen(2003)

(2001)

(2004)

($\alpha \leq 0.05$)



:20.4

.306*	Pearson Correlation	
.000	Sig. (2-tailed)	
180	N	

.%1

*

(Sig = 0.000)

%1

(r 0.306)

(2009)

(2011)

(2011)

(2009)

$(\alpha \leq 0.05)$



:21.4

.363*	Pearson Correlation	
.000	Sig. (2-tailed)	
180	N	

.%1

*

r)

(Sig = 0.000)

%1

(= 0.363)

(2006)

(2008)

(2009)

GAO(2001)

Command(2005)

(2009)

($\alpha \leq 0.05$)



:22.4

.288*	Pearson Correlation	
.000	Sig. (2-tailed)	
180	N	

%.1

*

(Sig=0.000)

%.1

(r = 0.288)

(2011)

(- - - -)
(2009)

Karket (2003)

Nguyen(2003)

Melhem

(2006)

:23.4

.428	Pearson Correlation	
.000	Sig. (2-tailed)	
180	N	

(0.428)

%1

) (2009) (2011)
 (Emerson,2008) (2009

.(24.4)

0.28

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0.23

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(*)			
"Sig"	"T"		
0.000	21.99	3.32	
0.000	4.91	0.19	

: -24.4

(*)			
"Sig"	"T"		
(*)			
0.000	16.46	2.95	
0.000	6.16	0.28	
(*)			
0.000	14.68	3.13	
0.000	4.29	0.23	
(*)			
0.000	18.58	3.17	
0.000	5.19	0.23	
(*)			
0.000	21.22	3.41	
0.000	4.01	0.17	

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($\alpha \leq 0.05$)

T-)

(One Way - ANOVA)

(test

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$(\alpha \leq 0.05)$



(T-test)

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:25.4

sex	N	mean	St.Dev	difference	t-value	sig
male	115	3.97	0.44	0.14*	2.08	0.039
female	65	3.83	0.36			

%5

**

(independent T-test)

%5

(Sig = 0.039)

%5

(t = 2.08)

(2008)

$(\alpha \leq 0.05)$



One Way -)

(ANOVA

25.4

:26.4

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.235	2	2.12	13.95	.000
Within Groups	26.863	177	0.15		
Total	31.098	179			

(F = 13.95)

%1

(Sig = 0.000)

:

(Scheffe)

(Scheffe)

:27.4

40 to 49	30 to 39	20 to 29		
0.229**	-0.184**	===	20 to 29	3.875
0.413*	===	0.184**	30 to 39	4.059
===	-0.413*	-0.229**	40 to 49	3.646

.%5

** %1

*

(30-39)

.50-40

$(\alpha \leq 0.05)$



One Way -)

. 27.4

ANOVA

:28.4

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.814	2	0.407	2.467	0.088
Within Groups	28.713	174	0.165		
Total	29.527	176			

(F = 2.467)

(Sig = 0.088)

%5

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3

(2011)

$(\alpha \leq 0.05)$



.28.4

:29.4

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.865	4	.466	1.564	.186
Within Groups	52.146	175	.298		
Total	54.011	179			

(F = 1.56)

(Sig = 0.186)

%5

($\alpha \leq 0.05$)



.29.4

One Way - ANOVA)

:30.4

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.491	2	0.745	4.455	.013
Within Groups	29.607	177	0.167		
Total	31.098	179			

(F = 4.455)

(Sig = 0.013)

%5

4

(2008)

5

16

(Scheffe)

:31.4

More than 8	5 to 8	Less than 4		
0.256**	0.128	===	Less than 4	4.073
0.127	===	-0.128	5 to 8	3.945
===	-0.127	-0.256**	More than 8	3.818

%5

**

.(4)

($\alpha \leq 0.05$)



.31.4

One Way - ANOVA)

%1

(Sig = 0.000)

(F = 10.64)

8

:32.4

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.796	2	2.898	10.639	.000
Within Groups	48.215	177	.272		
Total	54.011	179			

(Scheffe)

:

(Scheffe)

:33.4

More than 8	5 to 8	1 to 4		
-0.437*	0.071	===	1 to 4	3.811
-0.508*	===	-0.071	5 to 8	3.741
===	0.508*	*0.437	More than 8	4.249

%1

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.%78.6	3.93	•
.%79.6	3.98	•
.%74.4	3.72	•
.%74.4	3.72	•
.%80.4	4.02	•

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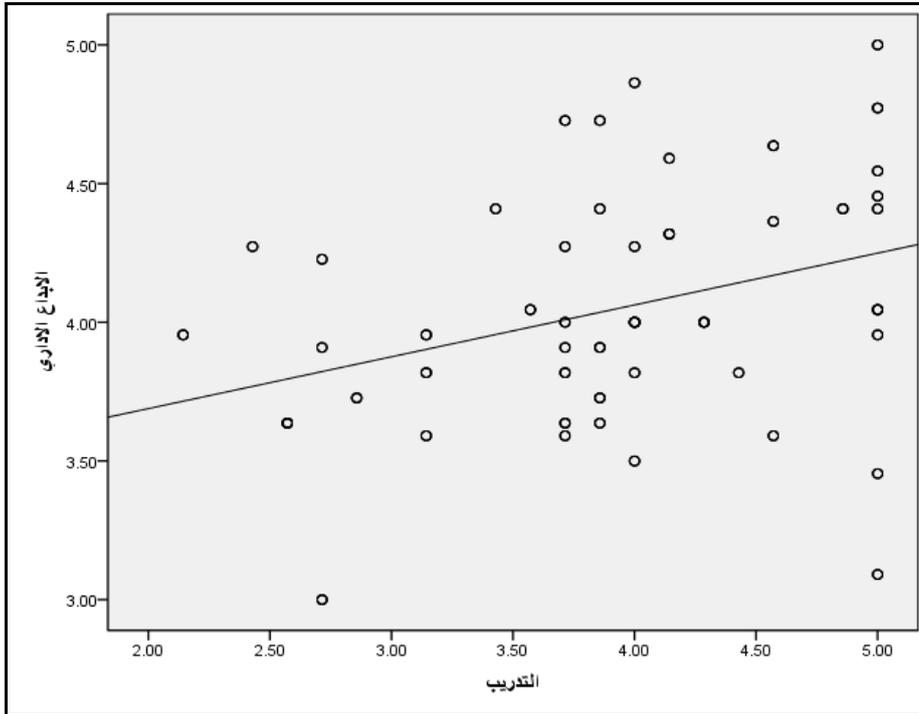
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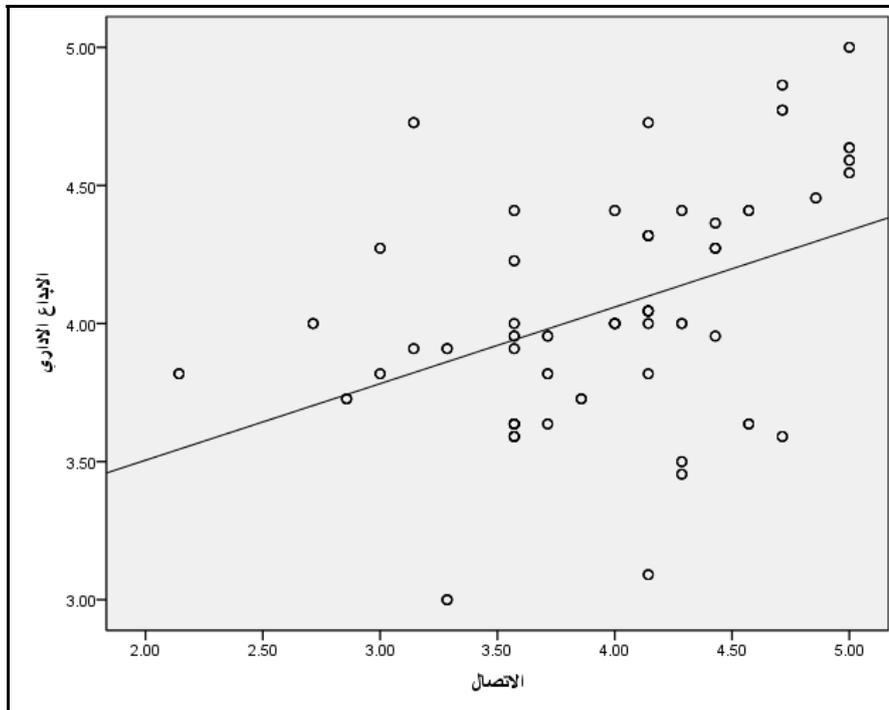
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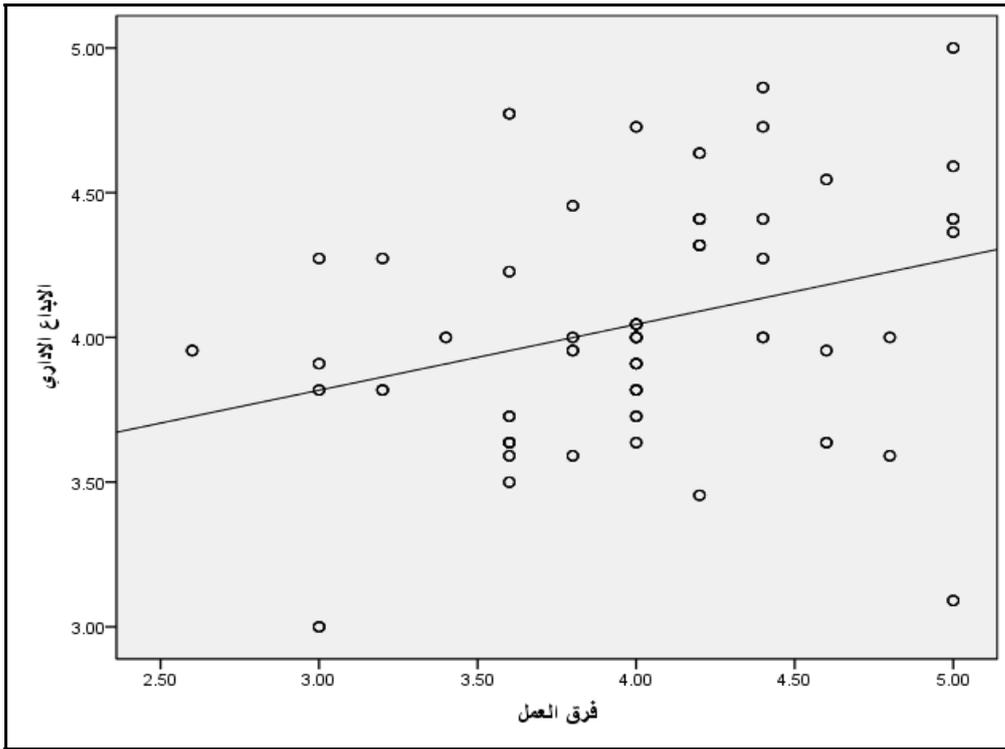
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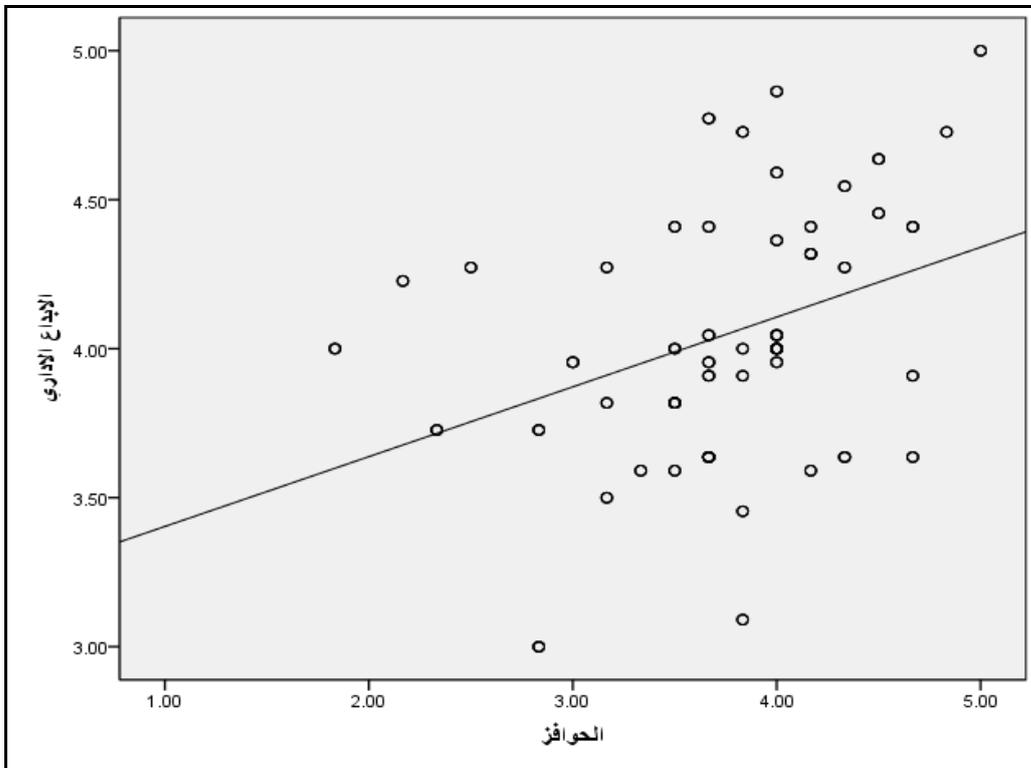
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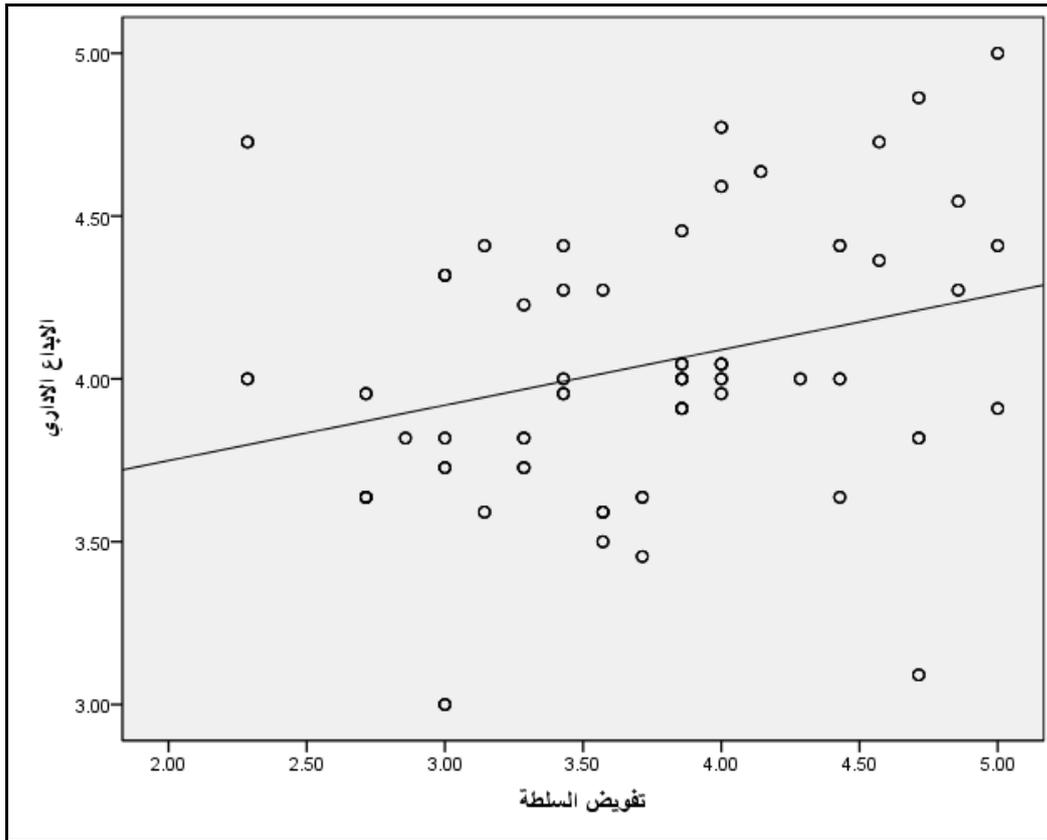
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58	5.4
59	6.4

49	1.4
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82		25.4

83	26.4
83	.. (Scheffe)	27.4
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86	.. (Scheffe)	31.4
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.....**Abstract**

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1	1.1
2	2.1
3	3.1
4	4.1
5	5.1
5	1.5.1
6	2.5.1
6	6.1
6	1.6.1
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6	7.1
7	1.7.1
7	2.7.1
7	8.1
7	9.1
7	10.1

9	:
9	1.2
10	1.1.2
11	1.1.1.2
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25	4.2.2
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28	7.2.2
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31 -	3.2
32() :	1.3.2
32	2.3.2
33	3.3.2
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36	:	
36		1.3
37		2.3
41		3.3
45		4.3
47	:	
47		1.4
47		2.4
		3.4
48()		.1.3.4
49Validity		4.4
49(Face validity)	:	.1.4.4
50(Structure Validity)	:	.2.4.4
51(Internal Consistency)	:	.3.4.4
52Reliability		5.4
53		6.4
54		7.4
59		8.4
59()	:	.1.8.4
74		9.4
74		1.9.4
81		2.9.4
89	:	
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