

# CREATIVE LEADERSHIP AND ITS RELATIONSHIP TO THE DISTINGUISHED BEHAVIOR OF DEPARTMENT MANAGERS AT THE UNIVERSITY OF BAGHDAD

Assit. Lecturer KHADIJA WAJID ABBOD MUHUR AL-FURAIJI

*Directorate of education /Baghdad/first Al-Rusafa.*

*Al-Karmal Primary school for girls*

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## ABSTRACT

*The current research seeks to identify creative leadership and its relation to the behavior of the directors of the distinguished departments at the University of Baghdad. In order to achieve the objectives of the current research, the researcher followed the descriptive approach, where the researcher identified the research community from all the directors of departments at the University of Baghdad and took the researcher from the representative sample of the community of (100) Director and Director of scientific and humanitarian sections.*

*The researcher adopted the criteria of creative leadership (Abdullah, 2011) and the measure of excellence in behavior (Hassan, 2009). The researcher derived the psychometric characteristics of the research tools such as the validity of the arbitrators, the stability, and the psychometric properties of the current research tools. The tools are applied to the research sample. The researcher reached the following results:*

- 1. There is a high level of creative leadership among department managers at the University of Baghdad*
- 2. There are differences in the creative leadership of department managers at the University of Baghdad according to gender and in favor of (males)*
- 3. There is a high level of behavior distinguished departmental managers at the University of Baghdad*
- 4. There are differences in behavior distinguished departmental managers at the University of Baghdad according to gender and in favor of (males)*
- 5. There is a statistically significant relationship between the creative leadership and the outstanding behavior of department managers at the University of Baghdad.*

**CHAPTER ONE: DEFINITION OF RESEARCH****First: Research Problem**

Creative leadership derives its importance from the human element, which has become the focus of attention in the organization and the most important resource of its contribution to the achievement of its objectives. In contrast to other variables, the behavior of the individual is difficult to control and control because of constant changes and fluctuations in his feelings and emotions. The human competencies that they have to achieve their objectives, and thus ensure their sustainability and sustainability, they have to provide effective management leaders capable of influencing the behavior of individuals and then motivating them to perform their tasks effectively and effectively. (Marzouki, 2009: 58).

There is no doubt that the distinctive behavior of the leaders in any institution is the final conclusion, which represents the group of procedures and activities of the worker in the institution, and this factor is influenced by the range of personal and environmental factors in the surrounding work environment (Abdelkader, 2011: 68).

The researcher noted through the theoretical framework and the previous verses, as well as the presentation of a survey questionnaire on creative leadership and outstanding behavior, the loss of many educational institutions for leadership in its work. Most of the leaders are based on issuing orders and directing them without discussion or dialogue with the cadres that work with them in the same the researcher noted that the loss of many institutions to their success is due to the loss of the creative leadership factor in the work. The researcher found that the behavior of the leaders is rare or slightly because of weakness in creative leadership

Therefore, the problem of the study lies in the following question:

What is the creative leadership and its relationship to the behavior of distinguished department managers at the University of Baghdad.

**Second: The Importance of Research**

The importance of leadership lies in enhancing the existing human relations with subordinates and presidents, in addition to working to maintain balance in work and solve problems in modern ways, in addition to exchange ideas and ideas with others, accept constructive criticism and the importance of creative leadership in being the main driver in the lives of individuals and peoples in general And institutions in particular, they represent a social phenomenon we seek revenge in different walks of life, and without this leadership cannot be achieved goals and arrive at distinct behavior apparent, whether these goals material or moral, so it can be pointed out that the creative leadership Is the essence of both public and private institutions without which these institutions cannot progress and develop.

**The importance of the current research can be summarized as follows:**

**1. Theoretical importance**

- A. The vitality and value of research variables, especially since they did not study the group of each other with each other in any previous Iraqi or Arab research
- B. The National Library has been provided with genuine research in the management of departments, especially with the scarcity of research in this field.

**2. Practical importance**

- A. The practical importance of characterizing the creative leadership of leaders in the departments of the university as well as the role of leadership and its impact on distinctive behavior is evident.
- B. The results of the research are expected to be positively reflected on the leaders and

subordinates because the variables will be applied to them.

- C. Motivating the motives of the Ministry in question to highlight the research variables

### Third: Research Objectives

In light of the research problem and its questions, this research is designed to achieve the following objectives:

1. Identify the level of creative leadership of department heads at the University of Baghdad
2. Identify the differences in creative leadership among department heads at the University of Baghdad according to gender
3. To identify the level of behavior of departmental heads at the University of Baghdad
4. Identify the differences in the behavior of distinguished department heads at the University of Baghdad according to gender
5. To identify the correlation between creative leadership and outstanding behavior among department heads at the University of Baghdad

### Fourth: Research Limits

The current search is determined by a set of borders, including:

6. Human Boundaries: Department Heads at the University of Baghdad
7. Spatial boundaries: University of Baghdad
8. Time limits: the academic year 2019-2020

### Fifth: Research Terms

#### First: Creative Leadership

- Abdul Wahab (2007): It represents the ability and ability to influence others involved in achieving the set goals. This means that the basis of leadership is based on continuous communication between the leader and mentor. They exchange knowledge, attitudes and ideas in the hope of reaching the desired goals, 2007: 4)
- Gabea (2009): It is the art of dealing with others around the leader, as well as the ability to gain their respect, trust and cooperation (Gabayn, 2009: 90).
- Antonakis, & House, 2014) is the ability to innovate, develop a new style and a new way of managing the work environment, and use modern technologies that meet the many requirements of work and meet the needs of society (Antonakis, & House, 2014), (31). The researcher adopts the definition of a theoretical definition of research (Gabbayn, 2009).

#### Second: Excellent behavior

- Knowledge (Al-Naiman, 2006): Characteristic job behavior represents an individual's ability to reach the goals of the institution she has set up (Al-Naimen, 2006: 37).
- Bahra and Abu Swirh, 2010: This is the daily activity of the employees according to their specialization and currency. The employee works through this behavior to provide the best possible performance, in order to contribute to the achievement of the objectives of the institution that seeks to achieve it (Bahr and Abu Swirh 2010): 11).
- Known (Albbasi, 2012): is the good outcome of the output, which is expressed

by the achievement of the individual for the tasks required of him (Pepsi, 2012: 23).

The researcher adopts the definition of (Babilisi, 2012) theoretical definition of research

## **CHAPTER TWO: THEORETICAL FRAMEWORK AND PREVIOUS STUDIES**

### **First: the theoretical framework**

#### **Creative Leadership**

##### **The importance of creative leadership**

The creative leadership is of particular importance because of its functions and multiple roles. The importance of creative leadership can be summarized in the following points:

1. Creative leadership works to develop and accumulate personal skills in thinking and collective creative interaction through brainstorming
2. Increase the quality of decisions taken at the level of the organization or organization and its various branches, given the involvement of more than one person in the decision-making process (Aryee, Hartnell). 2012: 24))
3. Innovation in managerial leadership is an effective force to exceed the expectations of society or customers. This is what leadership works by encouraging creative thinking to generate new, authentic and unusual perceptions (Antonakis & House, 2006: 22)

#### **Characteristics of Creative Leadership**

The creative leadership seeks to reach its members to reach the goals set in creative and flexible ways, and even reach the group to these goals, must possess flexible leadership a set of characteristics distinguish them from others and these characteristics:

- Creative leadership is a process of influence and influence in the members of the group in

order to link to the goals that seek and this effect is not through the matter or fear or punishment, but through understanding, dialogue and discussion.

- Leadership is characterized by activity, movement and vitality, flexible leadership is not static or static, it is in the case of continuous movement, as it deals with a group of people possess different physical and mental and mental characteristics and different, where the leadership to contain the individual differences existing between them and directing their multiple energies towards the goals set.
- Creative leadership is a vital goal and therefore the goal of this leadership is to motivate individuals to reach this goal.
- Creative leadership is a cooperative leadership, and the flexible leader should convey the spirit of cooperation between him and the working people, especially when implementing the common goals (Spring, 2008: 146).

#### **Characteristics of Creativity in Leadership**

The creativity in the leadership of a group of individuals in a particular place and time, but it is in the presence of certain characteristics or attributes possessed by the leader of these characteristics include:

1. Openness towards others who are assigned to the leader of the staff and assistants, there are no barriers or personal or procedural difficulties in reaching the leader and dealing with him.
1. Having the leader the constant desire to identify the problems, deficiencies and gaps surrounding the work, in addition to having the desire to address the shortage Epitropaki & A. (2013: 33)
2. Ability to control the working environment, especially in time of crises and problems

3. The trust given to others in order to assume responsibility and fulfill the tasks, in the sense that the leader waives part of his powers to others in order to carry out his duties in his absence (Epitropaki, 2012: 14)
4. Respect and appreciation of the choices of others around him and their views on the work and take into account
5. Constantly rush towards learning and educating towards everything in the work environment
6. Estimate and value the achievements of others and not look at it superficial and simple
7. Moving towards the future and preparing for it (DeRue, & Ashford, 2010: 28)

That creative leadership seeks to reach its members to reach the goals set in creative and flexible ways, and even reach the group to these goals, must possess the creative leadership a set of characteristics distinguish them from others and these characteristics:

- Creative leadership is a process of influence and influence in the members of the group in order to link to the goals it seeks and this effect is not through the matter or fear or punishment, but through understanding, dialogue and debate (Eisenbeiss, Boerner, S. 2010: 31)
- Creative leadership is characterized by activity and movement and vitality, creative leadership is not static or static is in the case of continuous movement, as it deals with a group of people possess different physical and mental and mental characteristics and diverse,
- Inspire and direct their energies towards the goals set
- Creative leadership is a vital goal and therefore the goal of this leadership is to motivate individuals to reach this goal. Denis & Sergi, 2012: 34)
- Creative leadership is a cooperative leadership, and the flexible leader should

broadcast the spirit of cooperation between him and the personnel working, especially when the implementation of common goals (Abu al-Khair, 2013: 36).

### **Outstanding Behavior**

#### **The importance of measuring outstanding behavior**

The measurement of the outstanding behavior of employees within the institution is necessary and vital for the individual and the institution and show its importance in the following areas: (Elci et al., 2007: 88

1. Promotion and Transport: Distinguishing behavior reveals the abilities and skills of working individuals, which positively reflects their position in work through career promotion to a higher position or transfer to a place commensurate with their career abilities.
2. Evaluation of managers and leaders: It reveals the outstanding behavior of employees on the behavior of leadership in the management of the institution and thus contribute to the evaluation of the correct form.
3. Increasing the wages of workers: reveals the outstanding behavior of the efficiency of employees and their ability to achieve and work and therefore reflected on the issuance of financial rewards for them in increasing their salaries.
4. Distinguished Behavior Standard: It is a standard through which to judge the effectiveness of the institution and its ability to reach the goals it seeks.
5. The assessment of the behavior of employees contributes to knowledge of the strengths and weaknesses of individuals as well as the proposed modifications.

**Factors Affecting Distinct Behavior:**

There are a number of factors that can affect the employee's distinctive job behavior. These factors include: (Dahdooh, 2015: 39):

1. Absence of defined objectives: The absence of clear objectives of the organization is one of the factors that affect the performance of any organization. The absence of such behavior can contribute to weakening the role of evaluating the distinctive behavior of employees, and since these goals are unclear, the process of assessing behavior will not be meaningful.
1. Lack of participation in management: The weakness of the representation and the presence of individuals in management through participation in decision - making leads to a lack of self - confidence, because the lack of their participation in the management leads to poor performance characteristic of them due to the weakness of space granted to them.
2. Different levels of performance: Factors affecting the distinctive behavior of the employees is the different levels of performance, ie, the failure of the management methods in their ability to link the performance of the worker and the size of rewards or financial return resulting from work.
3. Job satisfaction: Job satisfaction is one of the factors that clearly affect the distinctive functional behavior of employees. Job satisfaction is usually related to a range of variables, including age, social status, and income, all of which are influential external factors in the distinctive behavior.
4. Administrative Negligence: Administrative negligence is referred to as the loss of long hours of work without these hours being accompanied by an achievement or referred to administrative negligence as a delay in

work or evasion of the duties required of the employee during work.

In addition, other factors affect the behavior at work: (Saheeri, 2011: 7)

1. Effort: is a set of physical, mental and psychological energies that the individual in the work in order to reach the highest possible achievement.
2. Capabilities: represent the physical and mental characteristics that characterize the individual in a coin.
3. Perception of the individual role of the job: This is done through the employee's understanding of the nature of the daily tasks required of him, as well as personal impressions that he carries on his job.

**Second: Previous Studies****First: Previous Leadership of Creative Leadership**

1- Study: (2009 Shadar Oluseyi.A, Hammed) the impact of motivation and leadership effectiveness and time management on the performance of working individuals.

This study examines the effect of motivation, leadership effectiveness and time management on the performance of working individuals. After investigating the psychometric properties of the research tools, the researchers applied the tools to a sample of 300 randomly chosen workers. After applying the tools and analyzing the data, next:

1. There is a strong relationship between independent variables (motivation, driving efficiency, time management) and the dependent variable (employee performance)
2. The most influential variable in the dependent variable is the driving efficiency.

2- Study (Khudair, 2017): Leadership behavior and its reflection on the effectiveness of performance: -

The management issue today is of great interest, since the modern administration based on sound scientific foundations makes the institution reach its goals that it wishes to reach, as well as the management is what makes the institution continue to compete and stay at work well. This means that the success of the institution in reaching its goals is related in one way or another to the leader who manages the administrative process. The behavior of the leader who appears through the daily dealings with the working people affects their effectiveness by putting trust and affection between him and them as well as giving part of his responsibilities to them. The study showed that flexible democratic leadership contributes to increasing the effectiveness of the performance of working individuals by reducing the feelings of fear, tension and anxiety as well as feeling comfortable. The study also showed that the democratic pattern has an impact and effectiveness in raising the motivation of the workers.

## **Second: Previous Studies of Outstanding Behavior**

1- Study (Olorunsola E.O 2012): the performance of Nigerian university workers from the perspective of managers and administrators.

This study seeks to identify the functional performance of individuals working in some Nigerian universities, from the point of view of managers and administrators, in addition to the influence of sex factor in management. The study sample consisted of four hundred employees from four universities. The researcher used the questionnaire to collect the data. After the questionnaire was applied to the sample, it was analyzed and a set of results were obtained. The level of performance was high in the sample. Statistically significant among males and females in functional performance.

2- Jabbar, 2018: The performance of university staff and its relation to the administrative behavior of their managers

The present study seeks to identify the relationship between employee performance and managerial behavior of their managers. In order to verify this goal, the researcher adopted the Nebhan Scale (2015). After verifying the psychometric properties of the scale, the researcher applied his research tool to a sample of (One hundred and forty) employees and employees, and after the data collection and analysis by the statistical basket of social sciences (Spss) was found to have a relationship of statistical significance between the performance of employees and management behavior of their managers.

## **CHAPTER THREE: RESEARCH PROCEDURES**

This chapter includes a description of the research community, the selection of a representative sample, as well as the preparation and logical and statistical analysis of the standard paragraphs, and then the verification of the psychometric properties of the scale, as well as the presentation of the statistical means used in the research procedures.

### **First: Research Methodology**

In order to achieve the objectives of the research, the researcher adopted the descriptive approach, since it is compatible with the current study and procedures. The descriptive approach is one of the most common and used in human research

### **Second: the research community**

The research community consists of all heads of the human and scientific departments at the University of Baghdad for the academic year 2019-2020

### **Third: Research Sample:**

The sample is part of the original society from which the research problem originates. It is chosen according

to scientific rules to represent the society correctly. Sample selection is a crucial process in practical research. It identifies and influences all the steps of research. The meaning of the research sample refers to the sample in which the characteristics of the community are distributed in the same proportions as the society (Awda, Malkawi, 1987: 128).

The sample consisted of (100) heads of department, half of them males and half females

#### Fourth: Research Tools

1. The Creative Leadership Scale (Abdullah, 2011) the standard consists of 35 paragraphs with five alternatives, and a distinctive behavior measure (Hassan, 2009). The scale consists of 20 paragraphs with five alternatives (always, often, sometimes, and rarely).

2. Experience the clarity of paragraphs and instructions in order to identify the clarity of the paragraphs and instructions, the researcher applied the research tools to a sample of (20) head of department outside the sample of statistical analysis and final application as shown in the following table:

Table (1) Experience the clarity of paragraphs and instructions

variable	the sample
Males	10
Female	10
sum	20

It is clear from the sample answers and the questions mentioned in the paragraphs that the instructions are clear as well as the paragraphs. The average time required to answer the paragraphs is the measure of creative leadership (15) minutes. As for the outstanding behavior, the average time required for him is (9) minutes.

### 3. The Cykometric Properties of the Questionnaire

#### First: Honesty

Honesty is one of the important cykometric characteristics of inquiry (Ebel, 1972: 435), because an important indicator of the ability of verbs to measure what is set for measurement (Harrison, 1983: 11), and truthfulness fulfills the purpose for which the questionnaire was drawn: 235).

**The researcher extracted the following truthful questionnaire:**

#### The arbitrators believed

The credibility of the arbitrators is one of the necessary and important steps in constructing the questionnaires. This credibility indicates the extent to which the

questionnaires are represented for the attribute to be measured, in addition to the validity of the paragraphs in their apparent form. Although this type of truth is misleading and imprecise, the beginning of the preparation of the paragraphs in the absence of statistical indicators on the veracity of the paragraphs (Kubaisi, 2001: 171). The researcher presented the paragraphs of the questionnaire to a group of experts and arbitrators to show their opinion on the veracity of the paragraphs in their virtual form. The researcher adopted a standard of (80%) of the experts as a criterion for the survival of the paragraph, and on this basis did not drop any paragraph, as the researcher took notes by experts and arbitrators and adjusted the scale in its light.

#### Second: Stability

Consistency is one of the important cykometric characteristics of the questionnaires, considering the progress of truthfulness, because the true measure is necessarily constant, and it can be said that each honest questionnaire is constant (Imam and others, 1990: 143). Stability has been calculated in more than one way and as follows:

**1- Method of retesting Test - Retest:**

The stability calculation is required by this method, called the Stabilization Factor over time. This is done by re-applying the questionnaire to the same persistence sample by a time interval (Zeller & Carmines, 1986, 52) 40) after 15 days. After the completion of the two applications, according to the coefficient of stability of the questionnaire in the calculation of the scores of this sample with their degrees in the first application, the Pearson correlation coefficient was used between the two application grades. The coefficient of correlation was 0.86 for the creative driving scale, (88).

**2- The method of Vcronbach (Alpha Cronbach, 1951):**

This method calculates the correlations between the scores of all the paragraphs of the questionnaire, since the paragraph is a questionnaire by itself. The consistency coefficient here indicates the consistency of the individual's performance, ie the homogeneity between the paragraphs of the questionnaire (return, 2000: 354). The equation of the Vaccronbach on the scores of the sample members (40) and the value of the coefficient of stability of the scale (0.85) for the measure of creative leadership, the outstanding behavior was (0.75).

**Statistical means**

The researcher used the statistical bag for Social Sciences (Spss). The researcher used the following statistical methods:

1. The arithmetic mean
2. Standard deviation
3. Alpha Kronbach equation
4. Percentages
5. Coefficient of correlation

**FOURTH CHAPTER****Search Results Conclusions, Recommendations and Proposals**

This chapter includes a presentation of the results of his research, in accordance with the objectives presented in the first chapter, and discuss these results in light of the theoretical framework and previous studies emanating from it, and thus come up with a set of conclusions, recommendations and proposals

**First Objective:** To identify the level of creative leadership of department heads at the University of Baghdad

The results showed that the mean of the research sample was (222.43) with a standard deviation of (19.54). When comparing this mean to the satisfactory mean of the research (192.5) and using the T test for one sample, the calculated T value was (24.53) (1.96) at a level of (0,05) indicating that the research sample is characterized by a high level of creative leadership, as shown in the following table.

Table 2. Test results for one sample to identify the difference between the sample and the community

Number of members the sample	SMA	standard deviation	Average	T calculated value	Tissue value	Level of significance
100	222.43	19.54	192.5	24.53	1,96	0.05

The researcher believes that creative leadership is an important element in the educational institutions as the main engine of all activities in these institutions and distinguish the heads of departments in this attribute, which reflects positively on the work of education

**Objective 2: To identify statistical differences in creative leadership according to gender**

It was the arithmetic average for males of numbering m ( 50 ) on the creative leadership scale (225.43 ) Ba Nhrav standard capacity of (16.45 ) , while the average i female adult population ( 50 ) on the creative leadership scale (220.34 ) Ba Nhrav standard power (22:56 ) , Using the T-test for two independent samples, it was found that the calculated T value was (3.45), which is statistically significant at the level of significance (0.05) and that these differences favor the average male , as in the following table.

**Table 3. Differences between leadership and femininity in creative leadership**

Sex	Number of members the sample	SMA	standard deviation	T calculated value	Tissue value	Level of significance
Male	50	225.43	16.45	3.45	1,96	0.05
female	50	220.34	22.56			

The researcher considers that the distinction between males and females in creative leadership is related to the ability of men to overcome their rights to work and their duties more than women.

**Objective 3: To identify the level of behavior of department heads at the University of Baghdad**

The results showed that the mean of the research sample was (78.65) with a standard deviation of 15.54. When comparing this mean to the satisfactory mean of the research (60 ) and using the final test of the sample, the calculated T value was (21.33 ) The T-table value of (1.96) at the level of significance (0,05), which indicates that the research sample characterized by a high level of outstanding behavior , as shown in the following table.

**Table 4. Test results for one sample to identify the difference between the sample and the community**

Number of members the sample	SMA	standard deviation	Average	T calculated value	Tissue value	Level of significance
100	78.65	15.54	60	21.33	1,96	0.05

In the opinion of the researcher that the level of outstanding behavior was high in the research sample because of the continuous and intensive training courses throughout the year, these courses enabled the sample members to have the

responsibility to adhere to the organization within the institution, and this was revealed through the high level of behavior distinguished members of the sample, Scale sections.

#### **The fourth objective: To identify the statistical differences in behavior according to gender**

The mean of males ( 50 ) on the standard behavior scale (80.32 ) was standard (14.11 ) , while the average of the females ( 50 ) on the measure of behavior was ( 76.44 ) with a standard deviation of (15.54 ) Using the T-test for two independent samples, it was found that the calculated T value was (3.44), which is statistically significant at the significance level (0,05) and that these differences favor the average male , as in the following table.

**Table 5. Differences between males and females in outstanding behavior**

Sex	Number of members the sample	SMA	standard deviation	T calculated value	Tissue value	Level of significance
Male	50	80.32	14.11	3.44	1,96	0.05
female	50	76.44	15.54			

This finding indicates that there are differences in behavior in males rather than females, and that this is due to male superiority in creative leadership

#### **Fifth: Recognition of the relationship of statistical significance between the creative leadership and the outstanding behavior of heads of departments at the University of Baghdad**

In order to verify this objective, the researcher used the Pearson correlation coefficient between the responses of individuals on the two measures. The correlation coefficient value (0.83) indicated a positive relationship between the two variables.

#### **CONCLUSIONS**

1. The level of creative leadership among department heads at the University of Baghdad was high and statistically significant
2. There are differences of statistical significance in the creative leadership of heads of departments at the University of Baghdad, dating back to the sex variable and for the benefit of males.

3. The level of behavior of department heads at the University of Baghdad was high and statistically significant
4. There are differences of statistical significance in the behavior of distinguished heads of departments at the University of Baghdad, dating to the variable sex and for the benefit of males.
5. There is a statistically significant relationship between the creative leadership and the outstanding behavior among the department heads at the University of Baghdad.

#### **RECOMMENDATIONS**

1. Working to support the leadership of women in the presidency of the scientific and humanitarian sections
2. Giving sufficient space for leaders to work freely without external interference
3. To support the outstanding behavior through promotion and rewards

**PROPOSALS**

1. Creative life and its relation to the organizational commitment of department heads in the Ministry of Higher Education
2. Organizational success and its relation to the distinguished behavior of employees in educational institutions.

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