

The degree of practice for Oil companies' managers in Kuwait for the leadership patterns according to the maturity theory

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Sponsorship information (if any):

Abstract

The aim of the study was to identify the leadership patterns practiced by oil companies' managers in the state of Kuwait according to the maturity theory, to range these patterns in descending order beginning with highest degree of practice to the lowest, it aimed also to identify the variables of sex, qualification and experience in the practice.

The study sample consists of (350) employees chosen randomly, study instrument (questionnaire) was distributed to them after testing its validity and credibility. After analyzing the data, the following results have been reached:

There is a medium degree of practice for oil companies' manager in the state of Kuwait according to the leadership patterns; the order of these patters is as per the following: order pattern, convincing pattern, participation pattern, and authorization pattern. It was revealed also that there is an apparent discrepancy in means and standard deviations for the degree of oil companies in the state of Kuwait for practicing the leadership patters according to the maturity theory due to the differences in of sex, qualification and years of experience variables.

The study recommended that the leadership patterns according to the maturity theory should be taken more into consideration as it has a great impact on oil companies' managers in the state of Kuwait.

Keywords: Leadership patterns, Maturity theory, order pattern, convincing pattern, participation pattern, authorization, oil companies in the state of Kuwait.

1. Introduction:

Administration processes are integral parts focusing on coordinating and directing individuals and groups toward achieving goals. Leadership constitutes the main aspect of these processes as they are results of the human factor which in turn started to have a prominent place among other different productivity factors to reach the desired goals with determination, competence and efficiency (Al.Qattan: 2011: 1), there is no doubt that leadership is the key factor to institutions of different kind to success or failure (Rawashdeh: 2002: 5).

Among the theories explaining the leading act (Situational theory of leadership), of which several of sub-theories emanated from, Fedler theory, Victor H.Vrom & Philip Yatton theory, House and Evas theory (Al-Sakarneh: 2010 :81), Reddin's 3-D theory, Hersey and Blanchard theory (The life cycle theory) which this study concerned with and according to this theory, the successful or effective management is the management that leaders are modifying their leadership patterns within according to the readiness (maturity) of subordinates to deal with specific situation, while the leadership patterns arising from the theory created by

Harmonization between leadership behavior concerned with the task and the leadership behavior concerned with relations. Based on the theory, adopting these patterns by the leader in his leadership to the workgroup will lead to improve the performance and increase employee satisfaction (Ayasrah: 2006 : 72).

In the light of the above, this study aimed to identify the practicing of oil companies' managers in the state of Kuwait to the leadership patterns according to the maturity theory as these patterns have a significant impact on the Kuwaiti economy which in turn reflects on the life style and luxury in Kuwait due to what is achieved in these organization by the leadership patterns.

2. Timetable:

The aim of the study was to identify the leadership patterns practiced by oil companies' managers in the state of Kuwait according to the maturity theory. The study instrument was distributed in December 2019.

3. Research Problem:

Researcher started his study from the pre-existed problems represented by:

- All employees are not at the same level of career maturity, as there are senior employees, middle experience employees and junior ones. Furthermore, there are high mental and absorptive capacities' employees, medium capabilities employees and limited capabilities ones.
- All employees are not at the same level of the ability to deal and react to all situations, as there are situations require experienced employees, other situations may need other employees and etc... So, each situation has its own employees who are capable to deal with it seriously, efficiently and competence.

Therefore, the problem of this study is represented by the extent to which the ability of oil companies' managers in Kuwait to adopt, use and diverse their leadership patterns according to the maturity theory and also their success by following the patterns of maturity theory "life cycle". Research problem then is represented by the following research questions:

First main question: what is the degree of oil companies' practice to the leadership patters according to the maturity theory in the state of Kuwait?

4. Importance of the study:

Each study has an importance it seeks to achieve and so this study. It has theoretical and practical importance. Despite the great theoretical importance which explains -theoretically- the aspects of this study (maturity theory), its importance increases when we look on the practical aspect- field standard- as this study let the audience know the reality (the reality of oil companies' managers to practice the leadership patters according to the maturity theory) and thus, it highlights weak and strength points in that practice and relationship. In addition to the theoretical and practical importance of the study, this study will widely open this scope to researchers to handle more studies in this field or similar fields which will enrich the scientific knowledge in these subjects.

5. Study objectives:

Objectives that this study aims to achieve are represented by:

- 1- The study seeks to diagnose the leadership patterns according to the maturity theory for oil companies' managers in the state of Kuwait.
- 2- The study seeks to identify the most patterns of maturity theory practiced by oil companies' managers in the state of Kuwait and arrange these patterns in descending order from the highest to the lowest practice.
- 3- Providing suggestions (recommendations) based on the study results, trying to bridge the gaps if available in the level of practice for oil companies' managers in the state of Kuwait for the patterns of maturity theory.

6. Study Hypotheses:

First main hypothesis: there is no statistically significance practice at the significance level ($\alpha \leq 0.05$) for oil companies' managers in the state of Kuwait for the leadership patterns according to the maturity theory.

Second main hypothesis: there is no statistically significance practice at the significance level ($\alpha \leq 0.05$) for oil companies' managers in the state of Kuwait for the leadership patterns according to the maturity theory attributed to sex, qualification and years of experience.

7. Literature Review:

(Nödl, 2017) study aimed to look onto proper behaviors that leaders should show when they are trying to promote the innovative work behavior. To achieve the objective of this study, a variety of methods was used such as, main groups, documents analysis and interviews. The study found that keeping high morale of employees, incentivizing them, encouraging their creativeness, promoting information exchange, allocating tasks and authorization, and providing the independency are useful during generating ideas, while within the ideas achieving the leaders need to create feedback culture, they should have enthusiasm to implement better solution, providing award for innovative ideas and also providing resources for implementation.

(Akram, 2012) Study aimed to analyze which of the leadership behaviors is the most related to the organizational performance from leaders and employees' point of view. Furthermore, analyzing the extent to which the leadership behaviors affect the organizational performance in the public and private institutions. The study found that all the leadership behaviors are positively related with the leader and employee's recognition for the organizational performance. It found also that supporting innovation and recognizing and monitoring the leadership behaviors have a positive impact on the concrete organizational performance of leaders and employees.

Qattan study aimed to reveal the leadership patterns practiced by academic leaders at Kuwait university and their relationship to the institutional performance. The most important developmental recommendation that may contribute to improve the institutional performance was that the leadership patterns among academic leaders in Kuwait university were at medium degree in all fields and the performance as a whole. Results also showed that the institutional performance level in Kuwait university was a medium degree and there are no statistically significant differences to measure the institutional performance as a whole attributed to the impact of faculty, academic rank or years of experience variable.

While Zambat, et.al 2010 study aimed at analyzing the relationships between leadership patterns for managers and achieving the effectiveness for kindergarten from the perspective of principals and teachers in the pre-school year of independent elementary schools and kindergarten in Istanbul. Analysis results showed that there is a statistically significant relationship between the effectiveness of the school and the different factors' leaderships. Results also revealed that there were high levels of leadership among principals from the perspective of teachers and principals.

Ouguz, 2010 study aimed at identifying the relationship between leadership patterns among schools' principals and behaviors of organizational citizenship for teachers i.e. the procedure that lead to increase teachers' productivity in their workplace. The study also reached that, the level of behaviors of organizational citizenship for teachers is high with the existence of statistically significance differences attributed to sex, qualification, and experience. Results indicated that there is positive relationship between behaviors of organizational citizenship for teachers and transformational leadership for schools' principals.

Varaki, 2003 study aimed to identify the extent of difference in the knowledge-related beliefs among schools' principals in the elementary and secondary schools and then to define the impact of these differences to determine leadership patterns for principals. Results showed that principals who have low knowledge-related beliefs use the targeted leadership pattern toward relationships more than principals with high knowledge-related beliefs. Results also indicated that secondary

schools' principals tend to use the targeted leadership pattern toward relationships while elementary schools' principals practice the targeted leadership pattern toward tasks.

Bogalr also conducted a study aimed at identifying the impact of adopting transformational or transactional leadership by schools' principals on decision-making strategy (dictatorship vs. partnership), and its impact of teachers' satisfaction from their perspective. Results showed also that the transformational leadership is the best patterns to achieve the convenience of teachers and thus their job satisfaction as it is the best method to achieve the partnership pattern in decision-making. Finally, the study recommended to conduct more studies in this field.

8. Discussion:

Previous studies sought to identify the leadership patterns in Study populations differ from the current study population. As the current study population is considered on the high impact sectors in Kuwait as it supports the national economy and has a role in achieving an effective role in well being and a life of dignity for the Kuwaitis.

Previous studies also addressed the leadership patterns through separate patterns such as transformational, transactional or through general studying of the

Leadership patterns. Some of those studies tried to identify the leadership behaviors but this study tries to combine the patterns of leadership by focusing on maturity theory in its sought to identify the extent of practice for oil companies' managers in Kuwait.

1. Life cycle theory (maturity theory):

Life cycle theory (maturity theory) is one of theories or situational direction to explain the leadership patterns in addition to the other situational theories: Follet theory, continuous line theory, path -goal theory, three-dimension theory, situational leadership theory for Fedler, adaptation or contingency theory. Situational theory in general sees that roles, skills and the leadership behavior for the leader mainly depends on the situation that the leader faces, that means leader can't be a leader unless there are proper situations in the surroundings to use his skills and achieve his goals -situation suitable for his characteristics-.

The effectiveness of leadership is affected by the leader's personality, style, group's personality, situations, or cases. So, the successful leader is the person who can modify his style and adapt to what is suitable for the group to tackle a specific situation (Al-Sakarneh: 2010: 68).

The life cycle theory of leadership was developed by Hersey & Blanchard states that there are different leadership styles compatible to different situations that the leader faces during his practice to the leadership action. So, the leader has the potential to diagnose and follow-up different situations based on this theory. This theory made a significant change in the leadership studies field. As Hersey and Blanchard stated in an article "Leadership Style: situation and behavior" suggested that situational leadership helps the leader to determine the evolving and varying changes he uses to make the environmental changes more efficient. Hersey and Blanchard gave importance for adaptation of the leadership style with subordinate expectations. This theory had been widely used in the leadership training on a global range and in different organizations due to its importance (Hasan: 2004:57).

This theory was considered as one of the prominent transformations in the leadership theories, which is consisted elements of modern motivations theories and their integration with leader's role in its modern organization, it is furthermore now one of most forms used in training the managers and organizational development. This theory departs from main assumption states that the best leadership style varies according to the maturity of subordinates besides the situation's requirements. So, effective leader is the leader who has the potential to diagnose the situation's requirements and determine the level of subordinates' maturity. So, based on these two points, the proper leadership style is used; that means that there is no ideal leadership style affecting the behaviors of subordinates but the level of subordinates' maturity in a situation is determining which style/ method of effective leadership achieve the best results. The main assumption of this theory is that, by increasing the subordinates' maturity, the proper leadership behavior requires different degrees of taking care of task and humanitarian relationships (Ayasrah: 2006:68).

Hersey & Blanchard set two dimensions for leader's behavior: task behavior, relation behavior as the first behavior indicates the extent to which the leader uses in defining roles by stating: What, How, and where the task can be accomplished?. The leader uses one method of communication to explain and elaborate duties and responsibilities of his subordinates as this dimension includes setting goals, organization, allocating the plan timing, direction, and control. While the relation dimension indicates the extent to which the leader uses two or more directions to communicate with his subordinates by providing the flexible social, psychological, and facilitative behaviors support, i.e. it includes providing help, advocacy, support, communication, interactive facilitation, effective listening, and providing feedback. Hersey & Blanchard also added 1 third dimension which is "Subordinates' maturity" which means (preparedness) that is considered the most important element/ dimension of the situation and does not point to the chronological age or mental stability but to the desire and potential to carry the responsibility, achievements and attainments the task. So, the maturity consists of two concepts (Hassan: 2004: 59-60):

- 1- Mental maturity which is related to desire and motivation toward achieving specific action.
- 2- Job maturity, which is related to potential or competence in a specific action. So, individuals who have high job maturity in particular domain, they have also knowledge, potential and experience to achieve tasks without instructions from others.

Hersey & Blanchard explained why there are no effective style, but there is a style for the situation. As the style is compatible with the situation, it will be more effective by interacting the following three elements (Al-Tarawneh: 1999: 24):

- 1- Style interested in the work which the leader reflects through his interest in production and emphasis on implementation businesses.
- 2- Style interested in individuals which the leader with employees seek to in order to establish positive humanitarian relationships that lead to meet their needs and requirements.
- 3- The extent to that individuals or group of subordinates are matured enough regarding their achievement achievable goals.

According to (Al- Abadelah: 2003: 24-25), There are four leadership style for the maturity theory, which are:

First style: which is the order or direction to the low maturity. The two researchers think that individuals who are incapable or not prepared to carry the responsibility to do some tasks due to their uncertainty of some necessary tasks. So, the order or direction style provides an explanation to them. The direct management and supervision are effective for this level of maturity.

Second style: consultant marketing or selling between low and medium, and here the individuals are incapable, but they are ready to carry the responsibility and they have the trust, but they need skills for that. So, consultant selling provide them with directional behavior due to their needs for capabilities, support, and advocacy behavior while all the directions provided by the leader.

Third Style: (partnership) for maturity between medium and high, individuals/ subordinates in this level of maturity are able, but they are not ready to do what the leader wants due to their uncertainty. So, they deserve but they are not ready to that. And from the other hand, the advocacy and not the direction and partnership are effective with individual of this level of maturity as leaders and subordinates participating in decision-making.

Fourth Style: it is the authorization for the high maturity. So, individual of this level of maturity are ready, able and certain to carry responsibility and the authorization style which provide little direction and advocacy will be effective with individuals of this level because they are able to decide when and where, and they are at the same time psychologically ready and they don't need bilateral contact.

9. Validity of the instrument:

To ensure the validity of the questionnaire, it was provided to experts from the academia in Kuwaiti universities to make sure that it covered the main aspects of the topic, its integrity and clearness. It was modified then based on their comments to be clearer and more understandable to sample of this study and to be more valid in measuring the topic of this study. The comments provided by them are considered indicators for the validity of this study.

10. Reliability of the instrument:

To ensure the reliability of the study instrument, reliability coefficient was calculated based on Cronbach's alpha equation. Table (1) indicates the internal consistency based on Cronbach's alpha equation. The instrument was considered suitable for the purposes of this study.

Table (1)

Cronbach's alpha values for internal consistency

Instrument	field	Consistency coefficient
Leadership styles	Order	0.81
	Convince	0.91
	Partnership	0.93
	authorized	0.80

11. Population:

Population of this study consists from workers at oil companies in the state of Kuwait (2300) based on statistics of 2019. Sample of the study was represented by workers in the most important three oil companies in terms of capital, business history in the oil field which are Kuwait oil company, Kuwait national petroleum company and Kuwait gulf oil company. A random sample was taken for the following considerations:

- 1- Its ability to generalize the results to the remaining companies of the study population.
- 2- The researcher should be familiar with such sampling will qualify him to reach the interviewees objectively.

350 questionnaires were distributed, 315 were retrieved, 8 were excluded and 307 questionnaires were analyzed as per the following table.

Table (2)
Distributed, retrieved, and analyzed questionnaires

Company	No. of distributed questionnaires	No. of retrieved questionnaires	No. of analyzed questionnaires
Kuwait oil company	118	106	103
Kuwait national petroleum company	116	102	101
Kuwait gulf oil company	116	107	103
Total	350	315	307

12. Hypotheses Testing:

Testing the first main hypothesis: There is no statistically significance practice at the significance level ($\alpha \leq 0.05$) for oil companies' managers in the state of Kuwait for the leadership patterns according to the maturity theory.

To test the first main hypothesis, means and standard deviations for the extent of practicing oil companies' managers in the state of Kuwait for the leadership patterns according to the maturity theory were extracted and the following table shows that,

Table (3)

Means and standard deviations for the extent of practicing oil companies' managers in the state of Kuwait for the leadership patterns according to the maturity theory in descending order based on means.

Rank	number	domain	mean	Standard deviation	Level
1	1	Oder pattern	2.91	0.543	Medium agreement degree
2	2	Convince pattern	2.86	0.652	Medium agreement degree
3	3	Partnership pattern	2.81	0.697	Medium agreement degree
4	4	Authorization	2.68	0.527	Medium agreement degree
		Leadership patterns scale	2.82	0.542	Medium agreement degree

Table (3) shows that means ranges from (2.91-2.68). order pattern is in the first place with a mean of (2.91) while authorization pattern is in the last place with a mean of (2.68), mean of Leadership patterns scale is (2.82).

Testing the Second main hypothesis: there is no statistically significance practice at the significance level ($\alpha \leq 0.05$) for oil companies' managers in the state of Kuwait for the leadership patterns according to the maturity theory attributed to sex, qualification and years of experience.

To test the hypothesis, means and standard deviations for the extent of practicing oil companies' managers in the state of Kuwait for the leadership patterns according to the sex, qualification, and years of experience were extracted and the following table shows that,

Table (4)
means and standard deviations for the extent of practicing oil companies' managers in the state of Kuwait for the leadership patterns according to the sex, qualification, and years of experience

			Order	Convince	participating	authorization	Leadership patterns scale
Sex	Male	M	2.86	2.80	2.75	2.65	2.77
		Sd	0.546	0.642	0.681	0.540	0.538
	female	M	3.04	3.03	2.98	2.75	2.96
		Sd	0.520	0.650	0.713	0.486	0.528
Qualification	Bachelor	M	2.93	2.87	2.81	2.67	2.83
		Sd	0.530	0.652	0.706	0.521	0.538
	Master's	M	2.77	2.84	2.86	2.76	2.80
		Sd	0.632	0.661	0.626	0.579	0.582
Years of experience	Less than 5 years	M	2.73	2.67	2.65	2.56	2.66
		Sd	0.558	0.560	0.650	0.558	0.503
	Between 5 and less than 10	M	2.95	2.93	2.86	2.76	2.88
		Sd	0.521	0.667	0.716	0.532	0.557
	More than 10 years	M	3.00	2.93	2.88	2.68	2.88
		Sd	0.530	0.674	0.697	0.438	0.532

M: mean, Sd: standard deviation

Table (4) shows an apparent variation in means and standard deviations for the extent of practicing oil companies' managers in the state of Kuwait for the leadership patterns according to the maturity theory due to the difference of variable categories of sex, qualification, and years of experience. To elaborate the statistical differences significance among means, Three-way multivariate analysis of variance was used on the sub-patterns, shown in table (5).

Table (5)

Three- way multivariate analysis of variance for the impact of sex, qualification, and years of experience on the sub-patterns for the degree of practicing the oil companies' managers in Kuwait for the leadership patterns according to the maturity theory:

Source of variance	fields	Sum of squares	Degrees of freedom	Mean of squares	F- value	Significance
Sex Hotelling T2= 0.026 H: 105	Order pattern	1.345	1	1.345	4.840	0.029
	Convince pattern	2.957	1	2.957	7.278	0.007
	Participation pattern	3.133	1	3.113	6.628	0.011
	Authorization pattern	0.631	1	0.631	2.315	0.129
Qualification Hotelling T2= 0.33 H: 0.47	Order pattern	1.238	1	1.238	4.457	0.036
	Convince pattern	0.129	1	0.129	0.319	0.573
	Participation pattern	0.029	1	0.029	0.061	0.806
	Authorization pattern	0.003	1	0.003	0.009	0.923
Years of experience Wilks= 0.942 H: 0.021 Wilks: 0.942 H: 0.021	Order pattern	3.829	2	1.915	6.891	0.001
	Convince pattern	3.908	2	1.954	4.809	0.009
	Participation pattern	2.275	2	1.137	2.406	0.092
	Authorization pattern	1.713	2	0.857	3.140	0.045
Error	Order pattern	83.917	302	0.278		
	Convince pattern	122.700	302	0.406		
	Participation pattern	142.741	302	0.473		
	Authorization pattern	82.376	302	0.273		
Total	Order pattern	90.276	306			
	Convince pattern	130.094	306			
	Participation pattern	148.671	306			
	Authorization pattern	84.871	306			

We can conclude from the table (5) the followings,

- There are statistically significant differences ($\alpha=0.05$) attributed to sex in all patterns except the authorization pattern, the differences were in favor of female.
- There are no statistically significant differences ($\alpha=0.05$) attributed to academic qualification in all patterns except the order pattern, the differences were in favor of bachelor's degree.
- There are statistically significant differences ($\alpha=0.05$) attributed to years of experience in all patterns except the participation pattern, to show the statistically significant pair differences among means, pairwise comparison using Scheffe's method was used as shown on table (6) below:

Table (6)

Three- way multi-variate analysis of sex, academic qualification and years of experience on the total degree for degree of practicing the oil companies' managers in Kuwait for the leadership patterns according to the maturity theory:

Source of variance	Sums of squares	Degree of freedom	Mean of squares	F-Value	Significance
Sex	1.944	1	1.944	6.934	0.009
Qualification	0.112	1	0.112	0.399	0.528
Years of experience	2.801	2	1.400	4.996	.007
Error	84.665	302	0.280		
Total	89.785	306			

We can conclude from table (6) below the followings:

- There are statistically significant differences ($\alpha=0.05$) attributed to the effect of sex variable, as F-value is 6.934 and with a significance of 0.009, the differences were in favor of female.
- There are no statistically significant differences ($\alpha=0.05$) attributed to the effect of qualification variable, as F-value is 0.399 and with a significance of 0.528.

- There are statistically significant differences ($\alpha=0.05$) attributed to the effect of years of experience variable, as F-value is 4.996 and with a significance of 0.007. to show the statistically significant pair differences among means, pairwise comparison using Scheffe's method was used as shown on table (7) below:

Table 7

Pairwise comparisons using Scheffe's method to show the impact of years of experience

		mean	Less than 5 years	From 5 to 10 years	More than 10 years
Order pattern	Less than 5 years	2.73			
	From 5 to 10 years	2.95	.22*		
	More than 10 years	3.00	.27*	.05	
Convince pattern	Less than 5 years	2.67			
	From 5 to 10 years	2.93	.27*		
	More than 10 years	2.93	.27*	.00	
Authorization pattern	Less than 5 years	2.56			
	From 5 to 10 years	2.76	.20*		
	More than 10 years	2.68	.12	.08	
Leadership patterns scale	Less than 5 years	2.66			
	From 5 to 10 years	2.88	.22*		
	More than 10 years	2.88	.23*	.00	

- *significant at the significance level ($\alpha=0.05$)

We can conclude from table 7 below that there are statistically significant differences ($\alpha=0.05$) between the category of 5 years or less of experience from one hand, and between from 5 to 10 years and more than 10 years of experience from the other hand. The differences were for the favor of experience 5 to less than 10 and more than 10 years in order, convince patterns and leadership patterns scale.

There are statistically significant differences between the experience of less than 5 years and the category of 5 to 10 years. The differences were for the favor of the 5 to less than 10 years of experience in the authorization pattern.

13. Results:

- 13.1 The degree to which the managers of oil companies of Kuwait practicing the leadership pattern was at medium level and they were ordering as the following: order pattern, convince pattern, partnership pattern and authorization pattern.
- 13.2 There are statistically significant differences attributed to the impact of sex in years of experience and all the patterns except the authorization pattern, the differences were for the favor of female.
- 13.3 There are no statistically significant differences attributed to the impact of qualification in all patterns except order pattern, the differences were for the favor of bachelor.
- 13.4 There are no statistically significant differences attributed to the impact of qualification in years of experience
- 13.5 There are statistically significant differences ($\alpha=0.05$) between the category of 5 years or less of experience from one hand, and between from 5 to 10 years and more than 10 years of experience from the other hand. The differences were for the favor of experience 5 to less than 10 and more than 10 years in order, convince patterns and leadership patterns scale.
- 13.6 There are statistically significant differences between the experience of less than 5 years and the category of 5 to 10 years. The differences were for the favor of the 5 to less than 10 years of experience in the authorization pattern.

14. Recommendations:

- 14.1 More attention had to be paid for the leadership patterns according to the maturity theory as this theory has a positive impact on the managers of oil companies in Kuwait through promoting the order, convince, partnership and authorization patterns.
- 14.2 Joint symposiums between male and female participants should be held to utilize of what the female participants provide for the possibility of promoting the leadership patterns according to maturity theory.
- 14.3 Attention had to be paid to the experience of Kuwaiti oil companies' managers as this has a great impact on the leadership patterns and the attempt to improve the business during all the stages of experience to provide new methods in the leadership pattern regarding developing the work of the organization.
- 14.4 Conducting future studies based on independent variables of the leadership patterns according to maturity theory and identify the degree of its practice in more details.

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