

## **Sources of Administrative Leadership Strength and its Relationship with Training of Human Resources**

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### **ABSTRACT**

*This study aims at identification of the relationship of the Sources of Administrative Leadership Strength and training of Human Resources from the point of view of Libyan Academic clients and residents in Malaysia. It was based here on the Sources of Administrative Leadership Strength that comprise a set of Factors (Structure, expertise, character, reward, coercion or punishment). On the side of training of Human Resources, it has been relied on how to (develop knowledge and capacities) of the personnel of the commercial banks which qualify them marketing highly the banking service to clients and further contribute in gaining their satisfaction. The study concluded to the existence of effective impacts to the Sources of Administrative Leadership Power and its relationship with training of Human Resources.*

**Keywords:** Administrative Leadership, training and clients.

### **INTRODUCTION**

Given that the changes and rapid developments taking place in the business environment, due to the explosion of knowledge of information & communications revolution may lead to the aging of knowledge, skills and abilities possessed by personnel that were earlier gained, the matter which increases the need for the personnel to update their skills, knowledge and abilities constantly through training. Add to this, that the new production methods require more than ever, the well trained human element capable to perform well its productive role through promoting its capacities and skills (ben Isa ,2012). specially in the services sector as the service is produced and consumed at the same time. This matter requires that the service producer or provider to be of high efficiency and skill upon providing the services to its demander. Further to the aforesaid, the changes, developments , information and communications revolution has nowadays augmented the client's capacity and knowledge to select the high-quality products, thus relying on the quality as a main criteria for selection and preference. (Ayed ,2013).

Out of the sense, the more the strength of the administrative leadership within the organization, the probability of success is greater in achieving its goals, whether personal or organizational, (Othman, 2005) as well as the promotion of the organization and its human resources. Here comes the role of administrative leadership in influencing on their personnel. This impact can be exercised based on the its strength resources such as ownership, reward, punishment and expertise as well as the legitimate power. (Hussein ,2003)

Given that the banking system is one of the pillars upon which the economic system is built, so its development is an important requisite, this is from one part, and from the other part, the Libyan commercial banks are suffering a series of distortions and shortcomings, particularly, from the aspects covered by this study as there is deficiency in prequalification and training of the human elements as no real training opportunities were given to the human elements operating in the banking sector for long time to have enough training on modern banking

technology while there are some efforts, yet they were not utilized in an optimal manner. (A. Farhat Omar Bin Qdara, *the Central Bank of Libya Publications*, p. 3)

Assuming on the part of the researcher that there is an influence of relationship between the administrative leadership through the sources of its power and the training of the human resources, such development would not be attained except through the availability of a strong administrative leadership, as the challenge that faces any organization in making any transformation or change or development towards the best is discovering and developing of leaders characterized by power and efficiency (Ghalboun, 2010). Also, its following to modern marketing approach according to overall quality management concept, i.e. the use and introduction of modern technical means and training the human resources on them. In addition to that, training them constantly on the modern marketing concepts for marketing the banking service, specially, the front lines personnel which have direct contact with clients.

From this point, the administrative leaderships at such banks must increase their efforts to develop its human resources, the matter which leads to promotion of its capacities and skills once providing the services required by the client with high quality and thus meeting its needs and desires. This leads to keeping them in view to increase of their satisfaction degree on one hand, and attraction of new clients from the other hand. Also, this contributes in clients' welfare and achieving the growth and development opportunities to this Sector.

## **IDENTIFICATION OF THE STUDY VARIABLES**

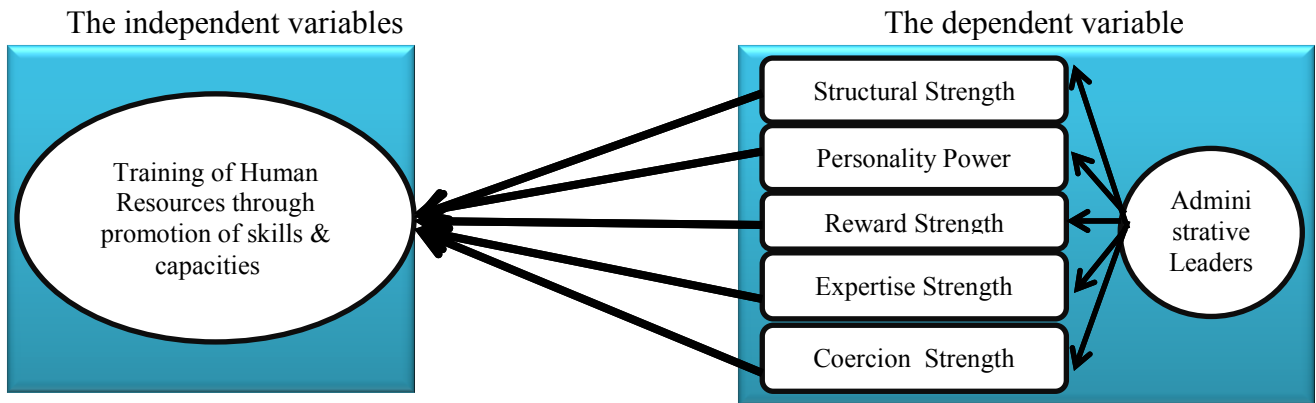
### **Sources of Administrative Leadership**

It would be dealt here with the sources of the power of the Administrative Leadership in the banks subject matter of the research represented in (Structural Strength, expertise strength, personal strength, reward strength, punishment or coercion strength). As it is clear in the model No. 1, as per classification of (French and Reven, 1959) being a set of rules and dimensions measuring strength possessed by the Administrative Leadership at any organization pioneering in this field. Here, the type of leader is originated from the (legitimacy, reward, coercion, reference, Charisma, expertise) (Hodge, B & Anthony, W ,1991). Moreover, the field literatures points out that the most important sources of strength and the most repeated what is outlined in the study of (Rahim, 1989) (Kenny & Wilson, 1984). that is: (legitimacy strength, information Strength and correlation strength and reference strength) (Jumaili,2004).

### **Training of Human Resources**

It is the variable representing in training and prequalification of the human resources inside the organization through development of skills and capacities, especially, those who are working in the front lines having direct contact with clients. It could be affected on basis that it is a variable to this study related to the independent variables represented in the sources of administrative leadership strength in the Libyan Commercial Banks as the realization of the quality levels required for its services and ensuring its continuance in the business world depends upon improvement operations of the administrative systems and promotion of the work as well as training of the human resources. This is on the internal level of the organization and on the external level through searching and excellence in building of relationships with the clients (Bu anan ,2007).

Study Model: Shape No. (1) illustrates module of the study which contains the independent variables in addition to the variable related to study as follows:



Source: Prepared by Researcher

### Concept and definition of Administrative Leadership

The avalanche of studies, as well as the models and theories that explain the subject of administrative leadership is due to the great interest in the Management thought in the concept of managerial/administrative leadership, which is one of the subjects that received the most attention in present age. That's hard to find a unified and agreed-upon definition of administrative leadership.

On one side, the administrative leadership concept, this word is back to the Greek thought as well as the Latin thought where the word "Leadership" derives from the (verb). However, it is in Arabic Language the (Leadership) derives from driving contrary to directing, i.e. the relation between leader and vassal people. The leader is the one who issues commands and the subordinates/vassal people are those carry out the commands that are issued by the leader who conducts them to achievement of goals.

As for the definition of the administrative leadership that it is "the frameworks of the Organization and who are engaging high responsibility positions, and who works in an interaction sphere to strengthen and develop the Organization cultural order through merging the various individual minds in a collective mentality achieving a collective capacity for action" (Joseph ,2009). Some others define it as "It is the positive activity that is assumed by a specific person in the field of administrative supervision on the others to achieve a certain purpose by means of grooming and influence or by usage of official power once necessary" (Naima ,2009). Also the administrative leadership was defined "It is a process of mutual impact to direct the human behaviour for the sake of achievement of a common agreed upon goal they are convinced of its importance, so they interact with it in a way ensuring the cohesion of the community and its going on towards achievement of the goal" (Ahmed, 2007).

Through the previous definitions and for the sake of the goals of this study, a definition of administrative leadership can be summarized to say that it is a process of influence on the behavior of subordinates and motivating them through different sources of power towards the goals planned efficiently and effectively.

The strength of the Administrative Leadership: human has been fond with for strength since the dawn of humanity, philosophers of the ancient Greeks have studied it. The matter goes up so far to include the Babylonian and Egyptian times with the aim to analyze and describe it as well as its interpretation and evaluation. In fact, the organizations do exist for the exercise of power in order to achieve its goals for which it has been established. There is , in

the each organization a balanced power system whether stable or unstable, but it is important that always there is a power (Abdul Sattar ,1999).

Hence, the power/strength is considered a hallmark of contemporary organizations, hence the theoretical and applied studies came successively in providing a variety of concepts of power as a an influencing Factor in explaining the performance of organizations for their work. It was defined by (Judas and others) as "the ability to influence others by virtue of the work position" (Daft. RL, 2003).

In addition to the above, the power/strength means "the ability of the individual to influence upon decisions" (Robbins, S, 1990). so that it sees the authority that it is in fact part of the broad concept of power/ strength, that is, the ability to influence based on the legitimate function/position of the individual so that he can affect the decisions through it, but not necessarily that the individual must have the legitimate authority to possess such an effect (Robbins, S ,2001). because we sometimes find in some organizations and individuals who are not assuming functions entitling them an official authority, nevertheless they enjoy the power and ability to influence others in their behavior as well as their actions. their abilities are based on other informal sources, such as strength of character that they enjoy, as well as their work experience.

### **Training of Human Resources**

There are many definitions for training which vary depending on the concepts , also it varies according to type of training and its objectives. Some of them defined the training as "a set of activities that aim to improve the knowledge and professional capacities, taking into account the capabilities needed to be applied in the work"( Raza ,2003). It has been defined also "a planned activity aiming to bring about changes in the trainees in terms of their knowledge, their acquaintance, their skills, their behavior and attitudes" (Jafar,1992). It is defined also as " the activity of acquiring and increase the knowledge and skill of the individual to perform a certain action" (Muhammad ,2003). It is defined as "the regulated and planned effort to provide the human resources in the Organization with specific knowledge, improve and develop its skills and capabilities and change positively and constructively its behaviors and trends, thus reflecting on improvement of the performance of the organization "( Ibrahim ,2003).

From the foregoing and which serves the present study, we find that the training is an acquisition the individual skills, which represents in the speed of completion of the service required by the client, as well as develop their abilities using modern technology in providing banking services, which contribute to upgrade its quality, also it directs their behaviours and feelings towards responsibility that contribute to the improve the standard of their work and to rely on them to provide the service required by the client.

### **THE IMPORTANCE OF TRAINING**

The training has great importance to the Organization and personnel together. On the part of the Organization, it is important in increasing productivity and organizational performance as the giving of personnel necessary skills and knowledge help them to perform their jobs and implementation of tasks assigned to them efficiently and it reduces the lost time (Mohammed , 2003).

The training helps also to develop the positive orientations among working personnel towards the work and the organization. Therefore, the performance of the personnel rises through their knowledge of what the Organization wants from them of performance and results. The training realizes also the functional stability in the organization (Shati ,2012).

On the part of the personnel, its importance goes back to improvement of their understanding to the Organization and clarifying of their roles and their orientations. It also serves to reduce the stress caused by lack of knowledge as well as skill, and contributes in development of their own abilities (Mohammed, 2003). As well as reducing the training need for guidance or continuous monitoring from others and thus provides a time to do other activities in the service or the interest of the Organization (Faleh, 2004). Training also makes the employee gain self-confidence, which qualifies him to conduct his required jobs him without relying on others. This is as a result of information and experience obtained from training (Jamal , 1980).

Hence it is clear that the training provides new knowledge, diverse information, skills and abilities to employees, and this leads to develop the individual and raises from his level of ambition and develop his motivation and renews his view of the role he plays within the Organization and improves his performance rates, thus his productivity and efficiency increases. The individual, too, can develop his activities and he may add and modify them. So, the training serves both employee and the Organization as well.

## **THE METHODOLOGY OF THE STUDY**

Considering the nature of the study and the information to be obtained, the descriptive and analytical method survey was used, which is based on the study of reality or phenomenon as it is in reality. This approach is interested in its accurate description and express its qualitatively and quantitatively. The purpose behind the use of this approach is not collecting information to describe the phenomenon only, but its analyzing and discovering the relationships between its dimensions as well, in order to interpret it and access to the results that contribute to the improvement of the reality and its development. Hence the researcher studied the relationships among the independent variables, which relate to the sources of administrative leadership strength (structural strength, the strength of experience, character, reward and coercion). and between the dependent variable, which is the (training of human resources) in the field of development of their skills and abilities upon marketing of the banking service with the quality that is consistent or exceeding the customer's expectations in order to contribute to the achievement of satisfaction and keeping them.

### **Community and the Research Sample**

As the main objective of the study is to identify the role of the administrative leadership strength sources and its relationship with training of human resources and the impact on the satisfaction Libyan commercial banks' clients from the viewpoint of academics, the community of the study represented in academics and residents in Malaysia being the Libyan commercial banks' clients, in view that the stay place of the Researcher is Malaysia during the duration of completion of this study. The study sample represented in (103) people.

### **The Study Tool**

In this aspect, it has been relied heavily on the questionnaire, as tool to collect necessary data for this study being one of the most appropriate research tools that meet the survey objectives and in order to obtain information and facts associated with a particular reality, in addition to relying on statistical software (SPSS) in the data analysis.

### **Honesty and Consistency**

After the questionnaire has been designed and constructed in the initial form benefiting of the theoretical framework and the previous questionnaires studies that have relevance to the present study, they were presented to a number of experienced professionals so as to



determine the extent and clarity of statements and the extent of their belonging to the study subject, till it was finalized.

### **Honesty and Internal Consistency**

After the questionnaire has finally been drafted and built in its final form, this tool was conducted on analysis Factor aiming at purification of the paragraphs to see entire quality through (Kmo and Bartlett) testing and the quality of paragraphs through (Anti-image) test. In addition, in order to determine the link degree with axes which belongs to those paragraphs.

### **The Stability of the Measurement Tool**

In order to measure the extent of the stability of the questionnaire and to make sure the data immutability and internal consistency, the researcher tested that of Cronbach alpha Factor as the degree of stability varied for each paragraph between (0.86-0.87). as these values are indication of the strength of the data stability and that they are valid for use in this study.

### **Statistical Treatment... The Analysis Factor**

In order to measure the honesty and consistency of the questionnaire internal items, as well as the use of Cronbach alpha Factor for the stability of calculation of the questionnaire axes and then testing the multi-inclination inclination, due to the containment of the study on a number of independent variables and only one dependent variable.

### **Initial Analysis Data.**

The initial analysis of the data used to collect the inferential basic requirements, which is test of the extent of the appropriateness of the data to the statistical method adopted by the researcher in achievement of his research purposes. We can test the appropriateness of the data used to carry out the quantitative analysis through the internal consistency of the instrument used and its suitability, in addition to that, the result of the analysis has confirmed the absence of any deviations in the data where the degree of skewness and kurtosis did not reach to 2- and 2+ i.e. specific area for the test. In order to make sure of the data stability and internal consistency, the researcher tested that with (Cronbach Alpha) Factor where the degree of stability ranged between every paragraph between (0.86-0.87). where these values are an indication of the strength and stability of the data and it is fit for use.

### **Hypotheses of Multiple Inclination Analysis**

Before starting the multiple Linear inclination analysis to test the validity of hypotheses or not which is linked with the independent variables that represent sources of administrative leadership strength in terms of (structural strength and power of the experience and the power of character, reward and coercion) which the administrative leadership enjoy by, and between the dependent variable represented in (Training of Human Resources). the researcher tested the statistical hypotheses relevant to the analysis in order to ensure the appropriateness of the data to the multiple linear inclination analysis assumptions.

### **First - the Multi Linear Inclination Test (Lack of High Correlation Between Factors)**

The researcher has made sure that there are no multi-linear between the independent variables by using (Variance Inflation Factor-VIF) & ( Tolerance) for each variable of the study variables with observing variance inflation of a value that is greater than (1) and the tolerance test value not exceeding (1 ). These values are considered the support to avoid multi-linear. Based on the analysis and conducting Variance Inflation Factor (VIF) for all the variables not less than (1) and ranging (1.032-1.307); also the tolerance test values ranging between

(0.765- 0.969). It is a value less than one (1). This indicator expresses of the lack of a high correlation between the independent variables and also indicates the presence of the independence between the independent variables every one of them alone. So, it emphasizes the lack of fusion of the independent variables completely in the analysis, and this illustrated in table (1).

**Table 1. Analysis of lack of fusion of the independent variables completely**

| <i>N.</i> | <i>Independent variables</i> | <i>VIF</i> | <i>Tolerance</i> |
|-----------|------------------------------|------------|------------------|
| 1         | Character Power              | 1.307      | 0.765            |
| 2         | Expertise power              | 1.032      | 0.969            |
| 3         | Reward strength              | 1.293      | 0.773            |
| 4         | Coercion strength            | 1.090      | 0.918            |
| 5         | Structural strength          | 1.103      | 0.909            |

**Secondly - The Normal Distribution**

After making sure there is no problem in the multi-correlation between the independent variables, the researcher tested with the normal distribution through the arithmetic averages and standard deviations for skewness and kurtosis Factors as illustrated in Table (2) as revealed by the study result that the arithmetic averages of the Factors ranged between (1.702- 2.224). followed by standard deviations which ranged also between (0.373-0.961). However, in view of the result of the analysis, it is clear to us that the data used are the normal distribution through the calculation of skewness and kurtosis Factors as obtained values did not exceed the limit proposed by experts (+ 2).

**Table 2. Arithmetic averages and standard deviations for skewness and kurtosis Factors**

| <i>N.</i> | <i>Factor</i>       | <i>Average</i> | <i>Standard deviation</i> | <i>Skewness</i> | <i>Kurtosis</i> |
|-----------|---------------------|----------------|---------------------------|-----------------|-----------------|
| 1         | Character Power     | 2.061          | 0.955                     | 0.473           | 0.947           |
| 2         | Expertise power     | 1.837          | 0.373                     | 1.119           | 1.612           |
| 3         | Reward strength     | 2,224          | 0,535                     | 0,925           | 1,625           |
| 4         | Coercion strength   | 1,940          | 0,961                     | 1,407           | 1,503           |
| 5         | Structural strength | 1.702          | 0.719                     | 0.779           | 0.078           |

**Thirdly - Results of the Analysis**

We can see from Table (4) the results of multiple inclination of the administrative leadership analysis and its impact on the training of human resources, through the views Clients in Commercial Libyan Banks who are in Malaysian arena. Through (ANOVA (b)) analysis, there is a relationship of statistical significant, because the value of statistical significance (alpha ratio) equals (0.001). and this means that there is an effect relationship between the power sources of the administrative leadership and training of the human resources.

**Table (3)**

| <i>Model</i>   | <i>Squares Total</i> | <i>Free Degree</i> | <i>Squares Average</i> | <i>Statistical Alpha</i> | <i>Alpha Ratio</i> |
|----------------|----------------------|--------------------|------------------------|--------------------------|--------------------|
| Linear         | 27,904               | 5                  | 5,581                  | 12,350                   | 0,001              |
| Standard error | 43.833               | 97                 | 0.452                  |                          |                    |
| Total          | 71.737               | 102                |                        |                          |                    |

Given the results of the analysis, we find correlation strength (R) has reached (0.624). and the accompanying value (F) mounting to (12.350). which means the existence of impact. The impact value can determined through access to (R) where the values of (R) recall to the interpreted variance ratio in the role of the sources of administrative leadership strength which is attributed to the independent variables so that the more the value (R) is increased, this indicates to the role of the administrative leadership strength and relying upon it in interpreting the variation and differences which may appear in the variable of training of human resources (subordinate) shown in the table (5). Hence, the determination Factor (R) was (0.624) in the standard error estimated by (0.43) of the variables in the level of the training of human resources, resulting from a change of administrative leadership strength roles.

**Table (4)**

| <i>Model</i> | <i>Correlation</i> | <i>Squared correlation</i> | <i>Squared correlation average</i> |
|--------------|--------------------|----------------------------|------------------------------------|
| 1            | 0,624              | 0,389                      | 0,357                              |

**Determining the Proportion of Independent Variables Interpretation to the Dependent Variable**

Based on the analysis and summary of the model, it is evident that the ratio of the correlation between the independent factors (sources of administrative leadership strength) of one side and the human resources from the other side as the dependent variable is (0.624). and squaring of this value shows that the influence of the independent Factors ratio is up to (0.389) and this ratio is called squared correlation.

On the other hand, we can say that (0.357) from the training of human resources is based on independent factors and such ratio or the explanatory strength is considered to be reasonable as shown in Table (5). while the percentage of the amended squared correlation, used for generalization from the sample to the entire community was also reasonable (0.357). Also the results reflect the weakness of the effect of the independent variables combined on the dependent variable.

To find out the codified or non-codified inclinator transactions as in the Table (6). which summarizes a set of functions indicating the type of relationship and the extent of influence between the variables where it gives an indication of the ratio alpha and beta indicators (which represents the value of the amount of change in the dependent variable as a result of variation occurring in the independent variable).

According to the analysis result described in Table (6). the structural strength factor of the administrative leadership is the largest impact indicator on the training of human resources (alpha ratio = 001). The contribution rate (beta = 0.432). followed by the character power of the administrative leadership factor where (the ratio alpha = 0.005) and the rate of contribution to the dependent variable it was (beta = 0.262). and then the experience power of



administrative leadership factor (alpha ratio = 0.008) and with contribution rate (beta = 0.218). The results also showed that "reward power factor occupies the last place in terms of the degree of impact (alpha ratio = 0.020 and the contribution rate in the dependent variable beta = 0.214). and the results also showed the lack of a relationship between the (stake) and the power of coercion and administrative leadership (alpha ratio = 0.491 and beta = 0.057).

**Table (5)**

| N. | Model                            | Non-codified transactions |                | Codified transactions | T     | Alpha ratio |
|----|----------------------------------|---------------------------|----------------|-----------------------|-------|-------------|
|    |                                  | P                         | standard error | beta                  |       |             |
| 1  | Stake (human resources training) | 2.233                     | 0.474          | —                     | 4.715 | 0.001       |
| 2  | Character power                  | 0,230                     | 0,080          | 0,262                 | 2,886 | 0,005       |
| 3  | Expertise power                  | 0,489                     | 0,181          | 0,218                 | 2,702 | 0,008       |
| 4  | Reward strength                  | 0,336                     | 0,141          | 0,214                 | 2,373 | 0,020       |
| 5  | Coercion strength                | 0,050                     | 0,072          | 0,057                 | 0,691 | 0,491       |
| 6  | Structural strength              | 0,504                     | 0,097          | 0,432                 | 5,185 | 0,001       |

**RESULTS**

Through statistical analysis of the views of the study sample, we can say that there is a relationship between the administrative leadership in terms of sources of its strength and between the training of the human resources, which is based on the (ANOVA (b)) analysis, so that there was a relationship from the statistical point of view, because the value of statistical indication (alpha ratio) equals (0.001). This means that there is the relationship between the sources of administrative leadership strength and the stake (human resources training). and this indicated in table (4) which expresses the results of multiple linear inclination analysis of the sources of administrative leadership strength and its impact on the training of human resources. Hence, we can accept the hypothesis which states on the existence of an influence relationship that has a statistical indication between the sources of administrative leadership power and the human resources training.

To illustrate more and based on the results of the analysis with respect to the relationship of sources of the administrative leadership strength, the training of human resources; there is a relationship between the structural strength of the administrative leadership and training of human resources where the (alpha ratio was = 0.001) and the contribution rate (0.432). and also the results of the analysis revealed that the strength of the character of the administrative leadership is related to the training of human resources, due to (Alpha Ratio = 0.005 and beta = 0.262). in addition to the existence of the relationship between the training of the Human Resources and the experience factor of the administrative leadership (the alpha ratio = 0.008 and beta = 0.218). In addition to that, the analysis has found that there is an impact relationship between the reward of strength and training human resources so that (the alpha ratio was = 0.020) and the contribution rate was (0.214).

With regard to coercion power of the administrative leadership, the results of the analysis revealed that there is no impact relationship of statistical indication in between them and between the training of human resources, so that the relationship between the dependant

factor (the stake) and the power of coercion of the administrative leadership (the ratio  $\alpha = 0.491$  and  $\beta = 0.057$ ).

Through the results of the study, the researcher recommends the administrative leaders at the commercial Libyan banks to increasing interest more in structural strength upon developing of training strategies, as well as the experience that have got from harvesting of their jobs and power of the character they enjoy when they connect with trainees, in addition to the strength of the reward upon training of human resources, which raises their skills and abilities and contribute in turn to raising the level of their performance when they provide banking service to customers with high quality, thereby contributing to achievement of their satisfaction.

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