

T.C.
UNIVERSITY of GAZIANTEP
GRADUATE SCHOOL of SOCIAL SCIENCES
BUSINESS ADMINISTRATION

**LEADERSHIP and THE EFFECT SUPERVISION and
DECISION-MAKING on EMPLOYEE'S PERFORMANCE
and MOTIVATION**

MASTER THESIS

ABDULLAH ABBOOD ALHENFESHE

GAZIANTEP
December 2017

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Supervisor
Assist. Prof. Dr. Erkan ALSU

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Abdullah Abbood Alhenfeshe

December 2017

REPUBLIC OF TURKEY
UNIVERSITY OF GAZIANTEP
GRADUATE SCHOOL OF SOCIAL SCIENCES
BUSINESS ADMINISTRATION

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ABDULLAH ABBOOD ALHENFESHE

Exam date: 5.12.2017

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Director of the institute

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Prof. Dr. Arif OZBAGIR
Head of Department

This is to certify that we have read this thesis and that in our consensus opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master.


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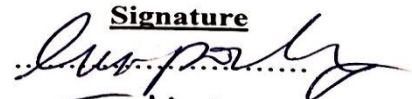
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GAZİANTEP ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANABİLİM DALI

**LİDERLİK VE DENETLEME VE KARAR VERMENİN ÇALIŞANLARIN
PERFORMANSI VE MOTİVASYONU ÜZERİNDEKİ ETKİSİ**

ABDULLAH ABBOOD ALHENFESHE

Tez Savunma Tarihi: 5.12.2017

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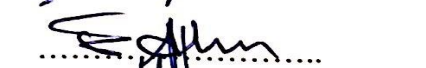
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Abdullah Abbood ALHENESHE
05/12/2017

ABSTRACT

LEADERSHIP AND THE EFFECT SUPERVISION AND DECISION- MAKING ON EMPLOYEE'S PERFORMANCE AND MOTIVATION

Abdullah Abbood Alhenfeshe
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In these days, general status characterized by environment and constant changes. Leadership is considered a priority of business sectors and companies. Leaders' effectiveness is a key determinant of the failure or success of an organization. Therefore, the concept of leadership has gained considerable attention by managers and researchers around the world. The review of leadership literatures reveals that existence of many definitions, methods and theories. This study argues that is our societies move toward a more democratic political system of our organizations, are moving toward employee involvement and participation. Consequently, vertical leadership styles (leader makes the final decision) such as transactional and transformational. The main of this study is to recognize problems with leadership and determine these problems by using real leadership. The analytical approach was adopted when describing and analyzing the change in the employee behavior. In addition, included identify of the role of the leader in dealing with employees. The approach leadership styles are used. Performance assessment and factors influencing it, its assessment process and ways to improve it. The practical side, the case study methodologies were used to: Sample survey method: Consider the relatively large size of society, and the time constraints were based on selection a random sample of the study, which includes leaders and employees in various institutions in Iraq and in the city of Gaziantep in Turkey. Method of the questionnaire: data were collected from 406 people had been requested to participate in the study. A questionnaire was designed which was used to collect the data from the participants of the study. Also A focus group was developed to extract data that was necessary for the study. The data collected was extrapolated in a table where it was easier to extract during its analysis, and was analyzed using SPSS. Some results in graphs and tables show that there is a statistically significant relationship between leadership in terms of supervision, participation in decision-making and the impact on behavior and performance of employees and their motivation. Through the use of the collected findings from of both comparative and action research studies, the most suitable leadership style of motivation, job satisfaction is recognized, and a set of rules for proper implementation of leadership is presented. Finally, the conclusion of research effort is presented together with some commendation and suggestions for future research.

Key Words: Leadership, Effect, Performance, Motivation, SPSS.

ÖZET

LİDERLİK VE DENETLEME ve KARAR VERMENİN ÇALIŞANLARIN PERFORMANSI ve MOTİVASYONU ÜZERİNDEKİ ETKİSİ

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Bu günlerde, genel durum çevre ve sürekli değişiklikler ile karakterize edilir. Liderlik, iş sektörlerinin ve şirketlerin önceliği olarak düşünülür. Bu nedenle, liderlik kavramı tüm dünyada yöneticiler ve araştırmacılar tarafından büyük ilgi kazanmıştır. liderlik literatür gözden birçok tanım, yöntem ve teorilerin o varlığını ortaya koymaktadır. Bu çalışma, toplumlarımızın örgütlerimizin daha demokratik bir politik sistemine doğru ilerlediğini, çalışanların katılımını ve katılımını yönlendirdiğini iddia etmektedir. Sonuç olarak, işlemsel ve dönüşümsel gibi dikey liderlik stilleri (lider son kararı veriyor). Bu çalışmanın temel amacı, liderlik ile ilgili sorunlar tanımak ve gerçek liderlik kullanarak bu sorunları belirlemektir. açıklayan ve çalışan davranışındaki değişikliği analiz ederken analitik yaklaşım benimsenmiştir. Odak noktamız, personel performansını etkiliyorsa ve karar verme sürecine gözetim ve katılım olan iki liderlik yöntemi üzerinde duracak ve onları, çalışmaya ve kutu tabanlı karşılaştırmalı bir araştırma yöntemi kullanarak motive edecektir. Buna ek olarak, liderin, çalışanlarla ilişkilerinde rolü. Performans değerlendirmesi ve bunu etkileyen faktörler, onun değerlendirme süreci ve iyileştirmenin yolları. Pratik taraf, vaka incelemesinin metodolojileri şunlar için kullanılmıştır: Örnek anket yöntemi: Nispeten büyük toplum boyutunu düşünün ve zaman kısıtlamaları seçime dayalıdır; araştırmanın rastgele bir örneğini oluşturan, Irak'taki çeşitli kurumlardaki liderler ve çalışanlar ve Türkiye'de Gaziantep şehrinde. Anketin Yöntem: 406 kişi bu çalışmaya katılmak için talep edilmişti veri toplanmıştır. Çalışmanın katılımcılarından elde edilen verileri toplamak için kullanılan bir anket tasarlandı. Ayrıca bir odak grup çalışması için gerekli olan veri ayıklamak için geliştirilmiştir. Toplanan veriler onun analizi sırasında ayıklamak için kolay bir tabloda tahminde bulunulur ve SPSS kullanılarak analiz edildi. Grafik ve tablolardaki bazı sonuçlar denetim, katılım karar verme ve çalışanlar ve motivasyon davranış ve performansı üzerindeki etkisi açısından liderlik arasında istatistiksel olarak anlamlı bir ilişki olduğunu göstermektedir. Hem karşılaştırmalı hem de aksiyon araştırma çalışmalarından elde edilen bulgular kullanılarak, en uygun liderlik tarzı motivasyon, iş doyumu ve liderlik düzgün uygulanması için bir dizi kurallar sunulmaktadır. Son olarak, araştırma çabasının sonucu gelecekteki araştırmalar için bazı commendation ve önerileri ile birlikte sunulmuştur.

Anahtar Kelimeleri: Liderlik, Motivasyo, Etki, Performans, SPSS.

DEDICATION

This dissertation is dedicated to my Lord, Allah, secondly, to my supervisor Asst.Prof. Erkan ALSU, for supporting me. I also dedicate this work to my family who they gave me a bounteous time to focus on the research.



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CHAPTER ONE

INTRODUCTION

1.1. Background of Research

The issue of leadership is one of the important issues not only at the level of the region but also at the level of the world. If we were touched to the nation before the advent of Islam, it was only a group of scattered tribes, where multiple leaders and said the unity of the Queen. Groups from scattered tribes to a powerful nation have taken control of a large part of the world. There is no doubt that the leadership is an essential and important element in all stages of the economic development process with all its dimensions. However, the problem facing the organizations at present is the lack of an effective leadership who has become a good commodity that is difficult to find easily. The administrative process are basically the process of directing, the organizing and coordinating the efforts of individuals or groups in order to achieve specific goals and objectives. Individual or collective, and it can be said that leadership extends to the time when the social interaction and the distribution of work between individuals and groups in Multiple social organizations and systems. Since then, the leader has been a major concern for scholars and thinkers who, through their studies and research, have tried to analyze the behavior and trends of the leader in all its aspects, providing us with a considerable amount of scientific theories and field studies that influenced the direction and modification of the behavior of the administrative leader. The Concepts and assumptions in relation to subordinate's strategy in dealing with them. To lead people is created, impact and, direction. The significance of leadership in realizing results was recognized in research conduct by the consulting firm Hay/McBer as reported by Goleman (2000). This study of 3,871 executives, selection from a database of more than 20,000 leaders worldwide, found the leadership to have a main impact on organizational behavior, and the environment in turn consider for almost one third of the financial results of organizations (Armstrong,2016.p.4.).

AVOLIO's vision of real leaders as individual who have done high levels of authenticity in that they know whom they are what believe and value, and they act upon those values and beliefs when interacting with others. Authentic leaders as those persons who are mightily conscious of how they think, conduct and are understood by others as being knowing of their own and others' values/moral perspective, knowledge, and strengths; conscious of the situation in which they hold; and who are confident, optimistic, hopeful, resilient, and high on morale(Avolio *et al.*, 2004). suggest that real leaders are able to boost the involvement, motivation, obligation, satisfaction, and engagement required from followers to improve constantly their business and performance outcomes during the creation of personal identification with the followers and social identification with the organization. Leadership has constantly been more difficult in challenging times, but the Pressures stressors obverse organizations during the world today for a repeated focus what constitutes authentic leadership. Public, private institutions classifies defy that run the gamut from meltdowns. What the normal framework of working in these statuses is constantly shifting upwards as new challenges, technologies, market request, and competition emerge. The present study is based on the impact of leadership on behavior Staff in different sectors and how the leader can play a role of motivating staff to increase efficiency and production (Broughton, 2012.p.2).

1.2. Hypotheses

The search hypotheses are formulated as follows:

- There is a statistically significant relationship between the leadership in terms supervision, participate in decision-making, and affecting performance and motivate staff.
- There are statistically significant differences in the responses of the study sample members of leadership and influence on job performance, motivation of employees according to the demographic variables (country, gender, age, educational level and years of work experience).

1.3. Problem Statement and Research Question

Leadership as an influencing process in others guides their own direction and interests in the direction, that they are Ensures the achievement of the goals, and that the success of the leader depends primarily on its characteristics and character traits

that determine the role and style of leadership in influencing subordinates to improve performance and motivate them. It is now clear that societies provide a natural result of this leadership's efforts. Consciousness is responsible for improving and raising the level of performance in its response. The relationship between the individual's goals and the goals of the institution, the continuous and proper assessment of the performance of the participants, and the methods of improvement and development of performance and the most important reasons for obtaining on this outstanding performance to achieve goals. In this study, the researcher seeks to identify the effect of leadership on Organizational behavior and performance of the staff, what are the ways to motivate them and raise their performance, determine this effect on a random sample of leaders and employees. Then provide a number of proposals to improve the leadership to improve the performance of staff and raise their efficiency.

Based on the above, the study problem can be crystallized in two main questions:

- Is there a statistically significant relationship between the leadership in terms of supervision, participate in decision-making, and affecting performance and motivate staff?
- Are there statistically significant differences in the responses of the study sample members of leadership and influence on job performance, motivation of employees according to the demographic variables (country, gender, age, educational level and years of work experience)?

1.4. Purpose of the Study

The focus of this thesis is a descriptive research strategy. The reason for this selection is that the research involves describing different variables and the relationship between these variables. The thesis at the same time is exploratory and descriptive because the discussion of an explanation of the different concepts will be carried out to give a clear picture of the field of the research. In addition, the purpose of the research is ensuring that the research questions can be answered at the end of the thesis. The reasons for choosing the research include the following: Identify how the leadership is influencing the performance of staff in order to ensure the continuation of the institution. Identify how respondents interact with leadership styles, especially in terms of supervision and participation in decision-making. Determine the relationship between the variables of leadership and job performance of employees;

identify the needs and desires of employees, and what motivation they can motivate by financial rewards, safety or appreciation. To identify the leadership approach required to lead individuals to achieve goals. Leaders in economic institutions seek to raise the profit and achieve profits through to increase the performance of the employees, and therefore must identify the most important factors affecting it and the most important methods to improve it.

1.5. Scope of the Research

The research will include leaders and subordinates in different sectors, public, private and mixed, in addition to various organizations and activities such as (Services, educational, administrative, commercial, industrial ... etc.). Inasmuch of the large size of the target population, the researcher will have to reduce the size of the sample so that it can cover what is required in terms of leaders and staff of different levels. In addition, the researcher tries to balance both genders, the different ages, the scientific level and the work experience, as well as, the balance between the sample members between some cities in Iraq and the city of Gaziantep. The research will be of great benefit to all organizations and can be utilized in all sectors. Information will be useful for companies that need to develop staff performance and improve leadership style and staff. There is a constant change in the global market in terms of economy, business, industries and others, as research in generally, necessary to cope with demographic and technological changes.

1.6. Significance of the Study

The importance of research on the subject of leadership and its role in the institutions, especially the impact on the workers aims Raise their performance to the following factors: Leadership plays a fundamental and sensitive role throughout the administrative process, and thus ensures it has continuous effectiveness and dynamic in order to achieve the goals of the institution. Leadership is a central theme in researchers' research and research, as it is found in most books Public Administration, Business Administration, Psychology and Sociology Books; The breadth of research in the field of leadership and the multiplicity of curricula and theoretical theses as well Difference and contrast between theorists. Human behavior characterized by complexity and instability makes it possible to study behavioral characteristics for the individual, whether he is president or head of state, is important, by providing sufficient information. To assist them for understanding,

organizing and coordinating the efforts and activities of the staff and linking them to the goals that the foundation seeks to achieve. determine the impact of leadership in raising the performance of employees in institutions.

1.7. Research objective

1.7.1. Main objective

The general objective of the research is to determine the relationship between leadership and impact on the behavior and performance of employees and motivate them.

1.7.2. Specific objectives

- To identify leadership in terms of concept and characteristics and determine their relevance to work Management in institutions;
- To simplifying the content of different leadership theories and determining the differences between them, this may help the reader Institutions to develop their leadership by drawing on ideas and results reached by various theories;
- To identify the leadership competencies to be met with the leadership to perform their functions effectively and effectively the qualities those make them an important element in the performance of employees;
- To identify the elements of raising performance in the institution that the leaders should use, and this is what it represents the real leader.

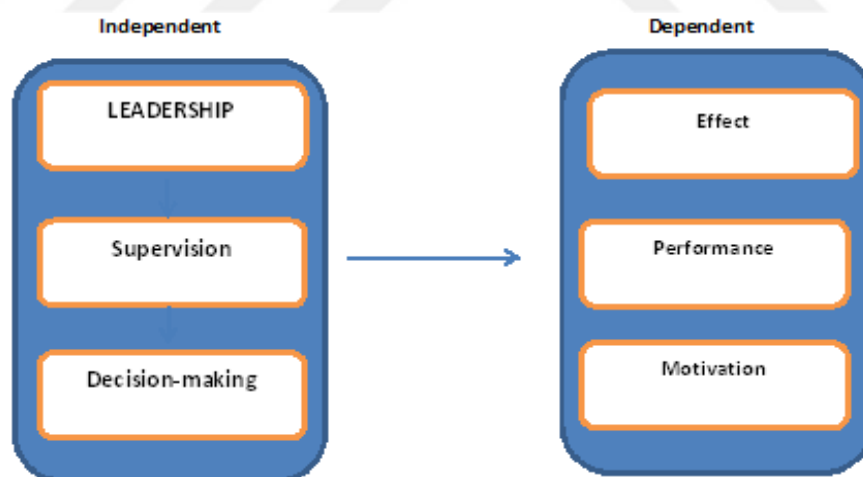
1.8. Limitation of the Research

There are several limitations encountered during the search, the first limitation, the difficulty is to collect information from respondents, as most respondents do not know what is required and why he must give data, in addition, most respondents are afraid or are reluctant to make any information. To minimize this challenge, the researcher will assure the respondent about the academic nature of research. The researcher will also assure the respondent his or her anonymity regarding the information provided. The second challenge is that the sample of the study is random, consisting of leaders and employees from various institutions in Iraq, as well as from various sectors and organizations in the city of Gaziantep in Turkey. For the sample related to the Iraqis, most Iraqis are in Turkey and communication with them during data collection was easy. Iraq. The researcher had

to travel to Iraq to collect data. As for the sample of respondents from Gaziantep, the language and culture was the biggest challenge. The researcher was forced to use an interpreter in some cases to translate the question paragraphs, and to translate some questionnaires into Turkish. Another limitation, that may rise in the course of the research is the time allocated. The time is not enough for the whole project to be completed and this will be a challenge in finding all the needed information. Good time management skills will be required in this case to tackle the issue of limited time. For the research to have a clear conclusion and recommendation, all areas should be covered. Discipline regarding time will be highly appreciated. The last challenge is the financial cost. As the search needs stationery and other necessary supplies, the researcher has to give up some of the necessary additions that may be to cause by slowing down or hindering the search.

1.9. Study conceptual scheme:

This scheme will explain how the hypotheses are tested and study the relationship between the independent variable to the dependent variable, according to the results that will appear after the statistical analysis in the fourth chapter of this research.



CHAPTER TWO LITERATURE REVIEW

2.1. Literature Review

This chapter provides a discussion of various portions of leadership Styles, including similarities between of leadership and management, various management, leadership roles, skills, behaviors, different leadership approaches, theories and styles. Leadership in the different sectors is one of the key functions of guidance, development, and modernization in the performance of enterprises and an important element in activating the ability of organizations to implement their role and achieve their objectives. The behavior and trends of leaders is an important indicator of what kind of efforts they are making get better performance and develop organizations and human resources Institutions require people to turn their lifeless structures into dynamic functioning entities. Institutions can also only achieve their objectives and goals through effectively managing all available human, technical and financial resources. When managing people, managers (individuals in the organizational hierarchy who have followers or subordinates) need to possess leadership qualities in order to become leaders (Cloete, 2011.p.1).

2.2. Concept of Leadership

2.2.1. Leadership defined

They are more meanings of leadership definitions as there are researchers who have tried to realize the concept. Several of these meanings are unclears and are often unclear by various social influences. This opacity has created in a condition where the definitions of leadership are usually resulting from the kind of the institution in which it is found (Bass,1990 . p.14). Despite these difficulties, there is sufficient similarity among definitions to allow a rough scheme of classification, which focuses on one or every group of common factors. These factors include the focus of combination operation “*a matter of personality*”, “*an affair of stimulate*

compliance”, “*the exercise of influence*”, “*a form of persuasion*”, “*a power relation*”, “*an tool to get of goals*”, “*an effect of interaction*” and “an opening of Structure (Cloete, 2011.p.4). It is often than not characterize driving as controlling and coordinating on a path and as filling in as a channel. A leader is somebody who has organizing expert or impact.

Scientists have additionally created many working meanings of initiative. Despite the fact, these definitions have much in like manner; they each consider distinctive parts of authority. A limited researcher clarifies authority as a central piece of the gathering procedure (Krech and Crutchfield, 1948). Others describe it on a very basic level as an effect system (Bass, 1960; Cartwright, 1965; Katz and Kahn 1966). Others reflect impact to begin of structure(Scolapio, 2003.p.3), and the instrument of target achievement. Late perspectives considerably view pioneers as workers of their devotees. In spite of the differences, these definitions of leadership have three basics in common:

- First, leadership is a set prodigy; there are no leaders without groups. Therefore, leadership usually includes interpersonal impact or pressure.
- Second, leaders ply effect to lead supporters of people over a sure way of act or toward the accomplishment of specific goals. Therefore, leadership is goal dedicated and plays an dynamic role in groups and institutions.
- Third, the existence of leaders supposes some form of order within a group. In some condition, the hierarchy is formal and well realize, with the leader at the rigorous; in other cases, it is informal and flexible (Greenleaf,1998.P.4).

Leadership is the result of many simultaneously interacting forces, which all have to be integrated by the leader in order to lead behavioral changes in his/her subordinates and the achievement of a predetermined outcome. It can thus be stated that the majority of tasks performed by a leader include interaction with subordinates and that it is therefore fundamental for every leader to improve a particular approach (or pattern) to leading in order to become efficient (Cloete, 2011, p. 4.5)

Northouse (2004) argues that most of definitions share some features that are defined below:

1. Leadership is a process.
2. Presence groups of members follow their leadership.
3. Practice the skills of influence.
4. Use these skills in order to achieve the goal (Nemaiei and Gardiner, 2012,p.19).

Leadership is event in whole cultures and has occur for as long as persons have related A literature review of leadership shows there are several different hypothetical methods to expound leadership operation (Northouse, 2010). By Rost (1991), there are nearly 220 descriptions of leadership. Van Wart (2003) dispute there are determinations on doing scientific leadership research because it is difficult to find enough definitions of leadership. Therefore, establishment a standard structure of leadership is a hard job (Nemaiei, 2012, p. 19).A present definition of leadership that mean it is ‘the operation through which leaders influence the position, behaviors and values of others’ (Hagen et al, 1998). As with several other ‘flexible issues, the definition is a little fuzzy in that it does not treat the question of how leaders indeed disposal the operation of influencing. Organizational, behaviors, personalities of leaders and groups, the case in which they work and so on, all play a part in realizing the function and style of leadership. Like these, many variables make building a clear image of a good leader impossible (Harris, 2001, p. 13). Leadership is the method toward motivating employees to do their best to accomplish a desired outcome. It can be depicted as the capacity to influence others enthusiastically to carry on in an expected way. It is includes creating and imparting a dream for the future, persuading individuals and securing their engagement to the errand they are required to done. Goleman (2000: 78) ‘A leader’s specific job is to get outcome.’ (Armstrong, Armstrong's Handbook of Management and Leadership for HR:, 2016, p. 5). Leadership inside organizations is only accessible over the collection and use of power and influence. As discussed by John Kotter (1985, p.86) “power is the ability to impact others to get things done, however power is the formal rights that come to an individual who occupy a special position, since authority does not necessarily escort a position.” Problems always arise when power is imposed

without the backing of authority, which almost invariably is opposed (Goncalves, 2013, p. 2). It is clear from these definitions and others; the leadership is a social process that seeks to influence the actions, behavior, and attitudes of individuals (subordinates) to work hard and to achieve common desired goals. Some writers and researchers focus on the importance of the subordinate role in the leadership process. He can find the motivation, enthusiasm, willingness and voluntary willingness of individuals to comply with the wishes of the leader and the successful leader also affected by his followers / subordinates and their motives and needs and desires.

2.2.2. Leadership and Management

Leadership and management are considered to be overlapping conceptions and are sometimes mixed. According to Kotter (1999), leadership and management are two models that are unique and identification methods of business. He mentions different main factors where these concepts have differing activities these are:

- Leadership involves the development of a vision of the future, having a sense of direction. Leaders have to clarify the big image and set plans .Management uses administration processes, like planning and balance, to set the direction for the organization.

- Management is the development of the ability to realize plans in organizations by creating a managerial structure. However, Leaders led people and share the new supervision, they identify goals, make commitment and build teams and coalitions.

- Motivation and inspiration of people are important characteristics of leadership that make surefire that the organization has moving in the true way. They satisfy unmet desires and empower groups (Armstrong, 2016.p33.34).

While leaders have long-term and future-arranged points of view and give a dream to their adherents that looks past their prompt environment, managers have short-term perspectives and concentrate on routine issues inside their own particular quick offices or gatherings (Gardner 1986). The discussions suggest that; for those who differentiate among leaders and managers, leaders are appointed that allow them to motivate their followers, while managers are merely the employees who take care of the normal and routine specifics. Both are necessary for organizations to function, and one cannot replace the other. The distinction drawn among administration and

leadership might be more identified with viability than to the contrast between the two ideas. A compelling administrator of individuals needs to propel them and furnish them with a feeling of mission and reason. In this manner, successful managers can be thought to be leaders (Gardner 1986; Grove 1986). The definition of leadership given previously, any manager who leads a group to goal achievement can to be a leader. A lot of the variance between leadership and management appear to come from the supposition that the title of leader consider efficiency. Therefore, successful and an effective (Armstrong, 2016.p33.34).

Some variance between the function of leadership and management summarized in the following table:

Figure 2. 1. Deference between manger and leader

Managers focus on	Leadership focuses on
• Goals & objectives • Telling how and when • Shorter range • Organization & structure • Autocracy • Restraining • Maintaining • Conforming • Imitating • Administrating • Directing & Controlling • Procedures • Consistency • Risk-avoidance • Bottom line	• Vision • Selling what and why • Longer range • People • Democracy • Enabling • Developing • Challenging • Originating • Innovating • Inspiring trust • Policy • Flexibility • Risk-opportunity • Top line
Good managers do the <i>things right</i>	Good leadership does the <i>right thing</i>

Prepared basis on literature

2.2.3. Roles and Functions of Leaders

Despite the fact that leaders in various societies may perform distinctive capacities and play diverse roles, specialists have distinguished various administrative actions and capacities.

2.2.3.1. Managerial Roles

To keeping of achieve the end goals to being compelling. Leaders play out various distinctive roles. The parts are sets of anticipated that conduct attributed

would the individual by goodness of his or her administration position .Along with the essential administrative elements of planning, organizing, staffing, directing, and controlling, pioneers are credited various vital and outer parts too (van Wart, 2015, pp. 220-221). Moreover, one of the real elements of leaders had given their gathering or association with a feeling of vision and mission. For example, a section manager needs to organize and plan his or her department's activities and allow different people to perform actions .A department manager also has to observe his or her subordinates' performance and correct their actions when needed (Armstrong, Armstrong's Handbook of Management and Leadership for HR:, 2016, p. 36). Aside from these internal jobs, the leader has to parley with his or her head and other department managers for resources and consent of activities. Further, in several organizations, managers and leaders at all levels should engage in strategic planning and the increase of their organization's mission. There are different taxonomies of managerial activities have been improved (Komaki 1986; Luthans and Lockwood 1984). One of the most opinions is that suggested by Mintzberg (1973), who added the 10 administrative roles of leader, figurehead, liaison, speaker, businessperson, disturbance handler, monitor, disseminator, resource allocator, and mediator to an already-long list of what leaders do. Mintzberg's investigation additionally recommends that barely any, managers play out these parts in a sorted out, classified, and reasonable work. Rather, their actions are described by a wide assortment of assignments, visit product, and little time to think or to associate with their subordinates. Mintzberg's discoveries have turned into a basic piece of numerous meanings of authority and administration. The parts he characterized are commonly thought to be the real parts and elements of leaders (Scolapio, 2003.p.14-15).

2.2.3.2 Functions of the Leader

Putting ideas: is developing a vision of the right way and the strategies to make the changes to achieve the planned.

Activating: interactive direction, cooperation and motivating people to Overcome hurdles to change and the recognition of personal goals and group vision.

Traineeship: is mentoring and training employees so they gain the skills and positions required accomplishing the goals (Scolapio, 2003.p.15.16)

2.3. Leadership theories

Leadership is a complex idea and many of theories have generated to clarify it. These theories had growth through the years and find of different traits of leadership and organizational behavior. In various ways, they supplement one another and together they help to improvement a comprehensive understanding of what the process of leadership is about to. Benefit in leadership increased through the early part of the twentieth century. Leadership theories focused on what qualities discrete between leaders and subordinates, however subsequent theories looked at other variables such as situational issues and abilities level. While many different leadership theories have created, most can be classified as one of eight major kinds: (Saqr, 2009.p.19).

2.3.1. “Great Man” Theories

Is one of the oldest theories that explain leadership based on heritage, and see the theory that the leadership a characteristic of the individual, and that few of them have personality traits, and what they can be. In addition, to influence others, as well as to influence the environment around them, causing any change in their rates (Cherry, Leadership Theories - 8 Major Leadership Theories, 2014, p. 2).The change in collective and social life is achieved through a response of extraordinary talent. They also show that great men stand out for their extraordinary gifts, talents, and traits that make them leaders whatever positions they face. In the sense, those leaders are born leaders and that it does not a person who does not have the attributes of leadership can become a leader (van Wart, 2015, p. 218). The king and feudal prince are all born leaders, because they have inherited traits that make them worthy of leadership. Galton is one of the strongest proponents of this theory (Khan, Nawaz and Khan, 2016.p.1).

2.3.2. Trait Theories

As a result of the controversy surrounding the theory of the "great man" that was launched from the reality and personality traits and the leader

Born and not produced (Owolabi, 2007, p. 21), and the school's behavioral impact that has emphasized the importance of learning, experience and experience in possessing characteristics Leadership (Owolabi and Chukwuma, 2007,p,15).a new

theory emerged (Broughton, ,2012, p. 13.14), known as the theory of features that presented the attributes of the leader as follows:

- Physical characteristics: height, good appearance, health, vitality and activity
- Mental traits: intelligence, understanding and thinking, reasoning, foresight, predictability and planning;
- Personal traits: tolerance and endurance, courage and decisiveness, self-confidence;
- Functional attributes: attention to achievement, perseverance, ability to recognize and manage matters;

Social attributes: attentions to human relations, desire to cooperate with others (Khan, Nawaz and Khan, 2016.p.2).

2.3.3. Contingency Theories

Contingency theories of leadership focus on specific Variables related to the situation that might regulate which certain style of Leadership is greatest suitable for the condition (Armstrong, Armstrong ' s Handbook of Management and Leadership for HR, 2016, p. 7). According to this theory, no leadership style is best in all situations (Nawaz and Khan, 2016.p.2) Achievement depends upon an amount of variables, as well as the leadership style, abilities of the followers, and facets of the state. discrete factors in the situation influence leadership. "Leadership must change with the situation – or the situation must change to accommodate the kind of leadership exercised"(Saqr, 2009,p.25)

2.3.4. Situational Theories

Feidler introduced his work in the middle of 1960, and according to him, the effectiveness of the team based on the compatibility of

Leadership style (linked to the leader's personality) also position requirement. Fidler focused mainly on situational control (Positionality) (Storhannus, 2007.p.7)

Circumstantial or situations theories recommend that leaders take the best way of action, which based on variable situations and situations (Bass, Handbook of leadership, 1990). Different styles of driving may be more appropriate for certain types of participation in decision-making. Michael Armstrong, 2016.p.8)

2.3.5. Behavioral Theories

Behavioral theories of leadership created on the faith that in power leaders are prepared, not instinctive (Adserias, What style of leadership is best suited to direct organizational change to fuel institutional diversity in higher education?, 2017, p. 318). Solid in work, this theory of leadership applications on the actions of leaders, not on rational abilities or internal positions According to leadership theory, individuals can acquisition to become leaders during learning and Participation together with leadership (Michael Armstrong 2016.p.7).

2.3.6. Participative Theories

Participatory leadership theories suggest that the ideal the leadership style is the one that takes input and views of others into account and is applied in practice (Bass, Handbook of leadership, 1990). These leaders encourage participation and contributions from group members, and assistance groups Members feel that they belong to the institution in which they work, more relevant and committed to the decision-making process (Nemaei, The Impact of participative leadership on employee's motivation, job satisfaction and innovation, 2012). At Participatory theories, however, retain the right leader to allow input from others to participate in decision-making if they fit the nature of work and circumstances,(Owolabi and Chukwuma, 2007.p.18). This pattern is characterized of human relations with low interest in the mission, this approach consistent with subordinates who are willing to work but is unwilling or willing to take responsibility, require a supportive approach to increase their willingness to work where the level of maturity is medium to high. This is evident the role of the leader in encouraging subordinates to participate in making certain decisions and carrying out tasks (Michael Armstrong 2016.p.7).

The researcher believes that this theory is one of the most important theories explaining the leadership and we have chosen to be part of our study and take the views of the participants in the sample of the study for a statistical analysis.

2.3.7. Management Theories

Management theories (also identified as “Transactional theories”) effort on the part of supervision, business, and individuals act (Meri, The Decisive Role of Strategic Human Resources Management in the Success of Entrepreneurship and Innovation in Modern Enterprise: A Proactical Model, 2016, p. 116). These theories

basis leadership on a method of incentive and punishment, Managerial theories are usually used in business; when workers are effective, they are satisfied; when they fail, and they are blamed or penalized.(Saqr, 2009.p.6)

2.3.8. Relationship Theories

Relationship theories (also identified as “Transformational theories”) attention upon the connections formed between leaders and groups. These leaders influence and motivate persons by helping group members realize the importance and advanced good of the job (Chin, 2010, p. 153). Transformational leaders are focused on the performance of group members, however want each individual to achieve his or her possible too (Bolden, 2003, p. 8). These leaders usually have great moral and ethical values (Russell, 2011, p. 7).

2.4. Leadership Styles

The subjects of leadership and leadership styles have usual an amplitude of research attention. Within organization’s managers task on a variety of management levels and are usually involved in typical management activities such as planning, organizing, controlling and leading. Managers thus have to fulfill many(Storhannus, 2007.p.9). The different roles, including that of monitor, negotiator, spokesman and leader. Managers require certain skills to perform these activities. The literature differentiates between individuals who have management ability, people who have leadership ability and individuals who have both management and leadership talents (Saqr, 2009.p.30). Within this research study, the approach of leadership and management were linked as managers have leadership tasks and responsibilities. The research aimed further to know the suitable concept of leadership styles. This exploration involved evaluating various definitions of leadership and investigating the approaches and theories of leadership that contribute to the different activities and pattern of leaders. There is a big set of literature that mention that leadership styles have a significant impact on organizational climate (Meri, 2016.p.123)

Effective leaders may as well pleat their skills when dealing with team members according to their characteristics. Some people need more positive directions than others (Goncalves, Leadership Styles : The Power to Influence Others, 2013). Others respond best if they are involved in decision-making with their boss. However, there are borders to the degree of flexibility that it must use. It is

impolitic to differentiate too much among the methods in which individuals are treated or to be inconsistent in one's approach. (Armstrong, *Armstrong's Handbook of Management and Leadership for HR*., 2016, p. 5)

2.4.1. Autocratic Leadership

In an Autocratic method, the leader sets policies entirely, and dictates steps. The work determines the type of work done by the individual. The non-involvement of the members in the decision-making, and adopted a method Reward and punishment on a personal basis - non-objective (Russell M. A., September 2011, p. 7). While the democratic method was opposite of that, the decisions are taken as a results of collections, and reward and punishment are given on case basis Objectivity. there is better freedom of communication between the group's responses, while a sedimentary or free manner, distinguish With the full freedom of the Group to take decisions and distribute labor without the participation or intervention of the Leader, Guidance and do not any work unless asked to do that (Nemaei, 2012, p. 20). .Autocratic leadership is the extreme form of transactional leadership. Leaders have absolute control and do not allow subordinates to provide input. In some cases, this type of leadership can take the form of a dictatorship (Khan Z. A., *Leadership Theories and Styles : A Literature Review* Leadership Theories and Styles : A Literature Review, 2016, p. 1.7). Expertise leaders are prevalent with this style leading to high staff turnover and limited organizational.

2.4.2. Democratic Leadership Method

The Democratic Leader seeks to achieve integration between the two Subordinates and the institution, and try to understand the conflict between their interests and the interests of the institution and work to reconcile among them, and satisfy their physical, psychological and social needs (Nemaei, Nemaei, Babak, 2012, p. 8). Under the leadership of the police, communications are active in all directions: from the leader to the subordinates, and from the followers of the leader, the leader of the democratic is interested in identifying ideas. their opinions, views problems, as well as communicating his ideas, and guidance these people by use an advisory program to support group sharing in decision-making (Storhannus, 2007, p. 9). Mention White and Lippitt (1960) democratic leaders assert on group participation, discussion, and series decisions. Democratic leadership involves working with a group to assure that they make decisions sensibly and fairly. The major purpose for

leader's intervention is to make sure that everybody has a say and that decisions are made. Democratic or Participative leadership is showed by the leader inspiring following sharing of the decision making process. This influences subordinates to work harder as it gives them a sense of relationship and ownership. The leader creates the final decisions but everyone gets participatory in suggesting and discussion. This kind of leadership works especially well when the focus is goodness and not amount or haste (Russell, 2011.p.9).

2.4.3. Laissez-Faire Leadership

The laissez-faire leadership is the overdone wide basis which contains non interference strategy that agrees complete liberty to all the employees. The growth of belonging and loyalty to the group in subordinates, they have the initiative, positive thinking and creativity; The relationship between the two sides is good and there is an atmosphere of friendship. There are channels of communication between them and where relations are with the leader is a little more spontaneous and spontaneous, this encourages the reaction to their roles and thus moves. There is less aggression among the group's members and less problems and quarrels between them (Khan, Nawaz and Khan, 2016.p.6). This style of leadership can be operative if the followers are knowledgeable and skilled. Those experienced subordinates usually desire to be leaders thus agree the responsibility. Laissez-faire leadership in general results in the lowest productivity between leadership styles (Russell, 2011.p.9.10). But many researchers believe the absolute freedom without the knowledge and guidance of the leader leads to increased individual spirit among Leading to the disintegration of the working group and the loss of the spirit of cooperation between them, and lack of discipline and organization. This makes it difficult leaders to lead towards achieving the desired goals, which weakens their ability to produce (Saqr, 2009.p.45).

2.4.4. Transactional Leadership

Transactional leadership in both qualified professional and educational backgrounds mention to the use of an powerful leader setting definite strictures, plans, rules and expectations then rewarding those that follow them and arrive to planed goals and objectives while chastising those that fail to do so (Saqr, 2009.p.39). Transactional leaders focus on the work with output being more important than conduct of employees (Russell, 2011.p.11). These leaders are considered in a best position than the supporters and they supposed to have

information, skills and knowledge that the groups might lack. Transactional Leaders are held responsible for rewards, controlling, realize problems and taking reformist activities before the problem to be causes grave difficulties for the organization. Transactional leadership has established a large deal of evaluation (Kranenburg, 2013, pp. 1-52). One of its main problems is the lowering standard of motivation of the staffs. Corporation that use this leadership style generally face a high ratio of absenteeism and problem employees (Nemaei, 2012, p. 26).

2.4.5. Transformational Leadership

The theory of transformational leadership is a new conceptual framework, in contrast to reciprocal leadership; reciprocal leadership is exercised, the leader is the representative of a department where there is an exchange between himself and the subordinates, the leader shall provide rewards or penalties (Russell, 2011.p.12). The essence of transformational leadership theory based on providing high motivation for employees through recourse to Good ideals and moral values, and encourages them to think about problems in new ways, thereby increasing their trust and self-esteem to their leader, they are motivated to do more than expect. According to Bass (1985), transformational leadership can define as raising the benefit of the employees to accomplish greater performance, increasing, and revealer the obligation and confidence in the institute (Sahin, 2004). Transformational leadership theories create from Burns's (1978) effort in strategic leadership where he defined the transforming leader as one who is able to boost groups up from their petty absorption and meeting around a mutual objective to accomplish things never thought potential (Barbuto ,2005). The transformational leader focuses on taking care of the worker supporting the assumption that if the employee is treated well, feels of value to the institute and feels to be a share of the team then he or she will be more possible to produce desired results (By, Nemaei and Gardiner, 2012.p.27).

2.4.6. Charismatic Leaders

The typical of charismatic leadership published by House and Kungger in 1976), that appeared to resemble theories of Leadership that focused on personality traits. that charisma is assumes an individual characteristic of a leader and that represents a form A form of individual gravity, is admirable and admirable, which increases the success of the leader's influence on the behavior of subordinates. Research results indicate that respondents who work under charismatic leadership

have a degree Higher than satisfaction and productivity, than those working under the leadership of the exchange, this relies mainly on Attention to aspects of work or the humanitarian aspect. In (1985) Bass expanded his work by giving more of attention to the emotional elements and charismatic features, but stressed that charismatic leadership is a necessary condition not enough for transformational leadership (Bass, 1990.p.31). This style of leader is present inside the transformational theory of leadership as debated previous but is still a clearly dissimilar type of leader. This leader radiates fervor within his followers in a work to motivate them to accomplish Expected results. The charismatic leader orders the area and works diligently to enable subordinates individually. He pushes attention to the environs to know how he must doing in order to maintain the focus of the individuals. He is dramatic in nature and masked through use of voice and body language (Russell, 2011.p.8).

2.4.7. Leadership and Culture

If one desires to differentiate leadership from supervision or administration, he can discuss that leadership generates and variations cultures, although management and administration work inside a culture (Calkins, 2013.p.6). Through define leadership in this style, we cannot suggesting that culture is simple to make variation or those official leaders are the just regulate of culture. Obverse, as we will see, culture indicates to those members of a group or firm which are greatest steady and least flexible (Avolio, 2004, p. 2). Culture is the score of an intricate group of learning process that partly affected by leader's performance. However, if the individual's existence is intimidated for employees of its culture have to be maladaptive, it is the role of leadership at all stages of the institution to identify and do somewhat of this condition. It is in a meaning that leadership and culture are conceptually of similar (Meri, 2016.p.124).

2.5. Strategic Leadership

Among institutions that use strategy consistently and continuously, it often functions as a vehicle of reciprocal leadership as an interactive direction setting process, not just as a system of control. In this position on the spectrum, the strategy process focuses visibly and authentically on a vision for the future. Strategic leadership is often relatively centralized and dependent on the commitment of the president, other top officers, and the effectiveness of a central committee or council.

Strategic leadership happens as a continuous process that leads the institution's structures of evaluation, decision-making, and communication at all levels, thorough the work of the controlling board (Scolapio, 2003, p. 199). In a few organizations, strategic leadership seems to be establish in parts or all of the institution as a cultural and organizational disposition, not only as a set of formal operations of circulation. When this occurs, a situation has been getting that shows oneself in the classification of leadership throughout the organization. New ideas face in many places, inventiveness are taken by a large area of groups and persons, and the differences among leaders and followers becomes hard to define, since they are always changing places. Those with ability follow those with the most compelling ideas and lead by rallying people and resources everywhere the best possibilities. The scenario and the vision have been widely underlay, and leadership is a transparent process and presence in the method decisions w made and executed (Hald-mortensen, 2007, p. 19)

2.6. Leadership: the Power to Influence Others

Leadership within organizations is only accessible through the combination and use of influence and authority. As described by John Kotter (1985, p.86) "power is the ability to affect others to reached things done, while authority is the formal rights that come to a person who occupies a specific position, because power does not necessarily take a position." Problems always occur when power decreed without the supporting of authority, which almost positively opposed. (Goncalves, 2013.p.2). While too usually we can find strong people who do not hold real positions of authority, we often find people who are in a position of authority, but are powerless to affect the conduct of others. Leadership can be cultured, and power can evolve, but in order to be an effective leader, one must be able to differentiate from the different forms of power and choice the one most in line with his or her leadership style, character traits and working environment. There are seven types of leadership powers, whose can be used separately or in combination. The most efficacious leaders are able of using most, if not all of these, simultaneously. However, others less lucky find themselves stagnated with determinations they must overcome. It is value noticing that the collective description of power is French and Raven's, dated back to 1960, (Goncalves, 2013, p. 3).

1- Legitimate power derived from the post held by the Leader in the hierarchical hierarchy of the Organization.

2- Expert Power: The strength of experience and based on the knowledge of the Leader and his abilities, expertise and skills (administrative, managerial and behavioral).

3- Coercive Power: It is based on fear and the individual perceives that his non-compliance and compliance with the president's directives can lead to the punishment of the workers.

4- Reward power results in staff's performance what is requested because they wish actual benefits or rewards. Rewards can be anything a employees values, including, but not limited to, compliment, financial compensation and upgrading. For example, one of the main reasons individuals work is for the payment they receive at the end of the payroll cycle, so they can continue with their exists.

5- Referent Power: Depends on representing the subordinate personality of the Leader and admiration and appreciation for the characteristics and personality traits.

6- Charisma power: It prefers altruism and promotes empowerment of followers, and holds them responsible.

7- Information power is resulting from information knowledge (an asset) a leader has to strategically guidance the behavior, attitudes and values in their favor. It is, therefore, depends upon the persuasiveness or satisfied of a communication, and is independent of the influencing employees (Goncalves, 2013, p. 3).

There are a set of means through which to achieve compliance with the desired goals (whether individual or organization). These include: (1) the use of personality and charisma, (2) the direct effect through the enactment of strict rules, and (3) the hidden influence through using skill (information guidance), as an individual's function, system, or use of informational resources (Amar, 2015.p.109).

2.7. Leadership and Motivation

Motivation of Employees function a central role in leadership efficiency. Many researchers, behavioral scientists and administrators have put forward many theories and theories that draw them to identify and understand the relationship

between motivation and employee performance. The motivation and impact are two sides of a single coin (Sudarjat and Sunaryo, 2015.p.147). This study is sufficient to study the level of job satisfaction of the responses to the incentive system and its impact on institutional performance. Motivation defines as “the factor that whose continual effort is guided toward an objective” (Campbell et al, 1970). According to Nader (1988) "motivated employees generally believe that they are doing object worthwhile" and they believe that their involvement is valued (group members rely on them and pay attention to their work). Taylor's first attempts at motivation were focused on meeting only one need (Physical need) and use in stimulating the desire to work, and the adoption of the scientific approach in the administration has been dealt with Quantity, and prompting individuals to increase productivity by increasing wages as a condition to make more effort. After the entrance of Taylor emerged, the movement of human relations and her first attempts at studying were the factories Hawthorne, which took psychological and social dimensions, and found that the response of members of the group to increase performance at work is because of their feeling that there is someone cares them. Early motivation theories led to development of leadership style such as classical and transactional leadership. In 1943, Maslow presented his theory that the individual has five kinds of needs that are hierarchical Beginning with the basic needs at the base of the pyramid and ending at the top of the needs related to self-realization (Nemaei, 2012, p. 35). The researcher relied on the theory of Maslow because it is one of the most important theories of metaphysics in spite of the existence of many theories, but we believe that this theory is sufficient to know the motives and desires of the staff, as shown below:

-Physiological needs are the basic needs for human survival such as the need for food, Water, shelter and sleep... called biological needs, and their saturation of institutions through wages and material hooves.

- Security needs: includes the need for the individual to protect himself from the threats that his family, Therefore, Institutions satisfy these needs through industrial safety systems and occupational safety through social security systems, pensions and health care programs.

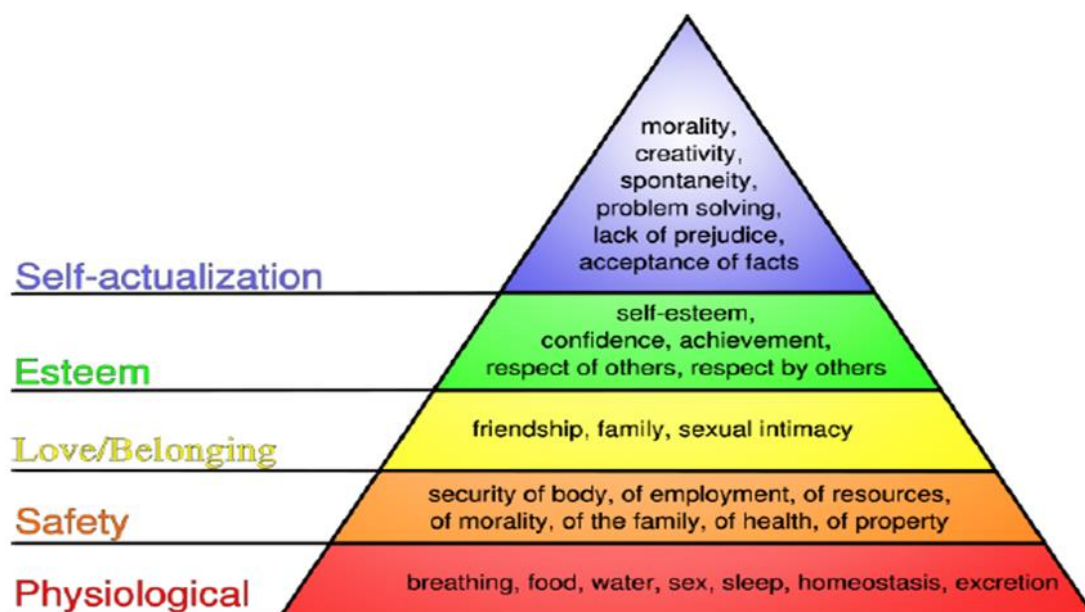
- Social needs: it called as needs of belonging, and human social nature. In addition, include the need Human beings for attachment, empathy, friendship and affection, and satisfy these needs by providing opportunities for interaction with

others and the spread of task forces and support the social climate in the organization.

- **Requirements for retention:** include the individual's need for social status, independence, strength, trust and respect and satisfy these needs through promotions and job titles.

- **Self-realization:** represents the highest level of satiety, the individual begins to search for self-fulfillment and maximum achievement what they can accomplished... In addition, satisfy these needs by providing an innovative work environment within the organization and provide opportunities for employees to advance career paths.

Figure 2. 2. Maslow's hierarchy of needs, (1954).



Maslow's hierarchy of needs, (1954).

In the past three decades, academics discussed that other issues such as good relationship with leader, task involvement and decision making, communication and Leadership skills really effects employee's motivation. (Nemaei, 2012, p. 36)

2.8. Previous Studies

Many researchers and writers have conducted more studies to demonstrate the importance of leadership and its applications as one of the most important Leadership functions. Researcher reviewed some of the studies for their importance in determining the role of leaders, and how to influence the followers and motivation,

raise their efficiency, and thus raise productivity. In this scope, we present a number of previous studies on leadership:

Zaki (2003) study, Entitled "Leadership and its Effect on the Efficiency of Performance" The study was conducted many of public and private sector institutions in Yemen; a random sample of 5% of the study population was distributed. A questionnaire was retrieved from (357) forms with a percentage of 87%. The researcher used the statistical data package program using frequency, percentage and arithmetic means, and testing and analysis of the single and titular tests.

The study aimed to identify the prevailing leadership styles in the institutions and the extent of their contribution to rational decision-making .The extent of the participation of the presidents to their subordinates in administrative decision-making and their efficiency in reaching. The objectives pursued by the institutions their interest in the humanitarian aspects and raising the morale of the employees and the impact on performance and the obstacles facing the administrative leadership.

O. Mohamed Study (2004). Entitled "The Leader, his functions and his skills in facing the challenges of the times in the business facilities, The researcher is mainly acquainted with the leader in his functions and skills in facing the challenges of the times in the business facilities in the state of Khartoum. The researcher conducted a field study of the aspects of the selection of leaders and training, and then the development and activation of the role of the leader, have been used inductive method through the study and analysis of the phenomenon. The researcher developed two types of survey, one covering the basic dimensions of the task of selecting, training and evaluating leaders, managers of departments and sections of the business establishments, and targeting the leaders and the other covering the evaluation aspect of training programs. The data collected by questionnaire from the study population, which included 43 public and private sector establishments. Data collected in a comprehensive inventory method.

The study aimed: Recognize the idea of the leader, his capacities, his aptitudes and the conditions required in that, and the significance of the effect of positive, and demonstrate the contrast between the authoritative and bureaucratic example and the regulatory leader. The main findings of the study are the following:

1. A lack of a general strategy to identify business leaders and reasonable, which enterprises lose a noticeable difficulty in developing a convincing management, with the inability to communicate in a familiar series.

2. Most leaders' adoption of the method absolute freedom to choose directors for departments and heads for departments regardless the absence of legitimacy of this strategy, particularly at the official levels.

3. The limited to use of the method of psychological tests to identify the facts and features related to the motives, orders, and emotional tendencies of the person, thus losing the facilities an important axis in the selection of management efficiency.

4. There are no a specific program to evaluate the performance and the approval of leaders on the book of work and the omission of other sources of information.

Kavcic (1997) Study. One of the investigations directed in a gathering of fruitful organizations in the Republic of Slovakia on the elements that decide the adequacy of the leadership. He considered that a standout amongst the most vital variables is the act of vital administration. This examination brought about the idea of key administration among numerous leaders the idea of the procedure is equivocal and shifts starting with one individual then onto the next in a large portion of the example of the investigation. The pioneers in Slovakia know how to actualize the components of the system in the viable circumstance of our time.

Jibs Study (2006) The Effect of Leadership on the Performance of Workers, The researcher tried to highlight the importance of the join between the leadership and the performance of the employees in the institution through a presentation the characteristics of effective leadership; and to identify the characteristics that must be due by leaders.

So that they can carry out the tasks entrusted to them effectively and efficiently, and address the methods that must followed.

Al-Nuwaikah (2015) study, entitled "The impact of leadership styles in achieving organizational commitment. The aim of this investigation was to distinguish the level of administration styles (leadership style) (Autocratic, democratic leadership style, free leadership style) in the Ministry of the Interior in Jordan Additionally. the effect on accomplishing hierarchical responsibility the test

was led on (210) of all employees. In the center of the main Ministry of Interior in the capital Amman, The study was depended on the methodology Descriptive, and questionnaire as a tool for study. The study reached results, the most important of which was a high level in each of the estimates, the staff provides leadership styles where the Democratic leadership style was ranked first, followed by the pattern of autocratic leadership in second place, and then the pattern of free leadership ranked Third, the availability of organizational commitment dimensions. And a positive impact of managerial leadership patterns.

Al-Azmi (2006), study "Transformational leadership and its relation to administrative innovation: an applied study". The study meant to recognize the level of connection between the characteristics of the transformational leadership and the accessibility of regulatory imagination .The managerial leadership of the features and characteristics of the successful transformational leader and the ownership of subordinates has been innovative and managerial. The study recommended ways to increase the ownership of the characteristics and characteristics of the transformational leader, As well as to encourage and train civic leaders on the overall objectives of the Organization.

Yesuraja and Yesudian (2013), study Identify Leadership Styles and Organizational Citizenship Behavior among Supervisors ".The main of this study was to recognize the initiative styles utilized by directors (Leadership style) (Totalitarianism, law based initiative style, free authority style, parental administration style) and level) Behavior of authoritative citizenship, and concentrate the connection between them. The study conducted on 22 Supervisor. The study relied on the descriptive approach, and the questionnaire as a tool for study. The results of the study showed that 12% of the supervisors practiced the pattern of democratic leadership and (15%) have a stake in the organization of the organization. The outcomes demonstrated a positive connection between despotic authority style and vote based initiative style and the conduct of hierarchical citizenship

Limpash (1997), study "The Effects of Professional Leadership Development" at the Institute of Professional Leader Preparation in Ohio, USA. The course studied through the study of theoretical framework content and previous studies, focusing on four elements: Leadership styles, leadership development, professional leadership development and future leadership development. A

questionnaire was designed to gather information and study leadership behavior. The study concluded that the members of the Institute were more powerful in terms of leadership; also, at the beginning of enrollment in the Institute recommended work-study Additional lessons to develop future leadership and update the Institute's curriculum vitae to develop professional leadership.

Knudson (1997) study conducted a study in USA the impact of leadership and its effectiveness on three team managers in three local universities interviewed, and collected information from these colleges, and study their status and functions. The study aims to classify the teams into three basic functions: trying to achieve logically and maintaining order, emphasizing communication, developing the intelligence of the team members and integrating them as creative members. All patterns found to be successful although all the study samples were from a strict environment in order to maintain order. Leaders focus on what is outside the organization.

Chemerys & Parasyuk (2002) study: improve the leadership of creativity of local government. An applied study involving (69) executive managers in government administration units in the Ukrainian city of Live., .Amid its findings is that creativity is the result of five steps (Ideas generation, recording, evaluation, implementation and follow-up). The generation of new ideas also a hostage to the development of the creative climate and improve it after a conscious awareness of the organization's goals and mission, as well as the impact of position and rewards more effective of the impact of the cultural components of the organization.

Several studies have conducted on leadership and results in leadership practice. We selected some of the results of these studies, including the following:

- There is no interest of leaders in the participation of workers, and lack of justice, equality and the prevalence of nepotism.
- There is no policies clear to choose leaders in business enterprises, which make the joint stock companies have the major responsibility in forming an effective management leadership with the ability to communicate.
- There is no clear program to assess leaders' performance and control is almost to understand the nature of work.

- The limited use of the method of psychological tests to identify the facts and features that relate to the motivations and emotional tendencies of the person. Thus, companies lack the important factors to test management efficiency.

- There is a relationship among the assumption of leadership and its functions and the efficiency of its followers, also, there is a direct relationship between leadership style and providing a good working environment.

2.9. The Benefit Previous Studies

A- Get of some sources, which facilitated the construction of the theoretical framework of the current research. B- Identify the methodologies used by these studies. C - Check out their findings and report on the starting point where their studies ended. D - Building a scale that the current research has been based on, adapting some of the paragraphs of the standards of these studies to suit the research Present. E- Identification of the statistical means used, which facilitated the selection of the most appropriate statistical means for the current research.

The researcher after reviewing found the previous studies that dealt with the patterns Leadership, what are the pattern, Influential leadership style and organizational behavior of staff in the following: The leadership of the organizations must do some programs in an attempt to restore confidence and participation of decision-making. The leadership of the organization must adopt the system of promotions and salary increases, ensuring the establishment of a clear, good and workable system based on clear and informed principles. The leadership of institutions must ensure that the standards of justice are applied Adjuster in issues related to wages, salary increases and promotions. Despite the relatively high wages paid to workers, they see as insufficient, and do not subtend their needs and does not reward the effort exerted by them, which reduced their morale and made them Dissatisfied with their work. The development of the professional worker's abilities and their advancement in the career hierarchy has led to a rise in their morale and Stability at work.

CHAPTER THREE

METHODOLOGY

This chapter deals with the methodology of the study, the society of the study, Statistical methods used in processing data and information, and verification procedures Validity and reliability of the study, and the tool that used to collect data, view and analyze a sample study. The main of this study is to identify existing problems with leadership and try to processing these problems by using real leadership. The analytical descriptive approach adopted when describing, and analyzing the change in the employee's behavior, and impact of each leadership style on the regarded variables analyze through reviewing the available literature. Our focus will be on two methods of leadership, supervision and participation in decision-making, if these styles affect staff performance and motivate them of work, and using a cased based comparative research method. And included knowledge of the role of the leader in dealing with employees, the approach used and leadership styles, Performance assessment and factors influencing it, its assessment process and ways to improve it. On the practical side, the case study methodology was used to Sample survey method: Consider the relatively large size of society, and the time constraints were based on selection a random sample of the study, which includes leaders and employees in various institutions in Iraq and in the city of Gaziantep in Turkey.

Method of the questionnaire: For this purpose, data were collected from 406 people had been requested to participate in the study. A questionnaire was designed which was used to collect the data from the participants of the study. Also A focus group was developed to extract data that was necessary for the study. The data collected was extrapolated in a table where it was easier to extract during its analysis, and was analyzed using SPSS. Through the use of findings gathered from of both comparative and action research study, the most suitable leadership style for motivation, job satisfaction is identified, and a set of guidelines for proper

Implementation of leadership presents. Finally, the conclusion of this research work presents together with some recommendations and suggestions for future research.

3.1. Data Collection Procedure

The literature related to leadership, leadership theory, influence organizational behavior and motivation, has reviewed in the previous chapter. This chapter will give the reader a clear view of how this research carried out. Researcher used analytical descriptive approach by (SPSS) program, which relies on data collection, description, analysis and interpretation it, this approach fits the purpose of this study aimed at Learn about the impact of leadership to organizational conduct for staff and ways to motivate them to perform their duties and accomplish common goals. It has drawn in this study on the following sources:

A. The primary sources to collect data from the study sample through questionnaire designed to achieve the aims of the study.

B. Secondary sources are access to information from books, research and scientific studies that the relationship of study.

3.2. Source of Data Collection

A search community is a group of elements that have one or several common characteristics that distinguish them from others a group of Population and other elements researched says the Chinese "meant the community. The things we want to do either to describe them or to identify the general features of them, or to explore the relationship between them" . The community of research in this search in the administrative leaders and subordinates. The Community of research in this study includes the leaders and subordinates in the different institutions from Iraq and Gaziantep city of turkey.

3.3. Sample Description

Because the large size of the study society, sample selected by the sample method Random sampling to represent the study population, a total of (450) questionnaires were distributed and the number of respondents was (411). (7) Questionnaires excluded, because they were not valid for statistical analysis. The

number of questionnaires valid for statistical analysis (406) as shown in the following table:

Table 3.1 Numbers of Questionnaires Distributed to the Study Sample

Questionnaires Distributed	Questionnaires Recovered	Questionnaires The missing	Questionnaires Excluded	Questionnaires Valid For analysis Statistics
450	411	39	7	406

Source: Generated by the researcher

3.4. Survey Instrument (Questionnaire)

The researcher used the questionnaire as a tool for collecting data and information from the study sample. Design the questionnaire using research literature, and refer to a number of related studies. Relationship, to know the impact of leadership on the organizational behavior of employees and the relationship between them and ways to motivate them. The questionnaire included two parts and the following:

Part 1: Personal data or demographic variables (country, age, academic qualification, type of institution, years of job experience)

Part 2: the set of questions that show the pattern or style of leadership that affects employees and changes their organizational behavior and what are the ways to motivate them.

The items were measured by utilizing a five point Likert scale ranging of the study of sample, from “Strongly Disagree”(1) to “Strongly Agree” (5). as follows: (Strong agrees, agree, neutral, disagree, and strong disagree)

3.5. Data Analysis

By used SPSS to analyses data, the researcher used the statistical package for social sciences the study in terms of calculation of validity and reliability of the study tool, and descriptive statistics of the variables Personality and expressions of study variables, study the relationship between the variables of the study, and the amount of Impact. Statistical methods selected for the nature of the study and the nature of the tool and their standards, as follows:

- 1-Frequency and percentages to describe the study sample by personal variables (Age, qualification, number of years of experience in the current job)
- 2- Frequencies, percentages, mean arithmetic, and standard deviation, for the Purposes determine leadership styles, organizational behavior and Level Realization their practice.
- 3 - Coefficient (**Cronbach's Alpha**) to determine the internal consistency coefficient of the study.
- 4- (**Pearson Corretation**) to determine the reliability of the study's tools in addition, study the relationship between leadership styles and Employees behavior.
- 5-Simple and multiple regression models to study the effect of independent variables to dependent variables (T-test).
- 6- Test (**One Way Anove**) To compare the means of personal variables (country, gender, age, academic qualification, years of experience in the job) To find out if the differences between these means are statistically significant.

Table 3.2 Data Analysis

Reliability	Descriptive	
Cronbach's Alpha	Frequency	Correlations
	Descriptive	Multiple regression

Source: Generated by the researcher

3.6. Reliability and Validity

For a case study to be valid and reliable for other people to use, it is essential that the guide used carefully. The questionnaire should also be interpreted carefully to get the most accurate results. As sure to validity and the consistency of the paragraphs of the questionnaire in two ways:

-external reliability: The questionnaire was presented in the preliminary report to the supervisor, to express his opinion and reservation on the appropriateness of the questions to measure what was set for it, in terms of clarity of meaning and adequacy Phrases and meanings of different study variables in the questionnaire.

- **Internal validity:** It intends to determine the consistency of the questions in the questionnaire by calculating the coefficient of (**Cronbach's Alpha**), correlation coefficients obtained and the results obtained in the following table:

Table 3. 3. Coefficient (Cronbach's Alpha) to calculate the reliability and validity

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Relationship with leaders It is effective characterized by participating in decision making	71.94	53.463	.310	.784
Conducting regular meetings between staff and leadership to determine satisfaction	71.99	51.696	.462	.775
Employees want to be a part of the decision-making process	72.59	54.021	.239	.789
Employees need to be supervised closely, or they are not likely to do their work.	73.09	56.963	.022	.801
In complex situations, leaders should let subordinates work solve problems work	72.83	54.861	.169	.793
Providing guidance without pressure is the key to being a good leader.	72.14	52.814	.359	.781
Leadership requires to stay out of Subordinates they do their work.	72.31	52.352	.346	.782
Most employees feel insecure about their work and need direction.	72.12	51.827	.421	.777
Leaders need to help staff take responsibility for completing their work.	72.04	51.072	.484	.773
Effective leaders give orders and clarify procedures.	72.01	50.133	.506	.770
In general, it is best to leave subordinates Alone of work .	72.65	54.751	.123	.800
Effective leadership motivate staff, raise morale	71.73	52.692	.376	.780
Leadership give advice to employees and help them	71.93	52.878	.395	.779
Leadership can influence organizational behavior towards common goals	71.86	52.302	.465	.775
Effective leader asks employees about their desires and needs	71.99	51.491	.470	.774
Employees committed to achieving the company's goals	72.03	51.068	.496	.772
Leadership estimate the efforts of the staff in the company	72.06	51.337	.469	.774
Leadership well informed to the place of the work	72.06	51.500	.465	.774

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Leadership estimate the efforts of the staff in the company	72.06	51.337	.469	.774
Leadership well informed to the place of the work	72.06	51.500	.465	.774
Leadership can solve work problems with new Creative ideas	72.05	52.111	.374	.780
(Cronbach's Alpha) coefficient	.790			

Source: Prepared by the researcher based on outputs (SPSS)

It is clear from Table (3.3) that the value of (**Cronbach's Alpha**), is high for all the paragraphs in the questionnaire, just except one paragraph where it was deleted, because of the difference by the respondents in the answer to it. Because it is related to the motivation by the financial rewards, most of them were rejected and some agreed to them where each respondent had a view in the financial incentives. Does the employee work only with a financial reward? The value of (**Cronbach's Alpha**) coefficient (.790) is greater than (.70). This value considered strong, as there is a strong correlation between the constructs of the questionnaire; this means the reliability of the study variables. Thus, the researcher will verify the validity and reliability of the study tool, which makes them confident in the validity of the tool and its validity to view and analyze the sample of the study then answer questions.



CHAPTER FOUR

DATA ANALYSIS & RESULT DESICCATIONS

The previous chapter dealt with the study and analysis of data, and the methodology used was reviewed Which relates to the objectives of the study, and then the society and study of the study, and the study tool, and methods The statistical data has been used in data processing, verification procedures and the reliability and validity of the tool Studying. Then perform descriptive statistics of personal variables, leadership and influence on Staff behavior and motivation. Finally answer the questions of the study. In this chapter, we will present the results and discussions.

4.1. The Demographic Variables of the Study Sample

The data of personality of the study sample, which related to the Country, age variable, the scientific qualification, and the number of years of experience in the current job, by extracting duplicates, percentages. The results of the study sample presented according to the personal variables:

4.1.1. Country

The following table and figure can clarify the distribution of the sample of the study sample In terms of country:

Table4. 4 Distribution of the sample of the study in terms of country

Where are you from?	Frequency	Percent
IRAQ	230	56.7
TURK	176	43.3
Total	406	100.0

Source: Prepared by the researcher based on outputs (SPSS)

The table above show that (230) of the sample of the study, from various cities and institutions of Iraq, which constitute (56.7%) of the sample of the study. and (176) the sample of the study are from the city of Gaziantep in Turkey by (43.3%), where the high number of respondents from Iraq. The sample of the study becomes (406) respondents from both countries.

4.1.2. The Gender

The following table and figure can clarify the distribution of the sample of the study sample in term gender:

Table4. 5 Distribution of the sample of the study in terms of gender

What is your gender?	Frequency	Percent
MALE	269	66.3
FEMALE	137	33.7
Total	406	100.0

Source: Prepared by the researcher based on outputs (SPSS)

The above table show that (66.26%) of the sample of the study are male, and (33.74%) of the sample of the study are female, where the high proportion of males compared to the drop in the proportion of females due to the easy response of males and easy to deal with them. Difficulty communicating with them either because of different cultures in society or for reasons related to customs and traditions.

4.1.3. Age

The following table can clarify the distribution of the sample of the study sample in term age:

Table4.6 Distribution of the sample of the study in terms of age

	How old are you?	Frequency	Percent
Valid	20-29	195	48.0
	30-39	157	38.7
	40-49	48	11.8
	50-59	6	1.5
	Total	406	100.0

Source: Prepared by the researcher based on outputs (SPSS)

The above table show that (48.03%) of the participants in the sample of the study ranged in age between (20-29) years of the participants, (38.67%) of the participants in the sample of the study ranged in age between (30-39) years of the participants , (11.82%) of the participants in the sample of the study ranged in age between (40-49) years of the participants, (1.48%) of the participants in the sample of the study ranged in age between (50-59) years of the participants. As the highest proportions of respondents are aged between (20-29), the lowest proportions of respondents are aged between (50-59).

4.1.4. The Level of Scientific

The following table can clarify the distribution of the sample of the study sample in term level of scientific:

Table4. 7 Distribution of the sample of the study in terms level of scientific

What The highest academic level of yours is?	Frequency	Percent
Primary	2	.5
Secondary	4	1.0
Diploma	12	3.0
Bachelor	88	21.7
Master	227	55.9
Doctorate	72	17.7
Total	406	100.0

Source: Prepared by the researcher based on outputs (SPSS)

The above table shows that the majority of the members of the sample, obtaining a Master's degree by (55.91%) The number (227) Participants, Either a Bachelor's degree holders percentage of respondents (21.67%) from the sample of the total sample, numbers (88), the third level of those who hold a doctorate degree, where the proportion of participants in the sample (17.73%) whose numbers (72) of the total sample study, The rest of the diploma and secondary levels and average proportion of participant's rate of participation of all of them in the study samples (4.69%).

From the above, we conclude that the highest percentage of respondents had a master's degree, where they accounted for more than half by (55.91%), which means that most of the participants are the highest.

4.1.5. The Type of Organization

The following table can clarify the distribution of the sample of the study sample in term type of organization:

Table4. 8 Distribution of the sample of the study in terms type of organization

What is The type of organization?	Frequency	Percent
Government Sector	227	55.9
Quasi-government sector	17	4.2
Private sector (national)	79	19.5
Private Sector (foreigner)	81	20.0
Total	406	100.0

Source: Prepared by the researcher based on outputs (SPSS)

The above table shows that the majority of leaders and subordinates participating in the sample of the study who work in institutions or governmental organizations, where the number (227) Respondents, (55.91%) of the total sample

research. Followed by those who work in the foreign private sector, where they reached (81) (20%) of the study sample, followed by those working in the national private sector (79) and (19.5%) of the study sample. Those who work in the mixed sector represent less than the proportion of the study sample, where the number (17) by (4.19%) of the total respondents. From the foregoing, it is clear that the highest percentage of the participants in the study sample who are working in the public sector organizations. This means either that they prefer to work in the public sector, the private and foreign sectors or to employment in the governmental sectors more than others, in the nature of the case of all staff in all sectors to the laws and instructions of the Organization.

4.1.6. The Size of the Company

The following table can clarify the distribution of the sample of the study sample in term size of organization:

Table4. 9 Distribution of the sample of the study in terms type of organization

What is The Size of the company (number of employees)		Frequency	Percent
	Few than 10 employees	30	7.4
	Between 10-50 employees	77	19.0
	Between 51-100 employees	91	22.4
	Between 101-250 employees	45	11.1
	Between 251-500 employees	32	7.9
	More than 500 employees	129	31.8
	Total	406	100.0

Source: Prepared by the researcher based on outputs (SPSS)

The above table shows that the highest percentages of respondents employed in establishments with more than 500 employees, (129) of the total sample, where the ratio (31.77%) of study sample. While the second level in terms of the size of the organization of the number of employees working in the institutions of the number of employees between(51-100) employees(91). The response from participants in the study sample proportion (22.41%)of the total sample. Then followed by those staff working in organizations, ranging from the preparation of its employees between (10 -50) where they form (19%) of the study sample. Thus, it is clear that the largest number of respondents are working in companies be preparing its employees Many, where large organizations deferent of the management of organizations that have less than. The size of the organization and the number of employees is important for determining the role of leaders or the appropriate method. When the organizations to

be bigger, it was difficulties and obstacles in its leadership. The active and intelligent leader has a role in imposing control and influencing the organizational behavior of the employees and is able to motivate them to achieve their desires to getting the planned targets.

4.1.7. Activity of Institution

The following table can clarify the distribution of the sample of the study sample in term the main productive activity of institution:

Table4. 10 Distribution of the sample of the study in terms the main productive activity of institution

What is the main productive activity to your institution?		Frequency	Percent
	Administration	13	3.2
	Services	110	27.1
	Oil and Gas	50	12.3
	Telecommunications	41	10.1
	Industry	26	6.4
	Trade	68	16.7
	Transportation	9	2.2
	Education	89	21.9
	Total	406	100.0

Source: Prepared by the researcher based on outputs (SPSS)

The above table shows the distribution of the sample of the study according to the activities of the organization, where the highest ratio of respondents in the service establishments with (27.9%) of the study sample. The employees are working in the educational institutions reached their participation (21.9%) of the study sample, and then workers in commercial establishments where their participation (16.75%) of the research sample. The employees of the oil companies reached their participation (12.3%) of the study sample; Individuals who work in the field of communications reached (10.1%) of the study sample, for the rest of the corporations, the percentage of respondents were small for the rest of the organizations in terms of the activities of the organizations. To identify the methods of leadership also depends on the type of activity of the Organization, where some companies are the productivity and some other service or trends be thus, leadership patterns must be suitable for the work of the Organization, Industrial Organizations is different from the style of leadership of business. The leadership styles is important appropriate to the nature of the work.

4.1.8. The years of experience

The following table can clarify the distribution of the sample of the study sample in term years of experience:

Table4. 11 Distribution of the sample of the study in terms the years of experience

How long have you worked in this institution and others?	Frequency	Percent
Less than 6 months	11	2.7
6-12 months	81	20.0
3 years	175	43.1
4 - 7 years	92	22.7
8 - 11 years	36	8.9
12 - 15 years	8	2.0
16 -19 years	2	.5
More than 20 years	1	.2
Total	406	100.0

Source: Prepared by the researcher based on outputs (SPSS)

Above Table shows, that the highest proportion of individuals participating in the study sample that was less than (5 years) experience with participation (43.1%) of the total study sample. The lowest ratio of respondents were those have been experience more than (20 years) their participation (.2%) of the study sample. that means that most of the respondents experience ranging from (3-10) years and promising staff. The leaders differ in dealing with subordinates in terms their experience, and on this basis can determine the appropriate leadership style according to the experience of working in the Organization.

4.2. Descriptive Statistics of the Study Variables

The study sample data was analyze in the terms of the study variables, the leadership styles, the organizational behavior of the employees and the motivation, by calculating the frequencies, percentages, arithmetic means, Standard deviations, and degree of practice. To determine the degree of its practice, the arithmetic mean of the sample responses of the study to be indicative of the degree practice. Has been identified Five Levels of Practice (Very Low - Low - Medium - High – very High) Depending on the five-dimensional (Likert) scale as shown in the table below:

Table4. 12 the five-dimensional Likert scale

Categories	strong agree	agree	neutral	Disagree	STRONG DISAGREE
Degree	5	4	3	2	1

By adding the range (0.80) to the minimum measurement level (1) to determine the upper limit of the first level, and then repeat the process by adding (0.80) to each level, we get the degree of practice as shown in the following table:

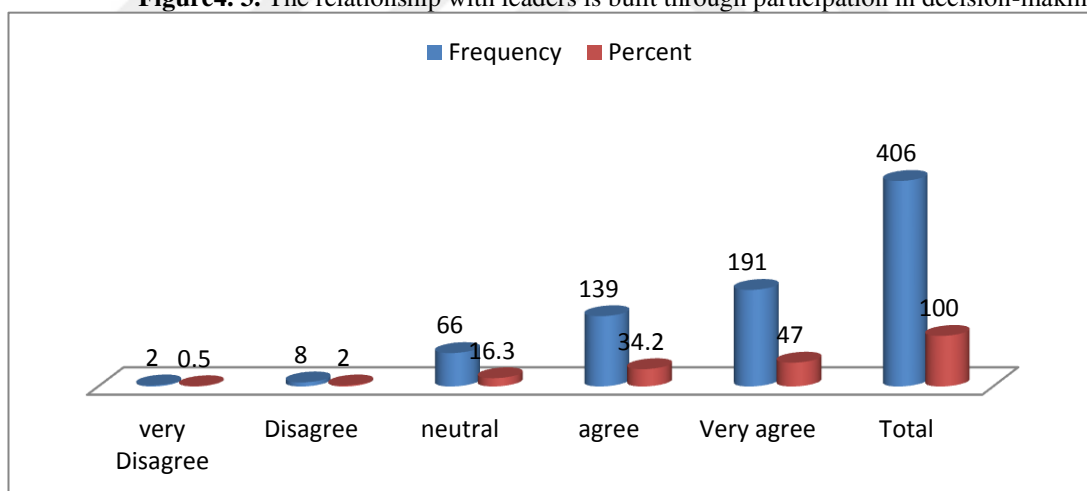
Table4. 13 the value of the Mean arithmetic

Levels	The value of the arithmetic mean	Degree of practice
$1 + 0.80 = 1.80$	1 — 1.80	Very Low
$1.80 + 0.80 = 2.60$	1.80 — 2.60	Low
$2.60 + 0.80 = 3.40$	2.60 — 3.40	Medium
$3.40 + 0.80 = 4.20$	3.40 — 4.20	High
$4.20 + 0.80 = 5$	4.20 — 5	Very High

Source: Generated by the researcher

4.2.1. The Relationship With Leaders is Built Through Participation in Decision-Making

Figure (4.3) shows the answer of the members of the research sample, according to the axis of the relationship between leadership and subordinates, is the relationship based on the participation of employees in the decision-making process? (191) of the respondents chose Very agree; consider the highest ratio reaching 47% of the total sample study. While 139 individuals responded chose Agree with 34.2%, those who chose neutral were 66 respondents, representing 16.3% of the study sample, Individuals who allowed Disagree whose number was 8 of 2% of the study sample, the lowest option was very disagreeable, with only two respondents reaching 0.5% of the total study sample. As shown in the Figure below:

Figure4. 3. The relationship with leaders is built through participation in decision-making

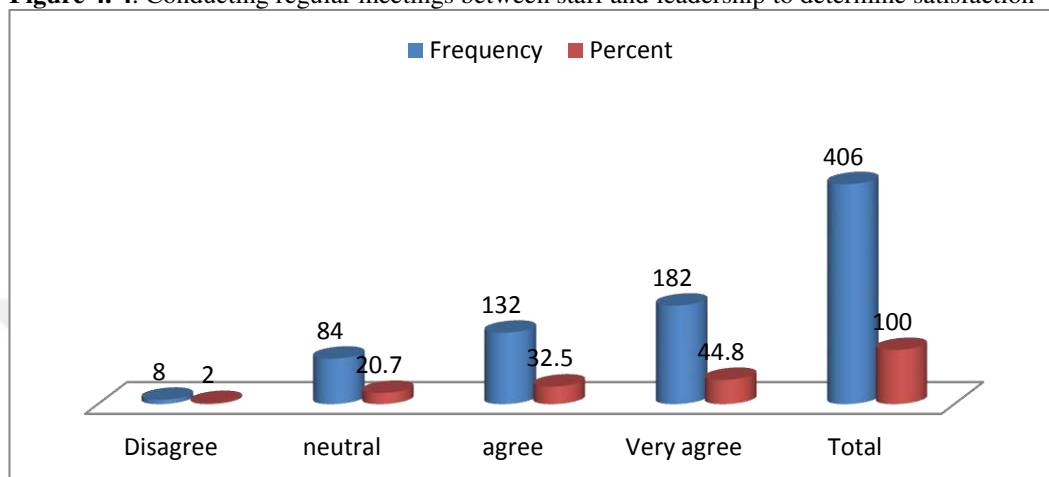
Source: Prepared by the researcher based on outputs (SPSS)

4.2.2. Conducting Regular Meetings Between Staff and Leadership to Determine Satisfaction

The periodic meetings of the Organization are necessary for leadership and staff, where meetings between periods, and to measure the extent of job satisfaction among all parties, explaining the work problems and ask the staff about their wishes and their commitment to perform the tasks. The majority of respondents received the approval of this statement. The number of those who chose was very agreeable with

182 participants, reaching 44.8% of the study sample, the ratio is very high where the order of answers. Those who allowed to agree number was 132 grew by 32.5% of the sample search, considered a high rate, Individuals who were chosen neutral, numbering 84 at 20.7% of the study sample, and those who did not accept the phrase are 8 at 2% of the study sample, As shown in the Figure below:

Figure 4. 4. Conducting regular meetings between staff and leadership to determine satisfaction

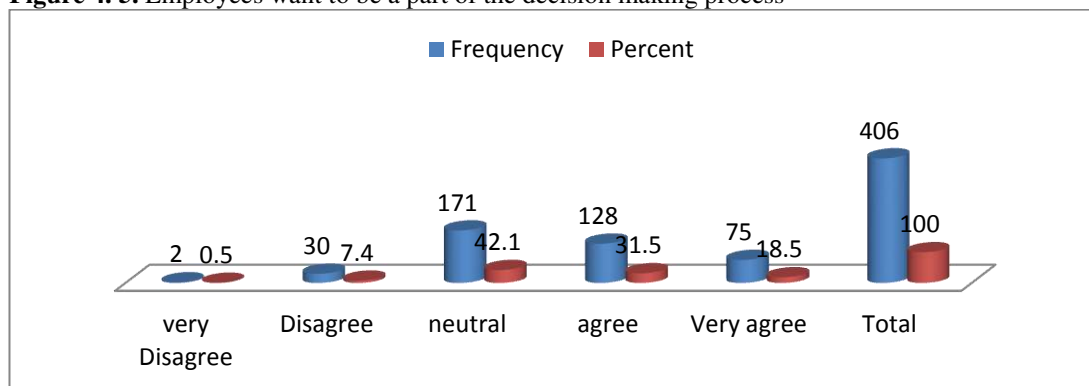


Source: Prepared by the researcher based on outputs (SPSS)

4.2.3. Employees Want to be a Part of the Decision Making Process

Figure (4.5) shows if employees want to be part of the decision-making process based on their answer. According to the responses, the majority of the members of the sample allowed to be neutral, where 171 by up to 42% of the study sample, those who agreed, the 128 fled their participation rate reached 31.5% of the total study sample. While individuals who have chosen very agree number was 75 by up to 18.5% of the study sample, while respondents who have rejected chose disagree the number was 30 of 7.4%, those who chose very disagree with the very least in number 2 By.5% percent of the study sample. As shown in the Figure below:

Figure 4. 5. Employees want to be a part of the decision making process

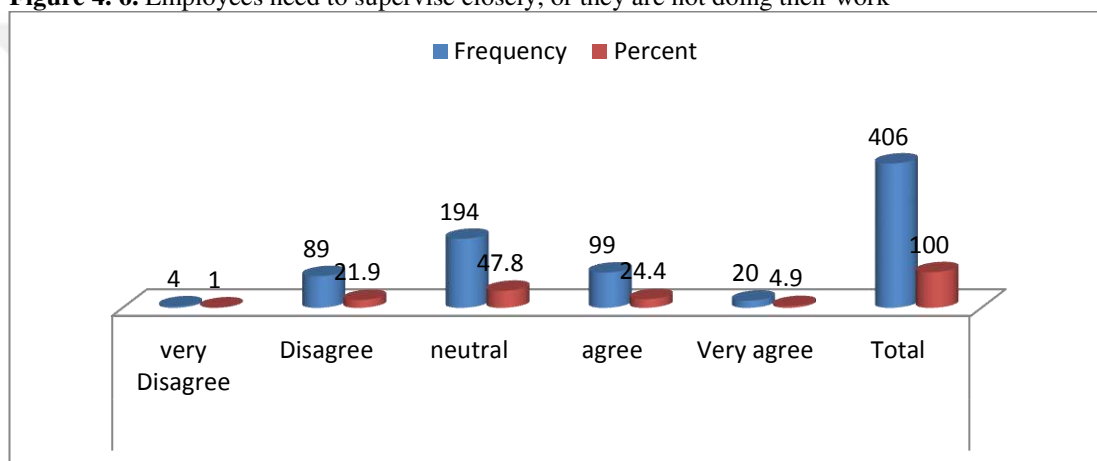


Source: Prepared by the researcher based on outputs (SPSS)

4.2.4. Employees Need to Supervise Closely, Or They Are Not to Do Their Work

Through this axis, respondents were asked about supervision, do the employees do not work without the supervision of the leader directly? Accordance with the answers to the question, most respondents allowed warehouse receipts that it is neutral, where the number 194 ratios of 47% of the study sample. While 99 respondents chose, agree corporates reached 24.4% of the study sample. While 89 ratios by 21.9% of the study sample, rejected, where he chose Disagree. Those who allowed ok were very low. Only 20 respondents responded to 4.9% of the study sample. Less than the number of those who allowed very Disagree. Where 4 very disagree nearly 1% of the study sample. As shown in the Figure below:

Figure 4. 6. Employees need to supervise closely, or they are not doing their work

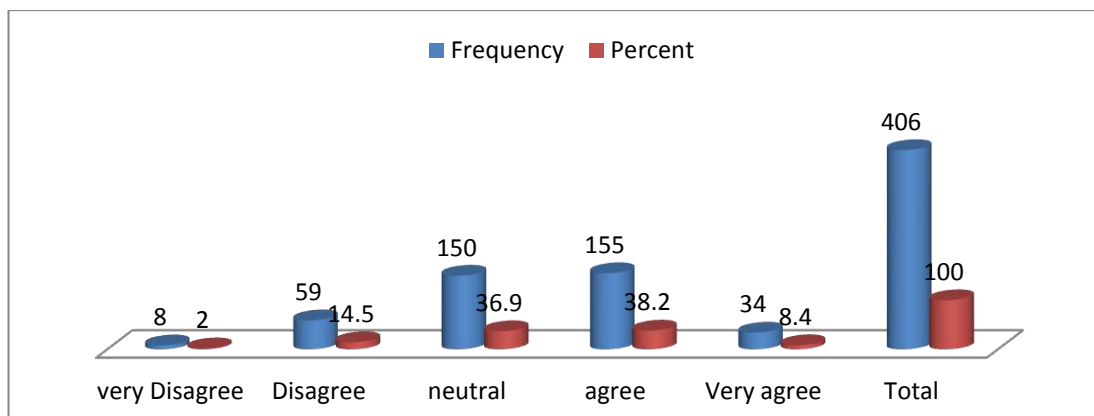


Source: Prepared by the researcher based on outputs (SPSS)

4.2.5. In Complex Situations, Leaders Should Let Subordinates Solve Problems Work

Figure (4.7) shows the extent to which participants of the study sample responded to the question of whether employees faced obstacles during their work, whether they were able to solve the problem or needed help with leaders in difficult conditions. According to the responses of the sample, the highest percentage of respondents chose Agree. Where the number of 155 participants was 38.2% of the study sample, 150 respondents chose neutral by 36.9% of the total sample. The number of respondents who chose non-approved 59 participants by 14.5% of the sample of the study, for those who chose the very ok number was 34 joint venture. Corporate reached 8.4% of the sample, the lowest proportion of respondents was very non-specific was the number 8, which amounted to 2% of the total sample study. depending of the Figure below:

Figure 4. 7. In complex situations, leaders should let subordinates solve problems work

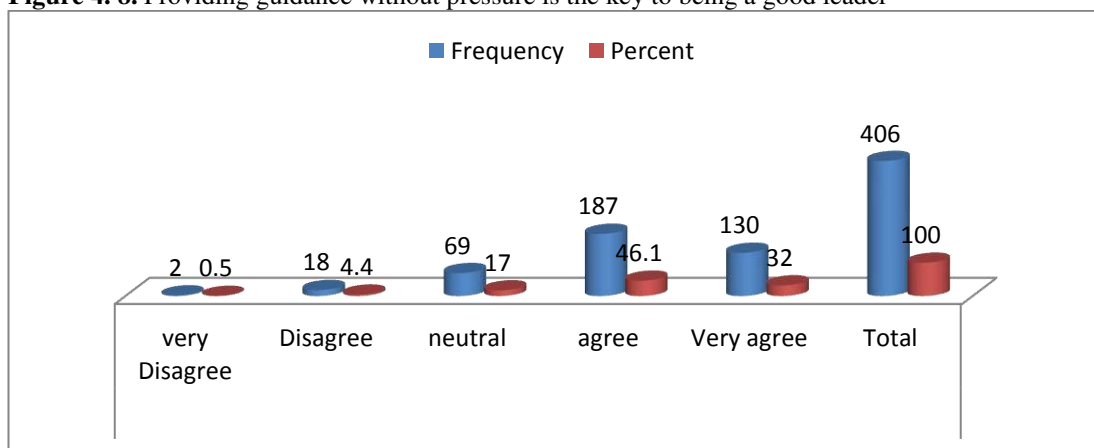


Source: Prepared by the researcher based on outputs (SPSS)

4.2.6. Providing Guidance Without Pressure is the Key to Being a Good Leader

Figure (4.8) shows the response of the participants in the study sample when asked about the good leader when he leads the workers without pressure. According to the respondents' response, the highest ratio of respondents chose Very agree of 187 with 46.1% of the study sample, who chose the agree number of 130 respondents by 32% of the sample. Those who were neutral were 69 of the total with a rate of 17%, who chose Disagree was 18 at 4.4% of the sample. The lowest percentage of those who chose was very Disagree; the number 2 was 0.5% of the total sample, as shown in the Figure below:

Figure 4. 8. Providing guidance without pressure is the key to being a good leader



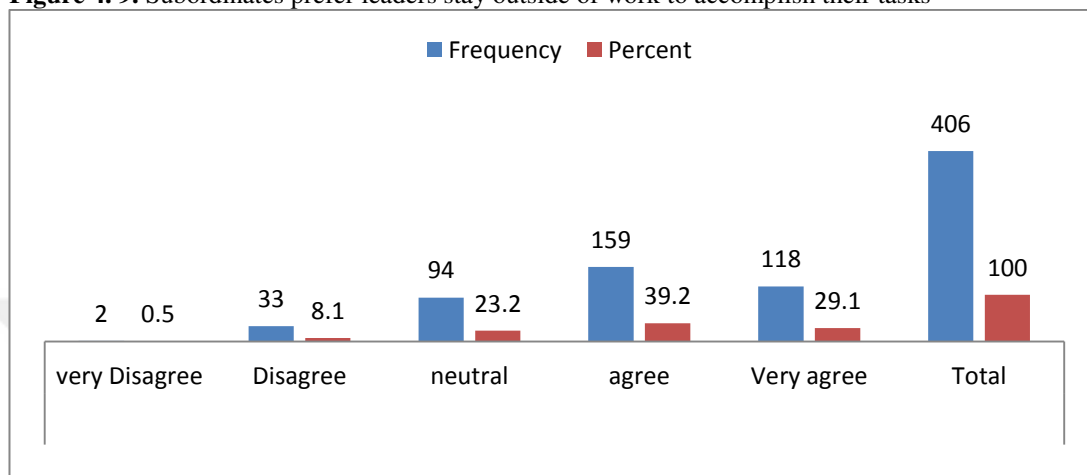
Source: Prepared by the researcher based on outputs (SPSS)

4.2.7. Subordinates Prefer Leaders Stay Outside of Work to Accomplish Their Tasks

Figure (4.9) shows whether staff prefer to be a leader outside the workplace until they perform the tasks assigned to them. According to the responses of the participants in the study sample, most respondents preferred that the leaders be away from them when they work. The highest percentage of those who chose agree was

159 participants with 39.2% of the study sample and 118 respondents were very agreeable with 29.1%. Those chose neutral 94 members of the study sample, 23.2% of individuals who chose Disagree 33 by up to 8.1 % of the sample, the lowest was among those who chose very Disagree of 2 at 0.5 % of the total sample. It also in the Figure below:

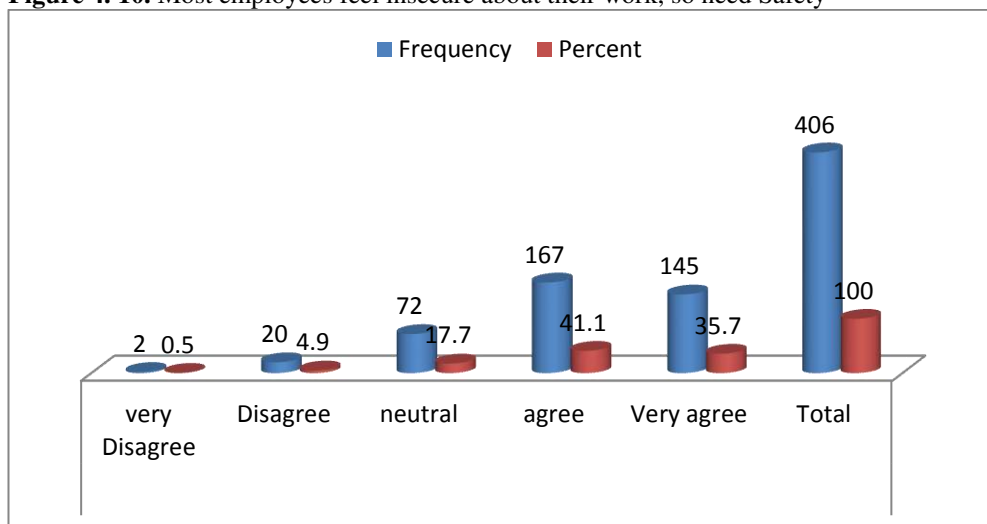
Figure 4. 9. Subordinates prefer leaders stay outside of work to accomplish their tasks



Source: Prepared by the researcher based on outputs (SPSS)

4.2.8. Most Employees Feel Insecure of Their Work, So Need Safety

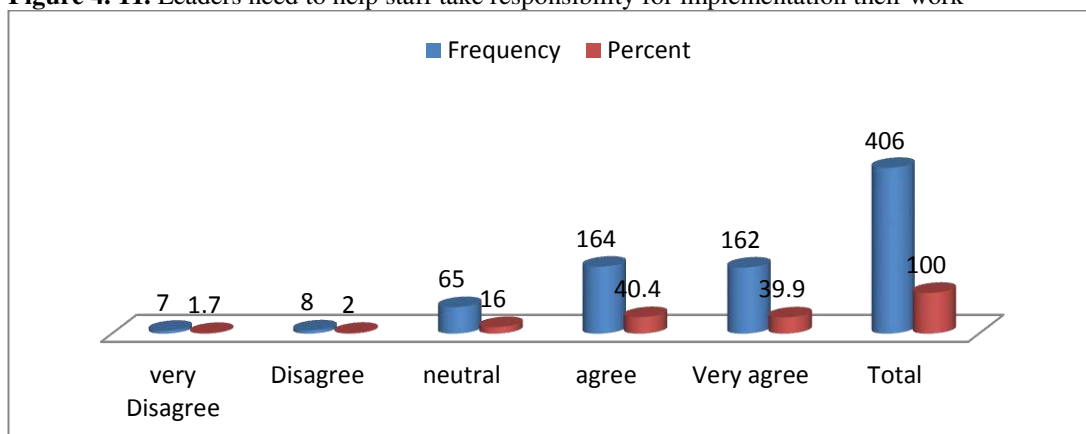
Figure (4.10) showed the need for staff to safety at work because they feel insecure in some organizations. According to the responses of the respondents, most of the participants chose OK, with 176 participants representing at 41.1% of the study sample, while 145 participants chose a very agreeable 35.7% of the sample. Those who chose neutral 72 respondents were 17.7% of the sample, while those who chose Disagree 20 reached 4.9% of the sample, while the lowest percentage of those who chose very Disagree 2 amounted to 0.2% of the total sample study. As shown in the Figure below:

Figure 4. 10. Most employees feel insecure about their work, so need Safety

Source: Prepared by the researcher based on outputs (SPSS)

4.2.9. Leaders Need to Help Staff Take Responsibility for Implementation Their Work

Figure (4.11) shows the respondents' opinion, if they should be responsible to help the leadership perform the tasks and implement the plans. According to the views of the respondents, the majority of participants in the study sample chose Agree where 164 responsive reaching 40.4% of the sample, too many participants chose very agree with 162 of the samples was responsive 39.9% of the total sample, which means the majority of respondents willing take their responsibility to work. For those who chose neutral, 65 respondents were 16% of the sample; those who chose Disagree were 8%. The lowest percentage of those who chose very Disagree was 7 respondents were 1.7% of the total study sample. As shown in the Figure:

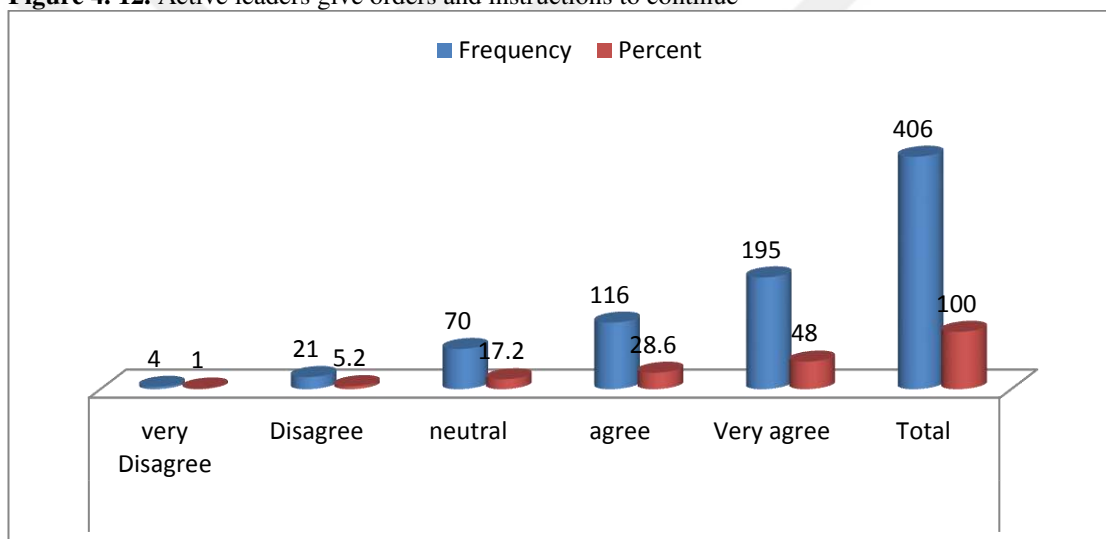
Figure 4. 11. Leaders need to help staff take responsibility for implementation their work

Source: Prepared by the researcher based on outputs (SPSS)

4.2.10. Active leaders give orders and instructions constantly.

The Figure (4.12) shows that the active leader who gives orders and instructions relating to the work of the continuity. According to the responses of the respondents, the majorities of the participants in the study sample believe that the active leader should follow the progress of the work continuously and give instructions, where chose Very agree 195 Respondents reached 48% of the study sample, who chose agree and 116 responders reached 28.6% of the study sample. For the individuals who chose neutral, 70 was 17.2% of the study sample, while those who chose Disagree 21 reached 5.2% of the study sample, while the lowest percentage chose was very Disagree, where four persons amounted to 1% of the total study sample. As shown in the Figure below:

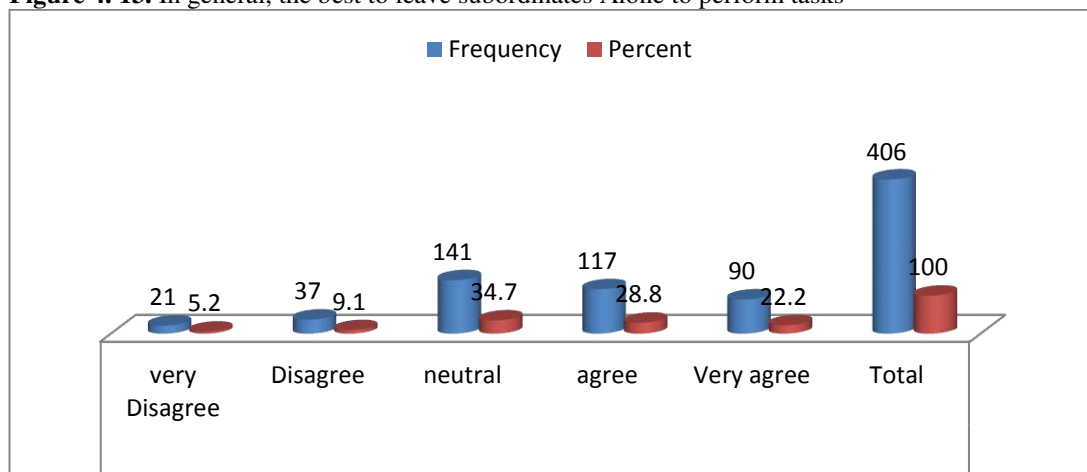
Figure 4. 12. Active leaders give orders and instructions to continue



Source: Prepared by the researcher based on outputs (SPSS)

4.2.11. In General, The Best to Leave Subordinates Alone to Perform Tasks

Figure (4.13) shows that generally work staff without the supervision of the leadership are the importance of supervision of staff. According to respondents in the study sample, the majority chose to be neutral, with 141%, representing 34.7% of the study sample. While most respondents chose to agree, while 117 respondents were respondents with 28.8% of the study sample, while 90 respondents chose Very agree with 22.2% of the sample, while those who did disagree were 37 respondents with 9.1% of the sample. The lowest proportion, of chose very Disagree, where 21 people hit 5.2% of the total study sample. As shown in the table below. As shown in the Figure below:

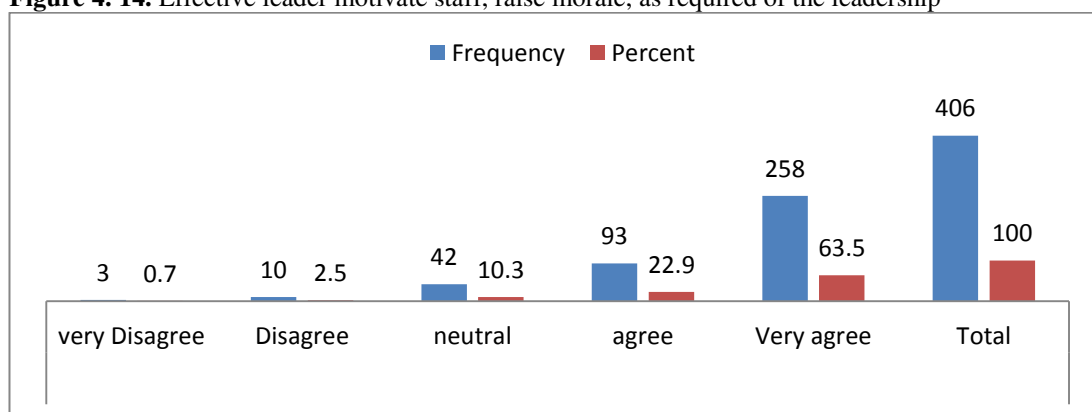
Figure 4. 13. In general, the best to leave subordinates Alone to perform tasks

Source: Prepared by the researcher based on outputs (SPSS)

4.2.12. Effective Leader Motivate Staff, Raise Morale, As Required of the Leadership

Figure (4.14) shows the effectiveness of leadership and its role in motivating employees and raising their morale during work, which considered a leadership requirement.

Depending of the respondents' response, the highest percentage of respondents chose very Agree with 258 participants representing 63.3% of the study sample. While those who chose agree, was 93 reaching 22.5% of the sample. The participants who allowed neutral 42 respondents amounted to 10.3% of the sample, while those who chose Disagree was 10 respondents amounted to 2.5% of the sample, the lowest percentage who chose Disagree was 3 amounted to 0.3% of the total study sample. As indicated in the Figure as follows:

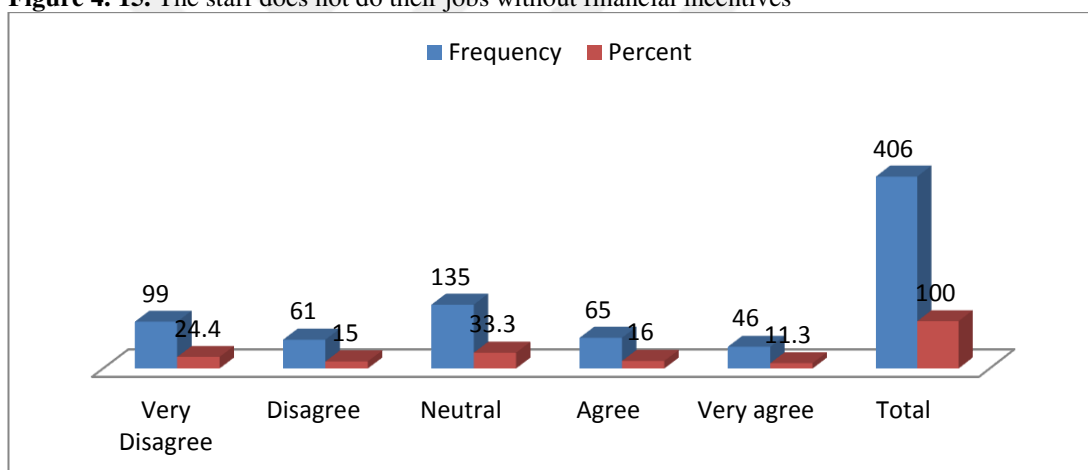
Figure 4. 14. Effective leader motivate staff, raise morale, as required of the leadership

Source: Prepared by the researcher based on outputs (SPSS)

4.2.13. The Staff Does Not Do Their Jobs Without Financial Incentives

Motivation is very important, when leadership motivates employees through financial rewards or moral stimulation, where production increases staff work and increases motivation towards achieving goals. However, in terms of workers' performance, they perform their duties only through financial rewards. According to the respondents' opinion, the majority of the participants chose neutral for the financial rewards, 135 was at a rate of 33.3% of the study sample. In addition, many respondents chose very disagreeable where 99 respondents reached 24.4% of the sample, while those who chose agree 61 respondents at 16% of the sample. While the number of those who chose Disagree was 61 Responder reached 15% of the study sample, the lowest percentage of respondents chose a very disagreeable was 46, which amounted to 11.3% of the total sample study. As indicated in the Figure as follows:

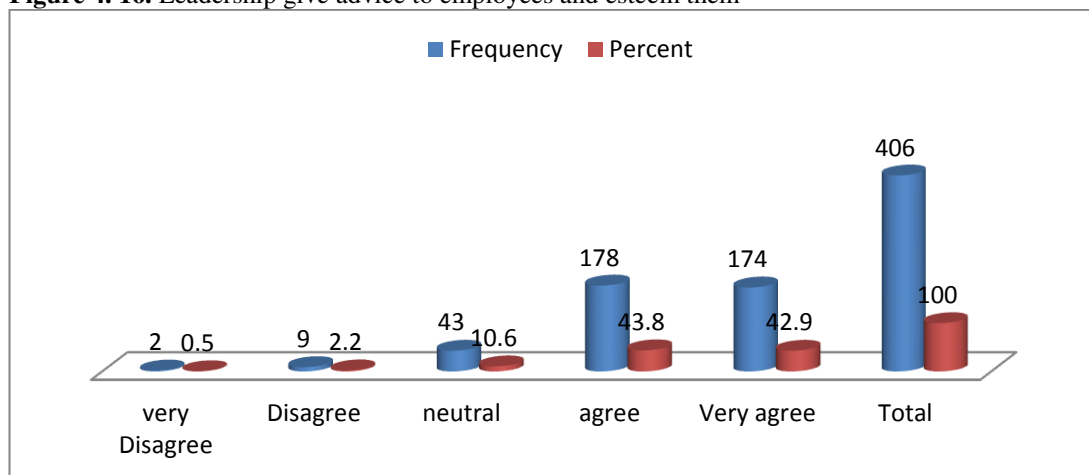
Figure 4. 15. The staff does not do their jobs without financial incentives



Source: Prepared by the researcher based on outputs (SPSS)

4.2.14. Leadership Gives Advice to Employees and Esteems Them

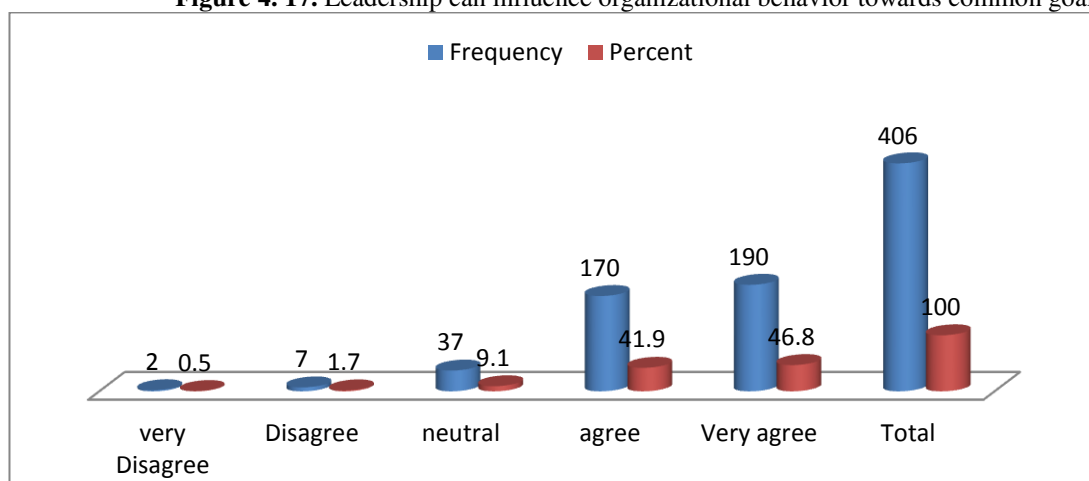
Figure (4.16) shows how leaders give advice to employees and at the same time respect them. According to the data in the Figure below, the majority agreed on this axis, where 178 respondents chose agree with 43.8% of the study sample, and who chose Very agree was 174 participants reached 42.9% of the sample. While which selected neutral were 43 participants with 10.6% of the sample. The respondents of the sample were 9 persons who chose an disagree 2.2%. The lowest respondents those chose very disagreeable, two respondents' ratio 0.5% of the total study sample. As shown in the following Figure.

Figure 4. 16. Leadership give advice to employees and esteem them

Source: Prepared by the researcher based on outputs (SPSS)

4.2.15. Leadership Can Influence Organizational Behavior Towards Common Goals

Figure (4.17) shows leadership's ability to influence organizational behavior of staff through the deal with them in an appropriate style to achieve common goals. Through an answers participants of the study sample, the highest ratio had received the support of the respondents were Very agree, 190 respondents ratio 46.8% chose Very agree of research samples, and 170 chose agree Ratio 41.9% Of the sample study. While those chosen neutral 37 persons ratio 9.1% of the sample, while 7 person's choice Disagree 1.7% of the sample, the lowest rate is very Disagree only chose two respondents at 0.5% of the total study sample. As shown in the following Figure:

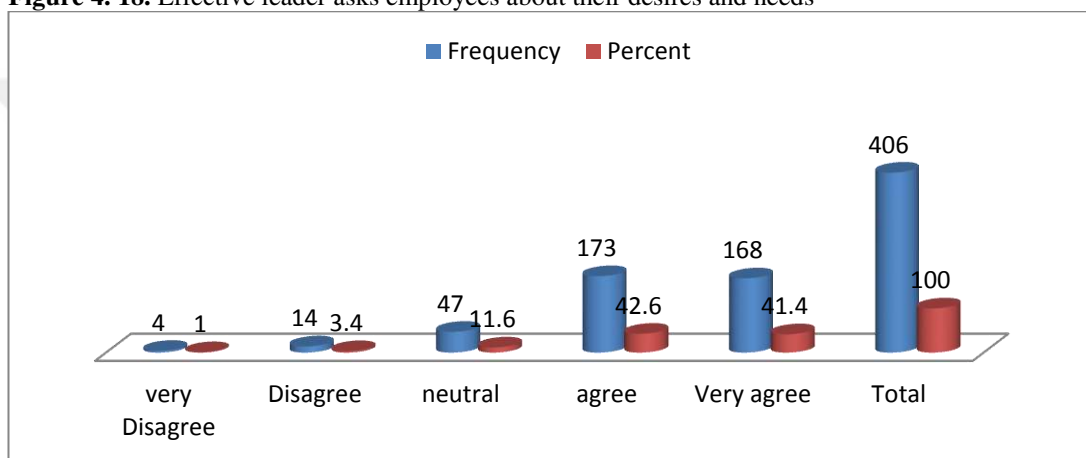
Figure 4. 17. Leadership can influence organizational behavior towards common goals

Source: Prepared by the researcher based on outputs (SPSS)

4.2.16. Effective Leader Asks Employees About Their Desires and Needs

Figure (4.16) shows that the active leader always asks the staff to recognize their needs and desires at work to try meet them as much as possible. According to the responses of respondents, the majority support this pattern. Those who chose agree were 173 respondents ratio at 42.6% of the study sample. In addition, 168 participants chose Very agree ratio of 41.4% of the sample. While those chose neutral, 47 were 11.6% of the sample, while 14 respondents chose Disagree, while the lowest ratio that chose very disagreeable, just 4 respondents ratio of 1% of the research sample. As shown in the Figure below:

Figure 4. 18. Effective leader asks employees about their desires and needs

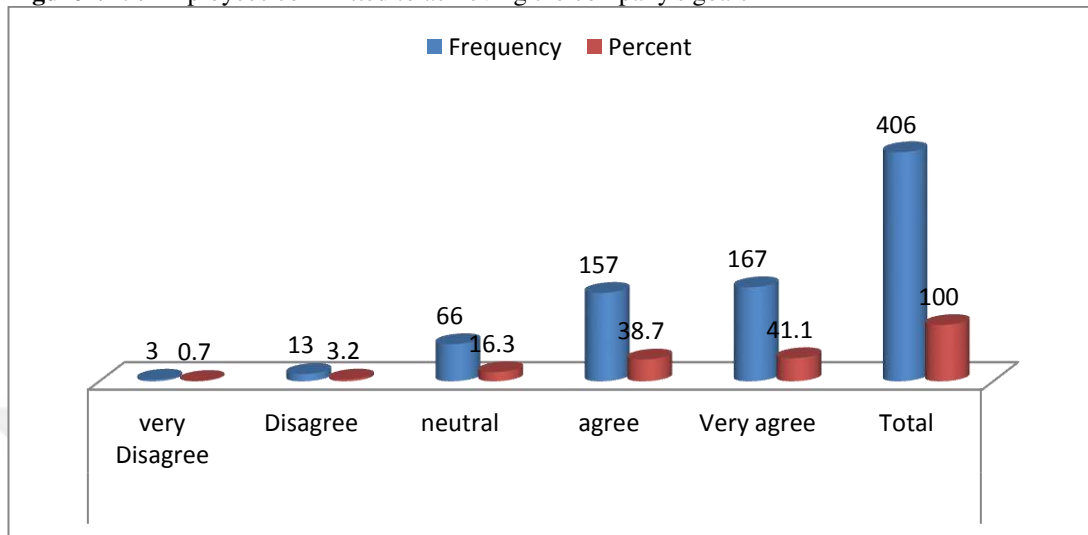


Source: Prepared by the researcher based on outputs (SPSS)

4.2.17. Employees Committed to Achieving the Company's Goals

Figure (4.19) shows the commitment of staff to achieve the goals of the Organization, which seek to accomplishment.

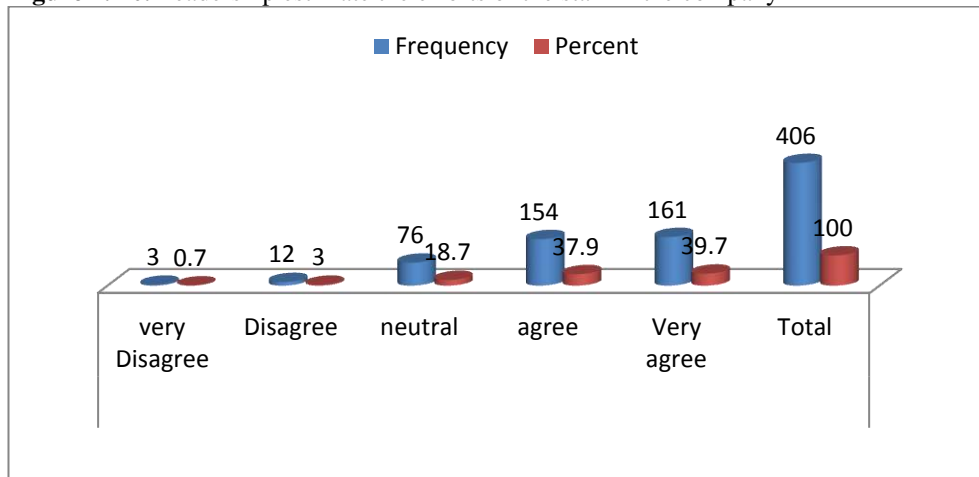
According to the data in the following Figure, the majority of those responded positively to this sentence, the highest ratio of those who chose the Very agree were 167 participants by 41.1% of the sample of the study, also 157 individuals chose agree with 38.7% of the sample. While those who chose neutral were 66% and 16.3% of the study sample. Those who chose not to accept 13 participants were 3.2% of the sample. The lowest ratio those chose very disagreeable, only three respondent's ratio 0.7% of the study sample. As shown in the Figure below:

Figure4. 19. Employees committed to achieving the company's goals

Source: Prepared by the researcher based on outputs (SPSS)

4.2.18. Leadership Estimates the Efforts of the Staff in the Company

Figure (4.20) shows the extent of the esteem and gratefulness of the leadership to the employees in the company to feel valued. According to the answers in the following Figure, the highest ratio of those who chose very agree, 161 respondents with 39.7% of the study sample, and 154 participants chose agree to a rate of 37.9%. While those who chose neutral 76 persons ratio 18.7% of the sample, while those who chose Disagree were 12 participants at a rate of 3% of the sample. The lowest percentage of those who chose very disagrees with only three individuals by 0.7% of the total sample study. As shown in the Figure below:

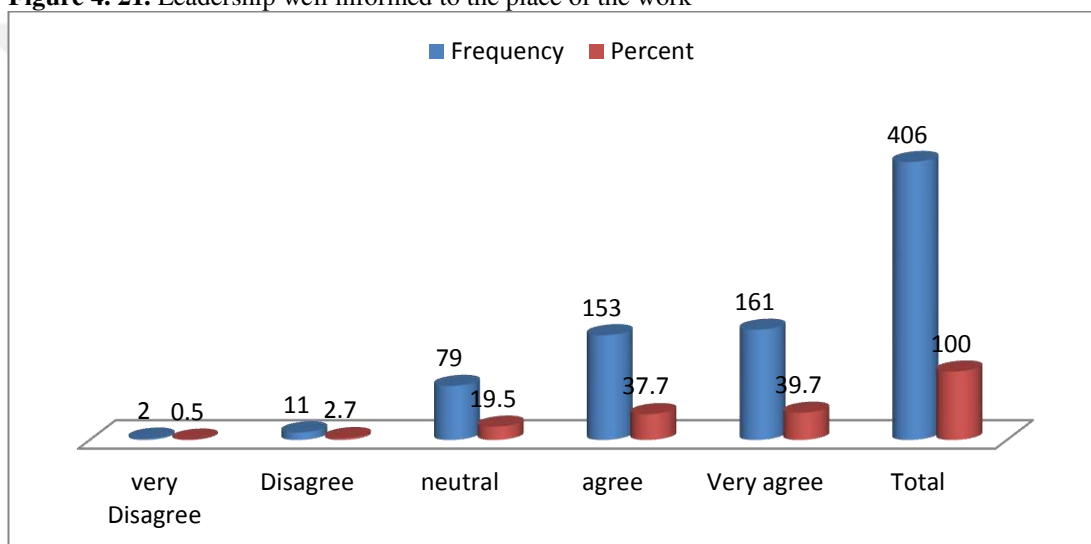
Figure 4. 20. Leadership estimate the efforts of the staff in the company

Source: Prepared by the researcher based on outputs (SPSS)

4.2.19. Leadership Well Informed to the Place of the Work

Figure (4.21) shows the extent to which leadership is known in the workplace, whether employees find comfort at work or Exposed of risk during work. According to the respondents' answers, the highest proportion of participants who chose very agree 161 respondents reached ratio 39.7% of study sample, who chose agree 153 participants rose 37.7% of the sample. Those who choose neutral 79 respondents at 19.5% of the sample, while those who choose disagree were 11 participants ratio of 2.7% of the sample, the lowest respondents who chose very Disagree 2 participants at 0.5% of the total study sample. As shown in the Figure below:

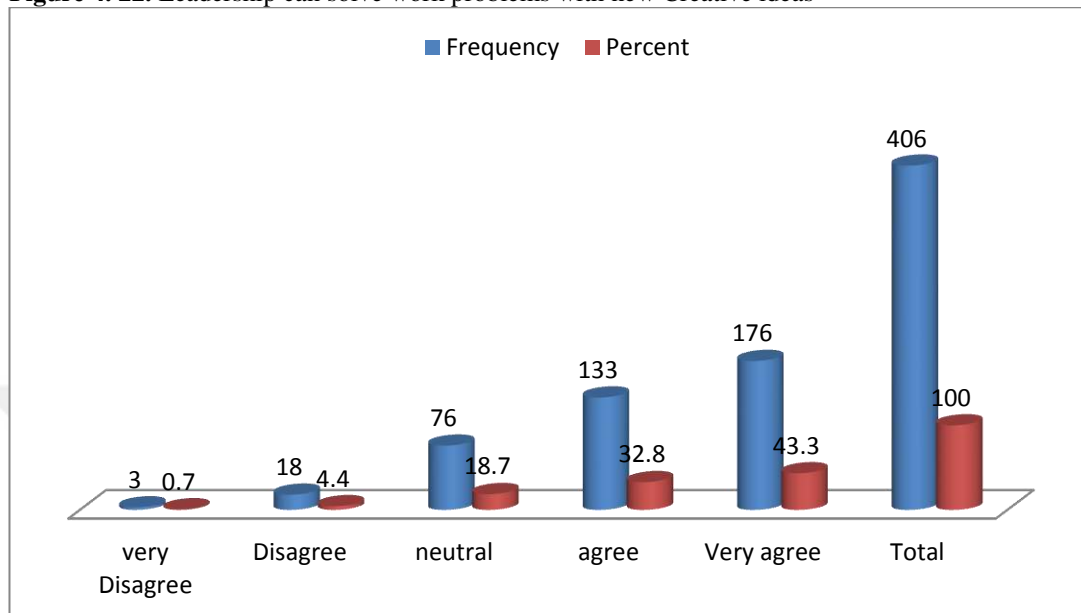
Figure 4. 21. Leadership well informed to the place of the work



Source: Prepared by the researcher based on outputs (SPSS)

4.2.20. Leadership Can Solve Work Problems with New Creative Ideas

Figure (4.22) shows the ability of the leadership to solve work problems with new creative ideas for organizing work. According to the respondents' data, the highest ratio of respondents were chose very Agree, while 176 participants that reached 43.3% of the study sample. In addition, those who chose agree were 133 participants ratio of 32.8% of the sample. Those who chose the neutral were 76 amounted 18.7% of the sample, while those who chose disagree were 18 participants at 4.4% of the sample, the lowest who chose very Disagree, where only 3 participants grew by 0.7% of the total study sample. As shown in the following data Figure:

Figure 4. 22. Leadership can solve work problems with new Creative ideas

Source: Prepared by the researcher based on outputs (SPSS)

4.3. Determine the Mean and Standard Deviation

Table (4.10) shows all the paragraphs of the questionnaire as they clarify in terms of their sequence, according to the mean, standard deviation and the degree of response of the sample, as follows:

Table 4. 14. Mean and standard deviation

Questions	Mean	Std. Deviation	Degree response of
1-The relationship with leaders is built through participation in decision-making	4.25	.833	Very high
2-Conducting regular meetings between staff and leadership to determine satisfaction	4.20	.834	Very high
3-Employees want to be a part of the decision making process	3.60	.888	High
4-Employees need to supervise closely, or they are not doing their work.	3.10	.831	Medium
5-In complex situations, leaders should let subordinates solve problems work	3.36	.900	Medium
6-Providing guidance without pressure is the key to being a good leader.	4.05	.843	High
7-Subordinates prefer leaders stay outside of work to accomplish their tasks	3.88	.938	High
8-Most employees feel insecure about their work, so need safety.	4.07	.879	High
9-Leaders need to help staff take responsibility for implementing their work.	4.15	.879	High
10-Active leaders give orders and instructions to	4.17	.959	High

continue.			
11-In general, the best to leave subordinates Alone to perform tasks.	3.54	1.090	High
12-Effective leader motivate staff, raise morale, As required by the leadership	4.46	.833	Very High
13-The staff does not do their jobs without financial incentives,	2.75	1.296	Medium
14-Leadership gives advice to employees and esteem them	4.26	.774	Very High
15-Leadership can influence organizational behavior towards common goals	4.33	.753	Very High
16- Effective leader asks employees about their desires and needs	4.20	.847	very High
17-Employees committed to achieving the company's goals	4.16	.862	High
18-Leadership estimate the efforts of the staff in the company	4.13	.868	High
19-Leadership well informed to the place of the work	4.13	.853	High
20-Leadership can solve work problems with new Creative ideas	4.14	.921	High
Total	3.94	0.894	High

Source: Prepared by the researcher based on outputs (SPSS)

According to the table above, the total mean of all samples was 3.94 with high relative importance, and the total standard deviation of 0.894 for all study samples. The results are as following:

The arithmetic mean values ranging between 4.46 with high ratio, and by an average 2.75, and Standard deviation values ranging between 1.296 - 0.753. The paragraphs (1, 2, 12, 14, 15, 16) have a very high arithmetic mean. This means that the majority of respondents want to have relationships with leadership by making them part of the decision making process. In addition, Respondents consider that periodic meetings between leadership and staff are necessary to achieve job satisfaction. Leadership roles motivate employees and raise motivation to perform jobs. Respect for what they do, where leadership can influence the organizational behavior of employees towards achieving goals, and identify the wishes and needs of employees. While paragraphs (3,6,7,8,9,10,11,17,18,19,20) have got a high arithmetic mean. Leading employees without pressure makes the leader desirable, Most employees want to be part of the decision making process. In addition, they prefer to keep leaders away from work place, and at the same time feel so insecure they need to be close to providing direction but without pressure. Staffs know that leadership needs them to understand and take responsibility for tasks. The subordinates need a continually instructed, but in general, staff should work alone, they are ready to achieve the organization's goals. Leadership also appreciates what

workers do, the leadership must be familiar with the workplace to solve problems related to work, and innovate new ideas to improve performance. However, paragraphs (4, 5, and 13) have a medium arithmetic mean. According to respondents, in general, staffs need direct supervision but this does not mean either they do not perform jobs, in complex situations or problems that facing workers, the leadership should let the subordinates solve the problems but with instruction and advice. As for the financial rewards at work, the employees Considered that the financial rewards are motivational but do not mean that they do not do their jobs without getting additional money.

4.4. The Correlations or Pearson Coefficient

To measure the correlation Or (Pearson Coefficient) between the different variables and the relationship of each variable with another variable, the researcher collected all the paragraphs of the questionnaire and obtained the mean for each paragraph of the total sample of the study, and naming the overall mean (qq20) as shown below:

$qq20 = \text{MEAN}(Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q8, Q9, Q10, Q11, Q12, Q13, Q14, Q15, Q16, Q17, Q18, Q19, Q20)$ According to the following table:

Table4. 15. Correlations

Questions		qq20	Result
The relationship with leaders is built through participation in decision-making	Pearson Correlation	.392**	Positive Significant
	Sig. (2-tailed)	.000	
	N	406	
Conducting regular meetings between staff and leadership to determine satisfaction	Pearson Correlation	.522**	Positive significant
	Sig. (2-tailed)	.000	
	N	406	
Employees want to be a part of the decision making process	Pearson Correlation	.351**	Positive significant
	Sig. (2-tailed)	.000	
	N	406	
Employees need to supervise closely, or they are not doing their work.	Pearson Correlation	.148**	Positive significant
	Sig. (2-tailed)	.003	
	N	406	
In complex situations, leaders should let subordinates solve problems work	Pearson Correlation	.302**	Positive significant
	Sig. (2-tailed)	.000	
	N	406	
Providing guidance without pressure is the key to being a good leader.	Pearson Correlation	.460**	Positive significant
	Sig. (2-tailed)	.000	
	N	406	
Subordinates prefer leaders stay outside of work to accomplish	Pearson Correlation	.444**	Positive significant
	Sig. (2-tailed)	.000	
	N	406	

their tasks	N	406	
Most employees feel insecure about their work, so need safety.	Pearson Correlation Sig. (2-tailed) N	.492** .000 406	Positive significant
Leaders need to help staff take responsibility for implementing their work.	Pearson Correlation Sig. (2-tailed) N	.554** .000 406	Positive significant
Active leaders give orders and instructions to continue.	Pearson Correlation Sig. (2-tailed) N	.570** .000 406	Positive significant
In general, the best to leave subordinates Alone to To perform tasks.	Pearson Correlation Sig. (2-tailed) N	.292** .000 406	Positive significant
Effective leader motivate staff, raise morale, As required of the leadership	Pearson Correlation Sig. (2-tailed) N	.435** .000 406	Positive significant
The staff does not do their jobs without financial incentives,	Pearson Correlation Sig. (2-tailed) N	-.030 .544 406	Negative significant
Leadership give advice to employees and esteem them	Pearson Correlation Sig. (2-tailed) N	.473** .000 406	Positive significant
Leadership can influence organizational behavior towards common goals	Pearson Correlation Sig. (2-tailed) N	.524** .000 406	Positive significant
The effective leader asks employees about their desires and needs	Pearson Correlation Sig. (2-tailed) N	.540** .000 406	Positive significant
Employers committed to achieving the company's goals	Pearson Correlation Sig. (2-tailed) N	.570** .000 406	Positive significant
Leadership estimate the efforts of the staff in the company	Pearson Correlation Sig. (2-tailed) N	.544** .000 406	Positive significant
Leadership well informed to the place of the work	Pearson Correlation Sig. (2-tailed) N	.544** .000 406	Positive significant
Leadership can solve work problems with new Creative ideas	Pearson Correlation Sig. (2-tailed) N	.471** .000 406	Positive significant

**, Correlation is significant at the 0.01 level (2-tailed).

*, Correlation is significant at the 0.05 level (2-tailed).

Source: Prepared by the researcher based on outputs (SPSS)

As shown in Table (4.11) correlation coefficient between the different variables, the highest relationship was (.570**) Correlation is significant at the 0.01 level, and the least relation (-.030) related to the financial incentives clause where the correlation coefficient is very low, Where all variables have reached varying proportions Correlation is significant at the 0.01 level. Wherefore, every value was

reached a Correlation is significant at the (0.01) level; it is a positive Correlation with the degree of confidence 99%.

4.5. Hypotheses Test

In order to identify the relationship between leadership in terms of supervision and participation of the decision-making, and the impact of staff performance and motivation, as well as, knowledge degree the contribution of leadership in higher performance. We using all of the correlation coefficient, test (f) or variance analysis (ANOVA), test (t) for independent samples to test the hypothesis, the coefficient of determination is to measure the effect of the independent variable the dependent variable.

4.5.1. The First Hypothesis

(There is a statistically significant relationship between the leadership in terms of supervision, participate in decision-making, and affecting performance and motivate staff.)

A- Table (4.16) shows the correlation matrix showing the relationship between the independent variable (leadership in terms of supervision) and dependent variables (effect, performance, and motivation), showing that there is a significant relationship between the variables. According the relationship between supervision and influence, the ratio ($t= 17.667$) is greater than the tabular value under the Morality at level (0.01), 0.99,) confidence and degree of freedom of (405). The value of ($F= 38.014$), and observe the beta factor of 0.293, which refers to the change of one unit in the leadership attended by a change of the amount of 0.293 in influence. The correlation value ($R=.293^a$) ($R^2= \mathbf{0.086}$) and the value of standard deviation error were (0.178) at a significance of ($.000^a$). This means that the relationship between the style of supervision and impact, it is a positive relationship. For the relationship between supervision and performance, the ratio ($t= 12.483$) is greater than the tabular value under the Morality at level (0.01), 0.99,) confidence and degree of freedom of (405). The value of ($F= 38.014$), and observe the beta factor of (0. 232), which refers to the change of one unit in the leadership attended by a change of the amount of (0. 232) in performance. The correlation value ($R=.232^a$) ($R^2= .054$), and the value of standard deviation error were (.241) at a significance of ($.000^a$). This means that the relationship between the style of supervision and

performance, it is a positive relationship. According the relationship between supervision and motivate, the ratio ($t= 13.267$) is greater than the tabular value under the Morality at level (0.01), 0.99,) confidence and degree of freedom of (405). The value of ($F= 35.536$), and observe the beta factor of (0.284), which refers to the change of one unit in the leadership attended by a change of the amount of (0.284) in motivate. The correlation value ($R=.284^a$) ($R^2= .081$) and the value of standard deviation error were (.241) at a significance of (.000^a). This means that the relationship between the style of supervision and motivate, it is a positive relationship. As shown in the following table:

Table 4. 16. Simple Regression, independent variable (leadership in terms of supervision) and dependent variables (effect, performance, and motivation)

supervision		Sum of Squares	df	Mean Square	F	T	R	(R ²)	Std. Error	Beta	Sig.
Affect	Regression	9.243	1	9.243	38.014	17.667	.293 ^a	.086	.178	.293	.000 ^a
	Residual	98.229	404	.243							
	Total	107.472	405								
performance	Regression	10.187	1	10.187	22.924	12.483	.232 ^a	.054	.241	.232	.000 ^a
	Residual	179.537	404	.444							
	Total	189.724	405								
motivate	Regression	9.825	1	9.825	35.536	13.267	.284 ^a	.081	.190	.284	.000 ^a
	Residual	111.697	404	.276							
	Total	121.522	405								

Source: Prepared by the researcher based on outputs (SPSS)

B-Table (4.17) shows the correlation matrix showing the relationship between the independent variable (leadership in terms of Decision-making) and dependent variables (effect, performance, and motivation). According the relationship between Decision-making and effect, the ratio ($t= 22.321$) is greater than the tabular value under the Morality at level (0.01), 0.99,) confidence and degree of freedom of (405). The value of ($F= 43.588$), and observe the beta factor of (.312), which refers to the change of one unit in the leadership attended by a change of the amount of (0.312) in effect. The correlation value ($R=.312^a$) ($R^2= .097$) and the value of standard deviation error were (.147) at a significance of (.000^a). This means that the relationship between the style of decision-making and affect, it is a positive relationship. According the relationship between Decision-making and performance, the ratio ($t= 15.371$) is greater than the tabular value under the Morality at level (0.01), (0.99,) confidence and degree of freedom of (405). The value of ($F= 32.457$), and observe the beta factor of (.273), which refers to the change of one unit in the

leadership attended by a change of the amount of (0.273) in performance. The correlation value ($R=.273^a$) ($R^2=.198$) and the value of standard deviation error were (.198) at a significance of ($.000^a$). This means that the relationship between the style of decision-making and affect, it is a positive relationship. As for the relationship between the decision-making process and motivation, The value of ($F=3.879$), the value of ($T=20.315$) with freedom degree(405), correlation coefficient ($R=.098^a$), ($R^2=.010$), standard error(.164164)and beta coefficient(.098)at the level of significance($.050^a$) as shown from the table below:

Table. 4. 17. Simple Regression, independent variable (leadership in terms of Decision making) and dependent variables (effect, performance, and motivation)

Decision making		Sum of Squares	df	Mean Square	F	T	R	(R2)	Std. Error	Beta	Sig.
Affect	Regression	10.466	1	10.466	43.588	22.321	.312 ^a	.097	.147	.312	.000 ^a
	Residual	97.006	404	.240							
	Total	107.472	405								
performance	Regression	14.109	1	14.109	32.457	15.371	.273 ^a	.074	.198	.273	.000 ^a
	Residual	175.615	404	.435							
	Total	189.724	405								
motivate	Regression	1.156	1	1.156	3.879	20.315	.098 ^a	.010	.164	.098	.050 ^a
	Residual	120.366	404	.298							
	Total	121.522	405								

Source: Prepared by the researcher based on outputs (SPSS)

The researcher explains the results through the available data and according to the first hypothesis that there is a statistically significant relation between the leadership in terms of supervision and participation in decision-making and impact performance and motivation. There is a relationship between the method of supervision and influence, performance, motivation and a relationship between participation in decision-making and impact and performance, but there is no statistically significant relationship between participation in decision-making and motivation.

4.5.2. The second Hypothesis

-There are statistically significant differences in the responses of the study sample members of leadership and influence on job performance, motivation of employees according to the demographic variables (country, gender, age, educational level and years of work experience).

For answer about this hypothesis of demographic variables, In terms of the demographic variables that are equal to the average number (2), independent samples (T -tests) were used (gender and country). Which average over parts (2) like

(scientific level, years of experience, age) test (F) used or the analysis of the unilateral variation (ANOVA).

-The Differences According to the Country Variable

To Identify if there are significant differences between the responses of the sample members in accordance with the variable country (Iraq, Turkey); researcher used independent (T-test) samples, and results as in the table below.

Table 4. 18. Country independent samples (T –tests)

Where are you from?		N	Mean	Std. Deviation	T	Sig.(2-tailed)
leadership	IRAQ	230	3.9778	.34284	1.915	.056
	TURK	176	3.9065	.40662	1.872	.062

Source: Prepared by the researcher based on outputs (SPSS)

The table (4.18) shows that, by using independent sample (T- tests), the probabilistic value (Sig.) was greater than the significance level at ($\alpha = 0.05$). Therefore, there are no statistically significant differences between the responses of the sample in terms of the country variable of leadership and the effect job performance and motivation.

-The Differences According to the Gender Variable

To Identify if there are significant differences between the responses of the sample members in accordance with the variable gender (MALE, FEMALE); researcher used independent (T-test) samples, and results as in the table below:.

Table 4. 19. Gender independent samples (T –tests)

What is your gender?		N	Mean	Std. Deviation	T	Sig.(2-tailed)
leadership	MALE	269	3.9504	.37056	.261	.794
	FEMALE	137	3.9401	.37914	.259	.796

Source: Prepared by the researcher based on outputs (SPSS)

The table (4.19) shows that, using independent sample (T- tests), the probabilistic value (Sig.) was greater than the significance level at ($\alpha = 0.05$). Therefore, there are no statistically significant differences between the responses of the sample in terms of the gender variable of leadership and the effect job performance and motivation. This shows that the respondents differ according to their countries or gender; they have one vision about the leadership and the effect that they apply on the performance and motivation, because all agree that the leader is the first official in the institution and has the greatest impact on performance. So the difference of country or gender does not affect in the vision of members of the

study community towards the relationship of leadership and influence on job performance and motivation.

-The Differences According to the Age Variable

The (F-test) or the ANOVA analysis used, and the results are showed in the following table:

Table 4. 20. Age variable (F-test) or the ANOVA

leadership	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.245	3	.082	.586	.625
Within Groups	56.113	402	.140		
Total	56.359	405			

Source: Prepared by the researcher based on outputs (SPSS)

The table (4.20) shows that, using (F-test) or the ANOVA, the probabilistic value (Sig.) was greater than the significance level at ($\alpha = 0.05$). Therefore, there are no statistically significant differences between the responses of the sample in terms of the age variable of leadership and the effect job performance and motivation. This shows that the respondents differ age; they have one vision about the leadership and the effect that they apply on the performance and motivation, because all agree that the leader is the first official in the institution and has the greatest impact on performance. So the difference of age does not affect in the vision of members of the study community towards the relationship of leadership and influence on job performance and motivation.

-The Differences According to the Educational Level Variable

The (F-test) or the ANOVA analysis used, and the results are showed the following table:

Table 4.21 Educational level variable (F-test) or the ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.399	6	.233	1.693	.121
Within Groups	54.960	399	.138		
Total	56.359	405			

Source: Prepared by the researcher based on outputs (SPSS)

The table (4.21) shows that, using (F-test) or the ANOVA, the probabilistic value (Sig.) was greater than the significance level at ($\alpha = 0.05$). Therefore, there are no statistically significant differences between the responses of the sample in terms of the Educational level variable of leadership and the effect job performance and motivation. This shows that the respondents differ from Educational level; they have one vision about the leadership and the effect that they apply on the performance and motivation, because all agree that the leader is the first official in the institution and

has the greatest impact on performance. So the difference of Educational level does not affect in the vision of members of the study community towards the relationship of leadership and influence on job performance and motivation.

-The Differences According to the Years of Experience Variable

The (F-test) or the ANOVA analysis used, and the results showed in the following table:

Table 4. 22. The Years of Experience variable (F-test) or the ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.797	7	.257	1.873	.073
Within Groups	54.561	398	.137		
Total	56.359	405			

Source: Prepared by the researcher based on outputs (SPSS)

The table (4.22) shows that, using (F-test) or the ANOVA, the probabilistic value (Sig.) was greater than the significance level at ($\alpha = 0.05$). Therefore, there are no statistically significant differences between the responses of the sample in terms of the Years of Experience variable of leadership and the effect job performance and motivation. This shows that the respondents differ from Years of Experience; they have one vision about the leadership and the effect that they apply on the performance and motivation, because all agree that the leader is the first official in the institution and has the greatest impact on performance. So the difference of Years of Experience does not affect in the vision of members of the study community towards the relationship of leadership and influence on job performance and motivation. From the above, we note that there are no statistically significant differences between respondents' response, and the impact of leadership job performance is due to changes in country, age, gender, academic qualifications, years' Experience, of, the second hypothesis incorrectness.

CHAPTER FIVE

CONCLUSIONS & SUGGESTIONS

5.1. Conclusions

The main objective of this research was to determine the impact of leadership on the performance and organizational behavior of employees and motivate them. The questionnaire provided was essential in obtaining data for research. This research conducted in several steps and stages to determine the appropriate leadership style to deal with subordinates in terms of supervision or participation in decision-making. In conclusion, it found that supervision has an effect on the performance of the workers and motivate them, either the method of associative or participation in decision-making affects the performance, but the impact on motivation is weak.

Leadership is the cornerstone of any institution and its sustainability in the face of intense competition, And the constant change in the business environment. Hence the importance of studying this variable to determine its nature and analyze the impact Which has left it to the functional functioning of the organization's members, and has been interested in them since the dawn of history through successive generations The leadership had a share. Paranoiac civilization adopted hierarchical rule, While Chinese empires were adopted Confucius' philosophy of leadership, based on human sensibility and fairness, embraces both customs and rules Confidence, knowledge, courage and intensity. while the thinkers of the Greek civilization that the first leadership are the people of science Knowledge, and then the unification of the part of the Roman civilization adopted the criteria of merit and competence in the selection of leaders after that The standards of wealth and noble origin were the basis of choice. While Arab civilization laid down rules Civil and administrative management and how to choose leaders and identified the conditions and elements that must be available in the commander, and the emergence of

Schools the modern administrative thought came of extensive leadership, the scientific school took care. The School of Human Relations to complement what others overlooked and showed the importance the human aspect in achieving successful leadership. The leadership components are the leader and the skills (technical, human, intellectual and personal), the process of positive influence on the followers and means of the various sources of power Types, position and change of elements, and common objectives. The leadership means to influence the performance of the job, we presented in this study to two of them. The first was the style of leadership supervision and its role in determining and directing the behavior of individuals, and the different size of the influence of one style to another, depending on the pattern of leadership followed by democratic, autocratic, or free style of leadership. As for The second means of leadership were participation in the decision-making process and their importance in raising the level of performance of the arrears. In other hands, it is to achieve satisfaction with the system of incentives, which is applying in institutions by creating a system of the integrated motivation in both material and moral.

In this study, leadership and influence on the behavior and performance of staff and motivate them, and determine if there is an effect of the independent variable (leadership in terms of supervision, participation in decision-making) on the dependent variable (effect, performance, motivation). The sample survey methodology was adopted in this study, and the questionnaire was used as a tool for study, where 450 questionnaires were distributed, 411 were retrieved, and 7 were excluded for lack of validity In the analysis, 406 questionnaires remained to be studied, and Results as follows:

First, the analysis of the data of the sample study depends on the validity of the questionnaire, where the validity and reliability of the questionnaire was verifying, where the coefficient (Kornbachs Alpha), which reached the value of 0.790 is relatively high value, and then began analyzing the variables of study. In terms of the country, the results indicate that the Iraqis participating in the sample of the study more than the Turks participating do, where the number of Iraqis 230 respondents by 57%, while the Turks reached 176 respondents by rate 43%, becomes the total number of 406 responders. The communication with Iraqis is easier than communicating with Turks, either for the existence of relations or in terms of

language or cultures. In terms of gender variable, males were more than females. The number of males was 269, rate 66%, females 137, 44%. The age variable ranged from 20 to more than 50, between the ages of 20-29, where the number of participants 195 by 48%, and the lowest proportion of those aged between (50 -59), where the number of participants 6 by 1.5% of the sample study. As for the scientific level, the highest percentages of participants were those who hold Master's degree, with 227 respondent's rate 66%. This means that most of the participants in the study sample are of high scientific level and intellectuals. According to the type of organization, whether from the public sector or the private or mixed sector, most of the respondents were working in governmental organizations (public sector, where the number 227 respondents by 56% of the sample study) .According to the variable size of the organization, the majority of respondents were employed in organizations with more than 500 employees. The number of participants reached 129 by almost 32%. This means that most respondents work in large and complex institutions in terms of their leadership and management. In terms of the variable activity of the organization, most of the participants in the sample study was from those working in service institutions, whether health or municipal or human, etc.), where the number of 110 respondents by 27% of the sample. According to the variable years of work experience, the most respondents who have experience in the work that does not exceed 3 years, where the number reached 175 by 43% of the sample, that means that the majority of respondents do not have long experience in work. After analyzing the demographic variables of the study sample and obtaining the results, a descriptive analysis was carrying out for the study variables related to leadership and impact on employee performance and motivation. The five-dimensional Likert scale used to neutralize the response of the participants in the study sample and the results as follows:

According to the results of the question, (The relationship with leaders is building through participation in decision-making). most respondents were very high (very agree), where the number was 191 by rate 47% of the sample, the lowest rate of 2 respondents by 0.5% of the sample, this means that the participants in the study sample want a relationship with the leadership focused To participate in decision-making. The majority of participants in the study sample agreed strongly, with the number 182 at a rate of approximately 49%, while the lowest percentage was not

approved by 8 participants at a rate of 2% of the sample, This means that respondents do not mind holding regular meetings to discuss working conditions. As for the respondents' question that the employees want to be part of the decision making process, the majority chose to be neutral, with 171 participants at a rate of 42% of the sample, while the lowest percentage of those who do not agree very strongly with 2 participants by 0.5% 128 respondents agreed with approximately 32%. This means that members of the study sample do not intend to be part of the decision making process. According to the question, which falls within the supervision pattern of supervisors, who need direct supervision or do not do their work, most of the respondents are neutral with 194 participants at a rate of approximately 48%, while the rest of the respondents ranged their answers between agree and disagree. That means there are not understand the difference in individuals in terms of leadership supervision or not, with regard to supervision. In the complex situations faced by the deceased in the work, the leader must let the subordinates solve the problems of work without interfering. Most of the respondents were 38% of the sample and most of the respondents were neutral, but most respondents preferred to solve the problems themselves. For the leader who leads the workers without pressure considers the key to being a good leader, most of the respondents agreed with this vision, reaching 46% of the study sample, and very agree at 32%. Study sample members would prefer to lead without pressure. In terms of supervision, subordinates prefer to keep leaders out of the workplace to perform tasks. The majority of the respondents' responses were agreeable and very agreeable, reaching 39% and 29% of the study sample, indicating that the workers work better if the supervisor is away from them. As for the safety associated with motivation, employees feel insecure about their jobs. Most of the answers were very agreeable and agreed with a rate of 41% and 37%, where most employees need job security, which is part of the right conditions of work, if a motivation for employees to continue their work. As for the leadership, the help of the staff requires the responsibility of the work to carry out their tasks. Most of the answers ranged from agree and very agreeable to 80% of the study sample, indicating that the employees are ready to take responsibility for the performance of their work. For the active leader who gives the orders and instructions for the continuation of the organization process, most of the answers ranged from very agreeable and agreeable to 48% and 29% of the sample. Most of the sample members prefer the leader who explains the instructions for the work

continuously. In most cases, it is preferable to leave the subordinates alone to perform the work. Most of the answers were neutral, reaching 35% of the sample. Most of the responses ranged from very agreeable to 29% and 22% of the sample, where this question repeats in more than once a different way to identify the preferences of the designers for the style of supervision, but the answers remain non-clear. As for the motivation, the active leader motivates the staff and raises their morale, most of the answers were very agreeable, where the number of 258 respondents was reaching 64%, that means the respondents want the leadership to motivate them financially or morally, which considers the requirements of the active leader. In terms of motivation, however, material incentives, where employees do not work without financial incentives, the highest ratio of respondents' responses was neutral, with 135 participants representing 33.3% of the sample study, while the rest of the respondents ranged from rejection to acceptance. This shows that the sample study wants financial incentives, but does not mean that they do not perform the tasks without receiving the financial rewards. As for the leadership gives advice to staff and estimate of the work they do, the majority of the responses of the participants in the sample of the study between the agreeing and very agreeable, where the ratio of 44% and 43% of the sample of the study. That means members of the study prefer the leaders who give advice and estimated they. As for the axis of influence and the ability of the leadership to influence the organizational behavior of the employees to achieve the common goals, most of the responses of the respondents ranged from very agreeable and agree, rate 42% and 47% of the study sample. As the members of the sample believe that the leaders are able to influence the organizational behavior of the performance of employees to achieve the objectives of the regulator and increase production, also achieve the objectives of employees in providing the conditions appropriate for work in terms of safety, salary and health insurance. In addition, in terms of the effective leader who asks his follow-up about their wishes and needs, the majority of the responses of the respondents ranged from agree to very agreeable, reaching 43% and 41% of the sample. This means that the respondents prefer the leader who cares about the wishes and needs of the employees and tries to achieve them. At the same time, the staffs are committed to achieving the goals of the organization, where the highest ranged from very agreeable 41% and agreed 39% of the study sample, indicating that the respondents are ready to perform the tasks and achieve the goals of the organization.

In addition, with regard to leadership, the work of the staff is appreciating. Most of the respondents believe that the leadership respects their efforts towards the organization. The responses ranged from a very agree 40% to agree of 38%. In relation the leadership to be informed about the workplace, the majority of respondents prefer a commander who is familiar with their workplace and whether they are comfortable or at risk. As the responses ranged between a very agreeable 40% and agree 38% approval. Finally, with regard to leadership leaders who solve the problems of working with creative ideas, too, most respondents in the study sample believe that, while the answers ranged among very agree and agree, they reached 43% and 33% of the sample. We then calculated the mean and the standard deviation of all the paragraphs of the questionnaire. The researcher then extracted the total mean and the standard deviation. The total mean was 3.94 with a total standard deviation of (.894), where the degree of response with high level. The correlation coefficient was using. The researcher collected (20 questions) and calculated the mean for them, and then applied the (Pearson correlation coefficient). The result for all the questions was positive with statistical significance greater than the significance at level ($\alpha=0.05$) and 95% confidence interval. Only one paragraph that was not at the level of significance = 0.05, is related to financial incentives where it was not accepted by the sample members. The researcher then tested of the hypotheses using the independent sample T-test, and the ANOVA- test. The results were as follows:

First hypothesis:

-There is a statistically significant relationship between the leadership in terms supervision, participate in decision-making and affecting performance and motivate staff. (The hypothesis is correct)

For the results of the analysis, it was found that there is a statistically significant relationship at the level ($\alpha = 0.05$), and a confidence level of 95% between the leadership where the supervision and the influence of the staff and motivate them.

As for the variable participation in decision-making, there is a statistically significant relationship between participation in decision-making and the impact on

performance employees, but for the motivation of the relationship is insignificant at the level of 0.05, however, the researcher considers the hypothesis correct.

Second hypothesis:

-There are statistically significant differences in the responses of the study sample members of leadership and influence on job performance, motivation of employees according to the demographic variables (country, gender, age, educational level and years of work experience). The hypothesis is incorrect.

As for the second case, there is no significant differences for demographic variables, (the country, gender, age, education level and years of experience at work), the leadership is basis for each organization and is important for all people, the vision one against the leadership in different age, the country, gender, and years of experience at Work etc.

5.2. Suggestions

Based on the results of the study, which clarified some of the points that could be an area of action, some studies and future research can offer a number of suggestions as follows:

First, we suggest that future studies should be specialized in specific organizations or institutions, because collecting data from a random sample distracts the focus on a specific category or pattern. Where we need a long time and effort to add cost financially, to target the organization, conduct a specific survey, identify the strengths and weaknesses in them, and work to improve the system to better.

The second suggestion, According to the style of leadership, we propose to conduct a study on different types of methods as counseling style. Oriented and other participatory leadership styles, or a style of leadership or a free leadership style, where subordinates desire methods. The right styles of work required by the working conditions or according to the requirements of the work, affect the performance and behavior of staff to raise their motivation, productivity and achieve goals.

Another suggestion, further studies of employee behavior with other variables may be have an impact on such behavior as organizational citizenship, organizational justice, organizational culture, and self-motivation, progress Technology. This is because the behavior of employees and how to influence the performance is very

necessary, and is considered the cornerstone of the institutions and the increase of production.

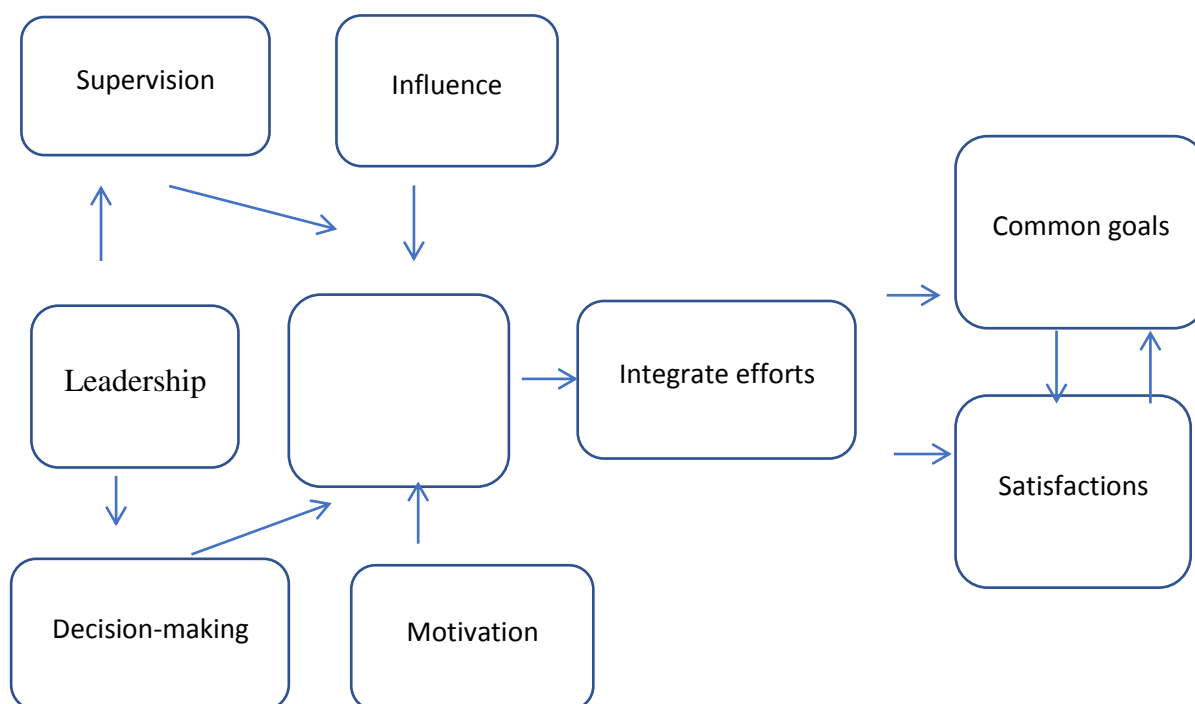
Another suggestion, Conduct a similar study for the current study as a comparison between the government sector and the private sector, as the laws and regulations vary for the public sector and the private sector, and therefore different working conditions and different methods of leadership, through that we can do compared and exchange experiences between different sectors.

In addition, when the questionnaire was used to collect data from respondents, it is preferable to open questions as well as closed questions, In order for the participant in the study sample to have an opinion about the appropriate driving or driving style,. Involvement of staff in the process of leadership selection is essential, as it is possible to determine the appropriate pattern that subordinates prefer to their leadership, so that it is effective and motivating employees.

5.3. Practical Proposed Model

We can summarize the work of any institution that seeks to integrate efforts between leadership and employees to achieve common goals in the following pattern:

Figure 5. 23. Practical Proposed Model



source: Preparing by student depend on literature

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Questionnaire

Dear participant

The aim of this questionnaire is to conduct research on "leadership in organizations (institutions)." Your participation in this research.

very important. Please answer the paragraphs of this resolution as you understand and you can. In order to be the answer to the meaning, it is important to answer all the questions and the paragraphs.

Well, read paragraph each question carefully and duty according to what you believe in it, and I know that there are no right or wrong answers. According to the ethics of research in the social sciences, all individual responses will remain confidential.

Note:

This is the special questionnaire for the leaders and staff of Gaziantep and Iraq.

Please read all the questions first before you start to answer note that the data presented below will not only be used for statistical analysis

Where are you from ?

Iraq

Turkey

What is your gender?

Male

Female

How old are you?

20-29

30-39

40-49

50-59

More than 60

What The highest academic level of yours is?

Primary

Secondary

Diploma

Bachelor

Master

Doctorate

The organization that work of the type :

Government Sector	
Quasi-government sector	
Private sector (national)	
Private Sector (foreigner)	

The Size of the company (institution)

Few than 10 employees	
Between 10-50 employees	
Between 51-100 employees	
Between 101-250 employees	
Between 251-500 employees	
More than 500 employees	

What is the main productive activity to your institution?

Administration	
Services	
Oil and Gas	
Telecommunications	
Industry	
Trade	
Transportation	
Education	

How long have you worked in this institution and others?

Less than 6 months	
From 6-12 months	
3 years	
4 - 7 years	
8 - 11 years	
12 - 15 years	

16 -19 years

More than 20 years

	Items	Very agree	Agree	Neutral	Disagree	Very Disagree
1.	The relationship with leaders is built through participation in decision-making					
2.	Conducting regular meetings between staff and leadership to determine satisfaction					
3.	Employees want to be a part of the decision making process					
4.	Employees need to supervise closely, or they are not doing their work.					
5.	In complex situations, leaders should let subordinates solve problems work					
6.	Providing guidance without pressure is the key to being a good leader.					
7.	Subordinates prefer leaders stay outside of work to accomplish their tasks					
8.	Most employees feel insecure about their work, so need Safety.					
9.	Leaders need to help staff take responsibility for implementing their work.					
10.	Active leaders give orders and instructions constantly.					
11.	In general, the best to leave subordinates Alone To perform tasks.					
12.	Effective leader motivate staff, raise morale, As required by the leadership					
13.	The staff does not do their jobs without financial incentives,					
14.	Leadership give advice to employees and esteem them					
15.	Leadership can influence organizational behavior towards common goals					
16.	The effective leader asks employees about their desires and needs					
17.	Employers committed to achieving the company's goals					
18.	Leadership estimate the efforts of the staff in the company					
19.	Leadership well informed of the place of the work					
20.	Leadership can solve work problems with new Creative ideas					

VITAE

Abdullla Alhenfeshe was born in IRAQ in 1983. He graduated from the Department of Business Administration, college administration and economic of Mosul University. He completed graduation in 2008. He holds his Master's of management degree on "Leadership And The Effect Supervision And Decision-Making On Employee's Performance And Motivation" in the department of Business Administration at Gaziantep University Social Sciences in 2017. He is married and he has got four children.

ÖZGEÇMİŞ

Abdullla Alhenfeshe 1983 yılında IRAK'da doğdu. Musul Üniversitesi idare ve ekonomik İşletme Bölümü'nden mezun oldu. 2008'de mezuniyet derecesini aldı. 2017'de Gaziantep Üniversitesi Sosyal Bilimler Bölümü İşletme Bölümü'nde "Liderlik ve İcra Performansı ve Motivasyon Üzerine Etki Kontrolü ve Karar Verme" üzerine yüksek lisans yaptı. Evli ve dört çocuğu bulunmaktadır.