

THE STANDARD LEVELS OF THE SCALE OF LEADERSHIP STYLES FOR DEPARTMENTS OF YOUTH AND SPORTS DIRECTORATES FROM THE VIEWPOINT OF THEIR EMPLOYEES IN IRAQ

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ABSTRACT:

There is no doubt that all state institutions in the country prioritize being effective and successful in achieving their goals, especially in today's world where the challenges are increasing, and in light of the intense competition for limited human and financial resources, as these changes have necessitated that there be a constant endeavor to understand For the capabilities of the distinguished leader and how to make this type of leader, and therefore it was necessary to change the policies for selecting, appointing, training and developing leaders in institutions, that the successful one can move the reality of the institution from one state to a better condition and attract attention to it as well as attracting and retaining employees and detonating the spirit of enthusiasm and commitment and love to work with them and It constitutes a real role model for them in representing the future of the institution. Therefore, the first chapter dealt with the introduction to the research and its importance and the important impact of management in the scientific development and achieving the goals of institutions as well as the important role that leadership styles that the administrative leader plays in the process of provoking and motivating the subordinates and guiding them and urging them to do more Effort and tender to achieve what was planned.

The research problem was the absence of measuring leadership styles in standard formulas, including the standard levels as a working guide that is used in selecting people for the top positions in the directorate and choosing to evaluate and evaluate the strengths and weaknesses of setting treatments and codifying them and reaching departments to achieve their goals.

As for the aim of the research, it lies in setting standard levels for the scale of leadership styles

The researcher accredited the research community and its sample represented by the workers in the directorates of youth and sports in Iraq, who numbered (134) individuals, and then all procedures were codified to use the scale of leadership methods, and after statistical treatments and the presentation of the results for the standard levels, the following conclusions were reached:

- Building a scale for leadership styles for workers in the directorates of youth and sports in Iraq.*
- Standard levels and levels have been established for the scale of leadership styles for workers in the youth and sports directorates in Iraq.*
- The workers in the directorates of youth and sports in Iraq are superior and at acceptable levels in all areas of the scale of leadership styles.*

As for the recommendations

- *Using the scale of leadership styles by workers in youth and sports directorates.*
- *Adopting the scale of leadership styles in the distribution of tasks and responsibilities among workers in youth and sports directorates.*
- *Encouraging workers to adopt modern concepts and leadership styles according to the requirements of the situation and the capabilities of workers*
- *Carrying out similar studies for different samples*

INTRODUCTION

Management in contemporary societies has become quite different from what it was years ago. Management has evolved to represent an integrated set of scientific development, and modern management is a key means to achieving the goals of institutions and societies through full use of available resources and capabilities according to human efforts that are characterized by planning Good organization and coordination. Therefore, modern management has to be characterized by the ability to adapt to the continuous change and growing development in various areas of life, through its acquisition of flexible and overlapping organizational patterns, in a manner commensurate with the nature of the processes and roles that it performs, management is the important part of all developments and progress, and that This rapid development experienced by the modern administration leads to an increase in its need for dynamic leadership capable of facing challenges and to individuals who have the competence and ability to lead the development process (). Therefore, the leadership methods followed by the administrative leader have an effective role in the process of excitement and excitement. With subordinates, guiding them, and urging them to do more work, effort and giving to achieve what was planned by the institution, so the use of methods helps influence others and mobilize management to overcome difficulties, leadership is an important component of the organizational structure of any institution and forms the core of administrative work And complementing him because of its positive and active role in the process of influencing workers and uniting efforts, to achieve the goals of the institution, and therefore count (Ayasrah, 2006) leadership: it is the most influential process on motivating and raising the morale of individuals and all of this undoubtedly reflects on their performance and satisfaction and the impact of that on Their productivity is efficient and effective and it is the goal of any institution . And the methods of leadership are many,

many and different. Where we find in most government departments the existence of the routine practiced by managers and employees in the performance of their work and the absence of development or approaching the achievement of the required goals in the best conditions and low level of performance and therefore it is not expected that they will show creativity and distinction that contributes to advancing the wheel of development.

:Research problem

The leadership role is one of the criteria that is taken when judging the progress and advancement of nations, where we note that there are differences and disparities in leadership levels among managers. The leader's style also determines how he will lead, as well as the method that he will use and the technique and practices that set him apart from others. Therefore, leaders must be aware and able to deal with employees in an innovative and leadership style and manner, as they are in constant and continuous contact with employees. The successful manager must be firm in His leadership work and to support him in a scientific manner and he must use modern methods that achieve the goals of successful leadership and that ensure effective access to the desired results through the creativity of his employees and there are several models of leadership methods that are determined according to the leader's philosophy, personality, experience and type of success. Ibina, and therefore the phenomenon of the study is evident in the knowledge and identification of the standard levels of leadership styles for workers in youth and sports directorates in Iraq.

:Research Objectives

- Learn about the level of leadership styles for the departments of youth and sports directorates from the viewpoint of workers in Iraq

:Research areas

Spatial domain: This field is represented in youth and sports directorates for the governorates of Iraq

Domain time: 12/3/2019 to 12/15/2019

The Human Domain: Workers in the directorates of youth and sports, Iraq

:Definition of terms

Standard levels are standard criteria that represent the goal or purpose to be achieved in relation to any characteristic or characteristic, that is, information indicating what must be done by the individual and is a qualitative assessment

MATERIALS AND METHODS:

Research Methodology:

The researcher used the survey method, which is defined as “one of the forms of structured scientific analysis and interpretation to describe a specific phenomenon or problem and quantify it by collecting data and codified information about the phenomenon or problem and classifying, analyzing and subjecting it to careful study” , and the nature of the research problem determined the type of survey study in a relational method , And the relational method is defined as that approach which is based on the study of the causal relationship between variables that are in a normal Table (1)

Shows the distribution of the research population and its samples

Sample application	Rat ion ing sa mp le	Constructio n sample	Survey Sample	Sample number	research communit y	The directorates		sequen ce
		Sample setup						
23	20	26	4	73	356	The workers	Directorate of Youth and Sports	1
24	26	34	-	84	420	The workers	Baghdad (Rusafa)	2
7	9	11	-	27	135	The workers	Directorate of Youth and Sports	3
10	13	16	4	43	214	The workers	Baghdad (Karkh)	4
20	20	25	4	69	342	The workers	Directorate of Youth and Sports	5

situation in which the members of the research sample exercise their jobs or a specific experience or are in the situation they want to study.

Search community and sample:

The research community and we mean by it "all the vocabulary of the phenomenon that the researcher studies, and it is also all individuals or people who are the subject of the research problem.

For the purpose of achieving the objectives of any research, it is necessary to first identify the indigenous community with its characteristics because the use of any method is an incomplete state unless the study community is accurately described.

Where the research community was identified in the directorates of youth and sports in Iraq and they numbered (4486) (*), so the research sample included youth directorates and sports and youth forums affiliated to it (Baghdad / Al-Karkh, Baghdad Al-Rusafa, Baghdad / Sadr City, Maysan, Basra, Babil ,Diyala, Kirkuk), they were chosen in a deliberate manner, and they numbered (435) of their employees, at a rate of 20%.

11	15	17	-	43	214	The workers	Baghdad (Sadr)	6
10	12	14	4	40	200	The workers	Directorate of Youth and Sports	7
15	19	22	-	56	281	The workers	(Maysan)	8
-	-	-	-	-	289	The workers	Directorate of Youth and Sports	9
-	-	-	-	-	159	The workers	(Basra)	10
-	-	-	-	-	386	The workers	Babylon Youth and Sports Directorate	11
-	-	-	-	-	142	The workers	Diyala Youth and Sports Directorate	12
-	-	-	-	-	338	The workers	Directorate of Youth and Sports	13
-	-	-	-	-	338	The workers	Kirkuk	14
-	-	-	-	-	426	The workers	Directorate of Youth and Sports	15
-	-	-	-	-	129	The workers	(Al-Diwaniyah)	16

-	-	-	-	-	117	The workers	Directorate of Youth and Sports Najaf	17
120	134	165	16	435	4486	Total		

The researchers conducted his exploratory experiment on a sample of (16) from workers in the directorates of youth and sports in Iraq on 5/30/2019, and the aim was as follows:

- Ensure the clarity of the paragraphs of the methods of driving instruction and instructions.
- .Learn about the difficulties facing the final application process to avoid them -
- .Learn the time needed to answer the scale paragraphs by the sample -
- Know the effectiveness of the answer alternatives and the difficulties that the sample may encounter.

After conducting the exploratory experiment, it was clear that it was clear and understandable to the sample, that the time taken for application ranges between (30) minutes for the scale, and that the answers to the response were appropriate to the level of the sample, so the scale with its instructions and paragraphs became ready for application for statistical analysis.

Means of gathering information, tools and devices used in research:

Means of collecting information:

The researchers used the following scientific methods to collect information:

- .Arab and foreign sources and references -
- .Previous studies and research -
- Opinions of experts and specialists. (Annex1).
- .Data collection forms (standard). (Annex2)

:The equipment used

- . HP laptop -
- .- Stopwatch
- .- Scientific calculator
- .Canon 2900 type printer -

Field research procedures:

Finding standard grades and levels:

The researchers seek to complete the procedures for codifying the scale by finding the standard scores and levels for the scale of administrative creativity of the departments of youth and sports directorates in Iraq on the rationing sample of (134) from workers in youth and sports directorates, through which it can be judged to measure the level of leadership styles for the departments of youth and sports directorates in Iraq, and the researcher has set the standard levels using the distribution method as "natural distribution" "as it is one of the most common distributions in the field of physical education because many of the characteristics and characteristics that are measured in this field approximate their distribution from the curve Natural , as shown in Figure (2), and Table (2) shows the statistical parameters of the results of the scale, and Table (3) shows the raw grades, the z-score and the modified norm-level grades of the sample after arranging it in ascending order:

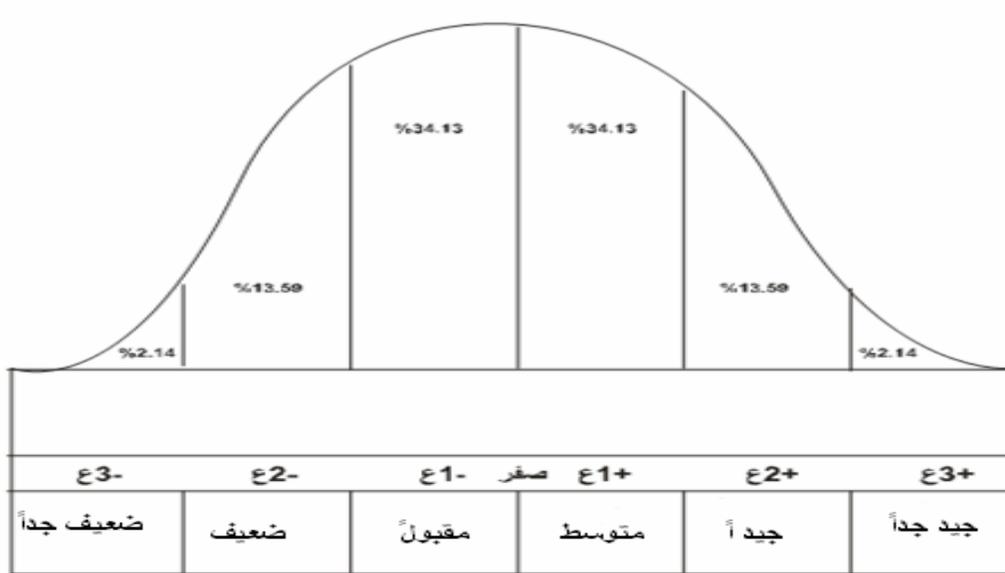


Figure (2) the normal distribution curve (Kaos)

Table (2)

Shows the statistical parameters of the driving methods scale results for the rationing sample

Term	The lowest degree	The highest degree	Coefficient of convolution	standard deviation	Mediator	Arithmetic mean	The hypothetical medium	the number	measuring unit	the scale
57	110	167	0.139-	13.58	142.00	141.37	120	134	Degree	leadership styles

Table (2) shows that the mean of the rationing sample for the results of the scale of driving methods was (141.37), hypothetical mean (120), the median (142.00), with a standard deviation (13.58), and the convolution coefficient (-1393), and the highest score (167) The lowest score (110) and the range (57), and to determine the scores and standard levels for this scale, table (3) shows the raw grades, the z-score and the modified norm-scores for the ration sample samples after they are arranged in ascending order.

Table (3)

Shows the raw grades, the standard score, and the modified standard score in ascending order of the driving methods scale for the ration sample

Modified standard score	Standard score	Raw grade	the number	Modified standard score	Standard score	Raw grade	the number
39.42	-1.06	127.00	21	26.90	-2.31	110.00	1
39.42	-1.06	127.00	22	27.64	-2.24	111.00	2
39.42	-1.06	127.00	23	28.37	-2.16	112.00	3
40.15	-0.98	128.00	24	29.11	-2.09	113.00	4
40.15	-0.98	128.00	25	30.58	-1.94	115.00	5
40.15	-0.98	128.00	26	30.58	-1.94	115.00	6
40.89	-0.91	129.00	27	31.32	-1.87	116.00	7
41.63	-0.84	130.00	28	32.05	-1.79	117.00	8
41.63	-0.84	130.00	29	32.79	-1.72	118.00	9
42.36	-0.76	131.00	30	33.53	-1.65	119.00	10
43.10	-0.69	132.00	31	35.00	-1.50	121.00	11
43.10	-0.69	132.00	32	35.00	-1.50	121.00	12
43.10	-0.69	132.00	33	35.74	-1.43	122.00	13
43.10	-0.69	132.00	34	35.74	-1.43	122.00	14
43.84	-0.62	133.00	35	35.74	-1.43	122.00	15
43.84	-0.62	133.00	36	35.74	-1.43	122.00	16
43.84	-0.62	133.00	37	37.95	-1.21	125.00	17
43.84	-0.62	133.00	38	37.95	-1.21	125.00	18
43.84	-0.62	133.00	39	38.68	-1.13	126.00	19
44.57	-0.54	134.00	40	38.68	-1.13	126.00	20
50.46	0.05	142.00	67	44.57	-0.54	134.00	41
50.46	0.05	142.00	68	45.31	-0.47	135.00	42
50.46	0.05	142.00	69	46.05	-0.40	136.00	43
51.20	0.12	143.00	70	46.05	-0.40	136.00	44

51.20	0.12	143.00	71	46.05	-0.40	136.00	45
51.20	0.12	143.00	72	46.78	-0.32	137.00	46
51.20	0.12	143.00	73	46.78	-0.32	137.00	47
51.94	0.19	144.00	74	46.78	-0.32	137.00	48
51.94	0.19	144.00	75	46.78	-0.32	137.00	49
51.94	0.19	144.00	76	46.78	-0.32	137.00	50
51.94	0.19	144.00	77	46.78	-0.32	137.00	51
51.94	0.19	144.00	78	46.78	-0.32	137.00	52
51.94	0.19	144.00	79	47.52	-0.25	138.00	53
52.67	0.27	145.00	80	47.52	-0.25	138.00	54
53.41	0.34	146.00	81	47.52	-0.25	138.00	55
54.15	0.41	147.00	82	48.25	-0.17	139.00	56
54.15	0.41	147.00	83	48.25	-0.17	139.00	57
54.15	0.41	147.00	84	48.25	-0.17	139.00	58
54.88	0.49	148.00	85	48.99	-0.10	140.00	59
54.88	0.49	148.00	86	48.99	-0.10	140.00	60
54.88	0.49	148.00	87	49.73	-0.03	141.00	61
55.62	0.56	149.00	88	50.46	0.05	142.00	62
55.62	0.56	149.00	89	50.46	0.05	142.00	63
55.62	0.56	149.00	90	50.46	0.05	142.00	64
55.62	0.56	149.00	91	50.46	0.05	142.00	65
55.62	0.56	149.00	92	50.46	0.05	142.00	66
61.51	1.15	157.00	119	55.62	0.56	149.00	93
61.51	1.15	157.00	120	56.35	0.64	150.00	94
62.25	1.22	158.00	121	57.09	0.71	151.00	95
62.98	1.30	159.00	122	57.09	0.71	151.00	96

62.98	1.30	159.00	123	57.83	0.78	152.00	97
62.98	1.30	159.00	124	57.83	0.78	152.00	98
63.72	1.37	160.00	125	57.83	0.78	152.00	99
65.19	1.52	162.00	126	57.83	0.78	152.00	100
65.19	1.52	162.00	127	57.83	0.78	152.00	101
65.19	1.52	162.00	128	57.83	0.78	152.00	102
65.93	1.59	163.00	129	57.83	0.78	152.00	103
65.93	1.59	163.00	130	58.56	0.86	153.00	104
65.93	1.59	163.00	131	58.56	0.86	153.00	105
68.14	1.81	166.00	132	58.56	0.86	153.00	106
68.14	1.81	166.00	133	59.30	0.93	154.00	107
68.87	1.89	167.00	134	60.04	1.00	155.00	108
				60.04	1.00	155.00	109
				60.04	1.00	155.00	110
				60.04	1.00	155.00	111
				60.04	1.00	155.00	112
				60.04	1.00	155.00	113
				60.77	1.08	156.00	114
				60.77	1.08	156.00	115
				60.77	1.08	156.00	116
				61.51	1.15	157.00	117
				61.51	1.15	157.00	118

Note that (S = 141.37) (+ Z = 13.58) (N = 134)

Table (3) shows that the mean of the standard scores was (0) and the standard deviation (1) and that their values are between (3+), which means that the scales of the standard scale fall within the moderate (normal) level, as these values were extracted by obtaining The sample is based on the raw score and the equivalent in the last field of the table that represents the score of the indicator extracted after adjusting the standard scores according to the formula (Z score x 10 + 50). Benchmarks and their frequencies are based on the values of the z-score As shown in Table (4):

:Main experience

After making sure of the safety and correctness of all implemented procedures, including scientific transactions for the Leadership Methods Standard (Appendix 3), the final scale was applied to the application sample of (120) individuals from the youth and sports directorates in Iraq starting on 7/7/2019 and represented The scale is in five domains and by (40) terms distributed across all domains (1. Dictatorial, 2. Democrat, 3. Training 4. Positive reinforcement 5. Social support from several alternatives which are (5) and their weights respectively (1-5) Degree, and the overall scale score (200).

:Statistical means

The researcher used the appropriate statistical means to solve and collect the data of his research by relying on the statistical bag (SPSS)

RESULT AND DISCUSSION:

Displaying and discussing the results of standard levels

Table (4)

Shows the standard levels of the driving methods scale for the rationing sample

percentage	Number of administrators (iterations)	Standard level	Modified standard score	Standard score	Raw grade
2.985%	4	Very weak	29or less	(- 2) Below	122or less
14.179%	19	Weak	30 – 39	-)1.99-) - (1(125-133
28.358%	38	Acceptable	40 – 49	-)0.99) - (0(134-144
34.328%	46	Average	50 – 59)0.01) - (1(145-155
20.149%	27	good	60 – 69)1.01) - (2(156-163
0%	0	very good	70and over	(2.01) or more	166and above
100%	134	Total			

(N = 134)

Table (4) shows that the number of the sample is within a very weak level (4) with a percentage (2.985%), and the number of the sample was within a weak level (19) with a percentage (14.179%), and the number of the sample was within an acceptable level (38) with a percentage (28.358%), the number of the sample was within an average level (46) with a percentage (34.328%), the number of the sample was within a good level (27) with a percentage (20.149%), and the number of the sample was within a very good level (0) with a percentage (0%), and thus the results of the scale (5) achieved normative levels for which the sample was distributed naturally.

The distribution of most of the sample individuals working in youth and sports directorates within these levels is due to several reasons:

- The experience and skills of most workers in the youth and sports directorates, whether they are administrative or technical, have not been invested in the right way or have not been in harmony with the approved methods to face problems and obstacles in the administrative work due to the lack of clarity of administrative concepts or their variation when implementing.
- The lack or lack of measures of administrative work for youth and sports directorates, or their lack of activation, which negatively affected the weak evaluation and evaluation that would develop and

renew the ideas, visions, creations and innovations of those administrations.

- Lack of interest in the requirements of administrative terms and modern standards related to management functions in general and that would lead to efficient management.

- Lack of interest in managing resources, whether human, material, financial, or informational within the organizational structure of administrative work in the directorate, and in addition to that the art of leadership and communication to manage these resources has not been analyzed in order to study the results and work accordingly.

In sum, it is necessary to enter and apply modern administrative terms according to effective concepts and strategies with correct knowledge appropriate to administrative and technical changes, which makes the goals closer to stability when implemented over specific time periods, and thus achieve better levels in terms of everyone's satisfaction, and this all is consistent with our concept of youth directorates And sports as (responsible for administrative and technical affairs that would raise the profile of sporting activities and events of all kinds, and that fall within its terms of reference). "The manager does not spend all his time in management, nor does he spend all his time in leadership as well, and he has to balance between the time he spends in administrative operations in planning, directing, coordinating, controlling and evaluating, and the time he spends in sharpening the concerns of workers and shaping role models for them.

Leadership is defined as a process of mutual influence to direct human activity in order to achieve a common goal which is the ability to direct the group's behavior in a specific position to achieve it.

CONCLUSIONS:

- Building a scale for leadership styles for workers in the directorates of youth and sports in Iraq.
- Standard levels and levels have been established for the scale of leadership styles for workers in the youth and sports directorates in Iraq.

- The workers in the directorates of youth and sports in Iraq are superior and at acceptable levels in all areas of the scale of leadership styles.

ENDORSEMENT:

- Using the scale of leadership styles by workers in youth and sports directorates.
 - Adopting the scale of leadership styles in the distribution of tasks and responsibilities among workers in youth and sports directorates.
 - Encouraging workers to adopt modern concepts and leadership styles according to the requirements of the situation and the capabilities of workers
- Carrying out similar studies for different samples.

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Annex (1)

The names of experts and specialists who were presented with the criteria of leadership styles, administrative creativity

Workplace	Jurisdiction	The name of the expert	The scientific title	sequence
University of Baghdad / College of Physical Education and Sports Science	Sports management	Abdullah Hazza Al-Shafei	Prof. Dr.	1
University of Baghdad / College of Physical Education and Sports Science	psychology	Ali Yousef Al-Bayati	Prof. Dr.	2
University of Baghdad / College of Physical Education and Sports Science	Curricula	Ismail Mohamed Reda	Prof. Dr.	3
Basra University / College of Physical Education	Management and organization - Basketball	QusaiFawziKhalaf	Prof. Dr.	4
Basra University / College of Physical Education and Sports Science	Sports psychology	Abdul SattarJabbar Al-Damm	Prof. Dr.	5
Basra University / College of Physical Education and Sports Science	Sports psychology	Abdul KadhimJalil Hassan	Prof. Dr.	6
Basra University / College of Physical Education	Management and organization - soccer	Abdel Halim Gabr	Prof. Dr.	7
Al-Muthanna University / College of Physical Education and Sports Science	Management and Organization	Khaled Aswad Lech	Prof. Dr.	8
University of Baghdad / College of Physical Education and Sports Science	Sports management	Salah Wahhab Shaker	Prof.Asst. Dr.	9
College of Physical Education and Sports Science / University of Maysan	psychology	Ali MutairHamidi	Prof. Dr.	10
University of Baghdad / College of Physical Education and Sports Science	Volleyball - Tests and Measurement	Tariq Ali Youssef	Prof.Asst. Dr.	11
College of Physical Education and Sports Science / University of Maysan	Sports management	Hassan Ghali shafts	Prof.Asst. Dr.	12
College of Physical Education and Sports Science / University of Maysan	Psychology - handball	Mustafa Abdel Zahra Abboud	Prof.Asst. Dr.	13
College of Physical Education and Sports Science / University of Maysan	Sports management	MaythamJabbarMa tar	Prof.Asst. Dr.	14

Annex (2)

Ministry of Higher Education and Scientific Research
 Baghdad University
 College of Physical Education and Sports Science
 Postgraduate / PhD

A questionnaire to determine the validity
 Areas and paragraphs of the leadership styles scale
 M / expert opinion poll
 Professor Al-Fadil, the respected doctor
 good greeting

The researcher intends to carry out a research tagged (studying leadership styles for the departments of youth and sports directorates and their relationship to administrative creativity from the viewpoint of employees in Iraq) on a sample of youth and sports directorates (Baghdad / Rusafa, Baghdad / Karkh, Baghdad / Sadr City, Maysan, Basra, Babil, Diyala) Given your scientific expertise in this field, please indicate your opinion on the validity of the areas and paragraphs of the scale (leadership styles). Please kindly review the attached questionnaire and give your comments to know the validity of the research. Thank you very much for your cooperation with the estimate.

With sincere thanks and appreciation

: Name of expert

Degree:
 Specialization:
 the University:
 Signature:

Researcher supervision
 Prof. Dr. SalihRadi Amish Ali KhalafJuma Al-Nusery

Opinions of experts			Areas of leadership styles	sequence
Notes or alternative	write off	Serve		
			Training method	1
			The manager's behavior is geared towards improving employee performance, focusing attention on work demands and training, performed instructions, strategies and plans, defining the relationship between group members, and establishing a structure for coordination between their activities.	
			Democratic style	2
			It is a behavior that prefers the participation of the largest number of employees in the decision-making process related to the group's goals, working methods, strategies and activity plans	
			Dictatorial style	3
			It is the behavior of the manager, who is completely independent in the decision-making process and focuses on personal authority.	
			Social support method	

			It is a behavior characterized by attention to the interests of employees, and in an attempt to secure good conditions and the development of personal relationships between employees	4
			Positive reinforcement method	5
			A behavior that enhances the employee in a positive way by appreciating and rewarding the good effort financially or morally	

Move to one axis or another	You need to adjust	Invalid	Negative valid	Positive fit	Paragraphs	sequence
					Training method - instructions	
					Ensures that all employees work according to his abilities	1
					It explains the methods and work plans of each employee	2
					It gives special attention to correcting the mistakes of every employee	3
					Ensures that employees understand the functioning of the directorate	4
					Instructs each employee separately about work	5
					What to do in advance is expected	6
					Each employee will be held responsible for the duty to the end	7
					It is expected that every employee will be responsible for the assignment until the end	8
					It indicates the strengths and weaknesses of each employee	9
					It gives specific instructions to each employee about what to do in any circumstance	10
					It is concerned with coordinating the efforts of employees	11
					It explains how the employee contributes as it complements the work of the group	12
					Determine what is expected of each employee in detail	13

					1- Democratic style	
					Take the opinion of employees about future plans	14
					Employees are allowed to participate in the decision-making	15
					He always speaks as a group representative at external meetings	16
					Employees are allowed to set their goals	17
					Employees are allowed to try to apply their method even if they are wrong	18
					He takes the opinion of employees on important topics at work	19
					Employees are allowed to work at their own speed	20
					The employees are allowed to define the district plans that can be used to achieve the goals set for them	21
					He takes group approval of important opinions before starting the mission	22
					2- Dictatorial style	
					Works independently (approximately) from employees	23
					Does not explain the reason for my work and my decisions	24
					He refuses to compromise in his personal opinion	25
					He keeps running the right to myself	26
					Speak in style and tone that do not allow the question	27
					It looks formal and looks cute	28
					Act without consulting a co-op	29
					It is a waste of time to discuss and express an opinion	30
					He neglects the opinions of employees in solving problems and undertakes to study them and decide on them	31
					The workers are directed in the manner of order and prohibition without discussion	32
					All powers are reserved to himself	33

					The center of power is in hand	34
					Workers threaten to use official authority	35
3- Social support method						
					It helps employees solve their personal problems	36
					Members of the group help resolve disputes between them	37
					It cares about the personal interests of employees	38
					Provides personal knowledge to employees	39
					Expresses his feelings towards employees	40
					Encourages employees to trust him	41
					He encourages informal relations between him and the employees	42
					They invite employees to his home	43
Positive reinforcement method4-						
					Praises good employee performance in front of others	44
					He informs the employee when he performs well	45
					Ensures that the employee is rewarded for good performance	46
					Expresses approval when the employee is special (Excellent)	47
					It gives confidence and appreciation to those working with it	48
					Workers are urged to do more to maintain performance	49
					Provides feedback for workers.	50
					It gives workers a place to think and take initiative	51
					Employees are encouraged in their suggestions on ways to conduct training	52

Accessory (3)

The scale of leadership styles is finalized

Never	Scarcely	Sometimes	frequently	Always	ferries	sequence
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					It is a waste of time to discuss and express an opinion	1
					He neglects the opinions of employees in solving problems and undertakes to study them and decide on them	2
					The center of power is in hand	3
					Act without consulting a co-op	4
					All powers are reserved to himself	5
					Speak in style and tone that do not allow the question	6
					Workers threaten to use official authority	7
					The workers are directed in the manner of order and prohibition without discussion	8
					He keeps running the right to myself	9
					Works independently (approximately) from employees	10
					Workers are urged to do more to maintain performance	11
					Provides feedback for workers.	12
					It gives workers a place to think and take initiative	13
					Employees are encouraged in their suggestions on ways to conduct training	14
					Ensures that the employee is rewarded for good performance	15
					Expresses approval when the employee is special (Excellent)	16
					Praises good employee performance in front of others	17
					He informs the employee when he performs well	18
					It gives special attention to correcting the mistakes of every employee	19
					Ensures that employees understand the functioning of the directorate	20
					Each employee will be held responsible for the duty to the end	21
					Instructs each employee separately about work	22
					Ensures that each employee works according to his capabilities	23
					It gives specific instructions to each employee about what to do in any circumstance	24

					It is concerned with coordinating the efforts of employees	25
					It indicates the strengths and weaknesses of each employee	26
					It explains the methods and work plans of each employee	27
					It explains how the employee contributes as it complements the work of the group	28
					Employees are allowed to set goals	29
					Employees are allowed to work at their own speed	30
					Employees are allowed to participate in the decision-making	31
					Take the opinion of employees about future plans	32
					He takes group approval of important opinions before starting the mission	33
					The employees are allowed to define the district plans that can be used to achieve the goals set for them	34
					Provides personal knowledge to employees	35
					It cares about the personal interests of employees	36
					He encourages informal relations between him and the employees	37
					Encourages employees to trust him	38
					Members of the group help resolve disputes between them	39
					It helps employees solve their personal problems	40