

Organizational leadership methods in Algerian university institutions A field study at Ahmed Daraya University, Adrar

أساليب القيادة التنظيمية بالمؤسسات الجامعية الجزائرية

دراسة ميدانية بجامعة أحمد درايعية أدرار

Rahmani mohamed

Ahmed Daraya University - Adrar (Algeria), moh.rahmani@univ-adrar.edu.dz

Received: 01/07/2024

Accepted: 30/09/2024

Published: 30/09/2024

Abstract:

The study aimed to know the leadership methods followed at Ahmed Draia Adrar University, and through it, the researcher relied on the descriptive approach through which the researcher describes the phenomenon and collects data about it as it is in reality, to reach realistic results. The researcher collected information using the questionnaire tool on a sample consisting of 279 people. Single. The study found that, through the answers of the respondents, the patterns and practices of officials varied, and this is subject to the officials' perceptions of the process of leadership practices. Some of them relied on the participatory consultative method and others relied on the free method, and there are those who relied on the dictatorial practice method, through which he saw an embodiment of his authority and highlighting his management capabilities. The practice adopted mainly by officials was a consultative and participatory practice.

Keywords: organizational leadership, democratic, dictatorial, free style. Algerian university institutions

JEL Classification Codes: M12, M54, M59

ملخص:

هدفت الدراسة الى معرفة أساليب القيادة المتبعة بجامعة احمد درايعية ادرار ومن خلالها اعتمد الباحث على المنهج الوصفي الذي من خلاله يقوم الباحث بوصف الظاهرة وجمع البيانات حولها كما هي في الواقع، للوصول الى نتائج واقعية قام الباحث بجمع المعلومات باداة الاستمارة على عينة متكونة من 279 مفردة.

توصلت الدراسة الى ان ومن خلال إجابات المبحوثين تعددت فيها أنماط وممارسات المسؤولين، وهذا يخضع لتصورات المسؤولين لعملية ممارسات القيادة فمنهم من اعتمد على الأسلوب التشاوري التشاركي وآخرون اعتمدوا على أسلوب الحر وهناك من اعتمد على أسلوب الممارسة الديكتاتورية والتي رأى من خلالها تجسيدا لسلطته وإبراز قدراته التسييرية، إلا ان الممارسة التي اعتمدت بشكل أساسي من قبل المسؤولين كانت ممارسة تشاورية تشاركية

الكلمات المفتاحية: القيادة التنظيمية، الأسلوب الديمقراطي، الديكتاتوري، الحر. المؤسسات الجامعية الجزائرية

تصنيفات JEL : M12 ، M54 ، M59

Corresponding author: rahmani mohamed, e-mail: moh.rahmani@univ-adrar.edu.dz

INTRODUCTION:

Leadership is considered one of the phenomena that has been discussed, past and present, in several organizational fields. Due to the rapid development that has occurred since the beginning of the industrial revolution, interest in leaders has increased in a way that serves the organization through direct and indirect positive influence on the workforce, and their interaction with their leadership represents the main focus of success. Work and development. Leadership is one of the most important topics addressed within the framework of sociology, which has developed several theories to explain the behavior of leaders in various circumstances and organizational levels. In this study, we try to focus on the interaction that occurs between the behavior of the leader and his followers, in addition to the organizational structure in which this interaction occurs, which expresses the leadership style or style that the leader follows in this framework or organizational structure and the resulting clear impact on various The tasks performed by both the leader and his subordinates. If we return to the Algerian institution, we find that it always seeks to adopt a leadership style that enables it to achieve its goals. Therefore, in this study, we tried, through research into the leadership styles practiced in Algerian institutions, to identify the following problem: What are the leadership styles used in Algerian university institutions?

Through the problem, questions arise through which we try to clarify the problem Is the democratic leadership style the most widely used method in the university institution? Is the dictatorial leadership style the most widely used in university institutions? - Is the free leadership style the most widely used method in the university institution?

Study hypotheses:

- The democratic leadership style is the most widely used method in the university institution?
- The dictatorial leadership style is the most widely used method in the university institution? -
- The free leadership style is the most widely used style in the university institution?

Objectives of the study:

Identifying the most commonly used methods at the Ahmed Draia adrar University Institution.

importance of studying:

The importance of leadership lies in the important role it plays in the institution, through which the institution's policy is drawn up and its goals are achieved, as no institution can achieve its goals without effective leadership.

Method of study:

The method is of great importance in the scientific research process, as the accuracy of the results we reach in scientific research is based on the method. Therefore, it requires us to use the descriptive approach that focuses on understanding and studying a case represented by the university institution with the aim of discovering new facts and confirming the validity of old facts while interpreting them and revealing the aspects that govern them.

Previous studies:

First study :

Belhaj Habiba and others“The role of administrative leadership in developing technological innovation from the point of view of employees: A case study of the Algeria Telecom

Organizational leadership methods in Algerian university institutions

A field study at Ahmed Daraya University, Adrar

Corporation Skikda” Journal of Economic Integration Vol: 07 - Issue: 02 / (June 2019) This study aimed to identify countries with administrative leadership in developing technological innovation from the point of view of employees, by analyzing the case of the Algeria Telecom Corporation, as well as identifying the advantages and obstacles that solve a country’s role in activating its role. The descriptive analytical approach was followed in this study, which relied on the distribution of 50 questionnaires. Of these, 47 are analyzable. The results of the study showed that administrative leadership has an effective role in developing technological creativity among workers in the organization.

Second study:

Bin Ahmed Lakhdar and others The role of administrative leadership in achieving job satisfaction for employees. A field study at the Naftal Corporation in the state of Djelfa. Economic Integration Magazine, Volume 8, Issue 3, September 2020. This study dealt with the subject of testing the extent of the contribution of administrative leadership in achieving job satisfaction. It was applied in the teams of the Naftal Corporation in the state. Djelfa The researchers reached a set of results: There is a statistically significant effect at 0.05 for all dimensions of administrative leadership, independently and collectively, on job satisfaction among employees in the organization. The level of practicing the democratic style at the Djelfa Oil Corporation branch was high, while the level of practicing the autocratic and permissive style was high. Average. The level of management leadership practice in the organization was high, and the level of job satisfaction was also high.

Our study shared that with the study of Bin Ahmed Lakhdar and others in that it searched for patterns leadership: It was found that participatory leadership was the most widely used by officials.

1- Definition of leadership:

It is defined, as “a set of traits and skills that characterize a leader or it is a set of traits and skills necessary to carry out leadership functions” (mohamed Abd al-Rahman al-Issawi, 2002, p. 287). It can also be defined as “the process through which the behavior of individuals and groups is influenced in order to push them to work with a clear desire to achieve specific goals” (Sinan Al-Moussawi, 2004, p. 183). Stogdell defines it as “leadership is the process of influencing the group’s activities to prepare and obtain the goal” (Sinan Al-Moussawi, 2004, 184).

We discover from the previous definitions that leadership is the process of influencing workers’ activities in a correct and effective way to achieve the organization’s goals.

2- The importance of leadership:

We can summarize the importance of leadership in the following points:

- 1- Leadership is necessary in life in order for justice to be established, and to prevent the strong from taking away the rights of the weak.
- 2- It is a link represented by the force that flows to direct energies in a coordinated manner that ensures the work of employees between the organization’s plans and its future developments.
- 3- Reinforcing positive behavior and reducing negative ones, as the leader is like the captain of the ship
- 4- Controlling work problems and drawing up the necessary action plans to solve them

- 5- Keeping pace with the changes surrounding the work and employing them to serve the organization.
- 6- Develop a rational strategy for a motivating process towards a goal.
- 7- Development, training and care of individuals
- 8- Rebalancing work life when changing work strategies
- 9- Leadership is a crucial issue for achieving high performance, whatever your work or area of responsibility (Tariq Al-Suwaidan, 2002, pp. 40-41)
- 10- It is also essential in helping others to aspire to high levels of performance for themselves and the organization and to reach those levels (Pam Jones, 2006, pp. 200-201)

Leadership is of great importance within the organization, as it directs and coordinates the actions of employees, in order to raise their performance and achieve the set goals.

3- Leadership styles:

Leaders have been divided according to their behavior into major styles as follows:

3-1 Democratic leadership:

It is also called persuasion or socialism.

The latter is based on the tendency to delegate authority, and to follow decentralization in management so that leaders do not make decisions alone, but rather participate with subordinates in this by informing them of work data and problems facing the institution. Thus, the leader and the group are an integrated unit. One of its most important problems is that it requires a large amount of Coordination and requires a type of leader with high experience (Abdul Rahman Abd al-Baqi Omar, 1987, p. 200 p. 201).

The most important positives are that if the leader leaves his position or steps down, the production, work, and activity in his absence are equal to the work and production in his presence. Also, exploiting the mental and innovative abilities of the subordinates gives them some guidance, support, understanding, and grants them a measure of freedom while the final control remains in the hands of the leader (Shafiq Radwan, 2002, p. 90).

3-2 Dictatorship leadership:

It has been given several names as well, such as (tyranny, coercion, and autocracy). You will find in this style that the leader completely determines the policy himself, dictates the steps of work and aspects of activity, and determines the type of work that each person gets, and does not actively participate with the group except when he proposes an action. This makes them feel inadequate and helpless, increases their dependence on the leader, and lacks trust with each other and with the leader. (Shafiq Radwan, 2002, p. 90).

Among its positive aspects is that it provides the leader with a strong motivation to work, makes him feel comfortable and satisfied in his work, and also leads to speed in making decisions because only one person does that. As for the problems that result from neglecting human relations, which leads to weakening morale and increasing discord and unrest among workers. In addition to ignoring the followers, controlling them and enabling them to express themselves. (Abdul Rahman Abd al-Baqi Omar, 1987, p. 200 p. 201)

3-3 free Leadership:

Among its names is also (free), and the leader relies on it and generally describes it on the group to create its goals and draw up plans that solve its problems. Among its problems is that ignoring the leader's contribution deprives the group of the benefits of motivation that sound leadership creates, and coordination between the project units becomes a major matter, which

Organizational leadership methods in Algerian university institutions

A field study at Ahmed Daraya University, Adrar

may lead to Duplication of qualities and neglect of some aspects (Abdul Rahman Abd al-Baqi Omar, 1987, p. 200 p. 201), such that the leader is satisfied with the minimum guidance, and his comments on the work are superficial and do not attempt to organize the course of work or improve it (Shafiq Radwan, 2002, p. 90))

Field study:

Study population:

Adrar University is located 2 km from the state headquarters of Adrar, on National Road No. 06, Adrar Industrial Zone. It occupies an area of approximately 87 hectares.

The study was limited in its human scope to professors and administrators working at the institution, who numbered 697 individuals. The study was conducted at Adrar University in the period from March 21, 2022 to June 2, 2023. The researcher conducted exploratory interviews in order to determine the features of the topic, and after that the questionnaire questions were formulated and distributed to the study sample.

Study sample:

The research sample was chosen according to the path that directly serves the research. The student relied on a stratified (intentional) random sample and was limited to administrators and professors, as this category has a significant impact on the functioning of the institution and the achievement of its goals. Therefore, the student was limited to it without including the other categories. Which consists of the Ahmed Deraya University Foundation. The total number of the group taken from the original community was estimated at 697 between professor and administrator. We will present the method of taking the study sample, knowing that the number of each group was as follows:

- Administrators: 280 singles

- Professors: 417 singles

A sample estimated at 40% was drawn from a total of 697 workers.

- Sample calculation method:

Calculating the total sample: $= (697 \times 40) / 100 = 279$ workers.

Determine the representative sample for each layer %

- Administrators: $40.17 = (100 \times 280) / 697\%$

- Masters: $59.82 = (100 \times 417) / 697\%$

Determine the sample for each layer:

- Administrators: $= (40.17 \times 279) / 100 = 112$ administrators.

- Professors: $= (59.82 \times 279) / 100 = 167$ professors.

Through the total number of workers representing each class, 279 questionnaires were distributed to the study sample. The method of answering the questions was used through a five-point Likert scale, where the number of questionnaires that were retrieved reached 279 forms.

Table (1): shows the percentage of responses to the questionnaires

Number of questionnaires distributed	The number retrieved	Response rate%
279	279	% 100

Source: Prepared by the researcher

From the table it is clear that the response rate reached 100%, which is a good percentage for arriving at more reliable results.

- Statistical processing: In order to process the data statistically, the researcher used the Statistical Packages for the Social Sciences (SPSS) program, version 24, using the following statistical treatments:

-Percentages, arithmetic averages, and standard deviations.

Table (2): Arithmetic means and standard deviations for the pattern of authority followed by officials in the institution (consultative).

The ferry	Arithmetic mean	Standard deviation
He avoids confronting workers with their mistakes in front of their colleagues	3.47	1.202
The president puts the suggestions of workers (professors - administrators) into action and implementation	3.43	.979
He uses kind words in his dialogue with workers	3.36	1.015
He works with workers in a team spirit	3.36	1.050
Provides the opportunity for workers to participate in courses related to their work	3.34	1.251
Praises the excellent work of workers	3.34	1.331
It provides workers with the opportunity for their professional and cultural growth and to attend forums and seminars	3.26	1.271
Satisfies the personal needs of workers	2.86	1.208
Sum of means/deviations	3.30	1.16

Source: Prepared by the researcher

From Table (2) we note that the leadership style followed at the Ahmed Deraya University Institution has a degree of:

To a high degree: We find this in the phrases whose arithmetic averages fall in the range [3.40-4.20], which are: He avoids confronting the workers about their mistakes in front of their colleagues (3.47), and the boss puts the suggestions of the workers (professors - administrators) into action and implementation (3.43).

To a moderate degree: We find this in the expressions whose arithmetic averages fall in the range [2.60-3.40], which are:

He uses kind words in his dialogue with workers (3.36), works with workers in a team spirit (3.36), provides the opportunity for workers to participate in courses related to his work 3.34, praises the excellent work of workers 3.34, provides workers with the opportunity for their professional and cultural growth and to attend forums and seminars 3.26, satisfies personal needs For workers 2.86.

Through the general average of the total averages of the indicators, which represents 3.30 and is within the range of [2.60-3.40], it is clear that the exercise and style of authority came at a moderate level, although the first two statements came at a high average, which is that authority in the university institution avoids confronting workers with their mistakes in front of their colleagues, as it mostly relies on To be alone with officials and highlight their mistakes and omissions without the knowledge of their colleagues, which is something that makes officials not embarrassed by those mistakes, but rather seek to correct them in the future.

Advice in front of people is scandalous, and officials in the institution also tend to take the opinions and suggestions of their subordinates into consideration without embarrassment, and take them into account on many occasions. Because those responsible are fully aware that the eye of the critic is insightful and makes them aware of the things that are hidden from them that they do not see. The averages for the rest of the phrases were average, which means that the subordinates believe that officials

Organizational leadership methods in Algerian university institutions

A field study at Ahmed Daraya University, Adrar

at the university institution use these phrases to some extent, that is, sometimes as a method of praise and dialogue. Working in a team spirit provides the opportunity for workers to participate in courses related to their work, which is the practice at the university, especially among department heads and deans.

As well as praising the excellent work of the workers, which gives them an impetus for excellence, sophistication and creativity in their field of work, and the workers are given the opportunity for their professional and cultural growth and to attend forums and seminars, but two years ago to this day, the Algerian university as a whole was affected by the economic situation, which reduced the budget for the forums and seminars that were available to professors as well as employees to attend. For their cognitive growth and the development of their skill abilities.

Table (3): Arithmetic means and standard deviations for the style of authority followed by officials in the institution (dictatorial)

The ferry	Arithmetic mean	Standard deviation
The president acts without consulting his subordinates, including workers and teachers	3.09	1.163
The president restricts the participation of professors and workers in scientific seminars and conferences	3.07	1.443
The president uses some of those working under his command as channels to transmit the secrets of their colleagues.	2.97	1.401
The boss is more concerned with the method of work than with the needs of the workers	2.89	1.364
He uses pressure and threats to complete the work	2.76	1.271
Teachers and administrators are isolated from the workers	2.65	1.118
It ignores workers' conditions and does not give any consideration to human relations	2.59	1.217
The boss explains that there are disagreements between those who work with him.	2.37	1.192
Sum of means/deviations	2.78	1.27

Source: Prepared by the researcher

From Table (3) we note that the leadership style followed at the Ahmed Deraya University Institution has a degree of:

To a moderate degree: We find this in the expressions whose arithmetic averages fall in the range [2.60-3.40], which are:

The boss acts without consulting subordinates, including workers and professors 3.09. The boss restricts the participation of professors and workers in scientific seminars and conferences 3.07. The boss uses some of those who work under his command as channels to transmit the secrets of their colleagues 2.97. The boss is more concerned with the method of work than with the needs of the workers 2.89. His style follows pressure The threat to completing the work is 2.76, isolated from the workers by masters and administrators, 2.65.

To a low degree: He ignores the workers' conditions and does not give any consideration to human relations 2.59. The boss explains the existence of disagreements between those who work with him 2.37.

Through the general average of the sum of the indicators' averages, which represents 2.78 and falls within the range of [2.60-3.40], the general average came in a moderate manner, and this means that the officials and authority in the university institution follow a somewhat dictatorial method and pattern, according to what was stated in the answers of the respondents, where some phrases came With an

average arithmetic average and other expressions that came with a low arithmetic average, the authority in the university institution sometimes acts without consulting subordinates, including workers and professors, as well as restricting officials from the participation of professors and workers in scientific seminars and conferences and granting them only to those close to them, but in reality the situation is different by virtue of my work as an official in the institution. Seminars, conferences and forums are attended by whoever wants to participate without the interference of officials, except in cases of exams or matters related to pedagogical work that requires the attendance of all workers. Now, the thing that perhaps characterizes most of our institutions without exception is that the president takes some of those who work under his command as channels for transferring The secrets of their colleagues, which strengthens the power of officials and subjugates every worker who wants to get out of control. These ears convey every little and big thing to the officials in order to tighten control over the workers. Also, the officials in the organization seek to pay more attention to the method of work than to the needs of the workers. The workers have psychological and social needs, but the official He does not take it into consideration or care about it. He lives under the pressure of work first and foremost, and its completion is considered more necessary than the needs of the employees, which perhaps if the official had known about them, the work would have been completed properly and with greater effectiveness. Sometimes the boss uses pressure and threats in his style to complete the work, and this method is used by officials. Supervisors of administrative work. Administrators are under a lot of work pressure, which makes many of them do not feel fair towards the work assigned to each worker within the organization. They see workers without work and the wage they receive is the same. Therefore, many of them hesitate to complete the work assigned to them, so the boss or supervisor uses the method of threats and intimidation to complete the work. Those works. Because the boss believes in his imagination that mingling with the workers brings him a lot of trouble, especially not completing the work on time, many officials adopt the method of isolation from the workers as masters and administrators. In this method, it is clear from its indicators, especially those with a low average, that officials ignore the workers' conditions and do not give any consideration to human relations. Their focus, as we mentioned above, is only on the work and its performance, not on the workers' psychological and social needs. Among the practices of officials that make them remain in their positions for long years is their reliance on Creating conflict between workers and they explain it because this is always in their continuity.

Table (4): Arithmetic means and standard deviations for the style of authority followed by officials in the institution (free)

The ferry	Arithmetic mean	Standard deviation
It allows workers freedom to carry out the tasks assigned to them without supervision.	3.15	1.402
He refrains from presenting his point of view on the topics raised when needed	3.08	1.281
Little impact on workers.	2.95	1.340
Focuses on social relationships without paying attention to work.	2.95	1.378
It gives workers the opportunity not to adhere to official work hours.	2.74	1.246
He pays little attention to the needs of workers.	2.68	1.189
He tolerates workers who are negligent in performing their duties.	2.62	1.159
The boss runs workers' meetings without a specific plan or goal.	2.60	1.268
Sum of means/deviations	2.86	1.28

Source: Prepared by the researcher

Organizational leadership methods in Algerian university institutions

A field study at Ahmed Daraya University, Adrar

From Table (4) we note that the pattern and practice of authority followed by the university institution, Ahmed Deraya, has a degree of:

To a moderate degree: We find this in the expressions whose arithmetic averages fall in the range [2.60-3.40], which are:

Provides freedom to workers to carry out the tasks assigned to them without supervision 3.15, refrains from presenting his point of view on the topics raised when needed 3.08, has little influence on workers 2.95, focuses on social relations without paying attention to work 2.95, gives workers the opportunity not to adhere to official work hours 2.74, gives attention Pays little attention to the needs of workers 2.68, tolerates workers who are negligent in performing their duties 2.62.

To a low degree: We find this in the expressions whose arithmetic averages fall in the range [1.80-2.60], which are:

The boss runs workers' meetings without a specific plan or goal 2.60

As for the general average, it was moderate, reaching 2.86, which means that the free or loose style is adopted by some officials in the institution to some extent, and this is what we find most often among department heads and their deputies, as their administrative experience decreases, so their control over the general situation is lost, and therefore you find them adopting a more style. Freedom in completing tasks, and they leave the reins to the workers, especially the teachers, as they have little supervision over the workers, and also do not express their point of view on the progress of work, tasks, and issues that are presented to them. Thus, they have a weak personality, as we said previously, due to their lack of administrative experience, and the thing that attracts great attention. It is leniency with workers who are negligent in their work, such that the policy of non-punishment is applied, which negatively affects the performance of the tasks assigned to the workers. In doing so, they present an image of themselves about their lack of control over the exercise of authority in an effective manner, which is observed in holding meetings without a goal or plan. The president runs the workers' meetings without A specific plan or goal, and therefore you will find many conflicts within these meetings, differences of visions, and discussion of side topics that do not serve the educational aspect of the university.

Table (5) shows the arrangement of arithmetic means and standard deviations to identify patterns and practices of authority at the Ahmed Draya Adrar University Institution.

Leadership style	Arithmetic mean	Standard deviation	Ranking
Consultative	3.30	1.16	01
free	2.86	1.28	02
dictatorship	2.78	1.27	03
Sum of means/deviations	2.98	1.23	

Source: Prepared by the researcher

Through the table, we conclude that the patterns and practices of authority in the university institution, Ahmed Draya Adrar, generally came at a medium level, falling within the range of]-2.60 3.40], and all the dimensions referred to are authoritarian practices carried out by officials in the university institution. Officials in the institution, according to the answers of the respondents, use all of these patterns and practices in their dealings.

With subordinates, but the consultative practice between superiors and subordinates came first, and this is consistent with the study of Ben Ahmed Lakhdar and others, which means that officials are trying to change the pattern of their practices and move them away from dictatorial practices in which workers are marginalized and not given opportunities to express their opinions and tighten control over them to an open atmosphere. And an organizational environment in which the spirit of cooperation prevails between the various components of the institution, as well as avoiding practices that make the university

institution an object of ridicule from inside and outside the institution, eliminating idleness and leaving workers free to do whatever they want. These are practices that prevailed at the university institution for a period of time after it witnessed a period characterized by clarity of goals and strategies. As well as participation in decision-making, then there came a period when officials tried to control organizational and disciplinary matters by opening the way for participation and consultation to achieve the university's goals, but cases of laxity and lack of discipline remained the dominant situation. Therefore, this result reflects the situation that actually exists in the institution, which is the multiplicity of practices by officials. There are officials who enjoy participatory and consultative practices because they believe that participatory work is sufficient to achieve organizational effectiveness. There are those who rely on the method of freeing or unleashing workers to perform their work. These people's excessive kindness and perceptions of work made them adopt this position. There are those who see officials using a dictatorial method because they believe that opening This causes workers to not complete their work on

Conclusion:

Through our previous presentation, we discover the leadership styles followed by presidents at Ahmed Daraya University, as well as the authoritarian practices followed by presidents. We say that the Ahmed Derayah University Institution, and through the answers of the respondents, has many styles and practices of officials, and this is subject to the officials' perceptions of the process of exercising authority. Some of them relied on the style. The participatory consultative practice and others relied on the free style, and there were those who relied on the dictatorial style of practice, through which they saw the embodiment of their authority and the highlighting of their management capabilities. However, the practice that was mainly adopted was a participatory consultative practice.

Therefore, we accept the first partial hypothesis, which says that the democratic style is more widely used in the Adrar university institution, and the other two hypotheses can be rejected. Finally, the democratic style has become commonly used among officials at the Adrar University Institution.

In light of the results reached, we decided to put forward the following recommendations:

- Selection of leaders based on competence and experience.
- Conducting training courses to prepare leaders.
- Providing material and moral incentives to university institution officials.

Bibliography List:

- Abd al-Rahman Abd al-Baqi Omar, (1987) Principles of Organization and Administration, Ain al-Shams Publishing Library, Cairo
- Ben Ahmed Lakhdar and others, (2020) The role of administrative leadership in achieving job satisfaction for employees. A field study at the Naftal Corporation in the state of Djelfa. Economic Integration Magazine, Volume 8, Issue 3, September, algeria, university adrar.
- Belhaj Habiba and others, (2019)The role of administrative leadership in developing technological innovation from the point of view of employees: A case study of the Algeria Telecom Corporation Skikda" Journal of Economic Integration Vol: 07 - Issue: June, algeria, university adrar
- Mohamed Abd al-Rahman al-Issawi, (2002) Encyclopedia of Modern Psychology, 1st edition, Beirut.
- Pam Jones, (2006) Performance Management Pocket Handbook, 1st edition, Jarir Bookstore,
- Shafiq Radwan, (2002) Behaviorism and Management, Al-Mu'assaa Publishing House, Majd, 2nd edition, Beirut.
- Sinan Al-Musawi (2004), Contemporary Management, (Principles and Applications, Dar Majdalawi, 1st edition, Jordan
- Tariq Al-Suwaitan, Faisal Basharheel, (2002) The Making of a Leader, vol. 2, 1st edition, Jarir Al-Obeikan Library, Saudi Arabia.