

The Relationship between Leadership skills and Successful Change Management Skills: A survey Study on Police Sciences Academy in Sharjah, UAE

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Abstract

This study seeks to identify the levels of major leadership and change management skills of the Police Science Academy (PSA) Officers in Sharjah, UAE, and the relationship between leadership skills and successful change management skills. To achieve this objective, a questionnaire was constructed and administered directly by the researcher among the PSA officers (48 informants, the study population). A number of statistical methods were employed to analyze the data. These methods include mean, standard deviation, regression, ANOVA, and simple regression. The study arrived at a number of findings. The most significant of which is that the levels of major leadership and change management skills of the (PSA) Officers were high. Independent variables of the study (leadership skills) showed a significant relationship with the dependent variable (change management skills). The findings also showed no differences among respondents attributed to their personal information (rank, Qualification, Experience). The study concluded with some recommendations, one of which is that officers should measure the lowest score for each item of leadership traits, and detailing an action plan for how they might sharpen each of these traits.

Keywords: leadership skills, change management skills. police sciences academy (PSA), leadership competencies, sources of leaders' power.

INTRODUCTION

Change is important for any organization. In order to remain competitive and even survive in today's fast-paced world, organizations must meet the tremendous challenges presented by all the areas of change. Neither private nor public organizations can compete in today's marketplace by standing still or going backward. If they do, they simply will not survive.

Effective change management requires good leadership competencies or skills so as to move a team through change smoothly for beneficial outcomes. Good leadership determines that change is necessary and convince employees to support change- perhaps as a result of an acquisition or as a response to competitive threat or even due to succession changes in leadership.

This research paper discusses the relationship between Leadership skills as (independent variable), and Change Management skills as (dependent variable) by surveying Police Science Academy (PSA) officers, in Sharjah Emirate, UAE.

Police Sciences Academy (PSA) in Sharjah Emirate was established in 1996 by his highness Sheikh Sultan Al-Qasimi, member of the ruling council and ruler of Sharjah, to grant academic qualification in police science on equal standing with reputable high education academic institutes.

In 2000, the statute No. 4 stipulated the amendment of the academy statute redefining its main objectives, functions, departments and sections. The statute consists of 6 chapters spread over 41 provisions specifying the definition of the academy, its goals, departments and sections and setting the rules for the formation and the responsibilities of the council of the academy; the executive committee and the academic council; faculty; academic and training programs; admission and registration regulations, in addition to so many other issues related to administrative, regulatory and financial affairs. PSA has obtained the Ministry's (Ministry of High Education and scientific Research) accreditation of its Bachelor program in Police Science which has successfully met the standards stipulated by the ministry for accrediting academic programs within the UAE. The decision to grant initial academic accreditation was issued on the 6th of November 2006, and the final accreditation was issued on the 1st of May 2010 (www.psa.ac.ae).

PROBLEM OF THE STUDY

In spite of the research findings about the tremendous importance of leadership and change management skills for both leaders and subordinates, the practical experience of the researcher, as one of the PSA members, indicates that although the levels of these skills are high, they still need to be improved continuously, and need to be measured from time to

time . Therefore, this study tries to shed light on and attract attention to this subject and enhance employees' leadership and change management skills.

LIMITATION OF THE STUDY

The study was restricted only to (PSA) officers during the first term of the academic year 2014/2015, because of limited time and paper length. The topic awaits future research contributions from other colleagues using comparative methodology approach.

RESEARCH QUESTIONS

This research attempts to answer the following two questions:

- 1- What are the levels of major leadership skills for each one of (PSA) Officers?
- 2- What are the levels of major change management skills for each one of (PSA) Officers?

RESEARCH OBJECTIVES

The purpose of this study was to identify the following:

- 1- The level of major leadership skills of the (PSA) Officers.
- 2- The level of major change management skills of the (PSA) Officers.
- 3- To investigate the relationship between leadership skills and successful change management among (PSA) officers.

RESEARCH HYPOTHESES

H01: There is no relationship between leadership skills and change management skills among (PSA) officers.

H02: There are no differences among respondents attributed to their personal information (rank, Qualification, Experience) .

METHODOLOGY

The current study adopted the descriptive approach involving collecting data in order to test hypotheses or to answer questions concerned with the current status of the subject of the study. Typical descriptive studies are concerned with the assessment of attitudes, opinions, demographic information, conditions, and procedures. The research design chosen for the study is the survey. The survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables. The survey research of knowledge, at its best, can provide very valuable data. The researcher designed a survey instrument that could be administrated to selected subjects. The purpose of the survey instrument was to collect data about the relationship between leadership skills and successful change management: A survey Study on Police Science Academy in Sharjah, UAE.

Study Population

The population of this study consists of all PSA's officers as listed by PSA's documents in 2014. This research used both primary and secondary data. The primary data were obtained by a questionnaire which was distributed and collected from the study population (Police Science Academy Offices) directly. The secondary data included document analysis, content analysis as a main method of data collection. Furthermore, the researcher reviewed a wide range of literature in the form of books, researches, and academic articles in electronic data bases about leadership and change management. Those resources were very helpful in identifying the link between leadership and change management skills.

Description of the Research Tool (The Questionnaire):

To achieve the goals of this study, a questionnaire was developed depending on Newstrom's scales for leadership and change management skills after making required alteration on its paragraphs. (Newstrom, 2007, pp:177,347).

The Likert scale was used in this research to evaluate the leadership and change management skills of the PSA officers by asking the extent to which they agree or disagree with the questionnaire's statements (Strongly agree (5), agree (4), neutral (3), disagree (2), Strongly disagree (1)).

The questionnaire consisted of three parts:

Part I: (Demographic variables), Personal information: Rank, gender, social status, age, qualifications, and experience.

Part II: leadership skills scale: 10 paragraphs.

Part III: Change management skills scale: 10 paragraphs. (Appendix 1: The questionnaire).

For scoring and interpreting, the leadership skills levels in part II for each officer, Newstrom mentioned the following procedures:

- A- Add up total point for the 10 statements in part II of the questionnaire, for each officer.
- B- If his/her score is between 41 and 50 points, he/she appears to have a solid capability for demonstrating appropriate leadership skills.
- C- If his/her score is between 31 and 40 points, he/she should take a close look at the items with lower self-assessment and explores ways to improve those items.
- D- If his/her score is between 20 and 30 points, he/she should be aware that a weaker level regarding several items could be detrimental to his/her future success as a leader.

In the same way, to score change management skills levels in part III for each office, Newstrom recommend the same procedures.

THEORETICAL FRAMEWORK

Leadership has probably been written about, formally researched, and informally discussed more than any other single topic. Throughout history, it has been recognized that the difference between success and failure, whether in a war, a business, a protest movement, or a basketball game, can be attributed largely to leadership. Yet, despite all the attention given to it and its recognized importance, leadership still remains pretty much of a "black box" or unexplainable concept. It is known to exist and to have a tremendous influence on human performance. (Luthans, 1985:475).

Colquitt et., al.,(2009), define leadership as the use of power and influence to direct the activities of followers toward goal achievement. That direction can affect followers' interpretation of events, the organization of their work activities, their commitment to key goals, their relationships with other followers, and their access to cooperation and support from other work units. (Colquitt et., al, 2009:441).

Organizational change is important for long term success and survival of an organization. There are possibilities for organizations to lose their reputé and market share if they do not prepare themselves according to rapidly changing circumstances and situations. (Boston, MA,2000)

Researchers and scholars agree that the role of a leadership is very important while managing organizations or addressing the issue of organizational change, and effective leader can bring effective change for an organization. Kennedy believes that the role of leadership is a key while addressing the issue of organizational change and effective leader can bring effective change for an organization. (Abbas and Asghar, 2010, p:1)

Sources Of Leaders' Power

Power is the capacity to affect others' behavior. The main source of leaders' power are the following: (Bartol, et. al.,2005, p:400)

- ❖ Legitimate power: Power stemming from a position's placement in the managerial hierarchy and the authority vested in the position.
- ❖ Reward power: Power based on the ability to control and provide valued rewards to others.
- ❖ Coercive power: Power depending on the ability to punish others when they do not engage in desired behavior.
- ❖ Expert power: Power based on possession of expertise valued by others, such as knowledge, technical skills, and experience crucial to subordinate success.

- ❖ Information power: Power that comes from access to and control over distribution of information about organizational operations and future plans. Managers usually have more information than subordinates and can decide how much is given to them.
- ❖ Referent power: Power that comes from being admired, personally identified with, or liked by others. This means that subordinates feel friendship toward their leaders, and follow their directions more willingly and are loyal to them.

LEADERSHIP COMPETENCIES AND SKILLS

Leadership Competencies

A competence, in general, can be understood as the ability of an individual to activate, use and connect the acquired knowledge in the complex, diverse and unpredictable situations (Pagon, et. al, 2008, p:1). A competence can be defined as the ability of an individual to perform a task using his/her knowledge, education, skills, and experience. (Herringer, 2002, p:22).

Leadership Skills

Within Police Science Academy in Sharjah, and any other organization, identifying critical leadership competencies required for effectiveness and successful change management helps define what skills leaders need. Nahavandi, defined a skill as an acquired talent that a person develops related to a specific task. (Nahavandi,2000, p:49). Katz, identified three categories of skills needed by leaders: technical skills, human skills, and conceptual skills. Each skill is necessary for successful leaders to possess, but the amount of each skill may vary depending on position within the organizational hierarchy. Technical skills are more important at the lower levels of administration. As a leader moves up in the organizational hierarchy, he/she relies on the technical skills of followers more than on his/her own technical skills. Human skills are essential throughout all management levels. Conceptual skills are perhaps most important at top management levels where policy decisions, long-term planning, and broad scale actions are required. (Moore and Rudd, 2004, p:23). Bender says that leaders have developed and used the following skills:

- ❖ Abilities to take charge and create a compelling vision that leads people in a new direction by inspiring confidence and commitment.
- ❖ Communication skills that let a leader both listen and send inspiring and well-defined message with a purpose.
- ❖ Skills to create and maintain a support network of persons.
- ❖ Conflict management and resolution skills that lead to a negotiated consensus among adversarial parties.

- ❖ Abilities to develop the full potential of others by means of coaching and mentoring skills.
- ❖ Abilities to reduce people's fear and uncertainty while concurrently increasing their hope for better future. (Bender, 1997,p:4).

The major leadership skill areas that served as the basis for this study were: human, conceptual, and technical skills. The second part of the questionnaire consists of ten paragraphs that are derived from these three major leadership skills, as shown in figure 1.



Figure 1: Major Leadership Skills

Change Management Skills

Change is any alteration occurring in the work environment that affects the ways in which employees must act. These changes may be planned or unplanned, catastrophic or evolutionary, positive or negative, strong or weak, slow or rapid, and stimulated either internally or externally. Regardless of their source, nature, origin, pace, or strength, changes can have profound effects on their recipients.(Newstrom,2007,p: 325). As leaders contemplate the futures of their organizations in the 21st century, they can't escape the inevitability of change. Effective leaders must view managing change as an integral responsibility rather than as a peripheral one. (Ivancevich et. al., 2008, p:479).

DATA COLLECTION

The data collection, manners of analysis and programs used in the current study are based on two sources:

1. **Secondary sources:** books, journals, and theses to write the theoretical framework of the study.
2. **Primary source:** a questionnaire that was designed to reflect the study objectives and questions.

The data collected for the model was through questionnaire. After conducting a thorough review of the literature pertaining to leadership skills and

change management, the researcher formulated the questionnaire instrument for this study.

METHOD AND PROCEDURES

Demographic Variables

Table (1) shows the demographic variables of the study population (Age; Gender; Educational level; Experience).

No	Variables	Categorization	Frequency	Percent
1	Rank	Colonel	2	4.2
		Lieutenant colonel	4	8.3
		Major	18	37.5
		Captain	8	16.7
		First lieutenant	8	16.7
		lieutenant	8	16.7
Total			48	100%
2	Gender	Male	48	100.0
Total			48	100%
3	Social Status	Single	3	6.2
		Married	45	93.8
Total			48	100%
4	Age	30 Years and below	11	22.9
		31-39 Years	21	43.8
		40-49 Years	15	31.2
		50 and above	1	2.1
Total			48	100%
5	Qualifications	Secondary and below	3	6.2
		Bachelor's Degree	29	60.4
		Master and above	16	33.3
Total			48	100%
6	Experience	5 Years and Below	7	14.6
		6-10 Years	9	18.8
		11-15 Years	12	25.0
		16 and above	20	41.7
Total			48	100%

The questionnaire instrumental sections are as follows:

Section One: Demographic variables. The demographic information was collected with close-ended questions, through (6) factors (Rank; Gender, Social Status, Age, Qualifications, and Experience)

Section Two: This section measured the leadership skills through (10) paragraphs, on a Likert-type scale as follows:

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

Section Three: This section measured the change management through (10) paragraphs on a Likert-type scale as follows:

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

Statistic Treatment

The data collected from the responses of the study questionnaire were used through Statistical Package for Social Sciences (SPSS). Finally, the researcher used the suitable statistical methods that consist of:

- Percentage and Frequency.

- Cronbach Alpha reliability (α) to measure strength of the correlation and coherence between questionnaire items.
- Arithmetic Mean to identify the level of response of study sample individuals to the study variables.
- Standard Deviation to Measure the responses spacing degree about Arithmetic Mean.
- Simple Regression analysis to Measure the impact of study variables on testing the direct effects in hypothesis number one.
- One Way ANOVA to test hypothesis number two
- Relative importance, assigned due to:

$$\text{Class Interval} = \frac{\text{Maximum Class} - \text{Minimum Class}}{\text{Number of Levels}}$$

$$\text{Class Interval} = \frac{5-1}{3} = \frac{4}{3} = 1.33$$
 - The Low degree from $1 + 1.33 = 2.33$
 - The Medium degree from $2.34 + 1.33 = 3.67$
 - The High degree from 3.68 and above.

VALIDITY AND RELIABILITY

Validation

To test the questionnaire for clarity and to provide a coherent research questionnaire, a macro review that covers all the research constructs was thoroughly performed by academic reviewers. Some items were added, while others were dropped based on their valuable recommendations. Some others were reformulated to become more accurate to enhance the research instrument.

Study Tool Reliability

Table 3: arithmetic mean, standard deviation, item importance and importance level

No	Statements	Mean	Std. Deviation	Item Importance	Importance Level
4	I have a strong desire to be a leader	4.50	0.83	1	High
5	I exhibit a powerful degree of drive.	4.48	0.58	2	High
9	I have a healthy degree of self-confidence.	4.48	0.58	3	High
6	I demonstrate high energy and enthusiasm.	4.44	0.68	4	High
10	I exhibit a high degree of warmth toward others.	4.44	0.74	5	High
8	I am known for my honesty and integrity.	4.42	0.58	6	High
3	I possess substantial creativity/originality.	4.13	0.70	7	High
7	I am generally flexible and adaptable.	4.10	0.75	8	High
2	I have a high degree of cognitive ability.	4.08	0.79	9	High
1	I exhibit a healthy degree of charisma.	4.04	0.82	10	High
Total		4.31	0.50		High

It's clear from **Table (3)** that the mean of this axis (Leadership Skills), ranged between (4.50 – 4.04), where the whole axis earned a total mean of (4.31), which is considered a high level. Paragraph (4) (I have a strong desire to be a leader) earned the highest mean reaching (4.50), with standard deviation (0.83), which is considered a high level also, and paragraph (1) (I exhibit a healthy degree of charisma) came in

To calculate the stability of an instrument study, the researcher used the equation of internal consistency using Cronbach's alpha test shown in **Table (2)** the test results where the values of Cronbach alpha for all variables of the study and identification of generally higher (60%) which is acceptable in the research and studies, which gives the questionnaire as a whole the reliability coefficient ranged between (66.8 – 68.2%), as shown in **Table (2)**.

Table (2) Reliability By Cronbach Alpha

Variables	Cronbach Alpha
leadership skills	66.8
change management	68.2
All Questions	73.3

ANALYSIS OF RESEARCH QUESTIONS & HYPOTHESES TESTING

According to the purpose of the research and the research framework presented in the previous section, this section of the study describes the results of the statistical analysis for the data collected according to the research questions and research hypotheses. The data analysis includes a description of the Means and Standard Deviations for the questions of the study; Simple Regression analysis and One Way ANOVA test was used.

Research Questions

1- What are the levels of major leadership skills for each one of (PSA) Officers?

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in **Table (3)**.

last Place. It earned a mean of (4.04), and a standard deviation (0.82), which is considered a high level.

This explains that the leadership skills for each one of (PSA) Officers was in the High level.

2- What are the levels of major change management skills for each one of (PSA) Officers?

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in **Table (4)**.

Table 4: Arithmetic mean, standard deviation, item importance and importance level

No	Statements	Mean	Std. Deviation	Item Importance	Importance Level
4	I am aware that not only financial costs but psychic costs of change must be considered.	4.65	0.48	1	High
9	I am strongly committed to involving employees in the entire change process so as to increase their commitment to the change.	4.65	0.48	1	High
7	I have the capacity to be a transformational leader by creating and communicating a vision and demonstrating charisma.	4.52	0.65	2	High
1	Prefer to be proactive rather than reactive regarding change.	4.50	0.51	3	High
5	I make every effort to predict not only who might resist change but how strong that resistance might be and its source.	4.50	0.65	4	High
8	I pay as much attention to the unfreezing and refreezing stages as I do the actual change stage itself.	4.50	0.62	5	High
10	I understand OD process and the major characteristics that it is comprised of.	4.50	0.58	6	High
6	I can present a coherent set of reasons as to why employees might resist, and might not resist, a change I introduce.	4.44	0.62	7	High
3	I am alert to the possibility of an employee returning to previous habits and behaviors after a change is introduced.	4.13	0.73	8	High
2	I am acutely sensitive to the importance of employee attitudes when introducing change.	4.04	0.82	9	High
Total		4.44	0.44		High

It's clear from **Table (4)** that the mean of this axis (Change Management Skills), ranged between (4.65 – 4.04), where the whole axis earned a total mean of (4.44), which is considered a high level. Paragraphs **(4 and 9)** (I am aware that not only financial costs but psychic costs of change must be considered, and I am strongly committed to involving employees in the entire change process so as to increase their commitment to the change) earned the highest mean reaching (4.65), with standard deviation (0.48), which is considered a high level, and paragraph **(2)** (I am acutely sensitive to the importance of employee attitudes when introducing change) came in last

Place. It earned a mean of (4.04), and a standard deviation (0.82), which is considered a high level.

Table (5) Simple regression analysis test results

R Regression	R ² The Effect	(F) Calculated	(F) Tabulated	Beta Relationship	DF Degree of Freedom	Sig
0.764	0.584	64.494	1.96	0.764	47	0.000

From **table (5)** it is observed that there is a significant impact of leadership skills on change management skills among (PSA) officer in Sharjah UAE. The **R** was (0.764) at level ($\alpha \leq 0.05$), whereas the **R²** was (0.584). This means the (58.4%) of leadership skills changes resulting from the changes in change management skills. The result shows a significant impact **F Calculate** was (64.494) and is significant at

This explains that the change management skills for each one of (PSA) Officers was in the High level.

Hypotheses Testing

H01: There are no relationship between leadership skills and change management skills among (PSA) officers.

To ensure the impact of leadership skills on change management skills among (PSA) officer in Sharjah UAE, the researcher used the Simple Regression analysis to test hypothesis as follows:

Table (5) Simple regression analysis test results of the impact of leadership skills on change management skills among (PSA) officer in Sharjah UAE

level ($\alpha \leq 0.05$) compared with **F Tabulated** was (1.96), and that assures invalidity of the first hypothesis. Hence rejecting the null hypothesis that says: **There are no relationship between leadership skills and change management skills among (PSA) officers**, and accepting the alternative hypothesis.

H02: There are no differences among respondents attributed to their personal information (rank, Qualification, Experience) .

To test the hypothesis, the researcher used One Way ANOVA test to identify Leadership Skills among (PSA) Officers due to the Rank, Qualification, Experience, as shown in (Table 6).

Table (6) One Way ANOVA to identify the Leadership Skills due to the Rank, Qualification, and Experience

		Sum of Squares	DF	Mean Squares	F	Sig
Rank	Between Groups	.722	5	.144	.542	.744
	Within Groups	11.202	42	.267		
	Total	11.925	47			
Qualification	Between Groups	.530	2	.265	1.048	.359
	Within Groups	11.394	45	.253		
	Total	11.925	47			
Experience	Between Groups	1.481	3	.494	2.079	.117
	Within Groups	10.444	44	.237		
	Total	11.925	47			

Table (6) Shows that there is no statistically significant differences in the leadership skills due to (Rank, Qualification, and Experience) as (F) value was (0.542, 1.048, 2.079) respectively with statistical Significance of more than (0.05) and hence entails accepting the null hypothesis that says: There are no differences among respondents attributed to their

personal information (rank, Qualification, Experience) .

Change Management Skills

To test the hypothesis, by using One Way ANOVA test to identify Change Management Skills among (PSA) Officer due to the Rank, Qualification, Experience, (Table 7) shows the following results:

Table (7) One Way ANOVA to identify the Change Management Skills due to the Rank

		Sum of Squares	DF	Mean Squares	F	Sig
Rank	Between Groups	1.075	5	.215	1.155	.347
	Within Groups	7.821	42	.186		
	Total	8.897	47			
Qualification	Between Groups	.980	2	.490	2.786	.072
	Within Groups	7.916	45	.176		
	Total	8.897	47			
Experience	Between Groups	1.848	3	.616	3.845	*.016
	Within Groups	7.049	44	.160		
	Total	8.897	47			

There is no statistically significant differences in the change management skills due to (Rank, Qualification) as (F) value was (1.155, 2.786) respectively with statistical Significant more than (0.05) and it entails accepting the null hypothesis.

value was (3.845) with statistical Significant less than (0.05) and it entails rejecting the null hypothesis.

To identify the differences between experience in change management skills the researcher used LSD

There is a statistically significant differences in the change management skills due to (Experience) as (F)

Test for multiple comparison, and (Table 8) shows that:

Table (8) LSD Test for Multiple Comparison

(I) Experience	(J) Experience	Mean Difference (I-J)	Std. Error	Sig.
5 years and below	6-10 Years	.04444	.20171	.827
	11-15 years	-.45833*	.19036	.020
	16 years and above	-.32500-	.17577	.071
6-10 Years	5 years and below	-.04444-	.20171	.827
	11-15 years	-.50278*	.17649	.007
	16 years and above	-.36944*	.16066	.026
11-15 years	5 years and below	.45833*	.19036	.020
	6-10 Years	.50278*	.17649	.007
	16 years and above	.13333	.14615	.367
16 years and above	5 years and below	.32500	.17577	.071
	6-10 Years	.36944*	.16066	.026
	11-15 years	-.13333-	.14615	.367
*. The mean difference is significant at the 0.05 level.				

It's Clear from table (8) that the differences were in favor of (11-15 Years) and then in favor of (16 Years and above).

CONCLUSIONS

The study results showed that the levels of major leadership and change management skills of the (PSA) Officers were in high.

Also The study indicated that there is a significant impact of leadership skills on change management skills among (PSA) officer in Sharjah UAE. The findings of the study also showed no differences among respondents attributed to their personal information (rank, Qualification, Experience) . Furthermore, the results of the study analysis showed that the leadership skills and change management skills for each one of (PSA) officers was in the high level as shown in tables (3 and 4).

RECOMMENDATIONS

- 1-By using the scales mentioned in the questionnaire for measuring the leadership and change management skills, each officer should pinpoint the lowest score for each item, and detailing an action plan for how he might sharpen each of these traits.
- 2-Introducing training courses for PSA's officers in leadership skills and change management skills, depending on the evaluation scoring.
- 3-Recommend conducting other studies comparing other police science academies with regard to the topic under discussion.

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