

The Role Of Leadership Skills For Managers' Pan Of Education Educational Governorates In The Sultanate Of Oman In Raising The Efficiency Of Managers And Job Satisfaction

Dr. Mahmoud Mohammed Ali, Dr. Rashid Abdalhamaid Kirembwe, Hamid Salim Said Al Noumani

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Keywords: The role of leadership skills for managers' pan of Education educational governorates in the Sultanate of Oman in raising the efficiency of managers and job satisfaction

1-Introduction:

The concept of administrative leadership and their definitions The scientific and administrative leadership core, centered as the inefficient leadership is one of the main features with which to distinguish between successful and unsuccessful institutions. Leadership for the organization can be likened to the brain for human beings, they are which directs reaction processes, reaction, coordination and according to the circumstances surrounding it influenced and influential Balaih which they operate, and the expression of effective leadership of trace elements that suffer from shortages developed societies and developing countries alike (Aayasrh 0.2006). He noted the long (2006) concluded that leadership means the relationship between people, as resulting from the emergence of this relationship a person to bear, even if specific guidance Community and the welfare of the responsibilities of the time. And it highlights the leadership when the effect of a person for another person, or a group of people, so that directs their behavior and their efforts. Leadership realized and are part of a relationship with others. When trying to define leadership in case we discover that this term has different meanings. It was found during the last fifty years, nearly sixty-five classification system was developed, to define the dimensions of leadership. Some definitions have looked at leadership as a focus on collective operations, and another set of definitions you look at the concept of leadership through personal perspective, as you look at it the other entrances as he did, or the behavior of a leader who happens change within the group (Smith andpiele, 2009).

Knew named Billy Smith and piele leadership as "activity affects the people and make them work hard and desire; to achieve the objectives of the Community" and has known Ajami as "the art of dealing with human nature, or the art of influencing human behavior to guide a group of people toward a particular goal moral way as to ensure their obedience and trust, and respect and cooperation (Ajami.2008). He sees Alvregan and others as "activity exercised by the administrative leader in the area of decision-making, and to issue commands, managing and supervising others using official authority and through the influence, grooming in order to achieve a particular goal (Alfrejat, et al., 2009). And referred to by Aliyu as" the ability to draw the best results with your team in any given circumstance itself (Aliyu, 2001). And defined by Ted (1967 (as "the effort or the work of Tota in people and make them collaborators, to achieve the objective they want all of them to achieve, and find it valid to all of them, and they are linked together in a single cooperative" and knows Dobbins Whitman, for Oak leadership as "estimated to motivate people to struggle to achieve common goals and get the Extraordinary performance of private individuals and make things happen and get results (Oak.2005). While known Elmore (1997 (as "every social activity purposefully realizes the commander that he shared with a group grazing interests, estimated tender its members, and seeks to achieve the overall interests of the organization." He sees Petrij (2008 ("Leadership requires special education strategy should be the leader that others take part in meeting this challenge in modifying and adapting their values and change their outlook and develop new habits in behavior. "the customary Mahdi. has conventionally leadership as" influence others process in order to achieve specific goals "and known also Fullan (2013 (as" the joint work of the by the group in order to reach the desired objectives, in an atmosphere of cordiality and cooperation. The Rensis Likert (2003 (for Harem is defined leadership as "an individual's ability to influence a person, or group, and directing them, and guide them to obtain their cooperation and motivate them to work the highest degree of efficiency in order to achieve the set objectives. In the opinion Tariq (2007 (that leadership is" exciting process the motivation of subordinates, and guidance, and the selection of communication channels and effective, and if the conflicts that arise between the foundation members. He knew long

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leadership as "a group of harmonious integrated concepts, technical, humanitarian and administrative skills that must be met as well as overlapping factors related to the dimension of the Prophet of the individual on the character, and the value, and trends, and the motivation that contribute in its entirety in the construction of educational leader (2006). Commenting on the above definitions although Ketertha and diversity, however, we assembled in the same context, for example, in the first context in which administrative leadership is that it (the ability to influence) As stated in previous definitions (Aliyu, Ted, Petrij) and through reading a careful these definitions relating to this context is evident for the researcher that they are complementary to each other for example, the definition of (Aliyu) shows that the ability to influence achieved by extracting the best results among the team and agree with him in that they vary from situation to situation. the success of the leader to influence the members of his organization in a certain position does not mean necessarily success in other situations, and the failure does not mean that in a different position has succeeded in it, and this is confirmed (Gad), where he says that leadership is the outcome of the interaction between the leader and the subordinates and the position (master.2007). While the second definition Ted shows that leadership to influence covers all administrative levels, and supported the idea of Roland Haawicz where he acknowledges that "exercise leadership hostage by power and status to exercise leadership begins at all levels of the institution where the act of individuals within their power circles without someone carrying a commander renamed" Petrij 0.2007). With respect to the third definition Petrij explains that the commander's ability to influence the behavior does not mean that the behavior does not mean that the delivery to the latter, but it developed, as the commander's ability not only influence, but also includes education to adapt the behavior of individuals with environmental requirements. As regards the second context in which administrative leadership is considered as a (direct) process as mentioned in the above definitions Tariq Al-Ajmi, the researcher found that it explaining to him, he explained Tariq definition that this process can not take place without the commander of effective communication to resolve conflicts or conflicts without effective communication can not be individuals tasks of directing and prevent them from deviation and unresolved Abahat may not be achieving the goals, or they may be achieving the objectives is drawn. The definition has Ajmi pointed out that this process does not belong to the guidance issued by individual reactions, but also include directing leads within themselves to these responses from the internal forces referred to the moral force and earning their trust and obedience. As regards the third context, and which connects the administrative leadership ((achieving the objectives)) As stated in previous definitions, such as definitions and customary Mahdi, Dwinz and Pitman, in this context, the researcher believes that the definitions which described him as it demonstrates the customary definition and Mahdi replied that the targets that seek leadership management to achieve them must be clear and understandable to everyone in advance, either in terms of Dobbins definition, and Pitman for Oak Evger influence another term process of a stimulus also showed that these goals should be shared; any excellence and combine goals of the institution and individuals to obtain the expected or results may exceed expectation; through the above

comments on the previous definitions researcher believes that the majority focused on the following:

1. leadership responsibility of the Director (commander)
2. Leadership is influencing others to afflict common goals.
3. The leadership of the interactive process between the manager and subordinates

It should be noted that there is a clear focus on the individual and the role of leadership potential and capacity owned and account for them in order to convince subordinates and push them to get to achieve goals. Hence, we must not turn a blind eye to the collective role as a whole in the process of leadership and administrative, which is more effective than the role of a single person no matter what possessed the potential, skills, and abilities, leadership is a collective process and responsible of each individual institution and not a burden on one person is required every member of the Community role to play within the possibilities available to him and abilities, and everyone works collaborators to achieve a common goal for the benefit of everyone. It can be said, that leadership is a process of collectively shared by the leader and subordinates are linked to the distribution of responsibilities to each member of the group where the leader is working on the launch of the potential when subordinates and gave them an opportunity for creativity and innovation, and increase the cohesion interactive, and urged them to work together, and awaken their sense of the importance of working that they Yeh, and directs their behavior in the right direction, and make them seek to accomplish desired goals and achieve them to the fullest.

Elements of administrative leadership

During the show the concept of leadership; it consists of basic elements can be customized to the following about:

- 1) the existence of a group of individuals (subordinates) are working in the organization, or a particular institution, they have personal relationships, and seeking common goals to attain.
- 2) the presence of the commander of the members of the group, trust them, and allows them to participate in the development of solutions to the outstanding problems and provide them with information, and take their opinion, and Issarham; because he believes in the policy of open doors, and has the ability to positively influence their behavior and directing them to do tasks with enthusiasm and effectiveness, and freedom, without imposing on them the action steps, and weighed between their relationship and achieve tasks entrusted to him, so as not to overshadow one over the other.
- 3) the existence of a common goal of the group is seeking to achieve, since they must each group operating in any institution or organization of goal seeking attainable, otherwise the disappearance of its existence at all, must be the leader to be more members of the group's ability to motivate, to achieve this goal.

The difference between leadership and management of As already pointed out the definitions of leadership and management so that we can highlight the differences

between each of the leadership and management will be a valuable show follows the definition of administration. The administration is not the result of social and economic development, but it is updated for this development, but the secret of development lies not in how Tosifadtha and exploitation and the use of manpower and carry them to the best of their energies creatively extract even in the presence of a conscious management based on sound scientific grounds (Ahmed.2003). As the master sees that the administration means "the completion of the business of business by others (subordinates) to maximize the human side of management, as well as the administration congratulates (shroud) means that" management is the ability to do the work by others (Mr.2007). As Naraa known as "directed activity a group of individuals and their efforts towards the implementation of a common goal by organizing these efforts and coordinate (Naraa.1993). And stood for workers Pierre Gardler, Pierre Gardillier and Philip Borg philippe burg that the administration is doing the leadership and guidance of touch "and the act requires a clear vision to see the result sought by the Director. It also requires a certain orientation, to be followed until the result is achieved, the need for financial resources, The human and material to enable the Director of Alqam mission in full, in terms of planning, organization, direction, motivation; even realized goals. (Allal. Bourahla, 1993). As Egypt's see if management is "Leadership on the achievement through the use of human and material resources available in order to achieve certain goals (Egyptian, et al, 1997). And, however, the researcher through a comparison between the command definitions and management that they are close as the assignment of tasks, guidance, decision-making and achieving goals are all matters concerning the leadership and belong to the administration but assign tasks to others and motivate them to accomplish takes a special character in both concepts, and while overshadowing the exercise of leadership character the unofficial practice of management dominated by formalized. Through a careful reading of the above it can be seen for the researcher: That leadership look to the strategic development phase is to determine the future vision of the leader but look management of this stage they are planning to accomplish the goals, and the stage of implementation of the strategy A look to leadership is motivating followers and push them towards the accomplishment to achieve the goals, and the look of the Governing They divide the tasks and the following identifying responsibilities and authorities as well as needed to fulfill these tasks and the time period with respect to strategic control of the stage to look for someone driving on the stage at which they answer the leader to help them in overcoming his followers The odds and what used to do rests with the achievement of the goals and accomplish the tasks before a deviation As for the management Venzerttha during this phase to do corrective actions by re-planning, organizing guidance and once again control after the deviation and therefore notes that a flexible command and process primarily and the administration are routine and therefore concludes the commander of the administrative leadership that dominated in the exercise of its functions to private management under the environmental challenges faced by a day and require more flexibility to achieve environmental adaptation.

The importance of administrative leadership

The leadership of the institutions and the continuation of a vital element, and prosperity of the activities, and the various operations, is not surprising then to see senior management in institutions spend a lot of money in search of talent for leadership, and then trained and developed. The complexity of administrative processes and the trend to the large size of the institutions, and the multiplicity of internal relations, and external, as well as the impact of political, economic, social and technological conditions on these institutions requires them to continue research and to continue in the selection and innovation and development which are not realized only under the administrative leadership of the conscious and receptive. In this administrative leadership is the peak of EDM, the commander is responsible for for trade and coordination between all the productive elements, especially the human element, and achieve the goals of the institution through the leadership of individuals is at stake president of the effectiveness of leadership and management or weakness (Lafa.1985). Administrative leadership in being the link between individuals and sources available in the enterprise together to achieve and accomplish things may be impossible to achieve without this kind of link and also highlights the impact on human behavior in general, and administrative behavior in particular Commander (consultative), for example, It creates an atmosphere where humanitarian work provides an opportunity for subordinates to contribute to a lot of administrative processes, which easily reflects their values and attitudes towards work and towards their leader, and this helps to understand the commander and his staff Hassan Their leadership. Since subordinates need a leader concerned with human values and respect the ongoing individual Almohb, working on Ejad climate and work environment conducive to excellence and creativity and risk-taking, and the delegation of authority, the leaders, in turn, need to subordinates reluctant to take responsibility, maturity, and aspire to do better, not to subordinates only following orders (Hariri.2000). And leadership in the field is the essential foundation in influencing subordinates and earn their obedience and their interaction in a positive, because the leadership skill in gaining satisfaction, and acceptance of psychological subordinates, and the development of their motivation to work and tender, the Director as a leader to be able to apply administrative functions properly from the planning, and regulation and supervision as well as the ability to estimate the good work and provide the necessary incentives to work to push forward always, and being able to achieve the desired goals (Hariri.2010). Hence, it turns out the importance of leadership on the mind interaction and cooperation and understanding between the leader and his subordinates process. And leadership are needed for the life of human society until resulting from their lives and justice is done and is transmitted without the strong eat the weak, and the importance of leadership is also mentioned in his book Al-Ajmi recent trends in administrative leadership (Al-Ajmi.2007). It is the link between the workers and plans of the organization and perceptions of future, positive forces circulate in the enterprise, and the delegation of the negative aspects as much as possible to control the labor problems, and the fee required for the process development and training and caring individual plans, since they are capital importantly, resources Top cope with the surrounding and employment changes to the service organization. It is clear

from the opinion of Lafa also the importance of leadership stems from the following: (Lafa 0.1985 (.Without administrative leadership Manager can not convert the goals required of it to the results, and without administrative leadership loses planning, organization and control their influence in achieving the goals of the institution, and without administrative leadership becomes all the productive elements ineffective, and impact. Without administrative leadership is difficult for the organization to deal with the external environment variables that affect directly or indirectly to the achievement of the organization to its goals The researcher believes that the importance of leadership is that they heartbeat of any organization that is, the key factor in the success or institution failure, whether practical or his experiences, Commander is an important element in the success or failure, and the extent of its impact on human behavior of the individual, which is reflected on the production work, whether negatively or positively, the fundamental forces that affect all elements of the organization, as well as the basic foundation in influencing subordinates and earn their obedience and interact positively. And that any institution want more development and progress in the modern era it has to care about the important role played by the leader in the life of the institution and its continuity in the progress and success.

Types of administrative leadership

Include any combination of leadership functions exercised by those involved or elected members of the Foundation, and assigned the task of directing subordinates and supervise the work of organizational units, such as: General Manager, and Head of the Department and to be able to do this institution gives them official authority Such persons exercising leadership they commander by virtue of their jobs and official positions, However, he notes, in many cases the appearance of members of the groups exercising leadership on an informal basis, they are the leaders of non-official (Grimm.2009). In this leadership it can be classified into formal and informal as follows (Abboa.2007):

Official Leadership

Leadership is exercising its functions according to the method of regulation (ie regulations and laws) that regulate the work of the Organization, Commander which functions of this logic be specific powers and responsibilities of his position by the laws and regulations in force.

Informal leadership

Is that leadership exercised by certain individuals in the organization, according to their abilities and leadership talents and not their status, job status, some of whom have lemon in the executive management level or management of direct, but the talents of leadership, and the strength of his character among his colleagues and the ability to act, movement, and discussion, and persuasion makes him commander is successful, there are a lot of trade unionists in some organizations have leadership talents constitute a compressive strength on the administration in those organizations. The general, both of the two types of leadership indispensable institution in the formal and informal leadership collaborators often; to achieve the organization's goals and rarely meet, in one person.

Leadership Styles

First, the concept of leadership style It can be said that the type of leadership is the method used by the commander of a self-guided him to lead his subordinates and get them to perform the task and differs from the directive from person to person in terms of the degree of attention to the human element or performance and production (Fayad, 1995). He knew Kotter leadership style according to the behavioral perspective that actual behavioral trends that you choose the administrative leader and works within the institution whereby After framework that defines his relationship with subordinates. Jawad style leadership also knew that the method often practiced by the commander in his dealings or interaction with the community perceived him and that on the basis of which determine the effectiveness of the leadership role (Jawad al, 1989). From the perspective of a researcher for the style leadership that such conduct or method used by the commander to direct subordinates to perform their work and duties required of them; to achieve the planned objectives to the fullest and is different from this pattern by conduct or method followed by the leader can be either autocratic or democratic or Trussela pattern (Tzipi) and from here will address the researcher to know these patterns separately as follows:

Second, administrative leadership styles:

People practiced all leadership in their words and their actions, in the house and work and in their relationships with others; because the leadership is not just the role that love him, but a way of thinking, a way of life, and different commander regarding the exercise of leadership tasks, and their interaction with the followers, it depends leadership style to the type expectations which comprise the commander of the followers, despite the developments and changes that were made in the field of educational leadership. However, the difference between educational leaders, is still on the list of best management techniques and styles that should be used when performing administrative tasks (Aerava, 1997). The concept of administrative leadership and their definitions The scientific and administrative leadership core, centered as the inefficient leadership is one of the main features with which to distinguish between successful and unsuccessful institutions. Leadership for the organization can be likened to the brain for human beings, they are which directs reaction processes, reaction, coordination and according to the circumstances surrounding it influenced and influential Balaih which they operate, and the expression of effective leadership of trace elements that suffer from shortages developed societies and developing countries alike (Aayarsrh 0.2006). He noted the long (2006) concluded that leadership means the relationship between people, as resulting from the emergence of this relationship a person to bear, even if specific guidance Community and the welfare of the responsibilities of the time. And it highlights the leadership when the effect of a person for another person, or a group of people, so that directs their behavior and their efforts. Leadership realized and are part of a relationship with others. When trying to define leadership in case we discover that this term has different meanings. It was found during the last fifty years, nearly sixty-five classification system was developed, to define the dimensions of leadership. Some definitions have looked at leadership as a focus on collective operations, and another set of definitions you look at the

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Through a careful reading of the above it can be seen for the researcher:

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The importance of administrative leadership

The leadership of the institutions and the continuation of a vital element, and prosperity of the activities, and the various operations, is not surprising then to see senior management in institutions spend a lot of money in search of talent for leadership, and then trained and developed. The complexity of administrative processes and the trend to the large size of the institutions, and the multiplicity of internal relations, and external, as well as the impact of political, economic, social and technological conditions on these institutions requires them to continue research and to continue in the selection and innovation and development which are not realized only under the administrative leadership of the conscious and

receptive. In this administrative leadership is the peak of EDM, the commander is responsible for for trade and coordination between all the productive elements, especially the human element, and achieve the goals of the institution through the leadership of individuals is at stake president of the effectiveness of leadership and management or weakness (Lafa.1985). Administrative leadership in being the link between individuals and sources available in the enterprise together to achieve and accomplish things may be impossible to achieve without this kind of link and also highlights the impact on human behavior in general, and administrative behavior in particular Commander (consultative), for example, It creates an atmosphere where humanitarian work provides an opportunity for subordinates to contribute to a lot of administrative processes, which easily reflects their values and attitudes towards work and towards their leader, and this helps to understand the commander and his staff Hassan Their leadership. Since subordinates need a leader concerned with human values and respect the ongoing individual Almohb, working on Ejad climate and work environment conducive to excellence and creativity and risk-taking, and the delegation of authority, the leaders, in turn, need to subordinates reluctant to take responsibility, maturity, and aspire to do better, not to subordinates only following orders (Hariri.2000). And leadership in the field is the essential foundation in influencing subordinates and earn their obedience and their interaction in a positive, because the leadership skill in gaining satisfaction, and acceptance of psychological subordinates, and the development of their motivation to work and tender, the Director as a leader to be able to apply administrative functions properly from the planning, and regulation and supervision as well as the ability to estimate the good work and provide the necessary incentives to work to push forward always, and being able to achieve the desired goals (Hariri.2010). Hence, it turns out the importance of leadership on the mind interaction and cooperation and understanding between the leader and his subordinates process. And leadership are needed for the life of human society until resulting from their lives and justice is done and is transmitted without the strong eat the weak, and the importance of leadership is also mentioned in his book Al-Ajmi recent trends in administrative leadership (Al-Ajmi.2007). It is the link between the workers and plans of the organization and perceptions of future, positive forces circulate in the enterprise, and the delegation of the negative aspects as much as possible to control the labor problems, and the fee required for the process development and training and caring individual plans, since they are capital importantly, resources Top cope with the surrounding and employment changes to the service organization. It is clear from the opinion of Lafa also the importance of leadership stems from the following: (Lafa 0.1985 (.Without administrative leadership Manager can not convert the goals required of it to the results, and without administrative leadership loses planning, organization and control their influence in achieving the goals of the institution, and without administrative leadership becomes all the productive elements ineffective, and impact. Without administrative leadership is difficult for the organization to deal with the external environment variables that affect directly or indirectly to the achievement of the organization to its goals The researcher believes that the importance of leadership is that they heartbeat of any organization that is, the key factor in

the success or institution failure, whether practical or his experiences, Commander is an important element in the success or failure, and the extent of its impact on human behavior of the individual, which is reflected on the production work, whether negatively or positively, the fundamental forces that affect all elements of the organization, as well as the basic foundation in influencing subordinates and earn their obedience and interact positively. And that any institution want more development and progress in the modern era it has to care about the important role played by the leader in the life of the institution and its continuity in the progress and success.

Types of administrative leadership

Include any combination of leadership functions exercised by those involved or elected members of the Foundation, and assigned the task of directing subordinates and supervise the work of organizational units, such as: General Manager, and Head of the Department and to be able to do this institution gives them official authority Such persons exercising leadership they commander by virtue of their jobs and official positions, However, he notes, in many cases the appearance of members of the groups exercising leadership on an informal basis, they are the leaders of non-official (Grimm.2009). In this leadership it can be classified into formal and informal as follows (Abboa.2007):

Official Leadership

Leadership is exercising its functions according to the method of regulation (ie regulations and laws) that regulate the work of the Organization, Commander which functions of this logic be specific powers and responsibilities of his position by the laws and regulations in force.

Informal leadership

Is that leadership exercised by certain individuals in the organization, according to their abilities and leadership talents and not their status, job status, some of whom have lemon in the executive management level or management of direct, but the talents of leadership, and the strength of his character among his colleagues and the ability to act, movement, and discussion, and persuasion makes him commander is successful, there are a lot of trade unionists in some organizations have leadership talents constitute a compressive strength on the administration in those organizations. The general, both of the two types of leadership indispensable institution in the formal and informal leadership collaborators often; to achieve the organization's goals and rarely meet, in one person.

Leadership Styles

First, the concept of leadership style

It can be said that the type of leadership is the method used by the commander of a self-guided him to lead his subordinates and get them to perform the task and differs from the directive from person to person in terms of the degree of attention to the human element or performance and production (Fayad, 1995). He knew Kotter leadership style according to the behavioral perspective that actual behavioral trends that you choose the administrative leader and works within the institution whereby After framework that

defines his relationship with subordinates. Jawad style leadership also knew that the method often practiced by the commander in his dealings or interaction with the community perceived him and that on the basis of which determine the effectiveness of the leadership role (Jawad al, 1989). From the perspective of a researcher for the style leadership that such conduct or method used by the commander to direct subordinates to perform their work and duties required of them; to achieve the planned objectives to the fullest and is different from this pattern by conduct or method followed by the leader can be either autocratic or democratic or Trussela pattern (Tzipi) and from here will address the researcher to know these patterns separately as follows:

Second, administrative leadership styles:

People practiced all leadership in their words and their actions, in the house and work and in their relationships with others; because the leadership is not just the role that love him, but a way of thinking, a way of life, and different commander regarding the exercise of leadership tasks, and their interaction with the followers, it depends leadership style to the type expectations which comprise the commander of the followers, despite the developments and changes that were made in the field of educational leadership. However, the difference between educational leaders, is still on the list of best management techniques and styles that should be used when performing administrative tasks (Aerava, 1997).

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