

Impact of practice of the leadership behavior patterns on the choice of the strategic alternative at family companies in Jordan

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ABSTRACT

The study aimed to identify the impact of practice of the leadership behavior patterns on the choice of the strategic alternative at the family business in Jordan. The study population consisted of family companies in the Amman city, was chosen as the most Congested by the family businesses, was chosen as a random sample of (100) company, has been randomly selecting (400) manager was distributed a questionnaire study on them, they were retrieval (372) thereof, and the number of good ones for the purposes of the statistical analysis (360) questionnaire. The study found several results, most notably: the pattern (democratic) is prevalent pattern among managers of family businesses in Jordan. There is a statistically significant impact at the significance level ($\alpha = 0.05$), for the behavior patterns of the leader collectively which are (dictatorial, autocratic, democratic, Altersla, and transformational), on the choice of the strategic alternative at family companies in Jordan.

There is a statistically significant a negative impact at the significance level ($\alpha = 0.05$), for any one of the patterns (dictatorial, autocratic, and democratic), on the choice of the strategic alternative at family companies in Jordan. Also, there is a statistically significant a positive impact at the significance level ($\alpha = 0.05$), for any one of the patterns (Altersla, and transformational), on the choice of the strategic alternative at family companies in Jordan.

The study concluded that a number of the recommendations were the most important: the need for a good choice for the director of the factory is capable of use the appropriate pattern the leader of a position in the work because of its good impact on the performance of employees in the factory. And work to encourage the practice of democratic pattern, and transfer pattern as they a positive relate closely activate the performance of the subordinates, and the reduction of the practice of patterns (dictatorial, and autocratic) as possible.

1. INTRODUCTION:

The leadership is one of the central determinants that contribute to determine the nature of the interactions within the group, and a leadership practiced a major role in economic activity through the influence in directions employees and their behavior and the extent to unite the Organization's objectives, as well as the nature of leadership determines the characteristics of the work environment that employees requires where most of their time, which affect the extent of satisfaction with their work and their life in general (Shawki, 1993). That any leader of any institution is located it upon himself and the team that works with the responsibility of achieving the objectives of the institution, and the objectives of their employees, where is the leadership behavior is the main factor in the success of the institution or failure, and that because of its crucial role in influencing on the behavior of the group members in the creation of effective organizational climate in which the leader is able to carry out his duties to the fullest (Al-Ashkar,1994). Since the success of any contingent institution extent of achieve the planned objectives, the role of administrative leaders is to work on the choice of the alternative strategic with high-quality, so that remain their institutions worthy of the right to be present in the future, is that the role of these leaders varies depending on leadership patterns and methods pursued by every leader in the choice of the strategic alternative in the institution. So, this study were underline the role of any pattern of the leader on the choice of the strategic alternative family companies in Jordan, and to identify the most effective pattern in the choice of an alternative that is committed doing all organizational levels in the company, as the leadership pattern practiced by the leader in the its oversight of subordinates significant impact the quality and effectiveness of the strategic alternative to the company and to accept and the commitment of employees to implement it.

2. METHODOLOGY:

2.1. The Study Problem:

Despite the many transformations witnessed by the family companies in Jordan about the organizational, economic and legislative environment, and its impact on the expected roles of leaderships and administrative levels, the vision is still are unclear to the nature of these leaders, given the paucity of studies dealing with patterns, and the impact on the choice of the strategic alternative. From here this study was to shed light on the impact of different patterns of behavior on the choice of leader of the strategic alternative in the family companies in Jordan. So, this study is trying to answer on the following questions:

a. What the leadership behavior pattern prevalent among the managers of the family companies in Jordan from the perspective of their employees?

b. What the impact of applying the leader behavior patterns on the choice of the strategic alternative at the family companies in Jordan?

2.2. The Study Objectives:

This study aims to achieve the following:

- a. Recognize a concept of the leadership behavior and the literature that are looking in it.
- b. Identify the leadership behavior patterns among managers of family companies so that they can enhance the positive patterns, and work on the training and qualifying persons with the negative directions.
- c. Understanding of the role played by the variation of leadership behavior patterns for the managers of the family companies and its relationship to choice of the strategic alternative.
- d. Analyzing the impact of applying the leadership behavior patterns among the companies' managers on the choice of the strategic alternative in the family companies in Jordan.

2.3. The Study Importance:

The importance of the study is shown as follows:

- a. Shedding light on the leadership behavior patterns among the managers of the family companies because of the scarcity of studies that have looked at this subject.
- b. Detection of the leadership behavior pattern was followed by the managers of the family companies and the reflection of the impact of this pattern on the choice of the strategic alternative.
- c. May contribute the results of this study is to provide managers and owners of the family companies by feedback to the self evaluation process of the impact of the leadership behavior pattern to choose the strategic alternative of the family companies in Jordan.
- d. Are expected to be benefit from the results of the study in the framework of activating and improving and developing the leadership behavior patterns which will reflect on the leader's skills of these companies through participation in courses, programs and workshops benefit them in it.
- e. Display a set of recommendations that can benefit the managers' family companies for upgrading their performance.

2.4. The Study Hypothesis:

H₀: There is no a statistically significant at the significance level ($\alpha \leq 0.05$), to practice of the leadership behavior patterns (dictatorial, autocratic, democratic, Altersla, and transformational), on the choice of the strategic alternative at the family companies in Jordan.

2.5. Previous Studies:

Any of the studies are not available for the researcher in leadership behavior in the family companies, the researcher depend on the similar studies in the private and public companies as well as the government organizations:

1. Eran (2007) conducted study aimed to identify the relationship between the leadership styles (Transformational, and procedural) regulatory policies and performance of employees, also aimed at the use of perceptions of organizational politics as a mediator in this relationship. The researcher used a questionnaire for the purposes of the study, it has been distributed to the employees working in the public security institutions in Israel, and the number of the sample was (201) employees. The study concluded that there is a positive relationship between transformational leadership style and professional performance, as well as that the existence of a positive relationship between the transformational leadership style and behavior of organizational citizenship, and the existence of a negative relationship between the procedural leadership style and professional performance, and there is a negative relationship between procedural leadership style and behavior of organizational citizenship.

2 Almusri (2008) conducted study aimed to identify the leadership pattern to the presidency of the Al-Aqsa University as seen by the employees at the university, and to know if there is a statistically significant differences in the employees vision of the leadership pattern prevailing at the presidency of the university attributed to the variables (sex, specialty, job title, years of experience, educational qualification, and experience in administrative work). The study found the rule of autocratic leadership pattern, and there is no a statistically significant differences in the employees vision for prevailing pattern of leadership exception the specialization in favor of Arts.

3. Shehadeh (2008) conducted study aimed to find a relationship between leadership behavior patterns and patterns of communication in academic administrators from the perspective of teaching faculty members at the Palestinian universities. The results showed that the democratic pattern is the most common in academic administrators in Palestinian universities, followed by a dictatorial pattern, then Altsepa pattern. The study

results also showed that there exist a statistically significant correlation between the leadership behavior patterns and the communication patterns among academic administrators in Palestinian universities and the democratic pattern is the pattern with Top correlation between leadership patterns.

4. Aharuddin (2008) conducted study aimed to study the differences between institutional culture and leadership patterns used by local and foreign companies in Malaysia, and study the relationship between corporate culture, pattern of leadership and the performance of local and foreign companies. The results showed that both local and foreign companies practiced different groups of the culture in the workplace, which it showed that the vast majority of local companies tend to adopt a hierarchical culture, while most foreign companies adopt a results-oriented culture. As for the pattern of leadership, the results show the similarity of the methods used by leaders in both types of organizations. The results also showed high dependence between corporate culture and leadership patterns, but there is no existing correlation in the local companies. Finally, the results indicated that there was no correlation between the corporate cultures and performance, and there exist a correlation between leadership patterns and the company's performance in both types of organizations.

5. Chien -Wen (2009) conducted a study aimed to recognize the leadership style and Job Satisfaction in International Tourist Hotels, especially in hotel management. This study highlights the relationship between the administrative leadership style, initiation, identifying and organizing work and satisfaction; to understand and consider the feelings of others: The researcher used a questionnaire to collect information from employees who work in the International Tourist Hotels, where (500) questionnaires were distributed on the study sample, and (300) were restored which forms (73%). The study concluded that the employees are more satisfied with the leadership style in which the leader respects his employees, and focus on the development of relations with them, with the leadership style the leader focuses on the job and its organization and distribution of tasks and burdens on workers. The study also found no differences in the vision of the respondents towards the leadership styles regardless of the amount of salary, and it became clear that they prefer the leadership style that focuses on improving relationships with them.

6. Shaqer, Hassan (2009) conducted a study aimed to analyze the effects of perceived leadership styles in light of the overall theory of leadership, which include transformational leadership, Laissez- Faire, procedural on organizational commitment. The study sample included (589) local employees of UNRWA employees in the five areas of its operation (Gaza, West bank, Syria, Lebanon). Results of the study showed that its officials did not have a clear leadership style. It also showed the existence of a positive relationship between transformational leadership style and career commitment, stronger than those of the procedural leadership style it showed. However, While Laissez- Faire leadership style had a negative relationship with organizational commitment.

7. Al-Fehaidy (2009) conducted study aimed to recognize the leadership behavior patterns prevailing among education departments managers in Taiz governorate in the Republic of Yemen and its relationship to the organizational climate from the perspective of heads of departments working with them. The study found that all leadership patterns prevalent in the education departments in Taiz governorate and moderately. There is a negative relationship between autocratic pattern and organizational climate as a whole, while there is no relationship between the free pattern and democratic leadership pattern and organizational climate in the education departments in Taiz governorate.

8. Maghari (2009) conducted study aimed to identify the dominant leadership pattern for education directors in Gaza governorates from the point of view of employees in the directorates of education, and the extent of the practice of Education managers for educational decision-making stages in accordance with the scientific method. The researcher used the analytical descriptive method, and to achieve the objectives of the study he has built two questionnaires, one to determine the style of the leadership dominant, and the other to measure the extent of the practice of education managers for the stages of educational decision-making in accordance with the scientific method. The study community consisted (232) employees, and the study sample consisted (180) members of the (assistant manager, heads of departments, supervisors educators). The study found that the dominant leadership style is democratic style, followed by the free style, then autocratic pattern. The study also concluded that there is an the existence of a positive relationship between the democratic style and decision-making process, and a weak positive correlation between Laissez- Faire leadership style and decision-making process, while there is a weak negative correlation between autocratic leadership style and decision-making process.

3. Theoretical Framework:

3.1. The Leadership Behavior:

Is a combination of qualities, skills and attitudes and behaviors of internal and external expressions are used to interact with the staff (Lussier & Achua, 2004), which is seeking through which the commander to achieve compatibility between the ingredients and the quality and the requirements of the organizational and social structure in which they live process. It features a leadership behavior as meaningful activity, as acting commander in the direction of achieving certain objective or to satisfy a need or desire to display, a diverse behavior of his multiple images are compatible with the nature of the positions that deal with (Block, 2003).

There are many variables affect the formation of leadership behavior, including:

- a. Personal commander: because the commander up to the position he holds ideas and values that have been affected in the social raise him and previous experience gained through his work with others.
- b. Personal followers: the tyrant is made by around him, as the responses of personnel actions represent the basic premise to determine the nature of the relationship between the leader and followers.
- c. the quality of work, as the leadership and social management process designed to organize individuals and create a set of common values that motivate them to achieve the best results.
- d. the regulations and laws that govern the work, as it represents the official or customary laws governing the work of any organization or group control its constitution governing relations between individuals and determines the duties and rights.

3.2. Leadership Patters:

It can be classified as basic leadership patters as follows:

a. Dictatorship Leadership: This pattern characterized by the leader of the dictatorial centrality of absolute power, the love of system and compliance with legal concepts and the appearance of his power, he does not delegate his power because he did not trust his subordinates, so it is unique in the decision and then declares them, and the way he appears through controlling his behavior, which makes it tough and strict with them. According to the study of the University of Central Florida that the creativity of employees is through the threat of rebuke and coercion and reward and punishment for the patch and forcing subordinates to work (Kenaan, 2007: 155), and the leader does not connect to his subordinates only when offering them business forms , therefore, be connected only from top to bottom, does not give way to subordinates to share the process of leadership, offer a sacrifice the interests of others in order to maintain his power, and differentiate between subordinates to stay in control of everyone, which weakens his subordinates and lower their morale.

b. Autocratic Leadership: This pattern of leadership interested by focusing on the work (tasks and the initiative structure), as indicated his University of Michigan studies and Ohio State University, so he focuses on leadership practiced control in order to get the job done quickly, or that are highly dependent on the command staff version instead of offering a lot for clarification or dialogue. The leader characterized by autocratic of the centrality of power and lack of the field given to subordinates to participate in the process of leadership, an active leader, works hard and is not a ruler despite the centrality, and effective in persuading subordinates, which in his dealings with subordinates realizes that he could use his authority to force them to perform the work, but he prefers to behave first with them by persuasion as much and found that this method is not feasible resorted to coercion, as he believes in to participate in decision-making and its way in then get the approval of subordinates and acceptance of the decisions taken by the Mindful of the workers gain satisfaction by persuasion as much is better than threatening them and pressure them to implement it (Fahmi, 2003: 524).

c. Participative (Democratic) Leadership: Participation leadership-minded leader A Pioneering, and the perception of imaginative & adventuresome enable employees to make decisions of interest to the organization (Smith, 2008), it is asking for and encourages everyone to participate in decision-making in order to improve the Organization's (Wolf, Boland & Aukerman 1994), this participation result in a raising the morale of the individuals and increase their loyalty and commitment (Aayasrh, 2006: 116) leadership. Post explores the talents potential person, and determine bonuses, authorizes the power, and explain and make it easier for the person how they can contribute to achieving objectives of the organization (Thyer, 2003), and being rewarded the staff by achieving financial gains positive evaluations that in turn increases the motivation and sentiment is (Murphy, 2005), which is characterized by mutual respect and satisfy the needs of both the leader and the followers, and the task of a coordinating the leader rather than guidelines. and the Democratic leader plays a prominent role in the development of innovation and achieve cooperation and launch capabilities and capacities of his subordinates underlying (Al-Magriby, 1995).

d. Anarchism Leadership: It is characterized by that accommodation of subordinates to act freely, to do what they want in terms of setting objectives and determining routes accessible. And it leaves the leader full responsibility for subordinates to do the coordination and organization, which will reflect negatively on the organization in terms of duplication of efforts and wasting time and conflict of roles and delay achievement and increase the problems between the circles. The leader here is characterized by the expansion of the delegation of authority on a wider scale) (kenaan, 2007: 253), frequency and instability, also lacking enthusiasm and motivation and the weakness of its impact on subordinates. This type of leadership is practiced little control over their followers, and allow them to freely carry out the tasks entrusted to them without direct supervision to give up the leadership of non-interference from the powers gives the freedom of the staff and wide to develop a working relationship in an informal setting and generates a an opportunity to be successful in making their own decisions can be lead to inflating its power and influence (McGuire & Kennerly, 2006).

e. Transactional Leadership: It is the basis for most leadership theories, as its name implies, involves the "transaction" or trade-off between the leader and the subordinate, whether reward or discipline (Fry, 2003). Interactive the leader is interested in the results and focuses his work on the search interchange between him and his subordinates and adjusts their business through the use of the prizes and rewards and praise and promises sanctions or, where there are mutual agreements between the leader and his followers, once to achieve the business objectives, rewarded them. e. The Transactional leaders develop the visions and are leading the way (Taylor, 2009), and provide followers what they want, and care about always how to balance improve the quantity and quality of performance, and how to replace the objective of another, and the reduction of the underground resistance and turn it into group activities, and attention to on how to apply these activities (Northouse, 2004).

f. Transformational Leadership: Is a leading pattern applies between commanders and subordinates, and is used by leaders to change the status quo definition of subordinates' problems existing in the organization in which they work, through inspiration, persuasion and excitement, in order to achieve a high level of visibility, to achieve common objectives (Lusser & Achua, 2003). It enhance trust in the The staff and respect for the leader by a fundamental change in the value of work, and provide incentives to subordinates, and enhance the development of their potential (Fry, 2003), and the transformational leadership based on what more than keep pace with followers, to guide the transitions in their beliefs, their values, and their needs, and are trying to succeed in provoking, stir colleagues, subordinates, customers, toward a broad perception task of the results, and that this high level of perception provides the leader vision and self-confidence , and strengthen the success of the show about what he sees as right and good.(van Eeden, Cilliers, & van Deventer, 2008)

3.3. The Concept of Family Companies:

It represents the oldest and largest species prevalent in businesses all over the world, and it refers to any company owned primarily for individuals belonging to a particular family, and plays the family entity influential and supervisory administrative and financial role in the present and future of the company operations in order to achieve current and future benefits (Gibb Dyer, 2006). The family ownership of the company occurs when certain families owns all of the company or the majority of its shares or control part of them, and play an active role in the development of strategies and operation of the daily work (Chua et al., 2001). Habbershon & et, al., (2003) define the family companies as the companies that operated or controlled by a group of people whose interests are tied together by the unity of the family.

The family company operates through components the participation of family members in the company: ownership, management, or business succession. The survival rate of the family business after generation is extremely low-founder, and it is estimated that less than a third of them survive to the second generation, and 13% survive the third generation (Miller & et al. 2006). Zeidan (2004) indicates to the probability of the continuity of family businesses, increase if the families that owned enjoyed by force, and cohesion. Aldrich and et, al., (2003) Shows that the family companies are distinguished from non-family businesses that professionally managed in many elements, such as continuity of purpose, the entrepreneurial spirit, dedication and commitment, and the reputation of the family, integrity, leadership, and culture of family, and the speed of making decision, flexibility, and succession.

3.4. The Strategic Alternative:

Most researchers agree in the field of strategic management at the strategic choice is the result of a sequential and interdependent steps process, it is beginning display the strategic alternatives and then evaluate the alternatives available to them and of the executable in accordance with the standards imposed by the strategic selection process (Macmillan & Tambo, 2000: 145) be crowned at the end of the decision It represents the best strategic alternative is preselected from a range of available alternatives, ultimately leading to a greater chance of achieving the organization's mission and objectives (Wright & et..al.1998: 155). And see (Thompson. 1999: 606) that the strategic option is that choice which corresponds to the needs and priorities of the organization, and is able to achieve its objectives, and the objectives of stakeholders and rights associated with the organization more than the parties affected by it as, more than any other alternative (Al-Ghalibi, 2007: 401). As well as see that the strategic option is the result of the process of trade-off between the possible and executable alternatives available, and based on specific criteria through the exploitation of the strengths and avoid the weaknesses and seize the environmental opportunities and avoid potential threats.

4. Method and procedures:

4.1. Study Approach:

This study was based on descriptive analytical method by reviewing the administrative literature relating to the leadership behavior and its patterns, and the strategic alternative, family businesses, and related studies, in addition to applying the study tool for data collection, and analysis to achieve results contribute to provide a set of recommendations.

4.2. The study population and sample:

The study population consisted of the family companies in the Amman city, was chosen as the city of Amman as the most busiest family companies, was chosen as a random sample of (100) company, has been randomly selecting (400) manager, and was distributed a questionnaire study on them, they were retrieval (372) questionnaire of them, and the number of good ones for the purposes of statistical analysis (360) questionnaire.

4.3. The Study Tool:

The researcher prepare a questionnaire in the initial its image, which included (66), items, and Appendix (1) shows the questionnaire in its final form, which includes the (60) item. Then it was to be test the validity and reliability of the tool as follows:

a. Tool Sincerity:

Sincerity test The tool was presented to a group of the arbitrators specialists from professors in Jordanian universities, in order to rule on the validity of The tool where questionnaire was modified in line with the views of the proposed arbitrators. Where it has been deleted and modified questionnaire in the light of their proposals after recorded in the model is set up, has been accepted paragraphs, if approved by more than 80% of the arbitrators, and amended if approved by 60-80% of them, and rejected if approved by less than 60% of the arbitrators.

b. Tool Reliability

To check the questionnaire reliability, the stability coefficient was calculated the (internal consistency of the questionnaire items) of the tool using coefficient (Cronbch's Alpha). As shown in Table (1):

Table 1. Results of the Tool Reliability

The Variables	N	Cronbach's Alpha
Dictatorial pattern	8	0.804
Autocratic pattern	7	0.773
Democratic pattern	13	0.742
Altersla pattern	10	0.816
Transformational pattern	12	0.824
Strategic alternative	10	0.729
Overall Tool	60	0.937

5- RESULTS AND DISCUSSION

This section devoted to present the results of statistical analysis of data subjects' responses of the study sample, which was reached through the use of Statistical Package for Social Sciences (SPSS), in order to answer the study question and test the hypothesis, as follows:

5.1. The Results Related to the Study Question

What the leadership behavior pattern prevalent among the managers of the family companies in Jordan from the perspective of their employees?

To answer the study question, it has been calculated the means and standard deviations to estimate the employees responses on each pattern of the leadership behavior. Table (2), refers to the results of the employees responses at family companies in Jordan, about the leadership behavior pattern prevalent among the managers:

Table 2. Means and Standard Deviations for the Leadership Patterns

No.	Leadership Patterns	Mean	Std. Dev	Rank	Practice level
1	Dictatorial pattern	4.22	0.44	4	High
2	Autocratic pattern	4.02	0.49	5	High
3	Democratic pattern	4.27	0.30	1	High
4	Altersla pattern	4.23	0.39	3	High
5	Transformational pattern	4.25	0.36	2	High

The results in Table (2), explained that the means of the leadership behavior patterns which are (Dictatorial pattern, Autocratic pattern, Democratic pattern, Altersla pattern, and Transformational pattern), (4.22, 4.02, 4.27, 4.23, 4.25) respectively, and all the means larger than the test criteria (3) of (5) on (Likert Scale). These results indicates to possession of the employees at family companies in Jordan, a clear vision about the importance of

these patterns, which indicates that the evaluation was (positive), and this means that the practice level of managers of the family companies, with (High) practice from the perspective of their employees.

5.2. The Test Results of the Study Hypothesis

H_0 : There is no a statistically significant at the significance level ($\alpha \leq 0.05$), to practice of the leadership behavior patterns (dictatorial, autocratic, democratic, Altersla, and transformational), on the choice of the strategic alternative at the family companies in Jordan.

In order to test the above hypothesis, was used the multiple linear regression analysis. As shown in the following Table (3):

Table 3. Results of the Multiple Linear Regression Analysis

Leadership Patterns	Coefficients (β)	t-Value	Sig.	Beta
Constant (β_0)	0.521	4.359	0.000	-
Dictatorial pattern	- 0.142	- 4.430	0.000	- 0.161
Autocratic pattern	- 0.117	- 6.229	0.000	- 0.141
Democratic pattern	0.324	10.130	0.000	0.364
Altersla pattern	0.166	5.486	0.000	0.265
Transformational	0.240	8.233	0.000	0.353
R = 0.836			Adjusted (R^2) = 0.696	
F = 147.648			Sig. of (F) = 0.000	

F-tabulated with degrees of freedom numerator and denominator (5, 354), at the significance level ($\alpha = 0.05$) = 2.21

t- tabulated with degree of freedom (354), at the level ($\alpha = 0.05$) = 1.96

The results in Table (3) refer to that:

a. Validity of multiple linear regression is proven, this is supported by the value of calculated (F) which is (147.648), and that the (Sig.= 0.000) is less than the significant level ($\alpha = 0.05$).

b. The results of the multiple linear regression analysis, refers to the statistical significant of regression coefficients (β) for all leadership behavior patterns (dictatorial, autocratic, democratic, Altersla, and transformational), are proven, therefore, there exist a statistically significant impact at the significant level ($\alpha = 0.05$), for the above patterns on the choice of the strategic alternative at the family companies in Jordan, depend on the statistical sig. (p-values), and all the values less than the significant level ($\alpha = 0.05$). This means that the null hypothesis (H_0) is rejected.

c. The value of Adjusted (R^2) which is equal to (0.696) shows that the internal patterns in the regression model (dictatorial, autocratic, democratic, Altersla, and transformational) are interprets (69.9%) of variations that happen in the strategic alternative at the family companies in Jordan.

6. CONCLUSIONS AND RECOMANDATIONS:

6.1. CONCLUSIONS:

The study reached to a number of important conclusions; depend on the results of the statistical analysis of data, which are as follows:

a. The results showed that the pattern (democratic) is the dominant pattern among manager's family companies in Jordan, where the pattern was ranked (first) on the ladder of priorities of the study sample and interests in family companies.

b. There is a statistically significant impact at the significance level ($\alpha = 0.05$), for the leadership behavior patterns combined of (dictatorial, autocratic, democratic, Altersla, and transformational), on the choice of the strategic alternative at the family companies in Jordan.

c. There is a statistically significant a negative impact at the significance level ($\alpha = 0.05$), for the pattern (dictatorial), (autocratic), and (democratic), on the choice of the strategic alternative at the family companies in Jordan.

d. There is a statistically significant a positive impact at the significance level ($\alpha = 0.05$), for the pattern (Altersla), and (transformational), on the choice of the strategic alternative at the family companies in Jordan.

6.2. RECOMANDATIONS:

a. Necessity a good choice for the manager of the factory is able to use the appropriate leadership pattern to the situation at work because of its good impact on the employees performance in the factory.

b. Work to encourage practice their democratic and transformational patterns because they relate positive closely to activate the subordinates performance, and the reduction of practice the dictatorial and autocratic patterns as possible, because the negative association to activate the subordinates performance.

c. Involve the administrative leadership in the family companies in developmental courses in the area of administration and management and psychological sciences to identify the ways and methods of dealing with subordinates and peers.

d. The distribution of powers and responsibilities to subordinates, and concern for the construction of the principle of consultation in decision-making and to move away from authoritarianism and intolerance his opinion.

e. The researcher recommends the necessity of conducting other studies in the future on family companies private and public, governmental and compare their results.

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