Leadership Pattern in Uncertainty Conditions and Its Impact on the Organizational Identification
Comparative Applied Study on Government Sector in the Hashemite Kingdom of Jordan

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Abstract

The study aimed to investigate leadership styles in uncertainty conditions and its impact on organizational identification in government sector in the Hashemite Kingdom of Jordan .The study used the descriptive analytical approach, through a questionnaire that was designed in accordance with study objectives and hypotheses .The study population consisted of employees in all ministries and government institutions amounting (254442) employees, A stratified sample amounting (500) employees was select, 500 questionnaires were distributed to sample's subjects. The study concluded a set of findings: The results showed that the leadership democratic style is the most commonly used in government ministries and public institutions.. While transactional style was the less common one. Sample's subjects attitudes regarding organizational identification were medium Results showed that there is a medium perception among workers for importance of readiness for uncertainty, also results showed public institutions superiority ministries in of leadership styles implementation, with surpass of democratic leadership style on both. There was a significant impact of leadership styles on organizational identification. Laissez-faire, and transactional; have the most prominent impact on organizational identification; finally results indicate that uncertainty increase leadership styles ability in explaining the difference in organizational identification upon studying leadership styles collectively and individually. The study recommended that leaders need to adopt the powers authorization principle, and to empower employees to take decisions, and to involve employees in action plans preparations in order to improve their performance.

1.1 Introduction

The individuals are the key upon which the organizations depend to achieve different objectives, and upon selecting and preparing them they make efforts, spend money, and grant them more material and moral incentives that enable them to get their various needs. Against, they request their loyalty, devotion in its service, and provide outstanding performance to achieve its goals efficiently and effectively. In order to bring about the desired development, possible leadership must be existed on stimulus to create skilled and motivated human resources.

The real modernization lies in how to create those resources in the organization, invest their capabilities and competence, and keep them (Mutairi, 2011), but all of these things greatly affected by uncertainty conditions, which extended to Arab Spring revolutions in neighboring countries to include all economic or non-economic sectors in many countries. This affected the global economy in general and the economy of the Arab countries in particular, whether it has revolutions or not. Hence, organizations find themselves, under uncertainty conditions, forced to take different decisions that are affected by the quality of leadership patterns making up the departments.

As the Jordanian government sector represents the executive authority in the Hashemite Kingdom of Jordan, it contributes significantly to the leadership of the desired change in uncertainty conditions. It was necessary to monitor the leadership prevailing in state institutions pattern within these circumstances and its impact on the organizational identification through the Case Study on a number of state institutions in Amman.

1.2 Significance of the study

Significance of the study is acquired by the government agencies in Jordan, and the impact of leadership pattern in these authorities to promote organizational identification to achieve the organization's goals efficiently and effectively. Specifically, the significance of the study lies in the following:

1. Due to the importance of leadership in organizations, this study highlighted its major role in influencing the different variables, including organizational identification.

2. This study is of few that linked the different leadership patterns and organizational identification within the limits of science researcher.

3. This study is conducted under the powerful influence of the uncertainty conditions that currently experienced by organizations on leadership patterns.

1.3 Objectives of the study

This study aims to analyze the impact of leadership pattern in uncertainty conditions on organizational identification in the public sector represented by the ministries, institutions and their departments:

Theoretical goals:

a. Prepare a theoretical framework with different leadership patterns under study (transactional, transformational, democratic, autocratic, and laissez-faire). This is through access and return to the concerned literature.

b. Prepare a theoretical framework on organizational identification.

1.4 Study problem and questions:

Since the beginning of the Arab revolutions, many analysts are taking its effect on many areas and in many sectors. As many studies have emphasized that Jordan is under uncertainty conditions because of the Arab Spring events at different levels, it had to monitor such effects by researchers to find out the volume then to attempt dealing with them wisely and responsibly in order to mitigating the negative impacts, and increasing awareness of the progress and future requirements.

In light of the different leadership patterns as well as its importance for various departments in various sectors, as the organizational identification is one of the basic tools interested on how to generate social realities in organizations, and also the variables that literature has participated to show its association with positive organizational effectiveness (Saraireh, 2005).

In light of the above, the study's problem is to detect the leadership pattern prevailing in state institutions as a result of uncertainty conditions and its impact on the organizational identification that resulted after the Arab spring conditions and the resulting fallout. The most important of which for government agencies is that the confidence between superior and subordinate has been bad, disengagement, and lack of loyalty to job because of frustration domination, malaise as of political chaos that prevailed in the region, including Jordan.

Therefore, this study attempts to reach the best leadership patterns that can achieve the enhancement of identification in ministries and state institutions in light of the uncertainty.

Accordingly, the problem's question can be as follows:

What is the impact of leadership pattern prevalent in the organizational identification under uncertainty conditions in the ministries and state institutions?

1.5 Hypotheses of study

H01: There were no statistically significant differences ($P \leq 0.05$) in applying the leadership pattern of the Jordan ministries and state institutions.

H02: There were no statistically significant effect ($P \leq 0.05$) in applying the leadership patterns (democratic, autocratic, laissez-faire, transactional, and transformational), on the organizational identification in Jordan ministries and state institutions.

H03: There were no statistically significant differences ($P \leq 0.05$) in the impact of leadership patterns (democratic, autocratic, laissez-faire, transactional, and transformational) on the organizational identification due to uncertainty.

H04: There were no statistically significant differences ($P \leq 0.05$) in leadership patterns attributable to demographic factors.

H05: There were no statistically significant differences ($P \leq 0.05$) in the organizational identification due to demographic variables.

H06: There were no statistically significant differences in the impact of applying leadership patterns on the organizational identification due to uncertainty among ministries and institutions in the Hashemite Kingdom of Jordan:

1.6 Study Model
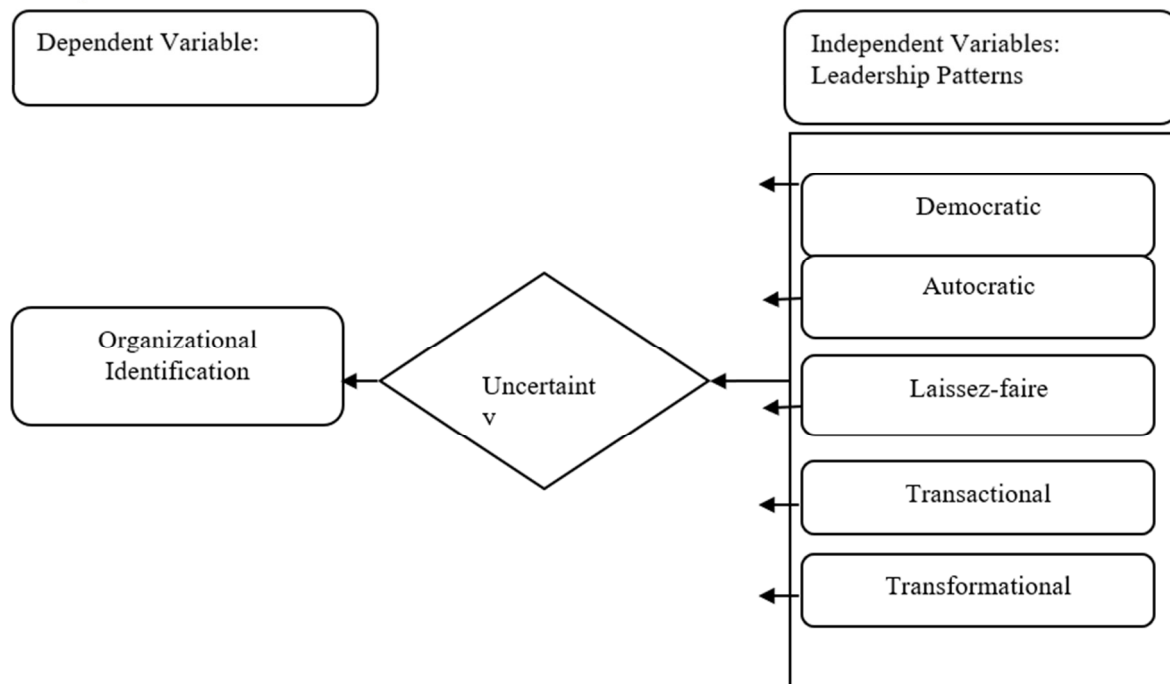
1.7 Procedural definitions

Organizational identification

It is an obligation of staff to Jordan ministries and state institutions, their connection with the organization's values, objectives, unification and their integration into its duties, and sacrifice oneself for the interest.

Autocratic leadership:

The leader in Jordan ministries and state institutions, under this pattern, depends on official authority vested in him under the laws and regulations of the organization. The leaders who use this pattern limit the power in them, take decisions individually, and develop plans and policies without letting subordinates to participate thereto.

Democratic leadership:

Democrat leader in Jordan government ministries and institutions used to cause his subordinates to accept his authority not his delegated authority.

Laissez-faire pattern:

It causes workers in Jordan ministries and state institutions to perform their obligations freely, as they are provided with all information and work's requirements and be left to act freely without any interference.

Transactional leadership:

It is a leading pattern in Jordan ministries and state institutions that can help them to achieve their goals efficiently by linking job performance with valuable rewards, though using management by leaders with the exception of active and passive one.

Transformational Leadership:

This pattern of leadership followed in Jordan ministries and state institutions outruns the provision of incentives against the desired performance to the development and promotion of subordinates intellectually and creatively, and deviating their self-interest to be an essential part of the top message of organization.

Uncertainty:

The decisions, under this case, in Jordan ministries and state institutions, can lead to possible outcomes, but this may not happen either for lack of experience, or that decision is new in nature, or the difficulty of getting information to help assess the possibilities.

Certainty:

The decisions, under this case, will lead to single and well-known result; the decision-maker knows exactly what his decision will lead to.

Risk:

The decision taken, under this case, will leads to possible set of results, but the decision maker knows the probability of occurring each of these results.

1.8 Limits and determinants of study:
Spatial limits: the study was limited to Jordan government ministries and institutions.
- The temporal limits are that the study was done in the academic year 2013-2014.
- The Human limits have been limited to workers in the ministries and state institutions.
Determinants of the study:
- Lack of previous studies that have linked study's variable with the application of government ministries.
- Time constraints, where it will take the researcher long time to distribute questionnaires to respondents.

2. Literature Review
2.1 Study of (Tooba et al, 2013) entitled: "Identification in organization: Role of individual's self-concept identification and identification motives".
- The study aimed to identify the identification of the organization and the role of directed self-concept of the individual and incentives identification. The study sample consisted of 74 teaching specialists from famous universities in Pakistan. The study showed that self-concept approach has a positive effect, but is not important to objectives of the organizational identification. The study also found that the self-motivated of individuals is positively moderate, but partial between self-directed and objectives of the organizational identification concept.

2.2 Study of (Jungsik and Eugene, 2013) entitled: "Organizational Change and Employee Organizational Identification of Perceived Uncertainty"
- This study aimed to uncover the relationship between organizational change and organizational identification to the employee through studying the effects of the modified uncertainty. Given the importance of individual self-realization, the study assumed that the pace and scope of organizational change would increase the feelings of uncertainty for employees, which in turn lead to similar stronger regulatory. The study also predicted that the employee knows the limits of the permissible between organizations that would dilute the proposed relations. The study was made on a sample consisting (310) employee working in (12) company in Seoul / South Korea. These companies have launched multi-organizational changes in 2008, including organizational restructuring, job replacement, laying off workers, and reducing the volume of employment. The staff was asked to report their experience of major organizational changes, feelings of uncertainty, and organizational identification. Hypotheses analysis' results supported the proposed terms of the amended effects of uncertainty.

2.3 Study of (Jamilah, et al, 2013) entitled, "Does a Transformational and Transactional Leadership pattern predict Organizational Commitment among Public University Lecturers in Nigeria"
- The study aimed to investigate the relationship between leadership patterns and organizational commitment among the Nigerian public university professors. The study questionnaire tool was used to collect data. The study population consisted of 380 lecturing professors from Nigerian state universities. 181 faculty members were selected by using a random sampling method currently studying in Malaysian universities. The study assumed that the leadership patterns in senior management in the Nigerian universities affect the organizational commitment of the lecturers. The data for transactional and transformational leadership has been collected through Multi-factor Leadership Questionnaire (MLQ) developed by (Avolio and Bass, 1995) to measure the organizational commitment of lectures in Nigerian state universities (dependent variable), and organizational commitment questionnaire was used (OCQ), which developed by each of (Meyer and Allen, 1997). Before collecting the actual data, a pretest was done on 30 lecturers from the State University of Nigerian enrolled in graduate studies at the Islamic University of Malaysia.

2.4 Study of (Shin, 2013) titled, "The Relationship between Leadership patterns, Organizational Commitment and Organizational Outcome in Oklahoma's fire Rotavirus fire Departments"
- The study aimed to identify leadership patterns prevalent and discuss if there is a relationship between the leadership of firefighter leaders and organizational commitment among volunteers in their department. In addition, the study aimed to identify how individual factors of transformational leadership may affect the organizational commitment among volunteer firefighters' levels. Furthermore, this study revealed the relationship between leadership pattern and organizational commitment. This study used quantitative research and questionnaire to gather information. The study used correlation analysis to analyze the relationship between leadership patterns and organizational commitment. The study used (T) test to determine the difference in organizational commitment among volunteers level without and with partial compensation. The results of this study indicated that most prominent of pattern of leadership is the transformational leadership, followed by interactive pattern, but the laissez-faire pattern was less common. The study also showed that the transactional and transformational leadership patterns are positively associated with organizational commitment, but the laissez-faire leadership pattern is negatively associated with organizational commitment.
    The transformational leadership is stronger connected with the organizational commitment of transactional

leadership. The study also indicated that the three leadership patterns have no relationship with the continuity of commitment. The study revealed that five factors of transformational leadership collectively and individually have positive impact on organizational commitment. Regarding the difference in organizational commitment levels among volunteers without compensation and volunteers with partial compensation, the results indicated that there was no difference between the volunteers without compensation and those who receive partial compensation.

2.5 Study of (Weichun, et al, 2012) entitled, "Relationships between Transformational and Active Transactional Leadership and Followers Organizational Identification: The Role of Psychological Empowerment"
- The Study aimed at identifying basic processes through which the transformational leadership and active transactional leadership affect in the organizational identification of subordinates through a field study. The study was conducted on a sample of managers in various industries. The study sample consisted of 375 males and females who have been asked to conduct an assessment of the leadership psychological empowerment leaders and organizational identification. As such, the pattern of (Ashford, et al, 2008) has been used for organizational identification and theories existed on self-concept of transformational leadership (Sosik & Cameron, 2010), which indicates that the active leadership patterns can raise self-concepts for subordinates, and strengthen the organizational identification operations.

The study concluded that psychological empowerment of subordinates, including the efficiency, impact, meaning, and self-determination, are considered as genetically partially modified variables of the effect of transformational leadership and active transactional leadership on organizational identification of subordinates. Moreover, the transformational leadership showed that there is a variation in the organizational identification of subordinates.

2.6 Elements of leadership:
The key elements governing the concept of leadership are identifiable. The most important of which are as follows: (Kanaan, 2009)
1. Influence by a leader on his subordinates: It means that the leader uses means to convince his subordinates and urged them to cooperate for achieving the desired goals. The more activated influence of the leader on his subordinates, the more successful in his leadership.
2. Direct subordinates and unite their efforts: The leader will unify his subordinates' efforts by influencing process, which can organize all human resources existed in the organization, direct and adjust their behavior in all situations. The leader then can oversee a number of employees from several different aspects such as age, culture, psychological and social conditions, and by influencing subordinates the leader can form a cooperative workgroup among his subordinates, despite their differences.
3. Achieve job goals: The leader by directing subordinates aims to achieve the established objectives of the organization through his influence on them. In spite of that, the overlapping objectives of the organization with other objectives can cause one of them to give hand in achieving other goals.

On the other hand, (Peele, 2003, 192) explained the connection of leadership with its dimensions, including: subordinates, or organizational content, or the problem the leader administer, or techniques and methods used for having power and support, and the level of the impact of leadership on the group.

As above, the following items can illustrate the importance of leadership:
1. A link between subordinates and organization's plans and future expectations.
2. A key that shows all concepts, strategies and policies.
3. Facilitate the achievement of objectives set by the institution.
4. Strengthen the positive forces in the organization, and reducing the negative aspects as possible.
5. Control and solve labor problems, or resolve the differences and weighting between viewpoints.

2.7 Features of successful leadership:
Successful leadership can achieve the desires of individuals and meet the needs of a group. This leadership may benefit from the need for motivation and interior self-incentives of each member of the group by studying members of the group, identifying their individual differences between them, or leaders who depend on achieving that on a policy of equality and non-transcendence (Ajami 0.2010, p. 3).

The features of successful leader are varied, including stamina, smartness, prepared, professional competences, understanding and dealing with subordinates, as well as the physical and mental abilities and skills (Payaters, 2003, P3). Badri (2001) pointed out that the most important qualities of successful leadership are as follows:
1. Proactive: It means that the leader alone will provide workers with new proposals that can help clarifying the system and support work plans. The leader will then initiate action and urges his staff to work to achieve the

desired goals.

2. Membership: Its means the effective role of the leader in planting the spirit of interaction among employees.

3. Representation: The leader's dedication in defending the group, seeking to their interest, and their representation in all positions.

4. Integration: It means the actions done by leader irrelevant to his own interest, but actions by which he intends to spread the spirit of friendship and delight among workers, and alleviating disharmony, if any.

5. Organization: It means the ability of the leader to draw up a plan in which he set his obligations and that of members of group, as well as the arrangement of working relationships among themselves.

6. Control: It means domination of a leader on his group, and defining their behavior.

2.8 Organizational Identification

Significantly, attention has recently increased in organizations identification. Important implications for organizations are also highlighted. Specifically, it is found that the organizational identification is positively correlated with performance and organizational citizenship behaviors, and negatively with labor rotation. It also enhances the sense and loyalty to work, affects positively on career trend of workers, and understands their work environment (Kreiner & Ashforth, 2004).

According to the theory of social identity, identification can be considered as related as personal to social identity, where personal identity includes certain features such as capabilities, interests and so on. Social identity also includes a group of prominent features (such as gender, nationality and organizational affiliation). However, organizational identification can be considered a specific form of social identity. When the staff starts to identify with the organization, they usually assume to have typical characteristics about the organization as part of their self-concept.

The grounds of organizational identification concept are attributable to social identity theory. According to social identity theory, the self-concept of individuals consists of personal identity, which includes individual characteristic (e.g. temper and skills), and social identity, which includes individual set of features such as nationality, and affiliation (Tajfel & Turner, 1986).

Social identity theory assumes that individuals tend to rating themselves to different social groups, and describe the typical characteristics for themselves (Van Knippenberg & Van Dvhir, 2000, 138). Social identification is the perception of belonging to a group. The organizational identification is a special kind of social identification, through which individuals know themselves in terms of organizational membership.

The concept of organizational identification has been also discussed by researchers in organizational behavior and organizational communications. These two areas have helped the issue of identification in various viewpoints. For organizational behavior, identification is as the degree to which the individual and a member can identify himself through same trends that can define the organization. For communication organization, the identification depends on participation in the organization, and upon a viewpoint it is as a result of various factors that most important of which is the communication by the administration, which is considered an important element in introducing the member identification with the organization. The viewpoints are integrated in organizational behavior.

The organizational identification is known as unification realization with or affiliated to an organization (Ashforth & Mael, 1989, 22). (Hall & Nygren, 1997, 177) defined the organizational identification as the process by which the organization's goals and objectives integrated and identified with special goals of the member. The organizational identification is as perception of belonging to an organization, where the individual can identified him or herself in terms of the organization to which he is a member (Edward and Peccei, 2007). (Duncan, 2002, p3) finds that identification process can be described by connecting factor to the fate of a particular organization. Organizational identification is a form of social identification which occurs when an individual believes that the organization can identify itself, which can be an important social identity as individuals can take their self-confidence, personal meaning, feeling in themselves, and their position in the community, including organizations in which they work and related to their career (Swann et al, 2004, 306).

3. Methodology

3.1 Introduction

This chapter aims to clarify the methodology of the study in terms of type and nature of such study, strategies used in the study, population, sample, unit of analysis, methods of data collection, including: primary and secondary data, study tool and parts formed them, correctness and stability, procedures for applying such tool, and statistical methods used.

3.2 Type and nature of Study

This study is considered as applied in terms of nature, and as explanatory in terms of purpose. It also deemed as inductive as depending on administrative theories and previous studies. As for planning and control of the study,

it is not planned because it takes place in the natural environment for organizations without interference. It is also considered as cross-sectional in terms of time because it takes place for once.

3.3 The study population and sample:
The study population consisted of 245,442 employees working in ministries and state institutions pursuant to Department of Statistics Bulletin for 2012 (Appendix 1)
The study sample:
A sample consisted of 500 worker was randomly selected from workers in ministries and state institutions at all administration levels. As per tables of (Sekaran, 2006), this sample is considered statistically acceptable.

3.4 Stability study tool
The internal consistency coefficient has been calculated by using Cronbach's Alpha. The result is statistically acceptable if the value of Cronbach's alpha is greater than (0.60). When the value is higher, this indicates a higher degree of stability of the study's tool. The results were as illustrated in the following table.

Table (1-4)
Values of internal consistency coefficient of questionnaire paragraphs

No.	Item	Paragraphs	Alpha
1	Democratic	5	0.899
2	Autocratic	5	0.910
3	Laissez-faire	5	0.903
4	Transformational	5	0.845
5	Transactional	5	0.799
6	Leadership	25	0.877
7	Organizational identification	12	0.748
8	Uncertainty	5	0.707
Total of Study's paragraphs		**42**	**0.824**

3.5 Statistical methods used
Statistical Package for Social Sciences (SPSS) was used in various statistical analyzes:
1. Consistency Test (Cronbach Alpha) in order to verify the amount of internal consistency of the measurement tool as an indicator on reliability of study's tool.
2. Multicollinearity Tests and Autocorrelation Test to examine that the model is appropriate.
3. Use of Descriptive Statistics through frequencies, percentages, averages, relative importance of providing a comprehensive description of the degree approval of the study sample's individuals on various paragraphs.
4. For testing hypotheses impact, the simple, multiple, stepwise regressions were used to demonstrate the impact of independent on dependant variables.
5. Using Hierarchical Regression Analysis to indicate the difference in impact of independent variable on dependant one, when moderator variable is existed.

The relative importance has been identified according to the following formula, and in accordance with the five-scale alternatives to answer each paragraph:

$$\text{Relative importance} = \frac{\text{Max. limit of variable} - \text{Min. limit of variable}}{\text{Total of levels}} = \frac{5-1}{3} = 1.33$$

Total of levels: low, medium, and high, where:
Low: average is (1.00) to less than (2.33)
Medium: average is (2.33) to less than (3.66)
High: average is (3.66) and up (5:00)

3.6 Test of hypotheses
The key hypothesis was analyzed by "Multiple Linear Regression" and "Stepwise Linear Regression", while branching hypotheses were analyzed by "Simple Linear Regression". The third hypothesis was analyzed by "Hierarchical Regression". The branched hypotheses were analyzed "by Independent Sample T-Test".

4. Results
Depending on the results of descriptive statistics and hypothesis testing, the following results have been found:
1. The democratic pattern is most common in government ministries and state institutions, which the average of responses of the study sample was 3.645 by medium relative importance. While the transactional patters was less common with an average of 3.264, by medium relative importance. This was in line with several

previous studies that discussed the leadership patterns applied in the public and private sector, where this result coincided with the study of (Khatib, 2004), which concluded that leadership pattern has dominated the rest patterns of leadership of governmental agencies in Gaza.

It is also coincided with a study of (Sherif, 2004) that concluded to the same result from the viewpoint of workers in Mecca. As well as with the study of (Nasser, 2010) which showed that the democratic pattern is common in NGOs in Palestine. And is also agreed with the study of (Hatem, 2011), which showed that the democratic pattern is common in the textile institution in Biskra in Algeria.

Finally, this result has coincided with the study of (Shammari, 2012), which showed the leadership pattern is practiced in high degree at the University of Kuwait, while the other patterns are ranged from medium to weak. On the other hand, this result has not agreed with the study of (Dosari, 2013), which showed that the autocratic pattern is followed commonly in the Technical College at Al-Kharj in Saudi Arabia, but the democratic pattern (consultative) has ranked at second place.

2. It is found from data analysis that respondents' trends on organizational identification were 3.630, with medium as relative importance, approaching to high. This indicates that the employees are adhered to ministries and state institutions, and loyal to organization's values and objectives, identified and integrated into its business, and self-devoted to its interest.

3. The results showed an average perception among workers in ministries and state institutions as a necessity to get prepared for uncertainty by 3.543. The respondents agreed in high grade to gather the necessary information by the leader about the external environment variables. This showed that the leadership in the ministries and state institutions is interested to take the management of state departments effectively in case of uncertainty. When the decision-making leads to a set of multiple possibilities, it will reduce the unsound decision-making resulting from lack of experience, or as updated and unprecedented changes may occur.

4. The analysis results showed that the state institutions surpassed the ministries in applying leadership patterns, with democratic pattern surpass in both on the rest of the other leadership patterns.

5. The hypothesis testing results showed no significant effect of leadership patterns on the organizational identification. The laissez-faire and transformational patterns are having the most prominent impact on the organizational identification, which agreed with the study of (Ashly, 2000) that showed that there is a statistically significant relationship between leadership practices, organizational identification. But it was disagreed with the study of (al-Shammari, 2012) that showed that there was a high positive statistically significant relationship between the democratic and organizational identification patterns.

6. It was found that that uncertainty increases the ability of leadership patterns to explain the discrepancy in the organizational identification when studying leadership patterns collectively and individually. This shows that the practice of the leadership pattern in the ministries and state institutions, taking into account the uncertainty, would improve the level of organizational identification, and increase the effectiveness of the management on urging workers to adhere to the goals of organization in the event of uncertainty.

5. Recommendations

In light of the above, the following recommendations have been reached:

1. The organizations should actively seek to establish formal and informal activities in order to establish the ownership position to cause any employee feel that everything he is doing is as his property.

2. Involve employees in drawing up and implementing plans, as well as building strategic objectives to ensure that workers shall adhere toward achieving the overall objectives of the organization.

3. Leaders should realize the culture prevailing in the ministries and institutions in order to discover and identify the functional values in trying to integrate them with the organizational values by building mechanisms and means commensurate with each ministry and institution.

4. The Leaderships (managers) must discuss methods of work en masse, adopt the principle of powers devolution, and give workers opportunity to take decisions severally to be part of such decision-making.

5. Stay away from autocratic and imperative patterns in giving directions, and let workers involve in preparing action plans on their own to improve their performance and to avoid the problems they may face.

6. The leadership (administration) shall listen to viewpoints of employees in proposing work solutions, and shall act typically to push everyone to follow him by holding open meetings for workers and leaders to discuss work matters and take satisfied decisions.

7. The leaders shall rely on its persuasive capabilities to influence on the staff, and urging them to do a good job constantly. This can be done by reining the red tape and listen to subordinates and discuss with them sportingly to resolve problems amicably, if any.

8. Disseminate the culture of organizational justice, and adopt a fair payroll, bonuses and benefits system, to urge workers adhere to the goals of organization. As well as to preserve its human resources by identifying and meeting the needs of workers, as much as possible, according to the capabilities available.

9. Providing rewards and benefits to encourage employees to do their best to achieve success at work by

placing a motivation system for creative workers.

10. Provide ministries and state institutions with appropriate and good work environment to increase job loyalty among workers by identifying and avoiding weaknesses.

11. Focus on variables of external environment, and leadership (administration) shall provide all necessary capabilities to make decisions taken work.

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