



**BINGOL UNIVERSITY
SOCIAL SCIENCE INSTITUTION
BUSINESS ADMINISTRATION DEPARTMENT**

**THE IMPACT OF LEADERSHIP STYLES ON ECONOMIC
DEVELOPMENT PRACTICES IN KRG-IRAQ**

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MASTER THESIS

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**KRG-IRAK'TA LİDERLİK STİLLERİNİN EKONOMİK
KALKINMA UYGULAMALARI ÜZERİNE ETKİLERİ**

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PREFACE

[The Impact of Leadership Styles on Economic Development Practices in KRG-IRAQ] has been highlighted in the context of "consumer-focused" approaches that are increasingly important to use suitable leadership styles in public and private organizations to reach the best economic development practices of nowadays.

The supervisor who does not spare his help in the preparation of this work [ASST.PROF. DR. YAVUZ TURKAN]; I would like to thank all the contributors who contributed to the [Co-supervisor. Dr. Asaad Ali Karam] who did not spare their contribution in the writing and correction of the thesis and who contributed to my education throughout my life.

I offer my relief gratitude to help keep my morale and motivation at a high level in completing my work.

... / ... / 2018

Hoger Akram Salih

SCIENTIFIC ETHICAL NOTICE

This work I have prepared in accordance with the thesis writing rules, which I have achieved in the framework of scientific ethics and tradition within the scope of all the information in the thesis, which I have met with the scientific ethics and academic rules carefully until the conclusion of the proposal phase of the master thesis [The Impact of Leadership Styles on Economic Development Practices in KRG-IRAQ] I declare that the works I have shown and utilized for each quotation consist of those shown at the source.

... / ... / 2018

Signature

Hogar Akram Salih

BİNGÖL UNIVERSITY

SOCIAL SCIENCES INSTITUTE DIRECTORATE

[Hogar Akram Salih] This work titled [The Impact of Leadership Styles on Economic Development Practices in KRG-IRAQ] [2018/ / Defense Examination History] Thesis defense exam held on the date of [unanimity / majority of votes:] was found to be successful by our jury [Master's Degree Name] Master's Degree in Department of Business Administration has been accepted as a thesis.

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Title of the Thesis: THE IMPACT OF LEADERSHIP STYLES ON ECONOMIC DEVELOPMENT PRACTICES IN KRG-IRAQ	
Author	: Hogar Akram Salih
Supervisor	: Asst. Prof. Dr. Yavuz TURKAN
Department	: Business Administration
Date	: // 2018
<p>In the modern era, the leadership styles in organizations are facing several challenges due to the dynamic nature of the environment. One of the many challenges for leaders is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the leaders must satisfy the needs of its employees by providing good working conditions and this could led to economic development practices.</p> <p>The research questions seek to uncover (a) appropriate leadership styles within successful organizations, and (b) what, if any, role exists between leadership styles and measures of success on economic development practices. The objective of this study is to analyze the impact of leadership styles on economic development practices. The study employed a quantitative methodology; data was collected through a self-administered survey questionnaire. The questionnaire is adopted from a previous validated survey. The target population consists of employees in public/private organization in the KRG. Simple random sampling is used for collection of data from 329 employees. The results indicate a positive effect between leadership styles and economic development practices.</p> <p>Additional, findings indicate that leadership expect to: enter the profession prepared to fulfill the requirement of the position, have the ability to make a difference, and be provided with support from their organization. The researcher recommends that organization that prepare leaders and administrators rethink their curriculum and that organization provide more support for leaders. The study findings that the most stabile leadership styles in KRG organization were both transformational and transactional leadership with majority respondent statistically significant and all hypothesis supported through impact of leadership styles on economic development practices.</p> <p>The study concludes with some brief prospects that the organization needs to realize the importance of leadership styles for maximizing the level economic development. This research may benefit society by encouraging people to contribute more to their jobs and may help them in economic growth and development. Hence, it is essential for an organization to motivate their employees to work hard for achieving the organizational goals and objectives to drive the better practices in economic.</p>	
Key Words: Leadership Styles, Organizations, Economic Development Practices	

ABSTRACT

TÜRKÇE TEZ ÖZETİ

Tezin Başlığı : KRG-IRAK'TA LİDERLİK STİLLERİNİN EKONOMİK KALKINMA UYGULAMALARI ÜZERİNE ETKİLERİ
Tezin Yazarı : Hogar Akram Salih
Danışman : Yrd. Doc. Dr. Yavuz TURKAN
Anabilim Dalı: işletme Anabilim Dal.
Kabul Tarihi :
Sayfa Sayısı : (19) + (91) + (5)
<p>Modern çağda, kuruluşların liderlik stilleri, çevrenin dinamik doğası nedeniyle çeşitli zorluklarla karşı karşıyadır. Liderler için birçok zorluklardan biri, değişen ve değişen çevreyle baş etmek, başarılı olmak ve rekabet halinde kalabilmek için çalışanlarını tatmin etmektir. Liderler, çalışanların verimliliğini, etkililiğini, üretkenliğini ve iş taahhüdünü artırmak için iyi çalışma koşulları sağlayarak çalışanlarının ihtiyaçlarını karşılamalı ve bu da ekonomik kalkınma uygulamalarına yol açabilir.</p> <p>Araştırma soruları, (a) başarılı organizasyonlar içinde uygun liderlik stillerini ve (b) liderlik stilleri ile ekonomik kalkınma uygulamalarında başarının ölçütleri arasında rol mevcutsa, ortaya çıkarmak ister. Bu çalışmanın amacı liderlik tarzlarının ekonomik kalkınma uygulamalarına etkisini analiz etmektir. Çalışma niceliksel bir metodoloji kullandı; veriler kendi kendine yürütülen bir anket anketi yoluyla toplanmıştır. Anket önceki onaylanmış bir ankette alınmıştır. Hedef nüfus KRG'deki kamu / özel kuruluştaki çalışanlardan oluşmaktadır. 329 çalışanın verilerinin toplanması için basit rastgele örnekleme yapılmıştır. Sonuçlar, liderlik tarzları ile ekonomik kalkınma uygulamaları arasında olumlu bir etkiye işaret etmektedir.</p> <p>Ek bulgular, liderliğin şunları beklediğini ortaya koyuyor: pozisyon gereksinimini yerine getirmeye, fark yaratma yeteneğine ve örgütlerinden destek almaya hazırlanan mesleğe girin. Araştırmacı, liderleri ve yöneticileri hazırlayan bir organizasyonun müfredatını gözden geçirmesini ve bu organizasyonun liderlere daha fazla destek sağlanmasını önerir. KRG organizasyonunda en kararlı liderlik stillerinin</p>

hem dönüşümsel hem de işlemsel liderlik olduğu ve çoğunluk katılımcıların istatistiksel olarak anlamlı olduğu ve liderlik stillerinin ekonomik kalkınma uygulamalarına etkisi ile desteklenen tüm hipotezlerin bulunduğu bulguları.

Çalışma, organizasyonun düzey ekonomik kalkınmayı en üst düzeye çıkarmak için liderlik tarzlarının önemini fark etmesi gereken bazı kısa beklentileri ile sonuçlandırıyor. Bu araştırma, insanları işlerine daha fazla katkıda bulunmaya teşvik ederek topluma fayda sağlayabilir ve onlara ekonomik büyüme ve gelişme konusunda yardımcı olabilir. Bu nedenle, bir organizasyonun çalışanlarını, daha iyi uygulamaları ekonomik olarak yönlendirmek için örgütsel hedeflere ve hedeflere ulaşmak için çok çalışmaya motive etmeleri şarttır.

Anahtar Kelimeler: Liderlik Stilleri, Kuruluşlar, Ekonomik Kalkınma Uygulamaları

ABBREVIATIONS

GNI	Gross National Income
HAI	Human Assets Index
EVI	Economic Vulnerability Index
LBDQ	Leader Behavior Description Questionnaire
CEOs	Chief Executive Officer
FSS	Financial Stress Score
SPSS	Statistical Package For Social Sciences
EDP	Economic Development Practices
IQD	Iraqi Dinar
KMO	Kaiser-Meyer-Olkin
Erbil	The Capital Of Kurdistan
Duhok	Kurdish City
Sulaimaniya	Kurdish City
KRG	Kurdistan Regional Government
KDP	Kurdistan Democratic Party
PUK	Patriotic Union Of Kurdistan
Gorran	Kurdish Political Party

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INTRODUCTION

An organization is considered to be effective if it finds the balance between the demands of various stakeholders (owners, employees, customers, community) and the needs of the employees. The researcher believes that an appropriate leadership style can influence and ensure the prosperity and the economic growth. Therefore, the aim of the paper is to explore the impact of leadership styles on economic development practices.

Additionally, regardless identities contrasts as a part of their identities, Talabani, Iraqi ex-president and pioneer of the Patriotic Union of Kurdistan (PUK), and Barzani, leader of the Kurdistan Regional Government (KRG) and pioneer of the Kurdistan Democratic Party (KDP), stand nearly shoulder to shoulder to shield the Kurdish issue. While Talabani is portrayed as a liberal and Massoud Barzani as a preservationist, both stand blamed by the Gorran Party administration for transforming the territorial government into a privately-run company, enabling and enhancing individuals from their own families, relatives, close partners, and gathering individuals and distancing unprejudiced Kurds. The two gatherings substituted the prevalence of the KRG between individuals from their own particular families and relatives. While Massoud Barzani had a firm holds on control in the area, through the KDP, Talabani was progressively losing energy to Gorran, which fragmented of a PUK.¹ The concept and definition of leadership and style may differ from one person, or situation, to the other. The word leadership has been used in various aspects of human Endeavour such as politics, businesses, academics, social works, etc. Previous views about leadership show it as personal ability.

Messick and Kramer argued that the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. Since human beings could become members of an organization in order to achieve certain personal objectives, the extent to which they are active members depends on how they are convinced that their membership will enable them to achieve their predetermined

¹ Ahmed, Mohammed, *Iraqi Kurds and nation-building*, Springer, 2016, p.29.

objectives.² Therefore, an individual will support an organization if he believes that through it his personal objectives and goals could be met; if not, the person's interest will decline. Leadership style in an organization is one of the factors that play a significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Thus, the researcher emphasizes the need for a manager to find his leadership style.³

Among the objectives of any small enterprise are profit making and attainment of maturity and liquidity status. In the pursuit of these objectives, enterprises allocate scarce resources to competing for ends. In the process, they provide employment, provide goods and services, purchase goods and services and, thus, contribute to the growth of the society and economy at large. As per above research observes that in most Nigerian small-scale settings, the effectiveness of this process is greatly determined by the availability of and access to personnel, finance, machinery, raw material and the possibility of making their goods and services available to their immediate community and the nation at large.

The extent to which members of an organization contribute in harnessing the resources of the organization equally depends on how well the managers (leaders) of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. Thus, efficiency in resources mobilization, allocation, utilization and enhancement of organizational performance depends, to a large extent, on leadership style, among other factors. According to George, Dosunmu Akinola identifies attitude to work, leadership style and motivation as some of the factors that exert a negative effect on organizational performance.⁴

² Messick, David M., and Roderick M. Kramer, eds. *The psychology of leadership: New perspectives and research*. Psychology Press, 2004,p.22.

³ Obiwuru, Timothy C., Andy T. Okwu, Victoria O. Akpa, and Idowu A. Nwankwere. "Effects of leadership style on organizational performance: A survey of selected small scale enterprises in Ikosi-Ketu council development area of Lagos State, Nigeria." *Australian Journal of Business and Management Research* 1, no. 7, 2011,p. 100.

⁴ George, Dosunmu Akinola, and Olusanya Olumide. "Evaluation of leadership and employee commitment to work in Nigeria Bottling Company." *Studies in Sociology of Science* 2, no. 2, 2011, p. 62.

From this consideration, this study is intended to evaluate the impact of leadership style on the economic development practices, contribute to empirical studies on leadership style and business performance, proffer quantitative-based recommendations for policies and programmers to reposition the enterprises at an integral part of the engine of economic growth and development in KRG.

The study is divided into three chapters. Chapter one is the role of leadership, chapter two is the government organizations in DUHOK-KRG, chapter three the leadership relation with economic development practices employed in carrying out the study, and with data presentation and analysis, while the next concludes the study and proffers recommendations for policy and entrepreneurial decisions.

CHAPTER ONE

THE ROLE OF LEADERSHIP

1.1 THE ROLE OF LEADERSHIP IN ORGANIZATIONAL

The study of leadership spans more than 100 years and has recently begun gaining attention worldwide by researchers.⁵ The style of leadership plays a role in followers' perceptions of an organization. The style approach can be used as a way in determining how leaders approach and manage their followers and subordinates.⁶ An effective leader will create an environment in which followers trust their leader to make the best decisions. To create a healthy organization, leaders can use their leadership style and power as ways to improve stability and create productively functioning followers.⁷ To maintain and improve morale within organizations, leaders can place importance on communication and stress prevention programs that provide solutions to ethical dilemmas. Leadership is paramount in exhibiting organizational values that generate ethical orientation.⁸

Research has discovered that leaders can create healthy organizational cultures by discovering and supporting organizational members.⁹ Unlike management, leadership is centered on having the ability to cope with change. Leaders are considered visionary individuals who influence and motivate others to ensure that proper decisions are being made.¹⁰

⁵ McCleskey, Jim Allen. "Situational, transformational, and transactional leadership and leadership development." *Journal of Business Studies Quarterly* 5, no. 4, 2014, p.117.

⁶ Northouse, Peter G. *Leadership: Theory and practice*. Sage publications, 2015, p.56.

⁷ Maner, Jon K., and Nicole L. Mead. "The essential tension between leadership and power: when leaders sacrifice group goals for the sake of self-interest." *Journal of personality and social psychology* 99, no. 3, 2010, p.482.

⁸ Chekwa, Charles, Latoya Ouhirra, Eugene Thomas, and Mmuta Chukwuanu. "an examination of the effects of leadership on business ethics: empirical study." *International Journal of Business & Public Administration* 11, no. 1, 2014, p.48-65.

⁹ Liden, Robert C., Sandy J. Wayne, Chenwei Liao, and Jeremy D. Meuser. "Servant leadership and serving culture: Influence on individual and unit performance." *Academy of Management Journal* 57, no. 5, 2014, p.1434-1452.

¹⁰ Lopez, Raquel. The Relationship between Leadership and Management: Instructional Approaches and its Connections to Organizational Growth. *Journal of Business Studies Quarterly*, 6(1), 2014, p.98-112.

Additionally, a pioneer has the obligation of ensuring that the association can accomplish its objectives. In an article by Church, it is expressed that pioneers can be produced from inside associations. Through watchful choice, consolation, and supporting, current representatives with authority potential can be produced into future pioneers. Each pioneer has their own particular capacity and attributes and all styles of pioneers can be viable in making a solid authoritative culture.¹¹

1.2 Leadership Styles

In comparing leadership styles, transactional, transformational, and situational leaders can be very effective in creating a healthy organizational environment. Transformational leaders are based on social exchange, transactional is focused on economic exchange, and situational leaders are dependent upon the situation.¹² Transactional leaders maintain day-to-day workflow by using rewards and incentives to motivate employees to perform their best, Northouse. Transformational leaders go beyond the day-to-day and can be seen as better leaders for groups and team building. Transformational leaders motivate followers by setting goals, using incentives, and promoting personal growth, Northouse. Situational leaders can be considered rational leaders, in the sense that they are most appropriate in situations that require a unique and rational understanding, McCleskey.

Implementing proper leadership is paramount for organizational success, considering leaders have a considerable impact on members' attitudes toward their job and performance.¹³ While there is no one leadership style that works for every situation, in organizational teams, transformational leaders can be considered best suited for creating positive outcomes. Transformational pioneers concentrate on the present state of affairs, needs, and wants of the association. What's more, transformational pioneers

¹¹Kaiser, Robert B., Robert Hogan, and S. Bartholomew Craig. "Leadership and the fate of organizations." *American Psychologist* 63, no. 2, 2008, p.96.

¹² Ismail, Azman, Mohd Hamran Mohamad, Hassan Al-Banna Mohamed, Nurhana Mohamad Rafiuddin, and Karen Woon Pei Zhen. "Transformational and Transactional Leadership Styles as a Predictor of Individual Outcomes." *Theoretical & Applied Economics* 17, no. 6, 2010, p.89-104.

¹³ Ishikawa, Jun. "Transformational leadership and gatekeeping leadership: The roles of norm for maintaining consensus and shared leadership in team performance." *Asia Pacific Journal of Management* 29, no. 2, 2012, p.265-283.

want to completely utilize the capability of their adherents by going past social trade. A transformational pioneer sees how to empower and mentally fortify individual colleagues' self-idea by advancing exceptional reasoning. With almost 80 percent of organizations utilizing some type of group based structures, making a sound group condition can be useful in sorting out work execution. Considering transformational pioneers exceed expectations in lifting part certainty, Ishikawa, this style of pioneer could be similarly as emotional in a group setting by overseeing group clashes, building connections, and locks in members.¹⁴

Transformational, transactional, and situational leadership styles are generally centralized around building trust between leaders and followers. In building trust, all styles of leaderships are important predictors. Leadership style has been linked to employee mood, performance, attitude, and organizational commitment. If effective, a healthy environment will flourish and foster positive growth within the organization by producing a quality bond between leader and follower.¹⁵

1.3 Leadership Power

Lately, the investigation of breaking down authority control has expanded, and styles of administration have been firmly connected to initiative power.¹⁶ The premise of energy incorporates; compensate, intimidation, honest to goodness, master, referent, and enlightening. The meaning of authority control as indicated by Raven (1993) is, "the likelihood of instigating powers' of a specific size on someone else." Leaders are viewed as an impacting specialist of control over their adherents.

Pioneers who are supplied with power can regularly wind up noticeably corruptive, rather than utilizing their energy for constructive part development; they

¹⁴ Barnwell, Dwayne, Shea Nedrick, Elizabeth Rudolph, Mohamed Sesay, and William Wellen. "Leadership of international and virtual project teams." *International Journal of Global Business* 7, no. 2, 2014, p.1-8.

¹⁵ Ismail, Azman, Mohd Hamran Mohamad, Hassan Al-Banna Mohamed, Nurhana Mohamad Rafiuddin, and Karen Woon Pei Zhen. "Transformational and Transactional Leadership Styles as a Predictor of Individual Outcomes." *Theoretical & Applied Economics* 17, no. 6, 2010, p.89-104.

¹⁶ Schriesheim, Chester A., Timothy R. Hinkin, and Philip M. Podsakoff. "Can ipsative and single-item measures produce erroneous results in field studies of French and Raven's (1959) five bases of power? An empirical investigation." *Journal of Applied Psychology* 76, no. 1, 1991, p. 106-114.

might be enticed to utilize their energy to self-serve individual wants. In this sense, they are utilizing their energy to command as opposed to lead.¹⁷ By furnishing pioneers with control, supporters can be helpless to misuse by pioneers who organize their control over the objectives of the gathering. In a sound association, a pioneer will utilize their energy of impact to energize individuals and advance positive change. It is the obligation of the pioneer to impact and give thinking to adherents with respect to why change may prompt more noteworthy profitability.

A viable pioneer would invest energy becoming acquainted with their devotees. Considering adherents have a wide range of motivational variables to be beneficial, by understanding supporters' needs and inspirations, pioneers can achieve better outcomes, and empower their devotees with appropriate and full of feeling prizes and motivators, Raven. Pioneers are in charge of verifying that their devotees accomplish comes about and finish errand as required. So as to create the most ideal outcomes, pioneers should practice their initiative power, and go for verifying that devotees are sure and agreeable. This includes verifying that there are trust and regard between both pioneer and adherent. Raven. The connection amongst pioneers and supporters ought to be one in which devotees put stock in their pioneers to settle on the best choice. Solid authority gives solidness and successful working to people and groups.¹⁸

1.4 Organizational Stress

In making a solid association, pioneers ought to consider the feelings of anxiety of their adherents. Worry in associations can create an absence of profitability and influence representatives' general capacity to work effectively. Hierarchical pressure can be activated by factors including correspondence, rivalry, and problematic innovation. Furthermore, work over-burden, discipline, absence of criticism, and weakness can cause pressure. Authoritative pressure can prompt relationship uneven characters amongst pioneer and devotee.

¹⁷ Maner, Jon K., and Nicole L. Mead. "The essential tension between leadership and power: when leaders sacrifice group goals for the sake of self-interest." *Journal of personality and social psychology* 99, no. 3, 2010, p. 482.

¹⁸ Raven, Bertram H. "The bases of power: Origins and recent developments." *Journal of social issues* 49, no. 4, 1993, p. 227-251.

Information directed a recent report by the European Foundation for the Improvement of Living and Working Conditions entitled "Working Conditions in the Accessing and Candidate Countries (Report)," dissected worry similar to the second biggest authoritative medical issue.¹⁹

The negative effects of pressure can create truancy, diminished profitability, mischance's, lawful cost, restorative costs, and other money related misfortunes for associations. A solid association requires not aggravating word related stressors that make individual clashes, disappointments, disappointment, and low profitability. It is the duty of the pioneer to make a proficient and tranquil condition that spotlights on building the associations execution. To survey and anticipate hierarchical pressure, pioneers ought to advance the execution of stress administration programs, which will enable representatives to adapt to unpleasant circumstances. Also, pioneers can limit worry by speaking with devotees, unmistakably characterizing parts, talking about concerns, and empowering correspondence. By executing pressure administration programs, pioneers could impact supporters' regard and make a less upsetting condition.²⁰

1.5 Leadership Ethics

Authoritative pressure can have negative effects much of the time, for the most part those that include discipline and absence of prizes. In distressing circumstances, there are increments in adherents compromising, being more inclined to occurrences, and being misleading. Moreover, research and studies have associated worry to memory misfortune, pessimism, and untrustworthy basic leadership.²¹

As indicated by investigate, 75 percent of representatives pick not to work for managers with poor hierarchical morals. Lately, to maintain a strategic distance from money related and notoriety antagonism, numerous organizations have made new positions inside their association that emphasis on moral issues. A moral pioneer is

¹⁹ Mitut, Iulian. "Managerial investment on organizational stress." *Romanian Economic and Business Review* 5, no. 3, 2010,p.89.

²⁰ Ibid.

²¹ Selart, Marcus, and Svein Tvedt Johansen. "Ethical decision making in organizations: The role of leadership stress." *Journal of Business Ethics* 99, no. 2, 2011, p.129-143.

driven by ethics and a morally standard represented outlook. In an association, moral basic leadership is viewed as the investigation and assessment of basic leadership by pioneers as per moral ideas and judgment. An exploitative pioneer would abuse acknowledged good standards of conduct.²²

Association morals are as yet a developing business require. With a specific end goal to help advance a sound association, authoritative pioneers should execute a code of morals approach. As pioneers, it is their obligation to instruct and advise supporters of the codes of morals. Inside the business group, there are numerous pioneers who view morals as insignificant. These people trust that their exclusive duty to the association is to boost benefits.²³

²² Chekwa, Charles, Latoya Ouhirra, Eugene Thomas, and Mmuta Chukwuonu. "An examination of the effects of leadership on business ethics: empirical study." *International Journal of Business & Public Administration* 11, no. 1, 2014, p.48-65..

²³ Ibid

CHAPTER TWO

GOVERNMENT ORGANIZATIONS-KRG

2.1 ORGANIZATIONAL PERFORMANCE

Organizational performance is the ultimate measure of the success or failure of an organization. Several studies link organizational efficiency, productivity, and other organizational outputs to concepts that as a style of leadership, work contentment from employees, with their organizational commitment.²⁴ Different measures are used to assess organizational performance; some of these measures include measures of environmental constraints, financial performance, customer satisfaction, and employee satisfaction within the various types of private and public organizations.²⁵

2.2 Public and Private Organizations

Public and private organizations have similarities and differences in several aspects. In developed and developing countries globally, public sector organizations face many of the challenges that private sector organizations face; specifically, they are increasingly concerned with cost, efficiency, and how to do more with less.²⁶ In another study claimed that differences in private and public organizations have been present since the dawn of business; thus, a difference in the human resource focus exists for both of these types of business organizations. General differences, in general, public organizations are governmental agencies with responsibility for taxpayers, while private organizations are accountable to shareholders. Moreover, public organizations have more divisions (e.g. ministries) than private organizations. In terms of transparency, public organizations are more transparent and open to scrutiny than private

²⁴ García-Morales, Víctor Jesús, María Magdalena Jiménez-Barrionuevo, and Leopoldo Gutiérrez-Gutiérrez. "Transformational leadership influence on organizational performance through organizational learning and innovation." *Journal of business research* 65, no. 7, 2012, p. 1040-1050.

²⁵ Van De Voorde, Karina, Jaap Paauwe, and Marc Van Veldhoven. "Employee well-being and the HRM-organizational performance relationship: a review of quantitative studies." *International Journal of Management Reviews* 14, no. 4, 2012, p. 391-407.

²⁶ Chikoto, Grace L., Abdul-Akeem Sadiq, and Erin Fordyce. "Disaster mitigation and preparedness: Comparison of nonprofit, public, and private organizations." *Nonprofit and Voluntary Sector Quarterly* 42, no. 2, 2013, p.391-410.

organizations, because their funding comes from the public's taxes.²⁷ In a similar manner, public organizations' objectives are not as clear as those of private organizations. Additionally, private organizations are profit-oriented, while government organizations serve the interests of a country and the citizens of the country. In terms of decision-making, the process of making decisions in the public sector may be more conservative, obstructive, and time wasting compared to the private sector. This is particularly true concerning the innovation of policies, in which governments have a greater accountability compared to the private sector.

2.3 Employee Attributes and Organizational Performance

Despite having differences and similarities, both public sector and private sector organizational performance are highly influenced by employee performance. For private organizational performance, research shows that employees' performance is dependent on the perceived treatment of the employees by the organization. Organizations have the opportunity to maximize their organizational performance, as manifested through earnings, and by choosing the right and appropriate leadership styles for their employees.²⁸ The style of leadership was observed to moderately have an effect on U.A.E. employees' organizational commitment. Vermeeren applied the employee's perspective of firm performance, based on various considerations that the firm showed to employees. Results of the Vermeeren study supported the claim that employees' performance may influence the performance of the organization, especially for service-oriented organizations, because these employees determine the productivity and effectiveness of the service and the processes.²⁹

In terms of the performance of public organizations, Northcott and Ma'amora conducted a research study on public employees' levels of empowerment. Programs geared towards the empowerment of employees have been increasingly implemented in

²⁷ Muhlestein, David. "Continued growth of public and private accountable care organizations." *Health Affairs Blog* 19, 2013, p. 589-592.

²⁸ Khan, Shahzad, Muhammad Asghar, and Arshad Zaheer. "Influence of leadership style on employee job satisfaction and firm financial performance: A study of banking sector in Islamabad, Pakistan." *Aktual'ni Problemy Ekonomiky= Actual Problems in Economics* 155, 2014, p.374.

²⁹ Vermeeren, Brenda, Ben Kuipers, and Bram Steijn. "Does leadership style make a difference? Linking HRM, job satisfaction, and organizational performance." *Review of Public Personnel Administration* 34, no. 2, 2014, p.174-195.

the public sector in order to boost organizational performance Northcott and Ma'amora. Employees who are empowered improve their performance primarily by innovating methods of problem-solving in the delivery of services and revamping working procedures.³⁰ However, to some extent, strategies geared towards empowerment have conflicting outcomes, and some may even curtail innovation.



³⁰ Walker, Richard M. "Strategic management and performance in public organizations: findings from the Miles and Snow framework." *Public Administration Review* 73, no. 5, 2013, p.675-685.

CHAPTER THREE

THE LEADERSHIP RELATION WITH ECONOMIC DEVELOPMENT PRACTICES

3.1 ECONOMIC DEVELOPMENT PRACTICES

The results of viable nearby monetary authority are numerous. Right off the bat, compelling pioneers build up another stage of aspiration and a can do mentality which prompts a recharging of feeling of reason. This is particularly vital after an emergency when such a significant number of financial improvement rehearses are propelled. Second, viable pioneers regularly help manufacture another vision without bounds, and they characterize an advancement way and a procedure for the most part inside another introduction that reacts to new progression, for example, globalization, supportability, end of the contention.

Another worldview is distinguished to help construct the new key approach. Third, all compelling pioneers handle co-appointment disappointments straightforwardly by building organizations, coalitions, and partnerships, and advancing new types of co-appointment: and new apparatuses for intercession. In conclusion, successful pioneers seem to take a clearer 'client' introduction towards managers, financial specialists, visitors and others, perceiving that they convey profitable monetary and business chances to the neighborhood populace.

This demonstration of esteeming the activity and financial open doors and being willing to sort out around them is a basic change that makes regions more boss and speculator confronting. The outcomes that can collect from these fruitful intercessions are essential in making it simpler for territories to secure nearby monetary advancement over numerous cycles. They can give energy and an additionally empowering system after some time. For the situation consider urban communities that are the concentration of this investigation, they can watch that best pioneers have advanced changes that are master long haul improvement. They have rolled out improvements in the institutional systems that have been essential in building responsibility regarding nearby employment creation and comprehensive development. They have additionally reacted unequivocally

to new speculation openings, particularly by working with new speculators and this has expanded the viable venture rate and made openings for work. Most urban communities that have had competent neighborhood monetary administration have created unmistakable specializations and raised efficiency. They have possessed the capacity to separate themselves from different urban communities where such authority may have been deficient.

Two other critical outcomes have risen up out of the competent authority found in this examination. Right off the bat, these urban areas have possessed the capacity to give essential business and speculation ability to their mainland and national economies, frequently giving a moment chamber or extra choice past the bigger centers in their sub-landmasses. Second, each of these urban areas has turned out to be critical provincial pioneers for different urban communities and districts that neighbor them and has enlisted them to more extensive organization improving the size of business and speculation that is conceivable at the sub-national level.

The authority of nearby economies is a to a great extent unexplored subject in scholastic writing despite the fact that administration is generally alluded to by businesses and financial specialists as one reason they look for new open doors in specific areas. Bigger example thinks about are unmistakably required. This short examination has served to watch that the basic work of nearby pioneers in their neighborhood economies is deserving of further examination.

Authority decisions by territories and by singular pioneers are molded by institutional structures and by nearby conditions and there is no single right model. Keeping away from authority disappointment is a basic undertaking, in a field of open approach where there are few clear logical strategies. More than anything the basic part of pioneers is to impact positive change utilizing the formal and casual apparatuses available to them and to set in prepare positive plans that can persevere through and between cycles of advancement. Suggestions emerging from the contextual analyses must, in this manner, concentrate on the supporting elements of progress rather the benefits of one model of neighborhood initiative over another.

- The key part of the nearby authority is community oriented procedure making which can consolidate generally unique endeavors into a sound approach. Neighborhood pioneers should take care of this type of comprehensive system making as the essential intends to set methodology in a nearby economy.

Doing this well will require dependable proof and powerful organization and can support other decision pioneers confront, making reasonable approach lines.

Monetary Leadership gives community oriented intends to beat fracture by building clear organizations together between neighboring regions. Pioneers should try to address this discontinuity at a very early stage in their orders and as a way to set up an unmistakable nearby monetary system. Higher levels of government should wherever conceivable, offer help to such flat coordinated efforts.

- Weak neighborhood government a power in a few nations, joined with unequivocally sectorial national and state polices seems to militate against compelling nearby financial technique making.

- Avoiding initiative disappointment requires tending deeply parts of a positive administration plan and furthermore securing the capacity to address no less than four extra issues; maintaining a strategic distance from vanity ventures, advancing straightforwardness, handling way reliance and secure, and foreseeing/tending to externalities. Initiative can be fortified by focusing on these issues.

- National and state governments have vital parts to have both as impact of the authority of nearby economies, working in association with more neighborhood performing artists, and furthermore as specialists of change, working towards more viable neighborhood financial frameworks. Recognizing their ideal parts in neighborhood financial initiative is basic to fortify the endeavors made at the nearby level.

- Private part firms and managers are an essential measurement of nearby monetary administration. When they are efficient in multi-sectoral, vast scale participation associations that adopt a long haul strategy to build up a neighborhood economy they

can be extremely viable is supporting nearby government authority and furthermore making the conditions for positive engagement from higher levels of government.

The business association should try to build up their part as key neighborhood pioneers and look for intends to help and strengthen more extensive nearby monetary initiative endeavors.

To distinguish creative practices inside four basins of monetary advancement:

- Programs and Initiatives
- Organizational Structure
- Engagement
- Workforce and Talent

The containers portray diverse concentrations of monetary advancement. Traversing over each can be regular attributes of effective financial advancement programs. These inventive and remarkable projects regularly share a portion of the accompanying qualities, which are depicted all through the accompanying.

Concentrate on Collaboration among States, Regions, and Cities

1. Commit to a "base up" approach in view of local monetary qualities mapping plainly characterized parts and obligations regarding how state administration, local organizations, and neighborhood groups will cooperate consistently to execute programs.
2. Focus on developing administration, building territorial limit, and supporting the foundation of provincial measurements and measures.

3.2 Programs and Initiatives

Expanding on work already directed by The Department of the eighth bureau of the Kurdistan Regional Government, a standout amongst the most unmistakable financial improvement patterns are recognizing key groups or biological system based techniques. While a service part in developing its biological systems may change by area, there are a few general methodologies that KRG could seek after. To begin with, state organizations can go about as a facilitator for correspondence between different gatherings over the objective biological systems, incorporating correspondence with organizations, open authorities, instructors, and workforce experts. KRG should concentrate impetuses particularly on their picked biological communities while additionally putting resources into innovative work for these groups. KRG has distinguished a few biological systems to target. They incorporate Defense, Energy, Agriculture, Information and Financial Services, and Transportation and Distribution.

3.3 Organizational Structure

The best monetary advancement offices are those that can be adaptable and responsive. This by and large means associations with level structures that can complete financial improvement activities without expecting to explore numerous levels of pecking order. This can be troublesome for monetary advancement associations inside state government. KRG offices and their administrative procedures can be lumbering, making hierarchical hindrances that block financial advancement activities. Open monetary advancement programs frequently rely upon generous subsidizing from the governing body. Governmental issues and turnover prompt unpredictability of

subsidizing streams, which can hinder the state's capacity to manage programs as well as to assess their viability. Another test confronting KRG-drove financial advancement offices is that numerous political representatives to these offices need involvement in the field. These components decrease the KRG capacity to be adaptable and receptive to the quick paced financial advancement condition.

3.4 Engagement

Regardless of whether they are excluded in a formal, organized program, coordinated effort and correspondence with different partners are as yet fundamental for monetary improvement offices. Correspondence crosswise over state substances regularly begins with portrayal on state workforce and monetary improvement sheets. The best correspondence happens when barricades are made of agents from the private and open areas, advanced education establishments, now and again chose authorities, and, in states with vast local populaces, delegates from ancestral governments. It is essential to incorporate private part experts since they get together with their own insight and assets. These outside viewpoints can pinpoint territories and ventures that are ready for development. Exhortation from experts inside focused enterprises will enable government substances to better tailor their motivating forces, enactment, and business administrations, making them more productive and in a perfect world more successful. Monetary improvement offices should see businesses as their clients. This implies fascination projects and motivating forces are insufficient in monetary improvement endeavors. Administrations ought to be engaged and customized to address business issues.

3.5 Workforce and Talent

More states are including workforce and ability improvement as key parts of a financial advancement technique. Drawing in ability, serving the workforce needs of organizations, and connecting with and profiting by the gifts and learning of inhabitants are on the whole components of state and territorial projects. Ability fascination activities have been actualized with an end goal to either pull in new inhabitants to the state or bring back the individuals who have cleared out. Projects for drawing in

instructed and qualified ability have included a blend of electronic arrangements and assessment motivating forces. Some of these are extremely expansive, while others target particular gatherings or sorts of ability. All together for monetary improvement and workforce advancement frameworks to address the issues of existing organizations, it is vital to embrace a proactive, centered approach that is customized to their particular needs. Discovering approaches to streamline correspondence and administrations gave to bosses by the workforce advancement framework, monetary improvement associations, instruction and preparing suppliers, and other industry accomplices is vital to powerful business maintenance and extension procedures. A few states have actualized workforce techniques where the businesses are focal as clients. These states are best in working with managers when they have built up solid and key organizations among the workforce and financial advancement elements, instruction and preparing suppliers, and business pioneers around the KRG.³¹

3.6 Problem of the Study

First of all, As is well known the economy is described the region of Kurdistan unilateralism direct and huge on the oil sector for adoption, and the proceeds of sale in international markets is the main source main engine of the economy in the region, it has contributed to this kind of economy historically in supporting authoritarianism and disable the possibility of political participation, development and transparency in this region.

Developing areas, including developing countries and regions, have a unique set of economic problems and challenges to economic development. Developing countries, taken as a whole, refer to countries characterized by an underdeveloped industrial base, low per capita income, and widespread poverty.

Low-income: As an average estimate of the gross national income (GNI) per capita under \$7000 (The Premier Gateway to Business Opportunities in Iraq - Erbil International Fair Ground Erbil, Kurdistan Region – Iraq).

³¹ Ministries and Departments, The eighth cabinet of the Kurdistan Regional Government was sworn into office on 18 June 2014 at the Kurdistan Parliament. The cabinet consists of the following ministries and departments. <http://cabinet.gov.krd/p/p.aspx?l=12&p=228> (2017/June/20).

Human resource weakness: A low composite Human Assets Index (HAI) score based on indicators of nutrition, health, education, and adult literacy.

Economic vulnerability: A composite Economic Vulnerability Index (EVI) based on the instability of agricultural production, the instability of exports of goods and services, the economic importance of nontraditional activities, the handicap of economic smallness, and the percentage of population displaced by natural disasters.³²

In addition, the country petroleum industry taking 80% of revenues (KRG budget deficit narrows despite ongoing financial crunch, official data show).

For example, developing countries tend to have high levels of income inequality, low life expectancies, small or limited industrial sectors, outward migration from rural to urban areas, market imperfections (or market absence), and a history of colonial rule. This list of shared characteristics, while not present in all developing countries, illustrates the complexity of economic problems in developing countries. Economic problems do not occur in isolation. Economic problems, which are products of particular historical events, patterns, and structures, are related to social, political, and cultural problems and practices.

3.7 Study Purpose

Utilizing the previously mentioned foundation, the objective of the examination is to explore the extensive influence of leadership styles on economic development practices through main cities the purpose of research is to find out the best indicators for developing KRG economic.

A definitive goal of this postulation is to comprehend and actualize forms by which authority styles exhibitions, and also hierarchical objectives, are met alongside the general monetary advancement in KRG. The exploration would clear route for other area/nations to take after the way of giving satisfactory recommendations and results to give them a focused edge.

³² Ghaus-Pasha, Aisha, and 2007 Global Forum on Reinventing Government 7, Vienna. *Governance for the millennium development goals: core issues and good practices; 7th Global Forum on Reinventing Government, Building Trust in Government, 26-29 June 2007, Vienna, Austria.* UN, 2007.

One of another purpose of the present study has been to point out some relevant theoretical possibilities as solutions to the problem of economic development. The researcher is trying to claim that the sources of growth diversity and in different factors for example; mobility of labor and capital, the researcher have analyzed necessarily the crux of the problem.

On the theoretical front, some extensions are worthwhile. Since population changes in a country can be a result of both births/deaths and inflow/outflow of people, it is interesting to examine the link among fertility, migration, human capital formation, and income growth. Attention has to be drawn to the distinction between labor migration and labor mobility. (Here in this paper, we have been sloppy in using the two terms interchangeably as if they meant the same thing.) While the latter involves supplying effective labor to work in another country, the former also involves relocating one's home and changing one's national identity, hence the environment in which one raises children and invests in human capital.

3.8 Significance of the Study

The study, Investigate the influence of leadership styles on economic development in KRG.

The objectives of the study are:

- To develop a model of leadership style and economic development for KRG.
- To test empirically the Impact of leadership styles and other factors on economic Development in KRG.
- To Reduce the Burden of Internal and External Debts.
- To Develop Infrastructure: Better infrastructure like the education system, better health facilities, sanitation and quick means of transportation & communication creates an attraction for foreign investment. An additional objective of economic development is to develop the infrastructure facilities, those all can be done via a good style of leadership.

- Adoption of self-reliance policy is possible due to economic development. Economic development reduces the dependence on other countries and their interference.
- Effective decision making ensures that the leadership style and the economic practices capability allow achieving objectives KRG as economic development.

3.9 Questions of Study

The examination question managing of this theory asks, "How and to what degree do administration effect of KRG and outside elements with outer legislative and different performing artists impact accomplishment in pulling in employments, business, and financial improvement?"

Hence this investigation hunts to distinguish how administration influences financial execution. Execution is a convincing subject in the most academic fields. Over that, it is charming to both scholastic researchers and professionals. Moreover, administration explore thinks about have been led from different points of view be that as it may, there is no methodical confirmation on how the rise of self-sorting out, either intra-jurisdictional or between jurisdictional influences financial improvement execution.

Therefore, this investigation broadens the writing on initiative styles affect on financial improvement in a few ways. Outer and interior firms including administrative and non-legislative partners at all levels of metropolitan administration incorporate collective exercises rising for KRG financial advancement that quite a bit of existing writing has disregarded. Second, this postulation additionally demonstrates that self-sorting out outer and inward factors for financial advancement can be remarkable segments that effect the authority styles execution of neighborhood monetary improvement. In this light, this proposition researches whether the styles of administration are related with the execution of financial improvement.

3.10 Review of the Literature

The old period of initiative hypothesis, from around 2300 B.C. to 1A.D, was described by the possibility of pioneers being extraordinary men who were wellsprings of specialist and equity. Pioneers were relied upon to carry on in a way envisioned by their general public and culture as suitable for a specific part, for example, a lord, boss, sovereign, or prophet. They were thought to be chivalrous, persuasive and supplied with uncommon authority control that empowered them to catch their supporter's creative energy.³³ So capable was this impact when Woods (1913) analyzed the advancement of administration in 14 nations over a 14-century time frame, he presumed that the colossal man pioneers made their country and formed it as per their capacities.

The established time of authority extends from 1 A.D. to 1869 and the neoclassical period extends from 1870 to 1939 enveloping a significant segment of the modern time. Amid the Industrial time, association speculations depended on social, statistic, and monetary issues that identified with a generally stable summon and-control, creation situated condition. These hypotheses gave an establishment to setting up methods for overseeing staff and gear and additionally the formation of formal association structures to guarantee creation dependability. This created a situation portrayed by huge associations that were provincially found and dominantly utilized neighborhood male specialists. These laborers created a homogeneous gathering that regularly had practically zero formal training, led their life exercises inside a couple of miles of their work site, and had individual recognition with the greater part of their associates.³⁴ What's more, expanded globalization and social decent variety prompted more prominent data age and spread. The outcome has been an undeniably open condition, heterogeneous socioeconomics and more prominent learning of non-nearby issues, all of which has expanded the sentiment vulnerability.³⁵

³³ Bass, Bernard M., and Ralph Melvin Stogdill. *Bass & Stogdill's handbook of leadership: Theory, research, and managerial applications*. Simon and Schuster, 1990,p.1182.

³⁴ Jo Hatch, Mary, and Majken Schultz. "Relations between organizational culture, identity and image." *European Journal of marketing* 31, no. 5/6, 1997,p.356-365.

³⁵ Handy, Charles B. *Gods of management: The changing work of organizations*. Oxford University Press, USA, 1996,p.272.

The modern period of association hypothesis is described by its emphasis on strength, tyrant administration, and formal structure and seems to have brought forth initiative speculations where authority was a result of the rising impact of pioneer and adherent collaboration, separated parts, and consistence acceptance. Truth be told, the consistence enlistment hypothesis seems most pervasive amid this period since its dictator, order approach empowered pioneers to achieve the most work with the minimum grating and most prominent participation.

The American Civil War from 1861 to 1865 profoundly affected American industry and government by prudence of the way that war generation in the northern states fortified assembling action to high creation levels. The southern states, be that as it may, endured extensive harm to assembling framework and common government. The positive outcome, in any case, is that after the southern business was remade it turned into a noteworthy supporter of the nation's cutting edge modern asset.³⁶

There gives off an impression of being no single all inclusive meaning of authority but instead definitions identify with different initiative viewpoints, for example, individual qualities, control impact, behavioral angles, or the situational condition. Hogan (1994) characterizes administration, "Initiative includes influencing other individuals to set aside for a timeframe their individual concerns and to seek after a shared objective that is imperative for the duties and welfare of a gathering".³⁷ As indicated by Egri, Carolyn places, "Authority incorporates impacting assignment goals and methodologies, affecting duty and consistence in errand conduct to accomplish these targets, impacting bunch upkeep and distinguishing proof, and impacting the way of life of an association".³⁸

With an end goal to build up a far reaching meaning of authority, Bowers and Seashore defined four fundamental measurements of administration: 1. Support:

³⁶ Marsiglia, Andrew J. "The relationship between leadership and personality." *Leadership and Managements*, 2005, p.1-39.

³⁷ Hogan, Robert, Gordon J. Curphy, and Joyce Hogan. "What we know about leadership: Effectiveness and personality." *American psychologist* 49, no. 6, 1994, p.493.

³⁸ Egri, Carolyn P., and Susan Herman. "Leadership in the North American environmental sector: Values, leadership styles, and contexts of environmental leaders and their organizations." *Academy of Management journal* 43, no. 4, 2000, p.571-604.

Behavior that upgrades another person's sentiment individual worth and significance. 2. Association Facilitation: Behavior that empowers individuals from the gathering to grow close, commonly fulfilling connections. 3. Objective Emphasis: Behavior that fortifies energy for meeting the gathering's objective or accomplishing superb execution. 4. Work Facilitation: Behavior that aides accomplish objective achievement through exercises, for example, booking, arranging, and giving assets, for example, devices, materials, and specialized information.

Administration is as often as possible characterized as far as value-based and transformational measurements. The worldview of value-based transformational initiative has general pertinence over all landmasses and societies. Regarding comprehensiveness, Bass pronounces, "Transformational leadership tends to be more effective and satisfying than contingent rewarding, contingent rewarding is more effective and satisfying than managing by exception, and managing by exception is more effective and satisfying than laissez-faire leadership."

Pioneer Effectiveness Leader adequacy is reliant on the authority issue circumstance, group progression, association culture, and procedure. Subsequently, the pioneer must utilize a different levels of authority aptitudes so as to be viable.³⁹ Hogan presents that there are five classes that might be utilized to assess pioneer adequacy: 1. Genuine execution of the association unit or group 2. Evaluations by associates, subordinate, and boss 3. Aftereffects of meetings, reproductions, or appraisal focuses 4. Self-appraisals 5. Impression of individuals whose professions are in risk.

Group progression and procedures by and large give fast and quantifiable outcomes to deciding pioneer adequacy. Group forms have a complementary relationship in which authority procedures and group forms impact each different as colleagues turn out to be more experienced in their activity related aptitudes or at the end of the day, the colleagues progress toward becoming increase work ability development. Also, a research states, "That they have suggested that as teams become more experienced and achieve a significant level of expertise, other members take over more

³⁹ Yammarino, Francis J., Shelley D. Dionne, Jae Uk Chun, and Fred Dansereau. "Leadership and levels of analysis: A state-of-the-science review." *The Leadership Quarterly* 16, no. 6, 2005, p. 879-919.

of the leadership functions while designated leaders retain their boundary spanning responsibilities”.

What's more, pioneer viability might be expanded when the pioneer adopts a relationship or association strategy.⁴⁰ The pioneer adherent relationship is proportional on the grounds that as the pioneer impacts the subordinate to wind up noticeably more powerful and as this viability expands, the subordinate requires less immediate pioneer intercession.⁴¹ At the point when a pioneer utilizes an association approach with his or her group, authority accepts utilitarian qualities. A practical point of view on initiative concentrates on the fundamental elements of a work gathering, and the subordinate associations supporting the work gathering. Initiative capacities ought to be practically comparable to those of the work gathering.

Furthermore, utilitarian initiative perceives the ability development of the work gathering, at low levels of occupation development, representatives performing new errands need support and help. As workers pick up work development, they require less immediate pioneer intercession. In a few circumstances, backhanded authority may expand viability. Pioneers frequently straightforwardly apply their critical thinking aptitudes, learning, arrangement figuring abilities, and social judgment to an administration circumstance.⁴²

Effective leadership may be achieved by using more of an indirect approach. As per Mumford he states, “Leadership may sometimes be a rather indirect phenomenon where influence is exercised through cognition and performance as well as through interpersonal interaction.” Exchange initiative, then again, did not deliver high inspiration from laborers who expected individual enhancement from their activity

⁴⁰ Evink, Janis R. "Leadership & spirit: Breathing new vitality and energy into individuals and organizations." *The Academy of Management Executive* 14, no. 2, 2000, p.128-130.

⁴¹ Higgs, Malcolm, and Deborah Rowland. "All changes great and small: Exploring approaches to change and its leadership." *Journal of change management* 5, no. 2, 2005, p.121-151.

⁴² Behling, Orlando, and Charles F. Rauch. "A functional perspective on improving leadership effectiveness." *Organizational Dynamics* 13, no. 4, 1985, p.51-61.

related exercises. Transformational initiative is as often as possible thought to be best at larger amounts of an association's progressive system.⁴³

A transformational administration style, nonetheless, might be more successful at bring down administration levels. Viable pioneers won't depend exclusively on a value-based initiative style however will move amongst transformational and value-based styles as required by the circumstance and subordinate attributes.⁴⁴

It is hard to foresee pioneer adequacy by utilizing just single estimation criteria. A multi-criteria estimation framework has a more noteworthy likelihood of foreseeing pioneer viability. Hogan states, "In our judgment, the best way to forecast leadership is to use a combination of cognitive ability, personality, simulation, role play, and multi-rater assessment instruments and techniques".⁴⁵ In research conducted by Dobbins, Gregory H., and Stephanie J. Platz it was discovered that there was no calculable sex contrast in pioneer viability. Male and female pioneers in parallel authority positions displayed comparative examples of pioneer conduct and were viewed by their bosses as being comparative in pioneer viability.⁴⁶

Employment Satisfaction Job fulfillment relies upon a plenty of components. Estimating just a single or two components, for example, initiative style, identity, or minimum favored colleague may not create a full clarification of the best authority style to use in a specific circumstance. Examination of subordinate's social, vocation advance recognitions, the connection between work qualities and state of mind, and non-work related attributes so as to create a more exhaustive evaluation of employment fulfillment.⁴⁷ In an investigation of the relationship of employment fulfillment to work

⁴³ Mumford, Michael D., Stephen J. Zaccaro, Mary Shane Connelly, and Michelle A. Marks. "Leadership skills: Conclusions and future directions." *The Leadership Quarterly* 11, no. 1, 2000, p.155-170.

⁴⁴ Howell, Jane M., and Bruce J. Avolio. "Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated-business-unit performance." *Journal of applied psychology* 78, no. 6, 993, p. 891.

⁴⁵ Hogan, Robert, Gordon J. Curphy, and Joyce Hogan. "What we know about leadership: Effectiveness and personality." *American psychologist* 49, no. 6, 1994, p. 493.

⁴⁶ Dobbins, Gregory H., and Stephanie J. Platz. "Sex differences in leadership: how real are they?" *Academy of Management review* 11, no. 1, 1986, p.118-127.

⁴⁷ Chan, Kim-Yin, and Fritz Drasgow. "Toward a theory of individual differences and leadership: understanding the motivation to lead." *Journal of Applied Psychology* 86, no. 3, 2001, p.481.

execution, Petty demonstrated there is a positive relationship to singular occupation fulfillment to singular occupation execution.⁴⁸ “Popular books such as Theory X”,⁴⁹ looking for perfection and the one moment chief a specialist, has recommended an immediate connection between work fulfillment and execution. It appears to be sensible, in this manner, to infer that Situational Leadership II hypothesis will be relevant to the investigation of administration style and undertaking director work residency.⁵⁰

In addition, Mellahi, Kamel, Paul Jackson, and Leigh Sparks recommended that effective associations utilize individuals that have identity characteristics that empower the laborers to fit well into both the association's inward and outer situations. Senior officials frequently select individuals for a position of authority exclusively in light of the criteria of the competitor's operational productivity or experience.⁵¹ Sorcher proposes that the choice ought to be made on an expansive scope of delicate administration criteria including individual honesty, social foundation, and identity.⁵² The Ohio State University thinks about concentrated on pioneer conduct and authority style and delivered a far reaching 150-question instrument, the Leader Behavior Description Questionnaire (from now on LBDQ), intended to survey administration style in wording if thought and starting structure.⁵³

Possibility Theory Contingency hypothesis tends to the relationship of a pioneer's identity and initiative style to situational factors. Likewise, possibility hypothesis tends to the cooperation between situational factors and a pioneer's undertaking inspiration verses relationship-inspiration. A researcher declared, “The best organizational form or

⁴⁸ Petty, Margaret M., Gail W. McGee, and Jerry W. Cavender. "A meta-analysis of the relationships between individual job satisfaction and individual performance." *Academy of management Review* 9, no. 4, 1984, p.712-721.

⁴⁹ McCauley, Dan P., and Karl W. Kuhnert. "A theoretical review and empirical investigation of employee trust in management." *Public Administration Quarterly*, 1992, p.265-284.

⁵⁰ Webb, Kerry. "Motivating peak performance: Leadership behaviors that stimulate employee motivation and performance." *Christian Higher Education* 6, no. 1, 2007, p. 53-71.

⁵¹ Mellahi, Kamel, Paul Jackson, and Leigh Sparks. "An exploratory study into failure in successful organizations: The case of Marks & Spencer." *British Journal of Management* 13, no. 1, 2002, p.15-29.

⁵² Sorcher, Melvin, and James Brant. "Are you picking the right leaders?." *Harvard Business Review* 80, no. 2, 2002, p.78-87.

⁵³ Chemers, Martin M., Carl B. Watson, and Stephen T. May. "Dispositional affect and leadership effectiveness: A comparison of self-esteem, optimism, and efficacy." *Personality and Social Psychology Bulletin* 26, no. 3, 2000, p. 267-277.

leadership style is contingent upon its appropriateness to a situation or environment". With an end goal to give believability to this announcement, and concocted an investigation to coordinate Fielder's possibility demonstrate with possibility authoritative hypothesis.⁵⁴

Fiedler's pronounced possibility model of authority viability underscores three striking initiative attributes: pioneer part relations, assignment structure, and position control. Set that the earth in which the association leads its exercises affected an association's frame or structure, and demonstrated that there is a huge connection between choice vulnerability and circumstance condition.⁵⁵

Situational Leadership "Whether a person is successful in a leadership job seems to depend as much on the situation as on the personality and skills he or she brings to the job". Subsequently, a higher likelihood of hierarchical adequacy might be accomplished if the pioneer can alter his or her authority style to the requests of the administration circumstance. Guion and Gottier present that utilizing identity measures without considering work circumstance elements won't item an exact forecast of occupation execution. With a specific end goal to be reliable and precise, identity measures ought to be deliberately produced for particular circumstances. Tolstoy's inquiry is vital on the grounds that powerful initiative does not depend entirely on the individual but rather is affected by numerous variables including socioeconomics, individual and hierarchical culture, and circumstance attributes.⁵⁶

Connection of these components and their effect on administration turned into the reason for situational initiative research. Specifically, the Ohio State University initiative investigations of the 1940's demonstrated that there is a positive connection between pioneer characteristics, situational condition, and authority styles to alleviate situational impacts to deliver more prominent pioneer adequacy. When contemplating a

⁵⁴ Nebeker, Delbert M. "Situational favorability and perceived environmental uncertainty: An integrative approach." *Administrative Science Quarterly*, 1975, p.281-294.

⁵⁵ Fiedler, Fred E. "Validation and extension of the contingency model of leadership effectiveness: A review of empirical findings." *Psychological bulletin* 76, no. 2, 1971, p.128.

⁵⁶ Guion, Robert M., and Richard F. Gottier. "Validity of personality measures in personnel selection." *Personnel psychology* 18, no. 2,1965, p.135-164.

situational domain it is vital to consider a man's outer needs, confidence, intentions, and satisfiers like those found by Maslow. Moreover, it is vital to decide a man's aura as communicated in identity attributes.

Authority has immediate circumstances and end results relationship upon associations and their prosperity. Pioneers decide values, culture, change resilience and worker inspiration. They shape institutional procedures including their execution and adequacy. Pioneers can show up at any level of an organization and are not selective to administration. Effective pioneers do, in any case, make them thing in like manner. They impact everyone around them so as to receive greatest reward from the association's assets, including its most fundamental and costly: its kin. Libraries require administration simply like business, government, and non-benefit associations. Regardless of whether an open, extraordinary or scholastic library, that library's pioneers specifically influence everything from benefactor experience to effectively executing expressed missions, including asset allotment, administrations offered and accumulation improvement systems. Truth be told, the impact of pioneers and their viability in moving individuals to a common vision can straightforwardly shape the library's kin, its materials, how supporters utilize or collaborate with them and regardless of whether that experience is helpful. With authority possibly assuming such an imperative part in the accomplishment of data focuses and supporter encounters, it is helpful to think about the distinctive sorts of pioneers and their potential effect on libraries as associations.

Current administration hypotheses depict pioneers in view of attributes or how impact and power are utilized to accomplish goals. When utilizing characteristic based depictions, pioneers might be delegated imperious, fair, bureaucratic or alluring. In the event that review administration from the point of view of the trading of energy and its usage to secure results, pioneers are situational, value-based or transformational. Understanding these distinctive tropes can give a vocabulary to exchange that can prompt significant, wanted outcomes. It bears noticing that not all pioneers are made equivalent, and administration quality may change hugely crosswise over ventures or essentially inside an association. Also, distinguishing an individual pioneer's style is vital to assessing authority quality and adequacy particularly as it identifies with

hierarchical objectives. The following is a concise examination of every basic authority style recorded above and their potential effect on a gathering and in addition their relative helpfulness.

3.10.1 Leadership styles

3.10.1.1 Autocratic

Autocratic leaders are classic “do as I say” types. Typically, these leaders are inexperienced with leadership thrust upon them in the form of a new position or assignment that involves people management. Autocratic leaders can damage an organization irreparably as they force their ‘followers’ to execute strategies and services in a very narrow way based on a subjective idea of what success looks like. There is no shared vision and little motivation beyond coercion. Commitment, creativity, and innovation are typically eliminated by autocratic leadership. In fact, most followers of autocratic leaders can be described as biding their time waiting for the inevitable failure this leadership produces and the removal of the leader that follows.⁵⁷

3.10.1.2 Bureaucratic

Bureaucratic pioneers make and depend on, arrangement to meet hierarchical objectives. Approaches drive execution, system, targets, and results. Bureaucratic pioneers are most happy with depending on an expressed approach so as to persuade adherents to get on board. In doing as such they send an immediate message that strategy manages course. Bureaucratic pioneers are typically emphatically dedicated to methodology and procedures rather than individuals, and thus, they may seem reserved and very change unfavorable. The particular issue or issues related with utilizing approaches to lead aren't generally evident until the point that the harm is finished. The threat here is that initiative's most prominent advantages, inspiring and creating individuals, are disregarded by bureaucratic pioneers. Arrangements are just insufficient to the undertaking of inspiring and creating duty. The particular hazard with bureaucratic pioneers is the recognition that strategies precede individuals, and dissensions to that

⁵⁷ Van Vugt, Mark, Sarah F. Jepson, Claire M. Hart, and David De Cremer. "Autocratic leadership in social dilemmas: A threat to group stability." *Journal of experimental social psychology* 40, no. 1, 2004, p. 1-13.

impact are typically met with protection or lack of engagement. Approaches are not in themselves dangerous, but rather negligently created and indiscriminately executed arrangement can de-propel workers and disappoint wanted results. The focal issue here is like the one related with imperious pioneers. The two styles neglect to inspire and have little effect on individuals improvement. Actually, the unfavorable effect could be noteworthy and far exceed any advantages acknowledged by these administration styles.⁵⁸

3.10.1.3 Democratic

It sounds sufficiently simple. Rather than one characterized pioneer, the gathering drives itself. Libertarian profoundly, Democratic pioneers are disappointed by the tremendous exertion required to assemble agreement for even the most unremarkable choices and in addition the frosty pace required to lead a gathering by fiat. The potential for poor basic leadership and feeble execution is noteworthy here. The most serious issue with Democratic initiative is its basic suppositions that everybody has an equivalent stake in a result and also imparted levels of aptitude to respect to choices. That is once in a while the case. While Democratic authority sounds great in principle, it regularly is hindered in its own particular moderate process, and workable outcomes as a rule require a tremendous measure of exertion.⁵⁹

3.10.1.4 Charismatic

By a long shot the best quality driven initiative style is appealing. Alluring pioneers have a dream, and in addition an identity that rouses supporters to execute that vision. Accordingly, this administration write has generally been a standout amongst the most esteemed. Magnetic administration gives fruitful ground to imagination and development and is frequently exceptionally motivational. With magnetic pioneers in charge, the association's individuals basically need to take after. It sounds like a most

⁵⁸ Lok, Peter, and John Crawford. "The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison." *Journal of management development* 23, no. 4, 2004, p.321-338.

⁵⁹ Bhatti, Nadeem, Ghulam Murtza Maitlo, Naveed Shaikh, Muhammad Aamir Hashmi, and Faiz M. Shaikh. "The impact of autocratic and democratic leadership style on job satisfaction." *International Business Research* 5, no. 2, 2012, p. 192.

ideal situation. There is, nonetheless, one noteworthy issue that possibly undermines the estimation of appealing pioneers: they can clear out. Once gone, an association can seem rudderless and without bearing. The fumbling can keep going for quite a long time on the grounds that magnetic pioneers seldom create substitutions. Their initiative depends on quality of identity. Accordingly, magnetic administration ordinarily dispenses with other contending, solid identities. The consequence of getting rid of the opposition is an army of cheerful adherents, however couple of future pioneers.⁶⁰

3.10.1.5 Situational

Situational administration hypothesis proposes that the best pioneers continually adjust by embracing diverse styles for various circumstances or results. This hypothesis mirrors a moderately complex perspective of initiative practically speaking and can be a profitable casing of reference for experienced, prepared pioneers who are distinctly mindful of the authoritative need and individual inspiration. Above all, it permits experienced pioneers the opportunity to browse an assortment of authority cycles. Issues emerge, notwithstanding, when the wrong style is connected inelegantly. Likewise, considering our prior exchange with respect to a portion of the more insufficient administration styles like imperious and bureaucratic, this style requires a notice or disclaimer identified with unintended or not as much as ideal outcomes while picking one of these styles. All things considered, situational administration can speak to a valuable system for pioneers to test and create distinctive styles for different circumstances with an eye towards calibrating initiative outcomes. Situational authority, in any case, is best when pioneers pick more successful styles like charming, value-based, and transformational.⁶¹

3.10.1.6 Transactional

The wheeler-merchants of initiative styles, value-based pioneers are continually ready to give you something as an end-result of tailing them. It can be any number of

⁶⁰ Howell, Jane M., and Peter J. Frost. "A laboratory study of charismatic leadership." *Organizational behavior and human decision processes* 43, no. 2, 1989, p.243-269.

⁶¹ Blanchard, Kenneth H., Drea Zigarmi, and Robert B. Nelson. "Situational Leadership® after 25 years: A retrospective." *Journal of Leadership Studies* 1, no. 1, 1993, p. 21-36.

things including a decent execution survey, a raise, advancement, new obligations or a coveted change in obligations. The issue with value-based pioneers is desires. On the off chance that the main inspiration to take after is so as to get something, what occurs amid lean circumstances when assets are extended thin and there is nothing left with which to make an arrangement? All things considered, value-based pioneers some of the time show the characteristics or practices of charming pioneers and can be very successful by and large while making propelled players. They are skilled at making bargains that rouse and this can demonstrate useful to an association. The issue at that point is just one of supportability.⁶²

3.10.1.7 Transformational

Transformational pioneers look to change those they lead. In doing as such, they can speak to reasonable, self-reproducing initiative. Not substance to just utilize the power of identity (magnetic) or dealing (value-based) to influence devotees, transformational pioneers utilize learning, mastery, and vision to change everyone around them in a way that makes them supporters with a profoundly inserted purchase in that remaining parts notwithstanding when the pioneer that made it is no longer on the scene. Transformational pioneers speak to the most important type of authority since supporters are allowed to change, change and, all the while, create themselves as patrons. Authoritatively this accomplishes the best initiative result since transformational pioneers create individuals. Transformational initiative is emphatically wanted since it has no counterfeit imperatives as far as purchase in and rather is centered on getting adherents on board in light of their own developing manner of thinking and changing reactions to administration challenges. It is especially suited for quick paced, change-loaded conditions that request imaginative critical thinking and client responsibility.⁶³

⁶² Eagly, Alice H., Mary C. Johannesen-Schmidt, and Marloes L. Van Engen. "Transformational, transactional, and laissez-faire leadership styles: a meta-analysis comparing women and men.", 2003, p. 569.

⁶³ Leban, William, and Carol Zulauf. "Linking emotional intelligence abilities and transformational leadership styles." *Leadership & Organization Development Journal* 25, no. 7, 2004, p. 554-564.

Initiative, as a procedure, is both a craftsmanship and art of propelling human supporters, colleagues by impacting and enabling them. It is the capacity to have a change or an effect by making an objective, uniting in individuals, raising their dedication through legitimate vision, conviction, impact, excitement, and strengthening. Kotler has characterized authority as "the main impetus behind any fruitful change process is administration, initiative, and stills more authority." Leadership happens at various levels - intra-singular process, dyadic process, gather process, and authoritative process. It can be best conceptualized basically through an appropriate comprehension of the pioneer centered speculations (intra singular process), the pioneer adherent centered hypotheses (dyadic and gather forms) and the pioneer devotee setting centered hypotheses (hierarchical process).⁶⁴ There are different styles and ways to deal with initiative that not just clarify the qualities of a powerful pioneer yet in addition feature the specific circumstance and the effects that diverse authority styles offer on the supporters as. Pioneers can be appealing, value-based and additionally transformational. His or her style has, be that as it may, should be unexpected in view of the ecological circumstance so as to be more powerful.⁶⁵

3.10.2 Motivation of Employees

Inspiration is a mental procedure that starts with a need those changes into an objective executive conduct. The thought processes can be essential, optional or general those are gotten from inherent and extraneous sources. Maslow and Herzberg have been the pioneers in giving a theoretical system of inspiration. Nonetheless, the idea is as yet developing with ideas like ERG, hope and way objective hypotheses.

Work inspiration can be characterized as a worker's ability to apply a more elevated amount of endeavors, vitality, and eagerness towards the satisfaction of individual objectives bringing about submitted and motivated work conduct. It is a basic determinant of occupation execution and clarifies why individuals act as they do. Inspiration is the ability to complete stuff. At the point when the workers are profoundly energetic, pioneers can accomplish elite and results reliably. This is basically in light of the fact that adherents/representatives demonstrate the vitality, excitement, and assurance to succeed;

⁶⁴ Arifin, Zainal, Avanti Fontana, and Setyo Hari Wijanto. "The Role of Entrepreneurial Leadership and Absorptive Capability to Technology Adoption for Improving Business Unit's Performance; An Empirical Research of Indonesia Electricity Company." *Advanced Science Letters* 22, no. 5-6, 2016, p.1234-1239.

⁶⁵ Kotler, Philip, Marian Dingena, and Waldemar Pfoertsch. "Undertaking the Transformative Journey." In *Transformational Sales*, pp. 121-135. Springer International Publishing, 2016.

they delineate the eagerness to acknowledge obligation and conform to vital changes. Despite what might be expected, if any pioneer neglects to persuade his/her representatives/adherent indications of impassion to work, high non-attendance, debate and grievances, trouble in managing issues or challenges and unjustified protection from change are seen.⁶⁶

3.10.3 Leadership and employee motivation

Initiative is a much talked about and faced off regarding issue. In any case, it isn't the hierarchical authority that is the focal point of fascination. Hierarchical initiative has been limited to families controlling the business. With regards to center or junior level authority, it has still yet to be libertarian. Therefore, there is an absence of viable authority. Thusly, an examination has laid out that absence of successful initiative positions high among the reasons for the influencing issues looked by administration in our nation.⁶⁷

When discussing representative inspiration, the circumstance is even grim. The workers not just need sufficient pay checks and advantages, they need flexibility and chance to develop too. Bajracharya demonstrated that Nepalese enterprises have to a great extent been bombed in rousing workers. An investigation led by Pradhan on the authoritative atmosphere in the general population and private endeavors in Nepal uncovered that the standard for execution is higher and individual faithfulness is more grounded in the private associations than in people in general ones. Likewise, workers in private segments have more dread of losing their occupations. The examination additionally uncovered that bosses in private segments want opportunity at work. In Nepal, the most widely recognized motivational method has likely been the utilization of danger.⁶⁸

Another investigation led by Man, Sujen demonstrated that a dominant part (59 percent) of the Nepalese open endeavors' CEOs is independent and another mind greater part (81 percent) of CEOs inclines toward getting things done again and again without doing numerous approaches to adaptability and innovativeness. In his examination Sujen

⁶⁶ Shah, Syed Haider Ali, and Loo-See Beh. "Impact of Motivation Enhancing Practices and Mediating Role of Talent Engagement on Turnover Intentions: Evidence from Malaysia." *International Review of Management and Marketing* 6, no. 4, 2016, p.823-835.

⁶⁷ Upadhyay, Dipesh. "Leadership effectiveness in Nepalese service organizations." *Journal of Nepalese Business Studies* 4, no. 1, 2008, p.105-109.

⁶⁸ Pradhan, Anjir Man. "Organizational climate in the public and private enterprises in Nepal." *Unpublished Ph. D. thesis submitted to FOM, Tribhuvan University Kathmandu* (1999).

additionally found no huge contrast. As indicated by Sujen (1998) exceedingly organized relationship in Nepalese associations has a tendency to be tyrant and paternalistic than steady.⁶⁹

In Upadhyay, Dipesh inquire about article, "Authority Effectiveness in Nepalese Service Organizations", it is demonstrated that there is no critical contrast found between administrators working in high performing and low performing associations in the vision scale. This showed different variables than the dreams are in charge of the execution of these associations. Such a finding is in high inconsistency to the authority styles that has been talked about in past area. Direct level of connection amongst execution and strengthening inside the associations was discovered, showing that the high performing associations have higher strengthening and low performing associations have bring down strengthening. The Nepalese pioneers (administrators), paying little mind to high performing or low performing associations; don't see well the advantages of having great relational association with representatives. Finally, it was discovered that directors with high score in strengthening and correspondence scale likewise demonstrated high score locus of control i.e. they have inner locus of control. It demonstrates that the part of initiative has not been imperative, if not recognized by the business domain, which clearly has fortified our conviction of low representative inspiration in Nepal.

3.10.4 Based on Literature Review Discussion

Subside Drucker has said that authority is that nature of inspecting work to guarantee that exertion isn't set where there are no outcomes. As per this definition, administration is the ability of building up needs and marshaling assets to accomplish advantageous objectives. Similarly as any skilled worker utilizes his apparatuses to finish his work, so are will undoubtedly utilize HR to accomplish their objectives.⁷⁰

Work inspiration, a basic factor deciding the nature and level of staff execution. Henceforth it is critical for a pioneer to know how a staff part (adherent) can be urged to perform better and the sky is the limit from there. In doing as such, it is urged to plainly break down what pioneers ought to do and which style should he/she utilize.

⁶⁹ MAN, SUJEN. "Research Studies conducted in Nepal." *Planning* 38, no. 1, 2007, p. 35-46.

⁷⁰ Drucker, Peter, and Harold Koontz. "Leadership and Management." *Leadership* (2016).

Obodougo, Jacinta; contend that administration relies on the gathering of individuals he/she is driving. A pioneer needs to comprehend what inspires others (workers) around you. The creators trust that it is significantly less demanding to lead and propel on the off chance that you comprehend what individuals' verifiable needs are. They have arranged representatives' needs into two essential classifications - requirement for a fundamental pay and necessities and requirement for development and difficulties.⁷¹

Further, Twumasi, E., and M. Gyensare opine that a decent comprehension of the specialist is essential for a comprehension of inspiration. It is imperative to comprehend his objectives keeping in mind the end goal to inspire him. It is basic to figure out what an individual likes or needs in his work if inspiration is to happen. He contends that what makes individuals most joyful and persuades them in their activity is their specialty though what makes them unhappiest is the circumstance in which they do it.⁷²

A pioneer needs to demonstrate the way and ensure the objectives are SMART-particular, quantifiable, reasonable and time bound. Many individuals are objective situated once a pioneer indicates where their endeavors ought to be engaged. They react well to due dates and arranging. A pioneer needs to furnish his adherents an occupation with differed undertakings and capacity to develop they tend to remain more roused.

Make a suitable work air. The work environment by and large has a considerable measure to do with worker inspiration. Regularly administrators that treat workers in an agreeable way are well-suited to get to a greater degree a positive reaction. A pioneer ought to make a mix of flexibility and control. On the off chance that an individual isn't permitted to practice his inventiveness and activity, he will clearly be disappointed. This applies to everybody, not only the high achiever. While not every person chooses to practice that correct constantly, supervisors ought not start coordinating faculty in specific capacities, or in ways that will murder activity. Control is additionally required to keep his/her group in track. Pioneers can neither run their association by fear nor dread to run it; rather, they should push the limits between these extremes.

⁷¹ Obodougo, Jacinta. "The Determinants of Effective Leadership Style in Organizations: A Study of United Bank for Africa (UBA) Plc in Enugu Metropolis." PhD diss., 2017.

⁷² Twumasi, E., and M. Gyensare. "Antecedents of employee job stress: Evidence from the insurance industry in Ghana." *Management Science Letters* 6, no. 9, 2016, p.609-616.

As said by Sager, so as to propel somebody, a pioneer needs to know two things-Is the individual happy with the cleanliness factors offered by the activity, i.e., pay, incidental advantages, security and status, and relational connections? Second, will the individual be tested by the activity? A pioneer needs to give rewards/advantages to his devotees which can be extraneous and characteristic elements. The extraneous activity related-incorporate pay checks, rewards, etc.⁷³ Be that as it may, Hocine, Zakaria, and Jian Zhang contend that types of outward inspiration frequently neglect to request workers' earnest attempts after some time. The inborn components have a greater part to play. When we work entirely from a mentality of requesting execution through the granting of delight or the withholding of agony, we neglect to consider what analysts allude to as a person's inherent inspirations: the want to take part in an action since it is charming, important, and additionally expressly fulfilling. Normal natural sparks incorporate a feeling of having a place, feeling that one is making a critical commitment toward a commendable objective, and needing to have an "effect." It is these helpers, the examination recommends, that prompt managed superior.⁷⁴

People in associations convey inborn inspiration to their work. Instead of endeavoring to fabricate inspiration, a pioneer needs to motivate excellent work by calling upon others' natural want to have any kind of effect. Further, as opined by Hocine, Zakaria, and Jian Zhang, a header needs to perceive and take advantage of the ability and experience of their individual associates. He/she needs to take part in what we call "deliberate listening "instead of making presumptions or forming a hasty opinion. Also, a pioneer needs to concentrate on asking the correct inquiries and urging important answers as opposed to managing preformed arrangements and in doing as such adjust activity and reflection, perceiving that nor is adequate to take care of issues alone. Maybe in particular, a pioneer needs to share a key goal: to motivate his/her gathering of people (worker). It is at exactly that point the workers are propelled.

A pioneer must be meticulous. McGregor's commitment to the investigation of inspiration additionally underlines the significance of adaptability: utilization of hypothesis X or Y administration methods ought to rely upon the individual being directed and the conditions. Besides a pioneer should ensure that he/she doesn't require things from others

⁷³ Sager, Donald J. "Leadership and employee motivation." *Allerton Park Institute (34th: 1978)* (1979).

⁷⁴ Hocine, Zakaria, and Jian Zhang. "Autonomy supportive leadership: a new framework for understanding effective leadership through self-determination theory." *International Journal of Information Systems and Change Management* 7, no. 2, 2014, p.135-149.

that he/she would not need expected of him/her-self. To comprehend workers, a pioneer must be a decent case for others to take after. He/she should endeavor to take a gander at the representatives' work similarly they do.⁷⁵

At last, administration ought not to be founded on falsehoods, fraud, or control. When driving different people it is imperative they are getting their very own advantage out activities. It is vital to be moral and obliging of others constantly.

3.10.5 Leadership Style Role

The part of initiative has been inspected in various observational investigations and endless articles, expositions, and books. There are numerous initiative styles that creators have supported over the past. Notwithstanding, the most conspicuous ones incorporate - value-based, unforeseen, alluring and transformational.

In his administration demonstrate, Kerry Webb has dissected four factors shape Transformational, value-based and Laissez Faire authority styles-which pioneers should consider to adequately build inspiration toward additional exertion among their staff. He is of the feeling that by executing the four initiative practices of ascribed moxy, scholarly incitement, and individual thought, and unforeseen reward, pioneers can hoist the inspiration level and increment the generation from individuals from their staff. Shalley, Christina E., and Lucy L. Gilson additionally contends that pioneers need a mix of certainty, an eagerness to go out on a limb, and the vitality and conviction to have a go at something new. Likewise, pioneers ought to draw in people in creating mental pictures of new ideas and urging specialists to find the fundamental arrangements that change dreams into substances. Further, the administration style ought to recognize the need that people have for individual acknowledgment and the need to avow the one of a kind qualities and capacities of every individual in an association.

Finally, unexpected reward might be seen as knowing your laborers alright to recognize their qualities and to put people in positions where they can make constructive commitments to the association and accomplish prizes and acknowledgment. At the point when individuals realize what they have to do to accomplish prizes and they trust they have

⁷⁵ Elliot, Andrew J., and Holly A. McGregor. "Test anxiety and the hierarchical model of approach and avoidance achievement motivation." *Journal of personality and social psychology* 76, no. 4, 1999, p. 628.

the right stuff and the preparation to effectively achieve the imperative undertakings, it bodes well that these people will probably be roused toward additional exertion. Ultimately a pioneer should know his adherents alright to recognize their qualities and to put people in positions where they can make constructive commitments to the association and achieve prizes and acknowledgment. At the point when individuals comprehend what they have to do to accomplish prizes and they trust they have the right stuff and the preparation to effectively achieve the imperative undertakings, it bodes well that these people will probably be spurred toward additional exertion.⁷⁶

3.10.6 Kurdish Leadership Style and Internal Disputes

In spite identities contrasts as a part of their identities, Talabani, Iraqi ex-president and pioneer of the Patriotic Union of Kurdistan (PUK), and Barzani, leader of the Kurdistan Regional Government (KRG) and pioneer of the Kurdistan Democratic Party (KDP), stand nearly shoulder to shoulder to protect the Kurdish issue. While Talabani is depicted as a liberal and Massoud Barzani as a preservationist, both stand blamed by the Gorran Party initiative for transforming the territorial government into a privately-owned company, engaging and improving individuals from their own particular families, relatives, close partners, and gathering individuals and estranging impartial Kurds. The two gatherings rotated the prevalence of the KRG between individuals from their own families and relatives. While Massoud Barzani had a firm grasp on control in the area, through the KDP, Talabani was progressively losing energy to Gorran, which chipped from the PUK in 2006.⁷⁷

As per James Calderwood, columnist for the National United Arab Emirates, Masroor Barzani, child of President Barzani, had expressed that "he inevitably needs to hold his dad's position as the chose pioneer of Iraqi Kurds". Likewise included that he had his own particular desire to end up plainly the KDP pioneer and work for his kin. He had additionally stated, "I think the Kurds should have their own particular autonomous state, similar to some other country". Ideally, Masroor Bazani needs to supplant his dad

⁷⁶ Shalley, Christina E., and Lucy L. Gilson. "What leaders need to know: A review of social and contextual factors that can foster or hinder creativity." *The leadership quarterly* 15, no. 1, 2004, p. 33-53.

⁷⁷ Rubin, Michael. "Is Iraqi Kurdistan a good ally?." (2008).

through the voting booth and not through legacy and family convention like other Middle Eastern rulers who confronted extensive scale uprisings in 2011, prompting the destruction of Bin Ali in Tunisia, Husni Mubarak in Egypt, and Mu'ammar Qadhafi in Libya.⁷⁸ Notwithstanding contrasts in the two pioneers' instructive foundations, childhood, and peculiarities, the two Barzani and Talabani have demonstrated great nature of authority for building the basics of a similarity of an advanced state. Barzani seemed, by all accounts, to be a quick student and a fit individual for having the capacity to assemble the aptitudes required for controlling his district and dealing with its outside undertakings. While anticipating himself as a democrat, he kept on practicing a substantial level of dictatorship. Talabani and Barzani have turned out to be all the more indistinguishable after some time, as confirm by their survival impulses and sober mindedness amid 1991-2011.

However, doubt and question between the PUK and the KDP prompted the development of shadow governments and foundations in the Kurdistan Region. Matt Frazer, Press TV journalist, opined, "In KRG, all the institutions of government-whether military, national resources, or education-fall under the direct control of either of the two ruling parties".⁷⁹

The PUK-controlled Sulaimaniya area has built up various instructive foundations, like those in the KDP-controlled territories of Arbil and Duhok, prompting misallocation of assets. Rather than copying each other, some of these instructive foundations with comparable projects should be joined keeping in mind the end goal to make focuses of greatness in specific zones, improving utilization of the constrained money related and scholastic assets to get ready understudies to manage genuine issues, directing thorough research, and urging them to make a trip starting with one region then onto the next.⁸⁰ This would help in bringing the Kurds of various districts nearer together, orchestrating their connections, enhancing open correspondence, and avoiding regionalism. Understudies from Sulaimaniya should look for educational modules

⁷⁸ Calderwood, James L. "To Be and Not to Be Negation and Metadrama in Hamlet." (1983).

⁷⁹ Aikens, Kathleen, Marcia McKenzie, and Philip Vaughter. "Environmental and sustainability education policy research: A systematic review of methodological and thematic trends." *Environmental Education Research* 22, no. 3, 2016, p.333-359.

⁸⁰ Rubin, Michael. "Is Iraqi Kurdistan a good ally?." (2008).

offered by the colleges in Arbil and Duhok and the other way around. In spite of many endeavors to reunify Kurdistan's organizations following the 1994– 1998 common war, Sulaimaniya was as yet controlled by the PUK and Arbil and Duhok by the KDP.

The reunification procedure was ease back and difficult because of the absence of trust between the KDP and the PUK. Sulaimaniya, the PUK control base, is progressively going under the impact of Gorran as a result of its anticorruption stand.

3.10.7 Economic Development Performance

The notability of execution has for some time been perceived in people in general arrangement and administration, yet the writing on financial advancement execution needs broad consensus¹² on the thought or utilizations of monetary improvement execution. It is most likely in light of the fact that the treatment of execution in explore settings is troublesome, so that in spite of the generally long history, less watchful consideration has been paid to monetary improvement execution at the nearby level, which was to some degree contrastingly connected to each examination for neighborhood financial advancement from numerous points of view.⁸¹

Therefore, this area audits writing on the financial advancement execution to comprehend the idea and uses of monetary improvement execution, which is critical in monetary improvement exercises, including self-sorted out approach systems. In spite of every one of these endeavors, the estimation of execution in financial improvement can be expensive, to a limited extent on account of the intricacy of the issues in the monetary advancement field, with the goal that nearly a lack of consideration has been paid to the results on financial improvement exercises at the nearby level, Most research concentrates solely on the state level; some inside on the neighborhood levels.⁸² Throughout the previous quite a few years, most observational investigations have inspected the effects on state monetary execution, utilizing cross-sectional or longitudinal examinations for estimation. For cases, as indicated by consider thorough

⁸¹ Venkatraman, Natarjan, and Vasudevan Ramanujam. "Measurement of business performance in strategy research: A comparison of approaches." *Academy of management review* 11, no. 4, 1986, p. 801-814.

⁸² Fujita, Masahisa, Paul R. Krugman, Anthony J. Venables, and Masahisa Fujita. *The spatial economy: cities, regions and international trade*. Vol. 213. Cambridge, MA: MIT press, 1999.

research recognizes changes in assembling work and interest in the states between 1967-1972 and 1972-77.⁸³ They locate that both duties and formative strategy are elements of changes in assembling business. In accordance with them, Slamon, Dennis ponder uncovers the impacts of specific kinds of state consumptions on business creation and work development.⁸⁴ Likewise, utilizes producing business development as a pointer of monetary improvement execution, demonstrating fabricating work development work.

The writing on state financial advancement execution gives blended confirmations on state improvement arrangement. Feiock, Richard, distinguishes little effect of improvement arrangements;⁸⁵ be that as it may, another observes financial improvement impetuses to be decidedly identified with monetary results at the state level after some time. Concerning these blended outcomes, portrays the reason as a belittle of the impact of nearby improvement arrangement as the inadequacies of plan and complex examination on the state level.⁸⁶

At the neighborhood level, the current cross-sectional and longitudinal looks into give a couple of discoveries monetary advancement execution. To represent, the finding of Stansel's examination demonstrates that decentralized nearby government enhances monetary execution.⁸⁷ With respect to the estimation of execution in neighborhood monetary improvement, Tao and Feiock point that it is hard to survey advancement programs "focused to regions of need," as a result of "unclear or numerous objective, dependence on unseemly total units and levels for examination, and disregard of

⁸³ Buss, Terry F. "The effect of state tax incentives on economic growth and firm location decisions: An overview of the literature." *Economic Development Quarterly* 15, no. 1, 2001, p.90-105.

⁸⁴ Slamon, Dennis J., William Godolphin, Lovell A. Jones, John A. Holt, Steven G. Wong, Duane E. Keith, Wendy J. Levin et al. "Studies of the HER-2/neu proto-oncogene in human breast and ovarian cancer." *Science* 244, no. 4905, 1989, p.707-712.

⁸⁵ Feiock, Richard C. "The effects of economic development policy on local economic growth." *American Journal of Political Science*, 1991, p. 643-655.

⁸⁶ Beck, Thorsten, and Ross Levine. "Legal institutions and financial development." *Handbook of new institutional economics*, 2005, p.251-278.

⁸⁷ Stansel, Dean. "Local decentralization and local economic growth: A cross-sectional examination of US metropolitan areas." *Journal of Urban Economics* 57, no. 1, 2005, p. 55-72.

distributional outcomes." Their exploration separates between financial development and group development¹³ to evaluate the focused on approaches.⁸⁸

On account of group advancement objectives, the execution is not any more simply work development or business development, however a reasonable designation of advantages from monetary development. By a similar token, Reese's exploration says that constituents' personal satisfaction, for example, the assets appropriation to the poor zone inside the neighborhood ward, ought to be estimated as the execution of financial advancement.⁸⁹

Given the select execution estimation for monetary advancement, occupations development is prevailing over other criteria, for example, development in number of new firms, compensation, venture for new settled (capital consumption), as well as esteem included McGuire, Gail M. "Sex, race, ethnicity. In spite of the fact that business isn't at all the main attractive objective of nearby financial improvement exercises, neighborhood work creation has for quite some time been the vital concentration of monetary advancement approach.⁹⁰ The backers for this claim in spite of other elective approaches to evaluate financial development, work reacts to monetary change through any component, for example, the expansion of new business firms or speculation. What's more, Job development explains the joblessness, decreases neediness, and in this manner produces higher salaries by McGuire.

In light of the objective of monetary improvement, this investigation presents criteria for estimating financial advancement execution, altering and expanding upon Venkatraman and Ramanujam's work on operationalizing the execution of business improvement. They contend that "independent of whether business execution is conceptualized extensively or barely, at the corporate level or at the business level, in total or relative terms, the accessible estimation methodologies can be portrayed

⁸⁸ Tao, Jill L., and Richard C. Feiock. "Directing benefits to need: Evaluating the distributive consequences of urban economic development." *Economic Development Quarterly* 13, no. 1, 1999, p.55-65.

⁸⁹ Reese, Laura A., and David Fasenfest. "What works best?: Values and the evaluation of local economic development policy." *Economic Development Quarterly* 11, no. 3, 1997, p.195-207.

⁹⁰ McGuire, Gail M. "Gender, race, ethnicity, and networks: The factors affecting the status of employees' network members." *Work and occupations* 27, no. 4, 2000, p.501-524.

utilizing the two recognizing attributes". The first is whether the extent of the idea of monetary business execution includes pointers pertinent to budgetary and additionally nonfinancial execution, and the second is whether the information in inquire about are gotten from an essential or auxiliary source.⁹¹

Initially, producing financial development as the unmistakable kind of business exhibitions relates to the objective of nearby monetary advancement, i.e., business maintenance and extension of drawing in new organizations and supporting private ventures. This is clearly on the grounds that assembling is a basic part for monetary advancement procedures that neighborhood wards seek after.⁹²

This monetary advancement has an extraordinary gradually expanding influence on an entire scope of nearby locales. All the more particularly, fabricating business that situates into a neighborhood locale can make lucrative employments. The rejuvenation of neighborhood business foundations requires an assortment of outlined or deliberate financial advancement exercises, i.e., formative approach devices, a more extensive exhibit of systems and social affiliations including city engagement.

Besides, solid quality of self-sorting out approach systems advances social capital, so neighborhood purviews with strong or solid social capital will probably draw in outside and inner venture. Also, self-sorting out installed systems empower more noteworthy neighborhood association in nearby financial improvement issues. Self-arranging systems including both legislative and additionally non-administrative on-screen characters associated with the neighborhood monetary improvement issues add to making new organizations, and also fortifying existing organizations.⁹³ Besides, self-sorting out smaller scale implanted systems, shaped all the more willfully through normal or sporadic gatherings, investment crusades, et cetera, add to planning different premiums of group individuals, which lead, to some degree or in entire, to building

⁹¹ Venkatraman, Natarjan, and Vasudevan Ramanujam. "Measurement of business performance in strategy research: A comparison of approaches." *Academy of management review* 11, no. 4, 1986, p. 801-814.

⁹² Feiock, Richard C. "The effects of economic development policy on local economic growth." *American Journal of Political Science*, 1991, p. 643-655.

⁹³ Livermore, Gina A., David C. Stapleton, and David Wittenburg. "The economics of policies and programs affecting the employment of people with disabilities." (2000).

accord or regular group mindfulness for neighborhood financial improvement. Next, markers for estimating financial business execution comparing to the objectives of monetary advancement execution depicted in Chapter One are distinguished. There are practically no broadly acknowledged criteria for estimating monetary improvement execution. They are, accordingly, pretty much diversely connected to each exploration for nearby financial advancement because of fluctuated investigate themes or information accessibility. All things considered, Quinn, Robert work contends that "authoritative adequacy is like an unwrapped territory, where the duty lies with the agent to diagram it." ⁹⁴

Economic development

Can be defined as efforts that seek to improve the economic well-being and quality of life for a community by creating and/or retaining jobs and supporting or growing incomes and the tax base.

3.10.8 The Information Life-Cycle

D&B insight will help your organization develop more effective economic development strategies that can support: Growth: Grow the sales volume of businesses within your state Expansion: Target firms that have succeeded without outside influence and are ripe for further investment Attraction: Know your market and invest in businesses that will have a positive impact on the local economy retention: retain and support businesses that have direct and indirect influence on the local economy.⁹⁵ Key benefits targeting and recruitment by industry or geography Prospect development and qualification Identification and retention of the high value businesses rapid response programs by flagging high-volume employers at risk efficient workforce development High growth areas for expansion or high risk areas for layoff aversion urban planning.

⁹⁴ Quinn, Robert E., and Kim Cameron. "Organizational life cycles and shifting criteria of effectiveness: Some preliminary evidence." *Management science* 29, no. 1, 1983, p.33-51.

⁹⁵ Moreau, Wayne M. *Semiconductor lithography: principles, practices, and materials*. Springer Science & Business Media, 2012, p. 952.

3.10.9 Best Practices for Economic Development Organizations

It can be challenging to successfully develop and implement initiatives that facilitate economic development, assist chamber members, and grow the chamber's member base. However, by combining and analyzing internal and external information, "key account" strategies can be developed to ensure available resources are targeted and have a higher impact on the local economy.

Targeted Segmentation

First, it is important to compare the business activity within your state, city or county with those surrounding it. Initial analysis should include total industries, total businesses, businesses opened, businesses closed, total employees and sales volume. Next, you want to understand the socio-economic breakdown of businesses within your state, city or county.

Opportunity Definition

It is equally important to understand the unique strengths and weaknesses that each city or county possess-and segment businesses based on a number of criteria. One best practice for targeted selection is an overlay of the Financial Stress Score (FSS) to locate businesses that have the highest likelihood of failure in the next 12 months, in order to execute layoff aversion, worker displacement and business retention programs. To further refine targets for retention and workforce initiatives, additional data layers may be incorporated, such as firm graphic and financial condition indicators.

The next step is to segment the opportunities by industries that are most essential for the city or county. Understanding all major industry categories and determining those that are experiencing high financial stress or struggling to stay in business is imperative for your growth initiatives. Additionally, analyzing the number of employees associated with these high stress industries may be indicative of needed response programs to these risky businesses.⁹⁶

⁹⁶ Barnard, John. "Best practices for economic development organizations." *Papers in Canadian Economic Development* 7, 2000, p.41-62.

Additional Segmentation

There are other key data elements that can be helpful to further segment opportunities for intervention and investment. Retention and workforce development scenarios are just a few examples for how refined business intelligence can transform economic development strategies within a community. An additional element to consider for targeted segmentation is corporate relationships. It is valuable to understand who the parent company is-as well as any other businesses within the corporate family tree-and look at the financial stability of these companies. Additional elements to consider are whether a business has foreign ownership, and whether a global investment risk associated with the foreign ownership exists.

As most economic development organizations do not have the assets, funding or staff resources to provide services for all businesses in their local geographies, data-driven intelligence is necessary to improve the overall efficiencies and effectiveness for sustaining and growing your local economy by Moreau.

3.10.10 Summary for Economic Development Practices

There is developing acknowledgment among strategy producers and professionals that advancement is the thing that drives esteem creation, upper hand, and at last occupation creation in the cutting edge worldwide economy. This is valid for organizations contending in the commercial center, and it is valid for states and groups going after new occupations and private venture. In a political situation where open spending is under investigation more than ever, monetary improvement must have a laser like concentrate on focused methodologies, productive utilization of assets, and quantifiable degree of profitability. In this segment, the analyst will distinguish creative practices inside four basins of monetary advancement:

1. Community Development (Satisfaction, Security, Quality of life)
2. Economic Development (Jobs & income, Consumer Spending, Tax Base)
3. Business Development (Payroll, Revenues, Return on Investment)

The containers describe distinctive concentrations of financial improvement. Crossing over each basin are basic qualities of effective financial improvement programs. These

creative and remarkable projects regularly share a portion of the accompanying attributes, which are portrayed all through the report.

- Concentrate on Collaboration among States, Regions, and Cities

Commit to a "base up" approach in view of territorial monetary qualities mapping plainly characterized parts and obligations regarding how state administration, local organizations, and nearby groups will cooperate flawlessly to execute programs.

Focus on developing initiative, building provincial limit, and supporting the foundation of local measurements and measures.

- Bind together Delivery Systems

Break down storehouses among different government and state projects to adjust assets all the more deliberately and viably on monetary improvement results. Instruction, workforce advancement, and financial improvement ought to be seen as a solitary conveyance framework where methodologies are adjusted toward a typical vision and shared objectives.

- Grasp Innovation-Based Economic Development

Embrace and quicken commercialization, business enterprise, and different parts of advancement based financial improvement developing from conventional monetary improvement associations concentrated exclusively on showcasing and enrollment to wander advancement associations that mirror the present monetary condition, particularly for new businesses.

Develop and drive a system of assets for advancement and entrepreneurialism through cooperation with venture funders, lawful experts, money related supervisors, advertising pros, schools and colleges, and numerous others.

- Connect with Private Sector Leadership

Ensure that financial advancement endeavors concentrated on quickening private part development are driven by the private division.

Private segment pioneers must drive procedure and champion state and local monetary improvement activities to be fruitful.

- Utilize Asset-Based Strategies

Create "resource based" procedures instead of "needs-based" techniques. Directed industry approaches work best when they depend on exceptional resources and systems that can be utilized to contend all around, not regions of lack that are utilized to offer for more state or government subsidizing.

- Fortify the Talent Pool

Apply imaginative methodologies that associate qualified ability with the remarkable needs of Oklahoma's current organizations, and improve the aptitudes and learning of the current and rising workforce.

- Measure and Market the Bottom Line

Implement and use a strong arrangement of execution estimation for the monetary improvement organization's projects and activities.

Communicate degree of profitability in wording that mirror the present monetary substances a "jobs+" perspective of financial improvement, for example, new organizations framed, capital raised, sends out produced, compensation paid, and incomes earned.

3.11 Methodology and Procedures Design

3.11.1 Introduction

In writing audit the idea of preparing was secured widely and altogether. To build up a comprehension of the connection amongst preparing and worker execution the examination concentrated on breaking down it from the representative's point of view. This section will concentrate on the techniques that are utilized to direct the investigation which incorporates clarifying the strategies and techniques. To pick up an

all encompassing photo of the relationship that exists between the two substances surveys were dispersed and the information acquired were measured utilizing SPSS. The essential information was assembled from the overview frames disseminated to four distinct banks at KRG (Kurdistan Region Government). The members of the overview were the representatives of the previously mentioned banks which were from both open and private divisions.

3.11.2 Scope of Study

How and to what degree urban communities' pioneers have status to work and create of KRG impact financial advancement practices, and all the more particularly the relative impacts of initiative styles inside the group outer factors on monetary improvement give the primary focus of present proposition. In view of the investigation goals which are portrayed in past segment. Besides, this section creates testable speculations with respect to whether the degree or sort of relationship styles help or hinder the results of the monetary improvement exercises, and depicts the technique and information.

3.11.3 Study Variables

To start with, keeping in mind the end goal to additionally comprehend the definite impact of initiative styles on financial advancement hones. Then again, arranging outside systems are based on connections moderately very much planned through strategies or projects by larger amounts of or local specialist as opposed to inner ones. Such outside and inward pioneers including administrative and non-legislative partners in the metropolitan administration generally envelop shared exercises rising for neighborhood monetary advancement.

Second, this exposition utilizes a particular kind of business improvement execution relating to the objectives of neighborhood financial advancement, i.e., business maintenance and development of pulling in new organizations and supporting private ventures, fabricating monetary development. That is clearly on the grounds that these financial improvements have an awesome progressively outstretching influence on

an entire scope of neighborhood locale. Likewise, this examination utilizes markers in view of the monetary advancement criteria for estimating financial business execution that are proposed in the past Chapter. For this, while controlling for other relevant components of nearby financial improvement, this postulation focus solely on the parts of casual, administration styles outside and inner arrangement systems, investigating the examples of formal and casual neighborhood approach systems. Furthermore, investigating the relevant variables, advancement strategy devices, and different components connected to nearby monetary improvement is additionally expected to see how and under what conditions authority impact financial advancement. Logical determinants, for example, (Community Development; fulfillment, security, quality) (Economic Development; occupations and pay, customer spending, assess base) and Business Development; finance, incomes, quantifiable profit), and also administration styles, for example, Autocratic, Bureaucratic, Democratic, Charismatic, Situational, Transactional and Transformational, are relied upon to impact the results of financial advancement hones at the neighborhood level. Each factor is talked about in more noteworthy detail in the writing survey segments.

3.11.4 The Conceptual Model of Study

A calculated model is a portrayal of a framework that utilizes ideas and thoughts to shape said portrayal. Calculated displaying is utilized crosswise over many fields, going from the sciences to economics to programming improvement. When utilizing a theoretical model to speak to extract thoughts, it's imperative to recognize models of an idea versus a model that is calculated. In other words, a model is inherently a thing unto itself, yet that model additionally contains an idea of what that model speaks to - what a model is, rather than what a model speaks to.

Without plunging too profound into the philosophical, perceiving these contrasts between the models itself and what it speaks to is basic to understanding the correct utilization of reasonable models in any case. It should not shock anyone, at that point, that theoretical models are frequently utilized as a unique portrayal of true questions.

Generally, a calculated model ought to satisfy four crucial goals:

- Enhance comprehension of the delegate framework.
- Promote proficient transport of framework subtle elements between colleagues.
- Provide a perspective for framework originators to assemble framework details.
- Document the framework for future reference.⁹⁷

The conceptual model of the impact of leadership styles on economic development practices in KRG-IRAQ can be illustrated as a figure, as shown below.

The conceptual model shows:

1. The engagement of many people contributes to a more shared, collaborative approach to leadership.
2. The seven dimensions of leadership styles of context, culture, change and relationships are enabling factors in its introduction people, processes, support and systems as criteria needed to enact leadership.
3. The activities to encourage leadership styles include the provision of professional development, facilitation, mentoring, collective decision making, communities of practice, networking, finance, space and time and recognition and reward.
4. The means to evaluate leadership styles focus on engagement, collaboration, building leadership capacity on economic development practices.
5. The characteristic of leadership styles are a process that involves continual change that is based on reflection on past actions and is reflected as an emergent element of leadership context on suitable economic development practices.

⁹⁷ Wright, Kathleen, Louis Rowitz, and Adelaide Merkle. "A conceptual model for leadership development." *Journal of Public Health Management and Practice* 7, no. 4, 2001, p. 60-hyhen.

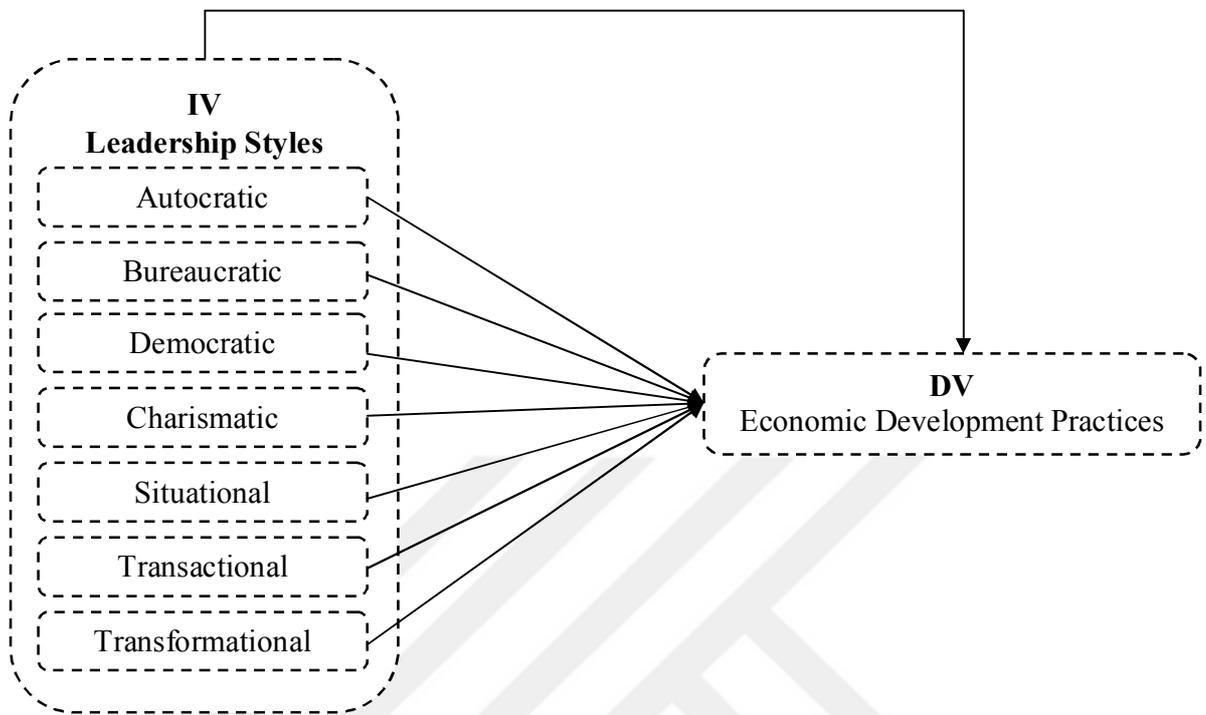


Figure 3.1 Conceptual Model

Source based: Salih H, A,

3.11.5 Research Design Strategy

Research configuration designs, compose and execute an exploration keeping in mind the end goal to acquire the best outcomes and boost the believability of the examination discoveries. Quantitative strategy was will use for this investigation. Surveys were utilized to acquire suitable and precise perspectives of pioneers/administration.

In, this area essentially gives the specialist a going to the bearing and how the exploration would be executed. Research could be led either through subjective or quantitative strategies. A legitimate comprehension will help the specialist to separate the two techniques and will lead the scientist in the right bearing. As the two approaches have its own particular benefits and mishaps the determination of a perfect strategy is significant to the achievement of the examination.

Quantitative research is a technique that includes deductive approach and assembling and dissecting numerical information.

The information accumulated from surveys will be investigated by SPSS. The accompanying strategies will be utilized.

Illustrative measurements will be utilized to depict the investigation factors. Illustrative insights include Figures, tables, diagrams, and different numerical measures including mean, rate, recurrence appropriations, histograms, and bar outlines to show information. Besides, the analyst will utilize relapse strategy to discover the degree of impact about primary points of study.

SPSS (Statistical Package for Social Sciences) Version 18.0 and 22.0 is the best programming bundle accessible to review writing, information mining, content examination, factual investigation, and coordinated effort and sending.

- Cronbach's alpha will be used to measure the reliability and credibility of the variables.
- Frequencies, percentage, mean and standard deviation will be used to describe and measure variables.
- Multiple regression analysis will be used to analyses the considerable effect that independent variable could have.

3.11.6 Approach of Study

Quantitative research is somewhat explore procedure where the analyst fundamentally utilizes present positivist claim on create learning by applying systems which embraces analyzes or reviews and tries to get information utilizing a settled apparatus that gives numerical information.⁹⁸

⁹⁸ Creswell, John W., and R. Designm. "Qualitative, quantitative, and mixed method approaches." *Aufl. Thousand Oaks* (2003).

Subjective research puts its accentuation on finding solutions from words than numbers. It doesn't include any scientific models. It tries to portray the wonder and elements.⁹⁹

The reason for quantitative research is to apply numerical and computational strategies to determine an outcome. Quantitative information in this way got is anything that isn't communicated in words, for example, measurements; rates and so on estimation is inescapable and is integral to quantitative research as it basically depends on numerical esteems to land at a conclusion. The estimation of information gathered by surveys is measures utilizing insights. Such an examination would help the analyst to create an outcome that is totally fair-minded as the outcomes or discoveries are spoken to in numerical incentive rather than words. The outcome is considered to a result of an example populace yet it isn't restricted to the example and could be connected broadly to other populace. The discovering demonstrates an example that can be connected to a bigger populace.

Rather than quantitative, subjective research principally depends on topics and inspires the discoveries in subjects. It depends intensely on words. Thusly, the point of current examination is to utilize quantitative approach.

3.11.7 Research Strategy

Surveys are more financially savvy and proficient and enable the analyst to cover wide regions and in this manner to discover the presence of examples assuming any. Such an approach will give the respondents a chance to concentrate on genuine occasions Closed and open-finished inquiries were utilized as a part of the overview to distinguish the presence of any recognizable patterns or examples. For most inquiries answers have could be ticked off. Be that as it may, there space was given in places where the member needed to express his or her own thoughts and remarks. Open-finished inquiries were utilized as a part of zones that could clear path for additionally investigate.

⁹⁹ Lemay, Celeste A., Suzanne B. Cashman, Dianne S. Elfenbein, and Marianne E. Felice. "A qualitative study of the meaning of fatherhood among young urban fathers." *Public Health Nursing* 27, no. 3, 2010, p.221-231.

A covering letter of assent was sent alongside the poll to disclose to the members the motivation behind the review and the secrecy related with it. The members were guaranteed that the data they gave would not be revealed. The explanation behind the privacy proviso was to build the reaction rate as they feel more consoled.

The respondents were likewise requested to give input on the plan of the poll, regardless of whether the survey was far reaching enough or where there any opportunity to get better, whether the inquiries were conceivable, and some other remark they may have had with respect to the survey.

The exploration puts an accentuation on both essential and optional information. The auxiliary information was gathered from the audit reports from the pioneers/chiefs in work environment. The overview plans to disseminate 329 polls took part in the review and restored the finished study frames. Through the study shapes the essential information required for the examination was acquired. The overview shapes gave the examination the understanding to the authority styles on financial improvement hones projects of different government work puts in KRG.

3.11.8 Survey Hypothesis Development

Main Hypothesis:

H₀: There isn't significant effect between leadership styles and economic development practices in selected area.

H₁: There is a significant effect between leadership styles and economic development practices in selected area.

Sub-Hypothesis 1:

H₀: There isn't significant effect of Autocratic style on economic development practices in selected area.

H₁: There is a significant effect of Autocratic style on economic development practices in selected area.

Sub-Hypothesis 2:

H₀: There isn't significant effect of Bureaucratic style on economic development practices in selected area.

H₁: There is a significant effect of Bureaucratic style on economic development practices in selected area.

Sub-Hypothesis 3:

H₀: There isn't significant effect of Democratic style on economic development practices in selected area.

H₁: There is a significant effect of Democratic style on economic development practices in selected area.

Sub-Hypothesis 4:

H₀: There isn't significant effect of Charismatic style on economic development practices in selected area.

H₁: There is a significant effect of Charismatic style on economic development practices in selected area.

Sub-Hypothesis 5:

H₀: There isn't significant effect of Situational style on economic development practices in selected area.

H₁: There is a significant effect of Situational style on economic development practices in selected area.

Sub-Hypothesis 6:

H₀: There isn't significant effect of Transactional style on economic development practices in selected area.

H₁: There is a significant effect of Transactional style on economic development practices in selected area.

Sub-Hypothesis 7:

H₀: There isn't significant effect of Transformational style on economic development practices in selected area.

H₁: There is a significant effect of Transformational style on economic development practices in selected area.

3.11.9 Sample Size

This examination was completed to comprehend the effect that exists between leadership styles on economic advancement rehearses. The analyst led a study by issuing a survey to various pioneers/administrators of chose zone in KRG. The survey gave who is dependable to voice their conclusions and express their encounters and discernments relating to financial and its importance with respect to improvement hones. The poll was outlined on one of the models that were accessible on www.surveysystem.com. The

examination picked 5 diverse territory in KRG, two each openly and private / profit and nonprofit organizations. The study chooses 5 different area in KRG, each in public and private / profit and nonprofit organizations which include 23 ministry of KRG from each ministry have been chose 5 leaders and same to the private organization.

The reason for such a choice was to construe how leaders / managers perception changes depending on the economic development practices. The survey was carried out of 329 responders. (50*46=2300).

Names of Ministers of the Kurdistan Regional Government Eighth Cab, which was ratified by the Parliament of the Kurdistan Region on Wednesday 18 June 2014.

Ministries and Chambers Minister

Prime Minister

Nigirvan Idris Barzani

Deputy Prime Minister

Qubad Talabani

Ministry of Agriculture and Aquatic Resources

Abdulstar Majid

Ministry of Culture and Youth

Khaled Dosky

Ministry of Education

Bashteiwan Sadiq Abdalla

The Ministry of Electricity

They are two of them

The Ministry of Awqaf and Religious Affairs

Kamel Muslem

Ministry of Finance and Economy

Ripaz Mohammed

Ministry of Health

Rikout Hama Rachid

Ministry of Higher Education and Scientific Research

Dr.. Yousef Samad Lutfallah (Dr. Yousef Gouran)

The Ministry of Construction and Housing

Derbaz is a messenger

Ministry of Justice

Sinan Abdul Khaliq Chalabi

Ministry of Interior

Karim Sinjari

The Ministry of Labour and Social Affairs

Mohamed Kader

Ministry of Martyrs and Anfal Affairs

Mahmoud Haj Saleh

Ministry of Municipalities and Tourism

Nawrouz Mouloud Amin

Ministry of Natural Resources

Ashti Hawrami

Ministry of Peshmerga Affairs

Mostafa Sayed Qader

The Ministry of Planning

Ali Al-Sindi

Ministry of Commerce and Industry

Samal Sardar

Ministry of transportation

Johnson Siouche

Minister of State for Parliamentary Affairs Mouloud Murad Muhaidin

Minister of Environment - Abdulrahman Abdel Rahim

President of the Presidency of the Region

Fouad Hussein

Department of Foreign Relations

Falah Mustafa Bakr

Department of Information and Information / Government Spokesman Sven Mohsen

Dzei

President of the Council of Ministers Nejrivan Ahmed
Secretary of the Cabinet Amang Rahim
Investment Authority

Department of Coordination and Follow-up d. Nuri Osman Abdel Rahman
The General Authority for the Kurdistan Region outside the administration of the region
Nasruddin Said Sindi
The Council of Women's Affairs, Pachshan Abdullah Zanganeh¹⁰⁰

3.11.10 Purpose of Questionnaires

Questionnaires are a standout amongst other approaches to do explore as it builds the possibility of getting a higher reaction rate from the members. The purpose behind such an expanded rate of investment is a result of the firmly characterized nature of inquiries. Such inquiries make it simple for the members to fathom and reply, additionally it's more financially savvy and effective. Once the information is gathered it gets investigated utilizing SPSS to create fair-minded numerical discoveries.

The questionnaire utilized as a part of this investigation had two segments. The principal segment concentrated on the statistic information, for example, sexual orientation, age, level of instruction, Career Title, Current position, work understanding, and support at instructional class assuming any. The respondents were educated of the hugeness of the statistic data to the examination.¹⁰¹

3.11.11 Ethical Consideration

Ethics are the ethical standards or statutes that go about as rules keeping people from making hurt their kindred individuals in circumstances including yet not constrained to monetary, physical or mental.¹⁰²

¹⁰⁰ Ministries and Departments, The eighth cabinet of the Kurdistan Regional Government was sworn into office on 18 June 2014 at the Kurdistan Parliament. The cabinet consists of the following ministries and departments. <http://cabinet.gov.krd/p/p.aspx?l=12&p=228> (2017/June/20).

¹⁰¹ Jack, Barbara, and Angela M. Clarke. "The purpose and use of questionnaires in research." *Professional nurse (London, England)* 14, no. 3, 1998, p.176-179.

¹⁰² Kent, Ray. *Marketing Research: Approaches, methods and applications in Europe*. London: Thomson Learning, 2007.

In guaranteeing consistence with the moral contemplations, and to ensure the support of all respondents associated with the exploration ponders, the accompanying moral issues were considered.

There was an affirmation of surety that the names and points of interest of the respondents associated with the investigation won't be uncovered to an outsider; the respondents were likewise guaranteed of secrecy and obscurity; and ultimately the examination maintained a strategic distance from double dealing. The scientist guaranteed the members that the trustworthiness of the examination won't be traded off.

3.11.12 Reliability

Dependability is considered as the critical piece of any examination since it analyzes the consistency of the estimation of an idea or thought. The idea of the investigation can be estimated by various thing measures or inquiries defined for this reason notwithstanding the measures that will be added to check a general score, Also the most vital issue is to ensure that the exploration markers allude to a similar thing. Therefore Cronbach's alpha is the best method to test dependability, Cronbach's alpha is ordinarily acknowledged over 0.6, however the higher the esteem is the more solid the examination questions.¹⁰³

3.11.13 Chapter Summary

This section concentrated and talked about subjects on investigates philosophy and outline. The target of the section was to acclimate the peruser with subjective and quantitative research and the exploration addresses that should have been tended to. Despite the fact that there were impediments in the examination, certain encounters, issues and issues that are looked by organizations are revealed. The information got from the survey would be talked about in detail with clarifications in the accompanying part.

3.12 Data Analysis and Result

¹⁰³ Gertsbakh, Ilya B., and Yoseph Shpungin. *Models of network reliability: analysis, combinatorics, and Monte Carlo*. CRC press, 2016.

3.12.1 Introduction

The primary reason for this section is to dissect the assembled information and also decipher the acquired yield utilizing SPSS 20v program. Through information investigation, the specialist focused on utilizing enlightening measurable, Regression examination, unwavering quality and legitimacy in view of all factors, factor examination through aggregate difference disclosed and t-test to test the speculations. In the understanding procedure the scientist endeavored to clarify the yield in light of KRG associations open and private.

3.12.2 Descriptive Statistics

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire population or a sample of it. Descriptive statistics are broken down into measures of central tendency and measures of variability, or spread. Measures of central tendency include the mean, median and mode, while measures of variability include the standard deviation or variance, the minimum and maximum variables, and the kurtosis and skewness.¹⁰⁴

3.12.2.1 Gender

Table 3.1 Gender

	Freq.	Per. %	V.P	C.P
Valid Female	52	15.8	15.8	15.8
Male	277	84.2	84.2	100.0
Total	329	100.0	100.0	

Table 1 its shows that 15.8 % of selected employees and managers at KRG are female, while the proportions of male is 84.2 %. This higher than female is a normal rate if we compare our results with the ratio of male-female work force in other countries especially in the private sector which can have different interpretations in different contexts.

¹⁰⁴ Liu, Regina Y., Jesse M. Parelius, and Kesar Singh. "Multivariate analysis by data depth: descriptive statistics, graphics and inference,(with discussion and a rejoinder by Liu and Singh)." *The annals of statistics* 27, no. 3, 1999, p.783-858.

3.12.2.2 Age

Table 3.2 Age

	Freq.	Per.%	V.P	C.P
Valid Under 18	12	3.6	3.6	3.6
18-25	82	24.9	24.9	28.6
26-35	142	43.2	43.2	71.7
36-45	49	14.9	14.9	86.6
46-55	29	8.8	8.8	95.4
56-65	11	3.3	3.3	98.8
Above 65	4	1.2	1.2	100.0
Total	329	100.0	100.0	

As indicated from table 2 age distribution also was another aspect of the study which was included in the demographical part of our study including five different areas. As table shows the age proportion was set for seven category of age, while 26-35 years of age, was the highest frequency with 142. Moreover, by looking at the second age category, it is clear that the majority of the participants were under thirty-six years of age, 43.2 % which indicates that the survey enjoy a highly young work force. Furthermore the lowest category of ages was above 65 with only 1.2 percent of the work force in the surveyed work force respectively which is an indication of lower aged work force population.

3.12.2.3 Marital Status

Table 3.3 Marital status

	Freq.	Per.%	V.P	C.P
Valid Married	136	41.3	41.3	41.3
Unmarried	193	58.7	58.7	100.0
Total	329	100.0	100.0	

As it shown in Table 3, the highest percentage referred to employees' unmarried as the highest with 58.7 % and the lowest is married with 41.3 %. As the result indicated in this distributed category the majority of employees and managers are unmarried this

could be a reason that the leaders in the current study do not understand very well their employees.

3.12.2.4 Education Level

Table 3.4 Education level

	Freq.	Per.%	V.P	C.P
Valid Secondary Education	21	6.4	6.4	6.4
Diploma Certificate	42	12.8	12.8	19.1
Bachelor Degree	176	53.5	53.5	72.6
Master Degree	60	18.2	18.2	90.9
Doctorate	30	9.1	9.1	100.0
Total	329	100.0	100.0	

Table 4 clearly shows the difference in the educational level of the participants of the survey. The current aspect of the personal data was related to the educational level of study participants. As table 4 indicates work force holding a bachelor degree was in majority while those holding higher or graduate degrees such masters or PhD were gradually with 18.2 and 9.1 percent work force, still those holding diploma was 12.8 percent. This indicates that the majority of the work force population in this study holds university degrees. While the majority was 53.3 percentage of the population hold bachelor degree.

3.12.2.5 Occupational Status

Table 3.5 Occupational status

	Freq.	Per.%	V.P	C.P
Valid Student	19	5.8	5.8	5.8
Employed	108	32.8	32.8	38.6
Business	63	19.1	19.1	57.8
Mangers	139	42.2	42.2	100.0
Total	329	100.0	100.0	

As indicated from the table 5 above the highest proportion of leaders it was 42.2 percent of response. Which return the largest range for mangers with 139 responses and the second highest of responds was in employed group represented 32.8 percent

answered by 108 frequency. While the rest are respectively with 5.8%, 19.1% goes for the student and business. Due to different sources and different estimation routines, information in regards to the gender pay in KRG has to be considered with caution.

3.12.2.6 Monthly Income

Table 3.6 Monthly income

	Freq.	Per. %	V.P	C.P
Up to IQD. 500000	93	28.3	28.3	28.3
IQD.501000 to 1000000	86	26.1	26.1	54.4
IQD.1001000 to 2000000	82	24.9	24.9	79.3
IQD. 2001000 to.3000000	42	12.8	12.8	92.1
Above 3000000 IQD	26	7.9	7.9	100.0
Total	329	100.0	100.0	

Table 6 shows the item of the sample based on the demographic information of participants. In term of at monthly income category, the data displayed high majority of respondents were 28.3% with IQD. 500000 and the next highest category was IQD.501000 to 1000000, with 26.1%, and last not least the other categories came with different proportion as shown on table through 329 samples distributed. While, the reasonable ground to believe that study is dealing with actual workers who have been participating in KRG job for the period time of survey.

3.12.3 Reliability and Validity Based On All Variables

Table 3.7 Case Processing Summary

		N	%
Cases	Valid	323	98.2
	Excluded ^a	6	1.8
	Total	329	100.0

a. Listwise deletion based on all variables in the procedure.

Table 3.8 Reliability Statistics

Cronbach's Alpha	N of Items
.933	49

Reliability quality examination was to discover the gauge the dependability and level of inside lucidness among components within each factor. Moreover, it was used to center the idea of estimation instruments. The Cronbach's Alpha esteem lied between (0/1). As demonstrated by Bonett, Douglas G., and Thomas A. Wright,¹⁰⁵ the Cronbach's t Alpha esteem was commendable with a base estimation of 0.6. The Alpha esteem reached out between (0.60/0.80) were demonstrating a decent outcome. Right when the Alpha was more prominent than 0.80 and close to 1.00, the outcome ought to be seen as great. What's more, it surmised the tried components were consistent and interrelated and in this way it was dependable to utilize the information for encourage examination. Beside the essential on Alpha esteem, in by and large, the calculation of Cronbach's Alpha obliged, no less than, three components. Dependability; reality that a scale should reliably mirror the construct it is estimating. One approach to consider unwavering quality is that distinctive things being equivalent, a man should get a similar score on an overview poll if they complete it at two unique focuses in time (test-retest) dependability. Another way to deal with investigate unwavering quality is to state that two people, who are the same as far as fabricate being estimated, ought to get a similar score. In quantifiable terms, the regular way to deal with investigate unwavering quality is relying upon the prospect that individual things (or sets of things) should deliver comes about predictable with the general questionnaire.

The normal of these qualities is comparable to Cronbach's Alpha, α , which is the most broadly perceived measure of scale unwavering quality this is a helpful way to deal with considering Cronbach's alpha.

The general outline for unwavering quality trial of Cronbach's Alpha for all poll variable tried by dependability investigation to discover the estimation of Cronbach's Alpha with 49 things with 329 reacts that will make unwavering quality for survey more evident while from the above table the estimation of Cronbach's Alpha was .933 which

¹⁰⁵ Bonett, Douglas G., and Thomas A. Wright. "Cronbach's alpha reliability: Interval estimation, hypothesis testing, and sample size planning." *Journal of Organizational Behavior* 36, no. 1, 2015, p. 3-15.

is mean higher than esteem 0.8 and almost (1). For this situation, the Cronbach's Alpha esteem considered as extraordinary predictable for investigation.

3.12.3.1 Validity

Table 3.9 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.848
Bartlett's Test of Sphericity	Approx. Chi-Square	2678.323
	df	45
	Sig.	.000

Depending on statistics expression of dataset table 9 validity examination of estimation model, hypotheses, and Sampling Adequacy investigation with the structural model. This study, it intends to determine the impact of leadership styles on economic development practices in KRG, experiences and their expectations results. As per the study, Cronbach alpha value more than 0.7 showing the questionnaire is satisfactory, The KMO obliged sampling sufficiency with the value bigger than 0.5 for a satisfactory outcome to load on further factor analysis¹⁰⁶. Variables must be dispensed with for value under 0.5. KMO and Bartlett's test were utilized to indicate the intensity of the relationship through variables. Bartlett's test was another essential sign show the intensity of the relationship through variables. As the result of KMO and Bartlett's test of research variables through 45 questions without demographic variables, the KMO was 0.848 which means higher than .05. It pointed that the adequacy of sampling was satisfactory. Therefore, Bartlett's Test of Sphericity result shows the level of significance was 0.00 and smaller than (.05).

3.12.4 Regression Analysis

In simple linear regression, the predict scores on one variable from the scores on a second variable. The variable that are predicting is called the criterion variable and is referred to as Y. The variable we are basing our predictions on is called the predictor variable and is referred to as X. When there is only one predictor variable, the prediction

¹⁰⁶ Williams, Brett, Andrys Onsmann, and Ted Brown. "Exploratory factor analysis: A five-step guide for novices." *Australasian Journal of Paramedicine* 8, no. 3 (2010).

method is called simple regression. In simple linear regression, the topic of this section, the predictions of Y when plotted as a function of X form a straight line.¹⁰⁷

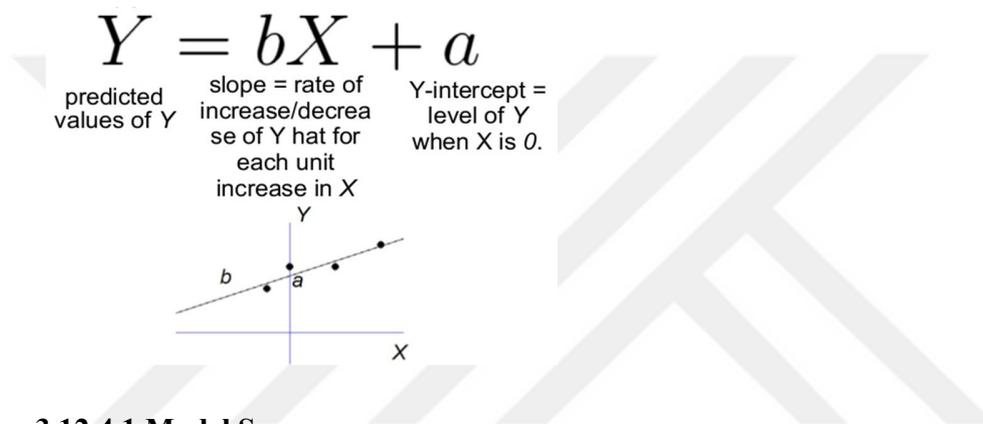
Therefore,

$$Y = bX + a$$

(Y) Predicted value of Y.

(bX) Slope = rate of increase / decrease of Y hat for each unit increase in X.

(a) Y- Intercept = level of Y when X is 0.



3.12.4.1 Model Summary

Table 3.10 Model Summary all Variable Together

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Ch.
1	.747 ^a	.558	.557	.595	.558	410.259	1	325	.000
2	.787 ^b	.620	.617	.553	.062	52.696	1	324	.000
3	.792 ^c	.627	.624	.548	.007	6.473	1	323	.011
4	.797 ^d	.635	.630	.543	.008	6.812	1	322	.009
5	.821 ^e	.674	.669	.514	.039	38.576	1	321	.000
6	.844 ^f	.712	.707	.484	.038	42.548	1	320	.000
7	.845 ^g	.714	.708	.483	.001	1.612	1	319	.205

a. Predictors: (Constant), Autocratic

b. Predictors: (Constant), Autocratic, Bureaucratic

c. Predictors: (Constant), Autocratic, Bureaucratic, Democratic

¹⁰⁷ Kleinbaum, David, Lawrence Kupper, Azhar Nizam, and Eli Rosenberg. *Applied regression analysis and other multivariable methods*. Nelson Education, 2013.

- d. Predictors: (Constant), Autocratic, Bureaucratic, Democratic, Charismatic
- e. Predictors: (Constant), Autocratic, Bureaucratic, Democratic, Charismatic, Situational
- f. Predictors: (Constant), Autocratic, Bureaucratic, Democratic, Charismatic, Situational, Transactional
- g. Predictors: (Constant), Autocratic, Bureaucratic, Democratic, Charismatic, Situational, Transactional, Transformational

From the table (10), it has been shown the strength of the relationship between independent variables Autocratic (X1), Bureaucratic (X2), Democratic (X3), Charismatic (X4), Situational (X5), Transactional (X6), and Transformational Leadership Styles (X7) value, confidence, and the Economic Development Practices (Y) dependent variable was reflected by R-value. The R-square has shown the regression model performance. The strongest value was the productivity of the whole model. While, the R-Square value has indicated Autocratic, Bureaucratic, Democratic, Charismatic, Situational, Transactional, and Transformational the independent variables were strongly affecting on the EDP dependent variable. Therefore, it has been shown that the R-Square coefficient of determination was appeared respectively (0.558), (0.620), (0.627), (0.635), (0.674), (0.712) and (0.714), while the strongest impact was Transformational style of leadership this could be the finding that the leaders in KRG most of them are Transformational.

As shown in Table 11, this study advances a conceptual model of factors that as per responder's opinion are some of the most likely to have a strong influence on the implementation of economic development practices in public and private funded settings serving KRG people. While most of study focus is on implementation in the best leadership styles on develop economic practice, which has received sparse attention in the field of implementation science at Kurdistan region government. However, the researcher proposes that many of the factors addressed in these two sectors are common to public sector services in general. In addition to adopting a focus that primarily emphasizes the role of service delivery organizations and the service systems within which they operate. Therefore, the result of table 10, it would be enough evidence to model fit.

Table 3.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Change Statistics				
					R Sq. Change	F Change	df1	df2	Sig. F Change
dimension0 1	.845 ^a	.714	.708	.483	.714	113.684	7	319	.000

a. Predictors: (Constant), Autocratic, Bureaucratic, Democratic, Charismatic, Situational, Transactional, Transformational

To investigate the aims of the current research, the impact between the dependent variables and independent variables multiple regressions were used. The dependent variable is Economic Development Practices (Y) and seven independent variables are Autocratic (X1), Bureaucratic (X2), Democratic (X3), Charismatic (X4), Situational (X5), Transactional (X6), and Transformational Leadership Styles (X7). These variables are used in the multiple regression models. Table 10 presents the output model summary, to indicate the strength of the impact between the independent variables of multiple regressions and the dependent variable which is measured by the relation R. Regarding the results of analysis, R= 0.845 which shows a reasonable positive correlation. The R Square value = 0.714 indicates the independent variables explain 70.8% of the variance in adoption. It means about 70.8% of the variation in Economic Development Practices can be described by the variation in Autocratic, Bureaucratic, Democratic, Charismatic, Situational, Transactional, Transformational.¹⁰⁸

3.12.4.2 ANOVA

Table 3.12 ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	185.705	7	26.529	113.684	.000 ^a
Residual	74.442	319	.233		
Total	260.147	326			

a. Predictors: (Constant), Autocratic, Bureaucratic, Democratic, Charismatic, Situational, Transactional, Transformational

b. Dependent Variable: Economic Development Practices

¹⁰⁸ Montgomery, Douglas C., Elizabeth A. Peck, and G. Geoffrey Vining. *Introduction to linear regression analysis*. John Wiley & Sons, 2015.

From the table 12, the ANOVA illustrate the levels of variance within a multiple regression models which is utilized for tests of coefficients' significance. ANOVA test shows the acceptance of Economic Development Practices on independent variables are statistically significant, while the F-value is statistically significant, $F=113.684$, and the P-value is smaller than 0.05 ($P=0$) which means that at least one of the seven predictor variables can be used to model Economic Development Practices.

3.12.4.3 Coefficients

Table 3.13 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.575	.146		3.944	.000
Autocratic	1.080	.088	1.131	12.213	.000
Bureaucratic	.390	.054	.380	7.224	.000
Democratic	-.088-	.034	-.107-	-2.552-	.011
Charismatic	.165	.047	.146	3.491	.001
Situational	-.300-	.035	-.455-	-8.488-	.000
Transactional	-.273-	.041	-.361-	-6.607-	.000
Transformational	-.062-	.049	-.067-	-1.269-	.205

a. Dependent Variable: Economic Development Practices

As per table 13, the coefficient test is used to find the most effective independent variables, through estimated multiple regression models, the biggest Standardized coefficient (Beta) is matched by Autocratic which is equal to 1.131 with largest t-statistic 12.213, and significant p-value of 0.00, while the Transformational leadership styles has the lowest Standardized coefficient with (-0.067-) with -1.269 t-statistic, and 0.205, non-significance p-value. It illustrates that one standard deviation increase in Autocratic is followed by 0.088 standardized coefficient beta increases in Economic Development Practices. It can be explained by other independent variables in the same way. Therefore, this model can be used for an estimation objective.

3.13 Factor Analysis

Factor analysis is a technique that is used to reduce a large number of variables into fewer numbers of factors. This technique extracts maximum common variance from all variables and puts them into a common score as an index of all variables. Factor analysis is part of general linear model. Several methods are available, but principle component analysis is used most commonly as it's used in the current study. Factor analysis is also used in theory testing to verify scale construction and operationalizations. In such a case, the scale is specified upfront and as know that a certain subset of the scale represents an independent dimension within this scale. This form of factor analysis is most often used in structural equation modeling and is referred to as Confirmatory Factor Analysis.¹⁰⁹

3.13.1 Total Variance Explained

Table 3.14 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.256	62.559	62.559	6.256	62.559	62.559
2	.850	8.501	71.060	.850	8.501	71.060
3	.639	6.394	77.454	.639	6.394	77.454
4	.567	5.667	83.121	.567	5.667	83.121
5	.531	5.312	88.434	.531	5.312	88.434
6	.383	3.832	92.265			
7	.335	3.350	95.615			
8	.211	2.107	97.723			
9	.179	1.786	99.508			
10	.049	.492	100.000			

Extraction Method: Principal Component Analysis.

The table 14 shows the following terms component -The initial number of factors is the same as the number of variables used in the factor analysis. However, not all 10 factors will be retained. In this current table, only the first five factors will be retained. Moreover, Initial Eigenvalues; Eigenvalues are the variances of the factors. Because the study conducted the survey factor analysis on the correlation matrix, the variables are

¹⁰⁹ Watson, Bill. "Making Sense of Factor Analysis: the use of factory analysis for instrument development in health care research." *Nurse Researcher* 11, no. 3, 2004, p. 91-93.

standardized, which means that the each variable has a variance of 1, and the total variance is equal to the number of variables used in the analysis, in this case was 10. Furthermore, Total - This column contains the Eigenvalues. The first factor will always account for the most variance (and hence have the highest Eigenvalue), and the next factor will account for as much of the left over variance as it can, and so on.

Hence, each successive factor will account for less and less variance, and % of Variance-This column contains the percent of total variance accounted for by each factor, also the cumulative % - This column contains the cumulative percentage of variance accounted for by the current and all preceding factors. For example, the third row shows a value of 88.434. This means that the first five factors together account for 88.434% of the total variance.

While, the Extraction Sums of Squared Loadings - The number of rows in this panel of the table correspond to the number of factors retained. In this column, it's requested that five factors be retained, so there are five rows, one for each retained factor. The values in this panel of the table are calculated in the same way as the values in the left panel, except that here the values are based on the common variance. The values in this panel of the table will always be lower than the values in the left panel of the table, because they are based on the common variance, which is always smaller than the total variance. The final column Rotation Sums of Squared Loadings - The values in this panel of the table represent the distribution of the variance after the varimax rotation. Varimax rotation tries to maximize the variance of each of the factors, so the total amount of variance accounted for is redistributed over the three extracted factors.¹¹⁰

The table 14 total variance explained demonstrated that one basic factor was extractable from the examination alongside their Eigenvalues, and the percent of difference owing to each factor, and the combined change of the factor and the past components. It has shown that the extricated Eigenvalues were 6.256 as aggregate that was higher than (>1.0) and representing 62.559 %of the total variance for all factors

¹¹⁰ Howe, David A. "Total variance explained." In *Proc. 13th European Frequency and Time Forum*, 1999, p.1093-1099.

under independent variables. Therefore, the extraction result of independent variable (Autocratic, Bureaucratic, Democratic, Charismatic, Situational, Transactional, Transformational) factors was satisfactory.

3.14 Hypothesis Testing

The way to determine whether a statistical hypothesis is true would be to examine the entire population. Since that is often impractical, researchers typically examine a random sample from the population. If sample data are not consistent with the statistical hypothesis, the hypothesis is rejected. There are two types of statistical hypotheses.

Null hypothesis. The null hypothesis, denoted by H_0 , is usually the hypothesis that sample observations result purely from chance. Alternative hypothesis. The alternative hypothesis, denoted by H_1 , is the hypothesis that sample observations are influenced by some non-random cause.¹¹¹

In the current study, the researcher wanted to determine whether the seven hypothesis of study through EDP. A null hypothesis might be that half the flips would result in Heads and half, in Tails. The alternative hypothesis might be that the number of Heads and Tails would be very different. Symbolically, these hypotheses would be expressed as

$$H_0: P = 0.5$$

$$H_1: P \neq 0.5$$

¹¹¹ Taeger, Dirk, and Sonja Kuhnt. "Statistical hypothesis testing." *Statistical Hypothesis Testing with SAS and R*, 2014, p.3-16.

3.14.1 T-Test (One-Sample Statistics)

Table 3.15 One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Autocratic	329	3.8377	.93675	.05164
Bureaucratic	329	3.9228	.86926	.04792
Democratic	329	3.8292	1.08734	.05995
Charismatic	329	3.7667	.79222	.04368
Situational	329	3.44	1.354	.075
Transactional	328	3.82	1.178	.065
Transformational	329	3.8918	.96826	.05338

One Sample Test

Table 3.16 One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% C. I.D.	
					Lower	Upper
Autocratic	74.309	328	.000	3.83769	3.7361	3.9393
Bureaucratic	81.855	328	.000	3.92280	3.8285	4.0171
Democratic	63.876	328	.000	3.82918	3.7112	3.9471
Charismatic	86.241	328	.000	3.76672	3.6808	3.8526
Situational	46.138	328	.000	3.444	3.30	3.59
Transactional	58.780	327	.000	3.823	3.70	3.95
Transformational	72.905	328	.000	3.89179	3.7868	3.9968

3.14.2 Result and Hypothesis Discussion

The study involved testing the 7 hypothesis, in order to study the impact of leadership styles on economic development practices in KRG-IRAQ with a specific reference to public and private organizations as shown on the model.

The first hypothesis considered for the study stated that there is a significant effect of Autocratic leadership style on economic development practices in selected area. The value of the *t*-statistic obtained between the Autocratic and economic development practices was 74.309 and the p-value corresponding to it was 0.000 <0.05. Since the p-value is less than 0.05, the null hypothesis was rejected, and it can be concluded that Autocratic leadership style drives the economic development practices with specific reference to public and private organizations. This can also be supported by the extremely high values for R-square (0.558) and adjusted R-square obtained, which explained that (55.7%) of the variance in economic development practices can be explained by Autocratic leadership style.

The second Hypothesis stated that there is a significant effect of Bureaucratic leadership style on economic development practices in selected area. The *t*-statistic obtained from the SPSS output analysis, between Bureaucratic leadership style and EDP was observed to be 81.855 and the p-value corresponding to it was 0.000 <0.05. Since the p-value is less than 0.05, the null hypothesis was rejected. And, thereby it can be concluded that Bureaucratic leadership style drives the EDP with specific reference to public and private organizations. The R-square (0.620) and adjusted R-square values, which explains that percentage (61.7%) of the variance in EDP of public and private organizations, can be explained by Bureaucratic leadership.

The third hypothesis stated that there is a significant effect of Democratic leadership style on economic development practices in selected area. On testing this hypothesis, the *t*-statistic between the Democratic leadership style and EDP was observed to be 63.876 and the corresponding p-value was 0.000 (<0.05). Since the p-value is less than 0.05, the null hypothesis was rejected. And, it can be concluded that Democratic leadership style has an impact on the EDP with specific reference to public and private organizations in KRG. The R-square (0.627) and adjusted R-square values was also extremely shown, which explains that a percentage (62.4%) of the variance in EDP of public and private organizations can be explained by Democratic leadership style.

The fourth hypothesis stated that there is a significant effect of Charismatic leadership style on economic development practices in selected area. The t-statistic between the Charismatic leadership style and EDP was observed to be 86.241, the p-value corresponding to it was $0.000 < 0.05$. Since the p-value is less than 0.05, it can be concluded that Charismatic leadership style boost the EDP with specific reference to public and private organizations. The R-square (0.635) and adjusted R-square values were the shown the reasonable rang for this variable, which explains that a high percentage (63%) of the variance in EDP of public and private organizations can be successfully explained by Charismatic leadership style. The results indicating an effect of Charismatic leadership style on the EDP can help the public and private organizations to know effectively reduce the implementation risk of Charismatic leadership.

The fifth hypothesis stated that there is a significant effect of Situational leadership style on economic development practices in selected area. The t-statistic between the items of Situational leadership and EDP was seen at 46.138. The p-value corresponding to it was $0.000 < 0.05$. Since the p-value is less than 0.05, it can be concluded that Situational leadership boost the EDP with specific reference to public and private organizations at KRG. The R-square (0.674) and adjusted R-square values were the highest for this variable, which explains that a high percentage (66.9%) of the variance in EDP of public and private organizations can be successfully explained by Situational leadership. Thus, ensuring this can also help the present organizations in efficiently implementing a Situational leadership style, since they are reported to impact the economic development practices of public and private organizations.

The sixth hypothesis declared that there is a significant effect of Transactional leadership style on economic development practices in selected area. The t-statistic between the items of Transactional leadership and EDP was seen at 58.780. The p-value corresponding to it was $0.000 < 0.05$. Since the p-value is less than 0.05, it can be concluded that Transactional leadership boost the EDP with specific reference to public and private organizations. The R-square (0.712) and adjusted R-square values were the highest for this variable, which explains that a high percentage (70.7%) of the variance in EDP of public and private organizations can be successfully explained by

Transactional leadership. Thus, ensuring this can also help the present organizations in efficiently implementing a Transactional leadership style, since they are reported to impact the economic development practices of public and private organizations.

The seventh Hypothesis stated that there is a significant effect of Transformational leadership style on economic development practices in selected area. The *t*-statistic obtained from the SPSS output analysis, between Transformational leadership style and EDP was observed to be 72.905 and the *p*-value corresponding to it was 0.000 <0.05. Since the *p*-value is less than 0.05, the null hypothesis was rejected. And, thereby it can be concluded that Transformational leadership style drives the EDP with specific reference to public and private organizations. The R-square (0.714) and adjusted R-square values, which explains the highest percentage (70.8%) of the variance in EDP of public and private organizations, can be explained by Transformational leadership. On carrying out multiple regression analysis using SPSS, it was found out that Transformational leadership had the highest adjusted R-square values followed by Transactional leadership, Situational leadership Charismatic leadership, Democratic leadership, Bureaucratic leadership and Autocratic leadership styles. Hence, it can be seen that all the variables included in the model had a significant association with economic development practices.

The study also attempted to analyze the relation of the dependent variable 'economic development practices' with the several age groups considered for the study. It was observed that there was a significant difference in the mean values of EDP of different age groups. This was also observed when the barriers to the implementation of Leadership Styles, were analyzed according to age groups. It was reported that the younger age groups had expressed organizations culture and lack of resources as the major barriers to implement an effective economic development practices in their organizations. On the other hand, the older age group expressed that lack of trust and protection of critical information was the major barriers.

The testing of the relation between economic development practices and marital status, as well as between economic development practices and education level revealed

that there was a significant difference in the mean values of economic development practices of marital status, and also different educational levels. Relation between economic development practices, and income, also followed a similar trend, and there was a significant difference noticed in the mean values of economic development practices of different Income categories.

As opposed to these, the relationship between the mean value of economic development practices and gender was also analyzed, and it was concluded that no significant difference in mean values of economic development practices existed between the two genders; males and females.

As concluded from the literature review, the public and private organizations must be aware of the several determinants that affect the implementation of leadership style such as the levels of qualification, the behavior differences of employees and manager. Similarly, the present study also found out a positive significant relation between economic development practices and determinants such as age group, marital status, educational level, and income. The hypotheses testing assume that there is a significant difference between the population mean and the sample mean. That means all hypotheses alleged that the independent variables at least one of them had a linear relationship versus EDP dependent variable. The output of One-Sample T-test that the Autocratic, Bureaucratic, Democratic, Charismatic, Situational, Transactional, and Transformational hypotheses were respectively shows 3.83769, 3.92280, 3.82918, 3.76672, 3.444, 3.823, 3.89179 with a mean difference, while the t-statistic respectively are 74.309, 81.855, 63.876, 86.241, 46.138, 58.780, and 72.905 through all variable shows Sig. (2-tailed) which means P-value were 0.000. If the hypotheses of the study show significance level α at 0.05 and used the critical value approach to conducting study hypotheses test, the researcher would reject the hypothesis if the P-value were greater than (0.05). Hence, it indicates the significant contribution to the model. Since H1, H2, H3, H4, H5, H6, and H7 hypotheses are not bigger than 0.05, the researcher fails to reject any hypotheses. That is the One-Sample T-test has insufficient evidence. Furthermore, the One-Sample T-test result shows all hypotheses were supported and accepted. Moreover, the study has shown the sufficient sample size of 329, and it

indicates to enough valid data were collected. Therefore, the researcher has put the output of model results based on models of Regression, Coefficientsa, and ANOVA Residual, the following model has investigated.

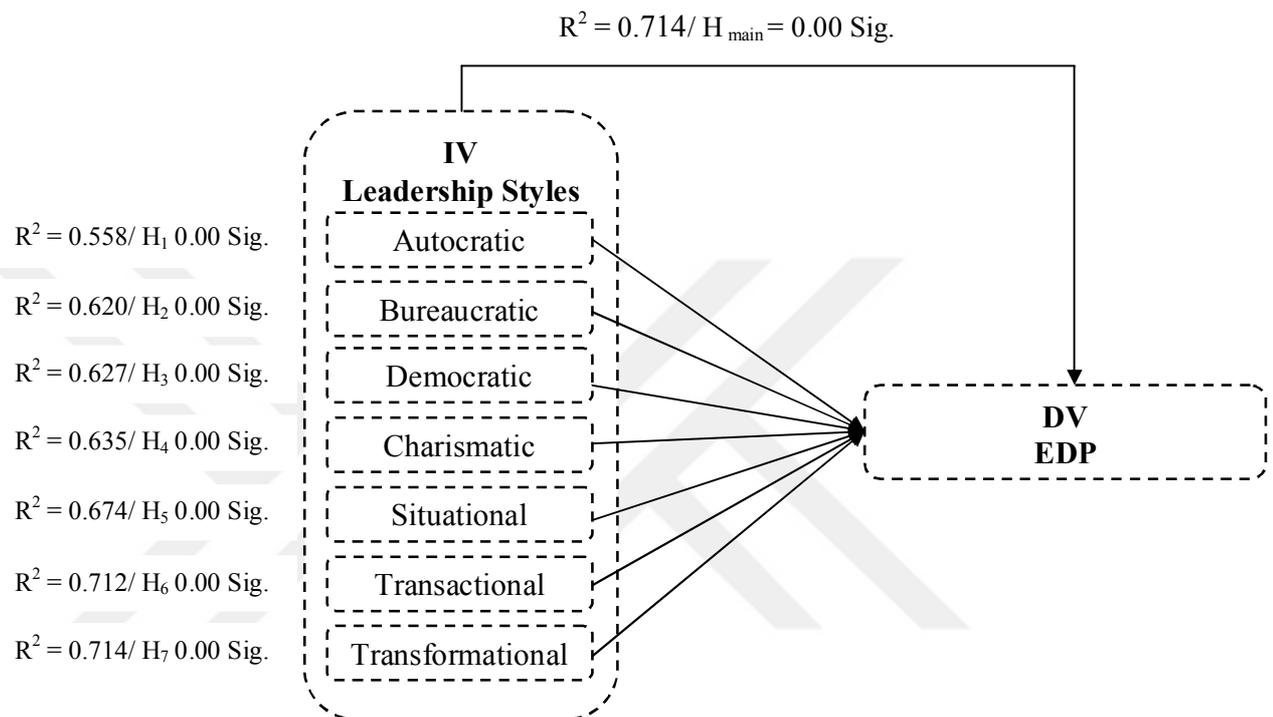


Figure 3.2 result of conceptual model

Source based: Salih H, A.

3.15 Findings and Discussion

This research examined the impact of leadership styles on economic development practices in KRG-IRAQ, the leadership styles toward the subject of economic development practices, the leadership styles longer-term maintenance of essential financial improvement hones, and certain statistic factors. To look at these connections, think about inquiries were asked; this section will report the result of the information investigation and give reactions to the examination questions. The research populations for this study were peopling who living KRG at public and private organizations. Three hundred and twenty nine usable reactions were acquired; both female and male

representatives were to some degree more profoundly spoke to in the example than the general four year certification populace.

The main purpose of the study far reaching influence of leadership styles on economic development practices through main cities the purpose of study is to find out the best indicators for developing KRG economic.

A definitive target of this proposition is to comprehend and execute forms by which leadership styles exhibitions and hierarchical objectives are met alongside the general EDP in KRG. An exploratory, qualitative, descriptive, historical, single case study approach was deemed most appropriate for this study. This approach was used to identify trends in Economic development practices during each of KGR post-independence administration and patterns in the demographic and leadership characteristics of the respective managers.

The objective was to gain meaningful insight into, and understand how leadership styles techniques might have hindered the economic development practices of public and private organizations.

To achieve this objective, the seven leadership styles of KRG post-independence, whose administrations lasted for at least one consecutive year or a current manager, and the economic performance of the respective administrations were assessed by analyzing, secondary data. Three categories of data were analyzed including demographic, leadership and economic development practices indicators. The parameters, which were the narrative units of measurement for demographic characteristics of the post-independence presidents, included: age, education, gender, married status, and the mode of accession to and exit from power. Consistent with the literature review, and based on the findings of this research study, one might suggest that the leadership styles and certain demographic characteristics of post-independence KRG managers might have contributed to the economic performances of their respective administrations and therefore, to KRG level of economic development.

Leadership styles of KRG managers and EDP relying of a findings from research, which align with extant literature, one might suggest that the characterization of the leadership of the managers studied as autocratic, bureaucratic, democratic, charismatic, situational, transactional, and transformational. The findings also suggest possible relationships between these leadership characteristics and the relative economic growth during the administrations of managers. More specifically, the findings seem to suggest that the administrations of the managers characterized as transformational and or servant leaders were more likely to achieve economic expansion than those characterized as autocratic, bureaucratic, democratic, charismatic, situational, and transactional. Transformational and servant leadership, have become the dominant framework for appreciating leadership in the postmodern social sciences.¹¹² The best embodiment of current leadership theory is rooted in the transformational leader. The leadership styles of the seven variables studied and the relative economic development practices of their respective administrations are compared and contrasted next.

3.15.1 Study Question One

What is the relationship, if any, between the leadership style and EDP; “How and to what extent do leadership impact of KRG and external factors with external governmental and other actors influence success in attracting jobs in both public and private organization, business, and economic development?” Initial analysis indicated a statistically significant, positive relationship existed between an employee's perception of Autocratic, Bureaucratic, Democratic, Charismatic, Situational, Transactional, Transformational leadership styles by his or her leader and the EDP. The relationship between these variables was examined using liner Regression. Respondents’ perception of the manager's leadership style was measured using the autocratic, bureaucratic, democratic, charismatic, situational, transactional, and transformational leadership styles subscale scores while attitude toward economic development practices was measured using the respondent’s score on the Questionnaire. Table 10 outcomes the model summary of regression between select research variables. The resulting regression shows

¹¹² Bass, Bernard M., and Bruce J. Avolio. "Transformational leadership and organizational culture." *Public administration quarterly*, 1993, p.112-121.

a significant relationship between a manager's leadership style at both public and private organization and economic development practices; the regression coefficient was autocratic, bureaucratic, democratic, charismatic, situational, transactional, and transformational R-Square coefficient of determination was appeared respectively 0.558, 0.620, 0.627, 0.635, 0.674, 0.712 and 0.714. These regressions between leadership style and EDP were statistically significant. The solid and measurably huge relapse between initiative styles was additionally noted and was analyzed further as a major aspect of a factor investigation, as it may demonstrate the presence of multicollinearity among the free factors. Workers were happier with their association encounter when pioneers utilized a transformational administration style in the association; value-based authority practices likewise brought about more prominent representative's fulfillment when contrasted with different styles practices.¹¹³ Certain facets of transformational leadership were also highly predictive of employee's involvement in an organization with R² 0.714. Hence, the study was satisfied to develop a model of leadership style on economic development and the result was a far evidence to test empirically impact of leadership styles and other factors on EDP.

3.15.2 Study Question Two

What is the relationship, and how identify leadership affects economic development practices. EDP is a convincing subject in the most insightful fields. Over that, it is charming to both scholastic researchers and professionals. Besides, administration investigate examines have been directed from different viewpoints be that as it may, there is no deliberate proof on how the rise of self-sorting out, either intra-jurisdictional or between jurisdictional influences financial improvement rehearses.

A connection was found between leadership style perception of a leader transformational leadership style and economic development practices of basic economic knowledge; the relationship between these variables was examined using regression coefficient. Again, the employees perception of the managers leadership

¹¹³ Bolkan, San, and Alan K. Goodboy. "Transformational leadership in the classroom: Fostering student learning, student participation, and teacher credibility." *Journal of Instructional Psychology* 36, no. 4, 2009, p.296-307.

styles were measured using each of the autocratic, bureaucratic, democratic, charismatic, situational, transactional, and transformational subscale scores while the EDP retention of KRG was measured using the employees score on the public and private organizations Economy. The regression obtained is outlined in Table 10. A weak, positive regression $R^2 = 0.558$ existed between Autocratic leadership in the organization and an employee's performance on their activity that was factually noteworthy at the 0.05 level. In this way, the outcomes demonstrate that representatives who saw their administrators as transformational scored higher than workers who did not see their pioneer as transformational on the measure of their financial learning, and are predictable with existing writing on transformational initiative. For instance, the utilization of transformational initiative style of the supervisor was a noteworthy indicator of association results¹¹⁴ what's more, in a trial investigation of military mentors and selects, those coaches who got transformational administration preparing had a more positive effect on the advancement of their enlisted people. An investigation of the execution of bank directors and their workers additionally demonstrated that transformational initiative practices by the chiefs evoked altogether higher execution among the immediate reports of these supervisors; value-based administration practices likewise prompted higher execution among representatives.¹¹⁵ In this manner, the ebb and flow study's discoveries are like earlier research and bolster the relapse found between workers who saw authority practices in their chiefs and their execution on the general population and private association. Besides, the transformational authority could be motivation to decrease the weight of inward and outer obligations and monetary advancement rehearses.

Also to develop infrastructure: better infrastructure like education system, better health facilities, sanitation and quick means of transportation & communication creates attraction for foreign investment. An additional objective of economic development

¹¹⁴ Walumbwa, Fred O., David M. Mayer, Peng Wang, Hui Wang, Kristina Workman, and Amanda L. Christensen. "Linking ethical leadership to employee performance: The roles of leader-member exchange, self-efficacy, and organizational identification." *Organizational Behavior and Human Decision Processes* 115, no. 2, 2011, p.204-213.

¹¹⁵ Howell, Jane M., and Kathryn E. Hall-Merenda. "The ties that bind: The impact of leader-member exchange, transformational and transactional leadership, and distance on predicting follower performance." *Journal of applied psychology* 84, no. 5, 1999, p.680.

practices is to develop the infrastructure facilities, those all can be done via a good style of leadership.

3.15.3 Study Question Three

What is the relationship, assuming any, between certain representative's attributes, for example, sexual orientation, age, and the workers major and the worker's impression of the administration styles of the supervisors? Sex and decision of major were found to have association with the representative's impression of supervisor's initiative styles; however a noteworthy relationship was found between a worker's age and view of teacher authority styles.

Therefore, this investigation expands the written works on initiative styles affect on monetary advancement hones in a few ways. Outer and inward firms including legislative and non-administrative partners at all levels of metropolitan administration incorporate collective exercises eminent for KRG monetary improvement that a lot of existing writing has dismissed.

Second, this examination additionally demonstrates that self-sorting out outside and inside variables for monetary advancement practices can be striking parts that effect the administration styles execution of nearby financial improvement. In this light, this proposal explores whether the styles of authority are related with the acts of monetary advancement.

The connection between these statistic factors was analyzed utilizing an autonomous examples t-test. Once more, the representative's view of the supervisor's authority styles was estimated utilizing each of the despotic, bureaucratic, fair, magnetic, situational, value-based, and transformational subscale scores. A free examples t-test indicated noteworthy contrast in scores of male or female worker's on any of the initiative style subscales, as showed in Table 16, concerning representative's sex and impression of supervisor's authority style, as laid out in Table 16, measurably critical relationship existed between the representatives and his or her perception of the

manager's leadership styles with t-statistic respectively 74.309, 81.855, 63.876, 86.241, 46.138, 58.780, and 72.905 through less than 0.05 sig.

Most research on sexual orientation and transformational authority has concentrated on the sex of the pioneer; however the writing on the impacts of the supporter's sex and his or her impression of their chief's demonstrate blended outcomes. In an early examination, the adherent or understudy's sexual orientation affected his or her assessment of her teacher.¹¹⁶ Later research however took a gander at sexual orientation of representatives, transformational and value-based administration, and association result and found that workers sex was identified with the impression of the initiative styles of administrators in the association, yet just as it identified with the view of on subscale of value-based authority, dynamic administration by exemption practices, where an educator gives progressing observing of execution and provoke redress of blunders or issues to keep up a normal level of execution. The connection between the representative's age and his or her impression of the administrator's initiative styles was resolved utilizing a recurrence test. The member's age, a straight out factor that incorporated the seven classes of age and the most noteworthy extent were 26-35 with 43.2 %.

Frequencies-test indicated a significant difference in the mean scores on the autocratic, bureaucratic, democratic, charismatic, situational, transactional, and transformational leadership styles subscale between employees and managers; (Age 3.15), and Mean of leadership styles respectively 3.8377, 3.9228, 3.8292, 3.7667, 3.44, 3.82, and 3.8918. Furthermore, Std. Deviation of (Age 1.172) and of leadership styles respectively .93675, .86926, 1.08734, .79222, 1.354, 1.178, and .96826, there was measurably noteworthy distinction between age gatherings and the impression of administration styles, as appeared in Table 2. Workers, those in the 26-35 of age, appraised their directors higher for both transformational and value-based authority with greater part respondent 142. Existing writing shows upper level representatives have a tendency to be all the more profoundly energetic workers and additionally segregating in

¹¹⁶ Ochieng Walumbwa, Fred, Cindy Wu, and Lucy A. Ojode. "Gender and instructional outcomes: The mediating role of leadership style." *Journal of Management Development* 23, no. 2, 2004, p.124-140.

their assessments of pioneers, assessing their pioneers more basically than bring down level workers. While the standards courses are not upper-level courses, the finding that more youthful workers and directors who have held up to take current examination poll were more incredulous of pioneers is bolstered by the writing. In any case, the appropriation of independence strategy is conceivable because of monetary advancement rehearses. Financial advancement lessens the reliance on different nations and their obstruction. Likewise the examination found that successful basic leadership guarantees the authority styles on the financial improvement rehearses ability permit accomplishing goals of open and private associations at KRG.

3.15.4 Finding for Further Research

The intent of this research was to offer insight into whether the leadership styles and economic development practices through managers contributed to KRG inability to achieve sustained leadership styles due to the study has founded all type of leadership styles effect respectively autocratic, bureaucratic, democratic, charismatic, situational, transactional, and transformational. Furthermore, given the limitations of the study, additional research might be needed to critique and validate the major themes identified in this study. Replication of the themes identified in this study at the local and state government levels in IRAQ.

A replica of this study would yield a larger sample that might provide greater insight into whether or not the leadership style, age at ascension to power, ethnicity, and religion of an incumbent managers is a factor in the achievement of sustainable economic growth. The academic community could benefit from future researchers' replication of this study in other different developing economic practices to assess the validity of the major themes identified in studying KRG. Such a study would offer further insights into whether or not the leadership styles (autocratic, bureaucratic, democratic, charismatic, situational, transactional, and transformational.) and demographic parameters (age at ascension to power, ethnicity, religion, and educational attainment) of incumbent managers, used in further study, remains a factor in the achievement of sustained economic growth in other developing KRG.

A good recommendation is for future researchers to conduct comparative and quantitative research on the economic and leadership developmental practices of both developed and developing countries. Examples of such future studies include quantitative and or comparative research to determine the relationship between transformational, servants, authoritarian, and dictatorial leadership and economic development of both developed and developing countries. Researchers could quantitatively compare the relationship between civilian versus military status and the manner of ascension to power of the leaders of developed and developing countries and the economic performances of their administrations. Such a quantitative study would be useful in identifying characteristics and system factors associated with sustainable development in the developing countries. Such a comparative study would help global leaders and leaders of developing countries develop appropriate intervention strategies for sustained economic development.

Future researchers could also examine the effect of mentoring and peer review program in KRG and other developing countries. Achieving all leadership style to gather seemed to have had substantial effects on the ability of developing practices to maintain economic stability. Developing countries therefore, need to construct effective leadership structures in order to effectively lead with aim at integrating into the world economy.

3.16 Conclusion and Recommendations

The current research has investigated the effect of leadership styles on economic development practices in selected 5 cities scale of managers. The analysis has shown that each of charisma and intellectual stimulation/individual consideration traits of transformational leadership style exerts positive but insignificant effect on followers and practices. The other trait, inspirational motivation, exerts also positive insignificant effect on economic practices, and. The traits are weak in explaining variations in practices. On the other hand, each trait of transactional leadership style considered in this research, constructive/contingent reward and corrective and management by exception has significant positive effect on followers and practices, and both jointly

explain very high proportion of variations in EDP. The study concludes that transformational leadership style is more appropriate in inducing performance in scale management than other leadership style.

Two categories of recommendations are proffered herein including 1) recommendations for action by key stakeholders (e.g., incumbent and prospective KRG managers and elected officials), and 2) recommendations for further study. Recommendation for Action by private origination owners (KRG incumbent and prospective leaders and elected officials) For KRG to achieve the level of sustainable economic growth and practices stability required to attain the public and private organization standards for developed countries, KRG could strive to eradicate military coups and regimes, and to institutionalize democratically elected civilian governance; and promoting transformational leadership at all levels of governance. These measures could assist KRG aim at establishing economic development practices at all levels of governance could help enhance sustainable economic growth driven mostly by increases in total factor productivity.

These measures could probably facilitate KRG ability to establish a more conducive environment for the most educated KRG to participate in governance at all levels of government. The above recommendations and the resultant stable and democratic society could also attract foreign investors to invest in KRG that could help boost the economy. Comparative evaluation of KRG leaders could be beneficial. Participating in peer review activities at both the national and international levels could provide effective means of holding KRG managers and elected leaders accountable; and could also help improve governance, transparency, and credibility, that will help position the country on the right path to sustainable economic development practices and consequently to an ultimate developed county status. Mentor programs are imperative for effective economic development in developing countries. Most leaders of developing countries, particularly KRG, could be more effective if trained and mentored to be transformational or servant leaders. Prospective KRG leaders could therefore, participate in transformational and servant leadership mentoring programs under the tutelage of proven transformational and servant leaders. Such mentorship could help leaders of

KRG become more effective, efficient, and humanitarian leaders who could be better positioned to lead the country towards the attainment of sustainable economic development and practices stability.

Kurdistan region government of Iraq could begin to recognize the intellectual capacity of its female population and meaningfully involve them in the leadership of the country at all levels. Borrowing from the experiences of countries that have successfully engaged female leaders at the national level, the meaningful involvement of females in the leadership of KRG could add to the value and quality of its leadership and economic development. The economic development practices problems and massive unemployment in KRG triggered mass exodus of people, particularly the most valuable (i.e. most educated like scientists, engineers, etc). KRG could begin to recognize the intellectual capacity of a. community development through satisfaction, security, and quality of life, b. economic development, jobs & income, consumer spending, and tax base, c. business development , payroll, revenues, and return on investment borrowing from the experiences of countries that have successfully engaged these kind of economic practices at the national level, the meaningful involvement of the leadership of KRG could add to the value and quality of its leadership and economic development practices.

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APPENDIX I

Questionnaire

We are carrying out The Impact of Leadership Styles on Economic Development Practices in KRG-IRAQ, to see if we can improve Practices and make them more relevant for our government. Thank you for taking the time to fill in this questionnaire; it should only take 10 minutes. Please put the (√) sign in the place that shows your opinion.

Part One: Personal Information's

1) Gender

- Female
- Male

2) Age

- Under 18
- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- Above 65

3) Marital status

- Married
- Unmarried

4) Education level

- Secondary Education
- Diploma Certificate
- Bachelor Degree
- Master Degree
- Doctorate

5) Occupational status

- Student
- Employed
- Business
- manger
- Not Working

6) Monthly income

- Up to IQD. 500000
- IQD.501000 to 1000000
- IQD.1001000 to 2000000
- IQD. 2001000 to.3000000
- Above 3000000 IQD.

Part Two: Leadership Styles

#	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Autocratic						
7	Members need to be supervised closely or they are not likely to do their work.					
8	It is fair to say that most members in the general population are lazy.					
9	As a rule, members must be given rewards or punishments in order to motivate them to achieve organizational objectives.					
10	Most members feel insecure about their work and need direction.					
11	The leader is the chief judge of the achievements of the members of a group.					
12	Effective leaders give orders and clarify procedures.					
Bureaucratic						
13	People look to me to help maintain hope when things go wrong in the organization.					

14	When I am in an organization, I keep its long-term goals in mind on a day-to-day basis.					
15	I can calm myself down when I'm under stress.					
16	When things go wrong, I immediately blame myself.					
17	I feel confident that others will accept my ideas and decisions.					
Democratic						
18	Employees need to be supervised closely, or they are not likely to do their work.					
19	It is fair to say that most employees in the general population are lazy.					
20	As a rule, employees must be given rewards or punishments in order to motivate them to achieve organizational objectives.					
21	Most employees feel insecure about their work and need direction.					
22	The leader is the chief judge of the achievements of the employees of the group.					
Charismatic						
23	I have to do things that should be done differently under different conditions.					
24	I work with two or more groups who operate quite differently.					
25	I Provides inspiring and strategic management goals.					
26	Inspirational; able to motivate by articulating effectively the importance of what organizational members are doing.					
27	Readily recognizes new environmental opportunities (favorable physical and social conditions) that may facilitate achievement of organizational objectives.					
Situational						
28	I check staff's work on a regular basis to assess their progress and learning.					
29	I hold periodic meetings to show support for company policy and mission.					
30	I provide staff with clear responsibilities and allow them to decide how to accomplish them.					
31	I make sure staff is aware of, and understand, all company policies and procedures.					
32	I discuss any organizational or policy changes with staff prior to taking action.					
Transactional						
33	I am someone that others turn to if they have a personal trauma.					
34	I am alert to what's happening around me.					
35	I encourage others to dream "big dreams" about the organization.					
36	The behaviors described in this factor leader clarifies the expectations					

	of his followers and provides recognition when achieve the goals.					
37	I believe that the organization needs to play a moral role in society					
Transformational						
38	I am making them feel they should satisfy job requirements.					
39	I am giving them the feeling that they have responsibilities to fulfill.					
40	I am making them recognize that they have tasks to accomplish.					
41	I am sharing my experience and/or training.					
42	I am helping them get a pay increase.					

Part Three: Economic Development Practices

#	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
43	Do leadership styles play an important role in the economic development of your region?					
44	Are laws in your country/ region conducive to the formation and growth of leadership's style to develop economy?					
45	Does your Government support the development of agriculture to help address the current financial crisis?					
46	Is there a need for a global effort to promote consumer spending and raise awareness on the role of consumer in economic development?					
47	Up to which extent our governments do specific contributions of Business Development to your country socio-economic development?					
48	What should be the top economic development priority? (Choose only one of them). 1. Recreation and tourism 2. Manufacturing 3. Construction and development 4. Agriculture 5. Community					
49	When deciding to go ahead with an economic development practices or initiative how important would you rate the following factors? (1 to 5) Community Development					

Satisfaction ()
Security ()
Quality of life ()
Economic Development
Jobs & income ()
Consumer Spending ()
Tax Base ()
Business Development
Payroll ()
Revenues ()
Return on Investment ()
Thank you for taking our survey. Your response is very important to us. MSc. Candidate HOGER AKRAM SALIH 329 samples

APPENDIX II

RESUME

Name and Surname	Hoger Akram SALIH
Place of Birth	IRAQ-Duhok- Zakho
Date of Birth	8/8/1988

UNDERGRADUATE EDUCATION INFORMATION

University	Nawroz
Department	Economic
Faculty	Administration and Economic

WORK EXPERIENCE

Institution He is Working at	Technical Institution
Duty / Position	Lecturer
Experience Time	2 Years

ATTENDED

Courses	Economic
Projects	The Impact Of Leadership Styles On Economic Development Practices In Krg-Iraq

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