



**THE ROLE OF ADMINISTRATIVE LEADERSHIP IN DEVELOPING
THE ORGANIZATIONAL CULTURE OF THE FACULTY MEMBERS
OF THE COLLEGE OF PHYSICAL EDUCATION AND SPORTS
SCIENCE OF AL-MUSTANSIRIYA UNIVERSITY**

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ABSTRACT

The present study aimed to identify the role of administrative leadership in developing the organizational culture of the faculty members of the College of Physical Education and Sports Sciences of Al-Mustansiriya University. The researcher used the descriptive approach with the survey and correlative method as it is the appropriate approach to the nature of the research. The research sample includes (77) which are all the teaching staff of the College of Physical Education and Sports Science/Al-Mustansiriya University. After data collection, it was treated using the statistical program SPSS as it is as suitable for the type of data. The results show that successful leadership when makes the teaching staff a coherent, balanced, sequential, and continuous circle. Besides, the leadership's confidence in teachers will make them feel that they are part of the institution, and this leads to their compliance with orders without opposition. The researcher recommended the need to develop the organizational culture of the faculty by holding courses by specialists and academics in the administration.

Keywords: Administrative hierarchy, Leadership, Organizational culture, Sport faculty, Spirit of cooperation,

1. INTRODUCTION

The phenomenon of leadership, in general, and the administration in particular, has attracted the attention of researchers and scholars of various disciplines and across the different stages of the development of human life since the oldest ages. It starts with the first example of simple primitive human society and passes through a series of transformations, changes, and multifaceted alterations, in various economic, social, cultural, and organizational scientific aspects. The conducted studies by scholars in the field of leadership are rich with interpretation, analysis, and divergence of theoretical and methodological approaches in the different disciplines to that they have been exposed. It has been given increasing attention in doing research and studies across the fields of different disciplines, such as sociology, psychology, management, politics, economics and trade, and organizational behavior to show its relation with some variables such the motivation, job performance, decision-making and organizational culture, conflict-containment, and the production efficiency. Since those previous studies showed the importance and role of leadership in their results, they motivate us to try to explore the relationship between leadership and the detailed structure of educational institutions with the variable of organizational culture. Scholars who are interested in the educational process have seen diversity and variance in adopting and using developmental options. So the diversity in the development of organizational culture could reflect changing conditions changing ideologically, socially, and organizationally. The role of good administrative leadership is the basis for the university's success and prosperity in general, and the modern sports leadership administration in particular. It works on developing and succeeding faculties of physical education and sports sciences and spreads the spirit of cooperation, understanding, and trust among faculty members to achieve the goals set. Thus, the secret to the success and progress of college depends on many variables, including the nature of work within colleges, the type of relations and interactions prevailing among faculty members, and the style of administrative leadership.

The administrative leadership plays a major role in the development of the organizational culture of the faculty members, and its success in creating the appropriate atmosphere for individuals. This subsequently would encourage to create of a purposeful work atmosphere and pave the way for stability for both individuals and the organization, as faculty members feel their importance at work and their ability to participate in decision-making and contribute to the formulation of policies and plans and a sense of trust prevails between administration and individuals. Therefore, the importance of the research lies in identifying the role of administrative leadership in developing the organizational culture of the faculty members of the College of Physical Education and Sports Sciences at Al-Mustansiriya University because leadership works to find an appropriate and balanced culture with the goals of the college. We can conclude from this definition that leadership has a major role in the development of organizational culture, which led us to investigate the role of administrative leadership in developing organizational culture. Since leadership is a social, cultural, and political task undertaken by the leader to achieve the desired goals and objectives, the leader needs to educate and refine the organization's culture for new members, as well as create harmony and coordination between juniors and more seniors to exchange experiences to reach positive result.

1.2 Research objectives

1. Know the role of administrative leadership in developing organizational culture.
2. Identify the role of organizational culture in achieving success for administrative organizations.

1.3 The hypotheses of the research

There is a statistically significant relationship between the communication styles of the administrative leadership of the organization and the development of organizational culture.

1.4 Study field

Based on the study objectives, the study field includes

1. The human domain: includes the faculty members of the College of Physical Education and Sports Science of Al-Mustansiriya University.
2. Time domain: 12/22/2020 – 2/4/2021.
3. Place domain: The headquarters of the College of Physical Education and Sports Sciences of Al-Mustansiriya University.

2.MATERIAL AND METHODS

The human resources department is the most important part of institutions. Therefore, it is necessary to receive more attention than other parts in order to reach the stage of development and organizational change by developing and upgrading its efficiency and effectiveness within the college. This can be only achieved by adopting successful leadership that could affect and fix a positive organizational culture in the minds of group members in line with the college objectives because administrative leadership is the first pillar and the basic criterion by which the process of success and efficiency is determined. We conclude from the above definition that the organizational culture in which all institutions seek to do important change and positive development needs to provide harmony and integration in a way that ensures the continuity of the group, its efficiency, and its ability to solve its problems on its own to achieve its common goal. Thus, institutional orientations and future planning are related to leadership style in general and successful leadership can show a specific behaviour that inevitably affects future planning of a flexible organizational culture. Thus, the development of the college is based on the role of leadership administrative leadership hierarchy. In this respect, the present study aims to find out the role of administrative leadership in developing the organizational culture of the faculty members of the College of Physical Education and Sports Sciences at Al-Mustansiriya University.

2.1 Research Methodology

The researcher used the descriptive approach with a survey style because it is one of the most appropriate approaches to the nature of the research problem.

2.2 Research sample

The research sample includes (77) members of the teaching staff of the College of Physical Education and Sports Sciences at Al-Mustansiriya University, consisting of (23) female teachers and (54) male

2.3 Research tools and data collection

The researcher uses various resources to investigate the phenomenon under the study.

- A. Arabic sources
- B. Literature, previous studies, and experts.
- C. Questionnaire form.
- D. Observation
- E. Survey form Information and data analysis.

2.4 Research Procedures

The researcher submits a questionnaire with the topic “the role of administrative leadership in the development of organizational culture” to the expert and specialists to determine the validity of items and if there are some items that need to be modified, deleted, or

added. And after doing corrections and getting appropriate items, the acceptance rate of them is more than 80% in the experts' and specialists' opinions. The final form version includes (34) items with options (yes, no, sometimes). The researcher applies the statistical analysis (SSP) to the form items by extracting the internal consistency (ratified items of scale) to reach the discriminatory strength of the items. Pearson's Correlation coefficient was used to achieve this purpose, and after consultation with experts. The researcher used the (Ka2) test to identify the valid items or not. The results showed the validity of all items because the value of (Ca2) calculated for these fields was smaller than its tabular value (3.84) at the degree of freedom (1) and the level of significance (0.05). Thus, all the items of the questionnaire were accepted, and this is evidence of the face validity. According to Omar and Abdel-Aal Amni (2006, p.165), "The test is reliable if the test gives similar results or the same results if it is applied more than once in similar circumstances". So, the researcher first applied the test to (10) male and female teachers, then the test was repeated by applying the same test and to the same sample and in the same Conditions after one week. the researcher used to extract the value of the stability of the entire measure, obtained a stability coefficient of the evaluation test using the Pearson simple correlation coefficient, and its value was (0.88). This is a good indication of the stability of the test. As for its two topics, the experts supported the objectivity of the form of the role of administrative leadership in developing organizational culture, and it was characterized by the ease of answering the content and clarity of its items.

2.5 T-Test:

The questionnaire was carried out on the sample, where the forms were distributed to the faculty members of the College of Physical Education and Sports Science of Al-Mustansiriya University, who numbered (77) and answered its items. To process it statistically and show the final results of the study.

2.6 Statistical methods:

SPSS statistical method was used according to the requirements of the research procedures.

3.RESULTS

The researchers use the arithmetic mean and the standard deviation to find out the role of administrative leadership in the development of organizational culture among faculty members of the Faculty of Physical Education and Sports Science at Al-Mustansiriya University in comparison with the hypothetical mean of the scale as shown in Table (1).

TABLE 1
THE MEAN AND DEVIATION OF THE LEVEL OF THE ROLE OF ADMINISTRATIVE LEADERSHIP IN THE DEVELOPMENT OF ORGANIZATIONAL CULTURE WITH THE HYPOTHETICAL MEAN OF ITS SCALE.

Topic	No.	The total score	unit	N	C	+A	hypothetical mean
The role of administrative leadership in the development of organizational culture with the hypothetical mean of its scale	34	102	degree	70	86.59	12.568	68

As shown in Table (1), the measure of the level of the role of administrative leadership in the development of the organization was (86.59) and the standard deviation was (12.568), in

comparison with the hypothetical mean of the scale of (68). This suggests that the sample exceeded the hypothetical mean level.

Table 2 presents frequency, percentage, arithmetic mean, and the relative importance of each of the items and their analysis to know the more accurate responses of the sample on a scale of the level of the role of administrative leadership in the development of organizational culture among the faculty members.

TABLE 2
A DESCRIPTION OF THE FREQUENCIES, PERCENTAGES, ARITHMETIC MEAN, AND THE RELATIVE IMPORTANCE OF EACH ITEM OF THE SCALE

No.	Yes		No.		Sometimes		means	Parentage
	k	%	k	%	k	%		
1	50	40.741	7	25.926	13	33.333	2.074	61.137
2	57	51.852	10	37.037	3	11.111	2.407	80.247
3	54	40.741	12	44.444	4	14.815	2.259	75.309
4	58	55.556	9	33.333	3	11.111	2.444	81.481
5	60	62.963	2	7.407	8	29.630	2.333	77.778
6	61	66.667	0	0	9	33.333	2.333	77.778
7	65	81.481	2	7.407	3	11.111	2.704	92.123
8	53	37.037	5	18.519	12	44.444	1.926	64.198
9	68	92.593	2	7.407	0	0	2.926	96.531
10	54	40.741	14	51.852	2	7.407	2.333	77.778
11	63	74.074	3	11.111	4	14.815	2.593	85.420
12	56	48.148	8	29.630	6	22.222	2.259	75.309
13	55	44.444	10	37.037	5	18.519	2.259	75.309
14	53	37.037	10	37.037	7	25.926	2.111	70.370
15	51	29.630	17	62.963	2	7.407	2.222	74.074
16	52	33.333	2	7.407	16	59.259	1.741	58.025
17	45	7.407	12	44.444	13	48.148	1.593	53.086
18	52	33.333	15	55.556	3	11.111	2.222	74.074
19	49	22.222	17	62.963	4	14.815	2.074	69.136
20	50	25.926	18	66.667	2	7.407	2.185	72.840
21	51	29.630	10	37.037	9	33.333	1.963	65.432
22	53	37.037	5	18.519	12	44.444	1.926	64.198
23	54	40.741	7	25.926	9	33.333	2.074	68.136
24	63	74.074	3	11.111	4	14.815	2.593	86.420
25	68	92.593	2	7.407	0	0	2.926	97.531
26	55	44.444	10	37.037	5	18.519	2.259	75.309
27	58	55.556	9	33.333	3	11.111	2.444	81.481
28	61	66.667	0	0	9	33.333	2.333	77.778
30	52	33.333	15	55.556	3	11.111	2.222	74.074
31	65	81.481	2	7.407	3	11.111	2.704	90.123
32	51	29.630	17	62.963	2	7.407	2.222	74.074
33	54	40.741	7	25.926	9	33.333	2.074	69.136
34	50	25.926	18	66.667	2	7.407	2.185	72.840

Table (2) shows that the items (7,9,25,31) achieved the highest frequency in choosing the option (yes), as its range between (90.123-97.531%) to occupy the first-rate among the responses, while the items (2,4,24,27) achieved the second highest frequency with the option

(yes), to be between (80.247-86.4200%). Next, the rest of items (3, 5, 6, 10, 12, 13, 14, 15, 18, 20,26,28,29,30, 32,34) achieved the third rate of frequency in the respondents 's choice at the option (yes), as it ranges between (77.778 -70.370%). On the other hand, the items (1,8,19,21,22,23,33) achieved a lower value of frequency in use than the average at the option (yes), with (69.136-61.137%) in percentages, to be the fourth of the responses. Furthermore, the items (16.17) achieved the least frequencies when the option (yes) reached, respectively (53.086-58.025%) and got the smallest arithmetic mean and level of significance, respectively (1.593) and (53.086) to be the last choice in the sample responses on the scale items.

4. DISCUSSION

The researcher attributes this result to be the best way in which the administrative leadership can deal and interact with others without favouritism and discrimination in terms of job position or occupation. Besides, the good treatment provides confidence, reassurance, and credibility for the faculty members, and helps the worker to adapt to the new environment and acquire a college culture easily and integrate with others. Also, this is emphasized by the School of Human Relations when it suggests that administrative leadership plays a vital role in affecting the formation of groups and modifying their traditions in line with the organization's objectives. In this respect, the administrative leadership should work on rapprochement and interaction with the faculty. The respondents think that leadership has a major role in creating a strong relationship with the faculty and, via this relationship, the leader can create a strong culture for the worker and his sense of identity. In addition, "we must not look at the individual as a rational person, rather, as a social being that can do social relations with co-workers that arises automatically and have its standards and values, and organizational culture is of great importance in directing and controlling the behaviour of the individual (Morsi, 2006, p. 56)". Thus, the respondents highlight the great role assigned to the administrative leadership, they see that the personality of the leader in the college affects the respect of the faculty for the administrative ladder, which means that the presence of the leader as a member of a group would lead him to have a character with values, beliefs, and activities similar to the values, beliefs, and activities of other individuals and the faculty in the same organization. Abdel Hamid (2015, p. 98) argues that "the successful leader or the successful character makes the faculty a continuous and successful chain, and tries to enhance the relations between them by imposing a strong, balanced, fair, and non-bureaucratic personality, and serious in drawing goals trying to achieve them by creating a cooperative family atmosphere where respect prevails among all members of the organization".

The strength of the personality of a leader in the college affects the commitment of the worker within it. It has an impact on the discipline of the worker, and the strength of the personality is shown in reward, accountability, and control. Besides, the leader's capacity to deal with all difficult situations and circumstances makes the employee find him come up with the line of the goals and values of the organization. The strength of the leadership personality can be demonstrated by its encouragement and adoption of development and recognition to achieve the principle of innovation and development of competencies so that the principle of cooperation becomes more manifested in achieving better results than before. Some scholars see that the leader's confidence in the faculty members makes them work seriously, which means that the leadership's trust in the faculty will make them feel that they are part of the college. This will certainly lead them to obey regulations and follow the instructions and decisions without opposition. Therefore, they will make the necessary effort, and reduce all the interference with orders and decisions; subsequently, increase the level of performance efficiency, and develop individual values and the college's values. This can only be achieved by strengthening the

administrative leadership's confidence in the behaviour of the faculty in the right trends of effective performance and by reducing weaknesses via finding and building a positive, clear, and common vision. That common positive behaviour would reflect on the values of the individual and the group and the values of the entire college. While, the weakness of the leader's personality makes the faculty indifferent to dedicating to the work, as the data analysis has shown. It becomes clear that a strong or successful leader imposes his/her personality on the faculty and guides them to achieve the college goals without problems, works on obstacles, and helps the faculty to transfer their visions to reality. This will not do without the leader imposing his personality since he has assumed the administration of the college's affairs. Kanaan (2006, p. 121) states that "the weak leader can control the situations in the college and will negatively affect all administrative processes, including motivation, job mobility, work turnover, conflict, and organizational culture. This leadership is considered a failure and unsuccessful, and this means weak organizational culture and values". Intelligent leadership places confidence in the faculty without imposing permanent supervision and pressure to increase production because this leaves the worker with boredom and a feeling of fatigue and indifference. It is noted that the leadership is the one that chooses and develops the human resource, and it also addresses the problems facing organizations. It opens up prospects for success, development, growth, and stability, as well as the development of a human standard of faculty for the organization, and this will only be done when the leader approaches the worker and made him a sense of this relation. Thus, the worker would respect his leader, colleagues, and job position according to the administrative hierarchy. The findings clearly show that the leadership style in dealing with the teaching staff without favoritism or discrimination based on position, kinship, or gender will undoubtedly contribute to motivating them to commit and obey the administrative hierarchy and dedicating to the work, which leads to the development of their abilities, organizational culture, and creative skills. The philosophy, type, and practice of administrative leadership are what create an organizational culture of work, rationalization of work, and work in a collective spirit. It can only come from wise leadership that makes it concerned to create a common culture according to administrative processes that focus on the hard work and performance required to achieve the common goals of the college. As observed in the table, the faculty members apply everything instructed to them, and when The leader sets the goals for the worker, he feels that he is part of them, which leads to raising his morale and his awareness about the tasks entrusted to him, and this means that the teaching staff is the real tool to achieve the goals of the administration because they are the ones who employ the rest of the resources available to the organization if the positive circumstances that help the worker to work and produce. Besides the data analysis in the table has shown that if leadership seeks the interests and objectives of both the administration and the faculty members, it should play a conciliatory role in doing dual loyalty for both through achieving integration between them. The successful and wise leader is the one who improves the relationship with the faculty and approaches them to read their needs and motivate them.

It will inevitably make the faculty work with the discipline even with the absence of censorship or a sense of control over them. This creates a value of time, work, and discipline. Thus, the success or failure of organizations is usually attributed to organizational culture. A study was conducted by (the American Magazine Fortune) about the most appreciated institutions for their excellent ranks. It found that the best predictive indicator of the overall excellence of the facility is of ability to attract, appreciate and retain talented individuals. The executives of those companies indicate that organizational culture is among the most important mechanisms or tools

that help to improve the level of their companies. To sum up, we conclude that successful administrative leadership should improve the way of dealing with workers “And this is what the School of Human Relations has emphasized). The organization leaders should understand the dimensions and components of the organizational culture as the environmental medium in which the college lives and is affected by the type of behaviour that it interacts with others (Qersh, 2008, p. 21)”.

It becomes clear that a strong leadership personality plays a major role in the application of the internal system of the institution. The leader must impose his personality since he has assumed the leadership of the college and applied the system by his rule without any trouble with the faculty. They can achieve it through optimal investment in light of the multicultural and different values of workers that contribute to creating an appropriate culture resulting from the diversity and multiplicity of ideas. This will contribute to solving many problems and dilemmas created by the bureaucracy. The principle of innovation, creativity, and excellence becomes manifest and expands to embody the visions and fruits of cooperation when the leadership creates a fertile environment that allows for the growth and distinctiveness of the organizational culture. This emerges as a result of personal strength, wisdom, and the leadership's ability to invest diverse cultures positively towards the interest of the organization to integrate its goals with the goals of the faculty and the goals of the organization. As shown, it becomes clear that smart or successful leadership provides collaboration and creates teamwork to work in a family atmosphere with mutual understanding and respect. The faculty certainly would perform their work within the framework of the organization's internal system without getting bored. This builds values of organizational culture that affect the behaviour or the overall system of the organization. Al-Lawzi et al (2009, 69) view that “This can be done by language (signs, feelings, and meaning), behaviour, location (natural or physical places), and rational processes (directions, Strategies, objectives, technical tasks, structures, communications, decision-making, cooperation, and interpersonal relations). all these indicators do not take place without linking them within a framework of organizational culture, and to achieve the goals, successful leadership that stimulates innovation, creativity, and the cultivation of competition among them”.

Therefore, administrative leadership has a role in the formation of the organizational culture, and this is manifested only by creating a fertile environment that allows for the growth and distinction of a strong organizational culture. A successful leader influences the behaviour of individuals so that they ultimately contribute to raising the level of organizational efficiency and effectiveness. To sum up, there is no doubt that smart leadership leads the practices that contribute to the development of the culture of the faculty.

5. CONCLUSIONS

1. The administrative leadership interaction with a faculty staff supports the worker with confidence, reassurance, and credibility that helps them adapt to the new environment.
2. Successful administrative leadership makes the faculty staff relations a coherent, balanced, sequential, and continuous circle. The leadership's confidence in the staff will make them feel that they are part of the college. Thus, this leads them to follow and obey orders without opposition.
3. Intelligent leadership should provide cooperation, and create an atmosphere with respect and understanding for work that positively affects work performance.
4. The administrative leadership should understand the dimensions and components of organizational culture as the environmental median in which organizations work.

5. The task of the leader is to find ways, pave them, unify the efforts of subordinates, and achieve harmony, rapprochement, and cooperation that will positively affect the creative and cultural abilities of the worker.
6. We conclude that administrative leadership contributes to the development of the organizational culture within the organization through a set of procedures and factors.

6. RECOMMENDATIONS

1. Boosting the concept of "the role of administrative leadership" by the faculty's administrative body by providing information that helps the faculty staff to scientifically make sound decisions to reach the desired goals.
2. Holding courses by specialists and academics in the administration to develop the organizational culture of the faculty staff.
3. Doing training workshops in the field of administrative leadership and organizational culture via seminars, conferences, and direct meetings.
4. Conducting studies for new variables in the administrative leadership to develop the organizational culture.

Conflicts of interest -There is no conflict of interest

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Appendix 1
Names of Experts

No.	Name	Topic	Work location
1.	Dr. Naseer Qassim Khalif	Administration and Management	College of Physical Education and Sports Science /University of Diyala
2.	Dr. Khalid Aswad	Administration and Management	College of Physical Education and Sports Science for Girls/ Al-Muthanna University
3.	Dr.Salam Hantoush	Administration and Management	College of Physical Education and Sports Sciences/ Al-Mustansiriya University
4.	Dr. Jassim Jabber Muhammad	Administration and Management	College of Physical Education and Sports Sciences/ Al-Qasim University
5.	Dr. Sajid Majid Jaffir	Administration and Management	College of Physical Education and Sports Sciences/ Al-Qadisiyah
6.	Dr. Aseel Naji Fahd	psychology	College of Physical Education and Sports Sciences / University of Al-Muthanna
7.	Dr. Abdullah Hazza Al Shaafi	Psychology/management and administration	College of Physical Education and Sports Sciences/University of Baghdad
8.	Dr. Noor Hatem Haddad	Tests	College of Physical Education and Sports Science for Girls/University of Baghdad

Appendix 2

No.	item	yes	no	sometimes
1.	Good treatment of you and your colleagues in the work environment makes you respect your job position.			
2.	Good treatment of you and your colleagues made you dedicated to working.			
3.	Your leader's respect for you is subject to the administrative ladder.			
4.	your respect for the administrative ladder is affected by the personality of your college leader			
5.	The strong character of a college leader has an effect on your discipline in the college.			
6.	The leader's confidence in you and your colleagues makes you feel work and serious.			
7.	A weak college leader makes you not dedicated to work.			
8.	You and your colleagues react to your college leader's distrust and doubt of you.			
9.	Your nearing your leadership in the college makes you need to respect the administrative ladder.			
10.	A leader who provides you and your colleagues with training opportunities makes you respect the administrative ladder and dedicate to work.			
11.	Intelligent leadership that takes care of diversity among people motivates you to be disciplined and dedicated in work.			
12.	Leadership that encourages innovation in college helps you to be disciplined.			
13.	You support the logo of the college 'mission for all'.			
14.	You make a leader who does not deviate from social values in the leadership of the organization as a model in your job performance.			
15.	Your nearing to leadership centres affects the relational process you make in the college.			
16.	Successful leadership who provides cooperation in the college makes you completely obey the regulations.			

No.	item	yes	no	sometimes
17.	Administrative leadership that treats all staff well develops your follow working time.			
18.	Administrative leadership that has a good relationship with workers has an impact on your acceptance of the institution's internal system.			
19.	The leader's personality can affect the applying the internal system of the college.			
20.	The administrative leadership style in the college affects your acceptance of the bonus and promotion systems.			
21.	The administrative leadership with a good relationship with you makes you satisfied with the terms of employment in the college.			
22.	In your opinion, a college with effective and successful leadership motivates the worker to create and innovate within the limits of its internal system			
23.	The leader personality in the college governs the relational process in it.			
24.	Does the administrative leadership that encourages the individual to innovate have an impact on his relational process in the college?			
25.	Administrative leadership with confidence in individuals motivates them to deal with each other.			
26.	Successful leadership that has the spirit of cooperation in the college imposes you to completely follow the rules of the internal system.			
27.	Administrative leadership that grants training opportunities encourages you to deal within the college.			
28.	In your opinion, administrative leadership forms an organizational culture for the individual.			
29.	If the administrative leadership is marginalized, do you respect the internal system of the institution?			
30.	Administrative leadership with good behaviour motivates you to deal with all within the college.			
31.	If the leader maintains organizational values and behavioural controls in the organization, you will follow his behaviour.			
32.	in your opinion, the marginalized administrative leadership has an impact on the relational network process in the college.			
33.	Does your administrative leadership's respect for individual differences have an impact on the process of relations in the college?			
34.	Does the administrative leadership that imposes cooperation within the college encourage the communicative process in the college?			