

2006/11/25 :

2005/12/24 :

Leadership Style of Managers in the Palestinian Ministries in Gaza's Governrates

Abstract : This research aimed to identify the dominant leadership style in the Palestinian National Authority Ministries (PNA). Also it studied the differences among the leadership styles which was attributed to different factors such as gender, experience, academic qualification, work position and number of supervised employees. The research sample was targeted the employees in the PNA ministries who hold management positions including, head of departments, deputy managers and managers. A questionnaire was designed specially for this study.

The research revealed that the democratic leadership was the dominant style in the PNA ministries. The study also reveals that there are some positive differences in the management practices for the male employees, and for employees who possess long professional experience.

The democratic leadership style indicated a positive viewpoints for the managers who supervise bigger number of employees. Also the study showed that there is a positive relationship between the democratic leadership and some of managerial practices such as decentralization, the level of involvement in decision making and balanced care of management with work and employees. Finally the study presented some recommendations that might contribute to the development and improvement of the professional performance in the PNA ministries so that goals will be achieved effectively and efficiently.

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235	48.7	3800	
120	20.5	1600	
145	30.8	2400	
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" Golembiewsky .(Pfiffner&Presthus,1967:18)
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Pfiffner & Presthus .

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67.6	2%	20%	28%	35%	14%	
66.2	7%	27%	18%	36%	12%	
61.8	10%	29%	21%	24%	17%	
59.6	8%	37%	18%	25%	13%	
58.8	8%	38%	16%	26%	12%	
58.2	14%	42%	15%	19%	10%	
56.8	7%	41%	20%	23%	8%	
53.8	18%	33%	20%	18%	10%	
53.0	9%	47%	20%	18%	6%	
52.2	10%	46%	23%	16%	5%	
50.0	13%	47%	22%	13%	5%	
48.0	12%	56%	15%	12%	5%	
47.8	9%	59%	18%	11%	3%	
44.8	20%	53%	14%	10%	3%	
55.6						

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78.0	2%	7%	14%	52%	25%	
77.8	3%	7%	12%	52%	25%	
77.0	2%	10%	12%	54%	22%	
76.6	5%	6%	13%	54%	22%	
74.6	4%	9%	13%	58%	16%	
74.2	4%	10%	15%	54%	17%	
73.4	5%	11%	18%	45%	21%	
73.0	7%	11%	16%	44%	23%	
72.6	5%	10%	16%	55%	15%	
71.8	6%	13%	14%	50%	17%	
71.6	6%	14%	14%	49%	17%	
70.8	6%	11%	22%	46%	15%	
68.4	7%	14%	25%	39%	16%	
68.0	8%	17%	17%	42%	16%	
67.8	7%	21%	22%	41%	9%	
66.8	5%	18%	23%	44%	10%	
56.2	9%	41%	16%	27%	7%	
71.7						

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70.6	2%	15%	23%	48%	12%	
69.6	2%	11%	28%	54%	4%	
66.4	5%	26%	19%	33%	17%	
60.8	5%	34%	20%	33%	8%	
59.6	11%	32%	18%	28%	12%	

58.4	7%	35%	22%	32%	4%	
53.4	13%	38%	23%	20%	6%	
52.8	8%	47%	26%	14%	6%	
49.2	12%	53%	18%	13%	5%	
47.2	13%	55%	18%	11%	3%	
46.2	19%	49%	17%	10%	4%	
44.8	22%	50%	14%	10%	4%	
44.0	25%	47%	15%	9%	4%	
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Z U (4)

	Z			
0.136	-1.491	3.41	3.23	
0.088	-1.706	3.21	2.91	
0.101	-1.64	2.59	2.35	
0.003	-2.928	3.09	2.86	
0.016	-2.402	3.05	2.59	
0.34	-0.954	3.07	2.91	
0.358	-0.919	2.31	2.22	
0.74	-0.331	2.65	2.6	
0.639	-0.469	2.57	2.48	
0.059	-1.891	2.88	2.58	
0.004	-2.893	3.74	3.28	
0.124	-1.538	2.55	2.34	
0.2	-1.282	3	2.8	
0.573	-0.564	3.17	3.07	
.021	-2.317	2.95	2.73	

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Z U (5)

	Z			
0.873	-0.159	2.79	2.82	
0.514	-0.652	3.52	3.61	
0.015	-2.422	3.07	3.50	
0.946	-0.068	3.71	3.74	
0.017	-2.396	3.64	3.97	
0.491	-0.688	3.50	3.60	
0.019	-2.338	3.47	3.78	
0.039	-2.059	3.34	3.72	
0.363	-0.91	3.78	3.94	
0.89	-0.138	3.81	3.87	
0.266	-1.112	3.25	3.48	
0.107	-1.612	3.14	3.40	
0.427	-0.794	3.90	3.81	
0.037	-2.088	3.28	3.62	
0.075	-1.779	3.00	3.49	
0.503	-0.669	3.51	3.69	
0.688	-0.401	3.71	3.65	
0.099	-1.648	3.44	3.63	

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	Z			
0.043	-2.025	3.02	3.37	
0.055	-1.918	2.95	2.60	
0.559	-0.584	3.45	3.55	
0.911	-0.112	3.05	3.03	
0.026	-2.228	2.90	2.56	
0.171	-1.37	2.45	2.13	
0.588	-0.542	2.34	2.21	
0.674	-0.42	2.43	2.28	
0.499	-0.675	2.84	2.95	
0.714	-0.366	3.47	3.48	
0.431	-0.787	3.09	2.95	

0.508	-0.663	2.28	2.38	
0.757	-0.309	2.45	2.46	
0.353	-0.928	2.82	2.77	

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		>10	6-10	1-5	
0.062	5.555	3.18	3.36	3.52	
0.045	6.221	2.84	3.11	3.33	
0.132	4.046	2.34	2.53	2.39	
0.045	6.186	2.88	2.90	962.	
0.125	4.151	2.57	2.94	2.73	
0.733	0.62	2.90	2.99	3.06	
0.342	2.148	2.24	2.34	2.00	
0.163	3.622	2.62	2.74	2.30	
0.513	1.335	2.45	2.58	2.58	
0.02	7.786	2.50	2.85	2.88	
0.731	0.627	3.37	3.34	3.50	
0.555	1.178	2.34	2.47	2.44	
0.805	0.434	2.80	2.90	2.88	
0.31	2.343	3.01	3.27	3.06	
.131	4.071	2.72	2.88	2.83	

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		>10	6-10	1-5	
0.113	4.37	2.86	2.86	2.45	
0.175	3.481	3.67	3.43	3.55	
0.002	11.984	3.58	3.04	3.36	
0.609	0.993	3.76	3.66	3.75	
0.105	4.499	3.99	3.67	3.94	
0.572	1.118	3.6	3.51	3.61	
0.44	1.642	3.75	3.6	3.79	
0.12	4.24	3.69	3.47	3.76	
0.658	0.837	3.92	3.85	3.94	
0.145	3.859	3.92	3.73	3.82	
0.398	1.841	3.47	3.3	3.5	
0.323	2.263	3.41	3.25	3.21	
0.26	2.696	3.88	3.66	3.97	
0.297	2.428	3.62	3.42	3.42	
0.439	1.649	3.3	3.71	3.06	
0.607	0.999	3.71	3.51	3.7	
0.41	1.784	3.71	3.56	3.67	
0.148	3.818	3.64	3.48	3.56	

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		>10	6-10	1-5	
0.801	0.443	3.31	3.31	3.19	
0.124	4.178	2.56	2.86	2.78	
0.164	3.619	3.45	3.59	3.76	
0.626	0.935	3.04	3.1	2.88	
0.029	7.107	2.51	2.86	2.73	
0.287	2.498	2.14	2.33	2.21	
0.486	1.442	2.19	2.36	2.21	
0.381	1.931	2.23	2.41	2.45	
0.062	5.56	2.86	3.16	2.7	
0.083	4.979	3.56	3.4	3.26	
0.101	4.593	2.87	3.23	2.91	
0.176	3.473	2.31	2.51	2.25	
0.012	8.895	2.67	2.41	2.21	
0.029	7.113	2.91	2.8	2.73	

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0.552	2.097	3.1	3.32	3.45	3.1	
0.255	4.063	2.78	2.97	3.33	2.93	
0.324	3.471	2.24	2.5	2.34	2.23	
0.954	0.332	2.69	3.1	2.7	2.6	
0.926	0.466	2.6	2.72	2.76	2.66	
0.733	1.283	2.82	3.01	2.91	2.87	
0.484	2.45	2.29	2.29	2.19	1.97	
0.544	2.142	2.68	2.65	2.52	2.41	
0.841	0.834	2.5	2.55	2.35	2.43	
0.626	1.748	2.64	2.66	2.47	2.77	

0.7	1.426	3.3	3.35	3.56	3.43	
0.718	1.346	2.42	2.42	2.34	2.23	
0.754	1.197	2.76	2.81	2.97	2.97	
0.536	2.177	3.18	3.03	3.33	2.97	
.933	.436	2.71	2.81	2.80	2.68	

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 (0.933) (0.436)
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0.115	5.936	2.96	2.7	2.7	2.4	
0.675	1.531	3.71	3.7	3.7	3.57	
0.895	0.605	3.39	3.39	3.39	3.6	
0.716	1.357	3.88	3.72	3.72	3.77	
0.714	1.363	3.79	3.79	3.79	3.97	
0.99	0.117	3.56	3.52	3.52	3.63	
0.992	0.102	3.7	3.7	3.7	3.77	
0.991	0.106	3.62	3.64	3.64	3.77	
0.996	0.059	3.9	3.85	3.85	3.97	
0.961	0.292	3.84	3.76	3.76	3.93	
0.923	0.481	3.46	3.52	3.52	3.43	
0.17	5.029	3.56	3.52	3.52	3.27	
0.271	3.916	3.82	3.67	3.67	4.17	
0.847	0.811	3.6	3.52	3.52	3.37	
0.317	3.529	3.04	3.48	3.48	3.28	
0.517	2.279	3.68	3.79	3.79	3.9	
0.46	2.585	3.54	3.88	3.88	3.8	
0.873	0.699	3.59	3.60	3.60	3.62	

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0.659	1.601	3.22	3.34	3.41	3.07	
0.959	0.304	2.6	2.69	2.73	2.67	
0.479	2.478	3.58	3.53	3.36	3.63	
0.961	0.295	3.04	3.03	2.97	3.13	
0.638	1.697	2.56	2.68	2.69	2.47	
0.19	4.767	2.22	2.24	2.33	1.83	
0.403	2.93	2.26	2.29	2.18	2	
0.067	7.146	2.1	2.48	2.18	2	
0.734	1.281	2.96	2.92	3.03	2.77	
0.905	0.564	3.51	3.45	3.59	3.47	
0.943	0.388	3.04	2.95	3.03	2.93	
0.331	3.423	2.44	2.4	2.3	2.07	
0.364	3.186	2.6	2.49	2.21	2.3	
0.512	2.301	2.78	2.81	2.77	2.64	

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(15) (14) (13)

The scatter plot displays the relationship between the number of children (X-axis, ranging from 0.01 to 0.05) and the number of children (Y-axis, ranging from 0.031 to 0.054). The data points are labeled with their respective values: (13), (0.012), (0.003), (0.044), (0.031), (5.826), and (13). The plot shows a positive correlation between the number of children and the number of children.

(13)

0.012	8.813	3.15	3.2	3.49	
0.003	11.367	2.73	3.2	3.22	
0.88	0.256	2.4	2.46	2.36	
0.075	5.168	2.97	2.82	2.89	

0.044	6.262	2.51	2.78	2.93	
0.398	1.844	2.88	2.86	3.09	
0.688	0.749	2.28	2.14	2.24	
0.389	1.887	2.52	2.72	2.7	
0.297	2.425	2.42	2.68	2.52	
0.031	6.961	2.48	2.71	2.86	
0.679	0.775	3.33	3.48	3.39	
0.566	1.137	2.39	2.3	2.44	
0.072	5.275	2.68	3	2.99	
0.127	4.128	2.94	3.3	3.2	
0.054	5.826	2.69	2.83	2.88	

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0.632	0.919	2.87	2.78	2.73	
0.343	2.14	3.7	3.4	3.54	
0.269	2.626	3.52	3.28	3.29	
0.807	0.428	3.74	3.76	3.7	
0.041	6.411	4.03	3.84	3.72	
0.332	2.207	3.67	3.42	3.53	
0.718	0.663	3.74	3.6	3.73	
0.225	2.981	3.68	3.36	3.73	
0.818	0.402	3.92	3.8	3.93	
0.122	4.2	3.96	3.57	3.86	
0.049	6.032	3.54	3.06	3.48	
0.483	1.454	3.4	3.28	3.28	
0.423	1.721	3.94	3.8	3.69	
0.049	6.032	3.71	3.42	3.36	
0.428	1.697	3.62	3.18	3.15	
0.255	2.736	3.74	3.44	3.64	
0.484	1.452	3.74	3.52	3.63	
0.261	2.689	3.68	3.44	3.53	

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0.382	1.926	3.27	3.49	3.22	
0.045	6.21	2.49	2.88	2.83	
0.045	6.208	3.65	3.24	3.52	
0.484	1.45	3.05	2.88	3.11	
0.029	7.115	2.48	2.84	2.75	
0.572	1.117	2.13	2.32	2.23	
0.013	8.698	2.09	2.6	2.25	
0.106	4.492	2.25	2.58	2.24	
0.706	0.697	2.89	3.04	2.9	
0.205	3.173	3.57	3.4	3.39	
0.32	2.277	2.86	3.08	3.1	
0.938	0.129	2.38	2.4	2.31	
0.601	1.02	2.44	2.6	2.39	
0.154	3.736	2.73	2.87	2.79	

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		>10	6-10	0-5	
0.746	0.586	3.07	3.48	3.24	
0.631	0.922	3.1	2.87	2.99	
0.318	2.289	2.22	2.44	2.44	
0.166	3.592	2.45	3.46	2.81	
0.771	0.52	2.59	2.73	2.71	
0.485	1.448	2.95	3.11	2.87	
0.348	2.113	2.12	2.4	2.21	
0.339	2.166	2.39	2.63	2.66	
0.019	7.973	2.17	2.43	2.62	
0.2	3.221	2.49	2.55	2.73	
0.255	2.73	3.12	3.53	3.38	
0.648	0.869	2.37	2.3	2.43	
0.53	1.271	2.68	2.89	2.86	
0.899	0.212	3.05	3.05	3.12	
0.226	2.977	2.63	2.85	2.79	

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		>10	6-10	0-5	
0.73	0.629	2.83	2.71	2.84	
0.105	4.507	3.85	3.55	3.54	
0.48	1.468	3.45	3.52	3.34	
0.977	0.046	3.76	3.75	3.72	
0.027	7.222	4.12	4	3.79	
0.003	11.528	4	3.56	3.47	
0.354	2.078	3.83	3.75	3.67	
0.094	4.737	3.88	3.68	3.55	
0.141	3.92	4.05	3.76	3.92	

0.084	4.964	4.05	3.83	3.81	
0.037	6.596	3.76	3.41	3.34	
0.207	3.149	3.54	3.4	3.26	
0.06	5.627	4.02	3.62	3.86	
0.072	5.255	3.8	3.6	3.45	
0.257	2.72	3.44	3.92	3.15	
0.017	8.184	3.98	3.81	3.5	
0.068	5.383	3.98	3.65	3.59	
0.03	7.007	3.78	3.62	3.52	

(18)

		>10	6-10	0-5	
0.719	0.659	3.38	3.36	3.25	
0.05	5.992	2.32	2.73	2.75	
0.561	1.156	3.49	3.63	3.5	
0.651	0.857	3.17	2.98	3.02	
0.023	7.569	2.35	2.54	2.75	
0.005	10.575	1.78	2.24	2.29	
0.151	3.779	2.07	2.19	2.3	
0.154	3.742	2.15	2.17	2.41	
0.077	5.124	2.63	2.84	3.03	
0.633	0.916	3.58	3.47	3.46	
0.189	3.334	2.78	2.83	3.09	
0.178	3.448	2.15	2.46	2.38	
0.886	0.243	2.41	2.46	2.46	
0.091	4.783	2.64	2.76	2.82	

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.000	.763	.000	0.952	.000	0.892-	
.000	.934	.000	0.839	.000	0.703-	

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