



THE IMPACT OF THE LEADERSHIP SKILLS TO CRYSTALLIZE OF THE ORGANIZATIONAL SYMMETRY OF TEACHING STAFF IN THE PRIVATE JORDANIAN UNIVERSITIES

Dr. Majid Abdul-Mahdi Mesaadah¹

¹Associate Professor, Department of Business Administration, Faculty of Economics and Administrative Sciences, Zarqa University, Jordan

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ABSTRACT

The study aimed to identify the impact of the leadership skills to crystallize of the organizational symmetry of teaching staff in the private Jordanian universities. The study population consisted of all customers of Islamic banks operating in Jordan, were chosen as a proportionality stratified random sample consisting of (192) members of teaching staff, and was distributed the study questionnaire on them. The study found a number of results most notable was:

- The results showed that the evaluation of teaching staff members for the leadership skills dimensions of the teaching staff members in the private Jordanian universities which are the (human skills, technical skills, and intellectual skills), were in degree (high) for all dimensions.
- The results indicated that there exist a statistically significant impact at a significant level ($\alpha = 0.05$), for the leadership skills dimensions which are (human skills, technical skills, and intellectual skills), to crystallize of the organizational symmetry of teaching staff in the private Jordanian universities.

The study concluded that a number of the recommendations and conclusions.

KEYWORDS: Leadership Skills, Human Skills, Technical Skills, Intellectual Skills, Private Jordanian Universities.

1. INTRODUCTION

The universities constitute the most important part in the educational process, so the success and enhance its ability to achieve their objectives depends primarily on the adequacy of the teaching staff members, and provide the required of the physical and administrative possibilities, which are available in the presence of a group of administrators and leaders of highly qualified who are capable to put the policies and objectives that fit with their nature as a scientific institution is seeking to disseminate of science and knowledge and contribute to construct the process of intellectual and moral of the nation (Al-dabage, 2001). So the university leadership of

the academic community which is represents by the presidents, is the administrative process centerpiece, and comes its importance as play an active role in all aspects of the administrative process to make it more effective toward the achievement of the objectives. Whenever improved the specifications and qualifications of these leaders enhance its role in achieving the required academic objectives and efficiently means available (Al-Ghaith, 2000).

It should be noted that the development of university education has become an urgent necessity especially in light of the superimposed contemporary reality and future expectations of the need to reconsider in a lot of aspects related in the teaching staff members as the situation that reality carrying your tremendous

developments growing changes in the depth and breadth of the imposition of many of the principles functional and new concepts in the education field (Al-Fatlawi, 2006).

Much of axioms or, more precisely, lot of what was regarded as in the past as axioms in education has become the subject of criticism is often, and the university was not far from that criticism despite her wealth of deep historical balance, traditions and a well-established values (Al-Najjar, 2002).

The Undergraduate Management had a great interest in contemporary societies view of the important role played by of achieving the university objectives and the success of its mission, and in light of the attention of researchers and those interested in the educational process becomes to identify the leadership patterns is crucial, since the leader pattern of a major role in the success or the educational institutions failure (Shattov, 2001).

The leadership in the university education considered of the main entrances to the development of this type of education because of its important role in influencing the employees, and guidance of their thoughts and behavior in order to achieve the objectives of the university, and takes the leader as well as the responsibility of organizing interactions process between employees, and to maintain their cohesion, initiative to solve the problems caused by this interaction (Mahmoud, 2002).

And require universities to effective leadership behavior, to prevails appropriate climate of the personal relationships between the administration and the teaching staff members, which helps to achieve organizational symmetry between them effectively and increases the ability to raise the educational and academic level of the students, but some administrations of the university practiced leadership patterns negatively affecting the work environment and the degree of allegiance and commitment of the teaching staff members which will reflect negatively on the university performance and the academic achievement of the students (Beattie, 2001).

The organizational symmetry considered of a modern concepts relatively in the field of the educational administration in particular, and in the public administration in general, and there exist response to rapid changes that characterize the modern organizations, including universities. And that for each organization, vision and mission believes in as taken an approach of which and trying to achieve the objective, and here became universities working to be believes in the employees in this vision and objective, and that the objectives of these employees convergence with the university objectives in

which they work. It is through organizational symmetry that is between the member and the group who he works with, and with the university to which he belongs, will to satisfy some of the demand and the needs and objectives that are part of it, and for that he is working to achieve it (Al-Qaralh, 2005).

The organizational symmetry defined as a true expression of what is felt by the individual of degree of the allegiance and belonging to his organization and represents congruence between both appearance and substance of thinking and behavior, and confirms the credibility to judge the organizational attitudes, and administrative things are and output achieved for the organization by its members employees (Al-Saud & Al-Sarairoh, 2006).

To achieve the required degree of organizational symmetry and crystallized, we have to create the teaching staff at the University of different scientific rank, so that is made up to have positive feelings toward the university, and it is the appropriate place for their work, they work on their development and developing, and then develop themselves with it, and copes their concepts and values with culture and values prevailing in it, and thus provide them with care and is working to satisfy their needs they are seeking to achieve them (Johnson, 2005).

The organizational symmetry of the teaching staff members with their universities, crystallizes in several interconnected directions among them are: feeling reclusive by the University objectives and its values, feeling merger in the business and assigned tasks, feeling of allegiance and commitment to her, and the desire to maintain a belonging and membership, (Rashid, 2003).

And the importance of witnessing the Jordan to development and expansion in the fields of the higher education and universities management, and the growing the demand for establishment of the public and private universities, and therefore the emergence of the urgent need in these universities for researchers and teaching staff members, comes the desired importance of this study.

2- METHODOLOGY

2.1. The Study Problem and its Questions:-

The administrative environment is facing at the present time a world rapidly changing, in organizations are no longer working in under conditions of monopoly and the closed market, whereas the competition has become intense, and the concepts of privatization, globalization, and open market became prevalent in this era. The Jordanian universities as like other administrative institutions have suffered from intense competition of

these environmental problems, and has become the identity and culture of the university and its employees affected by the ambient conditions, which affected the allegiance employees and their belonging to these universities, especially the teaching staff, which made them abandon their work in these universities for admission to other universities provides them more advantages, this in turn will affect on the success of the universities and the quality of their output, because of the weakness of their participation in management decision-making process in the universities. Thus, the study problem summed up in answer the following question: What is the impact of the leadership skills to crystallize of the organizational symmetry of teaching staff in the private Jordanian universities?

2.2. The Study Importance:-

The study importance stems from the importance of the subject matter, because the university is the basic hive in the educational process and is working to create the appropriate conditions to make the teaching staff members conjoined academic mission and make their behavior united with them, as the study stems its importance from:

- The importance of concept of the organizational symmetry, and the need to conduct further study and investigation about him.
- The importance of thoughtful group of the teaching staff members in the private Jordanian universities.
- The researcher hoped that this study provides the universities management and concerned authorities to plan for the higher education and provide the information on the relationship between the study variables.
- The researcher expect of this study is to provide the information to the teaching staff members at private universities serve as a feedback on the level of it's the organizational symmetry.

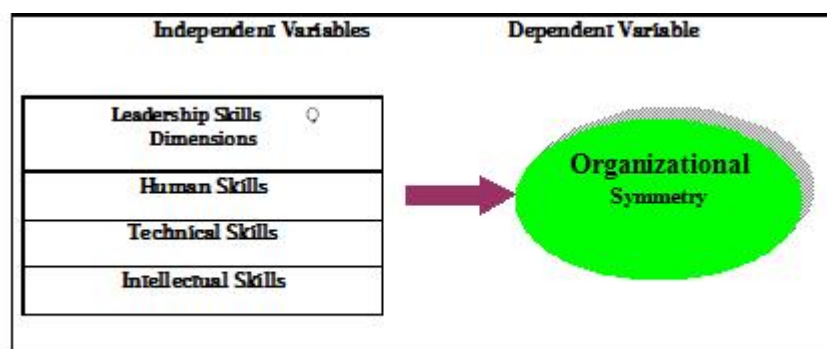
2.3. The Study Objectives:-

This study aims to measure and analyze the impact of the leadership skills to crystallize of the organizational symmetry of teaching staff in the private Jordanian universities and through the following sub-objectives:

- Identify the organizational symmetry concept and its dimensions which are the (allegiance, belonging, and similarity) to the teaching staff members in the private Jordanian universities.
- Identify the leadership skills level for the teaching staff members in the private Jordanian universities.
- Analysis the impact of the leadership skills to crystallize the organizational symmetry of the teaching staff members in the private Jordanian universities.
- The possibility of reaching to results from which to formulate some recommendations that will help the decision-makers in the private universities in achieving the organizational symmetry concept, because of its positive impact in achieving the university objectives efficiently and effectively.

2.4. The Study Model:-

In light of the study objectives was to propose the following study model, for the purpose of analyzing the impact of leadership skills and its dimensions which are the (human skills, technical skills, and intellectual skills) to crystallize the organizational symmetry of the teaching staff members in the private Jordanian universities. As shown in the following figure No. (1):



Source: Prepared by the researcher

Figure 1: Study Model

2.5. The Study Hypothesis:-

To achieve the study objectives, the researcher develop the following hypothesis as a null form (H_0):

H_0 : There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the leadership skills dimensions which are the (human skills, technical skills, and intellectual skills) to crystallize the organizational symmetry of the teaching staff in the private Jordanian universities.

The study hypothesis is divided to the following sub hypotheses:

H_{01} : There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the human skills to crystallize the organizational symmetry of the teaching staff in the private Jordanian universities.

H_{02} : There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the technical skills to crystallize the organizational symmetry of the teaching staff in the private Jordanian universities.

H_{03} : There is no a statistically significant impact at the significant level ($\alpha = 0.05$), for the intellectual skills to crystallize the organizational symmetry of the teaching staff in the private Jordanian universities.

3. PREVIOUS STUDIES

- Study of (Tooba, et al., 2013) aimed to identify the degree of organizational symmetry in the organization and the role of directed self concept of the individual and incentives symmetry, the study sample consisted of (74) specialists educational from famous universities in Pakistan, the study showed that the orientation of self-concept has a positive impact, but no important on the organizational symmetry objectives, as the study found that the intrinsic motivation of individuals mediating in a positive but partial between directed self concept and the organizational symmetry objectives.

- Study of (Al-Shammari, 2012) aimed to identify the practice degree of leadership roles of the faculties deans at the Kuwait University and its relationship of the organizational symmetry of teaching staff members from their perspective, and the study population consisted of all teaching staff members at Kuwait University (1042). The study sample consisted of (400) teaching staff member, the study found practice the faculties deans at the Kuwait University to Democratic pattern (highly) degree, also showed the existence of practice the Autocratic pattern (moderately) degree, and the existence of practice the Oltersla pattern (weakly) degree. The study

also found to have a (high) degree of the organizational symmetry.

- Study of (Al-Saud and Al-Saraireh, 2009) aimed to identify the degree of organizational symmetry of the teaching staff members in the public Jordanian universities, and the statement of its relationship of their functional performance, the study population consisted of all teaching staff members Jordanians full-time and the heads of academic departments (2905) and (314) respectively. The study sample consisted of (582) teaching staff member, and (77) head of the Department, the study has used a questionnaire of the organizational symmetry designed by (Chencey, 1982), and the questionnaire of the functional performance developed by the researchers, the study found that the degree of the organizational symmetry of the teaching staff members in the public Jordanian universities was (high) degree with (3.97) and the functional performance from the perspective of their departments heads was (high) degree with (3.78). The study also indicated the presence of a statistically significant relationship between the organizational symmetry and the functional performance.

- Study of (Al-Hawamdeh and Al-Qaralh, 2006) aimed to identify the impact of desired and perceived participation to crystallize of the organizational symmetry of teaching staff in the public Jordanian university, the study have used a questionnaire to collect the data, and the study sample consisted of (559) teaching staff, and the results showed that the perceptions of the teaching staff members about the perceived participation level with respect to department and faculty came with (moderate) degree, and the desired participation came with (high) degree, and their perceptions about the organizational symmetry came with (high) degree, and there exist a statistically significant impact for the desired and the perceived participation to crystallize on the level of both the department and faculty.

- Study of (Rashid, 2003) aimed to identify the concept of the organizational identity and the organizational symmetry in addition to the empirical study of the two concepts by trying to answer two questions relating to the degree of the organizational symmetry of the teaching staff members at King Saud University and their academic departments. As well as test two hypotheses, the first related to the level of the organizational symmetry with the academic department by comparison with the organizational symmetry at the university level, and the second related to the relationship between the years number of service at the university with the level of the organizational symmetry. The study

results showed that the organizational symmetry with the university and departments was relatively strong, albeit the organizational symmetry with the most powerful departments of it with the university, and that the organizational symmetry level of the individual increases with the years number of experience.

- Study of (Puurla & Lofstron, 2003) aimed to identify to explain the differential impact of the organizational symmetry among employees in small institutions and other mid-sized and participate in a large-scale training programs and the whole of institution in Finland, and the study has on the managers and staff in (175) small and medium-sized institution, and it was measured by the organizational symmetry questionnaire consisted of (30) item, one of the problems that emerged during the training is the exhaustion that hit the participants, and the data were collected at the beginning of the training program, and completed by following up with the end of the program procedures. The study concluded that there is a weakness of the development of the functional motivation among the elderly and employees group, and groups with the low educational level, and that women were less likely functional frustration of the men and they more committed to their work.

- Study of (Jeffrey, 2002) aimed to measure the impact of organizational symmetry to cooperate in the decisions-making of individuals, and the role the moderate sub-groups, and the study sample consisted of graduate students in the specialty of public administration from the two Americans universities, has reached the number of respondents (117) individuals. The study found there exist a statistically significant a negative impact for the organizational symmetry on cooperation process in decision-making, the study recommended that those in charge of the managing organizations need to interest in the organizational symmetry.

- Study of (Knippenberg & Sachie, 2000) aimed to identify to analyze the relationship between the importance of teamwork and organizational symmetry,

and a set of the organizational values which are the (job satisfaction, absence lack, indulgences in work, and motivated), and the study has on two separate samples in Denmark, the first consisting of (76) employees in the local government, and the second on a sample of (163) teaching staff member in the Denmark universities. The study found the most important results of there exist a statistically significant relationship between the organizational symmetry and each of the job satisfaction and absence lack among the first sample, and there exist a statistically significant relationship between collective action and the job satisfaction, absence lack, functional indulgences, and the motivation among the second sample.

4. METHODS AND PROCEDURES

4.1. The Study Approach:-

The study used the descriptive and analytical approaches for the completion of this study, it was used descriptive approach to describe evaluation the leadership skills of the teaching staff members in the private Jordanian universities, as the study was use the analytical approach to measure the impact of the leadership skills to crystallize of the organizational symmetry of teaching staff in the private Jordanian universities.

4.2. The Study Population and its Sample:-

The study population consists of all (teaching staff members) in a number of private universities are (Zarqa, Applied Sciences, and Philadelphia) with different categories and their specialties totaling (939) teaching staff member. It was selected as a stratified random sample by sampling percentage of (25)%. The researcher distributed (235) questionnaires were retrieved (205) questionnaire, with reaching retrieval percentage of (87.2%), and thus the number of valid questionnaires for statistical analysis (192) questionnaire. Table (1) illustrates the study population and its Sample:

Table 1. The study population and its Sample, the distributed questionnaires number, and the valid questionnaires

University	Population Size	Sample Size	Distributed Questionnaires	retrieved number	valid number	Valid Ratio
Zarqa	301	75	75	70	66	94.3%
Applied Sciences	306	77	77	65	61	93.9%
Philadelphia	332	83	83	70	65	92.9%
Total	939	235	235	205	192	93.7%

In light of the previous table information, the valid questionnaires for the statistical analysis was (93.7%) from the retrieved questionnaires number.

4.3. The Study Tool:-

To achieve the objectives of the study, and after returning to the administrative literature, the tool is designed to describe the leadership skills and its impact to crystallize of the organizational symmetry of teaching staff in the private Jordanian universities. The tool consisted of three parts, the first part of which dealt with the personal and functional information, while the second part dealt with the leadership skills dimensions, while the third part included the variable (organizational symmetry).

And was used (Likert Scale) to measure the degree to evaluation the leadership skills dimensions, and organizational symmetry. It was the adoption of a scale to measure the leadership skills dimensions, and organizational symmetry is divided into three levels, where the calculated cut-off grade by dividing the difference between the highest value of the scale (5) and the lowest value in it (1) at three levels, namely that the cut-off grade is $\{(1-5) / 3 = 1.33\}$. And thus the three levels as follows:

Low evaluation degree	Medium evaluation degree	High evaluation degree
1-2.33	2.34-3.67	3.68-5

After that was measured the tool sincerity and its reliability, as follows:

a. Tool Sincerity:-

Has been verified the (Face Validity) of the study tool, and through the presentation to a group of arbitrators with expertise and knowledge of administrative literature at Jordanian universities, and was the aim of the arbitration verify the extent of items belonging to the study variables, an appropriate degree of drafting items Linguistically, Has been taking into account the comments of the

arbitrators, where been modification reworded drafting some of items, so that the questionnaire is designed in its final form.

b. Tool Reliability:-

To check the questionnaire reliability, the stability coefficient was calculated for the tool (the internal consistency of the questionnaire items) using coefficient (Cronbch's Alpha) coefficient, and the reliability coefficient for the overall tool is (0.906), as shown in Table (1) the following:

Table 2. Results of Reliability (Internal Consistency of the Questionnaire items)

The Variables	N	Cronbach Alpha	Stability Ratio
Human Skills	10	0.888	88.8%
Technical Skills	10	0.927	92.7%
Intellectual Skills	10	0.753	75.3%
Organizational Symmetry	15	0.921	92.1%
Overall Tool	45	0.906	90.6%

4.4. The Statistical Methods:-

After that was finished of the emptying the data in the computer, were used some statistical descriptive and analytical methods, which its available in the Statistical Package for Social Sciences (SPSS), in order to answer the study question and test the hypotheses, So the statistical methods that were used for the purposes of the statistical analysis of data are:

- Means and Standard Deviations.
- Cronbch's Alpha Coefficient.
- Variance Inflation Factor.
- One-sample T-test.
- Multiple Linear Regressions.

5-RESULT OF STATISTICAL ANALYSIS AND ITS DISCUSSING

The purpose of this section to present the results of statistical analysis of data subjects' responses of the study sample study, which was reached through the use of Statistical Package for Social Sciences (SPSS) .

5.1. Results Related to the Study Question:-

What the interest degree of the teaching staff at the leadership skills in the private Jordanian universities?

To answer the study question, it has been calculated the means and standard deviations to evaluate the teaching staff responses on each dimension of the leadership skills.

Table (3), indicates to the analysis results of the teaching staff responses of the private universities (Zarqa, Applied Sciences, and Philadelphia), about the degree to evaluate the (human skills, technical skills, and intellectual skills):

Table 3. Means and Standard Deviations for the Study Variables

No.	leadership skills dimensions	Mean	Std. Deviation	Rank	Evaluation Degree
1	Human Skills	3.91	0.67	2	High
2	Technical Skills	4.07	0.55	1	High
3	Intellectual Skills	3.86	0.69	3	High

The results in Table (3), refers to the means of the leadership skills dimensions which are (human skills, technical skills, and intellectual skills) (3.91, 4.07, and 3.86) respectively, and all the means larger than the test criteria (3) of (5) on (Likert Scale). These results indicate to possession of the teaching staff in the private Jordanian universities, a clear vision about the importance of these dimensions, which indicates that the evaluation was (positive).

Also, the dimension (technical skills) got on ranked (first) in terms of its importance for teaching staff members, an mean was (4.07) and standard deviation of (0.55), and the dimension (human skills) came at ranked (second), with mean (3.91) and standard deviation of (0.67), and finally the dimension (intellectual skills) came at ranked (third) and the last on the ladder of priorities

estimates of teaching in the universities mentioned staff members, with mean (3.86) and standard deviation of (0.69).

5.2. Results Related to Test the Hypothesis:-

The researcher will test the study hypothesis as follows:

H_0 : There is no statistically significant impact at the significant level ($\alpha = 0.05$), for the for the leadership skills dimensions which are the (human skills, technical skills, and intellectual skills) to crystallize the organizational symmetry of the teaching staff in the private Jordanian universities.

In order to test the validity of the study hypothesis was used the multiple linear regression analysis. As shown in table (4) and (5) below:

Table 4. Summary of Multiple Linear Regression Model

R	R ²	F Ratio	Sig.	df.	C.V. of F
0.882	0.778	219.759	0.000	(3, 188)	2.60

[Tabulated (F) with df. (3, 188) at the significance level ($\alpha = 0.05$)] = 2.60

The results in Table (4) show that:

- a. Validity of multiple linear regression is proven, this is asserted by the calculated value (F) (219.759) which is greater than (2.60), and that the significance value (0.000) is less than the significance level ($\alpha = 0.05$).

- b. The value of the (R²) of (0.778), refers to the leadership skills dimensions (human skills, technical skills, and skills intellectual), interprets the percentage (77.8%) of the changes in the organizational symmetry of the teaching staff in the private Jordanian universities.

Table 5. Results of the Multiple Linear Regression Analysis

Leadership Skills Dimensions	Unstandardized Coefficients (S)	(t) value	P-value (Sig.)	Standardized Coefficients (Beta)
Constant (β_0)	0.928	3.978	0.000	-
Human Skills	0.273	4.470	0.000	0.278
Technical Skills	0.506	9.894	0.000	0.630
Intellectual Skills	0.330	4.010	0.002	0.179

[Tabulated (t) with degree of freedom (188) at the significance level ($\alpha = 0.05$)] = 1.96

Seen from the results in the Table (5), the following:

- a. The statistical significant of regression coefficients (β) for all dimensions (human skills, technical skills, and intellectual skills) is proven, therefore, there is a statistically significance impact at the significant level ($\alpha = 0.05$) for the above dimensions to crystallize the (organizational symmetry) of the teaching staff in the private Jordanian universities. Depend on the statistical

significant values (0.000, 0.0002, and 0.002) respectively, and all the values less than the significant level ($\alpha = 0.05$), this means that the null hypothesis (H_0) is rejected.

- b. The values of the standardized coefficients (Beta) calculated for the dimensions (human skills, technical skills, and intellectual skills) which are (0.278, 0.630, and 0.179) respectively, show that increase of the mentioned dimensions by a unity standard deviation will lead to improving the

(organizational symmetry) of teaching staff in the private Jordanian universities by (27.8%, 63%, and 17.9%) respectively.

6. CONCLUSIONS AND RECOMMENDATIONS

This section deals with the most important conclusions of the study, also included on the most important recommendations of the study in light the results, which are as follows:

6.1. Conclusions:-

The study reached to a number of conclusions, among them the following:

- a. The results explain that the evaluation level of the teaching staff in the private Jordanian universities was a (positive).
- b. The results showed that the dimension (intellectual skills) got at the (third) rank and the last, in the scale of priorities of the teaching staff members in the private Jordanian universities.
- c. There exist a statistically significant impact at the significant level ($\alpha = 0.05$), for the **human skills** to crystallize the organizational symmetry of the teaching staff in the private Jordanian universities.
- d. There exist a statistically significant impact at the significant level ($\alpha = 0.05$), for the **technical skills** to crystallize the organizational symmetry of the teaching staff in the private Jordanian universities.
- e. There exist a statistically significant impact at the significant level ($\alpha = 0.05$), for the **intellectual skills** to crystallize the organizational symmetry of the teaching staff in the private Jordanian universities.

6.2. Recommendations:-

In light of the results, the study recommended the following:

- a. Necessity attention of administrations of the Jordanian universities in the dimension (intellectual skills) for having a last place at the scale of priorities of the teaching staff members in universities mentioned.
- b. The study suggests that necessity to conduct studies in the future to other universities which uses variables differ from those variables of this study, and to use other statistical methods and taking into account a comparison of their results.

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