



The Impact of social life in leading rehabilitation decision making in the Sultanate of Oman (A descriptive analytical study)

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Abstract

The Subject of the decision-making process is the focus of many researchers and thinkers in various fields. It is the individual's decision making by choosing a specific alternative from a set of alternatives for achieving a particular goal (AlSuwaidan, 2001). The aim of this study is to detect the impact of social life on the leading rehabilitation decision making in the Sultanate of Oman using the descriptive analytical approach through conducting interviews with twenty influential personalities in their respective fields from a total of seventy leading personalities who took part in the survey. The results revealed factors such as the existence of parents during childhood, the standard of living, educational opportunities, and friends have very little influence and did not affect radically in the leading rehabilitation decision making. There were also no significant differences in gender, age, family size and educational qualification. However, there were significant differences between self-construction and rehabilitation decision making. While findings confirm the lack of statistically significant differences between the average degree of social life affecting decision making leading rehabilitation due to family social circumstances during their social upbringing. This is attributed to the leaders' personalities' influence in their field. Factors such as clear vision and goal setting scored the highest, followed by mastering work, devotion, dedication, and trust in Allah, determination, and willpower. Other factors are talent which is reinforced by practice, benefit from their experiences and insisting on achieving targets.

Keywords: decision making, leader, leadership, social factors, leading qualification, self construction

Introduction

The majority of researchers, theorists, administrators and leaders in different positions agree on the complexity of the decision-making process, interlocking components, multiple and differing factors in its formation. Many also find that there is no one unique method in the decision-making process and in spite of this, there is an agreement between some researchers on the way (strategy) leader's decision making depend on two main factors: the nature of the decision making position, and the qualities of the leader (decision maker) (AlRashoodi, 2002). The question arising here is the influence of social life on the decision making and the construction of the leadership personality. This, according to the authors, is considered as one of the rare topics in the Arab world,

and few researchers addressed this subject, due to the following reasons:

1. Decision making is a complex operation, which is paramount in the management and leadership and personal practices and requires a good understanding of their characteristics and dynamics before it can be exercised effectively.
2. Decision making is seen as a unique and important role in management and leadership roles and various personal, social and side roles which include the leader (AlRashoodi, 2002).

Problem of the Study



The phenomenon of the influence of the decision making process and profile of leadership in the social life has not yet attained full attention in management and organizational behavior in the Arab world, where the Arabic library lacks such studies. Therefore, this study aims to enrich the local library and Arabic scientific research dealing with studies of social life and the decision-making process and build a profile of the leader's personality. The problem was revealed when one of the authors in this study was preparing a television and radio program on self-development, success and decision makers. He interviewed more than 1000 personalities from the Arab world with different ages and backgrounds in the program: "you are as you want." The program revealed the misinterpretation of the influence of social life on decision makers and rehabilitating leaders. The author found that many people don't have an explanation regarding how the leadership personality is built and the role of social life in the process of decision making. The majority of those interviewed managed to attain high levels of achievements despite the difficulties they faced, and their achievements had a great and positive impact on their surroundings. The author also interviewed 20 high ranked leaders from various sectors and social backgrounds (existence of parents in childhood, education, the influence of friends, and living standard of the family, self-development) in the Sultanate of Oman through a program called "after the decision."

Research Questions

- 1-What is the influence of educational opportunities that existed in childhood in leading rehabilitation decision making?
- 2-To what extent does the existence of parents in childhood contribute towards leading rehabilitation decision making?
- 3-To what extent does the standard of living of the family influence leading rehabilitation decision making?
- 4-What is the effectiveness of having friends influence leading rehabilitation decision making?
- 5-How does self development influence leading rehabilitation decision making?

HYPOTHESIS

- 1- There is no statistically significant mean difference at (0.05) significance level between the mean of social life degrees which influence leading rehabilitation decision making due to gender (male/female).
- 2- There is no statistically significant mean difference at (0.05) significance level between the mean of social life degrees which influence leading rehabilitation decision making due to education level (diploma or lower/bachelor/master or above).
- 3- There is no statistically significant mean difference at (0.05) significance level between the mean of social life degrees which influence leading rehabilitation decision making due to age category (less than 30 years/from 30 to 40 years/from 41 to 50 years/more than 50 years).
- 4- There is no statistically significant mean difference at (0.05) significance level between the mean of social life degrees which influence leading rehabilitation decision making due to original home area (village/city/capital).
- 5- There is no statistically significant mean difference at (0.05) significance level between the mean of social life degrees which influence leading rehabilitation decision making due to living status of family during childhood age (low/average/good/high).
- 6- There is no statistically significant mean difference at (0.05) significance level between the mean of social life degrees which influence leading rehabilitation decision making due to family income level (constant and stable/changing as per circumstances).
- 7- There is no statistically significant mean difference at (0.05) significance level between the mean of social life degrees which influence leading rehabilitation decision making due to family social status during the age of social raising (with both mother and father and stable/with both mother and father but not stable/with father only/with mother only/with one of the family relatives other than mother or father).
- 8- There is no statistically significant mean difference at (0.05) significance level between the mean of social life degrees which influence leading rehabilitation decision making due to parental education level (illiterate/diploma or lower/bachelor/master or above).

Aim of the Study

The descriptive analytical study was used to understand the impact of social life in leading rehabilitation decision



making. This study aimed at achieving the following objectives:

1. Learning about the impact of educational potential of the variable leadership qualification decision making during childhood.
2. Highlighting the impact of having parents in childhood on the leadership qualification decision making.
3. Investigating the impact of the standard of living of the family and its impact on decision making leadership qualification.
4. Illustrating the impact of the influence of friends in leading rehabilitation decision making.
5. Revealing the power of self development in leading rehabilitation decision making.

To achieve the objectives of the study, sample interviews were carried out on a live radio show for two hours and then the interviews were analyzed to identify the direct influence of the variables.

Methodology

The descriptive analytical method was followed in this study, using questionnaires and interviews to a group of leading personalities in the Sultanate of Oman from various sectors and social backgrounds. Seventy influential and successful leading figures in their fields were selected to be part of the program and interviews with twenty high rank figures were carried out.

Literature Review

Social life is a broad concept of social relationships that surround individuals and socialization that builds the child. The influence of the surrounding community influences the upbringing of the child and reinforces behavior. Social life is the basic rule underlying the personal characteristics of individuals and is the basis in teaching individuals as to what to do and what not to do in the different circumstances facing life. The effect of social life on the child's personality appears since birth (Tabbal, 2015). Many aspects of social life exert pressure on the individual through situations, events that contain a lot of anxiety and danger and threat in all areas of life. As such, these attitudes are reflected in all aspects of individual's personality (AlNial & Abdullah, 1997).

Social factors influencing the decision making process

There are many factors that affect the construction of individual personality and development as well as helping them makes appropriate decisions regarding their lives. In addition to all the factors surrounding the individual that influence and is influenced, and perhaps the most important of these factors is the social worker, social factors that affect the decision making process which are as follows:

Presence of parents in childhood:

The presence of parents in the early years of the individual helps in highlighting the aspects of self and social character. As such, treating the child with respect, reinforcement and encouragement, raises the level of happiness of the child and relieved. In addition to the development of their own capacities and impart skills for dealing with others (Picard, 2002).

Educational possibilities:

Education has a major impact on the development and personal growth of individuals and their ability to make decisions, where the children are preschool upbringing and development of their personality through the family, then the second level school in the social and psychological development of the child and outfitted for life Future, since their role depends not only on providing knowledge and information for students, but also contribute to the growth of children and their upbringing, as it provides them with social values and attitudes which are essential to adapt and deal with life, the school must therefore help Students in academic, social and psychological growth and behaviour therapy (Rawashda, 2013).

Influence of friends

The individual is influenced by those around him, especially friends, whether school friends or College, where friends influence individual choices of a particular style of ambition. Friends inspire each other, this is because individuals consider themselves as part of the group and aspire to imitate the group and be influenced by them and tend to make comparisons with regards to his/her performance with the group, placing targets as a base and be consistent with the level of the group (AITwaigery, 2002).

The Standard of Living

The family's economic situation are important factors in shaping the character of individuals their development and help them make decisions, because it affects the level of physical development of children and



the level of intelligence and success at school, as well as being able to adapt to the social environment surrounding, the family in turn gives sufficient financial requirements in a manner contrary to other families that are not able to provide as such to its children. Therefore, this lack and deprivation may adversely affect the psyche and personality of the child, leading to theft and hatred towards the society, and may not have any motive in making decisions or setting goals to reach (Wafra, 2001).

Self-Development of the individual:

In order to understand self build, we need to have an understanding of ourselves, strengths and weaknesses, and work to understand oneself in a realistic manner and then the individuals develops and improves himself. This would be better accomplished if the individual recognizes their strengths, working to overcome weaknesses, removing any deficiencies. This would enable the individual to become more positive and accept oneself (Qoota, 2009), which would then increase one's experience and knowledge which would enable the individual ability to solve the problems and take appropriate decisions because the right decisions need to follow a scientific approach to decision making accurately (Al-Otaibi, 2008).

There is a correlation between the individual who initiates work and the individual who carries it out. Who done this relation shows that. As such there are two distinguished roles: the first is someone who takes the responsibility of being a leader and issue commands; the second role is that of persons and individuals who work and implement the command (Alghabioi, 2003). The decision-making process is one of the most important functions performed by the administrative, where the amount of success achieved depends on the administrative efficiency in understanding the decision-making process and ways of creating it. They are considered as steps to look into the problem and determine the best solutions and alternatives that ensure a result (Chand, 2008, p 11). Add to that, it is the process of organization that involves many factors (psychological, economic, political, social, economic), within this process is the element of value and circumstances for the specified problem, in addition to the considerations of the decision maker (Darwish, 1978, p. 135).

The Stages in the decision making process according to Alnoaimi (2010 p.206) is as follows:

- 1) The research activity: the decision maker searches for information to uncover the rational for the problem and its solution
- 2) The Design activity: after detecting the problem and making sure of the problem at hand, a solution is needed to analyze all possibilities.
- 3) Choice activity: the decision maker chooses the best suggested solution.

Other writers such as Ebrahim (2008) have added implementation and evaluation of the solution.

Analysis & Results

First question: "what is the impact of the variable of having parents in childhood on the leadership qualification decision making?" the results of the analysis of variance regression proved the influence weak, as evidenced. There is a positive correlation between the presence of parents while young as a supporting factor and leading rehabilitation decision making. Decision making is not associated with strong parental control link. This is attributed to the role of the father or mother with limited impact on leadership qualification decision making. This is also proven by many of the influential personalities in history that lost one or both parents such as the Prophet (peace and blessings of Allah upon him) who lost his father before birth and after six years, lost his mother, but that did not stop the great personality from his quest, as pointed out by Hart (2010) in his book "list of 100 most influential personalities in the world."

Second question: "what is impact of the educational possibilities in leading rehabilitation decision making?" The results revealed a weak but positive relationship that is not statistically significant, this is attributed to how many inventors had worked and built themselves in spite of the difficult circumstances in which they lived and educational opportunities were limited. Therefore the limited educational possibilities were not an obstacle to building leadership personality. But influential causes are often the individual's personality and work environment and this is indicated by (Ali, 1990) where he referred to environmental factors such as the economy and behaviors that influence to some extent decision making. There are individuals living in conditions of civil wars, like that leader Nelson Mandela, and in India such as Mahatma Gandhi and many influential personalities throughout history who had very limited educational possibilities at that time but they overpowered Tel.



Take for instance the personality of Mahatma Gandhi and many other influential leadership personalities in history where their educational opportunities was limited at that time but they overcame their difficulties and educated themselves and became decision makers in transforming the environment to an effective and productive environment that was also prepared for decision making.

Question three “What is the influence of the variable of the influence of friends in the rehabilitation decision making?” The results revealed a weak relationship which was statistically not significant and the influence of friends is not a main influential element in the process of decision making. This is attributed to the existence of friends does not lead to an influential and strong element, and they play a minor and limited role. This is because the leadership personality are usually influential and are not influenced. The leader is able to play a role in creating a positive change with surrounding friends and friendship may change over time (AlQahtani, 2007). Here we will refer to the story of one of the influential leaders who was a main player in establishing the educational system in one of the Gulf countries and was one of the subjects in the interview. He mentioned that having friends within his environment influenced partly. Question Four: “What is the influence of self build in the rehabilitation decision-making?”

It is clear from the results analysis of variance regression there is a strong statistically effect. There is a strong positive correlation between self construction and rehabilitation decision making. The researcher attributed the success of the leader and his capacity for decision making is mainly to build and refine leadership skills such as the ability to identify strengths and weaknesses at an early age and acceptance of others’ criticism regarding himself. Such would enable the leader to be consistent with the others and being able to adapt to the standard of living and educational possibilities as well as relate to friends positively. This variable had more impact compared to other variables and this is in line with many studies such as Zimmerman & Kanter (2012) Jabeen & Muhammed (2003). They found that the experience of a leader is instrumental in analyzing his character and decision-making process. Recalling the results of their study on a group of leaders to influence the different experiences and backgrounds of leaders. In a study by

Alsamel (2011), confirmed the importance of training which contributes fundamentally and effectively in leadership development for the working individual. The author further asserts that the most important leadership skills planning and decision-making, which is the basis for leadership, and with the availability of such skills the levels of performance would be higher. Schell (2010) points out, our view of ourselves affects us in decision making, and also suggest that the individual experiences have clear personal composition effect, whether these experiences are positive or negative specially if it passed out in adolescence and featuring many physical and psychological changes and profile researcher indicates in his study on a relation between the elements of transformative leadership and driving experiences in high school and college, being in line with the Nilsen’s (1995) study who indicates how says that the individual’s estimate is tied up with self recognition, which in turn influences the leadership and there is a relationship performance. Not all of the personal characteristic are linked to leadership and not all leadership styles are linked to personality and our level of emotion (Enchtenkamp, 2004) which in turn influences on the decision making process and their ideas are very helpful in our day to day basis.

Validating the hypotheses of the study:

Hypothesis (1)

The results showed no differences between averages of social life affecting decision making leading rehabilitation in terms of gender differences. This is due to: similar circumstances and aspirations as well as similar conditions between male and female, in addition to their training and qualifications which apply to both. These results are in line with the study of Jabeen & Muhammad (2003), where their results showed no significant differences in intuitive and rational decision making, as well as Campbell’s study (2011), which says that managers usually don’t use empowerment tool regardless of their gender, in spite of it being an important enabling tool for participation in decision making, where such a tool is said to increase the effectiveness of the team.

Hypothesis (2)

There are no statistically significant differences between the average levels of social life that influence the decision-making of the leading qualification due to the scientific qualification variable (diploma and



lower/Bachelor/Master). The results reflected close relationships between the average scores of social life affecting decision making leading rehabilitation leading to the variable qualification. There were no differences between averages social life affecting decision making leading rehabilitation and qualification (diploma or less/Bachelor/master-up) in all axes. The level of education does not play an essential role in shaping the leader and the decision making process. Individuals with high ambitions achieve their goals with perseverance and the challenge for higher education is does not have a fundamental role in it, but contributes to a certain extent. Therefore, the motivation of the individual, persistence and determination regardless of the level of education (Alaideroos, 2004).

Hypothesis (3)

The results showed no relationships between social life scores and age, where the age factor does not have an impact, rather it's the self construction of the decision maker and experience, where training and development is available for all ages. There are yet other factors like environment, motivation and working conditions and personal circumstances that may contribute. The age is not a strong influence because individuals are being trained at work regardless of their age, except in cases such as physical training. This is consistent with AlHashemi's (2006) study (where the researcher found no relationship between age and style of leadership and emotional intelligence and is also consistent with (Jabeen& Muhmmad's (2003) study.

Hypothesis (4)

The results revealed no differences between social life factors affecting decision making leading rehabilitation and the variable origin home (village/town/capital), as it was found that it is not essential and influential. This is consistent with AlHashemi (2013), where in the latter; the author found through interviews with 30 Omani Managers that the impact of their origin homes does not significantly affect the composition of their personalities and their ability to make decisions.

Hypothesis (5)

The results showed no significant differences between averages in the degrees of social life affecting decision making leading rehabilitation and the standard of living for the family during childhood. However, there was a

lack of differences between averages of degrees of social life affecting decision making leading rehabilitation due to the variable of the father during childhood. The hypothesis was rejected: "the absence of differences between averages of degrees of social life affecting decision making leading rehabilitation due to variable standard of living for the family in the early stages of life", and accepting the alternative hypothesis that "There are differences between the average degrees of social life affecting decision making leading rehabilitation due to variable standard of living for the family during childhood" to describe the differences between existence of the parents at the centre of an individual's childhood. The authors did not find previous studies that have addressed such results and this is attributed to the discussion of one of the research questions that proves that the standard of living is not a major factor in leading rehabilitation decision making. Perhaps the opposite might be more applicable, that the harsh living conditions makes the individual face such challenging circumstances and ways to overcome them and to innovate to improve self and family support. The individual in such circumstances achieves success this corresponds to the many success stories that have been interviewed in the sample even though their living conditions in which they lived.

Hypothesis (6)

The researcher attributes this to what has been debated in the fifth hypothesis and that many of the cases of decision makers have gone through difficult circumstances such as the loss of one of the parents and despite the circumstances the individual finds a way out, determination and persistence to overcome the circumstances. The individual also strives to achieve what has been denied and to maintain a family at times, to pass through the odds or to be an inventor or innovator. This is in line with the studies of Rauf Shpeke in his 25 Success stories (2010) when he mentioned twenty five success stories, most of which have been in crisis and went difficult conditions in the past but the characters were able to achieve success and fame such as the owner of Microsoft and Kentucky who was an orphan his physical and family conditions were very difficult and his journey was filled with hardship, yet it has been able to be an influential figure globally. Add to that is the story of the founder of Disney World, who has achieved



world renown, and this fame is still in addition to material profits. He started his life from a poor family and failed several times to reach his goals, despite the difficulties and the lack of support to achieve his goals and his future vision, but he was able to fulfill his dream and ideas

Hypothesis (7)

The results revealed a close relationship between the average levels of social life that affect the decision-making of the leadership qualification due to the changing social situation of the family during the social upbringing. The results revealed no difference between the average social life levels that affect the decision making of the leadership qualification due to the changing social status of the family during social upbringing. This reinforces the discussion in answering the questions. The researcher attributes this to the fact that decision makers have an independent personality, whether a family member is present or missing, depends on self-growth and self-stimulation as a reflection of the circumstances or as compensation for the loss of an individual. This corresponds to many authors and researchers (Fahad, 2013; Thomas, 1994)

Hypothesis (8)

The results showed a close articulation of the average levels of social life that affect the decision-making of the

leadership rehabilitation due to the variable level of education of parents. There are no previous studies that have mentioned in their findings the impact of educational level of parents on leadership decision-making. The researcher attributes this to the fact that the education of parents does not have a significant influence on decision makers because they are independent and distinct in their thinking. A story of one of the personalities interviewed in this study reflects the struggle being in a humble family and the educational level of the father was very simple and the mother was illiterate, despite the difficult conditions managed to reach the rank of university president and achieve success and reached the Shura Council and completed his career in higher education (Council of Higher Education, 2014).

Results of the interviews

The researcher carried out interviews with 20 influential leadership personalities in the Sultanate of Oman from various sectors, backgrounds and experiences that were carefully selected out of the total population of 70.

Question 1 What is the influence of Educational opportunities that existed in childhood in leading rehabilitation decision making.

Table 1. Reasons and justifications that made you the leading personalities in this

percentage	Repetition	Sentences	الرتبة
%75	15	clear vision and goals	1
%50	10	Mastering work, loyalty and dedication	2
35%	7	trust in God and have the willpower and determination	3
30%	6	being gifted and developing the talent as well as practice and specialization	4
30%	6	consulting experienced individuals and benefiting from their experiences and insisting on target	5
20%	4	Support and motivation of the family	6
20%	4	Participating in school activities have an impact on personal refinement, build self confidence, being able to deal with others and gain experience and skills	7
15%	3	Ethics and values are the basis of a society, once the individual gets hold of it, will develop and progress	8
15%	3	Faith in team spirit created a kind of harmony	9
15%	3	Punctuality and being strict	10
10%	2	Patience in the face of difficulties	11
10%	2	Enthusiasm for education and knowledge motivates the individual to	12



		sacrifice	
10%	2	Read and study extensively in all areas	13
5%	1	The existence of setting an example and ideals	14
5%	1	To be aware of one's weakness, identifies the problem and how to solve it	15
5%	1	The individual should not search for easy ways, but look at what he finds in himself and enjoys it truly and then he will be creative in it	16
5%	1	Mastering communication skills	17
5%	1	The importance of choosing friends and colleagues in life in General	18

The table above (Table 1) shows the reasons and justifications for success in leading rehabilitation decision making in the Sultanate of Oman is "clarity of vision and goal setting" indicated by 75% of the total sample out of which 20 took part in the interview. As for "Mastering work and devotion and dedication" was expressed by 50%. Several studies (Amru) and 1987 (Reshudi, 1422) agreed with most of the factors indicated in the table including workmanship and devotion, having role models and likewise, confidence, determination and willpower, having talent, refined and experienced

consulting practice and benefit from their experience and determination.

Question 2 "being one of the influential personalities in this field, which can be emulated. What advice would you give to young people? "

Table (2) duplicates and percentages of proposals and commandments of leading personalities influencing decision making leading rehabilitation in the Sultanate of Oman for youth, arranged by percentages.

percentage	frequency	Suggestions	rank
45%	9	Young people must build themselves and not surrender or run away from reality	1
20%	4	When we love of our country, we must give back in return before we are asked, and we have to serve this country and the home. This is our achievements	2
10%	2	Advise them to gain more education and knowledge	3
10%	2	All the information you need is ready for you in this world all you have to do is invest in it and set off to be an important point in your life	4
5%	1	Commitment at work and use of the situational leadership, each situation needs a certain leadership style which uses the right person and at the right time.	5
5%	1	I advise to participate in all activities the school groups and activities	6
5%	1	Benefit from the experiences of others as much possible.	7
5%	1	Ethics and values are the basis of a society once we hold on to it, there will be progress	8
5%	1	Do not take any decision before writing it and trying to live the experience	9
5%	1	Loyalty and giving as well as being patient have impressive results	10
5%	1	Whatever my personality, I can change when I decide to that	11



5%	1	Humble beginnings are indicators that I am walking down the correct track.	12
5%	1	Whatever good that God has chosen for me, and the forthcoming is better in God's will	13

Table (2) highlights the main proposals and recommendations, which are: "young people should build itself and does not surrender or flee from reality" (Plekhanov, 2005) indicated by 45%. This is in line with the words of the first Commander in the Sultanate of Oman's Sultan Qaboos on the day of "the youth" "Young people, your role is preparing yourselves in terms of education, culture and behavior as well as guidance to assume the responsibilities of this dear country" (Ministry of information, 2016). Referring back to Table 2, 20% indicated "patriotism" which was followed by "whatever my character, I can change when I decided that," and "humble beginnings a pointer that I walk in my path. These recommendations coincided with the reality of Omani leaders at their duty stations as explained by AlHashemi (2013) in her study of Omani managers, where she concluded the main characteristics of Omani managers are: loyalty, commitment to work, commitment to work and social values as well as social culture and moral.

CONCLUSION

The study examined the impact of social life on the decision-making in the Sultanate of Oman, the influence of social life and the circumstances in which the individual goes through the formation of his or her personality. The views of decision makers regarding different aspects of life in general and the qualities they acquire from the surroundings and the environment in which they live. The purpose of the research is to extrapolate the reality from the study sample and generalize the results it has produced, and not to purely answer a set of questions and hypotheses. The study

revealed the factors that contribute to the decision maker's personal composition and the development of the qualities of leadership in that individual, where successful leadership contributes to the development of the institutions that these leaders occupy and thus contribute to the development and progress of the state, the individual lives in his or her life.

RECOMMENDATIONS & PROPOSALS

- 1) Develop awareness-raising and training programmes in leadership to rehabilitate the young leaders in schools and universities. The training would be aimed at leadership and decision-making skills through the establishment of centres specializing in leadership training and development.
- 2) Provide the necessary support to research practitioners in these areas.
- 3) This study could be applied to the Gulf States and the Arab world, and researchers and interested people in this field could expand on this research, adding other hypotheses and questions perhaps.
- 4) To benefit from the experiences of the personalities studied in the research sample, using their cases and what they have reached to be learning methods by example and motivation. in schools and universities.
- 5) Exploiting the various media visible and audible in providing media programs by distinguished senior leaders, to talk about their social lives, what they have gone through, and talk about the success stories of other leaders to inspire young people and others to reach their goals.
- 6) Spread awareness of the impact of social life on leadership and decision-making.

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