

Leadership Practices among Women's and Children's Protection Desk in Southern Negros Occidental, Philippines

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Abstract:- The study determined the leadership practices of Chiefs of Women and Children Protection Desk from six PNP stations in Southern Negros Occidental through self and peer assessment. Using Kouzes and Posner's Leadership Practices Inventory, the study explores five key areas: modeling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart. Two questionnaires – the self and peer inventory, were prepared based on two types of respondents – the Chiefs and their peers. The result shows that the Chiefs earned high scores from their self- and peer-inventoried leadership practices. Statistics show a significant difference between enabling others to act self-inventoried and inspiring a shared vision of peer-inventoried and modeling the way of self-inventoried and allowing others to act of peer-inventoried leadership practices. Such difference may be attributed to the distances between the ages and ranks of Chiefs of Women and Children Protection Desk. Recommendations include enhancing feedback mechanisms, communication training, innovation support, decision-making empowerment, and recognition programs to align self-perceptions with peer observations and enhance leadership effectiveness. Future studies on leadership practices based on other concepts and theories shall be conducted since the present study is limited only to the idea presented by Kouzes and Posner (2007). Also, regular feedback sessions or seminars/trainings should be held to ensure that chiefs and peers can openly discuss performance and expectations, and lastly, to empower peers in making decisions and taking ownership of their work.

Keywords:- Leadership Practices, Chiefs of Women and Children Protection Desk, Self-Inventory, Peer Inventory.

I. INTRODUCTION

Transformational leadership is one of the most common approaches to understanding leader effectiveness (Sadeghi & Lope Pihie, 2012). It is a new integrative theory of leadership developed after combining trait, behavioral, and contingency approaches to leadership (Abu Daud, 2009). In this theory, leaders are perceived to possess a set of behaviors such as being models for integrity and fairness, being explicit goal setters, expecting high, provider of

support and recognition, stirrers of emotions and passions of people, and getting people to look beyond their self-interest to reach for the improbable (Sadeghi et al, 2012; Pierce & Newstorm, 2008; Antonakis et al., 2003; Bass et al, 2003; Sosik et al., 2002; and Bass, 1999).

Effective leadership is not merely about authority or position; it involves a deep understanding of human dynamics, the establishment of trust, and the capacity to motivate others. 2007, Kouzes and Posner identified five practices used to measure exemplary leadership. The first practice is to “model the way.” In this practice, leaders clarify values by finding their voice, affirming shared values, and setting an example by aligning their actions with the shared values. The second is “inspired a shared vision.” In this practice, leaders envision the future by imagining exciting and ennobling possibilities, and they enlist others in a common vision by appealing to shared aspirations. The third is to “challenge the process.” In this practice, leaders seek opportunities by seizing the initiative and looking outward for innovative ways to improve. They experiment and take risks by constantly generating small wins and learning from experiences. The fourth is to “enable others to act.” In this practice, leaders foster collaboration by building trust and facilitating relationships, and they strengthen others by increasing self-determining and developing competence. The last is to “encourage the heart.” In this practice, leaders recognize contributions by showing appreciation for individual excellence and celebrating values and victories by creating a community spirit. Leadership becomes even more critical in organizations, particularly those focused on social issues like the Women and Children Protection Desk (WCPD).

The lack of detailed studies regarding the leadership practices of the Chiefs of Women's and Children's Protection Desk prompted the researchers to conduct the research. In the study, the researchers examined the profiles of Chiefs based on age, rank, and length of service. Then, the study investigated variables of interest anchored to the five transformational leadership practices identified by Kouzes and Posner (2007). The leadership practices were measured using a ten-point continuum ranging from “never” to “always,” with varying degrees of behavior. The information this study will provide may serve as baseline data for future studies on leadership practices.

To determine the leadership practices among Women’s and Children’s Protection Desk in Southern Negros Occidental is the primary purpose of this study. Specifically, this study aimed to answer the following: 1. What is the profile of the chiefs of the Women’s and Children’s Protection Desk if evaluated in terms of age, rank, and length of service? 2. What are the self- and peer-inventoried leadership practices of the chiefs of the Women’s and Children’s Protection Desk (C/WCPD) in terms of modeling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart? and 3. Is there a significant difference between self-inventoried leadership practices and peer-inventoried leadership practices of chiefs under categories “model the way,” “inspire a shared vision,” “challenge the process,” “enable others to act,” and “encourage the heart”?

II. METHODOLOGY

Research Design and Environment. This research was descriptive. It ascertained the leadership practices of the Chiefs of the Women’s and Children’s Protection Desk (C/WCPD) in selected Police Stations in Southern Negros Occidental: Kabankalan City, Ilog, Candoni, Cauayan,

Sipalay City, and Hinoba-an respectively.

Research Respondents. The respondents were of two categories – the six (6) chiefs of the Women’s and Children’s Protection Desk of C/WCPD and the six (6) peers of each chief.

Research Instrument. Two questionnaires were administered—one for the six chiefs and another for the six peers of each chief. The first questionnaire, comprised of 30 questions, was a self-inventory of the leadership practices of the chiefs in six C/WCPDs. The same questionnaire, however modified, was used by the peers to measure the leadership practices of six chiefs of C/WCPD.

The leadership practices inventory used for self and peer evaluations was patterned after Kouzes and Posner (2007). It has two parts: the first part asked for the C/WCPD profiles, and the second part 2 asked for self and peer inventory of leadership practices.

The self and peer-inventory leadership practices were inventoried by scoring a ten-point Likert Scale, shown in the tabulation below in Table 1.

Table 1 Responses, Scale, and Interpretation for Answering Items in self and Peer-Inventory Leadership Practices

Responses	Scale	Interpretation
10	9.21-10.00	Always
9	8.21-9.20	Very Frequently
8	7.21-8.20	Usually
7	6.21-7.20	Fairly Often
6	5.21-6.20	Sometimes
5	4.21-5.20	Occasionally
4	3.21-4.20	Once in a while
3	2.21-3.20	Seldom
2	1.61-2.20	Rarely
1	1.00-1.60	Never

Validity and reliability of the Research Instrument. The Leadership Practices Inventory (LPI) developed by Kouzes and Posner (2007) has been adopted, revised, and validated for this study—a 5-member panel who were experts in validation reviewed every item in the questionnaire. The experts were three criminology and two social science instructors. The validity was rated using the instrument for validation by Good and Scates, wherein the mean value of 4.23 indicated that the instrument was valid.

After validity was acquired, the instrument was pilot tested on three (3) C/WCPDs and eighteen (18) peers from three police stations of Negros Occidental who were not actual participants of this study. The pilot testing was done in the police stations of Isabela, Binalbagan, and Himamaylan City. Cronbach’s alpha was used to determine the alpha value of 0.92, which established that the instrument was reliable. None of the items were revised.

Procedure of Data Gathering. After the validity and reliability of the research instrument were established, a sufficient number of copies were reproduced for its

administration. A written permission was made and sent to every Police Station in Southern Negros Occidental requesting them to conduct interviews. After the request was approved, the researchers purposively selected the number of respondents to be included in the study. They distributed the leadership practices questionnaire to the chiefs and peers of the Women’s and Children’s Protection Desk. Instructions were given to collect the data objectively. One month was spent retrieving the questionnaire on leadership practices and leadership efficacy. The data were collated, tabulated, and treated for statistical analysis.

Statistical Treatment of Data. For problem 1, frequency and percentage distribution were used to determine the demographic profile of the respondents in terms of age, rank, and length of service. For problem 2, weighted mean and standard deviation were used to evaluate leadership practices. For problem 3, Mann Whitney and Kruskal Wallis were utilized to determine the significant difference between leadership practices' self and peer inventory.

III. RESULTS AND DISCUSSIONS

On profile of the Chiefs of Women and Children Protection Desk. Of the 6 Chiefs of Women and Children Protection Desk Officers, three (49%) were Police Staff Sergeant, one (17%) was Patrolman, one (17%) was Police Corporal, and one (17%) was Police Senior Master Sergeant. As to age, three (50%) of the Chiefs belonged to the age

bracket of 31-40 years old, two (33%) were in the age bracket of 21-30 years old, and one (17%) was in the age bracket of 41-50 years old. Based on their length of service as chiefs, two (33.33%) had served for five years and below, two (33.33%) had served for six to ten years, and another two (33.33%) officers had served for eleven to fifteen years. Table 2 shows the profiles of the Chiefs of Women and Children Protection Desk.

Table 2 Profile of the Chief of Women and Children Protection Desk

	Rank		Age			Length of Service		
	f	%						
PAT	1	17%	21-30 years old	2	33%	5 years and below	2	33.33%
PCPL	1	17%	31-40 years old	3	50%	6-10 years	2	33.33%
PSSG	3	49%	41-50 years old	1	17%	11-15 years	2	33.33%
PSMS	1	17%						
TOTAL	6	100%	TOTAL	6	100%	TOTAL	6	100%

On Self and Peer Inventories for Leadership Practices of WCPD on modeling the way factor. As to self-inventory, they rated themselves as "Always" or "Very Frequently" in setting personal examples of what they expect from others, adhering to principles, following through on commitments, seeking feedback, building consensus, and having a clear leadership philosophy. An overall mean score of 9.19 indicates a very frequent engagement in modeling the way. As to peer inventory, they rated "Very Frequently" in most areas but slightly lower in following through on commitments and seeking feedback, which was rated as "Usually." With an overall mean score of

8.28. There is a slight difference between self-perceptions and peer evaluations, particularly in commitment and feedback. This suggests that Chiefs may benefit from consistent follow-through and open feedback mechanisms to align perceptions. Leaders may benefit from engaging more deeply with feedback mechanisms to align their self-perception with the observations of their peers, ultimately enhancing their effectiveness in modeling the way (Barry Z. Pozner, 2010). Table 3 shows the self and peer inventories for leadership practices of WCPD on modeling the way factor.

Table 3 Self and Peer Inventories for Leadership Practices of WCPD on modeling the way factor

	<i>Modeling the way</i>	Self – Inventory			Peer - Inventory		
		mean	SD	Interpretation	mean	SD	Interpretation
1	Sets personal examples of what I expect from others.	9.50	0.55	Always	8.25	1.87	Very Frequently
2	Spends time and energy making certain that the people I work with adhere to the principles and standards we had agreed on.	9.17	0.75	Very Frequently	8.25	1.32	Very Frequently
3	Follows through on promises and commitments she makes.	9.17	0.98	Very Frequently	8.14	1.96	Usually
4	Asks for feedback on how her actions affect other people's performance.	8.33	1.37	Always	8.14	1.99	Usually
5	Builds consensus around a common set of values for running our organizations.	9.17	0.98	Very Frequently	8.50	1.36	Very Frequently
6	Is clear about her philosophy of leadership.	9.83	0.41	Always	8.42	1.79	Very Frequently
	Total	9.19	0.35	Very Frequently	8.28	0.30	Very Frequently

On Self and Peer Inventories for Leadership Practices of WCPD on inspiring a shared vision factor. As to self-inventory, they rated themselves as "Always" or "Very Frequently" in discussing future trends, describing a compelling future, appealing to shared dreams, showing long-term interests, painting a big picture, and speaking with conviction, got an overall mean score of 9.11 interpreted as "Very Frequently." Regarding peer-inventory, they rated the

Chiefs as "Usually" in most areas with a mean score of 8.14, indicating a lower frequency than self- assessment. The Chiefs' higher self-ratings compared to peer ratings suggest a need for more effective communication and engagement strategies to ensure that the vision is equally compelling and shared among peers. Table 4 shows the self and peer inventories for leadership practices of WCPD on inspiring a shared vision factor.

Table 4 Self and Peer Inventories for Leadership Practices of WCPD on inspiring a shared vision factor

<i>Inspiring a shared vision</i>		Self – inventory			Peer - inventory		
		mean	SD	Interpretation	mean	SD	Interpretation
7	Talks about future trends that will influence how our works get done.	9.33	0.52	Always	8.11	1.82	Usually
8	Describes a compelling image of what our future could be like.	9.33	0.52	Always	8.19	1.79	Usually
9	Appeals to others to share an exciting dream of the future.	8.67	1.51	Very Frequently	7.97	1.90	Usually
10	Shows others how their long-term interest can be realized by enlisting in a common vision.	9.17	0.41	Very Frequently	8.31	1.83	Very Frequently
11	Paints the big picture of what we aspire to accomplish.	9.00	0.63	Very Frequently	8.00	1.45	Usually
12	Speaks with genuine conviction about the higher meaning and purpose of our work.	9.17	0.75	Very Frequently	8.28	1.78	Very Frequently
Total		9.11	0.40	Very Frequently	8.14	0.16	Usually

On Self and Peer Inventories for Leadership Practices of WCPD on challenging the process factor. As to self-inventory, chiefs rated themselves "Very Frequently" or "Always" in seeking challenges, encouraging innovation, searching for improvements, learning from experiences, setting goals, and taking risks, with an overall mean score of 9.06. Regarding peer inventory, the peers rated the chiefs as "Usually" in seeking challenges, encouraging innovation,

and taking risks, with an overall mean score of 8.20. The lower peer ratings indicate a potential gap in how innovation and risk-taking are perceived. Chiefs may need to provide more opportunities and support for peers to feel comfortable engaging in these activities. Table 5 shows the self and peer inventories for leadership practices of WCPD on challenging the process factor.

Table 5 Self and Peer Inventories for Leadership Practices of WCPD on challenging the process factor

<i>Challenging the process</i>		Self - inventory			Peer - inventory		
		mean	SD	Interpretation	mean	SD	Interpretation
13	Seeks out challenging opportunities that test her skills and abilities.	8.67	1.37	Very Frequently	8.03	1.89	Usually
14	Challenges people to try out new and innovative ways to do their work.	8.83	1.47	Very Frequently	7.92	1.93	Usually
15	Searches outside the formal boundaries of our organization for innovative ways to improve what we do.	9.33	0.52	Always	8.39	1.48	Very Frequently
16	Asks what we can learn when things go as expected.	9.17	0.75	Very Frequently	8.42	1.46	Very Frequently
17	Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the expected projects and programs we work on.	9.17	0.75	Very Frequently	8.33	1.85	Very Frequently
18	Experiments and take risks, even when there is a chance of failure.	9.17	0.75	Very Frequently	8.14	1.99	Usually
Total		9.06	0.39	Very Frequently	8.20	0.23	Usually

On Self and Peer Inventories for Leadership Practices of WCPD on enabling others to act factor. In self-inventory, they rated themselves as "Always" or "Very Frequently" in developing cooperative relationships, listening actively, treating others with respect, supporting decisions, granting freedom, and ensuring growth, with an overall mean score of 9.28. As to peer inventory, the peers

rated the chiefs as "Very Frequent" in all items, with an overall mean score of 8.63. While peer ratings are high, there is room for improvement in actively listening and supporting others' decisions. The chiefs should continue to foster an environment of mutual respect and growth. Table 6 shows the self and peer inventories for leadership practices of WCPD on enabling others to act factor.

Table 6 Self and Peer Inventories for Leadership Practices of WCPD on enabling others to act factor

		Self - inventory			Peer - inventory		
<i>Enabling others to act</i>		mean	SD	Interpretation	mean	SD	Interpretation
19	Develops cooperative relationships among the people she works with.	9.17	0.75	Very Frequently	8.56	1.46	Very Frequently
20	Listens actively to diverse points of view.	9.33	0.82		8.64	1.29	Very Frequently
21	Treats others with dignity and respect.	9.17	0.98	Very Frequently	8.81	1.33	Very Frequently
22	Supports the decisions that people make on their own.	9.33	0.82	Always	8.72	1.39	Very Frequently
23	Gives people a great deal of freedom and choice in deciding how to do their work.	9.17	0.75	Very Frequently	8.64	1.90	Very Frequently
24	Ensures that people grow in their jobs by learning new skills and developing themselves.	9.50	0.55	Always	8.42	1.57	Very Frequently
Total		9.28	0.14	Always	8.63	0.22	Very Frequently

On Self and Peer Inventories for Leadership Practices of WCPD on encouraging the heart factor. Self-inventory chiefs rated themselves as "Always" or "Very Frequently" in praising achievements, showing confidence, creatively rewarding contributions, and celebrating accomplishments with an overall mean score of 9.31. Regarding peer inventory, the peers rated the chiefs as

"Very Frequently," with an overall mean score of 8.64. Indicating the high ratings from both self and peers suggests a strong practice of encouraging the heart. However, Chiefs can enhance recognition and rewards to align with peer expectations. Table 7 shows the self and peer inventories for leadership practices of WCPD on encouraging the heart factor.

Table 7 Self and Peer Inventories for Leadership Practices of WCPD on encouraging the heart factor

		Self - inventory			Peer - inventory		
<i>Encouraging the heart</i>		mean	SD	Interpretation	mean	SD	Interpretation
25	Praise people for a job well done.	9.17	0.98	Very Frequently	8.58	1.86	Very Frequently
26	Makes it a point to let people know about her confidence in their abilities.	9.17	0.98	Very Frequently	8.33	1.55	Very Frequently
27	Makes sure that people are creatively rewarded for their contributions to the success of our projects.	9.83	0.41	Always	8.47	1.48	Very Frequently
28	Recognizes publicly people who exemplify a commitment to shared values.	9.17	0.75	Very Frequently	8.50	1.42	Very Frequently
29	Find ways to celebrate accomplishments.	8.67	0.52	Very Frequently	8.53	1.42	Very Frequently
30	Gives members of the team lots of appreciation and support for their contributions.	9.33	0.82	Always	8.42	1.54	Very Frequently
Total		9.22	0.24	Always	8.47	0.16	Very Frequently

On Self and Peer Inventories for Leadership Practices of WCPD when taken as a whole. As to the modeling the way, both self and peer inventory indicate that chiefs model the way "Very Frequently." The slight difference in mean scores suggests that while peers recognize the chiefs' efforts, their observations may have contradictions. As to inspiring a shared vision, there is a noticeable difference between self and peer assessments. Chiefs perceive themselves as "Very Frequently" inspiring a shared vision, while peers rate them as usually doing so. This suggests that chiefs might need to improve their communication and engagement strategies to convey their vision to peers better. As to the challenging process, there is a gap between self and peer evaluations. Wherein chiefs believe they "Very Frequently" challenge the process, but peers see this happening "Usually." Chiefs

might need to make their efforts in innovation and process improvement more visible to their peers. Both self and peer assessments are positive for enabling others to act, and chiefs rate themselves higher in enabling others to act. This suggests that chiefs feel confident in their ability to empower their teams, but peers see occasional gaps. Increasing support and opportunities for team development could bridge this perception gap. Chiefs rate themselves as "Always" encouraging the heart, while peers rate them as "Very frequently." This indicates a strong practice of recognition and motivation, though there is room for more consistent and visible encouragement efforts. Table 8 shows the self and peer inventories for leadership practices of WCPD when taken as a whole.

Table 8 Self and Peer Inventories for Leadership Practices of WCPD, when taken as a whole

	Self – inventory			Peer - inventory		
	mean	SD	Interpretation	mean	SD	Interpretation
<i>Modeling the way</i>	9.19	0.35	Very Frequently	8.28	0.30	Very Frequently
<i>Inspiring a shared vision</i>	9.11	0.40	Very Frequently	8.14	0.16	Usually
<i>Challenging the process</i>	9.06	0.39	Very Frequently	8.20	0.23	Usually
<i>Enabling others to act</i>	9.28	0.14	Always	8.63	0.22	Very Frequently
<i>Encouraging the heart</i>	9.22	0.24	Always	8.47	0.16	Very Frequently
Grand Total	9.17	0.11	Very Frequently	8.35	0.06	Very Frequently

On the significant difference between self and peer inventory when grouped according to five qualities of leadership practices. Mann Whitney and Kruskal Wallis test shows a significant difference between enabling others to act self-inventoried and inspiring a shared vision of peer-inventoried and modeling the way of self-inventoried and enabling others to act of peer- inventoried leadership practices. Such differences may be attributed to distances between their ages, ranks, and length of service for the

Chiefs of Women and Children Protection Desk. It is presumed that older police officers acquired more experience and knowledge in their specialization than neophytes. Another factor is that promotion in police officers is based on length of service and performance merits. Hence, the significance seen may be ascribed to these factors. Table 9 shows the significant difference between self and peer inventory when grouped according to five qualities of leadership practices.

Table 9. A significant difference between self and peer inventory when grouped according to five qualities of leadership practices

Mann Whitney and Kruskal Wallis test		self- modeling the way	self- inspiring a shared vision	self- challenging the process	self- enabling others to act	self- encouraging the heart
peer- modeling the way	r-value	.532	.076	-.250	.064	-.500
	p-value	.278	.887	.633	.905	.312
	interpretation	Not significant	not significant	not significant	not significant	not significant
peer- inspiring a shared vision	r-value	-.091	.500	-.273	.833*	-.091
	p-value	.864	.312	.600	.039	.864
	Interpretation	Not significant	not significant	not significant	Significant	not significant
peer- challenge the process	r-value	-.577	-.736	.759	-.123	.152
	p-value	.231	.096	.080	.816	.774
	Interpretation	Not significant	not significant	not significant	not significant	not significant
peer- enabling others to act	r-value	-.832*	-.552	.585	-.391	.154
	p-value	.040	.256	.222	.443	.771
	Interpretation	Significant	not significant	not significant	not significant	not significant
peer- encouragin g the heart	r-value	-.030	-.059	-.213	-.679	-.455
	p-value	.954	.912	.686	.138	.364
	Interpretation	not significant	not significant	not significant	not significant	not significant

IV. CONCLUSIONS

Based on the findings of the study, a difference in the opinions of respondents was observed between enabling others to act self-inventoried and inspiring a shared vision of peer-inventoried and modeling the way of self-inventoried and enabling others to act of peer-inventoried leadership practices. The Chiefs of the Women and Children Protection Desk in Southern Negros Occidental generally perceive themselves as highly effective across various leadership practices, particularly in modeling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart. However, there are disagreements between self-assessments and peer evaluations, indicating areas for improvement in feedback mechanisms, communication strategies, innovation encouragement, and support for decision-making. Addressing these gaps can further improve leadership effectiveness and peer alignment.

RECOMMENDATIONS

Therefore, further studies on leadership practices based on other concepts and theories should be conducted since the present study is limited to the concept presented by Kouzes and Posner (2007). Also, regular feedback sessions or seminars/trainings should be held to ensure that chiefs and peers can openly discuss performance and expectations, and lastly, to empower peers in making decisions and taking ownership of their work.

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