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The Perception of Transactional Security in the Dawn of Digital Currency Era - A Case of the UAE

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Abstract

The age of communication ushered in the very first non-physical transfer of assets and just as the bartering system saw its demise at the hands of cash and coins, the public today have a front row seat in witnessing the infancy of digital transactions, and perhaps more ominously, the death of physical ones. The UAE is a tech savvy nation that strives to be in the forefront of technological change, and this has resulted in the country being one of the first nations to declare an official movement into paperless transactions after 2020. Changing systems often result in a 'shudder' or a very noticeable shift in the public's attitude. There is a distinct lack of available literature that documents this phenomenon. This paper offers insight into public views about the security of a potentially upcoming cashless society during this transitional period. This is accomplished by comparing between the UAE Nationals and expatriates whilst utilizing a mixed approach. A non- parametric test called Wilcoxon Mann-Whitney U test is further performed on data collected from 500 respondents residing in Dubai to determine the statistical significance in perception of the differences between UAE Nationals and expats. Since security is reliant on the public's perception of its strength, this paper offers a rare glimpse into the public's opinion about security in a cashless society by conducting an in-depth analysis of public surveys and expert interviews. Moreover, it examines the public's awareness and perception of crypto currency and recommends solutions to alleviate the public's concern related to the intrusions of digital currency. The case of the UAE, however, suggests a clear disparity in the usage of cashless transactions between locals and expats. The paper draws parallels with Singapore's cashless system whose growth in cashless instruments usage have been stunted by factors that the UAE is on the cusp of encountering, henceforth setting some institutional and policy implications.

Key words*: Cashless Society, Crypto Currency, Digital Transactions, Mixed Approach, Mann-Whitney U Test*

1. INTRODUCTION

Contrary to widespread belief, the concept of a cashless society is not novel to this century. Archaeological estimates place the first known instance of cashless transactions in

Mesopotamian tribes as early as 6000 BC where people exchanged commodities with commodities of unequal value known as barter system (Anderson, 2013). This system had a myriad of problems including, people having double coincidence of wants, complexities in pricing, and challenges in saving future exigencies. Later the humans started using simple metal coins that became the cash exchange as we know today.

The shift in the paradigm from barter to currency was formulated with a lot of trial and error.

Some of the features that made cash popular over the barter system includes the fact that they could be assigned values and were easier to carry, however the key factor that truly defined its existence was the continued acceptance of the public of this method of transactions.

Today, we are witnessing the next stage of evolution as we move away from cash and towards digital currencies. Crypto Currency is the latest method of making transactions that do not involve cash. The fact that it is a decentralized peer to peer digital currency makes it a unique mode of transaction. Despite its immense potential, the fact that it is very new technology meant that very little is known about it and major government departments such as the US Department of the Treasury only undertook exploratory studies as late as 2013 (Brito and Castillo, 2013).

The fact that cash is being used less than ever before and that they have almost completely disappeared in countries such as China and Sweden (Leary and Gohd, 2017) provide for some clear early signs of this trend. This is also supported by the fact that the key industry professionals such as managing director of the International Monetary Fund (IMF) have started openly talking about digital currencies. This shows an international movement towards a more cashless society which indicates that the cashless societies are of significant rising importance and requires addressing by academia.

The sentiment that public perception plays an integral role in the evolution of acceptable modes of transaction has been echoed throughout history. With the announcement of the UAE's intent to shift to a cashless society by 2020 (Hameed, 2018) and the prevalent usage of supporting technologies that lends to this vision means that this study allows for a glimpse into public opinion during this stage of transition making it a potentially significant historical document. The motivation behind the study stems from the fact that it is the first document of its kind that to analyse the trends in the UAE during this transitional period.

Objectives

- Examining the world trends towards a concept of a cashless society.

- Determining the perceived security threats and risks in a society that is trending towards cashless methods of transaction.

- Assessing customers perception towards cashless society in the UAE.

- Documenting the benefits and threats related to the cashless system in the UAE.

- Examining the use of Crypto currency as a new medium for investment and cashless transactions in the UAE.

- Recommending the viability of Crypto currency that has been proposed across Dubai by evaluating the knowledge and opinion of the public on the subject.

2. LITERATURE REVIEW

A review of prior research suggests several strands of studies have evolved from various economic settings focusing on the influence of cashless economies, a few of them which are enumerated below:

AUTHOR, YEAR	REGION STUDIED	FINDINGS	METHODOLOGY
Salam and Rao, 1998	USA	The author concluded that the internet is considered a complete medium of transaction as it shares several elements of a traditional marketplace.	SEM Methodology
Forsythe and Shi, 2002	USA	Older users tend to be shoppers but those between the age of 11-20 tended to be browsers and men make internet purchases more often than women. This tied into the fact that with greater internet knowledge and experience came a greater likelihood to engage in internet shopping.	Regression Analysis
Swartz et al, 2004	USA	The cost-benefit of electronic payment instruments are higher than that of paper payment instruments as indicated by this paper's analysis.	Sensitivity Analysis
Mieseigha and Ogbodo, 2013	Nigeria	Cashless economic system could be a powerful tool in transparency and will reduce fraudulent activity thereby paving the road for strong economic growth.	Simple percentage, chi-square and ANOVA-Accidental sampling methodology
Al-Khouri, 2014	UAE	The increased penetration of cashless transaction in the UAE is set to widen due to rising cost associated with cash-based transactions with the UAE government set to	Case Study Methodology

		play a significant role in the push for a move towards a cashless-society.	
Bayero, 2015	Nigeria	Infrastructure plays a crucial role on both financial and business institution in a cashless economy in low income areas of Nigeria.	Reliability Test and Regression Analysis
Jain and Jain, 2017	Oman	Although the use of cashless instruments provides several advantages such as ease of use, heightened security/safety. The speed of cashless and cash-based instruments was 'not significantly different'.	Factor Analysis with Extraction Method and Rotation Method
Liu and Tsyvinski, 2018	USA and China	There is significant evidence to suggest that it is slowly integrating itself into the mainstream market as a viable means of digital transaction.	Empirical Asset Pricing

An analysis of the available literature reveals a clear gap in the exploration of the perceived benefits or threats of the cashless society in the GCC and the UAE in particular. The literature review clearly indicates a strong need for an analysis of the cashless society in the UAE.

3. THEORETICAL MODEL

Fig.1: A Priori Theoretical Model (Salam and Rao, 1998)
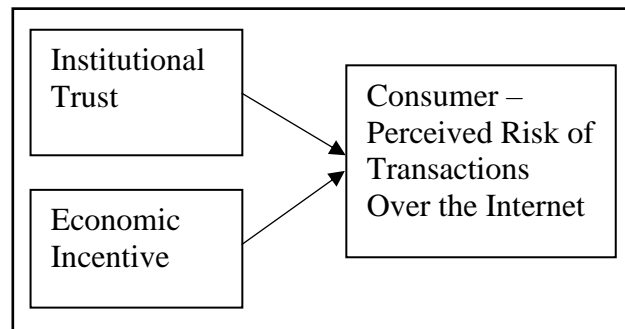
While consumer perceptions lack a commonly accepted pattern or any accepted theoretical base the current paper attributes Consumer Perceived Risk as a significant element in this study and bases its findings from the a priori theoretical model (Fig.1) advocated by Salam and Rao which places institutional trust and economic incentives as key characteristics that helps determine the consumer's perceived risk of transaction over the internet. Institutional trust in this instance is defined as the public's trust of security in technological infrastructure implemented by financial institutions such as banks, stock market, etc. Economic incentive on the other hand, may refer to cost benefits brought about by online transactions such as economical products, increased availability of online products, etc. This model proves via structural equation modelling tests that increase in institutional trust inadvertently results in a decrease in consumer-perceived risk of transaction over the World Wide Web while, increase in economic incentive has an inverse effect on consumer-perceived risk

4. DATA AND METHODOLOGY

The Exploratory nature of the study necessitates the adoption of a qualitative and quantitative design to arrive at the results. An inductive approach was adopted to observe survey results and make inferences. For the interviews, open-ended questions were asked to three senior bank managers working in reputed public and private banks in the UAE. Concurrently, 550 questionnaires were administered by random sampling technique to working individuals (Emiratis and Expats) in Dubai to decipher their perception on cashless society. However, responses were received from 500 respondents of which consisted of 315 expats and 185 locals. The questionnaire consists of 20 questions across 5 sections namely demographics, frequency of transactions types used, perceived security of types of transaction, type of purchase and crypto currency. To test the reliability of the questionnaire a Cronbach's alpha test was performed to judge the extent of dependability with which the instrument is successful in measuring 'what it is intended to measure or to infer' (University of Virginia Library, 2015). Results reveal a score of 0.70, which further attests the reliability of the construct. To further estimate the results a non-parametric test namely the Wilcoxon-Mann-Whitney (or rank sum) test is used to statistically examine the significance of results obtained with respect to the frequency of engaging in cashless transactions as well as the perception of security of cashless

transactions. The test is suggested as an alternative to the t-test which does not rely on distributional assumptions.

5. RESULTS AND FINDINGS

5.1.Survey findings

The findings of the survey revealed that the demographics of the respondents to the survey varied in age and average monthly income which indicates the capture of the perceptions of a rich diversity in the sample. The job description of the captured demographics also indicates a skew towards people either salaried employees or self-employed respondents such as entrepreneurs, etc. accounting for 77.7% of the people surveyed. This is especially important to the survey as it indicates a majority of the respondents have the spending power to make regular transactions thereby serving the purpose of the survey. To achieve the goals set by the study, 96.8% of respondents are based in the UAE (holding either a resident visa or are local Emiratis) whilst only 3.2% consists of tourists or those on short term stay. This statistic satisfies a crucial element of the paper which was to test the opinion of the public that resides in the UAE and having more than 95% of the respondents be resident visa holders and Emiratis satisfies this criterion.

For the next set of questions, the Wilcoxon test reveal that there is a statistically significant difference at 1% level (z-stat = -2.6) on the frequency of engaging in cashless transactions between expats and Emirati respondents. This could be attributed to the fact that expats in the UAE tend to use cashless instruments to send money back home making it a necessary part of their lives. Emiratis, on the other hand, especially older ones, may have religious sentiments that dissuade them from utilizing cashless instruments in their lives.

Additionally, there is a statistically significant difference at 5% level (z stat=-2.19) between perceptual differences in the security of cashless transactions between Expats and Emirati respondents. As our theoretical model portrays economic incentive and institutional trust as key factors that helps to determine the perception of security, economic and the structural framework of cashless instruments within the UAE. In the case of the UAE, institutions within the country are well trusted and respected amongst both locals and expatriates. The significant statistical difference, however, stems from the fact that the economic incentives provided by banks in the form of cash back, discounts and other monetary benefits appeal more to expatriates. This means that expatriates are more willing to overlook security features as a result of the economic incentives afforded to them. This is not the case for Emiratis who may be much more conscious of the security of these cashless instruments and thereby drive economic institutions to develop safer, more secure means of cashless transactions.

Fig. 2: Reasons to switch to a cashless system
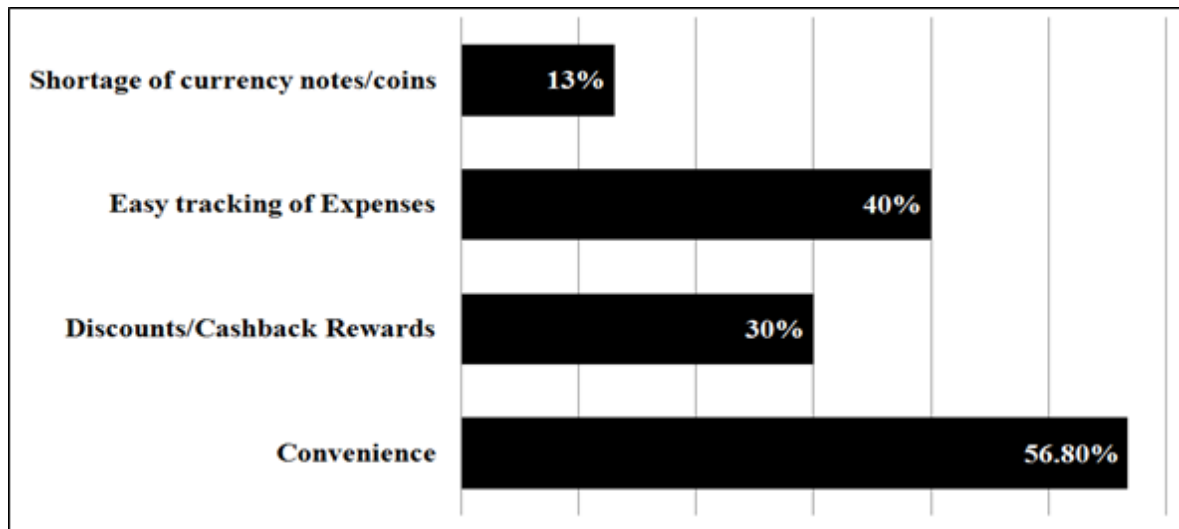
The study also analysed factors that were responsible in convincing the general public in the UAE to switch to a cashless system. Amongst those surveyed, 99% of people believed that features such as convenience, tracking expense, discounts/cash backs and shortage of currency notes or coins led to the switch in type of transactions used (Fig. 2). The features indicated share a common characteristic of having high benefits and low costs. For instance, in a cash instrument system tracking expenses may involve physical collection of bills and/or manual counting of notes and coins, whereas in a cashless system, all transaction details are easily tracked online. This tie in with the research conducted by Swartz and his team (2004) which concluded that the cost benefit analysis of cashless instruments was greater than that of cash-based instruments

Table1: Crypto currency

Cryptocurrency	Yes	Maybe	No
Steep learning curve	29.40%	45.20%	25.40%
No tangible form	29%	46.20%	24.80%
High exchange rate	8.40%	29.40%	62.20%
Highly volatile & unstable	27.60%	42.60%	29.80%
Average	**23.60%**	**40.85%**	**35.55%**
Government regulated	28.60%	49.80%	21.60%
UAE government recommended	28.40%	54%	17.60%
Average	**28.50%**	**51.90%**	**19.60%**

Finally, the last set of questions reveals two lines of questioning posed by the survey in regard to cryptocurrency (Table 1). The first line of questioning mentioned negative aspects of crypto currency such as the fact that crypto currency has a steep learning curve, has no tangible form, and was highly volatile and unstable. The later question highlighted positive aspects of the proposed emCash crypto currency, such as the fact that it could be government regulated and that it was recommended by government officials. The negative line of questioning fostered

stronger opinions which corresponded to the negativity cognitive bias phenomenon observed when people attach greater significance to negative features over positive ones.

5.2.Interview findings

For the qualitative approach of the study, the participating interviewees were asked a set of five questions.

The three industry experts being interviewed all agreed that the chosen field of study is set to make a significant impact on UAE's society in the foreseeable future when discussing the significance of cashless society in the lives of the people living in the UAE. Regarding the differences of usage of cashless transactions between locals and expats, two out of the three experts indicated that they believed that expats and locals displayed differing attitudes regarding usage and perceptions of cashless instruments between the two sets of people. The experts defended their position by inferring that the difference in culture is what contributed to the gap. This line of thinking is supported by Hofstede's cultural dimensions theory which provides a platform for empirical analysis of differences in culture.

Despite the differences in perception, the government and financial institutions are doing their best to initiate and develop cashless instruments was the argument put forth by the experts when discussing the government's involvement in pushing for such a cashless society. They went on to elaborate this principle by demonstrating the availability of online fine payment systems and various e-government payment options available to the public which further strengthens the idea that the UAE government is inclined towards the cashless movement. As with most initiatives the government's deliberate act of taking point in such an endeavour will only serve to push the usage of the cashless economy onto the public soon.

Threats are expected in such a cashless system and the experts concluded that the possible threats to this future had to do with not hackers, or credit card fraud, but with people who were unfamiliar with the proper methods of usage with the technology. A vast majority of failures in cashless systems stems from errors by the end user and all three experts concluded that an educated public is instrumental in a success cashless economy.

A clear disparity exists in the opinions of looming threats to the cashless system between industry experts and the public. Whilst the surveyed public expressed concerns over factors such as fake online stores, credit card fraud and hacker's activity, industry experts opted for a more pragmatic look into issues brought about cashless system. Upon being interviewed, these experts argued that cases of credit card fraud, fake online stores and hackers' activity were too far and in between to cause any significant damage. The low frequency of such incidents combined with the ever-increasing security implementations by financial institutions may indicate that public fears may be exaggerated and misguided. Some of the concerns addressed by the experts included lack of knowledge by the average consumer which may lead to overspending and consequential debt. The ideas presented by the experts were consistent with the findings of Mieseigha and Ogbodo, 2013 who concurred in their study that cashless

instrument resulted in less fraudulent activities and has even shown to be more secure than cash-based instruments.

6. LIMITATION AND RECOMMENDATIONS FOR FUTURE STUDY

Although the study has taken several measures to ensure valid and reliable results that are free from bias, limitations are an inevitable part of the study conducted. Some of the limitations include the fact that it only covered the Emirate of Dubai and only examined differences between Emiratis and expats. Furthermore, the sample size of 500 may not give a full picture of the perception of the entire nation.

To improve, future researchers can broaden the survey distribution to include all seven Emirates. This will enable the understanding of a more diverse spectrum of views. Furthermore, future researchers could examine perception in areas of dense population to beliefs held by those in more rural settings.

Crypto currency is another area of study that could be further developed. In addition to its volatility crypto currency is yet to be considered a mainstream cashless currency. This presents an opportunity for future studies to conduct an in-depth exploration of society's opinion on this new form of transaction once it gets better established into the economy.

7. IMPLICATIONS

7.1. Banking Implications

The banking sector provides serves two types of markets. The business to business market is where businesses serve organizations from SMEs to large corporations. This segment of the bank's business is not predicted to be impacted by the emergence of a cashless society. Retail, Business to Consumer banking however is predicted to see major closures in physical locations as well as downsizing in staff across the banking sector as a direct consequence of consumers preferring online banking along with the fact that a majority of the banks processes that once required people could now be automated.

7.2. Policy Implications

As established, the UAE is at a pivotal junction in its history where a cashless society may be achieved in the foreseeable future. Before this dream is achieved, it is crucial to understand the political implications that affects the regulatory authorities in such an economy. Singapore provides for the closest comparison being another Asian nation with a strong economy which is politically inclined towards developing a cashless economy. Singapore's problems at the present stem from the lack of a centralized cashless payment system which means that the process of transitioning locals from checks and credit cards to NFC and mobile payment systems is taking a longer time than anticipated.

7.3. Recommendations

- To survive in the finance sector, it is vital that bank managers integrate and develop a multitude of cashless instruments for public consumption. This could involve bringing cryptocurrency into the umbrella of currently used cashless instruments.

- The UAE government should seek to create a platform through which the various e-payment companies may consolidate their services to make payment more convenient for the public. This would curb the issues faced in Singapore where the various platforms lead to different instruments which may not be compatible with each other.

- Education is key should the UAE hope to realise its vision of becoming full cashless and enacting digital banking literacy campaigns across the nation is one such education scheme which would encourage people to use cashless instruments as it will also help alleviate the unwarranted apprehensions that older people may have as the nation moves towards a cashless future.

CONCLUSION

The emergence of a fully cashless society in the UAE seems almost inevitable. Existing literature suggests that if done right, a cashless economy has several benefits and has been shown to reflect strong economic growth in nations where such a system is implemented. The case of the UAE, however, suggests that a clear disparity exists in the difference in usage of cashless transactions between locals and expats. This disparity could be attributed to the fact that most expats residing in UAE remit their income to their families and relatives in their home country. This gives the expats an upper hand in terms of usage of cashless instruments thereby proving the resulting findings. The paper draws parallels with Singapore's cashless system whose growth in the usage of cashless instruments have been stunted by factors that the UAE is on the cusp of encountering. Ultimately, it is the consolidated efforts of the banking sector and UAE government that would help realize the vision of a fully cashless society. The strong government involvement in this endeavour will be the deciding factor if the nation were to bridge the divide in usage of cashless instruments between Emiratis and expats and to continue to encourage both demographic groups to become completely cashless. Barring any catastrophic changes, the UAE is destined to realizing this vision.

ACKNOWLEDGEMENTS

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Evaluating the Impact of Healthcare Accreditation Programs on Improvements in Hospital Performance: Challenges and Managerial Implications

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Background

Accreditation is arguably one of the most influential approaches for improving the quality of patient care and for assessing an organization's progress toward meeting patients' needs and expectations (El-Jardali et al., 2014; Mate et al., 2014). Among healthcare managers, accreditation is considered a way of benchmarking standards, as it relates to numerous operations, including facilities, services, and infrastructure. While accreditation is intrinsically thought to encourage standardized health services, promote clinical and organizational changes, and support best quality management practices (Pomey et al., 2010), previous research has reported mixed and ambiguous results about the role of accreditation program uptake in improving hospital performance (Almasabi et al., 2014; Hinchcliff et al, 2013). In mid-2007, Jordan launched a national accreditation strategy with the aim of improving the quality and safety of healthcare services for all Jordanians. Consequently, an increasing number of hospitals in the country have sought accreditation, despite lacking evidence of its effectiveness in enhancing the delivery of high-quality health services.

Objectives

This study aims to explore a number of dimensions relating to the impact of accreditation programs on improving the performance of Jordanian public hospitals as well as the main challenges facing accreditation programs in these hospitals.

Methods

Using an exploratory multiple-case study approach, semi-structured interviews were conducted with 59 department directors working at four accredited public hospitals in Jordan. All of the targeted directors had significant knowledge of the accreditation process and were directly involved in this process. Following their approval, the respondents were asked to answer a number of open-ended questions at a convenient time and setting. These questions covered several areas, including accreditation benefits, quality management, quality outcomes, patient

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focus and satisfaction, and management and leadership. All interviews were digitally audiotaped and fully transcribed, with each lasting between 45 and 60 minutes. The data were thematically analyzed, whereby several themes were identified based on the number of times each theme was cited during the interviews.

Results

The findings from the thematic content analysis of the interviewee narratives revolved around numerous themes. These include the benefits of accreditation in achieving better documentation of hospital policies and procedures (56%); increasing responsiveness to patient needs and expectations (40%); enhancing leadership commitment to quality improvement (36%); improving workflow to become more systematic and organized (35%); and introducing new quality standards and reinforcing existing ones, such as incident reporting, infection control, and waste management (28%). The directors also emphasized the role of accreditation in translating the notions of quality into action by showing steady, measurable improvements in patient satisfaction. For example, they reported that the number of patient concerns and complaints had decreased following the introduction of accreditation into their hospital setting (25%).

Conclusion

The results revealed that the accreditation programs in Jordan continue to be marred by significant challenges, including staff resistance to change, particularly from physicians and older employees; heavy paper workload associated with the accreditation process; and the incurrence of additional financial burdens.

Managerial implications

Directors and quality managers are responsible for enhancing employee awareness of the importance of accreditation in building a culture of positives change within healthcare organizations. This implies a style of leadership that prioritizes the strengthening of a sense of shared ownership for employees and actively engages them in decision making, thereby helping to reduce resistance to change.

Conducting fundamental hospital financing reforms that depend on reviewing existing financial strategies and investing in resource management would better enable finance participation in accreditation programs. Ongoing and stable financial support from government or donor funding agencies is also necessary to ensure the effective implementation and sustainability of accreditation programs.

Limitations

The potential limitation of this research was that only public hospitals affiliated to the Jordanian Ministry of Health were targeted. Thus, we cannot generalize our findings to other hospitals in the country (i.e., private and university hospitals). Further, the sample was not randomized. All of the targeted participants were purposively selected by the study team, and the results are

based on the perspectives of department directors, with no further analysis of patient outcome data.

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The Role of induction Training on Service Quality -A Study with Special Reference to Services Providers' Performance

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Abstract

The role of training on employee, organizational performance and service quality is a major area of interest within the field of human resources and quality management; however, few studies have been conducted to determine the possible effects of induction training on service quality. Therefore, the aim of this study was to examine the role of induction training on service quality with Reference to Services Providers' Performance. Three dependent variables were defined (accuracy of service, responsiveness of service, and flexibility of service).

This study adopted the descriptive method to investigate the role of induction training on service quality. Combination of a convenience sampling technique of non-probability sampling method and stratified random sampling technique was used to examine the effect of the training programs on the accuracy, responsiveness and flexibility of the provided service.

The study population consisted of (10) locations under the operation of Grosvenor services ltd company and REDCO services ltd company in Sudan. Data was gathered via 200 questionnaire distributed to participant. The questionnaire consisted of (15) items of close ended response type. The study used the software package of statistical analysis SPSS for testing the hypotheses through chi-square analysis.

Results showed that, the quality of provided services is at a very good level at median scale for all the three service dimensions, which are accuracy, responsiveness, and flexibility of provided services. In addition, findings demonstrate that there is significant effect of induction training on the quality of provided services. It is evidently clear from the findings that , the implementation of induction training programs in services providers companies in Sudan is high, which indicates that, there is awareness of the importance of induction training and its role on the quality of provided services . This study should, therefore, be of value to managers wishing to improve the quality of their services. The Study only examined one type of training that is induction training and the service quality dimensions only focused accuracy, responsiveness and flexibility of services.

The findings of this study have a number of practical implications for future practices as delivering induction training programs is necessary for organizations to improve quality of provided services, coupled with using variety of training methods that fit with the core objectives of the training plan. Moreover, the study results suggest that services provider companies' managers need to focus on Delivering induction training programs in order to

improve the effectiveness and efficiency of the provided services due its functional role on the employee learning processes and adaptation with the work environment. Further research could be undertaken in different sectors such as production organizations and public sector organizations or incorporating different service quality dimensions that may affect service quality. Another possible area of future research would be to examine the mediating role of induction training between employees' awareness and service quality.

Introduction

Services providers companies is one of the most growing business sectors in Sudan. For a firm's performance, innovation and competitiveness, the most vital factor is its workforce's knowledge and skills. If an organization wants to remain competitive in the market, it has to maintain continuous improvements and workplace education. Fast pace technological advancement and organizational change help employers to realize that success demands the development of employee skills and abilities and it requires never-ending investment in training and development.

Problem Statements and Study Questions

Every organization needs to have well trained and experienced employees to perform their duties efficiently. Every employee regardless of his or her educational level need a well-planned training program, however, now a days, in some of Sudanese services providers organizations, it is noticed that there is no such structured approach of training, which may affect the service quality.

Bearing in mind the competitive nature of the Facilities management services market, there is a need to implement effective training program to equip staff with the needed competence to work effectively and efficiently.

Based on the problem statement, the study aimed to find answers for the following specific research questions:

1. What is the level of the following service quality dimensions:

a. Accuracy of provided services.

b. Responsiveness of provided services.

c. Flexibility of provided services.

2. What is the relationship between induction training and service quality?

3. In what training areas does the services provider organizations need improvement?

These prompted the researchers to try identifying the level of accuracy, responsiveness and flexibility of the provided services and to assess the current training programs looking for a relationship between induction training and service quality.

Objectives of the Study

There are three primary objectives of this study:

1. To determine the level of quality of the provided services for each of the following service quality dimensions:

   a. Accuracy of provided services.

   b. Responsiveness of provided services.

   c. Flexibility of provided services.

2. To identify the role of induction training on service quality.

3. To recommend area(s) in current training programs that need to be improved.

Hypotheses of the Study

This study set to examine the four following hypotheses.

1. There are statistically significant differences between the received induction training and the accuracy of provided services.

2. There are statistically significant differences between the received induction training and the responsiveness of provided services.

3. There are statistically significant differences between the received induction training and the flexibility of provided services.

4. There is a relation between the received induction training and the quality of provided services.

Significance of the Study

The role of training on employee and organizational performance is a major area of interest within the field of human resources and quality management; however, few studies have been conducted to determine the possible effects of induction training on service quality of the facilities management organizations. The importance and originality of this study is that it explores the relationship between induction training and the level of quality of the service the providers' organizations. In addition, the present study provides the Management of Grosvenor and REDCO Companies in Sudan with the current level of quality of their service and the relationship between induction training and the level of quality of the service they provides. Finally, the results of the study highlight areas for future researches in this field.

Literature review and Previous Studies

Training

According to Kreitner (1995), employees that receive regular scheduled training, along with an increase in expectations; actually have a higher level of worker output. The hope is that employees who receive training in line with their individual or organizational goals will become more efficient in providing high quality service. McManus, et al (2004) points out that Training will empower the employees to meet sophisticated abilities for performing qualified assistances such as the workers struggle to increase greater characters with greater advantage. McGhee et al (1996) concludes that a recognized training platform is the approach through which manager have a chances to provide job-related abilities, assertiveness and awareness to their workers. Armstrong (1996) argues that expressing an understanding of training emphasizes that training should be developed and operated within an organization by appreciating learning theories and approaches if the training is to be well understood. The main purpose of training and development is to improve the employee competencies so that organizations can maximize efficiency and effectiveness of their human assets. As argued by Armstrong (2009), organizations could benefit from training and development through winning the loyalty of their employees to get them to understand the organization, to exert themselves more on its behalf and to remain with the organization. Pride & Ferell (2011) state that the way to ensure that employees perform well is to train them effectively so they understand how to do their jobs.

Induction Training

Induction training is the process of delivering information to new employees in order to assist them to adapt to their new job tasks and familiarize them to their new work and teammates. This type of training will also outline the basic overview of the business and its services as well as the new employee's role in the environment.

The induction provides a good opportunity to socialize and brief the newcomer on the company's overall strategy, performance standards, etc. Induction training should, according to TPI-theory, include development of theoretical and practical skills, but also meet interaction needs that exist among the new employees. This training is done systematically and is often the responsibility of the direct supervisor to make sure that it done smoothly. If carefully done, it will save time and cost. It is imperative that managers use their authority and power to make sure that the new employee is prudently helped to cope with the new work environment and culture.Induction training shall cover the following:

- General information about the daily work routine.

- Foundation, history, objectives, mission, vision, products, services, etc. of the organization.

- How workers are required to perform their jobs, which will contribute to the organization's objectives.

- Detailed presentation of company's policies, work rules and employee benefits.

The purpose of induction training program is to make the new employees feel "at home" and work comfortably and efficiently in the organization. Normally, when a new worker enters into the organization, he suffers from an intense anxiety about the work he would be handling, therefore this training program intended to calm him and make him relaxed.

Service Quality

The construct of service quality was first articulated by Berry et al (1985) and popularized in their article "Quality Counts in Services, Too". For decades, many researchers (Abdullah, 2005; Cronin & Taylor 1992; Parasuraman, Zeithaml & Berry, 1988, pp 12-40; Ramsaran & Fowdar, 2007, pp 19-27) have developed a service perspective. Chang (2008) argues that the concept of service quality should be generally approached from the customer"s point of view because they may have different values, different ground of assessment, and different circumstances. Parasuraman, Zeithaml & Berry (1991) point out that service quality is an extrinsically perceived attribution based on the customer's experience about the service that the customer perceived through the service encounter. Kumra (2008) concludes that service quality is not only involved in the final product and service, but also involved in the production and delivery process, thus employee involvement in process redesign and commitment is important to produce final tourism products or services. Grönroos (1994, pp. 36–44) proposes a model in which he defines service quality as the comparison between customer expectations of the service and their experience of the service they have received. This model is named "total perceived service quality", as he emphasizes on what customer is really looking for and what they evaluate. The service quality is based on two dimensions; the first dimension is the technical quality, which is, refers to the outcome, what is delivered or what the customer gets from the service; the next dimension is the functional quality, which refers to the manner in which the service is delivered or how it is delivered. Both dimensions affect the corporate image and the perception of quality in various ways. According to total perceived service quality model, perceived quality of a service is not only affected by the experiences of the quality dimensions that the consumer used for evaluating whether quality is perceived as good, neutral, or bad. It is also influenced by the perceived quality of given service as well as the outcome of the evaluation process.

Service Quality Dimensions

A variety of approaches has been applied to describe the multidimensional nature of service quality. Evans and Lindsay (1996) propose a list of eight service dimensions (time, timeliness, completeness, courtesy, consistency, accessibility, accuracy and responsiveness) that are drawn from the work of several other researchers. Parasuraman, Zeithaml & Berry (1988, pp.12-40) provide a list of five service dimensions (tangibles, reliability, responsiveness, assurance and empathy) that are empirically derived and are called the SERVQUAL

Dimensions. Though, Mowen (1995) argues that neither the five dimensions of Parasuraman's research team nor Garvin's eight dimensions of product quality are adequate and proposes eight dimensions model of service quality (Performance, Number of attributes, Courtesy, Reliability, Durability, Timeliness, Aesthetics, and Brand Equity) as being more appropriate and able to demonstrate both service quality and product quality. However, none of the studies reviewed appear to consider flexibility as one of service quality dimensions. Recent developments in facility service providers' business sector have heightened the need for investigating the impact of cervices flexibility on the quality of service provided by those organizations. Therefore, this study explore three service quality dimensions:

Accuracy of service: Accuracy is the extent of being correct and without mistake; it is the degree of correctness; and it is the condition or quality of being true, correct, or exact. Accuracy has two definitions:

   a. More commonly, it is a description of systematic errors, a measure of statistical bias; as these cause a difference between a result and a "true" value, ISO calls this trueness.

   b. Alternatively, ISO defines accuracy as describing a combination of both types of observational error above (random and systematic), so high accuracy requires both high precision and high trueness.

Responsiveness of service: Responsiveness is the willingness or readiness of employees to provide service, timeliness of service such as mailing a transaction slip immediately, calling the customer back quickly, and giving prompt service. Parasuraman, Zeithaml & Berry (1985, p.41-50).

Flexibility of service: Flexibility is the ability to adapt easily to different scenarios to make whatever internal changes are necessary to respond effectively to the changing outward environment, as quickly as possible.

Review of Previous Studies

Khan (2012, pp.84-95) investigated the impact of Training and Motivation on Performance of Employees. The Objectives of the study was to examine the impact of training and motivation in enhancement of employee's performance. This study highlighted two element, training and motivation. A sample of 100 employee were randomly selected from Habib bank and Federal Urdu University for Art science and technology Islamabad, Pakistan. The sample has been taken from both males and female employees. The research is descriptive study and it is quantitative in nature. Primary data was collected and although secondary data also using questionnaire. This study shows that training and motivation have expected positive impact on performance of employees in the organizations. All the organizations that wants to improve their employee performance should focus on training and motivate its people to achieve higher performance levels.

Nassazi (2013) analyzed the effects of training on employee performance in Uganda. The purpose of this thesis was to evaluate the effects of training on employee performance, using

the telecommunication industry in Uganda as case study. The sample of the study is based on the three biggest telecommunication companies operating in Uganda. A qualitative research approach of the data collection was adopted using a questionnaire comprising of 18 questions distributed to 120 respondents. The main findings of the study shown that Training and development have a role on the performance of employees concerning their jobs. In addition, the results from the questions on employee participation in training and selection for training indicate that, these companies have good and clear policies regarding training and development.

Githinji (2014) investigated the effects of training on employee performance: A case study of United Nations support office for the African union mission in Somalia. The study aim to explore the effects of training on employee performance among the international civil servants. The study population included the 144 UNSOA's staff members based in Kenya. A sample of 45 was drawn using random stratified sampling approach from a list of sample frame provided by the employee register at UNSOA. The research is descriptive study and the data was collected by use of a questionnaire. The main findings of the study showed that, training enhances employee engagement in change processes (affirmed by 74%). As a measure of engaging in change process, Training enhances their motivation as it allows for their recognition within the organization (the majority of the respondents at 77%).

Al-Mzary, Al-rifai, & Al-Momany (2015, pp.128-140) examined Training and its impact on the Performance of Employees at Jordanian Universities from the Perspective of Employees: The Case of Yarmouk University. This study aimed at investigating the attitudes of administrative leaders and administrative employees towards the components of training programs and the impact of training on the performance of employees at Yarmouk University. A sample of 80 employees, consisted of two groups taken from the population of the study which incorporated the administrative leaders and employees at Yarmouk University. The sample has been taken from both males and female employees. The research is descriptive study and it is quantitative in nature. The principal data collection instrument is structured questionnaire. The results in general showed positive attitudes towards the identification of training needs through the developers of training programs, the selection of employees and the design of training programs.

Alshuwairekh (2016) examined The Effectiveness of the Training Programs on Employees Performance: An Empirical Study at Private Sector Companies in Saudi Arabia. This study aim to investigate the effectiveness of the training programs on employee's performance at Saudi Arabia's private sector. The study is an analytical study in order to find out the effectiveness of the training programs on employee performance. The researcher designed and distributed 250 questionnaire forms where he retrieved 230 forms and excluded 30 forms due to the lack of information, which means overall sample is 200. The secondary data collection instrument is reviewing studies, reports, periodicals and books related to the topic of study. The main results of the study indicated a positive significant relationship between the training programs and employee's performance in private sector companies at KSA.

Distinctive Features of the Current Study

Most of studies in the field of training have only focused on the effect of training on employee and organizational performance. Although extensive research has been carried out on training, none of the studies reviewed (Al-Mzary, Al-rifai, & Al-Momany (2015); Alshuwairekh 2016; Githinji 2014; Khan 2012 & Nassazi 2013) appear to have examined the effect of induction training on service quality and have not evaluated the flexibility dimension.

Conceptual Framework

In order to examine the role of induction training on service quality. The current study, based on a thorough review of literature developed a conceptual framework that exhibitions the relation between induction training and the accuracy, responsiveness and flexibility of the provided services as shown in figure 1.

Figure 1: A Conceptual Framework for the Role of Induction Training
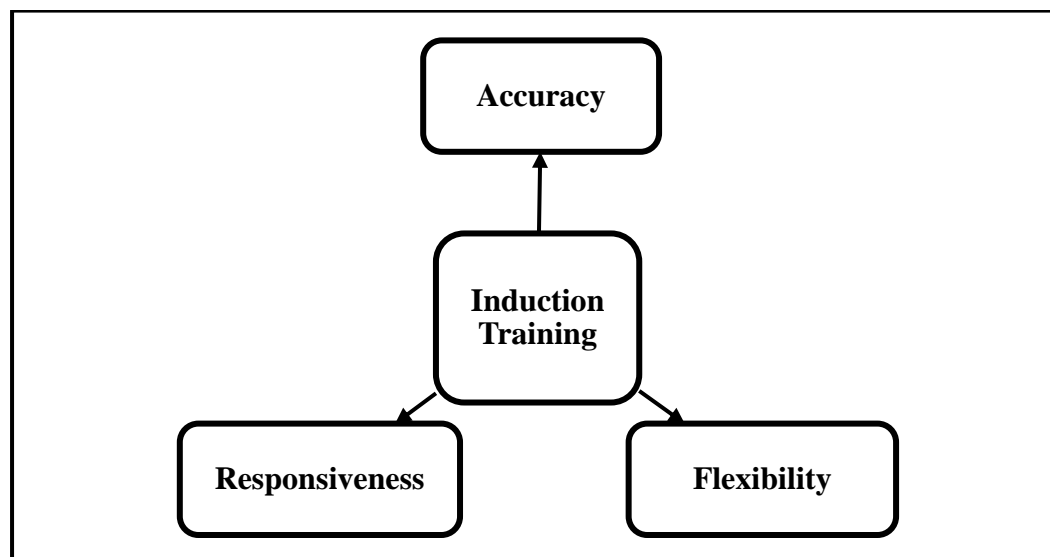
Source: Developed by the researcher, 2017

Research Methodology and Data Collection

The Research Design

This study adopted the descriptive method to investigate the role of induction training on service quality. The research methodology outlines the approach used to collect data from respondents such as target population, main variables from questionnaire administered as well as the limitations of the data collection used as basis for inference and interpretation, for explanation.

The method used for data collection for the purpose of this study was questionnaire that is consistent with the nature of the study problem and its questions. Employing a questionnaire enables the current study to reach and collect primary data of the current study population.

Population of the Research

The targeted population for this Study was the direct service providers' staff who are the first level of operational staff at ten locations. Nine of them operated under Grosvenor Company these are three banks, two hospitals, one Student dorm, one NGO company and two manufactures, while only one location is under the operation of REDCO Company that is Asawer Oil& Gas Company. This cut across the various departments in the organizations such as cleaning, maintenance, reception and catering departments.

Sample of the Research

A Combination of a convenience sampling technique of non-probability sampling method and stratified random sampling technique was used to examine the effect of induction training program on the accuracy, responsiveness and flexibility of the provided service. The study employed a stratified random sampling technique that categorized according to the type of service that are Maintenance, Cleaning and Other service. Auka, Bosire , & Matern (2013,p.45) posit that stratified random sampling ensures that all the groups (categories) are adequately sampled and this facilitates comparison among the groups. Grosvenor Company currently operates (11) locations with (300) direct service providers' staff, whereas REDCO Company currently has (7) locations with (190) direct service providers' staff.

For this study, a sample of 200 employees (40.8% of the population) were recruited to represent the sample.

Data Collection Method

For this study, both primary and secondary sources of data are used to collection information.

Primary sources

The study focused on collecting the primary data about the researched companies through a structured questionnaire for the purposes of the study. The questionnaires were hand-delivered with a covering letter by the researcher to the Supervision staff in order to complete the primary data required for the study. Hand-delivery of the questionnaire is beneficial, as the researcher may be asked to clarify or answer some questions, or otherwise listen to suggestions that may be raised by the respondents.

Secondary sources

The study used the available secondary data sources including books, research articles and former studies. Many of the electronic websites are used to collect study related data, for the sake of identifying the study problem, formulating its questions, identifying its variables, and supporting its theoretical framework. Data was gathered via 200 questionnaire distributed to the participant.

The Research Instrument

Two-hundred (200) questionnaires were administered to assess the role of induction training o service quality. One-hundred sixty (160) administrated to Grosvenor Company Staff and forty (40) questionnaires administrated to REDCO Company Staff. The questionnaire consisted of five sections; the first section is an introduction about the questionnaire purpose; the second section involve general information about the respondent; the third section is on personal background of the employee; the fourth section presents information on job training. Finally, the fifth section is about the service quality dimensions, which include accuracy, responsiveness and flexibility of service. The questionnaire used five point Likert scale measurement ranging between one=poor, two =average, three=good, four=very good and five=Excellent

Validity and Reliability Analysis

Validity

Auka, Bosire , & Matern (2013,p.47) define validity as the extent to which the test-items measure what they purport to do. Validity means that, the instrument should contain items related to the study variables, and that it measures them accurately and clearly. To make sure of this, the questionnaire had been sent to a number of specialist reviewers whose notes were taken into consideration to improve some of the questionnaire items in a manner that fits the study variables measurements.

Reliability

After validity was established, the items of the study's questionnaire were tested for reliability. Reliability is the consistence of a score from one occasion to the next (Auka, Bosire , & Matern , 2013,p.47). Reliability is an indication of stability and internal consistency with which the instrument measures the concept and helps assess the goodness of a measure (Zikmund, 2000,p. 280).The responses of the participant were scored and the reliability of the tool was determined using Cronbach's Alpha. According to the alpha value more than 0.6. Table 4 shows that reliability coefficients for all dimensions were above the cutoff point of 60% used in the current study. The reliability coefficients for all the items ranged from 0.872 to 0.899. Hence, the current study's questionnaire items were all of reasonable satisfactory reliability.

Table 1: Instrument Reliability

Item	Dimensions	Item no.	No. of items	Reliability Coefficients
1	Accuracy	1-5	5	0.897
2	Responsiveness	6-10	5	0.899
3	Flexibility	11-15	5	0.872

As can be seen from the table above (1), Cronbach's Alpha Reliability coefficients values for all the study variables are high and suitable for the current study objectives.

Data Analysis and Statistical Techniques

Of the study population, 156 subjects completed and returned the questionnaire. Data management and analysis were performed using SPSS (version 11.5) for windows. The first step in this process was to check for bias before starting the analysis. Missing or extreme data was omitted from the analysis process. Then the data was transform-computed, and was recorded with new names, especially nominal scale data as used according to the study variables. Additionally, statistical analysis techniques were conducted by analyzing descriptive statistics and chai square analysis in order to test the hypotheses developed in the current study concerning the relationship amongst study variables.

Findings and discussion

Study Results

The Demographic variables and profile of the respondents

The primary purpose of this analysis is to describe the 156 participants in this study who completed the survey with respects to the following demographic variables:

(1)Gender, (2) Age, (3) Educational level, (4) Service type, (5) Years of Experience in the current company, (6) Previous experience in similar field and (7) Number of years of experience in similar field. The descriptive information, which involved simple descriptive statistics, Frequencies measures of central tendency and measures of dispersion, is presented in table 2.

Table 2: Demographic variables and profile of the respondents

Demographic Variable	Category	Frequency	Valid Percent
Gender	Male	66	42.3 %
	Female	90	57.7 %
Age	Less than 30 years	79	50.6 %
	Between 30-40 years	61	39.1 %
	40 years or more	16	10.3 %
	Primary level	35	22.4 %

Educational level	Secondary level	70	44.9 %
	University level	51	32.7 %
Service type	Maintenance	11	7.1 %
	Cleaning	116	74.4 %
	Other service	29	18.6 %
Years of experience in the current company	Less than 1 year	57	36.5 %
	1 less than 5 years	67	42.9 %
	5 years and above	32	20.5 %
Previous experience in similar field	Yes	86	55.1 %
	No	70	44.9 %
Number of years of experience in similar field	Less than 3 year	35	40.7 %
	5 - 3 years	25	29.1 %
	5 years and above	26	30.2 %

Source: Primary data (Developed by the researchers, 2017)

Inferences of demographic profile

The table above (2) illustrates the proportion of different categories of the demographic variables and profile of the respondents that analyzed below:

Gender

The percentage of female participants (57.7%)) is slightly greater than that of male participants, featuring 42.3%.

Age

Majority of the respondents (50.6 %) was in the age group "Less than 30 Years", while the minority (10.3%) in the age group "40 years or more". that means young employees are the majority.

Educational level

The highest percentage of respondents (44.9%) was for "Secondary level", while the lowest was (22.4%) for "primary level".

Service provision type

Vast majority of the respondents (74.4%) was for "cleaning services", while maintenance services (7.1%) was the minor one.

Years of experience in the current company

The highest percentage of respondents (42.9%) was for "1 less than 5 years", while the lowest was (20.5%) for "5 years and above".

Previous experience in similar field

Most respondents do not have previous experience in similar field (55.1%) while others (44.9%) have it.

Number of years of experience in similar field

Majority of respondents are less experienced in similar field (40.7%) was "less than 3 years" and (29.1 %) was 5 - 3 years, while others (30.2 %) are more experienced in similar field.

Independent variables for the training programs

The primary purpose of this analysis is to describe the independent variable attributes of induction training received for the current job.

Induction training received for the current job

Table 3: Distribution of the Sample according to induction training received

Induction training received	Frequency	Valid Percent
Yes	150	96.2 %
No	6	3.8 %
Total	156	100.0 %

Source: Primary data (Developed by the researchers, 2017)

From the table above (Table 3), we can see that all most all employees (96.2%) received induction training when recruited while (3.8%) did not trained.

Descriptive Analysis of Study Variables

The first objective of the study was to determine the level of service quality in the provided services. In this study, service quality was measured using 15 quantitative questions in which respondents were required to indicate the extent to which they agree or disagree with each statement by indicating the number that best describe their perceptions. The fifteen item is divided into three groups representing the predefined dimensions of service quality as follows:

1. Accuracy of provided services

2. Responsiveness of provided services

3. Flexibility of provided services

All the 15 items on service quality were scaled on five points Likert scale. the responses was analyzed using Medians as summarized in Table: 4 below.

Level of the accuracy, responsiveness and flexibility of the provided Services

Table 4: The Overall median and chi-square value for the dimensions services quality.

Dimension	Median	Pearson Chi-Square	df.	Sig.	Level of quality
Accuracy	4	226.3	4	.000	Very Good
Responsiveness	4	254.6	4	.000	Very Good
Flexibility	4	150.7	4	.000	Very Good
Overall Service Quality level	4	616.7	4	.000	Very Good

Source: Primary data (Developed by the researchers, 2017)

From the Table above (4) we can see that the overall median was (4) with Sig. of (.000) for the three service quality dimensions withe chi-square value of (226.3, 254.6 and 150.7) for the accuracy, responsiveness and flexibility, respectively, with a very good level for all dimensions. It can be seen from the data in Table 4 that the chi-square value is (616.7) for the overall service quality with Sig. of (.000). The most obvious finding to emerge from this these results is that the level of quality of the provided services in services providers' companies was very good regarding the accuracy, responsiveness, and flexibility, that means the overall service quality level of the provided service was very good for the facility management organizations.

Hypotheses Testing

Chi square test were used to test the hypothesis of the study. Further, the study Hypotheses were tested as per the role of thumb that provides to rejects the alternative hypotheses if the value of the level of significance is less than or equal to 0.05 (a ≤ 0.05).these hypotheses are:

H1 There is statistically significant differences between the received induction training and the accuracy of provided services.

H2 There is statistically significant differences between the received induction training and the responsiveness of provided services.

H3 There is statistically significant differences between the received induction training and the flexibility of provided services.

H4 There is a relation between the received induction training and the quality of provided services.

Table 5: Hypotheses Testing Results.

H no	Variables	Pearson Chi-Square	df	Asymp. Sig. (2-sided)	Decision on Hypothesis
H1	Induction training vs accuracy of service	9.53	4	.049	Accepted
H2	Induction training vs responsiveness of service	6.23	4	.182	Rejected
H3	Induction training vs flexibility of service	16.43	4	.002	Accepted
H4	Induction training vs The quality of provided services.	9.53	4	.049	Accepted

Source: Primary data (Developed by the researchers, 2017)

The results of chi-square test, as shown in Table 5, indicate that the value of the significance level for the accuracy and flexibility is (Sig. =.049, .002, a ≤ 0.05) respectively which is less than the value of the confidence level (a ≤ 0.05). Thus, a positive relation was found between the received induction training and the accuracy and flexibility of provided services. One unanticipated finding was that The results of chi-square test as shown in Table 5 indicated that the value of the significance level for the responsiveness is (Sig. =.182,) which is more than the value of the confidence level (a ≥ 0.05). Hence, no significant relation was found between the received induction training and the responsiveness of provided services. That means the observed relation between the received induction training and the responsiveness of the provided services in this study was not significant. The reason for this is not clear but it may have something to do with the possible sources of error associated with the use of convenience sampling method.

The results of chi-square test in table 5 also shown that the value of significance level is (Sig. =.049, a ≤ 0.05) for quality of provided services which is less than the value of the confidence level (a ≤ 0.05). Thus, there was a significant positive relation between the received induction training and the quality of provided services, which means there is significant role of induction training on the quality of the provided services. Therefore, the results supported the proposed hypotheses H1, H3, and H4 and offered no support for H2 as developed in this study. The study used the convenience sampling method in order to gain insights into induction training and its role on service quality. However, there are certain drawbacks associated with the use of this

sampling technique, because it is highly vulnerable to selection bias and influences beyond the control of the researchers coupled with high level of sampling error therefore Studies that use convenience sampling have little credibility due to mentioned reasons. Therefore, the study employed the stratified random sampling method because it has better accuracy in results in comparison to other sampling methods and smaller sample sizes can salvage highly useful results for a research.

Conclusion and Recommendations

Concluding remarks

The present study was designed to examine the role of induction training on service quality with Reference to Performance of facilities management organizations. The results of this investigation show that the majority of the respondents received induction training when recruited that means the services providers companies are aware of the importance of induction training and its role on the quality of the provided services. The second major finding was that the level of quality of provided services in the facilities management organizations in Sudan was very good, meaning that there is a positive relation between induction training and the performance of these organizations with respect to the accuracy and flexibility of the provided service. This study appears to be one of the first attempts to examine the role of induction training on service quality of the Services Providers Organizations.

Practical Implications

Taken together, these results suggest that delivering induction training programs is necessary for organizations to improve quality of the provided services due its crucial role on the employee learning processes and adaptation with the work environment that necessary for the operation of its processes to achieve conformity of products and services. Finally, enhancing information and communication technology tools is important in services providers companies to improve individual employees' performance in terms of quality of provided services.

Limitations and Future Research

This Study has only examined one type of training that is induction training and the service quality dimensions only focused on accuracy, responsiveness and flexibility of services. Using convenience sampling method is a possible limitation of the study because of it is vulnerable to selection bias and influences beyond the control of the researcher coupled with high level of sampling error, which restrict the generalizability of its results. Therefore, it is important to bear in mind the possible bias in these responses.

The evidence from this study suggests that further research could be undertaken in different sectors such as production organizations and public sector organizations or incorporating different service quality dimensions that may have effect on service quality. Another possible area of future research would be to examine the mediating role of induction training between employees' awareness and service quality

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Re-visiting PERMA framework on the relationship between students' happiness and higher education institutions in the UAE.

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Happiness and overall life satisfaction are linked to individuals' ability to appraise situations as less stressful and their capacity to understand and control their feelings. Arguably, happiness is linked to the more consumeristic notion of satisfaction from services received and to the sense of achievement or enjoyment associated with learning. Tertiary students in UAE are less ecstatic compared to students developed nations as UAE is placed number 14th in the World Happiness Report 2013. 'Happier' students are more contented with how they engaged with the edifying experiences which are highly imperative for the growth of the nation. However, there is lack of consideration empirically on students' happiness that transpires from contemporary policy in the UAE indicating the need for a more developed understanding of happiness in higher education of UAE. The aim of the present study was to evaluate happiness among Tertiary students & its correlates following four dimensions out of five in PERMA in explaining the factors that determine students' happiness in higher education of UAE.

Materials and Methodology

This study was conducted among 55 students of a management college in Dubai, UAE. The information was gathered following PERMA constructs (positive emotion, engagement, relationships, accomplishment, depression and anxiety) to form Happiness Questionnaire which was distributed randomly among the private management college students in Dubai, UAE. Descriptive statistics and AVONA test were used for the analysis.

Findings

This study concludes that the existence of notable levels of depression and anxiety among students would reduce their performance in the school thus limiting the amount of quality human capital availability to achieve sustainable growth in the country. Students' life is indeed stressful, and they need something about the satisfaction of the service rendered by their school. In addition, we found that engagement, the relationship among their peers and staffs and accomplishment improve students' happiness. We, therefore, suggest that Private Higher Education Institutions (PHEIs) in the United Arab Emirates should extend their services beyond satisfaction and focus on students' happiness. In addition, student support offices and integration units and orientation need to acknowledge specific risks of depression among students and provide a psychological assessment and intervention to improve their mental health of the students.

Originality

This study fills the vacuum of the limited research on students' happiness in higher education institutions and provide a valuable recommendation for the policymakers on the importance of students' happiness in improving students' performance and thus increase the propensity of human capital development in order to achieve Sustainable growth in the Arab world more especially in the UAE.

Keynotes: Happiness, Higher Education Institutions, PERMA, UAE.

1. Background.

Societies and individuals during the time of rising level of depression have preferred to achieve happiness than merely achieving an increase in gross domestic product. Regrettably, research on happiness as a discipline is still not advanced. Hence, various disciplines have considered the term happiness differently, and so far, scholars have adopted various techniques in measuring happiness. According to Easterlin (2003), happiness is the same as life satisfaction, well-being, welfare and utility. An additional terms such as, positive emotions, pleasure, meaningful life, life satisfaction and feeling, were added by other researchers that can be synonymous with happiness (Diener, Scollon, & Lucas, 2003, p. 188).

In addition, appropriate finance, good health, housing, security, employment opportunities and education make up the circumstances that determine happiness (Diener and Biswas-Diener, 2002; Tay and Diener, 2011; Lyubomirsky et al., 2005). Similarly, according to Lee (2008) happiness can be obtained effectively through wisdom by enhancing the quality of life (p.8). Hence, policymakers should consider happiness in policy-making. However, the contemporary UAE education policy lack of consideration of student happiness which indicates the need for higher education to include student happiness in its policy. The entire Arab World higher education suffers from this situation as well.

The UAE government achieves an excellent educational standard and enhance students' happiness through the provision of the modern education system in the way of enhancing technology, curriculum and conducive environment for learning. It has launched an initiative to revamp the education system by strengthening the development of teachers professionally, employing qualified teachers and adoption of smart learning programs through the means of allocating 21.2 per cent the country's budget to education (KHDA Annual Report, 2016). Moreover, in order to enhance students' learning and to improve the way teachers teach, an ambitious five-year plan was designed by the U.A.E education ministry. To promote respect, tolerance, national loyalty and ethics, a new moral subject and a new school curriculum were introduced by 2017/2018 academic year. The goal is to promote sustainability, community growth, ethics, culture, happiness and heritage among students (KHDA Annual Report, 2016).

The 2015 United Nation Happiness Report ranked U.A.E 28th in World with all the investments. Miss Uhoud Khalfan Al Roumi was appointed as the first UAE Minister for

happiness in 2018, she highlights that communities and institutions have been urged to prioritize happiness. To engage and challenge students and put a high emphasis on their mental and physical well-being, there is a need to reform the curriculum. Moreover, school premises need to be improved to provide a conducive environment for learning (Gulf news on Education 26th September 2018).

1.1. Happiness and Higher Education

It can be argued that universally, safety, moral development of youth, educational progress and health opportunities are desired by all nations. (Cohen, 2006; Martens and Watt, 2004; Land, Lamb and Mustillo, 2001). Nevertheless, Peterson (2006) believes that the focus of academic institutions should be expanded beyond considering the well-being and the promotion of good character, and this can be done through an educational institution. Meanwhile, with high emphasis on changes in higher education structurally, it is pondered on the effect of such changes that will be on the emotions that come with learning and the student learning itself. Moreover, to achieve life happiness, educational participation is considered a way to achieve that, it can be predicted, on how the reforms will influence student happiness. According to Lee (2008), an effective means to achieve happiness and improve the quality of life can be achieved through wisdom, learning and practice of knowledge. Hence, more emphasis on happiness is considered by policy-makers. However, when critically analyzed, the idea of happiness in the policy is only hastily assumed. The department of business, innovation and skills (2016) points out that the changing of the institution is only possible in theory but not practicable, whenever a student is not happy with the system, it is difficult to change their funding to other institutions (p. 53). Therefore, the happiness of students should be made a priority in all institutions to ensure it is sustainable in the specified environment.

1.2. Overview of Students' Happiness in Higher Education of the UAE

Scholars have found a gap with how happiness is considered within the Arabs despite the increase in the attentiveness on the link between happiness and culture (George, 2009; Brannan et al., 2013; Suh and Oishi, 2004). The U.A.E as a young country experience growth in their economic and social aspect for the last one-decade reason on its tourism, oil, sea trade and real estate. Oil revenue has helped improve the quality of life through the building and supporting generous employment and pension's scheme, which fund education, health, finance, housing and recreation centres, etc. The country is described as a traditional and modern society within 47 years of its existence (Lambert, 2008; Findlow, 2000), the country jointly relies on religious and cultural strengths and sometimes adopts the western system where suitable. It is secure and stable with a high number of expatriates; according to the U.A.E statistics (2015) 84% of the resident are non-citizens of the UAE. The Gulf News (2013) ranked the UAE as the first country in the Arab World in which young Arabs prefer to live, and also as a country which is a good example that they like their countries to imitate. U.A.E was placed in 17th placed by the First World Happiness Report, which measures social relations, wealth, public welfare and economic activity (Khawaja, 2012). It was able to move to 14th place recently (Helliwell et al,

2012). The happiness score of UAE was found to be 8.3 while for other Arab countries was 7.9 by the Community Development Authority and Dubai Statistics Center (Libo, 2012). 91 per cent of UAE citizens were found to be ok or very satisfied with the country's quality of life by a poll consist of 5000 Emiratis (Olson, 2012).

According to Veenhoven (2012), citizens tend to be happier when they live in a country that has greater equality, industrialization, urbanization, and freedom. Al-Othman (2012) argues that married couples with a great level of self-reported health, religiosity, communication and education are more likely to be happier than couples with lower education, communication and religiosity in a marital happiness study in UAE. Simadi and Kamali (2004) state that unlike expatriates who place emphasis on economic value, Emirati students put emphasis on the religion value. The literature discussion and extent of emphasis on happiness may provide insight into the conceptualization of Emiratis and other Arabs in UAE, and the economic and social growth in the country and the influence of international population culturally. Thus, the current study will address the gap in the literature by focusing on the concept of happiness among Emiratis and other Arabs living in the UAE.

1.3. Happiness and Satisfaction

The individuals' ability to assess less stressful situations and their capacity to influence and understand their feelings are linked with overall life satisfaction and happiness. Among other factors, depressive, conversely, symptoms challenge well-being; the ability of the individual to cope with bad or negative situations can influence happiness and foster emotional health positively. A study on students show that psychological well-being and happiness are directly linked; that is to say, individuals who enjoy the good interpersonal relationship with family, community and friends tend to have a better health and mental well-being. The student who lives a happy and pleased life tend to have good academic records.

Happiness is more associated with exceeding satisfaction from received services enjoyed or received than enjoyment or achievement related to learning. Dean and Gibbs (2015) report their empirical study on satisfaction and happiness of UK university students: "the Edifying experience of the student and their engagement determine their happiness, how things are done to and for them were delivered make them more satisfied, rather than the process" (p. 16). According to Dean and Gibbs, the distinction between satisfaction and happiness is clear enough and it enables a line to be drawn between the two concepts, and particularly between satisfaction and happiness derived from engagement in an edifying experience and philosophical notions of happiness (Ryff, 2016). More importantly, the measurability makes satisfaction a more desirable pursuit for those that need to demonstrate its impact either to prospective students or to those funding their operation. However, Dean and Gibbs (2015, p. 7) argue that the 'idea of quality in higher education should be extended beyond satisfaction and a notion of student happiness should be developed as one of the attributes by which

educational provision should be judged, if not measured'. In the light of the gap between satisfaction and happiness, this present study proposes a more complete understanding of the key influences the students' learning experience and their influence on both satisfaction and happiness following four dimensions out of five in PERMA, in explaining the factors that determine students' happiness in the higher education of the UAE. The sample of the students of one of the Management Colleges in Dubai was investigated in establishing the connection between students' happiness in higher education of the UAE.

2. Literature Review

The researchers with the option that higher education's service qualities should be extended beyond satisfaction are Benjamin, Heffetz, & Szembort, 2014; Demir & Ozdemir, 2010; Spiers & Walker, 2008. They stress that the academic institution should develop a notion of students' happiness in order to get the best out of their students. Furthermore, evidence to backing the notion of well-being as happiness is supported by (Frey & Stutzer, 2010; George, 2009; McDowell, 2010; Seligman, 2012). Also, (Sheldon & Lyubomirsky, 2006; Shiota, Keltner, & John, 2006; Tugade & Fredrickson, 2007) see a new agenda of positive emotion/psychology. Moreover, Zimbardo and Boyd (1999), Drake et al. (2008) and, in particular, Simsek (2009, p. 502) made subjective well-being as a construct to evaluate one's life in the past and future time. In present, the projection of life is created and maintained within a temporary perspective (Wright, 2009) In addition, modelling happiness has been linked with hedonism theory see (Hollis-Walker & Colosimo, 2011; Ryan & Deci, 2001). According to Deci and Ryan (2008), eudaimonic well-being is naturally from hedonistic happiness. Meanwhile, Simsek (2009) opines that temporal emotion form can be defined as a hope, nothingness, regret and activation, and furtherly conclude that happiness can be interchangeable with wellbeing.

Nevertheless, studies have offered numerous reasons for the adoption of a positive education approach. Meanwhile, positive education offers an answer to youth depression, aids as a pathway to improved life satisfaction, encourage learning and creativity, endorses civic citizenship and boosts social cohesion, (Seligman et al., 2009; Waters, 2011). Positive education announces and normalizes self-inquiry and personal management of one's mental health from an early age, which may result to long-term benefits as youth move into adulthood with greater emotional intelligence and self-awareness (Waters, 2014).In order to establish the linkage between students and higher education we, therefore, summarize the precious studies below.

Table 1.0

Empirical Literature on Students' Happiness and Higher education

Author/Year	Dependent Variable	Scope/ Unit of Analysis	Findings

Elwick and Cannizzaro (2017) United Kingdom institutions	Higher education	Survey	Flourishing(+), contentment (+) and well-being(+)
Michalos (2017)	Higher education	international well-being/ Survey	Ethnicity(+), Income(+), Self-Esteem(+), Social Support(+), Current Mood(+),Community(+), Natural Environment(+), Life Events/Issues(+).
Cuñado and de Gracia (2012)Spain	Higher education	Ordinal Logit Models	Income And Labour Status(-) Self-Confidence(+) Labour Status (+)
Kern, Waters, Adler, and White (2015)	Higher education	516 Australian male students (age 13–18)/four of the five PERMA elements, and two ill-being factors. / Survey.	Life Satisfaction(+), Hope(+), Gratitude(+), School Engagement(+), Growth Mindset(+), Spirituality(+), Physical Vitality(+), Physical Activity(+), Somatic Symptoms(-), and Stressful Life Events(-).
Leskisenoja and Uusiautti (2015)	Children sixth-graders Finlands	Theory of well-being (PERMA)/ Northern-Finnish school/ student Interviews/ Questionnaires.	Achievement(+), Positive feelings(+), Engagement(+), Relationships(+).
Frey and Stutzer (2000)/ Switzerland	Higher Institution	Data from interviews of more than 6,000 Swiss resident	(1)**Happiness index** citizenship (+) Self-employment(+)

		/Anova/Sensitivity Analysis.	(2)**Economics Variable** Individual unemployment(-) Income Level (+) (3)**Political institutions** Direct democracy (+)
Chen (2012)/ Four East Asian Countries/Japan, Taiwan and South Korea.	Higher Institution	Survey	personal income(+) wider social world(+), education(+)
Xiao, Tang, and Shim (2009)	Higher Institution	undergraduate students at a major state university in the U.S./ Survey	Expense management(+) Balance control(+) Overall life satisfaction(+)

Source: Author's Computation

From table 1.1 above, it can be observed that very little has been done with regards to Students Happiness and higher education in Arab countries, and UAE as well. Therefore, this study closes the vacuum by establishing the association between students' happiness and higher education in the UAE.

2.1. PERMA model and Higher Education in the UAE

Empirical evidence on the connection between education and happiness can be traced to Sabatini (2014), Cuñado and de Gracia (2012), Ford, Shallcross, Mauss, Floerke, and Gruber (2014) and Hu (2013). They conclude that happiness' includes positive education to induce customers performance. Seligman (2011) in his work introduced the PERMA model, in which he defines the psychological well-being in terms of positive emotions (P), engagement (E), relationships (R), meaning (M), and accomplishment (A), i.e the five domains. Following the PERMA model, the current study organizes its framework for measuring students' well-being with a sample of selected private management college in Dubai, UAE. PERMA well-being is a multidimensional construct related to positive education. Seligman's (2011) PERMA model designs a framework which fits and assesses dimensions that are valued by youth (e.g. relationships and positive emotions) in line with the existing institutions structures and strategies (Cunha, Martinho, Xavier, & Espirito-Santo, 2014; Kern et al., 2015; Kok et al., 2013; Norrish, Williams, O'Connor, & Robinson, 2013; Waters, Barsky, & McQuaid, 2012). Moreover, Hedonic feelings of happiness are the forms of cheerful, feeling of joyful, and content. There are many aspects of the psychological connection between academic organizations and activities e.g. feeling absorbed, interested, and engaged in life. Furthermore,

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feeling socially integrated means caring about, supporting are connecting to positive emotion, making progress towards the goal, and doing assigned duty on a daily basis and achievement sense.

In recent times, there are few studies examine the interconnectivity between qualities and students' happiness. Especially, in combining the PERMA model with depression. The aim of this current research is to adopt the PERMA constructs to test the students in a private management college in Dubai. As mentioned above, the UAE government has prioritized the delivery of students' happiness in its agenda in the country and has tried its best in supporting this concept in all aspects of life. In order to achieve the national goal, the private institution needs to join the government in providing first class service beyond satisfaction but rather the everlasting happiness for the students.

3. Methods

3.1. Instruments

The study uses the questionnaire as an instrument which was developed to measure the association between happiness and its dimensions among a private management college students in the UAE. Socio-demographic characteristics in section A questionnaire originally developed for this study was used to determine respondents' age, gender, education, marital status, residence, changes in residence, and family status. On the other hand, section B represents the aspects of the questionnaire that comprise four constructs using a 5-point Likert-type scale. All the questions were based on the scientific literature and expert opinions that have been previously used in other studies.

Additionally, participants were recruited from a private management college in Dubai, UAE. The current investigation includes 43 students, male and female students within the age (20-45). Students were relatively evenly distributed across four majors. The selected sample can represent the entire population of the college (Gandomi & Haider, 2015; Meyers, Gamst, & Guarino, 2016; Musibau, Mahmood, & Hammed, 2017).

3.2. Ethical considerations

This study was approved by the Board of Trustees of a selected management college in Dubai, UAE. Participants received written information about the study procedures and aims, and they signed informed consent forms. Confidentiality and anonymity were assured through codification of the collected data.

4. ANALYSIS AND FINDINGS

4.1. Descriptive Analysis for Demographic Profile

In the descriptive analysis, the study evaluates the distribution of the data across some demographic characteristics of the respondents. Based on this study, the respondents were asked to indicate their gender, nationality, year in college, and major area of specialization. Table 4.1 below show the distribution of 43 respondents according to the selected demographic characteristics of the students in a private management College in Dubai, UAE.

Table 4.1

Profile of the Respondents

Respondents Characteristics	Frequency(n=43)	Percentage (%)
Gender		
Male	30	70
Female	13	30
Total	43	**100**
Nationality		
UAE	32	74
Other Arab	8	19
Asian	3	7
Total	**43**	**100**
Year_in_College		
Freshman	23	54
Junior	5	12
Senior	6	13
Sophomore	9	21
Total	**43**	**100**
Major Area of Specialization		
Health Informatics Management	2	5

Hospital Administration	2	5
Hospitality Management	4	10
Human Resource Management	35	80
Total	**43**	**100**

Table 4.1 above shows the gender of the students in a private management college in Dubai, UAE. The table reveals that majority of the respondents are male representing 30(70 per cent) out of 43. While the remaining 13 around (30 per cent) are female respondents. Most respondents are from UAE amounted to 32 out of 43 students exactly 74% of the total respondents, 8 respondents (19%) are from other Arabs countries, while only 3 respondents (7%) are from Asia. In terms of the year in the college, the majority are freshman followed by junior, Senior and Sophomore respectively. Freshman accounted for 23 (54 per cent of the total number of respondents while the second largest is Sophomore 21 per cent exactly 9 respondents out of 43. Finally, based on their major area of specialization, 35 students are management students of the Human Resource Department in which they represent 80 per cent of our respondents. Hospitality Management, Health Informatics Management and Hospital Administration Management represent 10, 5 and 5 per cent respectively of the selected private management college in Dubai, UAE.

4.2. Descriptive of Happiness Index Factors

Following the PERMA happiness index with a little modification, the study modifies PERMA items on UAE students for Happiness constructs (Cheerful, Pride, Relief, Honour, Growth mindset, Physical vitality, Enjoyment, and Anxiety). Other factors that induced happiness are modified construct of PERMA. Happiness = F (Students' Engagement, Relationship, Accomplishment, Depression and Anxiety. i.e. Student Happiness is determined by these 5 factors. Moreover, we expect Students' Engagement, Relationship, and Accomplishment to positively and significantly influence students' happiness in terms of positive emotion. However, Depression and Anxiety are designed to test for the negative emotion of the students in the selected college in Dubai, UAE.

Table 4.1

The Descriptive Analysis and Internal Consistency Reliability for Happiness Items

Happiness	**Stand. Dev.**	**Skewness**	**Mean**	**Alpha**
Cheerful	0.626	-0.593	4.42	0.815
Pride	0.754	-0.577	4.31	0.828

Relief	0.678	-0.79	4.35	0.880
Honour	0.77	-0.97	4.33	0.830
Growth mindset	0.67	-0.45	4.30	0.885
Physical vitality	0.63	-0.84	4.48	0.763
Enjoyment	0.67	-0.77	4.30	0.963
Anxiety.	0.93	0.77	-3.93	0.815

N=43 and Percent=100 Stata 15.1 Output 2018

Internal consistency reliability refers to the extent to which all items on a particular scale are measuring the same concept (Sun et al., 2007). Cronbach's alpha coefficient and composite reliability coefficient are the most commonly used estimators of the internal consistency reliability of an instrument in organizational research (Peterson & Kim, 2013). The composite reliability takes into account that indicators have different loadings and can be interpreted in the same way as Cronbach's α (that is, no matter which particular reliability coefficient is used, an internal consistency reliability value above 0.70 is regarded as satisfactory for an adequate model, whereas a value below 0.60 indicates a lack of reliability). We, therefore, confirmed that all the items used for the study are consistent and reliable. However, with regards to the response of the students on the items used for happiness construct ranging from 1 to 5, it can be observed from *figure 4.1* below that the responses of the students are positive and satisfactorily agreed that cheerfulness, being proud of their institution, relief from lecturers, physical vitality, student growth mindset and enjoying the service delivery from their school positively influenced student positive emotion (Happiness). 4.30 out 5 agreed with these facts. Meanwhile, 3.99 out 5 also agreed with the fact that anxiety decreases students' happiness. These findings in line with the studies of (Kern, Benson, Steinberg, & Steinberg, 2016; Kern et al., 2015; Pekrun, Goetz, Frenzel, Barchfeld, & Perry, 2011) holding the wellbeing theory.
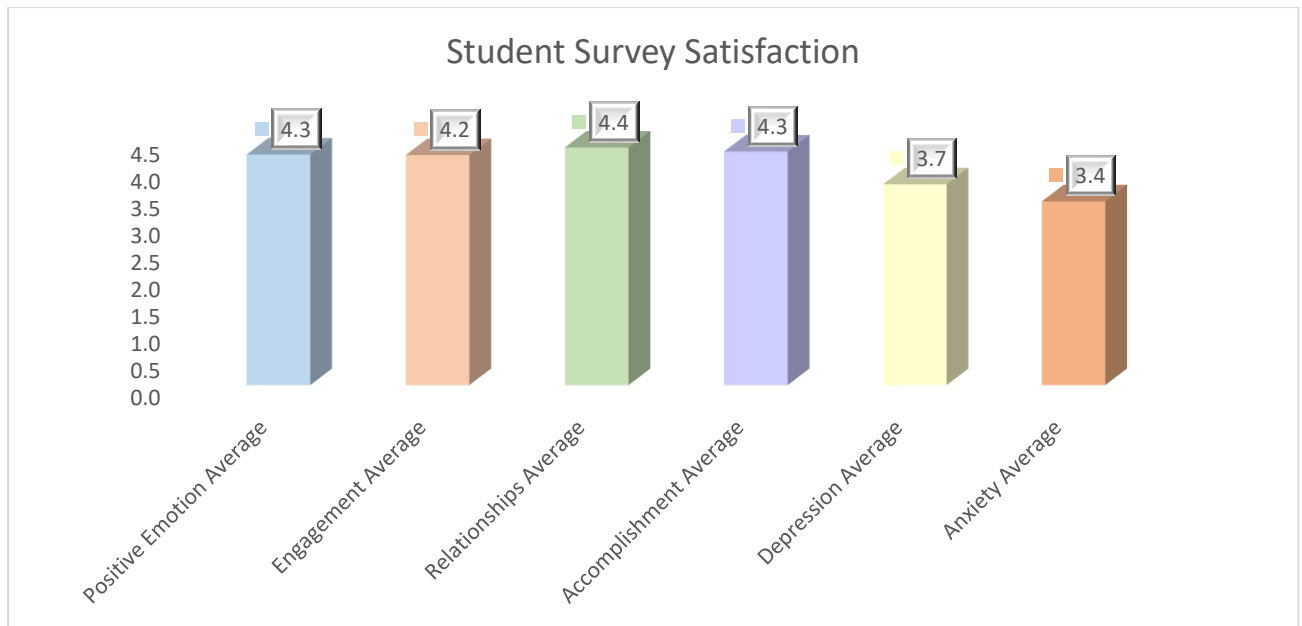
Figure 4.1: Happiness and determinants in UAE.

Happiness, Engagement, Relationship, Accomplishment, Depression and Anxiety

In the total sample, for happiness, a Happ. mean score of 4.27 (SD 0.76) was found. Significantly higher scores (Alpha=0.85) were observed that factor loading is higher than 0.70 which evince that happiness construct is consistent and reliable. Also, the engagement was assessed and the mean score of 4.241 (SD 0.833) revealed with Alpha 0.86; the result is similar to that of happiness. Relationship with peers and teachers have also shown a mean score of 4.38 a bit higher than happiness and engagement with a standard deviation of 0.71 and Alpha of 0.90 which is also reliable and significant. Accomplishment presents a mean score of 4.308 (SD 0.759) with statistically significant and Alpha of 0.81 for both male and female students. However, the result of depression and anxiety showed a mean of 3.703 and 3.38 respectively. The standard deviation of 1.149 and 1.33 with Alpha of 0.78 and 0.84 respectively. All the constructs are reliable and consistent as shown in table 4.2.

Table 4.2

Descriptive Statistics/confirmatory factor analysis.

Constructs	Happ.	Engagement	Relationship	Accomplishment	Depression	Anxiety
Mean	4.27	4.241	4.38	4.308	3.703	3.38
Stand.Error	0.12	0.127	0.107	0.115	0.175	0.20
Median	4.36	4.2	4.44	4.5	4.125	3.71
Mode	4.73	4.8	4.67	4.625	4.25	3.57

Stand.Dev.	0.76	0.833	0.71	0.759	1.149	1.33
Variance	0.59	0.705	0.52	0.614	1.339	1.791
Kurtosis	-0.13	0.099	0.53	-0.442	-0.101	-0.819
Skewness	-0.73	-0.83	-0.91	-0.774	-0.751	-0.435
Range	2.45	3	2.44	2.375	3.88	4
Minimum	2.55	2	2.56	2.63	1.13	1
Maximum	5	5	5	5	5	5
Sum	183.4	182.4	188.4	185.25	159.25	145.71
Alpha	.85	.86	.92	.81	.78	.84

n=sample size.** p<0.01. Mean (standard deviation). t-test. Author's Computation 2018

4.3. Coefficient of Estimation

As expected, table 4.3 shows a positive and statistically significant relationship between engagement and happiness index, the coefficient of 0.036 at one per cent significant level. This result shows a 4 per cent explanation of engagement on students' happiness of the selected college in Dubai, UAE. This indicates that if the management of the selected college increases students' engagement, it will influence the students' happiness by 4 per cent. Students' accomplishment is also statistically significant and positively influences happiness by 0.05 at 1 per cent significance level. The increase in the students' accomplishment improves their happiness by 5 per cent. Meanwhile, relationship influences the students' happiness in the college by 4 per cent at 1 per cent significance level. However, anxiety negatively influences students' happiness but not statistically significant. The depression shows -0.001146 decreases on students' happiness of the college if depression is increased by one unit. These findings support the conclusions of (Kern et al., 2016; Kern et al., 2015; Pekrun et al., 2011) holding the wellbeing theory. The wellbeing theory argues that people chase achievement, capability, success, as well as mastery for their own sake in a variety of areas, which include the workplace, school, and home. Meanwhile, people need support, positive relationship, recognition, accomplishment, engagement and social belonging to sustain well-being (Diener & Seligman, 2004; Adler & Seligman, 2016). If the goal of a society is to assess the well-being of the residents, then all organisations whether public or private will concentrate more on the well-being of their staffs and customer, thus the performance of both staffs and customer increase and nation moves towards achieving a sustainable growth.

Table 4.3

Correlation among the engagement, relationship, accomplishment, depression, anxiety, and happiness.

Dependent Variable : Students' Happiness

Constructs	Coefficient	Std. Error	z-Stat.	Prob.
Engagement	0.036482	0.01365	2.672738	0.0111
Accomplishment	0.05265	0.010781	4.883785	0.0000
Anxiety	-0.00684	0.008855	-0.77284	0.0445
Depression	-0.001146	0.007039	-0.16277	0.8716
Relationship	0.040259	0.011802	3.411253	0.0016
R-squared	0.405857			
Prob. Stat	0.0000			
Durbin Watson	2.2421			

Stata 15.1 Output

Based on the results shown of the coefficient of estimation in table 4.3, engagement, relationship, accomplishment, depression, and anxiety were included in the model as predictor variables (Table 4.3). Linear regression analysis showed that engagement, relationship, accomplishment, depression, and anxiety are predictors for students' happiness. All these predictors sum together explained 40 per cent influence on students' happiness in the UAE. This indicates that engagement, relationship, accomplishment, depression, and anxiety are good determinants of students' happiness in the UAE and, therefore, we have established PERMA's theory of Well-Being in the United Arabs Emirates that any policy regarding improving wellbeing of students in the higher institutions of the UAE and other Arabs countries should be targeted towards improving students' engagement, relationship and accomplishment. However, caution should be taken in assisting with depression and anxiety.

4.4. Summary of Findings

Having presented all the results for each construct and the entire model in the preceding sections, we, therefore, summarize the hypothesis in Table 4.4.

Table 4.4

Summary of Hypotheses Testing

Hyp.	Relationship	Decision
H_1	There is a positive significant relationship between engagement and happiness	Supported
H_2	There is a positive significant relationship between relationship and happiness.	Supported

H$_3$	There is a positive significant relationship between accomplishment and happiness.	Supported
H$_4$	There is a negative significant relationship between depression and happiness.	Not Supported
H$_5$	There is a negative significant relationship between anxiety and happiness.	Supported

Out of the five direct relationships that were tested, all the alternate hypotheses were accepted. The direct relationship between the independent variables (engagement, relationship, accomplishment, depression, and anxiety) and the dependent variable (students' happiness) are statistically significant. However, anxiety is not significant in determining students' happiness in the UAE.

5. Conclusion

This study was conducted among 43 students of a private Management College in Dubai, UAE. The information was gathered following PERMA constructs (positive emotion, engagement, relationships, accomplishment, depression and anxiety) to form Happiness Questionnaire which was distributed randomly among a private management college student in Dubai, UAE. This study concludes that existence of notable levels of depression and anxiety among students would reduce their performance in the college, thus limiting the amount of quality of human capital availability to achieve sustainable growth in the country. Students' life is indeed stressful, and they need something beyond the satisfaction of the service rendered by their academic institutions. In addition, the study finds that engagement, the relationship among their peers and staffs and accomplishment improve students' happiness. We, therefore, suggest that PHEIs in the United Arab Emirates should extend their services beyond satisfaction and focus on students' happiness. In addition, student support offices and integration units and orientation need to acknowledge specific risks of depression among students and provide a psychological assessment and intervention to improve students' mental health. Furthermore, physical activity and sports have a positive connection with happiness, so the promotion of sports and cultural activities among students will help them to find their hobbies and be happy in a stressful environment. Finally, qualified staffs and university images in term of ranking make students secure of the certificate to be obtained from an academic institution.

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TQM implementation in social entrepreneurship in the context of UAE

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ABSTRACT

Social entrepreneurship is a two-decade-old concept that has become a discussion topic in academia but in reality, it has very few publications. In order to have a broad prospect of social entrepreneurship, research is required both conceptually and empirically.

From literature, it can be observed that small level investigations have been carried out by different researchers such as the one undertaken by the Mid Sweden University in 2011. It highlighted the student demand for depth of knowledge of social entrepreneurship. It can indicate that education and research is needed to contribute to developing a comprehensive knowledge of social entrepreneurism. Therefore, ample studies are needed to be undertaken starting from the inception of the social enterprises to the development processes and the social enterprise. The use of total quality management perception in the processes of social enterprises may likely give an understanding of processes of social entrepreneurship from the quality perspective. Hence, the main two objectives of this study are to implement Total Quality Mangement (TQM) from the first stage of knowledge gathering to the last stage of output of social entrepreneurship and to describe the process of implementation of TQM on the identified processes of social entrepreneurship.

TQM concentrates on the processes and their coordination. A process may be defined as a set of actions that have a frequent and identical repetition every time, responsible to generate values for the internal and external clientele. Enhancements are possible in the activities of an identified process at its different levels and on the holistic view of the process simultaneously. Hence, it is effective to ascertain the process to achieve the societal values through TQM.

Literature on societal entrepreneurship was the focus of this study in the context of total quality management applicable on the process of social entrepreneurship. After studying the literature, a conceptual theme of the process of social entrepreneurship has been designed. The process will be tested and discussed with experts of both fields of social entrepreneurship and TQM. The Survey method will also be used for collecting the data through interviews and questionnaires. It is necessary to have UAE based research focused on the description of the cases locally.

This research will be a contribution towards understanding the social entrepreneurship benefits and needs in the region. It is time to focus on this aspect so that the needs are visualized in a better way to create high social value in the UAE. If the information about the existence of social needs is not fully or wrongly identified in the inception of the social entrepreneurship process, then it will deliver the unwanted or wrong values to the society. It is also important to

have research that investigates how to build TQM practices in the social entrepreneurship in this region.

Managing Change - Case Study of Change Management in Local Courts within UAE

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Abstract

In order to understand how successful change been implemented,, a change management case study at ABC courts is analyzed. The research mainly focuses on meeting the new general manager as well as three other employees. The questions during the interview were targeting the change that was implemented from many aspects. It has discussed that ABC courts used a change model that ensures high quality, more productivity and sustainability by providing a smart and online law services. Therefore, the strategy of the change has pre-planned very carefully to assure alignment of all sections of the organization towards its goals and objectives. This study is an analytical descriptive study that focuses on the management of change, the reasons, and the results in one of the government sectors in United Arab Emirates. The researchers conducted semi-structure interviews. The main reason behind this change was that the previous general manager did not achieve the desired results. The leaders have been changed and the whole culture did change within a very short time that took 6 months only. Because of the change, the new general manager has taken employees' resistance very carefully with all its considerations. The research paper, also, discussed the critical success factors of the change as well as how to change the culture of the organization and, therefore, sustain the change. It was also very important to study how the change planned in order to avoid resistance from employees, in other word, efficient and effective change implementation and management. Many critical success factors help the new general manager in his success to implement change during the first mini plan, the research showed seven critical factors and how the new general manager did execute them. Therefore, we can learn from the ABC courts case-study that even if we are in a comfortable zone and the daily work is done, without a future oriented management, many organizations will sink when the future waves of change are high.

Introduction

"The goals are clear, the road is paved and the clock ticks; there is no place for hesitation. There are many who talk; we accomplish." said Sheikh Mohammed bin Rashid Al Maktoum, the Vice President and Prime Minister of the United Arab Emirates and Ruler of The Emirate of Dubai (Meah, 2017). This summarizes the current situation of UAE organizations. In this

environment, companies depend on their ability to creating, developing and managing teams to leverage their leadership capabilities and creativity. This helps in having an agile, innovative and a more responsive organization. Despite the teams' power, the majority fails to achieve their goals and objectives. The main reason that makes employees do fear change and resist it, is that they keep thinking that their jobs are threatened, thinking about the hidden agenda behind this change and what risks could be involved. Naturally, employees' sickness levels rise and they continuously try to delay executing the change projects by creating unrelated tasks. Management should not neglect employees' behaviors in order to sustain operations at the organization and ensure implementing the change project successfully (Lam , 2009). The main reason behind change is using the traditional models in building and creating the teams.

Spencer explained change management as "the negotiation or the renegotiation of shared meaning about what is to be valued, believed in and aimed for" It is about changing people behaviors and getting a new cultural shape (Kilkelly , 2014).

Thus, many organizations have changed their way of thinking, adopted new work styles and required more technological professionals (El Baroudi, , et al., 2018). Organizations are enforced to develop and change their strategies because of continuous, quick and high competitiveness in the current environment. It requires management to quickly rethink and analyze how difficult and dynamic the current market is. (Smith , et al., 2011).

This research reflects on the changes initiated at ABC Company, a government entity in UAE, and explains how they have introduced, justified, communicated, managed and implemented them. It also discusses the perception and interoperation of change initiatives among the organization.

ABC organization is a government organization based in UAE with more than 473 employees, 4 departments, 21 sections and 4 offices. The organization has a Chairman who has three sections under his administration and three other specialist offices.

Research Methodology

This study is an analytical descriptive study that focuses on the management of change, the reasons, and results in one of the government sectors in the United Arab Emirates. The researchers conducted semi-structured interviews with four employees during October 2018 in the organization itself. The first interview was with the new general manager, which lasted for 54 minutes in his office. The second interview was with the department manager (Employee A) which lasted for 43 minutes in her office. The third interview was with a specialist, which lasted 25 minutes in the department. The last interview was with a section manager, which lasted for 32 minutes in his office too. All interviews were conducted in ABC offices in Arabic Language except for the interview with the general manager which was in English. All of the interviews where recorded in the researchers' mobile phones.

The Organization's Reason for Implementing the Change

The most important change that occurred in ABC courts was a change in leadership. A decree was issued by His Highness Shaikh Mohammed which stated that ABC organization has a new General Manager. There are several reasons for this change, and we are going to address the reasons that were mentioned in the interviews. During the interview with the new general manager he mentioned that the organization which was established in 1978, was established before the invention of computers. This change was not easy especially that we went through an old management style who wear not able to adopt the right technology in an effective and efficient way. At the same time, the top management in the UAE have high ambitions and goals that need to be achieved and they cannot afford to waste time any more. The General Manager of ABC pointed out that even after 40 years; people in the organization were still using the same old methods in providing their services (GM, 2018). On the other hand, Employee (A) mentioned that the main reason for this change was from the desire of stakeholders to reposition the organization, in order to meet and cross the world standards, to be more effective and efficient. Many KPI's were not up to desired standards in customer happiness, employees' happiness and even revenue growth rate (A, 2018). In addition, employee B mentioned that although the government did provide every required resource for the organization, there were no desired positive results achieved in the past couple of years (B, 2018). Moreover, employee C gave almost the same declaration but he insisted that the main reason for change that the department`s expenses were exaggerated and there was no development in the operational processes (C, 2018).

The Change Model

ABC courts started immediately to develop and change the roadmap of the organization upon the old General Manager. According to the new General Manager, the change was planned and well prepared, many research and analysis done before re-structuring and implementing the new strategy in the organization. The organization general manager met with the directors and managers to circulate the new changes and motivate them to execute. Moreover, the Head of each department assembled with their team members and announce the initiated change trying to comfort them and answer their concerns. In addition, the interviewees agree that the new change structure was compatible and aligned with the new strategy and the vision of the Emirates. According to Employee (A), the previous manager has limited his focus on the strategic goals, quality and excellence awards only. Whereas, the new manager has different direction and he focuses more on strategic objective, business excellence and financial results. He started to reduce expenses and increase profits. In addition, the new General Manager highlighted the importance of the behavioral guidance during the change process, worked to involve people in the change process and provide them with accurate information. He also took the staff's habits into consideration, ignited employees' enthusiasm and used various methods in solving any raised issues and problems while implementing the new vision.

The change model used is transformational, which affected the structure, culture and modified the services process of the organization. Transformational change is defined as improving organizational current level to their next level by developing new capacity to match the needs of their customers (Marin, 2016). The implemented change process in the organization is necessary to help organizations to move forward and provide high level of services and to add new technologies in order to match the new strategy. In addition, the change process will ensure effective results, long-term production efficiency and sustainability of the initiated change.

According to the new GM, organizational culture is important in order to analyze and change the culture in addition to the evaluation of management and leadership values and beliefs. Nowadays people prefer using online services and smart applications to finish their work, the behavior of the consumer has changed, online services became more critical and subjective to the society. Moreover, the organization is developing new laws to suit the new development of the society (GM, 2018). According to Employee (A), the implemented changes showed positive responses in the employees' behavior. The hierarchy has become more appropriate in the organization and employees are committed to the department structure. For example, supervisors used to monitor employees' attendance and departure, after implementing the change they are only responsible of their perspective departments (A, 2018). Also, employee (B) mentioned that the implemented changes in core business have helped employees to improves their performance and the way they deal with problems and come up with the best solutions (B, 2018)

Being in an organization that is service oriented, the top priority of the new GM was his people because they are the one who serve the society. The first challenge was to understand the community wants and desires and start to develop new initiatives. The focus in ABC courts was to provide law rights to society in easy and fast way while maintaining the quality. They wanted to be the number one in the world and they did understand exactly what they had to do, when and how to do it with the available resources that they had.

After developing the new strategy, the GM shared it with his employees. He mentioned that the biggest factor of failure in any management transformation is communication (GM, 2018). So he insisted on creating a strong dual communication channels between the front-line employees and the top management. Communication was done in various ways, in formal settings, meeting with top managers in an official and non-official way, and videos. He also had some meetings with small teams to make sure that everybody's mindset in the same direction and they are sharing the same values and believes. Beside all of that, they had a social lab to maintain the smooth communication between the top managements and the front-line employees.

Understanding the local challenges of society barriers in this part of the world is also very important. First, the general manager analyzed the current capabilities so that he could understand and define what are the available resources? What are the current laws of the country? What are the current social values in this country? Who is the competitor's and what is the status in this country? The new general manager re-organized employees after

redesigning all processes and procedures to assign them with the proper tasks based on their capabilities.

Because the new general manager expected to have some challenges. He knew that people have different capabilities and skills. Thus, this kind of transformation went under a very intensive training model. He believed in his lovely employees as he mentioned in the interview, the first priority was to shape, support, guide and protect them. The technological file, employees file, process and procedure file were all under development to meet the expectations of the employees and society as well. Areas of change were: objectives and policies of the institution to be public and detailed, the means and tools which used to fulfill objectives (working methods - the structure of organization - responsibilities - equipment rehabilitation) and change in both cases involves the rehabilitation of HR and improve work conditions.

Literature Review:

Organizations should have a well prepared business plan to drive a successful organizational change. In addition, a complete assessment of the current situation in an organization is needed at the beginning of any change process as Brisson-Banks, C.V., 2010. Kurt Lewin came up with a change model consisting of three steps or stages, which are unfreezing, changing, and refreezing.

Armstrong, M., 2014 provides valuable details at each stage as follows:

1. Unfreezing – altering the existing situation, which supports existing behaviors and attitudes. Taking into consideration the inherent threats that change presents to people and the need to motivate those affected to achieve the natural state of equilibrium by accepting change.

2. Changing – a stage within which the development of new responses are based on new information.

3. Followed by Refreezing – a stage within which the new change conditions are stabilizing, supporting and reinforcing.

Resistance

According to the new general manager, resistance is always there. It is not something you fight against, it is how you manage it in a smart way. In any organization, any change, pulls the employees from their comfort zone, hence, creates resistance. Especially the organization that is going towards a different direction, a very advance stage with high ambitions. The GM mentioned that they will not fight the resistance but rather they will manage it and show them the benefits behind these changes (GM, 2018)

The GM believes that resistance is not always negative, sometimes it helps to achieve more accurate and flexible change and helps to detect imbalances, weaknesses and activates

communications. Data showed that employees' level of resistance for the new management was moderate. However, According to Employees (A) employees with many years of experience showed high resistance because they expected to have more work as result of the change, they do not show flexibility to obtain new technology and new directions (A, 2018). According to the new general manager, resistance to change is very natural. Some people do not believe in change and some take time to adopt it. It is varied based in values and believes that affect their attitudes and behaviors (GM, 2018).

Literature Review:

According to Waddell, D. and Sohal, A.S., 1998, the causes of the failure of many change efforts can be found in resistance to change. Palmer, B., 2004 argued that humans cause fail in implementing change because of their resistance to change even if the desired change is totally logical and necessary. Thus, a key topic in change management is resistance to change and this should be seriously considered to support the organization to attain the desired results of change as Pardo del Val, M. and Martínez Fuentes, C., 2003 mentioned.

In many studies, many reasons of why an employee may resist change were expressed. Reasons such as fear of the unknown, fear of new technologies, and overloading of tasks Fuioaga, C.P. and Rusu, C., 2018. Similarly, Afshana, P., Arshada, P., M.S. Hasan, 2013 argued that employees may resist change for different reasons like shock of new, fear of competence, inconvenience, and uncertainty.

In contrast, having a good leader will help to diagnose the reasons of resistance as well as focusing on reducing or removing the obstacles of change according to Afshana, P., Arshada, P., M.S. Hasan, 2013.

Critical Success Factors of Change

There are many success factors that were obvious in this case study:

1. *Employees focus:* The new general manager believed that the most important success factor for any change is people. He understands and analyzes the nature and behavior of his employees by considering their ages, work map, experience, education and the promotion criteria. The new GM clearly understands the human factor and how to satisfy people and make them happy. He knows that some of the staff were sad and he did not blame them because previously they were not treated fairly. He also keeps those people who are hard workers and deserve promotion in mind. His priority was to focus on those who love their jobs, hard workers, smart, and care about the organization.

2. *Management commitment:* The new general manager always tracks the outcomes, they have a 5 years direction with a minimum of six-month plan, and they have some points in which they want to achieve in their performance. The new general manager mentioned that his employee should learn by doing. Understanding his people, designing solutions

according to that, having the ability to implement those solutions and tracking the outcomes, is a challenge that requires a skilled manager.

According to Abbas, W. and Asghar, I., 2010, leaders have to have the needed power of decision making and implementation to handle and manage the organizational issues with confidence. In fact, as a basic need for organizations, the strategic leadership is fully capable to predict the essential changes earlier in an organization, to form the desired commitment and the proper environment for employees and teams in order to understand and adopt these changes successfully. Also, Al-Khaffaf, M., 2012 argued that the top management members are responsible to create a clear vision, analyze the current situation, plan the future, and motivate the skilled employees. Finally, the involvement of senior executives in the project of change attains the management commitment to change as Oakland, J.S. and Tanner, S., 2007 mentioned. Moreover, success of change starts from the top management commitment according to Appelbaum, S.H., Habashy, S., Malo, J.L. and Shafiq, H., 2012.

3. *Team work:* The new GM believes in trusting his teams. He creates focus groups that consist of high experienced and educated employees to help other employees and other teams as mentors to create a sharing knowledge culture.

As a critical success factor influencing the implementation of any change process (Kotter, 1996), forming a cross-functional team throughout the change process is very critical.

4. *Leadership:* The interview with the general manager showed strength in his personality. He has the ability to provide advice, guidance, training and communication skills, and has developed consulting skills. He can identify the weaknesses, analyze data, plan and supervise and implement.

Nowadays, the role of leadership became more crucial (Abbas, W. and Asghar, I., 2010) as leadership is the foundation on which change is built and the primary driver of change as Sofat K, Kiran R, Kaushik S. 2015 mentioned. In addition, leaders have the proper capabilities, characteristics, and competencies to lead the organizational change according to Abbas, W. and Asghar, I., (2010). Leaders of change need to follow the whole organizational change process from initiation, implementation to success (DE SILVA, J. D. and CASTRO, E. A. G., 2016). In addition, Kotter, 1996 argued that leaders are responsible to prepare a suitable environment at organizations for change and assist them cope as they struggle through it. Moreover, they must have a clear vision of the future (Abbas, W. and Asghar, I., 2010) and clearly communicate the vision (Malek, R. and Yazdanifard, R., 2012). Likewise, Kotter, 1995 argued that leaders are responsible to communicate the vision of the change to avoid the failure of the change. Communicating the change minimizes the uncertainty (Klein, 1996), ensures employee commitment to change and overcomes the causes of resistance (Kotter, 1995).

5. *Communicating:* Communicating the change is necessary and should be structured in the organization before implementing the change. Based on the finding, there was a clear

communication between management and employees and that helped to control the unnecessary crowd and scream.

Communication within organizations is regarded as the catalyst for success (Dolphin, R.R., 2005). According to Barrett, D. J. 2002, at all levels, meaningful communication informs and educates employees as well as motivates them to support the strategy. As it overcomes their resistance to change as well it ensures employee commitment to change, involvement and participation (Husain, Z., 2013). In fact, such positive attitudes to change are important in successful change initiatives as it overcomes one of the biggest berries to change which is resistance to change (Husain, Z., 2013).

6. *Planning:* It is a very important step before undertaking any change. The organization needs to have a clear vision and a valid reason for changing the process. The organization performed proper analytics to cover all aspect before applying the changes (GM, 2018). Throughout the change process, there should be a clear business plan and vision to steer the direction of the project, as the business plan would facilitate the work and impact on work (Rosario, 2000). In addition, a clear business model is needed for the organization to operate on (Holland et al., 1999). Furthermore, any changes should be consistent with the direction of the organization as Falkowski et al., 1998 mentioned. In addition, the mission of the project should be related to business needs and should be clearly stated (Roberts and Barrar, 199)2.

7. *Motivation:* The biggest challenge in implementing the change is to motivate your employees to adopt the new strategy and be creative. According to the new GM, bringing happiness at the organization is important to motivate the employees. For example, he considers each one is different, and he uses different motivational tools for each one. If he has a fresh graduate with zero experiences and send him abroad for a training, this action will motivate him. However, if he sends a new mom abroad for the same training it will not motivate her.

According to Kroth, M. 2007, motivation is the reason of our behavior in a specific manner and has been illustrated as it consists of energy, direction, and sustainability. An effective tool such as communication is used to motivate employees to join the process of change according to Luecke, 2003. Therefore, ***"Without motivation people won't help and efforts go nowhere"*** (Kotter, 1995).

Sustain the Change

The success of change can be sustained by continuous monitoring of the results of change and the discussion of deviations, continuous training of staff, maintaining the necessary means of communication and information, building an incentive system, encouraging participants in the process of change, distributing people and groups, and the preparation and implementation of changes.

To sustain change, preparation and implementation of change should consider using 5 key elements: definition of elements of change, analysis of the impact of change, evaluation of the status of the institution, risk assessment of change and identification of special strategies.

Summary

In order to understand how successful change is implemented, a change management case study at ABC organization was developed and analyzed. The research mainly focuses on meeting the new GM, as well as three other employees. The questions during the interviews were targeting the change that implemented from many aspects. It discussed that ABC organization used a change model that ensures high quality, more productivity and sustainability by providing a smart and online law services. Therefore, the strategy of the change was pre-planned very carefully to ensure the alignment of all sections of the organization towards its goals and objectives.

This research paper discussed the critical success factors of change as well as how to change the culture of the organization and, therefore, sustain the change. It also reflected on how to plan change properly to avoid resistance from employees and achieve efficient and effective change implementation and management.

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Appendices

Interview Question with GM:

1. Is the new position being in your objectives and goals?	12. How you encourage your employees to work with you in change initiatives?
2. When did you have your new position as a general manager?	13. Do you think you are aware of each employee who work with you?
3. In your opinion, what was the reason behind this change in leadership?	14. What are the characteristics of your change agents? Do you look at their educational level? Do you look at experience?
4. What was your first steps as a new general manager in the department?	15. Did you face any resistance?
5. What is your process that you follow in order to make corporate change?	16. Who do you think are the change enemies?
6. What tools you are going to use?	17. What is your role in sustain the results of change?
7. Did you develop a new strategy?	18. Do you have change forecast studies?
8. Did you share it with your employees?	19. In your opinion, what is the difference between manager and leader?
9. How you do your communications?	20. How many years of experience you have?
10. The changes that you are dealing with now, are they all were planned or change pull another change?	21. What is your educational background?

11. What is the need for those changes?	

Interview questions with other employees:

1. When the change in general manager occur, did you feel any change in corporate culture?	**8.** What do you think the main reason that the change in managers occurred?
2. Why do you think the direction has been changed?	**9.** Do you the current manager is a leader or a manager?
3. What do you think the difference in characteristics between the previous and the new manager?	**10.** The changes that occurs now in operations, results and in culture, do you think the previous manager could did the same changes that happen now?
4. Do you think the difference in their character based one the difference in their educational level?	**11.** Do you think the previous and the current manager have a vision?
5. What changes has been done in core business since the new manager come?	**12.** Who do you think will have the resistance to any change in the department?
6. Do you think all the changes that has been done are positive or negative?	**13.** What kind of change that happens to you after the new manager come?
7. Do you think there is a change in governance and auditing and inspecting more than before?	**14.** How many years of experience and your educational level?

يوسف عليه السلام القيادية؛ سورة يوسف أنموذجاً

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توصي كتب الإدارة الحديثة بأهمية إلتزام القادة بالأخلاق والقيم، وحيث أن سورة يوسف منبع التنمية البشرية وتحوي الكثير من سمات قادة التغيير، سعت الدراسة الحاليّة إلى تحقيق الأهداف الآتية:

1- التّعرف على سمات قادة التغيير في سورة يوسف عليه السلام.

2- التّعرف على معايير الجودة الاقتصادية في سلوكيات يوسف عليه السلام القيادية.

3- التّعرف على كيفية تطبيق سمات قادة التغيير ومعايير الجودة الاقتصادية كما وردت في قصة يوسف في الواقع العملي. وقد اعتمدت الدراسة على **المنهـج الاستنباطي** والمنهج **المكتبي الوثائقي في** تحقيق تلك الأهداف وتوصلت الدراسة إلى النّتائج الآتية:

- إن القرآن الكريم هو المصدر الأول للتشريع الإسلامي، والموجب لقادته الاتصاف بالعدل والشورى ودفع الضرر ورعاية الحقوق وأداء الأمانات والرجوع بمختلف الأمور لأهل الذكر والاختصاص.

- إن قصة يوسف عليه السلام مليئة بالقيم الإنسانية والنفسية العظيمة التي ينبغي أن يتصف بها قائد التغيير، وقد تجسدت في الرؤية المستقبلية والأسوة الحسنة والصبر والصدق وحسن التعامل والحوار البناء.

- قدم يوسف عليه السلام تجربة اقتصادية حية لقادة التغيير قامت على ركائز من أهمها الإيمان القوي بالله والتحصن بالعلم وعمق التفكير والرؤية المستقبلية والحكمة في التخطيط للحاضر والمستقبل بتخطيط بعيد المدى في خطته الاستراتيجية التي امتدت أربعة عشر عاماً.

- يمكن تطبيق سمات قادة التغيير المستنبطة من سورة يوسف في اعتبار القيادة تكليف لا تشريف، قيادة تؤمن بالهدف؛ وتمتلك القدرات الخاصة والبصيرة المستقبلية التي تساعد على التخطيط والتطوير والقيادة بكفاءة وتتبني آلية مناسبة للانتقاء والتعيين عبر مبدأ الكفاءة والتربية الأخلاقية وتتبني سياسة الباب المفتوح.

وفي ضوء تحليل الأدبيات، ونتائج الدراسة، تم تقديم عدد من التوصيات منها الاهتمام بدراسة قيادة الأنبياء عليهم السلام لأقوامهم، وأهمية تحلي القيادات بالصفات الإسلامية لضبط العلاقة بين السلطة والناس على أسس شرعية وبناء مفهوم قادة التغيير في المناهج والاهتمام بمنظور القيادة عالميًا من خلال تزويدهم بالمهارات المعرفية والحوافز الملهمة ومهارات الاتصال بالآخرين، وإدارة الأزمات. وتبني مفهوم القائد التحويلي(The Transformational Leader) الذي يرفع مستوى التابعين بالاستمالة الفكرية ويُعزّز مبدأ العمل الجماعي من أجل الإنجاز والتنمية الذاتية ويحفز عملية تنمية وتطوير المجموعات والمنظمات.

الكلمات الدليلية: سمات قادة التغير/ الجودة الاقتصادية/ سورة يوسف/ أنموذجًا

مقدمة البحث:

القيادة ظاهرة إجتماعية تتصل بطبيعة الإنسان وتراثه الثقافي ومشاركته لمن حوله في مجتمعه. وتكمن أهمية القيادة في أنها ضابط لعمليات التعاملات بين مجموعة تعمل لتحقيق أهداف مشتركة بل أن مجرد وجود أكثر من شخصين يتطلب الحاجة إلى القيادة لتنظيم العلاقات القائمة بينهم. فالإسلام أوجب القيادة كضرورة اجتماعية في كل مجتمع إنساني. والإدارة الإسلامية أسلوب للحياة تستمد منهجها من مصادر الشريعة الإسلامية. ولكي تكون منهجًا للتطبيق لابد من توافر البيئة الإسلامية التي تعمل في داخلها، والقيادة التي تديرها بالقيم الإسلامية.

ولما كانت القيادة في الإسلام أساسها القرآن والسنة، وأنها تجمع بين أمور الدين والدنيا معًا، كان لتوجيهات الفكر الإداري الإسلامي فيما يتعلق بالقيادة دور كبير في الحث عليها. وللتعرف على واجبات قادة التغيير والممارسات القيادية الإسلامية وأساليب توظيفها في مؤسساتنا التربوية، لابد من الوقوف على السمات والمعايير والمبادئ القيادية التي تنبثق من مصادر الشريعة الإسلامية.

مشكلة البحث:

برزت الحاجة إلى دراسات للقيادة من منظور إسلامي لأن المتأمل في الدراسات المعاصرة في مجال العلوم الإنسانية وخصوصًا في مجال قادة التغيير يجد أن أغلب الدراسات كانت من منظور غربي النشأة والتأليف، وقليل من هذه الدراسات كانت من منظور إسلامي. فبرزت مشكلة **هذا البحث في استنباط سمات قادة التغيير ومعايير الجودة الاقتصادية مــن سورة يوسف عليه السلام ومن ثم معرفة مبادئها وأساليب توظيفــها وتنميتها.**

أهداف البحث :

حاول هذا البحث تحقيق الأهداف الآتية :

1- التّعرف على سمات قادة التغيير في سورة يوسف عليه السلام.

2- التّعرف على معايير الجودة الاقتصادية في سلوكيات يوسف عليه السلام القيادية.

3- التّعرف على كيفية تطبيق سمات قادة التغيير ومعايير الجودة الاقتصادة كما وردت في قصة يوسف في الواقع العملي.

أسئلة البحث:

حاول البحث الإجابة عن الأسئلة الآتية :

1- ما سمات قادة التغيير في سورة يوسف عليه السلام ؟

2- ما معايير الجودة الاقتصادية في سلوكيات يوسف عليه السلام القيادية؟

3- كيف يمكن تطبيق سمات قادة التغيير ومعايير الجودة الاقتصادية كما وردت في قصة يوسف في الواقع العملي؟

أهميّة البحث:

تأتي أهميّة هذا البحث في حاجة الأمة الإسلامية إلى تأصيل القيادة ودراستها من منطلق إسلامي. والحاجة إلى دراسة تأصيلية للوقوف على بعض الملامح القيادية لقادة التغيير المستخلصة من القرآن الكريم في سورة يوسف أنموذجًا، وتوضيح كيفية الاستفادة منها في إدارة مؤسساتنا لتحقيق الرؤية الوطنية (2030) من خلال مجتمع حيوي واقتصاد مزدهر ووطن طموح.

كما تكمن أهميته في مشاركته في مؤتمر "التنمية الإدارية في ضوء رؤية المملكة 2030" والذي يعرض فيه ضمن عدد من الموضوعات التي قد تؤدي إلى الخروج بعدة حلول علمية وتطبيقية قد تسهم في إعداد وتطوير قادة التغيير والتحول.

حدود البحث:

اقتصر البحث على معرفة سمات قائد التغيير ومعايير الجودة الاقتصادية في سورة يوسف أنموذجًا؛ ثم توضيح مبادئها وأساليب تنميتها .

منهج البحث:

استخدم في هذا البحث كلاً من المنهج الاستنباطي والمنهج المكتبي الوثائقي:

المنهج الاستنباطي التحليلي: وهو المنهج الذي يقوم على النظر في النصوص نظرة فهم، وذلك من خلال إدراك المعنى ومعرفة اللفظ ومدلولاته ثم اقتباس حكم شرعي أو قضية تربوية (الصلاحين،2009م، ص444).

منهج البحث الوثائقي: وهو المنهج الذي يتم من خلال الجمع المتأني والدقيق للسجلات والوثائق المتوافرة ذات العلاقة بموضوع البحث . ومن ثم التحليل الشامل لمحتوياتها بهدف إستنتاج ما يتصل بمشكلة البحث من أدلة وبراهين تبرهن على إجابة أسئلة البحث(العساف، 2010م، ص 192).

وسيستخدم المنهجين في هذا البحث عند القيام باستنباط سمات قادة التغيير ومبادئ القيادة ومعايير الجودة الاقتصادية وأساليب تنميتها وتوظيفها تحت عناوين محددة؛ بعد استنباطها من النصوص القرآنية.

مُصطلحات البحث :

القيادة : تُعرّفها قشطة (2009م، ص5) بأنها " قدرة القائد في التأثير على الآخرين ودفعهم نحو تحقيق ما يمكن تحقيقه من الأهداف".

ويُقصد بها إجرائياً في هذ البحث : قوة التأثير في نشاط فرد أو مجموعة باتجاه محدد ومخطط وذلك بتحفيزهم على العمل باختيارهم.

قائد التغيير: هو القائد التحويلي الذي يؤمن بالتغيير من أجل إنجاز وإنجاح الرؤية والرسالة اللتين يريد أن يحققهما في منظمته (الجارودي، 2011 م، ص184).

ويُقصد به إجرائياً في هذ البحث: بأنه القائد المؤثر في تابعيه بالإقناع والتوجيه والإلهام من خلال تمسكه بالأخلاق الفاضلة والقدوة الحسنة التي تمكّنه من اكتساب طاعتهم وضمان ولائهم وتعاونهم لما فيه خيرهم من أجل تحقيق أهداف المنظمة.

القيادة الإسلامية: يُعرّفها محمد (1989م، ص61) بأنها" قيادة ربانية رشيدة مبنية على أسس وقواعد إيمانية ملزمة لمن يقوم بها أن يكون قويًا، وأمينًا، ومدركًا، ويقظًا، وأن يكون الأفضل حتى يستطيع تحمل المسؤولية كاملة بما يتفق والصالح العام مستعينًا بمن حوله في تحقيق النجاح الموكل إليه.

سمات القيادة الإسلامية : هي صفات القيادة التي يجب أن يتصف بها الشخص ليكون قائداً ناجحًا، والقواعد والأصول التي يجب أن يتبعها القائد ويطبقها عند ممارسته للقيادة (مرسي،1406ه، ص162).

الجودة الاقتصادية: ويُقصد بها إجرائياً في هذ البحث: خطة يوسف عليه السلام الاقتصادية ذات البعد الاستراتيجي المرتكزة على معايير الجودة الشاملة من حيث استثمار الظروف المعينة على الإنتاج وتوزيع الفائض المستفاد خلال فترة محددة بطريقة مقننة تقابل الحد الأدنى من الجدب.

الإطار النظري

مفهوم القيادة (Leadership) لغة:

القود نقيض السوق، والانقياد: الخضوع، نقول: قدته فانقاد لي إذا أعطاك مقادته , والقيادة مصدر القائد. والمفهوم اللغوي يقود الآخرين ويؤثر في الأتباع (المعايطه،2007م، ص324).

القيادة اصطلاحًا:

يعرفها أبو سن بأنها القدرة على التنسيق والتوجيه لجهود شخصين أو أكثر، لتحقيق الأهداف المنشودة، بأعلى قدر من الكفاية والمشاركة من أفراد الجماعة (أبو سن ،2006م، ص102).

–القيادة في الإسلام هي مسؤولية تُحمّلها الجماعة الإسلامية أحد أعضائها على أن يقودها إلى تحقيق ما حددته الجماعة من أهداف إسلامية قائمــة على أساس الشورى والتقوى والإخاء والمحبة والتعاون والصبر بينهــم لتحمل المسؤولية الجماعية (المخلافي،2012م، ص134) .

مكونات القيادة:

يحدد (عايش، 2009م، ص 69) مكونات القيادة كالتالي :

1- **الجماعة**: مجموعة من الأفراد ذات سمات معينة يجمعهم هدف واحد خططوا معًا للوصول إليه.

2- **الأهداف**: وجود أهداف واضحة ومحددة معلنة وللجميع دور في تحقيقها حسب ما فوض به.

3- **القائد**: وجود قائد قادر على التأثير الايجابي في سلوك المجموعة لبلوغ الأهداف المخططة.

سمات القيادة الإسلامية :

ذكر عدد من التربويين (الضحيان، 1410ه، ص ص 142-144؛ والمطيري،1417ه، ص ص 241- 248؛ والزيان، 2005م، ص ص 1024-1045 ؛ وقشطة ،2009م، ص ص 37-43) أن من سمات ومبادئ القيادة الإسلامية : العدل والمساواة ؛ والصبر، واستشعار رقابة الله، والإحسان والرحمة وحسن المعاملة وأثرها في كسب القلوب، وإبداء النصح، والتواضع والبعد عن تزكية النفس، والكفاءة، وعدم اليأس من روح الله ؛ والعدل مع الإحسان، وقوة التفاوض المرجعية (القدرة على الحوار)؛ والعفو عند المقدرة؛ والتيسير؛ والإيمان بالهدف؛ والمهارة السياسية أو الفكرية وغيرها.

إن قصة يوسف من أروع القصص وأعجبها في القرآن الكريم؛ وذلك لما فيها من العبر والعظات حيث تعرض النبي يوسف عليه السلام لابتلاءات ومحن شتى، من كراهية ومحاولة قتل وفتنة بالشهوة والإغراء وسجن وتشهير، وفتنة في الرخاء بالسلطان والمكانة، وأنواع التنقلات من حال إلى حال، ومن ذل إلى عزّ، ومن فرقة وشتات إلى اجتماع وائتلاف، وفيها يظهر لطف الله تعالى وعنايته بأوليائه وأصفيائه، وتأييده لهم (السعدي،1421ه، ص 13). وسيتم تناول بعض سمات القيادة الإسلامية ومهارات القائد التحولي المستنبطة من سورة يوسف عليه السلام؛ ومعايير الجودة الاقتصادية في سلوكيات يوسف عليه السلام القيادية.

أولاً: سمات قائد التغيير المستنبطة من سورة يوسف عليه السلام :

يذكر(الجلالي، 1431هـ؛ والعمر،2009م) بعض من سمات القيادة الإسلامية ومهارات القائد المستنبطة من سورة يوسف عليه السلام على النحو الآتي:

- **الايمان بالله واستشعار الرقابة العلوية**: الرقابة هي المتابعة وتقييم الأشياء بواسطة الفرد أو غيره للتأكد من أن الأهداف والأعمال المراد تنفيذها قد تمت فعلًا ووفقًا للمعايير والضوابط الشرعية الإسلامية. ويوسف عليه السلام لما عرضت عليه امرأة العزيز نفسها، أغوته لاقتراف الإثم وكانت من أجمل النساء، إضافة إلى أنها سيدته، وكان في خلوة لا يطلع عليه إلا الله قال ﴾ مَعَاذَ اللَّهِ إِنَّهُ رَبِّي أَحْسَنَ مَثْوَايَ إِنَّهُ لَا يُفْلِحُ الظَّالِمُونَ﴿سورة يوسف، آية: 23﴾ . فذلك يدل دلالة واضحة على ثبات يوسف عليه السلام في مثل هذه المواقف، التي لا يثبت فيها إلا من زكى الله قلبه وطهر نفسه. فالقائد عليه أن يراقب الله في كل المواقف، لاسيما وهو بعيد عن أعين الناس.

- **الربانية وعدم اليأس من روح الله سبحانه وتعالى**: اليأس هو القنوط من رحمة الله، ولا يجوز اليأس ولو قامت كل الأسباب على عدم وجود الحل؛ والله هو مسبب الأسباب وهو قادر على إيجاد الحلول لكل المعضلات، وكل شيء عنده بمقدار وبأجل مسمى، كما قال الله تعالى ﴾وَلَاتَيْئَسُوا مِنْ رَوْحِ اللَّهِ إِنَّهُ لَا يَيْئَسُ مِنْ رَوْحِ اللَّهِ إِلَّا الْقَوْمُ الْكَافِرُون﴿ (سورة يوسف، آية:87﴾. فالقائد مهما تأخر حصول مطلوبه في هذه الحياة، عليه أن يطرق باب الكريم سبحانه وتعالى دائماً بالدعاء والتضرع، فبمقدار ما يتوسل ويتضرع بين يدي الله بقدر ما يحصل مقصوده وينال مراده. فإن الله سبحانه وتعالى كريم جواد.

- **العدل مع الاحسان:** كل امرئ بما كسب رهين في الدنيا والآخرة، فلا يؤخذ أحد بذنب غيره. ولذلك لما قال إخوة يوسف عليه السلام ﴿فَخُذْ أَحَدَنَا مَكَانَهُ إِنَّا نَرَاكَ مِنَ الْمُحْسِنِينَ﴾ (سورة يوسف: آية 87). ومع أنهم عرضوا عليه أن يأخذ أحدهم ليكون بدلاً عن الذي وجدوا المتاع عنده وهو أخو يوسف، لكنه سبحانه وتعالى قال على لسان يوسف عليه السلام (مَعَاذَ اللَّهِ أَنْ نَأْخُذَ إِلَّا مَنْ وَجَدْنَا مَتَاعَنَا عِنْدَهُ إِنَّا إِذًا لَظَالِمُون) (سورة يوسف: آية 87). فالذي يأخذ غير المذنب يعتبر ظالمًا لنفسه وظالمًا للأمة.

- **الصبر:** إن قصة يوسف كلها تدور حول التقوى والصبر، وإنها مفتاح لكل خير، فما حدث ليوسف ولأبيه يعقوب، وما حصل من الفتن العظيمة ليوسف من إلقائه في البئر، ومن بيعه وشرائه، ومن أذية يوسف عليه السلام في بيت العزيز ومن السجن، ومن الأذى الشديد كل ذلك دروس مستفادة، من أجل أن يُعلم الله الناس الصبر. ولذلك لما فوجئ يعقوب عليه السلام بالقصة المكذوبة المصطنعة في أن يوسف قد أكله الذئب قال (فَصَبْرٌ جَمِيلٌ وَاللَّهُ الْمُسْتَعَانُ عَلَى مَا تَصِفُونَ)(سورة يوسف: آية 18). وقال لما فقد ابنه الآخر ﴿فَصَبْرٌ جَمِيلٌ عَسَى اللَّهُ أَنْ يَأْتِيَنِي بِهِمْ جَمِيعًا 83﴾. والصبر الجميل هو الذي لا يكون معه جزع، فإذا ابتلي **القائد** بنكبة في أمر ما؛ فعليه أن يصبر الصبر الجميل. فالذي لا يتقي الله عز وجل لا يدرك مطلوبه، والذي لا يصبر ولا يتحمل المشقة والعناء قد ينقلب على عقبيه، ولذلك قال الله تعالى ﴿إِنَّهُ مَنْ يَتَّقِ وَيَصْبِرْ فَإِنَّ اللَّهَ لَا يُضِيعُ أَجْرَ الْمُحْسِنِينَ)(سورة يوسف: آية 90). ولذلك تعتبر هذه الآية هي خلاصة القصة والهدف منها، ولا يمكن أن يصل العبد إلى مطلوبه وينال مراده إلا بالتقوى والصبر.

- **الاحسان وأثره في كسب القلوب:** لقد تأثر السجناء بدعوة يوسف عليه السلام لما رأوا من إحسانه، فلما جاءوا إليه قالوا﴿ إِنَّا نَرَاكَ مِنَ الْمُحْسِنِينَ) (سورة يوسف: آية 36) فإحسان يوسف عليه السلام هو الذي جذبهم إليه فجعلهم يذعنون لنصائحه وتوجيهاته ﴿أَأَرْبَابٌ مُتَفَرِّقُونَ خَيْرٌ أَمِ اللَّهُ الْوَاحِدُ الْقَهَّارُ﴾ (سورة يوسف: آية 39) وغيرها من التوجيهات التي كان يمليها عليهم يوسف عليه السلام.

- **إبداء النصح:** على القائد أن يقدم النصيحة مع حاجة الناس إليه، حتى يتقبل الناس هذه النصيحة بدافع الحاجة، ويكون من المحسنين فيقبلون عليه. ولذلك لما قال الغلامان﴿نَبِّئْنَا بِتَأْوِيلِهِ) (سورة يوسف: آية 36) استثمر الفرصة يوسف عليه السلام؛ وقدم لهما من النصائح ما يستفيدان منها مقابل أن يقضي حاجتهما، فقال﴿ أَأَرْبَابٌ مُتَفَرِّقُونَ خَيْرٌ أَمِ اللَّهُ الْوَاحِدُ الْقَهَّارُ﴾ (سورة يوسف: آية 39) فهما ما جاءا ليعظهما وإنما جاءا ليعبر لهما الرؤيا، لكنه رأى أن يقدم هذه النصيحة قبل أن يقدم لهما مايحتاجان إليه مستفيدًا من حاجتهما إلى أن يعبر ويفسر لهما رؤياهما، وهذا أيضًا منهج في النصيحة، فكما أن المنهج الأول ينبني على تقديم القائد بين يدي قيادته إحسانًا ومعروفًا لهؤلاء الناس حتى يكون محبوبًا لدى الجميع؛ فإن عليه أيضًا أن يقدم النصيحة وهي ملفوفة بلفائف حاجة هؤلاء الناس.

- **التواضع والبعد عن تزكية النفس:** لا يجوز للمسلم مهما كان تقيًا نقيًا أن يزكي نفسه، بل عليه أن يكون على خوف من أن يقلب الله قلبه؛ لأن الله هو الذي يزكي من يشاء. ولذلك نجد أن امرأة العزيز لما قالت ﴿الْآنَ حَصْحَصَ الْحَقُّ أَنَا رَاوَدْتُهُ عن عَنْ نَفْسِه)(سورة يوسف، آية:51) قال يوسف عليه السلام ﴿وَمَا أُبَرِّئُ نَفْسِي إِنَّ النَّفْسَ لَأَمَّارَةٌ بِالسُّوءِ إِلَّا مَا رَحِمَ رَبِّي) (سورة يوسف، آية:53). فنفس الإنسان معرضة للفتنة، وللبلاء، إلا إذا رحم الله هذه النفس زكاها وطهرها وحفظها من الفتن، كما حفظ الله نفس يوسف عليه السلام أمام أشد أنواع الفتن التي اعترضت سبيله.

- **الكفاءة والمهارة الإدارية والفنية :** ويقصد بها وضوح الرؤية لدى قائد التغيير، وتتجلى في عدة أمور منها الإيمان بالهدف؛ والقدرة على التخطيط والتنظيم؛ والقدرة على تحمل المسؤولية وقت الشدائد والأزمات (المطيري،1417ه، ص244). وسر إعجاب الملك (الريان بن الوليد) بذلك القائد هو: كفاءته والدقة في تعبير الرؤيا؛ وحسن الخلق؛ وثباته على مبدئه؛ وحرصه على سلامة عرضه ؛ ورجاحة العقل وعدم تعجله. لقد قال له الملك ﴿ائْتُونِي بِهِ أَسْتَخْلِصْهُ لِنَفْسِي فَلَمَّا كَلَّمَهُ قَالَ إِنَّكَ الْيَوْمَ لَدَيْنَا مَكِينٌ أَمِينٌ﴾ (سورة يوسف، آية: 54) ؛ فالملك لم يصدر بالحكم في تعيينه حتى كلمه وعرض عليه عروض؛ فرأى شيخ الإسلام أن يوسف لم يطلب الولاية. فكان جواب يوسف أنه يريد شيئًا آخرًا يكون فيه خدمة للمسلمين﴿اجْعَلْنِي عَلَى خَزَائِنِ الْأَرْضِ إِنِّي حَفِيظٌ عَلِيمٌ)(سورة يوسف، آية: 55) (العمر،2009م).

- **الحوار والإقناع بالحسنى (قوة التفاوض المرجعية):** وظهرت بصورة تطبيقية في عملية التفاوض بين يوسف عليه السلام والملك الريان بن الوليد لمواجهة أزمة الأمن الغذائي والمائي؛ وتمتاز بالجمع بين الكفاءة العلمية في التحليل وأمانة العرض

بالإفصاح والشفافية عن الخطوط العامة للخطة، مصداقاً لقوله تعالى في سورة يوسف عليه السلام ﴿ يُوسُفُ أَيُّهَا الصِّدِّيقُ أَفْتِنَا فِي سَبْعِ بَقَرَاتٍ سِمَانٍ يَأْكُلُهُنَّ سَبْعٌ عِجَافٌ وَسَبْعِ سُنْبُلَاتٍ خُضْرٍ وَأُخَرَ يَابِسَاتٍ لَعَلِّي أَرْجِعُ إِلَى النَّاسِ لَعَلَّهُمْ يَعْلَمُونَ﴿46﴾ قَالَ تَزْرَعُونَ سَبْعَ سِنِينَ دَأَبًا فَمَا حَصَدْتُمْ فَذَرُوهُ فِي سُنْبُلِهِ إِلَّا قَلِيلًا مِّمَّا تَأْكُلُونَ ﴿47﴾ ثُمَّ يَأْتِي مِن بَعْدِ ذَلِكَ سَبْعٌ شِدَادٌ يَأْكُلْنَ مَا قَدَّمْتُمْ لَهُنَّ إِلَّا قَلِيلًا مِّمَّا تُحْصِنُونَ﴿48﴾ ثُمَّ يَأْتِي مِن بَعْدِ ذَلِكَ عَامٌ فِيهِ يُغَاثُ النَّاسُ وَفِيهِ يَعْصِرُونَ ﴿49﴾. أظهر خلالها يوسف عليه السلام نوعين من القوة: القوة المستندة إلى المعلومات والخبرة المتمثلة في علم التخطيط (تعبير رؤيا الملك)؛ وعلم التنظيم (تصنيف وتقسيم مجموعات فريق عمل الأزمات). والقوة الأخرى اتضحت في المصداقية والثقة على لسان خصومه وشهادة النسوة ببراءته ونزاهته في قوله تعالى﴿ قال مَا خَطْبُكُنَّ إِذْ رَاوَدْتُنَّ يُوسُفَ عَن نَّفْسِهِ قُلْنَ حَاشَ لِلَّهِ مَا عَلِمْنَا عَلَيْهِ مِن سُوءٍ ﴾ (سورة يوسف، آية: 87) (الجنزوري أ، 2010م، ص 120).

ـ **البر والرحمة والعفو عند المقدرة:** حينما يظفر الإنسان بعدوه ثم يعفو ويتجاوز عنه فإن هذا يعتبر أفضل طريق إلى الله والدار الآخرة. ولذلك فإن يوسف ❶ بالرغم مما فعل به إخوته من إلقائه في البئر، والمخاطرة بحياته، ثم أذية أبيه بفقد يوسف هذه المدة الطويلة التي قال بعض المفسرين إنها بلغت أربعين سنة حتى ذهب بصره. ومع ذلك كله عفا عن إخوته رغم قدرته على إنزال أشد العقوبات قساوة بهم، وقابل إساءتهم بالإحسان ﴿ قَالُوا تَاللَّهِ لَقَدْ آثَرَكَ اللَّهُ عَلَيْنَا وَإِن كُنَّا لَخَاطِئِينَ (91) قَالَ لَا تَثْرِيبَ عَلَيْكُمُ الْيَوْمَ يَغْفِرُ اللَّهُ لَكُمْ وَهُوَ أَرْحَمُ الرَّاحِمِينَ(سورة يوسف، آية: 87). وهذا هو العفو عند المقدرة، فإن هذه صفات القادة الأجلاء، الذين يتحملون في سبيل دعوتهم وأعمالهم كل أذى، ولذلك فإنه عفا عنهم وقال: (لا تثريب) ولا (هنا نافية للجنس) **نفى هنا حتى العتاب،** أي: لا أعاتبكم أبداً. وكونه ينفي العتاب دليل على أنه قد تجاوز عن هذا الذنب الذي فعلوه معه. إن العفو عند المقدرة هو أفضل طريق يستطيع أن يكسب فيه المرء القلوب.

ثانياً: معايير الجودة الاقتصادية في سلوكيات يوسف عليه السلام القيادية:

التخطيط الدقيق: لابد من توفر الرؤية المستقبلية والتخطيط الاستراتيجي والفكر الثاقب وحسن التقدير والحدس وسعة الأفق لدى قائد التغيير، بالإضافة إلى المرحلية والتدرج في التغيير والتهيئة الكافية قبل البدء فيه. كذلك الصبر والتأني وإشباع الأمور دراسةً وبحثاً (الحلواني، 2008م، ص261)

- مواجهة تحدي القدرة على الاستخدام الأمثل للموارد من التحديات التي تواجه القيادات الإدارية؛ كما أن الأمر يعني البحث عن الحلول المثلى للمشكلات ومحاولة تطبيقها، والاستخدام الأمثل للموارد يعني للقيادات الإدارية عدم ضياع الفرصة، وعدم تبديد أي مورد، أو السماح بأي فاقد أو هدر، مع التأكيد على ضرورة معاملة الوقت كأحد الموارد الواجب المحافظة عليها (القحطاني،2008م، ص 156).

- القائد في حالة اختيار دائم للبديل الأمثل من خلال الوظائف التي يقوم بها، من التخطيط، والتنظيم، والرقابة، والتقويم فكلها عمليات اتخاذ قرار، فاتخاذ القرارات جوهر العملية القيادية والمحور الذي تدور حوله كل الجوانب الأخرى للتنظيم (الشلعوط، 2002 م، ص195).

- التخطيط لا ينبغي أن يقتصر على متطلبات الجيل الحاضر فقط بل لابد من مراعاة مصالح الأجيال القادمة وذلك ماحدث في التخطيط لمدة أربعة عشر سنة كاملة في سورة يوسف عليه السلام.

المحافظة على الوقت: الوقت من أهم عناصر الإنتاج الرئيسة، وتعتبر اتجاهات الأفراد في مجتمع معين وأهميته وكيفية استثماره، أحد العناصر الرئيسة للبيئة الثقافية (الاسطل، 2009م، ص 114). وتأتي أهمية المحافظة على الوقت بالنسبة للقائد في الحرص على تحقيق الأهداف من خلال التخطيط للاستفادة من وقت العاملين في تطوير المنظمة واستثماره , وتقييم أداء العاملين بالمنظمة, وتحديد مستويات هذا الأداء واتخاذ القرارات في الوقت المناسب. كما يشكل وقت العاملين بالمنظمة رصيداً لها يجب عليها أن تستفيد منه, فيكون معالجة المشكلات وقت حدوثها مع الحرص على تفادي زيادة التكلفة المرتبطة بالوقت (غنيم، 2010م، ص10).

العلم والمعرفة: القيادة المتعلمة تشجع الإفادة من معطيات العلم ومن نتائج البحث العلمي , في كافة مجالات العلوم الإنسانية والطبيعية المختلفة. فالقيادة عملية هادفة ليست غاية في حد ذاتها , ولكنها وسيلة لتحقيق غايات محددة. فهي العملية التي يتم

بمقتضاها تنظيم الجهود الإنسانية والمادية والتنسيق بينها وتوجيهها، لتحقيق الأهداف التي تسعى المؤسسة إلى تحقيقها(البدري، 2002م، ص183).

الأمانة والرقابة: الرقابة في الإدارة الإسلامية الإشراف والمتابعة من سلطة أعلى بقصد معرفة كيفية سير الأعمال والتأكد من أن الموارد المتاحة تستخدم وفقاً للخطة الموضوعة. ويجب على القائد الجمع بين زيادة الإنتاجية والرقابة. فالزيادة في الإنتاج لا تثمر إلا إذا أعقبتها رقابة صحيحة , كما أن الرقابة تكون أكثر فائدة إذا أعقبتها زيادة في الإنتاج.(الكبيسي، 2009م، ص 182)

المشاركة والعمل الجماعي: العمل بروح واحدة، أو العمل في فريق، والتعاون والمشاركة الفعالة والشورى فقد أمر الله سبحانه وتعالى المؤمنين أثناء ممارستهم لكل شؤون الحياة الدنيا بتبادل المشورة في أمورهم.

وتحقق القيادة التي تفعل المشاركة والعمل الجماعي الآتي (الطويل ،2006 م، ص 212):

- زيادة مقدرة الأفراد على التكيف وحل المشكلات , والحفاظ على الاتزان العاطفي , والنمو في اتجاهاتهم الإيجابية؛ وزيادة إحساس الأفراد بتحقيق خيرهم وسعادتهم المعنوية والنفسية .
- زيادة ممارسات العمل الجماعي ومشاركة جميع الأفراد في تشكيل السياسات وصناعة القرارات .
- توفر الفرص القيادية أمام جميع الأفراد في التنظيم .
- زيادة الاهتمام بتطوير وتوظيف إمكانات الأفراد وقدراتهم, ومواهبهم لما فيه صلاح المجموعة.

العمل الصالح والإحسان:

لقد اعتبر الإسلام أن الأعمال التي يقوم بها الإنسان عبادات مادام يقصد بها إرضاء الله تعالى ونفع الغير. وعد الله من يعمل العمل الصالح بأعظم الجزاء في الدنيا والآخرة. شهد أخوة يوسف ليوسف بالإحسان وهي من صفات القائد في أثناء الأزمات كالأزمة الاقتصادية. وقد ذكرت هذه الصفة خمس مرات في السورة (الآيات 22 ,36, 56, 78, 90) وقد استعطف أخوة يوسف نبي الله يوسف أن يعاملهم بالتصدق والإحسان (الجنزوري ب،2010م، ص 93)

تطبيق سمات قادة التغيير ومعايير الجودة الاقتصادية في الواقع العملي:

للقائد في الإسلام أهمية كبرى فهو المعلم والقدوة الحسنة والمَثَل في الاخلاص ولا بد من قيادة رئيسة تسود المجتمع الإسلامي وتوجهه إلى ما فيه خيره واستقراره , وهناك عدة مبادئ للقيادة الاسلامية تمثل أساس الادارة في الاسلام وتؤدي إلى ضبط أمور المجتمع المسلم , وتقيم قواعد العدل, وتحافظ على الأمن , وتؤدي إلى تنظيم أمور الحياة وتمنع الفوضى, ويورد المطيري(1997م، ص ص 258-265) عدة أساليب لتنمية قادة التغيير، منها :

1- تنمية البداهة والمبادرة في أخذ القرار.

2- تنمية فعالية التنفيذ لدى الأتباع.

3- الاهتمام بالسنن الكونية والشرعية عبر: اليقين بتحقق الهدف المنشود، وهذا أهم دافع نفسي لبذل كل الجهد في سبيل تحقيق الهدف؛ وحسن استخدام العقل والاستفادة منه بالتفكر والتدبر وهذا متطلب منطقي لزيادة الكفاءة .

4- تحفيز القائد لتفكير لمن معه بطرح التساؤلات عليه ليضطر إلى البحث والتنقيب ليحصل على ما ينفع السائلين ويبقى دوام الحاجة إليه وإلى عمله وفقهه.

5- العمل على اقتران القول بالعمل دائمًا.

6- التدريب على التخطيط ورسم السياسات .

7- التعود على حل المشكلات في العمل.

8- تهيئة المناخ الوظيفي للعمل والعطاء.

9- الاتصال بالقرآن والسنة.

10- حسن استخدام اللغة في الحياة اليومية.

ويمكن استعراض السمات والمبادئ في الواقع العملي وأساليب تنميتها كالآتي:

استشعار رقابة الله: أن يُنظر لهذا المنصب (القيادة) على أنه مسؤولية شرعية محاسب عليها بما أعطي بها من صلاحيات ومسؤوليات، وذلك بتطبيق أسس الرقابة الإدارية: من استشعار لرقابة الله العلوية وتنمية الشعور بالرقابة الربانية ؛ وأن يكون المراقب قدوة حسنة؛ كما أنها رقابة إيجابية تقوم على النصح والإرشاد فهي واجب على الجميع قال الله تعالى(إِنَّ اللَّهَ كَانَ عَلَيْكُمْ رَقِيباً ﴾ (سورة النساء، آية:1).

عدم اليأس من روح الله سبحانه وتعالى: إن الندب والاستسلام للحزن والاكتئاب هي عوامل تُحوّل المرء إلى كائن بائس. فعلى القيادات تطوير قناعاتها الفكرية واستعداداتها العقلية والسلوكية لمواجهة المفاجآت والتغيرات المستمرة، وأن تنمي قدراتها ومهاراتها للتعامل مع المفاجآت المتكررة لاتخاذ القرارات، خاصة في الأوضاع غير المستقرة وغير الأكيدة. وهذا كله يتطلب من القادة قدرة على إدارة عملية التغيير بصفة مستمرة (القحطاني،2008 م، ص 167). ولابد للقيادة أن تمتاز بالشجاعة في مواجهة المواقف الصعبة واعتبارها قضاء وقدر من الله ومواجهتها وعدم الاستسلام لها(عبدالعال، 2009 م، ص37).

العدل والمساواة: تقوم القيادة في الإسلام على مبدأ العدالة بين الجميع دون مراعاة للفروق الاقتصادية أو اللونية أو الجنسية. وتحقيق العدل بين المرؤوسين يشعرهم بالمساواة إذا تساوت إسهاماتهم في العمل، ويعتبر العدل سمة أساسية من سمات المسلم بوجه عام والقائد بوجه خاص، لأن القائد كالقاضي ينظر في الأمور بحكمة ويعالج المشكلات ويعطي كل ذي حق حقه. (قشطة، 2009م، ص38).

العدل مع الإحسان: ينبغي على القائد تفعيل التحفيز المستمر، والارتقاء بعملية المتابعة والتقويم، وجعلها اتصالية إنسانية (الحلواني، 2008م، 261). فالتعويض العادل للجهود التي يبذلها الفرد في عمله من خلال مكافأته ماليًا ومعنويًا على إنجازاته فور تحققها يحفز الفرد لزيادة الإنجاز ودقته. كما يجب التأكيد على أنه لا قصاص ولا اتهام قبل الجناية فالأخلاق والمعايير الإنسانية والأسس القضائية توجب ذلك. فحيث لم تتوفر لدى القائد علامة ظاهرة على مخالفة شخص ما فلا ينبغي اتهامه , فالأصل البراءة إلا أن يثبت خلافه(الكبيسي، 2009م، ص 143).

الصبر: قوة خلقية من قوى الإرادة، تمكن الإنسان من ضبط نفسه، وبالصبر يتصرف الإنسان في الأمور بعقل واتزان وحكمة في معالجة المشكلات، وهو ثمرة من ثمار الخضوع لله تعالى والرضا بما تجري به المقادير، فالصبر هو السلاح الأقوى الذي يمكّن صاحبه من إصلاح خصمه أو الظفر به (الخطيب،2009م، ص58). ولتنمية هذا المبدأ لابد أن يؤمن القائد بأن الله يعين أولياءه في اللحظات العصيبة بأمور تثبتهم (لَوْلا أَن رَّأَى بُرْهَانَ رَبِّهِ) (سورة يوسف، آية: 24). فيوسف عليه السلام إذ كاد أن ينفذ صبره , لكن الله أراه برهانًا جعله ينصرف (الكبيسي،2009، ص 158). كما يجب أن ينتبه القائد إلى مؤامرات الأعداء في ثياب الأصدقاء، فإخوة يوسف أخفوا خطة هلاكه أو إبعاده تحت غطاء أسمى الأحاسيس والعواطف الأخوية، فيجب على القائد أن يكون حذراً وذا جلد وفطناً صابراً متسلحاً بتقوى الله لأن الفرج من عنده سبحانه (الكبيسي،2009م، ص 142) .

البصيرة المستقبلية:

تعرف إدارة الأزمة بأنها العملية الإدارية المستمرة التي تهتم بالتنبؤ بالأزمات المحتملة عن طريق الاستشعار، ورصد المتغيرات البيئية الداخلية والخارجية المولدة للأزمة، وتعبئة الموارد المتاحة لمنع الأزمة بأكبر قدر من الكفاءة والفاعلية وبما يحقق أقل قدر من الأضرار للمنظمة مع ضمان العودة للأوضاع الطبيعية في أسرع وقت وبأقل تكلفة ممكنة، ودراسة

القوى والعوامل التي تقف وراء الأزمة لمنع حدوثها مرة أخرى في المستقبل(مصطفى،2005م، ص482) . كما حدث من يوسف عليه السلام لمواجهة أزمة القحط والمجاعة عند تكوينه فريق الأزمات.

الإحسان والرحمة وحسن المعاملة وأثره في كسب القلوب: ينبغي ممارسة القيادة بمفهومها الحقيقي، وجعل العلاقة بين منسوبي المنظمة قائمة على الحب والاحترام والولاء التنظيمي والاجتماعي (الحلواني، 2008 م، ص 261). فالعملية القيادية يجب أن تتم في بيئة من الود والعطف والتراحم، كما ورد في قوله تعالى (فَبِمَا رَحْمَةٍ مِنَ اللَّهِ لِنْتَ لَهُمْ وَلَوْ كُنْتَ فَظًّا غَلِيظَ الْقَلْبِ لَانْفَضُّوا مِنْ حَوْلِكَ فَاعْفُ عَنْهُمْ وَاسْتَغْفِرْ لَهُمْ وَشَاوِرْهُمْ فِي الْأَمْرِ فَإِذَا عَزَمْتَ فَتَوَكَّلْ عَلَى اللَّهِ إِنَّ اللَّهَ يُحِبُّ الْمُتَوَكِّلِينَ (سورة آل عمران، آية : 159). كما أن كثيراً من المواهب العلمية يهبها الله مقابل التقوى من الذنوب ومقاومة الأهواء والميول النفسية؛ فعلم تفسير الأحلام وهبه الله ليوسف لأنه من المحسنين(الكبيسي،2009م، ص153) .

اغتنام الفرص المناسبة لبذل النصيحة: جواز تحذير القائد للمرؤوس ممن يخاف عليه وإبداء النصح، وتوظيف خبرة القائد في تجنيب المرؤوس الوقوع في الخطأ (الكبيسي،2009م، ص131) . وعلى القائد الجيد أن يكون منبعاً للخير معطاءًا فيكون هو من يزرع بذرة الخير في المرؤوسين وعليه أن يبذل قصارى جهده في تحقيق الخير والصلاح لهم.

التواضع والبعد عن تزكية النفس: مدح النفس يعد من الأمور غير المستحبة ولكنها ليست قاعدة عامة فيوسف عليه السلام حين تولى مسؤولية الإشراف وصف نفسه (قَالَ اجْعَلْنِي عَلَى خَزَائِنِ الْأَرْضِ إِنِّي حَفِيظٌ عَلِيمٌ)(سورة يوسف، آية:55). وكان هذا الوصف ضرورياً حتى يعرف الملك أنه يمتلك الصفات اللازمة التي تؤهله للتصدي لهذا المنصب لإنقاذ البلاد والعباد. وهنا يتضح أيضا جواز طلب المنصب إذا كان الشخص قادر على القيام بالمهمة دون أن يضر بنفسه (الكبيسي،2009م، ص 180).

ويمكن للقائد أن يحقق هذا المبدأ عبر الاهتمام الفردي بتوفير المناخ المساند الذي ينصت فيه بعناية لحاجات الأتباع الفردية. وحين شهد يوسف لنفسه بأنه يوفي الوزن وهو خير المضيفين، لم تكن من باب التفاخر والمباهاة, بل هي لازمة وواجبة في هذا التوقيت الذي يبث فيه قائد الأزمة روح الأمانة والإخلاص والثقة في نفوس أتباعه(الجنزوري ب،2010م، ص91).

قوة التفاوض المرجعية (القدرة على الحوار) : من خصائص قائد التغيير القدرة على الإقناع للآخرين في كل القرارات التي يتخذها القائد. وتتمثل القدرة على الحوار في تبني التفكير غير التقليدي (الابتكاري) لحل ما يواجه القيادة من مشكلات معقدة، إيماناً منها بأن الابتكار والتجديد هو جوهر عملية الإبداع. كما أن القائد يوفر الجو المناسب لخلق الإبداع والابتكار لدى الأفراد، وذلك عن طريق تشجيع مبادرة العاملين وديمقراطية القيادة وإتباع أساليب المشاركة وإثارة الدوافع للإنجاز (قنديل، 2010م، ص 61).

العفو والصفح: أكد الإسلام على أهمية اتصاف القائد الإسلامي بالخلق الحسن. فبعد أن جلس يوسف عليه السلام على العرش وسجد إخوته بين يديه، لم يعاتب منهم أحدًا. ونسب الأمر كله إلى الشيطان (مِنْ بَعْدِ أَنْ نَزَغَ الشَّيْطَانُ بَيْنِي وَبَيْنَ إِخْوَتِي)(سورة يوسف، آية: 100).

ثانيًا:الدّراسات السّابقة:

تم استعراض الدّراسات السابقة من خلال هدف كل دراسة، ومنهجها، ونتائجها، ثمّ التّعقيب عليها في ضوء الدّراسة الحاليّة. وقد تمّ ترتيب الدّراسات السابقة وفقاً لتدرّجها التّاريخي من الأقدم إلى الأحدث.

- حيث هدفت دراسة إبراهيم (1997) بعنوان " **القيادة التربوية في الإسلام** " إلى تحديد إطار النظرية في القيادة التربوية في الإسلام. واستخدم المنهج التحليلي لتحديد المبادئ الفلسفية والفكرية من القرآن والسنة وبعض ما بني عليها من مصادر من أجل استنباط مبادئ تشكل إطاراً للنظرية في القيادة. وكان من أبرز نتائج الدراسة: إن القيادة في الإسلام هي سلوك حتمي لكل مجتمع إنساني هادف يهتدي بالقيم الخلقية والروحية التي حددها سبحانه لعباده، ويُعتمد في تحقيق الأهداف على الأساليب التي تتفق وهذه القيم وتنسجم مع طبيعة الإنسان. القيادة في الإسلام وإن كانت تؤكد على المشاورة وتفويض السلطات والمسئوليات إلا أنها تبقي للقائد في النهاية حق اتخاذ القرارات وتحمله مسئولية أداء الأمانة كاملة. كما القيادة في الإسلام قيادة إنسانية تتعامل مع الإنسان كما هو وكما خلقه الله .

- وهدفت دراسة الرحيلي(2000م) بعنوان "**بعض المبادئ التربوية المستنبطة من قصة يوسف عليه السلام**" إلى استنباط بعض المبادئ التربوية من قصة يوسف عليه السلام باستخدام المنهج التحليلي الاستنباطي. وأبرز ما توصلت إليه الدراسة من نتائج استنباط بعض المبادئ التربوية منها الإيمان وسلامة الفطرة والصبر والشكر والثقة بالله مبينًا التطبيقات التربوية للمبادئ المستنبطة في البيت، والمدرسة، والمجتمع؛ وصورة يوسف النبي في إيمانه وتقواه وعصمته والبشر في حدود علمه وطاقته، وما يدفع به عن نفسه من بلاء.

- بينما هدفت دراسة عبيدات (2001م) بعنوان: " **القيادة والإدارة التربوية في الإسلام** " إلى تحليل وتقويم القيادة الإدارية والتربوية في الأردن في ضوء الفكر الإسلامي للقيادة الإدارية، كما هي مستقاة من القرآن الكريم والسنة النبوية. واعتمدت الدراسة على المنهج الاستنباطي لضبط النصوص وتحليلها من أجل استخلاص المبادئ التربوية، وتوصلت الدراسة إلى أن هناك (50) مهمة وعاملاً وصفةً تمس القيادة الإدارية التربوية بشكل مباشر والتي استخلصت من القرآن الكريم والسنة النبوية الشريفة قُسمت إلى ثلاثة مجالات هي: مجال مهمات القيادة الإدارية التربوية، ومنها الإيمان بالله وحب الوطن والدفاع عنه، وتربية الشباب على الاعتدال؛ ومجال عوامل نجاح القيادة الإدارية التربوية، ومنها التوكل على الله، والتثبت من الأخبار، وإتقان مهارة الاتصال والتواصل، والعمل بالشورى؛ ومجال صفات القائد الإداري المسلم، ومنها أن يكون من أبناء المجتمع المسلم، والتأني في اتخاذ القرار، والمحافظة على أسرار المؤسسة التربوية.

- وهدفت **دراسة (الزيان،2005م) بعنوان خصائص القيادة الإسلامية في ضوء الكتاب والسنة** إلى البحث عن خصائص القيادة الإسلامية التي بينها الشارع في القرآن الكريم والسنة الشريفة باستخدام المنهج الاستنباطي. وتناولت الدراسة بالأدلة الشرعية خمسين صفة ينبغي توفرها في القيادة الإسلامية. وتوصلت النتائج إلى أن للقيادة مستويات تتنوع حسب حجمها وطبيعتها ومدتها، وإن من خصائص القيادة الإسلامية المستنبطة من القرآن الكريم والسنة التي حصرها الباحث في خمسين صفة لتداخل الخصائص في بعضها واجتمعت في خمس مجالات تمثلت: في سلامة العقيدة، والتعمق في العلم الشرعي مع المعرفة بالعلوم الدنيوية، والتمسك بالأخلاق الحميدة والخبرة في الحكم بالشريعة الإسلامية، وامتلاك القدرات الخاصة التي تساعد على القيادة الفاعلة.

- وهدفت **دراسة (الخطيب،2009م) بعنوان القيم الأخلاقية المحمودة والقيم الأخلاقية المذمومة في سورة يوسف** عليه السلام إلى استنباط القيم الفاضلة المحمودة التي أقرها الشرع والقيم المذمومة التي دعا إلى تجنبها باستخدام المنهج الاستنباطي. وكان من أهم النتائج: إبراز السورة الكريمة القيم المحمودة الآتية: قيمة الصبر في عدة مواقع؛ والإكثار من الاستغفار؛ وصدق يوسف عليه السلام في القول والعمل وطلب الرحمة في دعائه؛ والتضحية والخوف من الله والاستعانة به دون سواه؛ والعفة والعفو والصفح؛ والأمانة؛ وقول الحق والاعتراف به. كما أبرزت القيم المذمومة التالية : البغضاء والحسد؛ والكذب ؛ والكيد والمكر ؛ والاحتيال حيث دعا الشارع إلى الابتعاد عنها وعدم ممارستها.

يتضح من الدراسات السابقة أنه يمكن استنباط سمات ومبادئ القيادة الاسلامية والقائد من مصدري التشريع الإسلامي القرآن والسنة. وأن القصور في اداء القيادة إنما يأتي من عدم الالتزام بتعاليم الاسلام وممارسة هذه المبادئ على الصورة الصحيحة. وقد انتهجت الدراسات المنهج الاستنباطي والتاريخي أو التحليلي الوثائقي وهو ما انتهجته الدراسة الحالية . وقد انفردت الدراسة الحالية في أهدافها المتمثلة في الدمج بين سمات ومبادئ القيادة المستنبطة من قصة يوسف عليه السلام أنموذجًا؛ وتقديم مقترحات لتنمية الأساليب القيادية لقادة التغيير.

نتائج الدراسة:

لقد هدف البحث إلى التعرف على سمات قادة التغيير في سورة يوسف ومعايير الجودة الاقتصادية في سلوكياته وسبل تنميتها وتوظيفها في الواقع العملي. وتم التحقق من ذلك عبر الإجابة على أسئلة البحث في ضوء الإطار النظري والدراسات السابقة على النحو الآتي:

إجابة السّؤال الأوّل: ما سمات قادة التغيير في سورة يوسف عليه السلام ؟

أظهرت الدراسة أن سورة يوسف اشتملت على سمات قادة التغيير على النحو الآتي:

- من مبادئ القادة الجمع بين الفكر والتطبيق معًا؛ فقد نجح يوسف عليه السلام في قيادة وإدارة الدولة محولًا المجتمع الوثني إلى مجتمع إنساني؛ ثم اخضع شعبه للخطة الاقتصادية التي استمرت أربع عشرة سنة وهو في ذات الوقت القائد والداعية الذي يجمع بين الفكر والتطبيق ونور الوحي والعلم، كما أوضح ذلك (الكبيسي،2009م، ص180).

- إن قصة يوسف عليه السلام مليئة بالقيم الإنسانية والنفسية العظيمة التي ينبغي أن يتصف بها قائد التغيير، وقد تجسدت في المحبة والصبر والصدق والعفاف والإخلاص وحسن التعامل والحوار البناء؛ كما أكدته دراسة (الخطيب،2009م).

- إن الأبعاد النفسية في سورة يوسف عليه السلام تجسد الواقع الحياتي في تعامل قائد التغيير مع مرؤوسيه ومنها: اشعارهم بالمحبة والاهتمام؛ والعدل والمساواة في التعامل لتجنب الغيرة والحسد؛ ودعوتهم بالأسماء المحببة لهم فيعقوب عليه السلام ينادي أبناءه (يابني) حتى في المواقف العصيبة؛ والتلطف في توجيه الانتقاد بالتركيز على سلوك الفرد لا على شخصيته؛ والمبادرة؛ والمحافظة على الهوية ﴿ وَاتَّبَعْتُ مِلَّةَ أَبَائِي إِبْرَاهِيمَ وَإِسْحَاقَ وَيَعْقُوبَ مَا كَانَ لَنَا أَن نُّشْرِكَ بِاللَّهِ مِن شَيْءٍ﴾ (سورة يوسف، آية:38)؛ والاعتراف بالخطأ والعفو عن المخطئ (قال لاَ تَثْرِيبَ عَلَيْكُمُ الْيَوْمَ يَغْفِرُ اللَّهُ لَكُمْ)(سورة يوسف، آية:92)، وعدم العتاب واللوم. وذلك الذي أثبتته دراستي (الرحيلي،2000م؛ وعثمان،2002م، ص13).

إجابة السّؤال الثّاني ما معايير الجودة الاقتصادية في سلوكيات يوسف عليه السلام القيادية؟

إن في سورة يوسف نموذج لعمل إداري متكامل وتخطيط استراتيجي أرتكز على تقنيات ومعايير الجودة الشاملة؛ حيث تجلت معاني الجودة والإتقان في سلوكيات وعمل يوسف عليه السلام في سياق السورة وفق معايير مقننة لايضعها إلا قائد مخطط إداري وخبير في مجال الزراعة والاقتصاد والإدارة (الحضرمي، 2011م، ص ص 634-639). ومن تلك السلوكيات القيادية المحققة للجودة الآتي:

- **التخطيط الدقيق:** لقد كان يوسف عليه السلام قائدًا ومشرفًا ومخططًا يخطط من زاوية السجن لمستقبل البلاد، وقد قدم مقترح لأربعة عشر عامًا، رسم في ضوئها خطة استراتيجية لتوكيد الجودة تهدف إلى تجاوز سني الجفاف والقحط باتخاذ عدد من التدابير مثل (سليمان، 1427ه):

– ابتدع خطة للتخزين يستخدم فيها أسلوبًا يحفظ الحبوب من التلف ويحميها من الآفات.

– رسم خطة للتوزيع تضمن الوفاء بالحد الأدنى من الاحتياجات خلال فترة الجدب.

– رسم خطة لإعادة الاستثمار عندما تتوفر الظروف المعينة على النجاح.

ويمكن استنتاج مايلي:

– إن عمر الخطة أربعة عشر عامًا مما يعني أنها خطة طويلة الأجل؛ وإنها خطة اقتصادية استراتيجية مقسمة إلى ثلاث خطط فرعية هي:

▪ استثمار الظروف المعينة على الإنتاج والعمل على تحصيل أكبر عائد، ثم الاقتصاد في النفقات لإحراز فائض يكفي إحتياجات الأمة في فترة الجفاف، وتخزين هذا الفائض بطريقة تحفظه من التلف والآفات.

▪ توزيع فائض الإنتاج المستفاد خلال الفترة الأولى بطريقة تقابل الحد الأدنى من الجدب.

▪ إعادة الاستثمار في السنة الأخيرة من سني الخطة لتعود للأمة حالة الرفاهية والسعة.

- **المحافظة على الوقت:** تعتبر الآيات الواردة في سورة يوسف (من آية 46إلى آية49) رؤيا الملك للبقرات السبع وتفسيرها أول موازنة تخطيطية مبنية على أسس علمية، وتتضح أركان هذه الموازنة في (المطيري،1417ه، ص82): أن عنصر الزمن من عدد سنوات القحط والرخاء إذ تم إعداد خطتين للدولة مدة كل منها سبع سنوات؛ وإن تلك الموازنة بمثابة خطة طويلة الأجل امتدت أربعة عشر عامًا؛ وفي إستخدام الموازنة أداة رقابية لتنفيذ الخطة بدقة.

ونستنبط من ذلك أن تلك الخطة الزمنية وضعها يوسف عليه السلام بإلهام من الله لكسب الوقت في سنوات الرخاء بمضاعفة الإنتاج وتخزينه بأسلوب علمي للاستفادة منه في سنوات الجدب. وأن مافعله يوسف عليه السلام من إدارة للوقت واهتمام بالمواعيد وانضباط في الزراعة ونظام في التوزيع تؤكد تطبيق متطلبات ومعايير الجودة. كما يمكن استنباط بعض الصفات اللازمة للقادة المخططين مثل(المطيري،1417ه، ص83): الصدق؛ والحفظ والأمانة؛ والعلم والخبرة حيث أمر بعدم تجريد القمح من سنابله خشية التلف؛ والنصيحة والإرشاد بتوضيح طرق العلاج الصحيحة للمشكلات.

ويضيف الحضرمي (2011م، ص ص 635-639):

- **التمكين:** هو فعل متعمد لإعطاء سلطة أو مسؤولية يشعر من خلالها الشخص بأنه مسئول وليس مؤد للعمل. وقد حصل عليه يوسف عليه السلام حين مكّنه الله عندما آنس الملك لقدراته ﴿إِنَّكَ الْيَوْمَ لَدَيْنَا مَكِينٌ أَمِينٌ ﴾(سورة يوسف، آية: 54) أي يتمكن من أمور الدولة وتدابيرها مفوض إليه الأمور لأمانته وكفاءته وكمال الثقة به. فالتمكين والقيادة الإدارية والالتزام بالجودة عناصر جوهرية لنجاح قائد التغيير.

- **العلم والمعرفة:** لقد ورد ذكر العلم على ألسنة متعددة وبصيغ متنوعة في سياق السورة، فحين على لسان يعقوب عليه السلام، وحين على لسان يوسف وحين على لسان إخوته. قال تعالى في سورة يوسف ﴿ قَالَ لَا يَأْتِيكُمَا طَعَامٌ تُرْزَقَانِهِ إِلَّا نَبَّأْتُكُمَا بِتَأْوِيلِهِ قَبْلَ أَنْ يَأْتِيَكُمَا ذَٰلِكُمَا مِمَّا عَلَّمَنِي رَبِّي﴾37﴾.

الأمانة والرقابة: وذلك عندما اختار يوسف عليه السلام منصب الأمانة على خزائن مصر في قوله تعالى﴿ قال اجعلني على خزائن الأرض إني حفيظ عليم﴾(سورة يوسف، آية: 55). وقال للملك أجعلني مشرفًا على خزائن هذا البلد فإني حفيظ عليم وعلى معرفة تامة بأسرار المهنة وخصائصها. ولقد بدأ بكلمة "حفيظ " أي أمين ثم قال "عليم" أي على علم ومعرفة وهنا يكمن سر الجودة والإتقان في العلم المدعوم بالأمانة والإخلاص.

المشاركة والعمل الجماعي: في سورة يوسف برز ذلك في قوله تعالى ﴿قُلْ هَٰذِهِ سَبِيلِي أَدْعُو إِلَى اللَّهِ عَلَىٰ بَصِيرَةٍ أَنَا وَمَنِ اتَّبَعَنِي ۖ وَسُبْحَانَ اللَّهِ وَمَا أَنَا مِنَ الْمُشْرِكِينَ ﴾(سورة يوسف، آية: 108) . وقد كان منهجه في الدعوة تكوين الجماعة الراشدة التي تحمل الأمانة.

- **العمل الصالح والإحسان:** إن الإحسان ورد في سورة يوسف قرابة خمسة مواضع، في كل مراحل حياته؛ فكان سببًا من أسباب القـــــوة والتمكين. لقد كان عليه السلام محسنًا في إدارة نفسـه وإدارة من حولــه ومن ثـم إدارة شــــؤون الدولة وذلك بوضع سياسة للتخزين وسياسة للاستهلاك.

- شملت الآيات القرآنية المتضمنة للجودة في سورة يوسف عليه السلام أربعة أنواع للتخطيط وهي (تخطيط إقليمي؛ وتخطيط اقتصادي؛ وتخطيط بعيد المدى في الخطة الاستراتيجية امتدت أربعة عشر عامًا؛ وتخطيط كلي في نوعه) شمل المجتمع بكل قطاعاته عندما خطط عليه السلام لتغير جذري للبلاد أثناء دعوته للتوحيد، كما أوضحته (الحضرمي،2011م، ص640).

- تتفق معايير الجودة المستنبطة من سورة يوسف كما أثبتتها دراسة(الحضرمي،2011م، ص640) مع المعايير التي أقرتها فلسفة إدارة الجودة الشاملة؛ مما يؤكد أن الشريعة الإسلامية قد سبقت إلى الجودة كل المنظرين بوضعها الأسس الصحيحة لترسيخ الجودة في حياتنا.

- قدم يوسف عليه السلام تجربة اقتصادية حية تعتمد على قيم راسخة يحتاجها قادة التغيير وكل من يتحمل مسئولية مجتمع وشعب قامت على ركائز من أهمها كما أكدته الدراسات الآتية (الرحيلي،2000؛ ومراد،2004؛ والخطيب،2009م): الإيمان القوي بالله والثقة في عدله ونصره وتأييده؛ الإيثار والتضحية والبعد عن الأنانية والحب الذي يجمع بين الناس على اختلاف مستوياتهم؛ والتحصن بالعلم وعمق التفكير والرؤية؛ والإخلاص والجدية في العمل والإحسان وأداء الواجبات؛ وعمق النظرة المستقبلية والحكمة في التخطيط للحاضر والمستقبل؛ والعدالة وتحقيق المساواة بين الناس؛ والاعتراف بفضل الله عند كل موقف.

- القدرة القيادية عند نبي الله يوسف عليه السلام في التنسيق بين مختلف فرق العمل، وبيان صلاحياتها ومجالات عملها، واختيار الأكفياء لكل مجموعة منها، وتحت إشلافه ومشاركته للعاملين(الشوهاني، 2016، ص534).

- على القادة توطين أنفسهم من أجل الكفاح في سبيل حياة الأمم وسعادتها في الدنيا مع الثقة في أن نصر الله قريب. فالنصر لا يأتي في أول الطريق فلو جاء في أول الطريق لما كان هناك كفاح وجهاد، ولكنه يأتي في آخر شوط من أشواط الكفاح ﴿حَتَّى إِذَا اسْتَيْأَسَ الرُّسُلُ وَظَنُّوا أَنَّهُمْ قَدْ كُذِبُوا جَاءَهُمْ نَصْرُنَا﴾(سورة يوسف، آية:110).

إجابة السّؤال الثالث: كيف يمكن تطبيق سمات قادة التغيير ومعايير الجودة الاقتصادية كما وردت في قصة يوسف في الواقع العملي؟

يمكن تطبيق سمات قادة التغيير ومعايير الجودة الاقتصادية كما وردت في قصة يوسف في الواقع العملي من خلال الآتي:

- مفهوم القيادة في الكتاب يتجه نحو أمانة التكليف الرباني، بحيث تعتبر القيادة خاضعة لقدر الله في الاختيار ومن ثم محاسبة القائد من الله قبل المسلمين؛ كما أكدته دراسة(الزيان،2005م).

- الإدارة في الإسلام تعتمد على اجتهادات القادة في جزئيتها؛ ولكن في مبادئها وأحكامها وأصولها فإنها نابعة من الكتاب والسنة؛ ولا ينبغي أن تتعارض جزئياتها وتفصيلاتها مع الحكم الشرعي كما أشارت إليه دراستي (إبراهيم، 1997م؛ وعبيدات،2001م).

- أهم خصائص القادة المستنبطة من الكتاب والسنة هي خاصية الربانية؛ فبها ترتبط الكثير من خصائص القيادة ومبادئها، فعلى القائد أن يقود في ضوء شريعة الله لا يخاف في الله لومة لائم؛ كما أكدته دراستي(الزيان،2005م؛ وقشطة،2009م).

- إشعار القائد للتابعين بأنهم سواسية في المعاملة والمحبة والاهتمام واقعًا وحسًا ماديًا ومعنويًا، وألا يظهر القائد ميله حتى لا يوغر صدور الآخرين، كما في غيرة إخوان يوسف منه كما أكده (الكبيسي،2009م، ص136).

- يجب على القائد استخدام بعض الأساليب لمواجهة الأزمات منها تقوية الوازع الديني بالتضرع إلى الله وطلب الثبات والصبر ليتولد لدى التابعين اليقين بقدر الله والسكن النفسي للتّمكن من مواجهة الأزمــــــة بعقلانية , ومن ثم احتواء الأزمة والتوجيه والنصح لتفادي المنازعات والفتن وهو ما أشارت إليه الدراسات الآتية (الجنزوري ب،2010م، ص 86؛ والرحيلي،2000م؛ والخطيب، 2009م).

- القيادة الإسلامية قيادة إنسانية تحفظ للإنسان كرامته وتشركه في كل مايهمه وتُحسن معاملته . وبرز ذلك في عدة مواقف في قصة يوسف ومنها مشاورة العزيز لقومه في تفسير الرؤيا , فالقائد الذي يحقق للتابعين الشعور بالرضا والإحساس بالقبول والأهمية والتقدير يجد دعمًا منهم وإقبالًا للعمل وتحقيق أهدافه. ومن ذلك دعوة المرؤوسين بالألقاب المحببة لهم. وذلك ما أكدته دراستي (إبراهيم،1997م؛ وعبيدات،2001م).

- التلطف في توجيه الانتقاد للتابعين خاصة إذا تم التركيز على سلوك الفرد لا على شخصيته؛ فنبي الله يعقوب عزا عدم ارتياحه في ذهاب يوسف مع إخوته إلى الذئب ولم يصفهم باللامسؤولية أو التآمر عليه؛ ثم تلطف في القول فلم يصف أولاده بالكذب وعزا الكذب إلى قولهم لا إلى شخصهم كما أشار إليه (الكبيسي،2009م، ص149).

- أقام الإسلام نظامه الاجتماعي على قيم تربوية أخلاقية سامية من خلال مبدأ التواضع والبعد عن تزكية النفس. وضرورة توجه المرؤوس إلى القائد إذا عرض عليه عارض, كما ذهب يوسف عليه السلام لسؤال والده عن الرؤيا لاعتقاده بكمال عقله وحسن ظنه به ولديه العلم والخبرة وشفقته عليه كما ذكره (الكبيسي، 2009م، ص130) .

- أن السلطة تكليف لا تشريف, فعلى القائد أن يُقبل على أتباعه ولابد من تبني سياسة الباب المفتوح لمن يحتاج لرأيه أويحتاج التواصل معه. فقد كان سيدنا يوسف عليه السلام يزاول بنفسه مهام وظيفته ويستقبل الوفود ويسمع لهم بنفسه. وهو ما أكدته كل من الدراسات الآتية (إبراهيم, 1997م؛ وعبيدات،2001م ؛ والزيان،2005م؛ وقشطة، 2009م).

- يجب تبني آلية مناسبة للانتقاء والتعيين من خلال مبدأ الكفاءة حيث مر يوسف بعدة مراحل قبل أن يُسلم مهام وظيفته من الاطلاع على ما قدمه, والسؤال عنه, ومقابلته ودراسة مناسبته للوظيفة ومن ثم تمكينه كما أكد على ذلك (الحربي، 1427هـ، ص50).

- يجب على القائد أن يرعى المبدعين والمتميزين ؛ فقد ميز نبي الله يعقوب عليه السلام ولده وهو في سن مبكرة نتيجة ما رآه ابنه من دلائل النبوة , فيبشره ⇦ وَكَذَلِكَ يَجْتَبِيكَ رَبُّكَ ﴾ (سورة يوسف، آية:6) لمهمة عظيمة تحتاج لتهيئة واستعداد, وقد تكفل الله بتربيته وتهيئته ورعايته حتى يتم المهمة الموكلة إليه على الوجه الذي يرضي ربه كما أشار إلى ذلك (الكبيسي،2009م، ص131).

- العمل بالقرائن, فإن يعقوب عليه السلام رأى قميصاً لم تعمل فيه أنياب الذئب، قميص سليم مغموس بدم فكيف أكله الذئب كما أكده (الكبيسي،2009م، ص147). وعلى القائد الأخذ برأي الأغلبية عبر الحوار والتفاهم. فبهذا يتم الاستماع للآخرين وقبولهم وتتجمع الآراء وتقوى، وبالأغلبية تترتب الأهداف والإجراءات وتتعدد البدائل للحصول على عمل جيد كما أكدته دراسة(قشطة،2009م، ص 43).

- عدم محاسبة التابعين على أخطاء سابقة من خلال مبدأ العفو عند المقدرة , أو الاعتماد على تقييم للموظف من قبل قائد سابق, فالله يقبل توبة العبد وهناك فرص عديدة لتصحيح المسار وبالتالي يجب أن يعامل الموظف بموضوعية ويشجع على العمل وهو ما أشار اليه كل من (حسن،2007م، ص391؛ أحمد،2006م، ص199).

- توظيف الوسائل والأدوات في أكثر من موضع ؛ فمثلاً كان القميص دليل على كذب أخوة يوسف، ثم كان مثار لحزن يعقوب، ثم كان دليل براءة يوسف، ثم دلالة على وجود يوسف حياً، ثم كان سبب في رد بصر يعقوب، كما أشارت إليه دراسة (الخطيب،2009م).

- أن القيادة الإسلامية قيادة وسطية في الأسلوب ترعى الحقوق والواجبات للفرد وللجماعة المسلمة بالعدل والمساواة، ولا تميل إلى الشدة ولا إلى اللين. فيظهر ذلك في تعامل يعقوب عليه السلام مع أبنائه رغم علمه بأخطائهم.

- إن القيادة الإسلامية قيادة تؤمن بالهدف وتلتزم به؛ فتقنع التابعين عن طريق ضرب المثل والقدوة الحسنة للقائد والإصرار والمثابرة والعزم والتضحية من جانبه في سبيل تحقيق الهدف، وخير مثال على ذلك صبر يوسف وتمسكه بهدفه دون شكوى أو تراجع. لذلك ينبغي للقائد توضيح الأهداف العامة للمنظمة وإشراك التابعين في صياغتها وفهمها وتبنيها ومن ثم تحقيقها كما يشير لذلك (أبوسن،1417هـ، ص123).

- من خلال مبدأ المهارة السياسية أو الفكرية، يجب أن يمتلك قائد التغيير مهارات في التخطيط والتنظيم والحوار والإقناع , واستخدام الموارد الاستخدام الأمثل, والتعرف على التابعين وقدراتهم والاستفادة منها في تحقيق الأهداف والاستفادة من تجارب الآخرين، وأيضا من تجاربه الشخصية كما أكدها (القحطاني، 2008م، ص162؛ والبدري، 2002م، ص 182) .

- تبني سياسة التطوير والتغيير في الأنظمة واللوائح من خلال مبدأ التخطيط الدقيق بما يتفق مع إمكانية مواجهة الأزمات وتلافي نتائجها السلبية كما أشار(الجنزوري ب،2010م، ص 86) وأكدته دراسة إبراهيم(1997م)، فيجب تزويد المنظمة بمرجعية علمية تخطيطية واقعية وأساليب مبتكرة للمعالجة تستفيد منها المنظمة في مواقف أخرى مختلفة. فمصر استفادت من أسلوب يوسف عليه السلام في التخزين , فهي آلية جديدة ويمكن استخدامها عدة مرات.

- تتضح عقيدة القائد المسلم النابعة من القرآن الكريم التي تدفعه إلى الاهتمام بالوقت والحرص على اغتنامه والحذر من إضاعته من خلال دراسة يوسف عليه السلام لخطة التخزين الزمنية. لذا ينبغي على كل قائد تغيير أن يجمع الجهود في تلمس جوانب القصور لمعالجتها، وإعطاء الوقت حقه من الاهتمام حتى لا تعاني المنظمة من الهدر. فتنجز العمليات على نحو منسق ومنظم وفعال لتحقيق الأهداف بأفضل الوسائل وأقل التكاليف، فالوقت هو وسيلة القيادة ومدخلها الرئيسي في تحقيق ذلك وهو ما أشار اليه (المطيري،1417هـ، ص83).

- لابد للقائد أن يوظف من يجد فيه الكفاءة ويمكنّه من العمل ولا يحرم أحدًا، تحقيقًا لمصالح شخصية أو غيرها. فصلاح الأمة من صلاح أتباعها وتمكين سيدنا يوسف على خزائن الأرض كان نتيجة معرفته بكيفية إدارتها في أسلوب لم تعتد عليه قيادة مصر وقتها. وهو ما أكدته دراسة عبيدات (2001م).

- من الأمانة الحفاظ على أسرار المنظمة والتكتم على مشروعاتها خشية المنافسة والضرر من قبل المنظمات الأخرى .

- إن القيادة الإسلامية تنتمي إلى الجماعة ولا تتميز عنهم سوى بالمسئولية الملقاة على عاتق القائد. فقائد التغيير يستمد قوته ويحقق أهدافه عبر تعاون وتكاتف أتباعه. فالقائد لن يحقق أهداف مؤسسته إلا بتكاتف كافة المنتسبين لمنظمته , ولا بد لذلك من تعزيز مفهوم الانتماء لديهم وإشعارهم بأنهم جزء هام وفاعل للمنظمة, فيفعل اللجان الاستشارية, ويتقبل الاقتراحات ويعزز النماذج الايجابية والشعور بالمسؤولية . ويؤكد ذلك دراستي كل من (إبراهيم، 1997م ؛ وعبيدات،2001م).

إن قصة يوسف عليه السلام منهج لكل داعية وقائد تغيير ومصلح يريد النجاح والإصلاح.

فلا بد من الصبر وحسن العمل، وتحمل الأذى؛ وهذا سبيل يوسف عليه السلام وجميع المرسلين. أما القائد الذي يريد أن يسير في ركب هذه الحياة دون أن يتحمل أذى، أو أن يبتلى في دينه، أو أن تعرض عليه شهوات دنيوية من مال ومركز وأذى وتعذيب فمثل هذا لايسير على سبيل معتدلة (الجلالي،1431ه). ولذلك فإن السبيل الذي يجب أن يأخذ منه الدعاة والقادة بصفة خاصة والمسلمون بصفة عامة منهج كتاب الله عز وجل.

توصيات البحث:

بناءً على ما تمّ التوصل إليه من نتائج، تم تقديم التوصيات الآتية:

- التركيز على تنمية القادة والاهتمام بتنمية مهاراتهم من خلال الدورات التدريبية لمساعدتهم في تكوين رؤية واضحة عن ماهية الممارسات القيادية.

- الاهتمام بدراسة قيادة الأنبياء عليهم السلام لأقوامهم، ونشر الوعي بين المسلمين عن أهمية تحلي القيادات بالصفات المطلوبة شرعاً، حتى يتم ضبط العلاقة بين السلطة والناس على أسس شرعية.

- تربية الأمة وتهذيبها من خلال العبر والعظات التي يمكن أن تستخلص من قصص الأنبياء، كالصبر والعفة ومقاومة الشهوات المحرمة والأمانة والكفاءة وتفويض الأمور من خلال قصة يوسف.

- بناء مفهوم قادة التغيير في المناهج الجامعية والاهتمام بمنظور القيادة عالمياً من خلال تزويدهم بالمهارات المعرفية ومهارات الاتصال بالآخرين مع تقديم فرص تدريبية ميدانية متميزة قبل التخرج.

- تبني مفهوم القائد التحويلي(The Transformational Leader) وهو القائد الذي يرفع من مستوى التابعين من أجل الإنجاز والتنمية الذاتية ويحفز عملية تنمية وتطوير المجموعات والمنظمات.

- عمل أرشفة للازمات التي تمر بها المنظمة من أجل الاستفادة منها في مواقف مختلفة وحتى لا تهدر الجهود والأفكار والتجارب فتوضح الأزمة وأسبابها وطرق حلها للاستفادة المستقبلية.

- وضع آلية لنشر ثقافة الاهتمام بالوقت معتمدة على ما ورد في القرآن وغرس هذا المفهوم في أفراد المجتمع منذ الصغر نظراً لتأثيره في جميع جوانب الحياة.

- تعزيز مبدأ العمل الجماعي وتكوين فرق العمل، وتعزيز المهارات الاجتماعية المتصلة بها .

- تزويد المرشح للقيادة ـ قبل تسليمه القيادة ـ بالمعرفة التامة للسياسات والأنظمة، واللوائح والتعاميم، والأهداف المرحلية، إضافة إلى مهارات العلاقات الإنسانية والإقناع والحوار والاتصال، فهي جميعاً تساعد القائد على أداء مهام عمله على الوجه الأكمل.

مقترحات للدراسات المستقبلية:

- إجراء مزيد من الدراسات المرتبطة بالقرآن الكريم من الناحية التربوية وإبراز ما حواه من إعجاز تربوي.

- تخصيص دراسات عن قيادات التغيير في عصرنا الحديث؛ لأن ذلك يلقي مزيداً من الضوء على كيفية تطبيق الخصائص المستنبطة من الكتاب في حياة المسلمين.

- توجيه طلاب الدراسات العليا والباحثين إلى القيام بالمزيد من الدراسات والبحوث المتعمقة في الجودة من خلال القصص القرآني.

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