

## PalArch's Journal of Archaeology of Egypt / Egyptology

### THE ROLE OF PERSUASIVE LEADERSHIP IN REDUCING THE PHENOMENON OF JOB INFILTRATION A SURVEY OF OPINIONS OF A SAMPLE OF EMPLOYEES IN THE COLLEGES AND INSTITUTES OF DUHOK POLY-TECHNIC UNIVERSITY

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**Shihab Ahmed Khudhur, Sardar Bahri Abduljabbar. The Role Of Persuasive Leadership In Reducing The Phenomenon Of Job Infiltration A Survey Of Opinions Of A Sample Of Employees In The Colleges And Institutes Of Duhok Poly-Technic University-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 17(4), 1200-1217. ISSN 1567-214x**

**Key Words: Persuasion, Persuasive Leadership, Job Infiltration, Credibility, Commitment.**

#### **ABSTRACT**

This study aims to address the phenomenon of job infiltration among the employees in government institutions in Kurdistan region of Iraq in light of the current circumstances that the region suffers from such as financial, political, economic and administrative crisis, as a result of the spread of the phenomenon of corruption in all country's institutions in general.

Persuasive leadership plays a great role in the survival and stability of the institution in an environment characterized by rapid changes in all areas of life, including the activities of the institution that need a leadership capable of facing the phenomena that threaten the survival and continuity of the institution, and its success towards directing and strengthening the relationship between employees in the performance of their job tasks and strengthening collective work to achieve prosperity. The study reached at a set of theoretical and practical conclusions in the light of the study's discussions, including the role and the impact of persuasive leadership in addressing the phenomenon of job infiltration in Iraq in general and in Kurdistan region of Iraq in particular. Also, the study proposed a set of recommendations within the section of suggestions that can be used in other educational institutions.

## **INTRODUCTION**

People in their views and perceptions of things vary depending on the interpretation of their behaviors acquired from the environment they live in to achieve their goals, accordingly, the persuasive leadership seeks to deal with individuals in the governmental institution to harness their efforts to achieve their objectives under their guidance of individuals within the consolidation of human relations to gain confidence and retain them. The study, therefore, addresses the role of persuasive leadership in reducing the phenomenon of employees' infiltration. Also, the study seeks to clarify these two concepts within four main sections, the first of which presents the methodology of the study in determining the study's problem, objectives, model, main hypotheses and limitations. The second section referred to the theoretical frame represented by persuasive leadership, which covered the concept of persuasive leadership, its importance and objectives, and its dimensions, on one hand, and the sections of the concept of job infiltration and its essential causes. The third section covered the practical aspect of the diagnosis of the participants examined, the description of the study variables, the analysis of the relationship and its impact between the persuasive leadership and the job infiltration, and finally the fourth section referred to the most important conclusions and recommendations.

### ***The theoretical part***

#### ***Persuasive leadership***

Persuasive leadership is a leadership that depends on the skill and ability of the leader in making human resources follow orders for desire, satisfaction and satisfaction through their intellectual and physical abilities (Al-Zambia, 2005:30). Likewise, it is the leadership that convinces the human resources and shows great interest in them through its behaviors in supporting them in their work according to its closeness to them in the functional level and gaining work experience according to the work interest in the organization (2010: 75). (Attia et al., 2017: 544). It can be seen as a leadership that has the power to make the human resources accept its decisions whenever necessary at work, and they follow their leadership with conviction, confidence, love, respect and appreciation (Shafiq, 2005: 92). It is noted that it is the leadership that is very interested in both work and human resources relations (Harem, 2006: 229). It is leadership that uses logical evidence, pictorial facts, and tangible influence on human resource behavior (Mansour and Al-Khafaji, 2010: 75). From the abovementioned definitions, it can be concluded that persuasive leadership is the leadership that has the ability to mobilize the energies of employees and gain their satisfaction according to their influential capabilities in understanding and comprehending their behaviors at work.

#### ***The importance and objectives of persuasive leadership***

Generally, the use of persuasion appears in various activities of human being such as politics, trade and administration. The importance of persuasion lies in dealing with human resources in the organization for assigning and harnessing their efforts to achieve the goals of the organization. The skill of

persuasion is desirable and precious by people (Al-Hamidani, 2004: 255-258). Furthermore, the importance of persuasive leadership appears in the leadership's ability to provide reasons for implementing the activities and tasks of subordinates, and to support their great ambitions to work in the organization (Abdel Fattah and Abu Saif, 2016: 275). Persuasive leadership relies heavily on its distinctive skills in its human nature in persuading individuals to implement its orders at work as they desire, sense of satisfaction and comfort because it considers the differences between individuals in their physical and intellectual energies (Al-Zaobae, 2005: 30). The importance of this leadership is demonstrated through the great interest in work and human relations in high production among employees at work, and it allows them, within the regulated limits, to accomplish work according to their confidence, (Atiyah et al, 2017: 544). The aim of persuasion is convincing individuals of the necessity to take certain actions, adopt specific policies, or resort to decisions of a special and crucial nature (Al-Bathi, 2014:4). Therefore, the persuasive leadership seeks to pay close attention to the organizational structure of the organization in work and relationships, to take care of the work and human resources of the organization, to allow them to work within the limits of its activities in the organization, and to pay attention to the achievements of human resources and to interact with them in a way that leads to trust and respect (Abu Nada, 2007: 105). Therefore, the focus of the leadership is on the diversity and disparity between individuals, both intellectual and physical abilities in the completion of the work that is devoted to the human resources of the organization.

### ***Dimensions of persuasive leadership***

(Ajeel and Al-Abedi, 2015: 248) believe that the dimensions of persuasive leadership are (credibility, participation, incentives, commitment), hence the study will depend on these dimensions and add another dimension, which is the “art of conversation” according to its nature, to suit its environment, so that the dimensions of persuasive leadership are as follows:

#### ***Credibility***

Leadership that has the ability to accept subordinates with the approach that is required of them to perform work in the organization through their obedience to it, expressing their automatic recognition of the leader's value in achieving their goals (Al-Qaryouti, 2000: 223). It also increases respect, appreciation and listens to the individuals and their ideas, attitudes and opinions in order to obtain the maximum possible benefit on work activities, and this leadership shows concern for the interests of individuals by word and deed (Al Hanafi, 2010: 3).

#### ***Participation***

The leadership seeks here to consult with subordinates in the decision-making process, which leads to this participation to increase their loyalty by providing opportunities for them to express their opinion in performing the work according to the desired goals (Al-Adaileh and Samhadana, 2014: 408). This

leadership allows individuals to contribute their own personal styles to achieving goals through what participation in work provides and the real impact on the course of activities (Hassouna, 2008: 209)

### ***Incentives***

This leadership attaches to the importance of incentives and their direct and indirect effect on determining the behavior of individuals at work in the organization, according to their different experiences and energies, and this difference in performance is due to the strength of desire and incentives in the performance of individuals at work. This leadership realizes the value of incentives encouraging outstanding performance through fulfilling the growing needs of individuals, and feels its role and place in the organization's work (Hassouna, 2008: 78-98).

### ***Commitment***

One of the most important components of persuasion is commitment to good values in hard work, sincerity in words and deeds, honesty in transactions and consultation, truthful advice, compassion, affection and harm among individuals, honesty and self-control in behavior and performance (Ali, 2000: 330). This leadership supports the commitment to be associated with individual loyalty by integrating the organization into achieving its objectives and enhancing its values in competition, and the desire to continue to work for the organization (Hassouna, 2008: 209).

### ***Art of conversation***

Conversation is a form of interaction; nevertheless, it is usually more spontaneous and less formal. It is the spontaneous business of making connections, whether for work, friendship, or pure, fleeting pleasure (Blyth, 2008:4). We enter conversations for purposes of pleasant engagement in order to meet new people, to find out information and to enjoy social interactions. (Fine, 2005: 108) suggests that in the conversation “do not use aggressive conversation”. Art of conversation is an art of conveying beliefs, emotions, attitudes, meanings and ideas from one speaker, however, “I do propose that you use assertive, rather than passive, language”. Allow your conversation methods to convey your core strength (Fine, 2005: 108). Hence, the art of conversation is a behavioral art used by anyone in general and the leadership such as managers and those responsible for administrative units where they use them in their guidance whether it is related to the nature of work or to behavioral activities towards the working environment.

### ***Job infiltration***

#### ***Definition of Job infiltration***

Defines job infiltration as the cessation of an employee from work in the organization of which he is a member and is receiving a cash resource (Mobley, 1982: 23). (Al-Ghanim, 2003: 21) refers to job infiltration as the

transfer of the human resource from the organization in which he works to another organization with his will and choice. (Al-Harbi, 2004: 14) demonstrates that job infiltration is “leaving the human resource from the organization in which he works and working in another organization for a specified period according to loan, resignation, transfer or early retirement”. (Al-Melham, 2007: 68) perceives “job infiltration as the employee leaving the organization in which s/he works as a result of job stress”. (Al-Harbi, 2009:17) confirms that the infiltration is a suspension of the employee in the organization as a result of resignation or dismissal until the decision to dismiss. (Al-Sadaf, 2008: 30) explains that job infiltration is an employee's withdrawal from his affiliation with one of the organizations that he receives monetary compensation. (Al-Sabbagh, 1981: 105) defines job infiltration as voluntary leaving and not as a result of firing or dismissal. Where job infiltration is the abandonment and cessation of the employee from work in the organization voluntarily and according to his will.

### ***Causes of job infiltration***

(Al-Harbi, 2009: 18-27) indicates that the causes of job infiltration are: organizational reasons, material and moral reasons, economic reasons, personal and social reasons. (Al-Sadaf, 2008: 31) believes the reasons for job infiltration as: reasons for the organization, personality reasons, and compulsive events. (Al-Majmami, 2017: 4) affirms that the causes of job infiltration generally lie in the following:

#### ***Organizational reasons***

These are the reasons that arise within the organization, such as: wages and salaries of all kinds, lack of job security at work, including employee alienation, centralization at work, lack of control over the course of his work, and incorrect evaluation of job content due to dissatisfaction. There are no opportunities for profession advancement and development, weak relationships, communications and lack of integration among employees.

#### ***Economic reasons***

These are the reasons that; firstly relate to the availability of job opportunities in other organizations with higher salaries and better material and moral incentives, and secondly, inflation, as it provides multiple job opportunities that may motivate the employee to leave his job and move to another organization, and third, the composition of the workforce, and what is the representation of youth people in the organization (The presence of a large percentage of young employees and the availability of alternative job opportunities push them to infiltrate).

#### ***Personal reasons***

They are the reasons that relate to the employee's own needs, such as values: the employee's own values that have nothing to do with work, such as (looking

for a job for the wife or children or getting an education for children in a better way).

*Desires and needs:* (the more closely personal desires and job requirements are, the lower the dropout rate.

*Motives:* (mismatch between the needs of individuals in the organization and the incentives provided by management or lack of clarity.

*Social and family responsibility:* (The more responsibilities the employee has, the more motivated he is to search for better alternatives than his current job.

*Length of service:* (the younger the employee and the shorter the length of his service, the more likely he is to drop out than an older employee with a long service period.

## **METHODOLOGY**

### ***The study problem***

The study problem lies in answering the following main question:  
What is the role of persuasive leadership in reducing the phenomenon of job infiltration among the employees at Akre Technical Institute?

### ***Importance of the study***

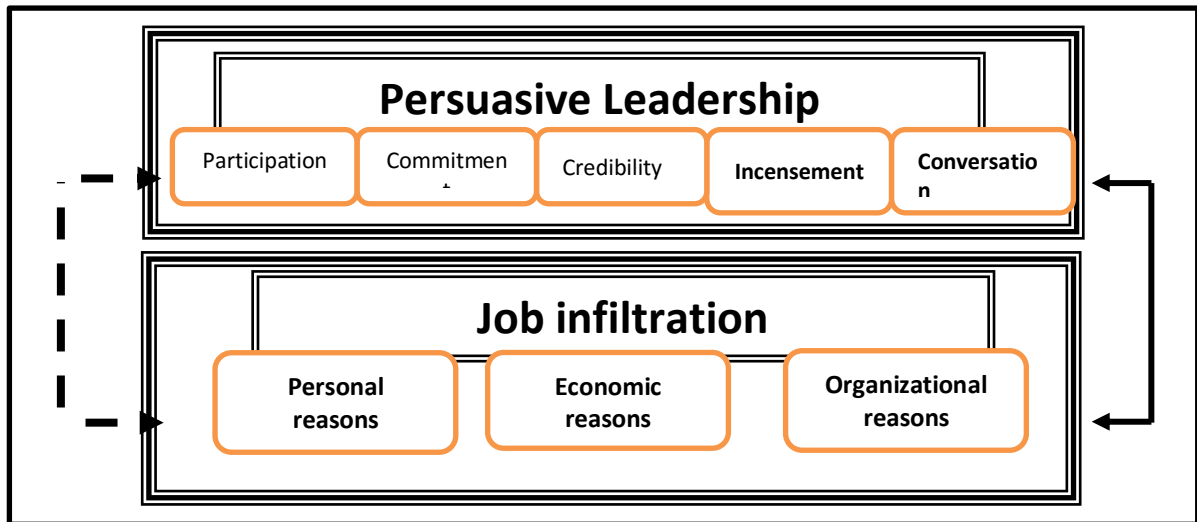
- a- Analyzing the relationship between two variables of the most recent topics in the literature on organizational behavior, namely: persuasive leadership and job infiltration.
- b- Exposing the nature and extent of the influence of persuasive leadership in reducing job infiltration will contribute to reaching the formulation of policies and plans to invest the efforts of workers in retaining and staying, instilling a culture of love for the organization, career work and supporting relationships within the organization to raise productivity and organizational performance.
- c- Extracting some conclusions and presenting some recommendations and proposals that contribute to clarifying the form of the relationship between persuasive leadership in reducing the causes of job infiltration.

### ***The objectives of the study***

The main objective of the study is to determine the relationship and the effect between persuasive leadership in reducing job infiltration, preparing a theoretical framework about what persuasive leadership is, the concept of job dropout and its causes, and describing and diagnosing the dimensions of persuasive leadership and the causes of job infiltration.

### ***Study model and hypotheses***

The hypothetical model has been defined which shows the nature of the relationship and the effect between the main study variables (persuasive leadership) represented by the independent variable and the dependent variable (job infiltration) was determined, as shown below;



**Figure (1)** shows the study model, the figure is prepared by the researchers

--- --> Represents the correlation ← Represents the effect

In accordance with the objectives of the study and the test of its model, the study relied on the following hypotheses:

***The first main hypothesis***

The existence of an inverse correlation between the dimensions of persuasive leadership (collectively and individually) and the phenomenon of job infiltration among the employees at Akre technical institute.

***The second main hypothesis***

The presence of a moral effect of persuasive leadership (collectively and individually) on job infiltration among the employees in the study sample.

***Study sample community***

The study population represents Duhok Technical University, and has chosen it because of the ability to test study variables at the university more accurately than other organizations. Also, because the employees possess various educational levels that are commensurate with the objectives of the current study, and that it is one of the largest educational organization within the Governorate of Duhok, it is witnessing an increasing growth in the quantitative and qualitative aspect, and it has cooperative relationships with

some advanced international universities, and is considered one of the modern universities in the region. The choice of Akre Institute was determined randomly. As for the participants surveyed, they were represented by the employees at various administrative levels and holders of various scientific certificates, and they were randomly selected to measure the level of their variables.

### *Sources and methods of data collection*

The data was collected from its primary and secondary sources to cover the practical framework of the study by using the questionnaire method which was designed for this purpose and the personal interview with the employees. While it relied on available books, published research, and journals to build the theoretical framework for the study from its secondary sources.

### *Statistical methods used*

The (SPSS: V. 32) statistical program has been used to find and extract the frequency distributions, percentages, arithmetic mean and standard deviation, in order to describe and diagnose study variables, besides, finding the results of correlation and regression, and the simple correlation coefficient to determine the strength and nature of the relationship between the study variable and finally, simple linear regression in measuring the significant effect of the independent variables on the dependent variable.

### *Description of participants*

The questionnaire has been distributed among 75 participants whom were considered to be the employees. Of these, returned 59 were returned for analysis, i.e. the response rate was (78, 6%).

### *Description and diagnosis of persuasive leadership*

**Table (2)** shows the description of the arithmetic mean and the standard deviations of the persuasive leadership dimensions at Akre Technical Institute level, the research sample:

**Table (3)** shows the following description of the arithmetic mean and the standard deviations of the persuasive leadership dimensions that were focused (X1 - X30). It has been that the respondents' answers about the agreement rate were (52.43%), with an arithmetic mean rate of (3.59) and a standard deviation rate of (0.925). This means that the level of agreement this dimension is acceptable to the Institute research on the dimensions of persuasive leadership among the administrative leaderships of Akre Technical Institute.



**Table 1** shows the distribution of the participants examined according to their individual characteristics.

<b>Academic Degree</b>									
PhD		Master		Bachelor		Diploma		High school and less	
No.	%	No.	%	No.	%	No.	%	No.	%
-	-	14	23.7	12	20.3	27	14	10.2	6
<b>Position</b>									
Head of dept.				Assistant-Head. Dept.		Unit in charge		employees	
No.	%	No.	%	No.	%	No.	%	No.	%
1	1.7	2	3.4	9	15.3	47	97.7		
<b>Duration services</b>									
more 1-5		5-10		10-15		More than 15			
No.	%	No.	%	No.	%	No.	%		
17	28.8	24	40.7	15	25.4	3	5.1		
<b>Scientific title</b>									
Lecturer			Assistant lecturer			No title			
No.	%	No.	%	No.	%	No.	%		
1	1.7	5	8.5	53	89.8				
<b>Marital status</b>									
		single						married	
No.	%	No.	%	No.	%	No.	%		
13	22.0	46	78.0						
<b>sex</b>									
No.		No.		female		%		male	
20	33.9					66.1		39	
<b>age</b>									
20-30		40-31		50-41		50 more			
No.	%	No.	%	No.	%	No.	%		
17	28.8	33	55.9	7	11.9	2	3.4		
<b>Training courses</b>									
5 more		5-1		participated		Not participated			
No.	%	No.	%	No.	%	No.	%		
6	10.2	34	57.6			19	32.2		

**Credibility**

Its dimensions were concentrated between (X1 –X5). We note that the respondents' answers about these dimensions (agreement rate) were (35.46%), with an arithmetic mean average of (2.98) and a standard deviation rate of (0.996). This means that there is a little agreement about this dimension of the credibility of the administrative leaderships in the researched institute, and this is due to their lack of confidence in the dialogue with their employees and

their lack of interest in the suggestions of their employees. These leaders do not publish figures and facts before making decisive decisions.

### ***Participation***

The dimensions between (X6 - X11) indicated that the average agreement of the respondents' answers on these dimensions was (38.15%), with an arithmetic mean rate of (3.10) and a standard deviation rate of (0.965). This indicates that the percentage of agreement on this dimension is also low regarding the participation of administrative leaders in the institute, as a result of lack of opportunities for their employees to address the problems they face, the failure to exchange experiences and benefit from their consultations, and the lack of coordination of their efforts in defining roles in directing their initiatives.

### ***Incentives***

Its dimensions between (X12 and X17) showed that the average agreement of the respondents' answers about these dimensions was (34.46%), with an arithmetic mean rate of (3.00) and a standard deviation rate of (0.930). This indicates that there is little agreement on this dimension about the incentives of the administrative leaders in the researched institute due to the weakness in satisfying the needs and desires of their employees, the lack of support for the development of capabilities and the demonstration of personality skills and innovation in solving the problems of their employees, the weakness of communication and the formation of relationships.

### ***Commitment***

Its dimensions between (X18 - X23) revealed that the average agreement of the respondents' answers about these dimensions was (50.03%), with an arithmetic mean rate of (3.30) and a standard deviation rate of (1.019). This indicates that the percentage of agreement on this dimension was moderate about the commitment of the administrative leaders in the researched institute in their adherence to values, morals and good behavior with their employees, and their knowledge of their commitment to the rights and duties of employment, and the follow-up of all new developments in the profession, supervising their employees closely, as well as a balance between the qualifications of their employees and the nature of their work.

### ***Art of Conversation***

Its dimensions between (X24 and X30) indicated that the average agreement of the respondents' answers about these dimensions was (40.70%), with an arithmetic mean rate of (3.30) and a standard deviation rate of (1.019). This indicates that there was little agreement about this dimension regarding the "art of conversation" to the administrative leaderships in the researched institute. They use the fruit of their efforts to develop the institute and respect the ideas of their employees, and show in their statements the reason and the result in their administrative activities, and present their ideas and be implemented immediately, and use words of thanks and gratitude when

assigning their employees, as well as using the names of their employees at the beginning and end of the conversation as a metaphor for intimacy between them.

From the foregoing, it becomes clear that these percentages are low and needs to spread awareness of this leadership of its style and philosophy in reducing the manifestations of incompatibility with the philosophy of management of the Institute and other educational institutions.

**Table (2)** shows the arithmetic mean and standard deviations of the persuasive leadership dimensions at the institute level of the study sample (N = 59). The table prepared by the researchers

<b>Description of variables of persuasive leadership</b>				
	<b>Variables</b>	<b>Mean</b>	<b>Standard deviation</b>	<b>Agreement ratio</b>
1	Credibility	2.98	0.996	35.46
2	participation	3.10	0.695	38.15
3	Incitement	3	0.930	34.46
4	Commitment	3.30	1.019	50.03
5	Art of conversation	3.19	0.978	40.70
	<b>Total average</b>	<b>3.12</b>	<b>0.980</b>	<b>39.80</b>

### *Description and diagnosis of job infiltration*

Table (3) shows the description of the arithmetic mean and standard deviations for the causes of job infiltration, whose dimensions are concentrated between (X1 - X26). We note that the respondents' answers about these dimensions were the agreement rate of (52.43%), with an arithmetic mean rate of (3.59) and a standard deviation rate of (0.925). This means that the percentage of agreement with this variable is acceptable for the research institute on the causes of job infiltration at Akre technical institute.

### *Organizational reasons*

Its dimensions between (X1 –X12) revealed that the average agreement of the respondents' answers about these dimensions was (55.54%), with an arithmetic mean rate of (3.61) and a standard deviation rate of (0.960). This indicates that the percentage of agreement on this dimension is acceptable concerning the organizational reasons in the researched institute as it is characterized by cooperation, understanding, joy and optimism in their work, evaluation of employees, training and development, and internal transfers of employees. Also, there are relations, contacts, integration and trust, and there is a little boredom and abuse prior to supervisors, employee participation in decision-making, centralization at work, and the lack of preference for some employees over other employees, whether in terms of treatment or in the position in the institute.

### *Economic reasons*

The dimensions of economic reasons (X13 - X18) indicated that the average agreement of the respondents' answers on these dimensions was (48.42%),

with an arithmetic mean rate of (3.53) and a standard deviation rate of (0.881). This indicates that the percentage of agreement on this dimension is acceptable in the researched institute, as employees at the institute try to seize new job opportunities, and that is because the employees have been working in the institute for a long period of time without economic benefit, and the incompatibility between their needs and the incentives granted to them, besides, the failure of the institute to keep pace with the rate of salaries and the disparity in advantages and compare them with Other institutes.

***Personal reasons***

Its dimensions between (X19 - X26) showed that the average agreement of the respondents' answers about these variables was (53.33%), with an arithmetic mean rate of (3.65) and a standard deviation rate of (0.936). This indicates that the percentage of agreement on this dimension is acceptable about the incentives of the administrative leaders in the researched institute. The job requirements are less and less than their capabilities and skills, the employees' desire to complete the study, the lack of letters of thanks and appreciation to the employees, the lack of recognition of employee training and development, and the employees do not feel organizational justice, and understanding the job does not go beyond attendance and leave and perform the least effort from work. The inflated social and family responsibility pushes employees to search for other jobs and personal disputes push employees to leave their job and move to another place.

It is clear from the above, that these percentages are specific, which require the administration of the researched institute to reconsider them and to be aware of the indicators of these reasons from their real sources represented by the employees through dialogues and discussions.

<b>Description of variables of job infiltration</b>				
	<b>variables</b>	Mean	Standard deviation	Agreement ratio
1	Organizational causes	3.61	0.96	55.54
2	Economic causes	3.53	0.881	48.42
3	Personal causes	3.65	0.925	53.33
	<b>Total average</b>	<b>3.59</b>	<b>0.925</b>	<b>52.43</b>

**Table (3)** shows the arithmetic means and the standard deviations of the job infiltration triggers at the level of the study sample institute (N = 59)

***Testing of hypotheses of study***

Analysis of the correlation between persuasive leadership and job infiltration at the level of the Institute of Sample study.

**Table (4)** shows that there is a negative correlation between the induced leadership and the causes of job infiltration at the level of the Akre Technical Institute where the correlation level (total index) was (-0.178) at (0.01) level.

This means that there is an inverse relationship, i.e., the higher the use of persuasive leadership, the less the causes of job infiltration. Thus, the first major hypothesis has been achieved. In the light of the sub-hypotheses of the first main hypothesis, the correlation between the persuasive leadership and the job infiltration has been analyzed separately at the level of the sample study institute. Also, the existence of a negative correlation between persuasive leadership and organizational reasons in the researched institute, as its percentage reached (-0.361), followed by a negative correlation also between persuasive leadership and economic reasons, and its percentage reached (-0.045). Then arises the persuasive leadership with its negative relationship with job infiltration, as its percentage reached (-0.018). Which indicates the existence of an inverse relationship between persuasive leadership and the causes of job dropout (each separately), that is, the more persuasive leadership philosophy is used, the less organizational, economic and personal reasons for job infiltration, respectively.

**Table (4):** The correlation between the induced leadership and the causes of job infiltration at the level of the Akre Technical Institute (study sample)

<b>Persuasive leadership</b>				
Job infiltration	Organizational causes	Economical causes	Personal causes	Total indicator
	-0. 361	-0.045	-0.018	- 0.178

**Table (4)** is prepared by researchers in the light of the results of the computer

***Analysis of the impact of the persuasive leadership in reducing the causes of occupational infiltration at the level of the Akre Institute.***

To test the second main hypothesis, which states that the impact of the persuasive leadership in reducing the causes of job infiltration at the level of the research study institute, as table 5 shows the effect of persuasive leadership as the independent variable in reducing the causes of employees as a dependent variable at the level of the institute under research study, according to the calculated and significant value (F) (1.780). This is confirmed by the calculated value (T) of (0.0026) at the two degrees of freedom (58.1) at a significant level (0.01), as the coefficient of determination (R2) reached (0.61), which indicates the ability of the independent variable represented by persuasive leadership to explain the effect that It occurs in reducing the causes of job infiltration as a dependent variable by about (0.61), which is a good percentage of the response that goes back to this factor, and the rest (0.39) is due to other factors that may be outside the scope of the study or to random variables that cannot be controlled, and this means achieving the second main hypothesis.

**Table (5)** shows the impact of persuasive leadership on the causes of job infiltration at the Akre Technical Institute (research sample)

<b>persuasive leadership</b>				
<b>Persuasive Leadership</b>	B <sup>0</sup>	R <sup>2</sup>	F	T
<b>Job infiltration</b>	0.725	0.61	Sig.	Sig.
			0.0178	0.0026

The table is prepared by researchers in light of the results of the electronic calculator

D.F = (58,1), N = 59 P \* ≤ 0.01 N.S = Not significant

The following is a statement of the influence of persuasive leadership in reducing the causes of job infiltration on individuals, as shown in Table (6), by following up on its indicators, we note that persuasive leadership has an effect in reducing the causes of job infiltration in a successive manner represented by (organizational, economic, and personal reasons) Since the calculated (T) values are greater than the tabular (t) values, and the calculated value of (F) reached (.0050), hence, the third hypothesis has been achieved.

**Table (6)** shows the impact of persuasive leadership in reducing the job infiltration at level of institute under research study.

<b>Job infiltration</b>	<b>Persuasive Leadership</b>		<b>R<sup>2</sup></b>	<b>F</b>	<b>Sig</b>
	B0	B1			
Organizational Causes	0.361	0.361 (2.923)	0.51	3.72	0.005
Economical Causes	0.045	0.041 (0.338)			
Personal Causes	0.180	0.016 (0.136)			

**Table (6)** is prepared by the researchers in light of the results of computer

## CONCLUSIONS

The study came across a number of outcomes as follows:

1. There is a difference in describing the concept of persuasive leadership and its dimensions among researchers in terms of expression but agreeing in terms of content.
2. The administrative researchers did not agree in their efforts to define the concept of job infiltration and its causes in the institute concerning the philosophy of management.

3. There is a deficit of competencies with higher degrees, especially a PhD, as shown by the description and diagnosis of the participants examined at the level of the institute under research study.
4. The results of the description of the respondents showed that there is a deficiency in teaching staff in the field of published researches, as this activity is one of the core activities in their academic tasks.
5. The results of the description of persuasive leadership indicated that the percentage of the respondents' answers was acceptable in the researched institute. This means that persuasive leadership is existing in the researched institute and in an acceptable manner.
6. The results of the description of the variables of persuasive leadership (credibility participation, motivation, commitment art of conversation) in the study sample was weak. However, for the "commitment" dimension only, the percentage of respondents' answers was moderate, which means that these dimensions are not available in the required manner in the researched institute.
7. The description of the study variables also showed that the proportion of respondents is consistent with the existence of employees' infiltration causes (organizational, economic, and personal causes) at the level of Akre Technical Institute.
8. The study showed through the description and analysis of respondents' answers that there is a negative correlation between the independent variable of the persuasive leadership and the dependent variable in reducing the employee's infiltration at the level of the study sample. This means that there is an inverse relationship between the persuasive leadership and job infiltration at the level of the study sample. The higher the use of the dimensions of persuasive leadership, the lower the causes of job infiltration.
- 9- As it was shown through the respondents' answers that there is a discrepancy in the inverse relationship between persuasive leadership and reducing the causes of job dropout (organizational, economic and personal reasons) separately.
- 10- The results of the regression analysis indicate that there is an effect of persuasive leadership on the causes of job infiltration combined, which means that the practice of persuasive leadership in the researched institute will contribute to reducing the phenomenon of job infiltration among the institute's employees.
- 11- There is a substantial impact of persuasive leadership on the causes of job infiltration individually at the level of an institute under study in a successive manner (organizational, economic, and personal reasons). That is, whenever the employees at the institute feel the exercise of persuasive leadership, it will contribute to a decrease the phenomenon of job infiltration by eliminating the organizational, economic and personal reasons that lead to this phenomenon.

## **RECOMMENDATION**

Based on the findings, the study recommends the following:

1. Support Akre Technical institute "research sample study", which is seeking to take advantage of the philosophy of persuasive leadership and exploit it in changing the behaviors of employees in the Institute.
2. The need to deepen the awareness, concepts, importance and dimensions of persuasive leadership among all employees as a method of

working with incentives to further achieve the objectives of activities at the institute under study.

3. Support the staff of the institute under study to raise their qualifications in obtaining higher degrees through using the relations between universities in the field of exchange of experiences and supervision.

4. The institute under research study necessarily pay attention to the personal demands of the employees with decisions concerning their work, as well as taking into consideration the sense of self-sufficiency of the staff in their payments to meet the requirements of Life.

5. More attention should be paid to the identification and diagnosis of the paragraphs relating to the causes of job infiltration, especially in relation to the organizational causes of the employees in the sections and units of the study sample Institute.

6. Exploiting the strengths points that employees feel towards the leadership, that have shown results to be a clear correlation in reducing the causes of job infiltration, through dialogues, discussions, conferences, training courses and development for their contribution to educational and research services.

7. Paying more attention to incentives and compensation, which constitute important economic and personal reasons for the stability of the employees and constitute safety at work in the researched institute.

8. To spread the awareness of the influence of persuasive leadership in reducing the causes of job infiltration and to encourage to use it in their application to the management leaderships of the examined Institute as well as to other organizations in society.

9. Application of the method of implementation of tasks and duties in the so-called (JIT) times in all educational, administrative, financial and other matters at the Institute of Sample study.

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