

APRIL 2017

M.Sc. in Business Administration

SHNO NOORI AHMED

**UNIVERSITY OF GAZIANTEP
GRADUATE SCHOOL OF
SOCIAL SCIENCES
BUSINESS ADMINISTRATION**

**THE IMPACT OF LEADERSHIP ON GAINING COMPETITIVE
ADVANTAGE AN APPLICATION FOR PETROLEUM
COMPANIES IN ERBIL CITY / IRAQ**

**M. SC. THESIS
IN
BUSINESS ADMINISTRATION**

**BY
SHNO NOORI AHMED**

APRIL 2017

**The Impact of Leadership on Gaining Competitive Advantage and
Application for Petroleum Companies in Erbil City / Iraq**

M.Sc. Thesis

in

Business Administration

University of Gaziantep

Supervisor

Assist. Prof. Dr.Ş GUL REIS

by

Shno Noori AHMED

April 2017

REPUBLIC OF TURKEY
UNIVERSITY OF GAZIANTEP
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION

Name of the thesis: The impact of leadership on gaining competitive advantage an
application for petroleum companies in Erbil city / Iraq

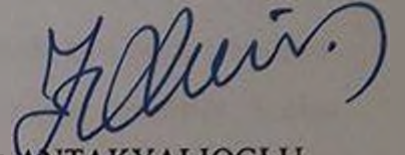
Name of the student: Shno Noori AHMED

Exam date: April 6, 2017

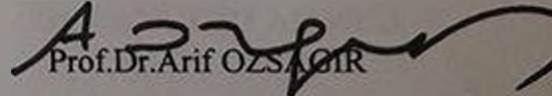
Approval of the Graduate School of Institute of Social Science

Assoc.Prof. Dr. Zekiye ANTAKYALIOGLU

Director of the Institute



I certify that this thesis satisfies all the requirements as a thesis for the degree of
Master of Science.


Prof. Dr. Arif OZSAGIR
Head of Department

This is to certify that we have read this thesis and that in our consensus opinion it is
fully adequate, in scope and quality, as a thesis for the degree of Master of Science.

Assist. Prof. Dr. S. GUL REIS

Supervisor

Examining Committee Members:

Assoc. Prof. Dr. Tuba BÜYÜKBEŞE

Assist. Prof. Dr. Ş. Gül REİS

Assist. Prof. Dr. Dr. Hasan AKSOY

Signature



REPUBLIC OF TURKEY
UNIVERSITY OF GAZIANTEP
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION

The impact of leadership on gaining competitive advantage: an application for
petroleum companies in Erbil city / Iraq

Name of the student: Shno Noori AHMED

Exam date: April 6, 2017

Approval of the Graduate School of Institute of Social Science

Assoc.Prof. Dr. Zekiy ANTAKYALIOGLU

Director of the Institute

I certify that this thesis satisfies all the requirements as a thesis for the degree of
Master of Science.

Prof.Dr.Arif OZSAGIR

Head of Department

This is to certify that we have read this thesis and that in our majority opinion it is
fully adequate, in scope and quality, as a thesis for the degree of Master of Science.

Assist. Prof. Dr.S.GUL REIS

Supervisor

Examining Committee Members:

Signature

Assoc.Prof. Dr. Tuba BÜYÜKBEŞE

.....

Assist. Prof. Dr.Ş. Gül REİS

.....

Assist. Prof. Dr.Dr. Hasan AKSOY

.....

DECLARATION

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and proper conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

SHNO NOORI AHMED

ABSTRACT**THE IMPACT OF LEADERSHIP ON GAINING COMPETITIVE
ADVANTAGE: AN APPLICATION FOR PETROLEUM COMPANIES IN
ERBIL CITY / IRAQ**

AHMED, Shno Noori

M.Sc. Thesis in Business Administration

Supervisor: Assist. Prof. Dr.Ş. GUL REIS

April 2017, 75 Pages

The aim of this study is to determine the impact of leadership competencies on gaining competitive advantage in petroleum companies in Erbil city. Many studies have revealed that leadership competencies have a significant impact on gaining competitive advantage. This study investigates if this connection is true for the companies in petroleum sector and if leadership competencies affect competitive advantage. For this purpose 150 employees and managers who are working in petroleum companies in Erbil city are surveyed and data collected from them. Collected data is used to test the study hypotheses by using SPSS program version 22 with regression analysis. As the results of analyses, leadership competencies have a positive and significant effect on competitive advantage for petroleum companies in Erbil.

Keywords: leadership competencies, competitive advantage, styles of leadership, leadership theories, petroleum companies.

ÖZET

LİDERLİK YETERLİLİĞİNİN REKABET AVANTAJI KAZANMAYA ETKİSİ: IRAK- ERBİL'DEKİ PETROL ŞİRKETLERİNDE BİR UYGULAMA

AHMED, Shno Noori

İşletme Yüksek Lisans Tezi

Danışman: Yrd.Doç. Dr. Ş.GUL REIS

Nisan 2017, 75 Sayfa

Bu araştırmanın amacı, liderlik yeterliliğinin Erbil'deki petrol şirketlerinin rekabet avantajı üzerindeki etkilerini belirlemektir. Bu konuda yapılan çalışmaların çoğunda liderlik yeterliliğinin rekabet avantajı elde etmede anlamlı bir etkisi olduğu sonucu elde edilmiştir. Bu çalışma, petrol sektöründeki şirketler için böyle bir ilişkinin olup olmadığını ve liderlik yeterliliğinin rekabet avantajı yaratmada etkili olup olmadığını ortaya koymaktadır. Bu amaçla Erbil'deki petrol şirketlerindeki 150 çalışan ve yöneticiye anket uygulanmış ve veri toplanmıştır. Elde edilen verilerle çalışmanın hipotezini test etmek için SPSS 22 programı kullanılarak regresyon analizi yapılmıştır. Yapılan analiz sonucunda Erbil'deki petrol şirketlerinin liderlik yeterliliğinin rekabet avantajını pozitif ve anlamlı bir şekilde etkilediği sonucuna ulaşılmıştır.

Anahtar Kelimeler: liderlik yeterliliği, rekabet avantajı, liderlik biçimleri, liderlik teorileri, petrol şirketleri.

DEDICATION

I dedicate my thesis work and give special thanks to my supervisor for all her tierdness and encourage during writing this thesis . and I would like to express my gratitude to my family members who always encouraged and fully supported me the greatest leader my father, to my heart my mother to my sisters and my lovely brother and many friends, finally thanks to everyone who helped me.

ACKNOWLEDGEMENTS

First and above all, great thanks to Allah, the Almighty, on whom ultimately we depend for sustenance and for granting me the sufficient skills and knowledge to complete this work. I am ever grateful to God.

I express my warm thanks to my supervisor Dr.Ş.GUL REIS for her guidance and support to writing the thesis.

TABLE OF CONTENTS

| | Page |
|--|-------------|
| DECLARATION | iv |
| ABSTRACT | v |
| ÖZET | vi |
| ACKNOWLEDGEMENTS | viii |
| TABLE OF CONTENTS | ix |
| LIST OF TABLES | xiii |
| LIST OF FIGURES | xiv |
| CHAPTER 1 | 1 |
| INTRODUCTION | 1 |
| 1.1. Statement of the Problem..... | 3 |
| 1.2. The Objectives of the Study..... | 4 |
| 1.3. The Importance of the Study..... | 4 |
| 1.4. Study Sample..... | 5 |
| 1.5. Research Hypotheses..... | 5 |
| 1.6. The Design Methods and Procedures..... | 6 |
| 1.7. Limitations of the Study..... | 6 |
| CHAPTER 2 | 7 |
| LITERATURE REVIEW | 7 |
| 2.1. Background of Leadership and Competitive Advantage..... | 7 |
| 2.2. The Concept of Leadership, Its Objectives and Importance..... | 8 |
| 2.3. Definition of Leadership..... | 8 |
| 2.4. Theories of Leadership..... | 9 |

| | |
|--|----|
| 2.4.1. Great-Man Theory..... | 9 |
| 2.4.2. Trait Theory | 10 |
| 2.4.3. Contingency Theories (Situational) | 11 |
| 2.4.4. Behavior Theory | 11 |
| 2.4.5. Process Leadership Theory | 11 |
| 2.4.6. Participative Theory | 12 |
| 2.4.7. Management Theories (Transactional Theories) | 12 |
| 2.4.8. Relationship Theories (Transformational Theories)..... | 13 |
| 2.4.9. Servant Leadership Theory | 13 |
| 2.5. Leadership Styles | 14 |
| 2.5.1. Charismatic Leadership Style | 14 |
| 2.5.2. Autocratic Leadership Style..... | 15 |
| 2.5.3. Bureaucratic Leadership Style | 16 |
| 2.5.4. Democratic Leadership Style | 16 |
| 2.5.5. Participative Leadership Style..... | 17 |
| 2.5.6. Transformational Leadership Style | 17 |
| 2.5.7. Transactional Leadership Style | 18 |
| 2.5.8. The Laissez-Faire Style of Leadership..... | 19 |
| 2.6. Leadership Competencies Concept and Definition..... | 20 |
| 2.6.1. Leadership Competencies Dimensions | 22 |
| 2.6.1.1. Strategy Development..... | 22 |
| 2.6.1.2. Fostering Innovation and Creativity | 24 |
| 2.6.1.3. Developing Leadership | 26 |
| 2.7. Competitive Advantage..... | 28 |
| 2.7.1. Introduction and Concept of Competitive Advantage | 28 |
| 2.7.2. Definitions Of Competitive Advantage | 29 |
| 2.7.3. Strategies For Competitive Advantage | 31 |

| | |
|--|-----------|
| 2.7.3.1. Strategy Differentiation..... | 31 |
| 2.7.3.2. Strategy Cost Leadership | 32 |
| 2.7.3.3. Marketing Strategy | 32 |
| 2.7.3.4. Infrastructure Strategy..... | 33 |
| 2.7.4. Gaining Competitive Advantage..... | 33 |
| 2.7.5. Factors Influence Gaining Competitive Advantage..... | 33 |
| 2.7.6. Competitive Advantage in Petroleum Sector..... | 34 |
| 2.7.7. Leadership and Gaining Competitive Advantage | 34 |
| 2.8. Previous Studies | 34 |
| CHAPTER 3 | 39 |
| METHODOLOGY | 39 |
| 3.1. Research Hypotheses | 39 |
| 3.2. Research Design..... | 40 |
| 3.3. Research Instrument..... | 40 |
| 3.4. Questionnaire | 41 |
| 3.5. Sampling and Data Collection | 42 |
| 3.6. Sample Description | 42 |
| 3.7. Data Analysis | 42 |
| CHAPTER 4 | 44 |
| FINDINGS AND DISCUSSION | 44 |
| 4.1. Results of Frequency Distribution for Respondents | 44 |
| 4.2. Reliability | 46 |
| 4.4. Result of Descriptive Statistics | 48 |
| 4.5. Model Summary..... | 50 |
| 4.6. Analysis of Variance (ANOVA)..... | 50 |
| 4.7. Coefficients | 51 |
| CONCLUSIONS | 54 |

| | |
|-------------------------|----|
| REFERENCES | 57 |
| APPENDICES | 70 |
| VITAE | 75 |

LIST OF TABLES

| | Page |
|--|-------------|
| Table 2.1. Traits and Skills (Al-Khalifah, 2014). | 10 |
| Table 4.1. Distribution of respondents by gender | 44 |
| Table 4.2. Distribution of respondents by education level..... | 44 |
| Table 4.3. Distribution of respondents by positions | 45 |
| Table 4.4. Distribution of respondents by service duration | 45 |
| Table 4.5. Distribution of respondents by marital status | 46 |
| Table 4.6. Distribution of respondents by age | 46 |
| Table 4.7. Values of Cronbach's alpha..... | 46 |
| Table 4.8. Mean and standard deviation for variables | 49 |
| Table 4.9. Correlations..... | 49 |
| Table 4.10. Model Summary..... | 50 |
| Table 4.11. ANOVA..... | 51 |
| Table 4.12. Results of regression analysis | 52 |
| Table 4.13. Result of hypotheses | 53 |

LIST OF FIGURES

| | Page |
|---------------------------------|-------------|
| Figure 3.1. Research model..... | 40 |

CHAPTER 1

INTRODUCTION

The petroleum industry is a global commercial. Usually controlled by big companies and big oilfields. However, in current years, the business has been moving into more various and different system of businesses, and the oilfields are getting reduced and more different. One reason is the diminishing oil investments and the growth in specific companies another reason is the rearrangement and globalization of the entire business as well as some new technology implementing (Nekrashevich, 2013).

The oil and gas business has a strange business model that combines equipment, fixed, contacts, knowledgeable personnel, ecofriendly security and finances (created on markets of rule) in the high-risk detection of a limited but dynamic product. This model levies most important contests on cost of companies in this commerce. They must comfort that anew revealed capitals are used in inexpensive and sustainable manner, where equipment and cost adeptness are key facets. Knowledge is also significant in disabling the fact that new materials are getting found more and more reserved from strong markets that is particularly true for petroleum resources (Talevski, 2009).

Nowadays world is very different associated with the past in this intelligence economic globalization form creation additional market capacities time created competition information abundance statement competence and increasing of behavior are the characteristics of the world in general (Pouraskari, 2015).

In the business society evolution and growth is heading to a direction which existence of any companies require operative and suitable competition, with other competitors companies in the same market. on the other hand, competitions is not possible in this type of economic competition in selected businesses has the contest like meaning that extending of staying in this competitions needs competitive advantages however researchers are always looking for realizing valid development

to make these competitive advantages for companies in the search of making them survive or develop (Abbas, 2011).

Leadership competencies and competitive advantage are two different variables. Leadership supports the manners or paths for the group or the team of a company to achieve their goals. The business is growing day-by-day revolution, increases and the equipment progression, which is arranging extremely result on commercial ideas and advances typically a leader, is in charge of the subordinates or a group of the companies. Leadership always influences achievement the competitive advantage of the companies. The logistic scholar's indication that the leader is taking its numerous capitals to motivation the vision in their companies which the character or leadership is most significant entity. Through this, the company can affect the conception. Executive researchers in this group have examined the role of the leadership or creativity. Investigators displays that leaders have at their retention several incomes to incentive innovation in their companies (Mumford, 2002).

Investigates in the past times have exposed the competitive advantages, established on recommendation inside capabilities can be benign ignoble for making of competitive advantages, compared with outside occasions. One of these competitive advantages is leadership style, planned leadership is one leadership style which is overt and has a real character in developing competitive advantages (Yazdani, 2009).

Though leadership achievement might have suggested for several motives, the want for leadership must have been to offer a location to improve control growth. Leadership smartness that is actual, moral, helpful, and accountable is imaginable when such a situation occurred (Rimes, 2011).

Competitive advantage is a proportion or variance in any company's nose or influence that approves one company to better attend the regulars than others and later make better customer charge and achieve larger performance. The experiential study includes abilities when allows companies to character its competitive advantage and distinguish itself from its competitors (Abdulkareem, 2008).

The leaders are required to achieve in hard or innovative situations that require them to behave intelligently or to improvise and adapt from experience. In

fact, leadership itself is an adaptive process obviously, and leaders who behave intelligently will be extremely respected. The intelligence is one of the personal character powers that increase with time and experience rather than decrease (Chan, 2010).

This research determines influence of leadership competencies on company's gaining competitive advantage in petroleum sector in Erbil city. The researchers have been done there studies on leadership competencies also on competitive advantage but the mainly impact of leadership competencies on competitive advantage is not fully studied in petroleum region.

For this purpose, this study investigates if there is any effect of leadership competencies on competitive advantages. The survey questionnaires about leadership competencies are developed by Al-Zoubi(2012) after some modifications to suit the objective and goals of the research purpose. This questionnaire takes in consideration four main variables, strategy development, fostering innovation and creativity, developing leaders, hiring talents. But only their dimensions are used in this study because of the sample's characteristics. The petroleum companies don't care hiring talents. As well as the questionnaire for competitive advantage are established by Auko(2014) after some modifications to suit the objective and goals of the research purpose. The survey questionnaires with the likert scales form are distributed to 150 employees and managers, which they are working in a petroleum companies in Erbil city. The collected data are analyzed statistically using SPSS program version 22 with frequency, reliability, descriptive statistics and regression analysis. According to regression, analysis results fostering innovation, strategy development and creativity and developing leaders have a significant positive effect on competitive advantages.

The study contains four chapters, which are respectively introduction, literature review, methodology and findings and discussion. At the end of the chapters conclusion and suggestions are given.

1.1. Statement of the Problem

The international petroleum business is one of most complex business in the world. moving business situation in today environment is so active and fast changing

therefore making it very difficult for companies to achieving the purpose easily. Hence the competencies leaders have a challenge on how to be very creative and fast in problem solving and in order to achieve all goals (Nyambura, 2016).

In the last years the many foreign companies controlled the petroleum sector in the Iraqi market and this caused a loss of national capital for the country and . It is a situation that must be taken into explanation in order to find suitable resolutions in time and because local companies for oil industry are so new in the market in Iraq they are facing a lack of skills and experience on strategies and leadership competition in order to have a competitive skill in this sector and they are facing many new competitors and the market needs good leadership and strategic moves in order to adapt with the changing and the developments that the market is facing.

This research focusing on the investigation the role of leadership competencies on gaining competitive advantage in petroleum companies in Erbil.

1.2. The Objectives of the Study

The main objective of this research is to process a representation that detects the relationships effects between leadership competencies and competitive advantage in the petroleum sector companies in Erbil (Iraq).

The purpose of this research is set to work out a structure for sustainable strategic formulation to demonstrate how leadership competencies create the background for the competitive advantage of the companies. The focus of the research is on exploring the competitiveness of a strange companies attractive into justification the importance on leadership competencies. It is existing in the circumstance of the petroleum companies in Erbil Iraq . Another purpose is to give the pointer for the local companies in order to develop their strategic and leadership competencies.

1.3. The Importance of the Study

Previously there is no research provided for the Iraqi business environment to investigate the impact of leadership competencies on competitive advantage in petroleum sector. Therefore, there is a serious need for empirical studies that link leadership competencies and competitive advantage using analytical statistical

methods. Leadership competencies are required for most professionals in this competition market place.

In the most general form, the competition is a conflict of managing subjects for more satisfactory conditions for marketing their products eventually for profit and return on invested capital. Therefore, competition is an acceptable for the struggle for existence also, it is one of the most effective mechanisms of selection and management in a market economics. To competition in the market with competitors the company needs to be competition, that is to be able to produce competitive products and to compete with their competitors which supplying the same markets with similar products.

Specific note is the importance at the steps of intangible intellectual sources of competitive advantage for the companies. For example, in many advanced companies in the world are measured the most important assets is not material resources equipment, raw materials, but knowledge, information, and competence of staff a key role in the efficient use of these resources belong to the head of the companies .

1.4. Study Sample

In order to achieve the objective of study the relation between leadership competencies and competitive advantage, the data is collected from petroleum company's employees and managers. There are 20 petroleum companies in Erbil city in Iraq and there are 1500 employees and managers in population. To do this study 150 employees and managers filled the questionnaire as a sample.

1.5. Research Hypotheses

The hypothesis is created according to theoretical framework. The study has one basic hypothesis and three sub hypotheses as follows.

H1: Leadership competencies dimensions have positive effect on competitive advantage.

H1a: Strategy development has positive effect on competitive advantage.

H1b: Fostering innovation and creativity has positive effect on competitive advantage.

H1c: Developing leaders has positive effect on competitive advantage.

1.6. The Design Methods and Procedures

The sample collection for this study composed of 20 companies in Erbil. The target all companies work in the field of petroleum in the Erbil province of Iraq. The respondents of the survey questionnaire are high-ranking employees that hold leadership positions within their companies.

In this research survey questionnaire is used to collect quantitative data, which are analyzed in order to detect the influence of leadership competencies on competitive advantage. The survey questionnaire consists of three parts. In Part, one requested some personal information from our respondents to get demographic profile of our survey. Part two provides information about leadership competencies as independent variable as follows: Strategy development (3 questions), fostering innovation and creativity (3 questions), developing leaders (3 questions). Third part the competitive advantage as a dependent variable with 12 questions. To format the questionnaire, used the Likert scale of five points (1. Strongly Disagree 2. Disagree, 3. Neither agree nor disagree, 4. Agree, and 5. Strongly Agree). Before being distributed to the companies' employees the questionnaire is formatted, that is developed and modified.

1.7. Limitations of the Study

These research limitations, which should be noted that this research is the first challenge in Erbil to study empirically the associations between the leadership competencies and the competitive advantage of the company's therefore the stated limits should be observed as occasions for future research. In addition, the sample is limited to the petroleum companies in Erbil city.

CHAPTER 2

LITERATURE REVIEW

This chapter will review the importance of leadership competencies through leadership theories, leadership styles, to investigate the relationship between leadership competencies through dimension strategy development and fostering innovation and creativity and develop leaders and how impact on gaining competitive advantage discuss the importance role of leadership in previous studies and in different sectors.

2.1. Background of Leadership and Competitive Advantage

Researchers are continuously regarding for discovery relevant developments to create the competitive advantages for the companies in order to mark them carry on or advanced. Investigates in historical times have indicated the competitive advantages constructed on companies inside capabilities can be a safer disreputable for making of competitive advantages, associated with outside occasions. One of the competitive advantages authorities is leadership smartness and leadership theories which is very perceptible and has an actual character in gaining competitive advantages(Fatemeh, 2015).

Competitive advantage as the capability to stopover achievement of standing or possible competition therefore greater concert reached through competitive advantage will guarantee market leadership. Similarly it delivers the compliant that principals supposed through a company and the corporate policy will have a thoughtful impact on creating competitive advantage (Kipchirchir, 2014).

Commercial approach as the instrument that controls the capitals and make competitive advantage, later, maintainable commercial strategy might not be satisfactory except it retain control over exclusive capitals that has the capability to generate such a private advantage (Uğur, 2009).

2.2. The Concept of Leadership, Its Objectives and Importance

Leadership classifications retain developing as researchers try to make simpler the description to facilitate general public to appreciate the conception certainly also to create it less complicated and more useful in everyday business. For periods leadership educations have been controlled with leaders and to classifying the appearances necessary for actual leadership even it is obviously specified that it is problematic to provide leadership a sole description to keep discovering this part of revision. It displays that there is no ending argument for leadership researches and it has grown into an critical division in community knowledge(Mike, 2012).

There are different lessons of requirements these include somatic communal and egotistic needs. Equally, job agreement is frequently related with social requirement and situation leadership has been connected to executive as it includes guiding and leading to an amount the countryside, grade, point and outdated of actions and changes happening within the companies (Paulos, 2014).

Controlling as a procedure is fixed in the connections of individuals at work directed to growth of proficiency and unusual capitals: employment, equipment, raw resources and evidence highly, leadership of an association should be given acceptable consideration, if the association expects to attain its purposes. The repetition of leadership as it includes taking control and reform the actions of association fellows to certify that required marks are reached (Cathy, 2008).

2.3. Definition of Leadership

Leadership is the capability to interrupt a selection of policy and goals assurance and loyalty to the job of attaining the aim, moving the followers in order to detect, encourage and improve the nation of the association. Leadership is the procedure of manipulating persons, and touching the several other capitals to collaborate in reaching the aims, abilities, subjective procedure, leaders and groups, stimulating collaboration, and resolution. Strategy leadership is branded into some sectors, explicitly , contain the effect, the communication between the many performers, together as approach leader and supporter, contact subjective the state where the interface removed residence, procedure with several results (Syafarudin, 2016).

Leadership is one of the most active properties in the procedure of different and administrative communication. In other words, capability of administration to execute “Cooperated Energy” depends on leadership competence. Lee and Chuang (Hua, 2009). Clarify that the exceptional leader not only stimulates dependent is prospective to improve competitions but also meets their supplies in the procedure of attaining operational objectives. (Henry, 2002) Defined leadership as the separate behavior to leader a collection to realize the shared goals (Francis, 1991) clarifies leadership as use of leading approach to offer exciting motivation and to improve the workforce’s prospective for development and expansion.

According to Deborah (1981) various aims designate that there would be an association among leadership and executive performance. The leading is that nowadays serious and active markets article invention based competition value concert opposition, decreasing incomes, and the original creation of vertical capabilities. actual leadership behaviors can allow the development of concert while companies expression these novel challenges (Fred, 2005).

2.4. Theories of Leadership

Above the previous fifty years investigators have created different models to define and explain several parts of leadership theories are significant because they support describe varies viewpoints and define variable philosophies (Mary, 1995).

2.4.1. Great-Man Theory

Great man theories accept that the possibility for leadership is characteristic that limitless leaders are born, not made. These theories often expose leaders as heroic, mythological and designed to growth to leadership when necessary. The word great man is used, at the time, leadership is believed of mainly as excellence, completely leadership (Prince, 2015).

The examinations for collective characters of leadership are providing over periods as most developments essential idols to determine their achievements and to apologize their problems (Yair, 2003). In 1847, Thomas Carlyle declared for the sake of the idols that general antiquity, the history of what man has skilled in this creation is at the lowermost of the history, of the great men who must functioned at this

point” (Thomas, 1847) requested in his great man theory that leadership is inborn property and only those men who are gifted with gallant potential can forever turn into the leaders (Allen, 2014).

2.4.2. Trait Theory

The philosophers declared that influenced physical traits, charm characteristics are given to leaders from their birth, and they differentiated them from non-leaders. Trait theories didn't notice the theories whether leadership traits are inborn or assumed (Khan, 2013).

There are two traits:

Emergent traits (persons depending considerably upon heredity) as elevation, intellect, attraction, and.

Self-confidence and usefulness traits (dependent on involvement or education), with personality as fundamental component of leadership (Jouko, 1991).

Table 2.1. Traits and Skills (Al-Khalifah, 2014).

| Traits | Skills |
|------------------------------------|------------------------------------|
| Flexible to conditions | Crafty |
| Observant to social situation | Theoretically skilled |
| Determined and achievement leaning | Imaginative |
| Insistent | Political and diplomatic |
| Obliging | Flowing in speaking |
| Conclusive | Conversant about collection task |
| Loyal | Controlled (managerial capability) |
| Leading (want to affect others) | Influential |
| Active (in height movement equal) | Communally expert |
| Determined | |
| Self-self-assured | |
| Accepting of stress | |
| Willing to consent answerability | |

2.4.3. Contingency Theories (Situational)

Contingency theories of leadership emphasis on specific variables linked to the situation that force define which styles of leadership is greatest suitable for a certain exertion condition. Giving to this theory, no particular leadership style is appropriate in all circumstances. Success depends upon a number of variables, including leadership style, abilities of supporters and situational structures a contingency factor is thus any condition in any important situation to be measured when scheming an companies or one of its elements contingency theory situations that operative leadership be contingent on the grade of right among a leader's makings and leadership style and that required by an exact condition(Prince, 2015).

2.4.4. Behavior Theory

Investigators of behavioral theory trust that by classifying the detailed behaviors positive leaders habit, we can grow actual leaders. The method goals to focus on leadership situations, in terms of behavioral styles, to give more weights on work and employees. By emphasizing on work and employees, this method contends that a leader can be actual in enabling employees' agreement and organizational performance(Al-Khalifah, 2014).

Depending on the behavioral theory, people can learn to develop leaders through training and observation. The systematic evaluation of autocratic and democratic leadership styles has motivated the behavior of leaders. It has been recognized that groups fall under these categories of leadership styles perform similarly. Democratically directed groups do approximately as well as the autocratic group associates have more positive moods but and no hostility greatest significantly the labors of group memberships continue even when the leader is lacking dictatorially focused groups will work well so long as the leader is present group associates still tend to be unfortunate with the leadership style and rapid aggression (Prince, 2015).

2.4.5. Process Leadership Theory

“The theory of leadership is developing continuously, providing scholars with more and more approaches every year. Thus, some more leadership theories focusing

on the process include servant leadership, organization learning organization, principal centered leadership and leadership charismatic” (William, 2005). Servant leadership is introduced by Greenleaf in the beginning of 1970s The discussion of domestic leadership is invigorated in the start of 1990(Melvin, 1990).

Domestic leadership is communicated on people who by environment are domestics such leader got encouragement in centering on their subordinates emotional state while leaders should understand them repair of them and encourage them. “The servant leader attentions on the requirements of the supporters and helps them to become more autonomous allowed and knowledgeable. The authors also claim that the servant leader is additional worried about which have notes and acknowledges them as equivalent (Isaac, 2014).

2.4.6. Participative Theory

Participative leadership theories recommend that perfect leadership style is one that earnings the contribution of others into account. The managers who usages participative leadership, rather than creating all the decisions, look for to involve other people, thus educating obligations and increasing relationships, which leads to recovering excellence decisions and a more positive business participative leaders support involvement and assistances from collection supporters and help gathering memberships to feel relevant and dedicated to the executive procedure (Geert, 1980).

2.4.7. Management Theories (Transactional Theories)

Management Theories assume that ideal shows can be reached through the use of punishments and compensations. These theories are often used in control where employees are rewarded by (time off, extras, etc.) when they optimally perform and are punished (shift work, reprimanded, etc.) when their enactment is severely lower prospects. The argument between leader and lower includes four dimensions: compensations, dynamic controlling by exclusion and impervious supervision by exception and laissez-fair. The practice of dependent payments has the leaders connecting the aim to compounds while explicatory anticipations the basic of this theories focus on guiding controlling, planning for short term direct mission getting and being planned(Donna, 1997) .This style of leadership is first

presented by Max Weber in 1947 then developed by Bernard Bass in 1985 (Robert, 2014).

2.4.8. Relationship Theories (Transformational Theories)

Leadership should produce helpful modification in dependents by attractive attention of them therefore educating motivation and show of dependents. This theory focuses on the influences among leaders and dependents. Leaders should encourage and motivate subordinates by serving them to appreciate the perpendicular of the mission or objectives annoying to be realized (Baiyin, 2012). Leaders inside this theoretical perfect regularly ensure great moral and moral values and attempt to confirm administrative, group and single achievement (Chukwuma, 2007).

“In contrast realizes it as principled attaching it to dysfunctional or poisonous leaders at best. This leadership theory, more than any other, includes several leadership theories such as behavior, charismatic, situational and transactional” (Ruth, 2001).

2.4.9. Servant Leadership Theory

The concept of servant leadership is nowadays in its quarter period as a leadership theory, and endures to develop in reputation everywhere the world . The servant leader enjoys a attitude and conduct to oblige others as a obligation of leading a respectable and ethical lifecycle . Somebody who principal is provision angled and then discoveries themselves in leadership situations . Servant leadership theory is exclusive because different from additional models it motivations on self growth and self replication of the leader as a social individual leading.Characteristic simulations of leadership do not create with an examination of leader incentive (James, 2002).

There are ten characteristics dominant according to Spencer(2011) to the advance of servant leaders(1) attending (2) understanding (3) curative (4) consciousness (5) influence (6) anticipation (7) stewardship (8) promise (9) public structure.

2.5. Leadership Styles

Greatest modern leadership theories perceiving leadership styles are motivated on charismatic, transformational and visionary leadership. Opposite to upper classes and strategic leadership, they are focused on how leader and their followers interact (Sharon, 2013). leadership styles as a specific performance practical by a leader to stimulate his or her attendants to attain the objects of the companies. the amount of scholars have innovative leadership style models based around decision making (Jerotich, 2013).

2.5.1. Charismatic Leadership Style

The key variable in charismatic leadership theories is personal documentation of the supporters with their leader. This is what these theories make the importance on having a tendency to concentrate on products of specific level such as constancy, identity, effect, commitment, motivation and performance (Allen, 2014).

This style the key characteristic for the leader's capability to motivate others. They do so through requirement to a revelation, which they are sensitive with cooperating to their group. It is thinkable that the leader will really have to generate the vision as well, challenging the capability to create pleasure in others about new, conceivably dangerous philosophies. As the name suggests, the charismatic leadership (Ronald, 2003).

This category of leader contains and encourages each member of the team and focuses on the development of each member's skill set the team can be wildly creative and generate interesting, forward-thinking solutions to existing or new problems. Each team member will tend to become a leader on their own by helping their fellow team mates and encouraging them to remain committed to the vision as well (Malin, 2015).

Charismatic leadership defined as "dormant on commitment to the unique sacredness, courage or model attractiveness of a definite specific and if the normative designs or instruction discovered by him"(Annette, 2005).

Consequences of Charismatic Leadership:

Several researchers realize charismatic leadership as confident power, which crops required values. However, there are specific academics who importance on objectionable characteristics of the charismatic leadership. Both sides of the charismatic leadership will be understandable. It is deceptive that charismatic leadership reassures followers to give extra creation than what is expectable from them. It also achieves self-actualization in its supporters (Karamat, 2013).

In the qualified world also the positively mechanisms for the charismatic leaderships. general routine of the reminder will increase. It sorts sensibleness of self-actualization in the followers (Gary, 1999).

2.5.2. Autocratic Leadership Style

The autocratic leader takes to generate the popular of choices. These leaders prefer to keep mechanism and obligation above the growths that they are allocated. These earnings that they aren't very likely to empower making decisions to others they choose a perfect construction and set outlooks. These leaders hardly check with others and aren't very involved in emerging their own talents or those of their staffs. This style of leadership is rather old-fashioned now, but until now used (Javidan, 2006).

Autocratic leaders are generally detested, as there is no possibility for enterprise, reflection, and self-development on the part of followers. Teachers and students, for example, whose school heads employ the monocratic leadership style, continue diffident and troubled of the leadership specialist. This finally decreases their aptitude to discover their possible. This style is classic of a leader who expresses his personnel what he wants done and how he requirements it done, without inviting the effort guidance of his supporters. Some people have a follow of to perceive this style (Wote, 2014).

Although democratic leadership methods around theory Y, autocratic leadership is chosen by persons who can be considered by theory X. McGregor (1960) developed theory X to clarify the movements of personalities who will not work, or who do not like to work and must be compelled by others to complete assignments and stay on job. The people who compel these individuals must be strong, controlling and supervise the development (Kyle, 2011).

2.5.3. Bureaucratic Leadership Style

Bureaucratic leadership procedure, the emphasis for the leader is assured that employees monitor the rules with reliability. The style developed in general when the developed period activated aimed at factory effort needs exact instructions and measures in imperative to approve reliable excellence and to defend the healthiness and security of the employees. In this leadership condition, the leader increases power more after his location than for other explanations (Al-Khalifah, 2014).

Bureaucratic leaders create, and rely on, strategy to chance executive aims. Strategies energy performance, policy, purposes and consequences. Bureaucratic leaders are greatest contented trusting on a specified strategy in order to influence groups to get on panel. In doing so they send a very direct communication that strategy directives way. Bureaucratic leaders are usually powerfully devoted to events and developments in its place of people, and as a consequence they may seem indifferent and extremely modification hostile. The exact problematic or difficulties related with expending strategies to chief are not continuously understandable pending the destruction is complete. The risk now is that leadership is highest assistances, inspiring and administrative leaders over look emerging subordinates. (Ojokuku, 2012).

2.5.4. Democratic Leadership Style

The democratic leadership style as it reassures workforces to be an amount of the choice creating. The democratic director retains workforces knowledgeable roughly the whole thing that touches their effort and parts judgment creation and difficult resolving errands(Almandeel, 2014) .This style needs the leader to be a trainer who has the last give or take, but collects evidence after control followers previously creation a decision. The democratic leadership cans products high quality and high quantity work for comprehensive phases of time. Several staffs similar the conviction they accept and answer with support, team essence, and high confidence. normally the democratic leader grows diplomacies to advantage workers estimate their individual enactment consents workforces to found objectives Inspires personnel to develop on the profession and be encouraged distinguishes and inspires reaching Similar to other styles, the democratic style is not usually applicable It is

most effective when used with high level skills and experience subordinator also when applying operative modifications or solving groups and individuals problems (Paul, 2003).

2.5.5. Participative Leadership Style

Usually the most actual leadership styles. When democratic leaders offer direction to group supporters, but they also participate in the group and allow involvement from other group supporters. Participative leaders inspire group members to contribute, but reminisce the last approximately over the resolution creating practice. Group members feel involved in the method and are more inspired and imaginative (Khan, 2013).

2.5.6. Transformational Leadership Style

The theory of transformational leadership is one of the serious leadership styles in nowadays business sensibility (David, 2013), Transformational leadership explained by many scholars with different definitions but replicating nearly the same directions. Transformational leaders encourage and motivate their supporters to achieve aims and purposes of mutual attentiveness which might originate by unexpected belongings and in the procedure they improve leadership capability (Choudhary, 2013).

Transformational leadership style focuses on the growth of supporters as well as their requests. Directors with transformational leadership style deliberate on the development and growth of charge method of workers, their moving equal and ethics with the introduction for their capabilities. the objective of transformational leadership would be to transform people and companies classified a correct intelligence to change them in the attention and heart expand delusion, insight and accepting clarify motives make behavior similar with morals, thoughts and transports about changes which are perpetual, self-perpetuating and energy construction (Feng, 2014).

According to (Chowdhury, 2014) Transformational leaders exhibit various types of behavior

- Influence of Idealized.
- Motivation Inspirational.
- Motivation Intellectual.
- Consideration Individualized.

Transformational leadership actions as a connection among leaders and supporters to develop clear considerate of interest's followers, values and motivational level. It mostly supports supporters realize their objectives occupied in the administrative location it encourages supporters to be adaptive and sensitive to new and enhanced observes and vagaries in the situation. (Dongyuan, 2016) transformational leadership deals with major changes in association arrogances in order to change them and to attain the administration's objects and policies in this way (Rebecca, 2016).

Transformational leaders are considered by their competencies to classify the need for change, achievement the arrangement and promise of others, create an apparition that monitors change and insert the change (Khan, 2016).

2.5.7. Transactional Leadership Style

Transactional leadership as the interchange connection category among leader and supporter. Conferring to several scholars transactional leadership styles are only beached in the community conversation and communal knowledge theories, which is measured as the equal environment of leadership Transactional leadership is based on the connection and communication among leader and follower but not on any circumstances (Hassan, 2014).

Transactional leader surveys the structure of depending recompenses to clarify show probability to the supporters and escalates respectable concert. Transactional leaders trust in pledged settlements as main promoters and use extrinsic payments near pretty followers' incentive (Julius, 2015). The works discovered that the transactional style checks originality and can riskily impact workers job gratification. Supervision through absolution clarifies leaders' behavior with regards suitable discovery of divergences since predictable supporters'

behavior. The application of both styles differs from state to state and situation to situation.

Transactional leadership style comprises three components:

- I. **Depending Payment.** Depending payment leadership focuses on reaching consequences. As persons grow actual, tangible, physical rewards in exchange of their works, thus, this behavior surfaced. Where transformational leadership accepts separate capacities and shapes interest over expressive applications, standards, and belief systems, transactional leadership engenders compliance by appealing to the wants and needs of individuals. Manager leaders who use contingent reward are probable to show direction to the workers so the profession grows done. In casing, key needles of contingent reward include show constructed physical rewards, track setting, exchange, and sureness structure in the group.
- II. **Administration by concession active.** administration by concession active is not the abdication of leadership, considered by a laissez-faire leadership. Leaders who follow management by exclusion have a characteristic confidence in their employees to finish the occupation to acceptable average, and escape astounding the ship.
- III. **Management by concession Inactive.** It is the style of transactional leadership in which the leaders escape requiring contract, and miscarry to deliver aims and values to be realized by supervise occasionally a leader delays for things to go incorrect previously attractive achievement (Khan, 2016).

2.5.8. The Laissez-Faire Style of Leadership

The laissez-faire leader equally a great inactive leader who is unwilling to effect dependents' significant liberty to the point of offering above responsibilities. In an intelligence, this particularly impassive category of leadership specifies the nonappearance of leadership (Kyle, 2011), Laissez-faire leadership style has a destructive influence on supporters and connections conflicting to anything is projected by the leader manager. There are many behaviors that characterize laissez-faire leadership as "do nothing" or "hands-off" method. Such behaviors contain

remaining absent after workers, avoidance guiding responsibilities, and being slothful, rather than sensitive or practical (Teshome, 2011).

The laissez-faire leadership style is similarly recognized as the indicators rotten style. It is one in which the leader offers pint-sized or no course and provides workers as greatly autonomy as probable (Ukaidi, 2016) All specialist or control is assumed to the workers and they obligation regulate aims, create results, and resolution complications on their own. This is an actual style to use when workers are extremely capable, practiced, and cultivated Workers have conceit in their labour and the drive to do it effectively on their own external specialists, such as work authorities or advisers are existence used Workers are dependable and knowledgeable (Ilsev, 2009).

Laissez-faire leadership should not be disordered with democratic, relations oriented, participative, or considerate leadership behavior. Nor should it be disordered with allocation or administration by concession. Assignment suggests the leader's active way of a subsidiary to take accountability for certain character or mission (Einarsen, 2015).

The leader who applies administration by concession permits the outranked to last on trails that the subordinate and the leader agreed on until problems arise or values are not chanced, at which time the leader interferes to brand modifications (Thuy, 2015).

2.6. Leadership Competencies Concept and Definition

“Many of these companies have developed formal competencies models descriptions of knowledge, skills, personal characteristics and behaviors of effective leaders as explicit statements of this idea, basically every main company has ideas about what it takes to be an outstanding leader. Many of these companies have developed formal competencies models descriptions of knowledge and skills and personal characteristics and behaviors of effective leaders as explicit statements of these impression” (Klemp, 1998) .

“Leadership competencies are leadership contribute behaviors, skills that better recognize and improve their following compeers of leaders essential leadership

competencies and overall competencies have been clarified by scholars to bigger confirmation by using a competencies based method to leadership companies can equally future business trends and strategy should drive the development of new

Companies should also define what leadership traits are distinctive to the specific company to create competitive advantage, while some leadership competencies are essential to all companies the competence in universal can be assumed as the capability of an individual to motivate, use and attach the picked up knowledge in the complex, some and irregular circumstances. competencies include knowledge, proficiency, skills, personal and behavioral characteristics, theories, motivations, standards. they are behavioral records of the roles which people implement in the work procedures to avoid terminological misunderstanding competencies defines as the ability to use knowledge and other skills required for successful and capable achievement of an selected mission, transaction of work aim understanding or act of a certain role in the occupational procedure (Pagon, 2008).

The main resolve in founding competencies for leadership must be to better describe what purposes leaders must perform to make themselves also others in their companies active some competencies meanings contain reference to collections of knowledge and skills also abilities and traits that lead to effective performances (Horey, 2003).

Competencies are the essential personal characteristics and behaviors of a separate that are significant funders to predicting outstanding in a job within a particular companies they mark the variance regular job performance and outstanding performance. Moreover, the competencies in a specific model are aligned with the company's strategy and culture.

The last period scholars of leadership have been expressed, most of which have strengthened the concept that altered leadership styles are related in different circumstances (Elinor, 2014).

“Furthermost lately the competencies schools of leadership occurred, which produces all the previous schools, since it reflects traits, behavior's and expressive intellect as competencies, it suggests that certain competencies profiles are

appropriate in different situations and it assigns competencies profiles for transformational also transactional leaders.” (Trivellas, 2013).

Formal position of leadership, allows leaders to use a diverse set of skills and competencies to influence others and lead to accomplish objectives. An important leadership contest is to lead when not in a situation of reasonable or formal authority legitimate authority, or a formal position of leadership, allows leaders to use a diverse set of skills and competencies to influence others and lead to achieve objectives (Baker, 2011).

The certain trait in one framework is replaced with corresponding behavior in another generally, selection of relevant competencies has. generated much argument since the relevance of competencies is commonly seen to vary with the task and organization involved, competencies have been clarified with terms describing certain personal traits, behaviors, skills, values, and knowledge, and many existing frameworks are arrangements of these. In existing research, different types of dimensions have often been mixed and treated as equals (Jokinen, 2005). According to (Badger, 2008) competencies is somewhat that an individual able to do well and that lights and level to occupation supplies core competencies can take numerous forms, topic, counting exact practical, substance distinguish, how a reliable process, or close relatives with clientele and workers .

2.6.1. Leadership Competencies Dimensions

2.6.1.1. Strategy Development

“Strategic leadership is very significant of removing strategy factors among tangible influences. Strategic leadership has a positive effect on active request of strategy in civilization .These results fit findings of problem nonfiction in strategic administration”(Grant, 2016).

Strategic leadership demarcated as a key motivation to appliance actual strategy. Though a diffuseness of leadership and specifically strategic leadership standard as one of major fences for applying real strategy by older leaders of companies (Ghayoomi, 2012).

“Boyatzis (1982) advanced the first typical of leadership competencies. He found twelve competencies linked to leadership efficiency. However, it is not clear how these competencies communicate to each other Mumford (2000) developed a framework of leadership skills that discriminates three dimensions problem solving skills social decision skills and social skills though this outline does not recommend explicit competencies for each measurement. In the last few years”(Fiske, 2007).

Capability of strategic leadership in a companies to expect, predict and keep elasticity, and enable others to generate a strategic chance and a viable future of the companies Providing strategic leadership is an important role for the main decision-making general and for many other senior directors need to grow the shape of their available markets balance sheets and the availability of capital, how to improve the interests of the various structural voters how to manage change in good times and bad times, how to use authority and accountability, the products and services that can serve those markets advantageously and how to shape an effective leader team of diverse competencies and interests (Nthini, 2013).

Leadership development is a sound risk director preparation that is serious to confirming the possibility of an companies that motivation the capacity sequence are more fast and elastic in the expression of an unexpected leadership modification since they have the abilities and capability to fill leadership gaps strategic leadership growth moreover delivers an occasion for decision making directors to involve their panel in high-level strategic scheduling that discovers unexpected chances strategic Leadership growth an ongoing process that identifies the central competencies information and skills needed by your companies in the next five years along with a plan to develop those competencies in your existing talent or convert new capacity from external the companies (Nemiro, 2008).

The implication of companies that are fixed in the central suffer from a high charge and a small level of diversity ensuing in a poor competitive advantage in the industry within which they operate It is important to distinguish between organizations that are stuck in the middle and those companies that look to association generic strategies successfully companies observed as being fixed in the medium have a great rate situation and a low level differentiation ensuing in competitive advantage developmental leaders residence the development of their

people first and the company's second. this type of leader enables companies to move into several strategic business directions developmental leaders observation all controls as probably leaders and confirm developing chances (Spencer, 2011).

2.6.1.2. Fostering Innovation and Creativity

“Both creativity and innovation are compound miracles, element to several expansive background and social impacts. Creativity is the only most significant source of innovation the investigators still usually avoid improving the difficulty of investigative creativity and innovation collected as the gap artificial by the detachment of creativity and innovation research streams is just start to be addressed even if both creativity and innovation can be applied at dissimilar levels in the company's innovation works can be knowledgeable by creativity exploration” (Cerme, 2013).

To coordinate and integrate their differing styles through a process of applied creativity that includes always discovering and important new problems solving those problems and applying the new solutions effective leadership is integral to the effectiveness of Creative and innovative are no exclusion while individual by, skills , knowledge and abilities are also maintained to be significantly affected by leadership which makes them interest .leaders assist individuals the company's (Jing, 2014).

“More than fifty years ago Burns and Stalker1961 published their influential work on management and innovation, still the most notable in combing the concepts of leadership and innovation. Since its publication scholars have demonstrated that leaders are a significant element in the promotion of creativity and innovation”(Michael, 2015).

Innovative business is the main leaderships skills or capability defined leadership of innovation as those who exercise influence and motivate others to work to achieve new and suitable effects Leaders control significances exchange making decision and the main power and the options to develop company's performance leadership and professional approach powerfully influence innovative acts identified that if not a big support from leaders it will be difficult to achieve creative results.

Leadership styles as having a significantly effect on creativity and also in innovation in research and development. Although leadership has been documented as an essential factor in development and enhancing employees creative and innovative While creativity and innovation commonly lead to changes in company leadership models that serve to accommodate change are considered equally as strong an influence creativity has been defined in many ways (Khalili, 2015).

Scholars have shown how company, culture , strategy, technology structure and other companies location, creativity and innovation are the main sources of competitive advantage however the role of leadership in the innovative process creative and effective companies do not develop by chance they require leaders to motivation and regulator thoughtful changes in, culture, structure, and process in order to convert them into creative, effective, and productive ones even though many companies look for competitive advantage.(Vidar, 2014).

Leadership is the most important source of competitive advantage. leaders usually decide what occurs in the companies and give the direction tools help bring effectiveness and competitive advantage to companies (Agbor, 2008).

2.6.3. Transitioning Creativity to Innovation

To get a creative impression is one purpose. Then to get it transitioned into the innovation of a new product or service needs other personal characteristics innovative individuals need the thoughtful of mind-set that can produce the succession of processes that lead to effective innovation, such as creating the awareness, informing significant others selling the idea effectively planning the development process, and disabling constraints time, currency importance .

Creativity and innovation are not secretive forces over which leaders have no control. Advanced leadership can and does create a weather that encourages creativity and innovation as we have reviewed here, there are many specific leadership initiatives validated by the success of certain high-tech companies, that enlightened leaders can take to stimulate creativity and innovation in any work setting.

Leaders should motivate creativity aimed at two very significant causes:

1. To prevent modernity.
2. To increase productivity.

Leaders know in their natural that creativity and innovation are the essence of their association. Novel thoughts can lead to sequencers that are bigger to persons that are previously profitable on or planned in the society and which would have been separated or never introduced had a superior knowledge or sequencer derive lengthways. So, the assignment of each leader must be to exploration constantly for ideas and packages that are greater to the ones the society is presently dedicated to. In a word, it's called development but what can the leaders do to encourage creativity and innovation. The most understandable reaction, small of contracting a different staff, is to use supervision advantages that generate work situation that encourages the current operate to be additional resourceful then innovative (Klemm, 2014).

Innovation has remained positive in several ways. Single of the innovators accentuating its standing. while creativity is measured an important structure chunk for innovation as creativity is associated to intelligent external the box (Schindler, 2015).

2.6.1.3. Developing Leadership

The great deal of attention has been given to leadership development good leader can make an achievement of a weak business plan but a poor leader can devastation even the best plan that's why developing effective leadership by using a consistent talent management program at all levels across the organization can arrival significant business value to attract , identify, fill, and keep corporate leadership talent companies need leadership development programs focused on hiring strategies employee development, and career and succession planning.

“Currently companies are not well prepared to fill vacancies in their leadership roles 2008 study found that only 36 percent of the surveyed companies felt prepared to immediately fill leadership positions”.

The development leader competencies is still a very new part one that will benefit by drawing on existing research and theory from a wide range of social science self-controls search of leadership development programs obtainable by

independent consulting groups will yield hundreds that include developing leader competencies (Riggio, 2007).

To develop our leadership skills, we need to know our destination, assess our current proficiency level and use available learning capitals and support structures the key components of leadership development are focus on developing the competencies for your leadership level and then the level you would like to achieve a variety of impost tools to identify strengths personal styles and related developmental needs use the results of the calculations to create developmental Plan offers a variety of learning methods to best meet each employee's learning style and developmental needs training and electronic learning with Self-development Builds team skills through tasks, coaching and training related both to task accomplishment as well as to relationship building and group processes (Sroufe ,2015).

Leadership Development Steps

- Determine the best leadership style for companies.
- Identify current and potential leaders within the company.
- Identify leadership gaps.
- Develop succession plans for critical roles.
- Develop career planning goals for potential leaders.
- Develop a skills roadmap for future leaders.
- Develop retention programs for current and future leaders (Adair, 2005).

Developmental leadership assessments employee advance and growth as the eventual goal and as employees and leaders grow so does the companies it is important that leaders offer converted plans that will take advantage of on specific strengths and address areas of weakness of employees and future leaders In an effort to become thin and profitable companies have compacted their companies structure and this has created fewer coatings of workforces to draw on for elevations this change also allows leaders to emerge from all levels of an company flat companies encourage better participation in idea innovation foster decision making, increase group work, and respond positively to change developmental leaders place the development of their people first and the company second So this type of leader enables companies to move into several strategic business instructions (Holt, 2011).

Leadership development “Is onerous, as is engaging in reflective practices. This is particularly so when the environment is not conducive to such practices, or when one is not predisposed to reflection. Hence, one must first be willing and ready for development in order to invest energy and time into leadership development trait reflection and intermediate outcome measures such as quality of reflection are used to indicate the motivation for reflection that occurred in the study. Motivation for reflection may also be related to one’s developmental readiness or one’s motivation to lead” (Chan, 2010).

Dissimilar philosophies such as Dweck (2006) and Kegan and Lahey (2009) designate that leadership development is around developing the separate leader character and special vision over a set of services, toolbox for developing you as a leader (Totlund, 2014).

Leadership development. This concept includes every form of growth or stage of development in a person’s life that promotes, encourages, and assists the expansion of knowledge and expertise required to optimize one’s leadership potential and performance (Wright, 2001).

2.7. Competitive Advantage

2.7.1. Introduction and Concept of Competitive Advantage

Competitive advantage is every action that a company’s confirms exactly well connected to competing companies. When a company can do approximately what rival companies lack, or preserves approximately what rival companies’ want that can signify a competitive advantage. Getting and protection of competitive advantage is essential for sustainable achievement in an organization (Taiwan, 2011).

Competitive advantage is the duration that is used by many economists and professional intellectuals and it is moreover the duration which each institute imaginings to obligate the identifier in their particular parks. Porter work (1979, 1980, 1985, and 1990) has opened the new ranges of competitive advantage and a lot of disagreement has been complete on those who all have worked in the field of competitive advantage that competitive advantage term is not existing until 1985 but seeing the work of Day (1984). (Hassan, 2014) . Spence (1984) and Barney(1986)

used the term everywhere the similar periods as Porter while Penrose (1959) and Ansoff (1965) used the concept of competitive advantage prior to that time (Sultan, 2007).

2.7.2. Definitions of Competitive Advantage

Competitive advantage is defined as "an advantage over business competitors obtained by providing customers with better values, either by means of less prices or by offering greater benefits and service that provide good reason for higher prices" (Al-Zoubi, 2012).

Every organisation, inside any manufacturing, needs certain competitive advantage concluded its competitors, in directive to uphold its location effectively finished period. Competitive advantage is defined as a factor that entitles one business to be more profitable than its rivals. An organisation needs an suitable competitive strategy that supplies it with the capability to achieve and retain its competitive advantage . competitive strategy is how to situation a company in its competitive location in a way that allows it to improvement advantage compared to its competitors (Al-Awadh, 1996).

The concept of competitive advantage is presented to the field of planned management by Scholers.They clarified that competitive advantage is attained by establishments through transfer of possessions and development of a innovative advantage locating actual from different candidat (Porter, 2011) called attention that competitive advantage creates from the makings commercial styles for customers and he considered competitive advantage as an association consuming a extended haul exceptional and profitable argumentative condition in deference to changed applicants, advancement, social union and the productivity of usage while advantage implies organization can choice up control in. Additionally recommended that organization can apply three systems to proposal some advantage , cost authority, separation and center approaches(Rahman, 2011).

The theory capability be reprimanded for actuality dismissed. This method is irregular and along these lines in danger of overlooking countryside which is immobile undeveloped to the establishments subsistence (Oliver, 2014).

“When a company acquires a higher rate of financial benefit compared to the normal monetary benefit rate of rival companies contending within a similar market, the company has a competitive advantage in that market”(Hall 2001).

Aaker(1989) make-believe that if the high monetary benefits can be reserved up for rather a while, it could recommend that the company has a normal competitive advantage. The benefits and abilities are the reason for an organization since they gave a maintained competitive advantage and long haul execution. Barney(2002) explains that a firm meetings an hostile equivalence when the relationship's action creates financial approval linked in a few diverse companies attractive portion in a competitive advantage.

As stated by Porter, each of these three general competitive strategies is a totally dissimilar way of generating a justifiable competitive advantage. The company necessity, consequently, create a optimal among cost-leadership and differentiation strategies or it will become stuck-in-the central lacking intelligible strategy (Bergh, 2016).

Companies can decrease their contrasting collection amounts over suitable customer association supervision observes, which improve their price investments. Companies similarly capitalize in advanced advertising methods, such as progressive promoting investigation implements, that allow them to influence customs extra professionally with bigger consequences. In small, a positional advantage developed complete advertising diversity policies initiatives not only actual company concert in positions of several development metrics but also developed revenues on moneys, which advances firm competence (Christensen, 2016).

The scholars characterized the competitive advantages as the qualities controlled by the organization in item or market scope, and these qualities can convey the organization to a superior position in the opposition than different contenders. From the outline above, it can be seen that however there is no extraordinary meaning of competitive advantage, every diverse elucidation of competitive advantage push that the competitive advantage is relative measure of the upside of an organization over its competitors(Fathali, 2016).

Important competitive advantage is an advantage that organisations achievement completed their competitors, which delivers unlimited assessment to the regulars and unlimited profit to the company . Competitive advantage can be added either by dropping the amounts or distinguishing the goods. It is imaginable as well to custom together. However existence maintainable, companies can sustain their competitive advantage in the market(Leonidou, 2013).

The companies provide additional kindness to equivalent energy prices, they will not only advantage theenvironment, nonetheless container similarly transport economic advantages to the companies and they will recover their association through confined groups, customs and suppliers (Chen, 2015).

2.7.3. Strategies for Competitive Advantage

2.7.3.1. Strategy Differentiation

According to Koskela (2000), a firm distinguish itself from rival competitors if it can be unique at something that is appreciated to businesses differentiation is one of the important business strategies.

Differentiation ensues when a company goes to create the product/service more attractive to the consumer than the competition thereby possibly powerful a developed expense. Thus differentiation is disturbed with making roughly that is superficial as matchless by customers (Atikiya, 2015).

This strategy includes choosing one or extra standards charity by customers in a market and then putting the commercial exclusively to encounter those conditions. This policy is generally related with arrainging a quality amount for the produce regularly to return the basic manufacture prices and additional price added structures providing for the customer (Wang, 2011).

Differentiation is about accusing a best price that extra than insurances the other creation prices, and about abundant customers great motives to prefer the merchandise above other, less distinguished products. Companies that do well in a differentiation strategy repeatedly have the subsequent center strong point. The capacity of companies to differentiate its products and services since other challengers in the market will allow it grow a function market that creates the

businesses get involved to the company's services. The differentiation process influence income dissimilar procedures such as excellence, character of the company and after sale services (Raob, 2006).

2.7.3.2. Strategy Cost Leadership

Cost leadership strategy mentions to gaining competitive advantage through indicting sustainably lower costs than other competitors indict. This is attained by decreasing prices sustained in invention and supply in order to lower the complete amount of produces. In markets where there is price controller, this is quite imaginable through computerization, elasticity and enhanced creation thereby reducing great section of ineptitudes in the creation development when a company keeps lowering costs lacking a decrease in operative prices, it scores the possibility of reduction of capitals and subsequently attractive broke particularly in a severely competitive market. This strategy faces several tasks in dissimilar parts and is only related in sure situations such as in the developed where the equal of production is difficult as likened to the market scope in that way existence talented to attain markets of ruler (Atikiya, 2015).

The objective this strategy to developed the deepest cost creator in the business. several market pieces in the commerce are complete with the importance located decreasing prices. If the attained selling price can at minimum equivalent or near the typical for the market, then the lowest cost producer will appreciate the best incomes (Riasi, 2015).

2.7.3.3. Marketing Strategy

With the improved companies in the administration of actual domain business, it is authoritative that the commercial entities promote their facility to possible regulars and also variety their attendance be stroked in the market. The market strategy that is a cause of competitive advantage to the companies comprise customer care service, strong brand name, marketing and the facility of the subsequently sale services (Leonidou, 2013).

2.7.3.4. Infrastructure Strategy

In the real estate business, proximity of the properties to basic infrastructure amenities such as roads, schools, electricity, trunks for disposal also came out as the popular strategy to gain competitive advantage. This section therefore sought to establish the property characteristic of the business activities that the respondents dealt with (Hall, 2016).

2.7.4. Gaining Competitive Advantage

Companies should not individual protected the progress of competencies requisite to achieve their competitive advantage, but they would similarly grow the competencies essential to meet the experiments of the upcoming. In this deference, the firm wants to deliver a locked substance for retaining its competitive advantage by developing fences to simulated for a general period of time (Al-Awadh, 1996).

Manufacture and evolving its specific distinctive competencies and gaining them for a long time, the companies will be capable to generate its situation equally than only react to it since effective competitive advantage strength be rapidly copied by other companies, a firm should shape and develop boundaries to protect and sustain the competencies and services on which its advantage is created. the companies will be able to sustain their competitive advantage by enjoying fixed competencies to the amount that they cannot be moved effortlessly after one company to another (Noor 2007).

2.7.5. Factors Influence Gaining Competitive Advantage

External potential problems to achieving competitive advantage. These are factor and demand situations, related and sustained businesses, environmental stability and simplicity. The absence of suitable among these environmental factors and the four competitive strategies may prevent companies from achieving their competitive advantage. In other arguments , the suitable relations between these elements and the competitive advantage will shape the external part of the companies consistency, and part of "strategic coherence" that wants to be sustained in order to achieve and sustain the potential accessible by the competitive advantage(Al-Awadh, 1996).

2.7.6. Competitive Advantage in Petroleum Sector

Competitive advantage is the essence of company's performance in competitive markets. Competitive strategy is how to create and sustain competitive advantage. The collected works on competitive strategy for petroleum exploration, however, is very limited. Most of the published work is on exploration approaches choosing what plays to enter, when to get out, what to offer for a business the existing emphasis in the writings is on composing the selection of examination capitals and efforts, greatest frequently in the setting of petroleum exploration there is greatly fewer on competitive strategy for the exploration getup. What might be the reasons for this lacks of literature Petroleum exploration is not a competition in markets with other exploration clothes, nonetheless quite a competition with Environment. The energy is more cooperative than competitive as exploration products can advantage others(Stabell, 2001).

2.7.7. Leadership and Gaining Competitive Advantage

The challenges are great for today's companies, but the prospects for those who principal the information of leadership are also wonderful. The show of leadership can be integrated into the advertising and effective plans in circumstance, in today's service-driven reduced, you cannot assume to achieve leadership without service. The common denominator is the focus on assuming a leadership role either as a company in the marketplace or as a separate inside the companies, anyway of official specialist or control Traditionally, leadership theory has focused on various traits and behaviors of individual leaders and the circumstances in which they find themselves, causing us to overlook the real leadership potential all around us. A definition of leadership that fits this book is best reflected in the words of George Bernard Shaw, who said. The people who get on in this world are they who get up and look for the circumstances they want, and, if they can't find them (Chowdhury, 2014).

2.8. Previous Studies

Based on the previous studies have found that leadership has been fully influenced on competitive advantage

Lynn(2014) wrote about leadership competencies and how effect on physical trainers when the result of data collected finding that the statistically significant effect by leadership competencies on physical trainers maximum level of status is allocated to competencies in the category of Management followed by Personal Characteristics, and then Leadership competencies.

Another research about the role of strategic Leadership competencies in Building sustainable competitive advantage are wrote in 2013 by (Omar) fortified by the statement that human and intellectual capital play a great character in any company they needed to surveyed leadership competencies and maintainable competitive advantage in the academic situation completely private universities in Iraq they traditional leadership competencies as an independent variable and divided it to developing human capital and social capital. The test group of study is 44 Reserved Universities in Iraq. The data for this study are collected by questionnaire survey. The study adopted an existing five point Likert scale. The findings expose that a evocatively positive result is present in this relationship signifying that gaining competitive advantage is improved when applied the leadership competencies. The statistical results of this examination have concluded a positive impact of strategic leadership competencies capabilities, specifically social capital and human capital on gaining competitive advantage. Leadership competences are usually dynamic for the attainment of societies allowing to the excessive collections' view of strategic leadership, resource based and information based views. The arrangement of resources, abilities, and organized. The authors further go on to formal strategic leadership competencies abilities are generally vital for the attainment of societies depending on the excessive groups understanding of leadership competencies and resource created and information created opinions (Omar, 2013).

For checking the link between leadership and competitive advantage through company's performance with mainly roles of innovation In 2015 This research determined that competitive advantage very important to achieve improving performance and restored result lastly also researcher found that innovation very important basis for competitive advantage on the other focuses on strategic leadership competencies can influence innovation through transformational

leadership so in general around the leadership has significant impact on competitive advantage and performance through the character of innovation (Fatemeh, 2015).

The research paper on the relationship between leadership training and competitive advantage. The authors chose telecommunication industry in Pakistan. The effects of leadership on organizational work motivated the authors. According to the authors leaders influence organizational work by proving interesting and exciting work. When they are given leadership roles, employees find pride and establish high level of commitment. In addition, leaders show respect and acknowledge the accomplishments of the employees. This acknowledgement is important for the employees and encourages them. One of the research questions is to find out how leadership training creates an impact on competitive advantage. At the conclusion of their study, the authors found a positive relationship between leadership training on competitive advantage (Hassan, 2014).

Thesis about patents and competitive advantage in the oil and gas industry
The main aim of her research is to examine the role rights play in the creation of a technological based advantage in the oilfield service industry through a case investigation of (oil country tubular goods) premium manufacturers products can be subdivided into two types of products; API (Standard) and Premium (proprietary). Therefore, the researcher conducted two case studies: one for API and the other for Premium to find out the factors and sources that lead to competitive advantage. For the first case, she found out that the key resources to be successful in the API market are physical assets, namely plants and equipment, and financial assets. For the second case, the resources needed to be successful in the premium markets are the same as in the apricot market with the addition of the intellectual assets (Sam, 2016).

Carried out a study on the link between competitive advantage sources and firm performance. For her study, she chose real estate firms in Nairobi, Kenya. Her purpose is to determine competitive advantages enjoyed by real estate firms and the influence these competitive advantages play on firm performance. She adopted a correlational design and used survey instrument to collect data from 80 real estate firms. The sources of competitive advantage that are selected are product differentiation, cost leadership, marketing and infrastructure. The author concluded that her study: established that the real estate firms use resource based strategy in

order to achieve competitive advantage and this is achieved through resources and capabilities that enables it to achieve competitive advantage, greater efficiency and therefore lower costs, increased quality and the possibility of greater market share through the resources that are difficult for competitors to buy or copy (Auko, 2014).

Another research about leadership competencies and competitive advantage, which is written in 2012 the outcomes of this practical study confirmed the resulting The Study shown that leadership competences had a significant impact at on competitive advantage by the Jordanian telecommunication companies in the Jordanian market. The study showed that there is statistical indication to sustenance the actuality between leadership competences and competitive advantage and found that Leadership in the Jordanian Telecom industry is powerfully connected with the global values and accepting the competencies which are honored by the American Management Association such as: Strategy development, communication skills, fostering innovation and creativity, developing leaders, and hiring (Al-Zoubi, 2012).

The effect of organizational culture and the connection between transformational leadership and job satisfaction in petroleum sector of Libya the results propose that there is a relationship between transformational leadership, job satisfaction, and the effects of organizational culture on the relationship between transformational leadership and job satisfaction in national oil corporation of Libya. The conception of leadership is a very significant concern for study in national oil company of Libya in certain and the petroleum sector in common. The learning, further conclude that the relationship between transformational leadership, organizational culture and job satisfaction is significant positive relationship. The revision may draw helpfulness on the essential to support the leadership style, model, methods and course for oil sector for future expansion. Surely commercial leaders in petroleum sector should show a central character in industrialized growth in Libya. Lastly, the revision pressures the significant of human capital development in petroleum sector in specific the development of leadership to leader the financial advance of Libya (Shurbagi, 2012).

Role of leadership style and its impact on getting competitive advantage. In this research indomitable, the effect is in linking with the effects of relationship of leadership with competitive advantage the technique to data collection and analysis is

quantitative in design, in order to relate statistical information gathered from the projected particular charges of similar research data. Correlation shows the relationship among the independent and dependent variable are charismatic leadership, transformational leadership, transactional leadership and competitive advantage. The purpose of these effects is to clarify that the leadership is the key cause of competitive advantage. Resolved this research that the hypothesis is unyielding that there is a compact association between the leadership on the competitive advantage (Khan, 2013).

The link between competitive priorities and competitive advantage the purpose of the research is to explore and expect the relationship between the competitive priorities and competitive advantage in the Jordanian industrial sector. 88 Jordanian manufacturing companies private in Amman stock exchange market are analyzed as the goal of the research with the help of a cross-sectional examination retaining a questionnaire method of data collection. The hypothesis of the study is that competitive priorities and competitive advantage are related significantly. The impact of the moderating and intervening variables like company size, organizational structure, business unit, industry type, on the relationship among the competitive priorities and competitive advantage in the Jordanian industrial sector is not taken into consideration in this research. The model of the research model supposes that company's competitive advantage is produced by the competitive priorities including flexibility, quality, delivery and cost (Awwad, 2008).

CHAPTER 3

METHODOLOGY

The previous chapter provided a full demonstration of the main concepts that this research mainly focuses on such as leadership competencies and competitive advantage, this chapter explains the methodology used to accomplish the research objectives of this chapter is to give a full description of the research methodology in carrying out this research. Leadership competencies and competitive advantage.

The main parts of this chapter are research design, research hypotheses, sample selection, data collection procedures and data analysis. The research adopted descriptive analytical method in the study of the two variables of research using the applied method and field research, with the use of several methods and statistical treatments related to the research subject.

3.1. Research Hypotheses

The consideration of the considerations in the previous chapters is on how leadership competencies influence on gaining competitive advantage in the general and on the amount of the focuses that might check companies from gaining their competitive advantage. Based on these considerations and for the determination of attaining the research objectives, generally hypothesis, which gives a common direction to the examination, and then this hypothesis has been developed.

H1: Leadership competencies dimensions have positive effect on competitive advantage.

H1a: Strategy development has positive effect on competitive advantage.

H1b: Fostering innovation and creativity has positive effect on competitive advantage.

H1c: Developing leaders has positive effect on competitive advantage.

3.2. Research Design

This study is the correlation between leadership competencies as independent variable and competitive advantage as dependent variable. There are three constructs for leadership competencies such as strategy development, fostering innovation and creativity, developing leaders and how influencing competitive advantage.

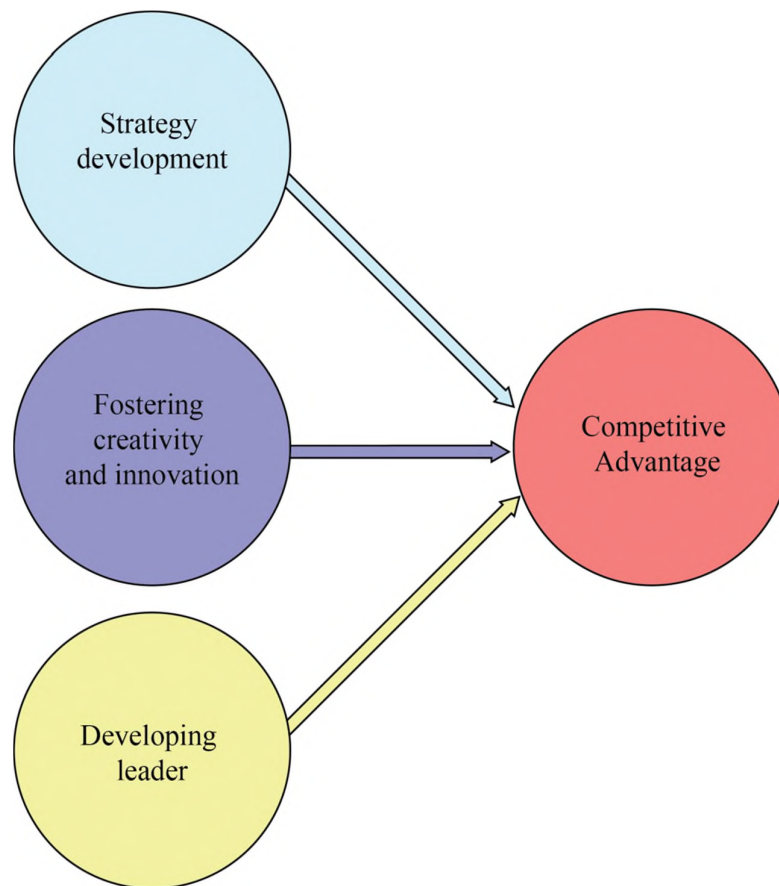


Figure 3.1. Research model

3.3. Research Instrument

The quantitative data are collected through survey questionnaire is developed to investigate the correlation between leadership competencies and competitive advantage in petroleum companies. The survey is collected of two parts. The first part is about contextual material of the members such as age, gender, service duration, position, etc. The second part of the survey is one part collected of two main parts. Part one is about leadership competencies observes that sealed off three

constructs questionnaire takes in consideration three independent variables. provided information about leadership competencies factors as independent variable as follow: Strategy development (3 questions), fostering innovation and creativity (3 questions), developing leaders (3questions), Also the competitive advantage as a dependent variable with (12) questions.

3.4. Questionnaire

To collect information from the workers of the companies for the research, survey questionnaire about leadership competencies are developed by Al Zoubi (2012) after some modifications to suit the objective and goals of the research purpose. This questionnaire takes in consideration four main variables, strategy development, fostering innovation and creativity, developing leaders, hiring talents. But only three dimensions are used in this study because of the sample's characteristics. The petroleum companies don't care hiring talents. As well as the questionnaire for competitive advantage are established by Auko (2014) after some modifications to suit the objective and goals of the research purpose with the Likert scales. The survey questionnaire is seen as suitable it allows data from equally tested collections to be composed in a speedy and effective style. The practice of survey questionnaire creates it probable for descriptive, correlation and inferential statistics analysis. Common of the questions are arranged using the Likert arrangement. In this type, five choices are provided for every question or declaration. The choices signify the degree of contract to the certain question. The selections extended from 5. Strongly agree, 4. Agree, 3. Neither agree nor disagree, 2. Disagree and 1. Strongly disagree. The Likert scale of questions supported the respondents to reaction the survey easily. In calculation, these acceptable the research to transmit out the quantitative approach effectively with the use of statistics for data interpretation. In authoritative to test the validity of the questionnaire used for the study, the researcher pilot tested the questionnaire to five defendants. These accused as well as their answers are not part of the actual study procedure and are only used for trying determinations.

3.5. Sampling and Data Collection

The determination of this research is to discover the relationship between leadership and competitive advantage in petroleum companies by surveying employees and leaders who work in this sector, the target population of this study included both employees and managers in petroleum companies in Erbil City, which composed of 20 companies. The target companies all work in the field of petroleum in the Erbil province of Iraq. The respondents of the survey questionnaire are high-ranking employees that hold leadership positions within their companies. The positions ranged from human resource managers, financial managers, relationships managers, etc.

More than 150 forms of the survey questionnaire are sent to different petroleum companies that operate in the city of Erbil in Iraq.

Forms of the survey questionnaires handed to the participant companies. As the questionnaire shows, the purpose of the questionnaire is explained to the participants in the form.

3.6. Sample Description

All of the participants work in petroleum companies in Erbil city. they included all the types such as employee, services, human resource manager and employee, financial manager etc. the population about 1500 proximity at all and our sample depending on that will be 150 at least.

3.7. Data Analysis

In directive to examination the hypothesis, Statistical Suite for common researcher (SPSS) version 22 to achieve descriptive statistics with descriptive analyses so that we had a feel of the numbers and be able to define the individualities of the sample. One of the initial tests that are carried out is data reliability.

To determine the type and level of relationship between search variables, model that illustrates the relationship between a wide ranges of variables in terms of a few basic factors. Simple linear regression, to determine the significance of the effect relationship between two variables, one independent and the other, and the

construction of the proposed regression model. Simple regression analysis is calculated to assess the impact of leadership competencies on competitive advantage.

CHAPTER 4

FINDINGS AND DISCUSSION

This chapter of the study, findings from the analyses will be given and discussed, survey questionnaire is sent to employees at different petroleum companies in the Erbil in Iraq. After careful examination of the forms, below are the results of the data analysis that include descriptive statistics, Reliability, frequency and regression analysis.

4.1. Results of Frequency Distribution for Respondents

Table 4.1. gives information related to the gender of respondents The total number of respondents was 150 employees. Based on those information 56.4% of respondents are male and 44 % of respondents female.

Table 4.1. Distribution of respondents by gender

| Gender | Frequency | Percent |
|---------------|------------------|----------------|
| Male | 84 | 56.4 |
| Female | 66 | 44.0 |
| Total | 150 | 100 |

Table 4.2. releases information about education level of respondents, nearly half of the participants had bachelor's degree. Their number 47.3%, Graduate degree holders 29.3%, The other two groups were technical diploma with 21.3% and secondary degree or lower.

Table 4.2. Distribution of respondents by education level

| Education | Frequency | Percent |
|---------------------------|------------------|----------------|
| Secondary school or lower | 3.0 | 2.0 |
| Technical Diploma | 32 | 21.3 |
| Bachelor | 71 | 47.3 |
| Graduate Studies | 44 | 29.3 |
| Total | 150 | 100 |

Table 4.3. explained information's about position level of respondents 30% assistant of administrative 26.7% human resources coach, each with 30.7% and 22.7% human resources administrator .

Table 4.3. Distribution of respondents by positions

| Position | Frequency | Percent |
|-------------------------------|------------------|----------------|
| Human Resources Administrator | 34 | 22.7 |
| Assistant of Administrative | 44 | 30.7 |
| Human Resources Coach | 40 | 26.7 |
| Compensation Coordinator | 23 | 15.3 |
| Human Resources Team Leader | 4.0 | 2.7 |
| Human Resources Employment | 3.0 | 2.0 |
| Total | 150 | 100.0 |

Table 4.4. give information about service duration of respondents service duration were considered and divided to two groups. The first group was for those employees who had less than 21 years of service 82.0% The number for the first group was much higher, The second group and 18 %.for 22 years or more.

Table 4.4. Distribution of respondents by service duration

| Service duration | Frequency | Percent |
|-------------------------|------------------|----------------|
| Less than 21 year | 123 | 82.0 |
| 22 years or more | 27 | 18.0 |
| Total | 150 | 100 |

Table 4.5. give information's about marital status of the participants. The number of married respondents was with 55.3% percent and for singles 44.7%.

Table 4.5. Distribution of respondents by marital status

| Marital Status | Frequency | Percent |
|-----------------------|------------------|----------------|
| Single | 67 | 44.7 |
| Married | 83 | 55.3 |
| Total | 150 | 100 |

Table 4.6. exposes information concerning respondents age. This information explain that the respondents categorized into three groups according to their age range.38.7% less than 30 old , 44.0% between 31to 40 years old ,17% more than 41 years old .

Table 4.6. Distribution of respondents by age

| Age | Frequency | Percent |
|-----------------------|------------------|----------------|
| Less than 30 old | 58 | 38.7 |
| 31-40 years old | 66 | 44.0 |
| More than 41years old | 26 | 17.3 |
| Total | 150 | 100 |

4.2. Reliability

Results of Reliability, Central Tendency (Mean) and Standard Deviation (S) A reliability test was carried out using Cronbach's alpha, which measures the internal consistency of a construct. The recommended minimum acceptable limit of reliability "alpha" for this measure is 0.60 (Hair et al., 2003). The results can be seen in Table 4.7 α – values construct. It shows that all the constructs have passed the reliability test where all α – values have exceeded the recommended minimum value of Cronbach's alpha.

Table 4.7. Values of Cronbach's alpha

| Cronbach's Alpha | Number of Items |
|-------------------------|------------------------|
| 0.703 | 19 |

Reliability test was run several times during which two questions from competitive advantage' were deleted because they affected the Cronbach's Alpha. The questions that were deleted are the following:

1. The firm offers different after sales benefits for different construction products.
2. Have efficient customer care service. (See Appendix)

4.3. Results of Regression

The questionnaire used in this research had demographic and questions about leadership competencies and competitive advantage (See Appendix). There were 27 questions in the survey. The number of demographic questions was 6 questions. The number of questions for leadership competencies were 9 questions The number of questions for competitive advantage 12 questions in the original version but two questions were deleted and the new numbers became 10 questions.

Under the leadership competencies category, there were three dimensions that were (strategy development, fostering innovation and creativity, and developing leaders). The following analyses were run:

1. Descriptive statistics
2. Correlations
3. Model Summary
4. Anova
5. Coefficients

Predictors

The aim of the regression was find the impact of each of these dimensions on competitive advantage. In order to find this impact, each dimension was developed into a variable as follows:

1. Strategy development: this predictor was computed to one variable by adding questions $(Q1+Q2+Q3)$ divided by three.
2. Fostering innovation and creativity: this predictor was computed to one variable by adding questions $(Q1+Q2+Q3)$ divided by three.
3. Developing leaders: this predictor was computed to one variable by adding questions $(Q1+Q2+Q3)$ divided by three.

Outcome

The outcome of this study was competitive advantage. and it was tested to find out if it is impacted by the leadership dimensions. In order to carry out this, the researcher created one variable for competitive advantage out of the 10 questions by adding $(Q1+Q2+Q3+Q4+Q5+Q6+Q7+Q8+Q9+Q10)$ and dividing them by 10 to get the average of the questions.

4.4. Result of Descriptive Statistics

Represents the mean and standard deviation for competitive advantage and leadership dimension. In leadership dimension, strategy development was ranked with an average of 3.54. The next frequent type of leadership was developing leaders, which was ranked in the second class with an average of 3.30 and fostering Innovation is ranked with an average of 3.29. also, the mean of competitive advantage is 3.09.

Table 4.8. Mean and standard deviation for variables

| | Mean | Std. Deviation | N |
|-------------------------------------|--------|----------------|-----|
| Competitive Advantage | 3.0993 | 0.61975 | 150 |
| Strategy Development | 3.5444 | 0.6988 | 150 |
| Fostering Innovation and Creativity | 3.2933 | 0.83181 | 150 |
| Developing Leaders | 3.3022 | 0.83398 | 150 |

Table 4.9. Correlations

| | | Competitive Advantage | Strategy Development | Fostering Innovation and Creativity | Developing Leaders |
|---------------------|-------------------------------------|-----------------------|----------------------|-------------------------------------|--------------------|
| Pearson Correlation | Competitive Advantage | 1 | 0.16 | 0.404 | 0.44 |
| | Strategy Development | 0.16 | 1 | -0.066 | 0.043 |
| | Fostering Innovation and Creativity | 0.404 | -0.066 | 1 | 0.307 |
| | Developing Leaders | 0.44 | 0.043 | 0.307 | 1 |
| Sig. (1 tailed) | Competitive Advantage | . | 0.025 | 0 | 0 |
| | Strategy Development | 0.025 | . | 0.21 | 0.299 |
| | Fostering Innovation and Creativity | 0 | 0.21 | . | 0 |
| | Developing Leaders | 0 | 0.299 | 0 | . |
| No. | Competitive Advantage | 150 | 150 | 150 | 150 |
| | Strategy Development | 150 | 150 | 150 | 150 |
| | Fostering Innovation and Creativity | 150 | 150 | 150 | 150 |
| | Developing Leaders | 150 | 150 | 150 | 150 |

4.5. Model Summary

Actually, R-square is between 0 and 1 and a higher value is better. R-square is measures the proportion of the variation in the dependent variable (competitive advantage) that was explained by variations in the independent variable (leadership competencies). In our model in table (14), the "R-Square" tell us that 30% of the variation was explained. This means 30% is the effect of variable (competitive advantage) regression equation (dependent variable) either 70% is the return of random errors and did not take variables as account.

Adjusted R-square is measures the proportion of the variance in the dependent variable (competitive advantage) that was explained by variations in the independent variable. In our model, the "Adjusted R Square" shows that 28% of the variance was explained.

Table 4.10. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1 | 0.548 ^a | 0.301 | .286 | 0.52359 |

a. Independent variables: developing leaders, strategy development, fostering innovation and creativity.

b. Dependent variable: competitive advantage.

4.6. Analysis of Variance (ANOVA)

First of all, we look at the ANOVA table for checking the goodness of fit, If $\text{Sig} < 0.01$, then the model is high significant at 99%, if $\text{Sig} < 0.05$, then the model is significant at 95%, Significance implies that we can accept the model, we rejected H_0 because ($\text{Sig}=0.00 < 0.01$), this means; we have a good model for this data. furthermore, the F-statistic is 20.918 and its associated $\text{Sig}=.000 < 0.05$ or 0.01, we can decide independent variable (leadership competencies) influence dependent variable called (competitive advantage)

Table 4.11. ANOVA

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|--------|-------------------|
| Regression | 17.204 | 3 | 5.735 | 20.918 | .000 ^a |
| Residual | 40.026 | 146 | 0.274 | | |
| Total | 57.230 | 149 | | | |

a. Predictors: (Constant), Developing Leaders, Strategy Development, Fostering Innovation and Creativity

b. Dependent Variable: Competitive Advantage

4.7. Coefficients

“Coefficients” provides information on the confidence with which I can support the estimate for each such estimate (see the columns “T” and “Sig.”.) If the value in “Sig.” is less than 0.05, then we can assume or decide that the estimate in column “B” can be asserted or behave as true with a 95% level of confidence. We can decide the parameter of leadership competencies is significant because “Sig” is less than 0.05. Furthermore, we can be best explained by this function:

$$\hat{Y}_i (\text{Competitive Advantage}) = 0.986 + 0.147(\text{Strategy development}) + 0.232(\text{Fostering innovation}) + 0.251(\text{Developing leaders})$$

* 0.147 is the influence rate of strategy development, so the influence rate of strategy development on Competitive Advantage can change Y (Competitive Advantage) by 0.986 for each unit increase from strategy development.

*0.232 is the influence rate of fostering innovation, so the influence rate of fostering innovation on Competitive Advantage can change Y (Competitive Advantage) by 0.147 for each unit increase from fostering innovation.

*0.251 is the influence rate of developing leaders, so the influence rate of developing leaders on Competitive Advantage can change Y (Competitive Advantage) by 0.232 for each unit increase from developing leaders.

Table 4.12. Results of regression analysis

| Model | Unstandardized | | Standardized | t | Sig. |
|-------------------------------------|----------------|------------|--------------|-------|-------|
| | Coefficient | | Coefficient | | |
| | B | Std. Error | Beta | | |
| (Constant) | 0.986 | 0.308 | | 3.199 | 0.002 |
| Strategy Development | 0.147 | 0.062 | 0.166 | 2.386 | 0.018 |
| Fostering innovation and creativity | 0.232 | 0.054 | 0.311 | 4.262 | 0.000 |
| Developing Leaders | 0.251 | 0.054 | 0.338 | 4.632 | 0.000 |

As can be seen in the Table 4.12, the higher the standardized beta value means the strongest the variable for the prediction in the equation. Developing Leaders and fostering innovation and creativity have higher standardized beta values than Strategy development. Therefore, they are stronger predictors of the output or dependent variable, which is competitive advantage.

*The first dimension of leadership competencies, strategy development, has a positive and significant impact on competitive advantage.

**Fostering innovation and creativity has a positive and significant impact on gaining competitive advantage.

***Developing leaders has a positive and significant impact on gaining competitive advantage.

A standard multiple regression was conducted to examine the relationship between leadership competencies dimensions that are Strategy development, Fostering innovation and creativity, and developing leaders on the outcome of competitive advantage. The results indicated that the three predictors could explain 30 % of the total variance of competitive advantage. Strategy development

significantly positively predicts competitive advantage, $\beta = .15$, $t(19) = 2.4$, $p < .05$. Fostering innovation and creativity significantly positively predicts competitive advantage, $\beta = .23$, $t(19) = 4.27$, $p > .05$. Developing leaders significantly positively predicts competitive advantage, $\beta = .25$, $t(19) = 4.63$, $p < .05$. Maximum Cook's distance was 0.79 with a maximum standardized residual of 2.75 (from one subject) suggesting a relatively high level of accuracy of the

Regression model all assumptions were assumed of this regression analysis. therefore, the results of this sample data can be applied for a general population. The prediction equation of this regression model is expressed as below.

$$y_{\text{Competitive Advantage}} = .986 + .147X_{\text{Strategy Development}} + .232X_{\text{Fostering Innovation and Creativity}} + .251X_{\text{Developing Leaders}}$$

Table 4.13. Result of hypotheses

| HYPOTHESES | | |
|------------|--|--------|
| H1 | leadership competency has positive effect on competitive advantage | Accept |
| H1a | Strategy Development has positive effect on competitive advantage | Accept |
| H1b | Fostering Innovation and Creativity has positive effect on competitive advantage | Accept |
| H1c | Developing Leaders has positive effect on competitive advantage | Accept |

CONCLUSIONS

Petroleum companies play an important role in rebuilding the economic infrastructure of Iraq after many wars; therefore, it is important that they have a good leadership in higher positions in their companies. Petroleum industry started booming again in Iraq in the previous years. During this long period, all the foreign companies are controlled the Iraqi petroleum market. Therefore, it is hard for local companies to start again in. Thus, they had to ask foreign companies to come back to Iraq and resume working in this field. Of course, this did not only mean equipment needed but also human capital and human resources. These local companies need a very strong competencies leadership for rebuilding the human capital needed for running the activities in the competition petroleum market in Iraq.

This study introduced the subject in the introduction, the literature discussed the concept of leadership competencies through leadership theories, leadership styles, to investigate the relationship between leadership competencies through dimension strategy development and fostering creativity and innovation and develop leaders and how impact on gaining competitive advantage discuss the importance role of leadership in previous studies and in different sectors. The methodology section restarted the analysis process and its application steps. The material parts give information about the survey and the sample of the study. This study is motivated by this idea of needed leadership competencies in petroleum companies in Iraq city of Erbil.

To perform this study, distributed a survey questionnaire among 20 petroleum companies that operate in Erbil city in Iraq. The researcher received 150 forms. After analysis with SPSS version 22, focus on the major results findings that the results are all significant. Tests of reliability are all significant. The most important part of the analysis is the correlation between the independent variable of leadership competencies and its relationship with the dependent variable of competitive advantage. Results obtained from the analyses are given and discussed. According to

the frequencies of the dimensions, it is get which questions is the most important. The result of strategy development statements shows most of respondent are agreed to a company works on tying leadership culture, values, practices, and development to business strategy. The result of fostering innovation and creativity statements shows most of respondents are agreed to make a difference for the company committee. The result of developing leader's statement shows most of respondents are agreed to the company emphasizes the continuing development of its current leaders' skills. The result of competitive advantage shows most of respondents are agreed to the employ superior technology and continuous innovations.

After ANOVA analyses are performed the result found there is a significant at 95%, Significance implies that we can accept the model and depending on that we can decide independent variable (leadership competencies) affect for dependent variable called (competitive advantage).

The study basic hypotheses which is "leadership competencies has positive effect on competitive advantage" accepted. And the sub hypothesis which are (1a) strategy development has positive effect on competitive advantage, (1b) fostering innovation and creativity has positive effect on competitive advantage, (1c) developing leaders has positive effect on competitive advantage are accepted also. The results of the regression analysis there are positive and significant relation between competitive advantage and fostering innovation and creativity, developing leaders, strategy development. In another words, the dimensions of leadership competencies has a positive and significant effect on competitive advantages.

Adjusted R-square measures the proportion of the variance in the dependent variable (competitive advantage) that is explained by variations in the independent variable. This study's model has adjusted R-square about 26%. This means the independent variables explains the dependent variable with this ratio.

Based on the previous studies have found that leadership competencies has been influenced on gaining competitive advantage. Because of that this study's (Lynn 2014), (Omar 2013), (Fatimah 2015) has the similar results with literature. In fact, form the past studies found that there are many studies which examine the

relationship between the leadership, but no studies have examined the relationship between leadership competencies and competitive advantage in petroleum sector.

This research is among the few studies analyzing the relative importance of leadership competencies and competitive advantage with statistical methods and the first one in Erbil. It is expected that this study provides guidance to the petroleum sectors particular is the competition between the companies.

REFERENCES

- Aaker, D. A. (1989). Managing assets and skills: The key to a sustainable competitive advantage. *California management review*, 31(2), 91-106.
- Abbas, S. H. A. Z. A. (2011). Review Of Competitive Intelligence & Competitive Advantage In The Industrial Estates Companies In The Kerman City: Appraisal And Testing Of Model By Amos Graphics. *International Business and Management*, 2(2), 47-61.
- Abdulkareem, A. (2008). *The Link Between Competitive Priorities And Competitive Advantage*. Paper presented at the poms 19 th annual conference.
- Adair, J. E. (2005). How to grow leaders: The seven key principles of effective leadership development: Kogan Page Publishers.
- Agbor, E. (2008). Creativity and innovation: The leadership dynamics. *Journal of Strategic Leadership*, 1(1), 39-45.
- Al-Awadh, M. A. M. (1996). *Competitive Strategies And Barriers To Achieving Competitive Advantage A Study Of Two Saudi Arabian Industries*. sheffield university.
- Al-Khalifah, B. (2014). Entrepreneurial Leadership In Kuwaiti Private Firms.
- Al-Zoubi. (2012). Leadership Competencies And Competitive Advantage Empirical Study On Jordan Telecommunications. *European Journal of Business and Management*, 4(7), 234-247.
- Allen, M. J. (2014). Situational, Transformational, And Transactional Leadership And Leadership Development. *Journal of Business Studies Quarterly*, 5(4), 117.

- Almandeel, S. M. (2014). The Impact Of Employees' Personality Traits In Perceiving Leadership Styles And Organizational Attitude In Saudi Banking Context. (Doctor Of Philosophy), University Of Portsmouth.
- Annette, T. (2005). Charismatic Leadership Development: Role Of Parental Attachment Style And Parental Psychological Control. *Journal of Leadership & Organizational Studies*, 11(4), 15-25.
- Atikiya. (2015). Effect Of Competitive Strategies On The Performance Of Manufacturing Firms In Kenya. *Unpublished Ph. D thesis, Jomo Kenyatta University*.
- Auko, K. S. (2014). Competitive Advantage And Performance Of Real Estate Firms In Nairobi, Kenya. University of Nairobi.
- Awwad, A. (2008). The Link Between Competitive Priorities And Competitive Advantage. Paper presented at the poms 19 th annual conference.
- Badger, W. B., Kathleen Sullivan, Kenn Wiezel, Avi Bopp, Peter H. (2008). *Wisdom based leadership competencies*. Paper presented at the International Proceedings Of The 44th Annual Conference Of The Associated Schools Of Construction, Auburn, Alabama, April.
- Baiyin, Z. W. S. J. R. R. Y. (2012). Relationships Between Transformational And Active Transactional Leadership And Followers' Organizational Identification: The Role Of Psychological Empowerment. *Journal of Behavioral and Applied Management*, 13(3), 186.
- Baker, J. P. (2011). An analysis of peer leadership competencies and skills. (Doctor of Education), Western Kentucky University.
- Barney, J. B. (2002). Strategic management: From informed conversation to academic discipline. *The Academy of Management Executive*, 16(2), 53-57.
- Bergh, D. D. A., Herman Heavey, Ciaran Ketchen, David Boyd, Brian K Su, Peiran Lau, Cubie Joo, Harry. (2016). Using Meta-Analytic Structural Equation Modeling To Advance Strategic Management Research: Guidelines And An

Empirical Illustration Via The Strategic Leadership-Performance Relationship. *Strategic Management Journal*, 37(3), 477-497.

Cathy, G. (2008). Effective Teacher Leadership: A Quantitative Study Of The Relationship Between School Structures And Effective Teacher Leaders. University of Missouri--Columbia.

Cerne, M. J., Marko Škerlavaj, Miha. (2013). Authentic Leadership, Creativity, And Innovation: A Multilevel Perspective. *Leadership*, 9(1), 63-85.

Chan, A. (2010). Reflecting On Experience For Leadership Development. *Dissertations and Theses from the College of Business Administration*, 8.

Chen, H. L. C. (2015). *Building A Measurement Model For Port-Hinterland Container Transportation Network Resilience*. Paper presented at the logms international conference on logistics and maritime systems, hong kong university of science & technology, hong kong.

Choudhary, A. I. A., Syed Azeem Zaheer, Arshad. (2013). Impact Of Transformational And Servant Leadership On Organizational Performance: A Comparative Analysis. *Journal of Business Ethics*, 116(2), 433-440.

Chowdhury, R. G. R. G. (2014). Leadership Styles And Employee Motivation: An Empirical Investigation In A Leading Oil Company In India. *International Journal of Research in Business Management*, 2347-4572.

Christensen, M. D. (2016). Banking Risks And The Risk Of Banking: A Quantitative Study On Risk For Banks Using Key Indicators.

Chukwuma, C. O. L. (2007). Evaluation Of Leadership And Organizational Performance In Small Scale Industries In Nigeria: A Case Of Selected Small Scale Industries In Aba, Abia State, Nigeria.

David, E. E. I. A. U. (2013). Impact Of Transactional And Transformational Leadership Styles On Organisational Performance: Empirical Evidence From Nigeria. *The Journal of Commerce*, 5(1), 30-41.

- Deborah, G. J. S. (1981). Leadership And Networking Among Neighborhood Human Service Organizations. *Administrative Science Quarterly*, 434-448.
- Dongyuan, H. J. E. B. W. D. J. W. (2016). Do Ethical, Authentic, And Servant Leadership Explain Variance Above And Beyond Transformational Leadership? A Meta-Analysis. *Journal of Management*, 0149206316665461.
- Donna, M. R. K. A. B. R. W. (1997). Toward A Theory Of Stakeholder Identification And Salience: Defining The Principle Of Who And What Really Counts. *Academy of management review*, 22(4), 853-886.
- Einarsen, S. A. A. M. S. N. M. B. H. M. S. B. (2015). The Relative Effects Of Constructive, Laissez-Faire, And Tyrannical Leadership On Subordinate Job Satisfaction. *Zeitschrift für Psychologie*.
- Elinor, O. (2014). Collective Action And The Evolution Of Social Norms. *Journal of Natural Resources Policy Research*, 6(4), 235-252.
- Fatemeh, S. T. D. E. P. M. P. (2015). Checking The Relationship Between Strategic Leadership, Competitive Advantage And Organizational Performance With Mediating Role Of Innovation. *International Journal of Business and Behavioural Science*, 5(1), 11-18.
- Fathali, A. (2016). Examining The Impact Of Competitive Strategies On Corporate Innovation: An Empirical Study In Automobile Industry. *International Journal of Asian Social Science*, 135-145.
- Feng, Y. Y. (2014). Studies Of Transformational Leadership: Evaluating Two Alternative Models Of Trust And Satisfaction. *Psychological reports*, 114(3), 740-757.
- Fiske, S. T. C., Amy Jc Glick, Peter. (2007). Universal Dimensions Of Social Cognition: Warmth And Competence. *Trends in cognitive sciences*, 11(2), 77-83.

- Francis, A. B. W. D. Y. (1991). Leading In The 1990s: The Four I' S Of Transformational Leadership. *Journal of European Industrial Training*, 15(4).
- Fred, G. W. A. B. L. F. M. D. W. (2005). Can You See The Real Me?" A Self-Based Model Of Authentic Leader And Follower Development. *The Leadership Quarterly*, 16(3), 343-372.
- Gary, Y. (1999). An Evaluation Of Conceptual Weaknesses In Transformational And Charismatic Leadership Theories. *The Leadership Quarterly*, 10(2), 285-305.
- Geert, H. (1980). Motivation, Leadership, And Organization: Do American Theories Apply Abroad. *Organizational dynamics*, 9(1), 42-63.
- Ghayoomi, Z. C., H. (2012). Human Resources Management As The Most Important Role Of Leadership In Implementing The Vision In Petroleum Industry In Iran. *GSTF Journal of Law and Social Sciences (JLSS)*, 1(1), 112.
- Grant, R. (2016). *Contemporary Strategy Analysis: Text And Cases Edition*: John Wiley & Sons.
- Hall, J. T., Scott Ives, Matt Cao, Yue Chaudry, Modassar Blainey, Simon P Oughton, Edward (2016). *Strategic Analysis Of The Future Of National Infrastructure*. Paper presented at the proceedings of the institution of civil engineers-civil engineering.
- Hall , P. S. D. (2001). *Varieties Of Capitalism: The Institutional Foundations Of Comparative Advantage*: oup oxford.
- Hassan, T. A. (2014). Impact Of Leadership Training On Competitive Advantage A Study On Telecommunication Industry Of Pakistan. *European Journal of Business and Management*, 209-2014.
- Henry, P. C. L. S. J. (2002). Vertical Versus Shared Leadership As Predictors Of The Effectiveness Of Change Management Teams: An Examination Of Aversive, Directive, Transactional, Transformational, And Empowering Leader Behaviors. *Group dynamics: Theory, research, and practice*, 6(2), 172.

- Holt, S. (2011). Creating effective leadership development programs: A descriptive quantitative case study.
- Horey, J. D. F., Jon J. (2003). *Leadership Competencies: Are we all saying the same thing?* Paper presented at the Proceedings of the 45th annual conference of the International Military Testing Association.
- hua, L. H. C. C. T. (2009). The Impact Of Leadership Styles On Job Stress And Turnover Intention: Taiwan Insurance Industry As An Example *Effects of Leadership Style on Organizational Performance: A Survey of Selected Small Scale Enterprises in Ikosi-Ketu Council Development Area of Lagos State, Nigeria. Australian Journal of Business and Management Research, 1(7), 100-111.*
- Ilsev, L. G. A. (2009). Transformational Leadership, Creativity, And Organizational Innovation. *Journal of Business Research, 461-473.*
- Inga Minelgaite, S., Ingi Runar Edvardsson1. (2012). Gender Nationality and Leadership Style *International Journal of Business and Management, 21-76.*
- Isaac, B. (2014). *A Quantitative Case Study Of Transformational Leadership Characteristics Of Valley View University In Ghana: andrews university.*
- James, S. S. S. (2002). Servant Leadership: Its Origin, Development, And Application In Organizations. *Journal of Leadership & Organizational Studies, 9(2), 57-64.*
- Javidan, M. D. P. D. L. M. S. H. R. (2006). In The Eye Of The Beholder: Cross Cultural Lessons In Leadership From Project Globe. *The academy of management perspectives, 20(1), 67-90.*
- Jerotich, T. (2013). *Influence Of Headteachers Leadership Styles On Employees In Secondary School Access To Their Rights In Nandi East Kenya.* university of nairobi.

- Jing, A. N. K. Z. (2014). Innovation And Creativity In Organizations: A State-Of-The-Science Review, Prospective Commentary, And Guiding Framework. *Journal of Management*, 40(5), 1297-1333.
- Jokinen, T. (2005). Global leadership competencies: a review and discussion. *Journal of European Industrial Training*, 29(3), 199-216.
- Jouko, E. G. A. (1991). Change-Centered Leadership: An Extension Of The Two-Dimensional Model. *Scandinavian Journal of Management*, 7(1), 17-26.
- Julius, A. D. T. D. L. L. N. (2015). Organizational Climate, Leadership Style And Emotional Intelligence As Predictors Of Quality Of Work Life Among Bank Workers In Ibadan, Nigeria. *European Scientific Journal, ESJ*, 11(4).
- Karamat, A. U. (2013). *Impact Of Leadership On Organizational Performance*. Economics and Tourism.
- Khalili, A. (2015). *Leading towards Creativity and Innovation: A Study of Small to Medium Enterprises (SMEs) in Australia*. RMIT University.
- Khan, A. (2013). Role Of Leadership Style And Its Impact On Getting Competitive Advantage. *European Journal of Applied Sciences*, 5(2), 53-61.
- Kipchirchir, K. I. (2014). *Effects Of Competitive Strategies On The Performance Of Liquefied Petroleum Gas Companies: A Survey Of Eldoret Town, Kenya*. Kisii University.
- Klemm, W. R. (2014). *Leadership: Creativity And Innovation*. (master business), harvard
- Klemp. (1998). Leadership Competencies: Putting It All Together. *boston: cambria consulting.[online].[cit. 2014-04-01] dostupnécambriaconsulting. com/wp-content/uploads/whitepapers/5624-leadership*.
- Kyle, H. (2011). *Preference For Group Leadership: Targeting Leadership Styles By Categorization Of Domain*. Southern Utah University.

- Leonidou, L. L., Constantinos Fotiadis, Thomas Zeriti, Athina. (2013). Resources And Capabilities As Drivers Of Hotel Environmental Marketing Strategy: Implications For Competitive Advantage And Performance. *Tourism Management*, 35, 94-110.
- Lynn, H. J. (2014). Importance Of Leadership Competencies In College And University Staff Athletic Trainers: Perceptions Of Head Athletic Trainers.
- Malin, R. M. E. T. A. C. A. B. (2015). Understanding And Measuring Entrepreneurial Leadership Style. *Journal of Small Business Management*, 53(1), 54-74.
- Mary, G. G. U. B. (1995). Relationship-Based Approach To Leadership: Development Of Leader-Member Exchange (Lmx) Theory Of Leadership Over 25 Years: Applying A Multi-Level Multi-Domain Perspective. *The Leadership Quarterly*, 6(2), 219-247.
- Melvin, B. B. M. S. R. (1990). *Bass & Stogdill's Handbook Of Leadership: Theory, Research, And Managerial Applications*: Simon and Schuster.
- Michael, B. M. T. (2015). Reflections On The 2013 Decade Award—"Exploitation, Exploration, And Process Management: The Productivity Dilemma Revisited" Ten Years Later. *Academy of management review*, 40(4), 497-514.
- Mike, N. J. M. N. G. I. (2012). Influence Of Leadership Style On Academic Staff Retention In Public Universities In Kenya. *International journal of business and social science*, 3(21).
- Mumford, M. D. L. D. C. S. G. (2002). Evaluating creative ideas: Processes, standards, and context. *Inquiry: Critical thinking across the disciplines*, 22(1), 21-30.
- Nekrashevich, Y. (2013). *Concept Of Informational Hub For Oil And Gas Networks*. (master), model universty

- Nemiro, J. B., Michael M Bradley, Lori Beyerlein, Susan. (2008). *The Handbook Of High Performance Virtual Teams: A Toolkit For Collaborating Across Boundaries*: John Wiley & Sons.
- Noor , H. M., Osman Mohamed Anuar, Marhana Ghani. (2007). Leadership Style In Knowledge-Based Culture: The Competitive Advantage Approach.
- Nthini, E. K. (2013). *Effect Of Strategic Leadership On The Performance Of Commercial And Financial State Corporations In Kenya*. University of Nairobi.
- Nyambura, M. C. A. (2016). *Effects Of Strategic Response On Competitive Advantage Of Fast Food Restaurants In Nairobi*. United States International University-Africa.
- Ojokuku, R. O., Ta Sajuyigbe, As. (2012). Impact Of Leadership Style On Organizational Performance: A Case Study Of Nigerian Banks. *American Journal of Business and Management*, 1(4), 202-207.
- Oliver, S. (2014). On The Contingent Value Of Dynamic Capabilities For Competitive Advantage: The Nonlinear Moderating Effect Of Environmental Dynamism. *Strategic Management Journal*, 35(2), 179-203.
- Omar, R. M., Mahmoud Khalid Almsafirb. (2013). The Role Of Strategic Leadership In Building Sustainable Competitive Advantage In The Academic Environment. *Social and Behavioral Sciences*, 289 – 296.
- Pagon, M. B., Emanuel Bizjak, Uroš. (2008). Leadership competencies for successful change management. *University of Maribor, Slovenia, EUPAN*, 1-2.
- Paul, W. (2003). An Opponent-Process Model Of Servant Leadership and A Typology Of Leadership Styles. *Servant Leadership Roundtable at Regent University, Virginia Beach, VA, on Oct, 16, 2003*.
- Paulos, D. S. W. E. (2014). *Comparative Study On Leadership Styles Practiced In Private And Government Secondary Schools. The Case Of East Badawacho District, Hadya Zone, Snnpr*. haramaya university.

- Porter. (2011). *Competitive Advantage of Nations: Creating And Sustaining Superior Performance*. Simon and Schuster.
- Pouraskari, T. E. D. M. P. F. (2015). Checking The Relationship Between Strategic Leadership, Competitive Advantage And Organizational Performance With Mediating Role Of Innovation. *International Journal of Business and Behavioral Sciences*, 11-18.
- Prince, A. R. N. S. G. J. O. N. (2015). A Review Of Leadership Theories, Principles And Styles And Their Relevance To Educational Management. *Management*, 5(1), 6-14.
- Rahman, M. S. (2011). *Differentiation of services to achieve competitive advantage: airlines meeting the needs of the physically challenged persons*. (Doctor of Business Administration), Southern Cross University, Australia,.
- Raob, S. L. B. R. N. R. N. S. (2006). The Impact Of Supplychain Management Practices On Competitive Advantage And Organizational Performance. *international mangement since*, 18.
- Rebecca, H. D. C. (2016). *The Evolution Of The National Park Service: A Hundred Years Of Changing Ideas*. Paper presented at the the george wright forum.
- Riasi, A. (2015). Competitive Advantages Of Shadow Banking Industry: An Analysis Using Porter Diamond Model. *Business Management and Strategy*, 6(2), 15-27.
- Riggio, R. E. L., Joanne. (2007). Emotional and interpersonal competencies and leader development. *Human Resource Management Review*, 17(4), 418-426.
- Rimes, W. D. (2011). *The Relationship Between Servant Leadership And Organizational Commitment*. Temple University.
- Robert, D. J. L. R. G. W. M. J. L. (2014). Leadership Theory And Research In The New Millennium: Current Theoretical Trends And Changing Perspectives. *The Leadership Quarterly*, 25(1), 36-62.

- Ronald, M. P. D. C. F. G. R. A. A. B. M. (2003). Emotional Intelligence, Leadership Effectiveness, And Team Outcomes. *The International Journal of Organizational Analysis*, 11(1), 21-40.
- Ruth, B. J. A. (2001). Leadership Lessons From Mount Rushmore: An Interview With James Macgregor Burns. *The Leadership Quarterly*, 12(1), 113-121.
- Sam, V. (2016). *Patents And Competitive Advantage In The Oil & Gas Industry The Case Of Oil Country Tubular Goods* (master's thesis in the master's programme, entrepreneurship and business design), chalmers university of technology. (2016:019)
- Schindler, A. (2015). *Ambidextrous Leadership*. (Master Thesis), University of Twente. (1494260)
- Sharon, C. (2013). Safety leadership: A meta-analytic review of transformational and transactional leadership styles as antecedents of safety behaviours. *Journal of Occupational and Organizational Psychology*, 86(1), 22-49.
- Shurbagi, I. B. Z. A. M. A. (2012). The Effect Of Organizational Culture And The Relationship Between Transformational Leadership And Job Satisfaction In Petroleum Sector Of Libya. *International Business Research*, 1-97.
- Spencer, H. (2011). *Creating Effective Leadership Development Programs: A Descriptive Quantitative Case Study*.
- Sroufe , R. S. N. R. D. S. D. (2015). Aligning The Prme: How Study Abroad Nurtures Responsible Leadership. *Journal of Management Education*, 39(2), 244-275.
- Stabell, C. (2001). *New Models For Value Creation And Competitive Advantage In The Petroleum Industry*. (master), norwegian school of management nordberg hurtigtryk.
- Sultan, S. S. (2007). *The Competitive Advantage Of Small and Medium Sized Enterprises :The Case of Jordan's Natural Stone Industry*. (master), Universitaire Pers Maastricht.

- Syafarudin, A. (2016). Strategy Of Leadership And Innovation In Improving Company Performance Against Competitive Advantage A Case Study Of Pt. Pegadaian (Ltd) Indonesia. *International Journal of Economics, Commerce and Management*, 1-12.
- Taiwan, G. H. R. C. H. (2011). Types Of Competitive Advantage And Analysis. *International Journal of Business and Management*.
- Talevski, D. (2009). *Stratigic And Financial Analysis In The Oil Industry Petrobras Shareholders Value Potentional Fair Value Of Stock* international business.
- Teshome, T. (2011). *The Relationship Between Leadership Styles And Employee Commitment In Private Higher Education Institutions At Addis Ababa City*.
aau.
- Thomas, C. (1847). *Past And Present And Chartism*. Wiley and Putnam.
- Thuy, K. M. N. H. D. (2015). The Effects Of Leadership Styles On Employee Motivation In Auditing Companies In Ho Chi Minh City, Vietnam. *International Journal of Trade, Economics and Finance*, 6(4), 210.
- Totlund, M. (2014). *Leadership Development Program-Useful? Which Influence/Impact Have Leadership Development Programs Had To Your Development As A Leader?* , Ntnu.
- Trivellas, P. D., Christos. (2013). Investigating leadership styles, behavioural and managerial competencies profiles of successful project managers in Greece. *Procedia-Social and Behavioral Sciences*, 73, 692-700.
- Uğur, Ü. F. O. Y. (2009). Creativity For Gaining And Sustaining Competitive Advantage: The Role Of Leadership Styles. *Journal of Global Strategic Management*, 6, 137.
- Ukaidi, C. U. A. (2016). The Influence Of Leadership Styles On Organizational Performance In Nigeria. *Global Journal of Human Resource Management*, 25-34.

- Vidar, L. C. G. S. (2014). Entrepreneurial Orientation, Firm Strategy And Small Firm Performance. *International Small Business Journal*, 32(1), 36-60.
- Wang, W.-C., Lin, Chien-Hung, Chu, Ying-Chien. (2011). Types Of Competitive Advantage And Analysis. *International Journal of Business and Management*, Vol. 6, No. 5; 5.
- William, A. B. G. (2005). Authentic Leadership Development: Getting To The Root Of Positive Forms Of Leadership. *The Leadership Quarterly*, 16(3), 315-338.
- Wote, E. P. (2014). comparative study on leadership styles practiced in private and government secondary schools. the case of east badawacho district, hadya zone, snnpr. (Masters), Haramaya University.
- Wright, A. D. (2001). *A Retrospective Analyse Of Leadership Development Through Sport*. (master), queen's university kingston, ontario, canada.
- Yair, B. B. A. B. J. D. B. (2003). Predicting Unit Performance By Assessing Transformational And Transactional Leadership. *Journal of applied psychology*, 88(2), 207.
- Yazdani. (2009). Offering Process Model To Application Of Knowledge Management, Based On Organizational Learning. *Journal of IT management*, 1, 6-86.

APPENDICES

Gaziantep University

College of Administration and Economics

Business Administration Department

Postgraduate Studies

Date / / /

Number of the form ()

Dear Sir/ Madame

Greetings

We would like to take some of your precious time.

The questionnaire you are holding in your hands is completed for the purpose of a scientific research described in the master's thesis titles The Impact of Leadership on Getting Competitive Advantage in Petroleum Companies. Could you please answer the following questions. All you need to do is to tick (√) the variant of statement that corresponds with your point of view. Note that your answers will be used for scientific purposes only, so we hope for your sincere cooperation.

Thank you.

Yours faithfully,

Main notes:

1. We hope you to read all the questions attentively and reflect over your position carefully.
2. There is no correct or incorrect reply; we just need your opinion on the proposed issue.
3. Please answer all the questions. If you miss one of them at least, the analysis will be considered invalid.
4. Please describe the extent of your agreement to each paragraph ticking (✓) the corresponding box, which gives the needed accuracy and your description of the situation, as the evidence that it really exists.

Researcher

Master Student/ Business Administration

Appendix: Personal data. Please fill in the following data or select the desired statement.

| | |
|----------------------------|---|
| 1. Gender | Male Female () |
| 2. Age | years old |
| 3. Education | Secondary school or lower () Technical Diploma () Bachelor () Graduate Studies () |
| 4. Position (career title) | Assistant Director, Employment |
| 5. Service duration | Less than 21 year () 22 years or more () |
| 6. Marital status | Single () Married () Widow/Widower () Divorced |

Leadership Competency:

Please tick (√) the position in the answer box that reflects your opinion on the issue the most closely (Al-Zoubi, 2012).

| | | | | |
|--------------------------|-----------------|-----------------------------------|--------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | Disagree | Neither Agree Nor Disagree | Agree | Strongly agree |

| Strategy Development | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| 7. My companies concern is to facilitate a unified, collective understanding of the firm's strategic vision. | | | | | |
| 8. My company works on tying leadership culture, values, practices, and development to business strategy. | | | | | |
| 9. The company works to identify the potential and resources with the greatest impact on competitive advantage | | | | | |
| Fostering Innovation and Creativity | 1 | 2 | 3 | 4 | 5 |
| 10. My companies is Committed to make a difference | | | | | |
| 11. My company always fostering a case for new ideas improvements | | | | | |
| 12. There is a strategic needs for the unity of research and development to identify | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| opportunities in the market | | | | | |
| Developing Leaders | 1 | 2 | 3 | 4 | 5 |
| 13. My company emphasizes the continuing development of its current leaders' skills | | | | | |
| 14. My company concerns in Building teams of leaders and leaders of teams. | | | | | |
| 15. Providing mechanisms and opportunities for self-development | | | | | |

Competitive Advantage

This is concerned with determining the main indicators used for measuring the competitive advantage in the Erbil petroleum companies. Please mark (√) in the box which best describes your agreement or disagreement on using each of the following indicators to determine how the competitive advantage is achieved and maintained (Kubuta, 2014).

| 1 | 2 | 3 | 4 | 5 |
|--------------------------|-----------------|-----------------------------------|--------------|-----------------------|
| Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 16. Offer unique products in the market | | | | | |
| 17. The reputation of the firms and of its products. | | | | | |
| 18. The firm offers different after sales benefits for different construction products | | | | | |
| 19. Employ superior technology and continuous innovations | | | | | |
| 20. Outsourcing some of the company's activities | | | | | |
| 21. Exploiting linkages with suppliers and /or customers, in the company's value chain. | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| 22. A strong brand name. | | | | | |
| 23. Have efficient customer care service. | | | | | |
| 24. Understanding customers preferences. | | | | | |
| 25. Project served by all-weather roads in good condition . | | | | | |
| 26. Plans to provide reliable electric power source with a back-up generator provided. | | | | | |
| 27. Are there sewer trunks for site disposal. | | | | | |

VITAE

Shno Noori AHMED is born in Iraq. She completed her primary education in Iraq. She graduated from the department of, Business Administration, Faculty of Business Sciences at Salahaddin University in Erbil. She has begun the master of Business Administration in English at Gaziantep University. Her native language is Kurdish and she knows English in advanced degree.