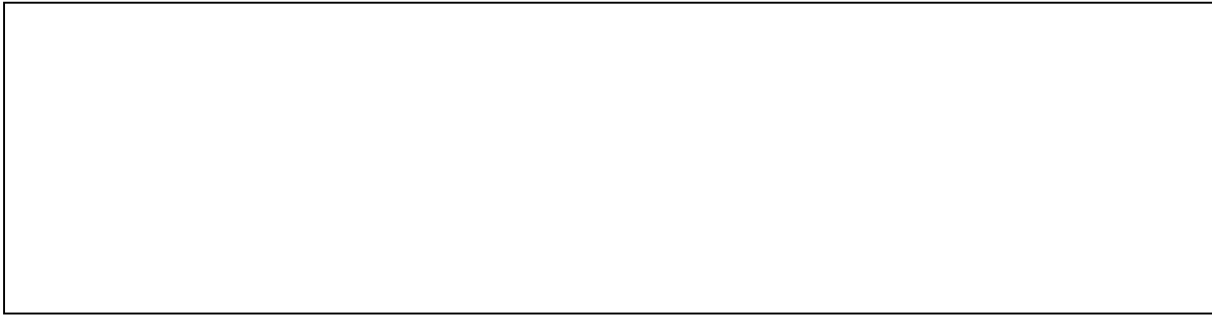




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J.D.Mayer & P.Salovey, )

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(2) Claude Louche, *Psychologie sociale des organisations*, Arman Colin, 2éd, Paris 2007, p115.

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(J.D.Mayer & P.Salovey, 1997 )

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(Shutte Self-Report Emotional Intelligence, SSREI 1998) :

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B.M.Bass & )

(MLQ 1992)

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(1) Claude Louche, op.cit, p114.

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:(R.F.Lusch & R.R.Serpken, 1994) <sup>(1)</sup>

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:(L.J.Geery 1997) <sup>(2)</sup>

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: (C.Cavallo 1998) <sup>(1)</sup> - 3-7

(Jhonson & Jhonson) (358)

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:(1998) <sup>(2)</sup> - 4-7

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:(J.Sosik, & L.E.Megerian, 1999) <sup>(3)</sup> - 5 -7

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(J.Barling, 2000) <sup>(4)</sup> - 6-7

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<sup>(1)</sup> Brienza.D, *Emotional competence and leadership excellence at Jhonson and Jhonson: the emotional intelligence and leadership study*, 2002. (www.eiconsortium).

<sup>(3)</sup> Sosik.J, and Megirian.L.E, " Emotional Intelligence and Transformational Leadership", *Group and Organization Management*, v24, pp 367-390.

<sup>(4)</sup> Barling.J, " Emotional Intelligence and Transformational Leadership", *Leadership and Organization Development journal*, v21, pp 157-161.

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(Bass & Avolio, 1995)

(MLQ5X-short)

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:(Batastini, 2001) <sup>(1)</sup>

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:(B.Palmer & M.Walls 2001) <sup>(2)</sup>

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(Swinburne)

.(Bass & Avolio, 1995 MLQ)

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**:(R.Anderson & J.Kennedy 2002) <sup>(1)</sup>**

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**(L.Gardner & C.Stough, 2002) <sup>(2)</sup>**

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<sup>(1)</sup> Kennedy.J, & Anderson.R, " Impact of Leadership Style and Emotions on Subordinates Performance", The Leadership Quartely, v13, pp 545-559.

<sup>(2)</sup> Gardner.L, & Stough.C, " Examining the relationship between Leadership and Emotional Intelligence in Senior Level Managers", Leadership and Organization Development journal, v23, pp 68-87.

(H.Ducket & E.McFarlane, 2003) <sup>(1)</sup>

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:(D.Rosete, & J.Ciarrochi, 2005) <sup>(2)</sup>

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<sup>(1)</sup> Duket.H, & McFarlane.E, " Transfomational Leadership and Emotional Intelligence in retaining", Leadership and Organization Development journal, v24, pp 309-317.

<sup>(2)</sup> Rosete.D, & Ciarrochi.J, " Emotional Intelligence and Effective Leadership", Leadership and Organization Development journal, v26, pp 388-399.

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(C.Darwin)

(H.Spencer)

(L.Morgan)

(G.J.Romanes)

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(Neocortex)

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(C.S.Sherington)

(J.S.Bolton)

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(E.L.Thorndike)

(Mecanical intelligence)

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(2)(Social intelligence)

(Abstract intelligence)

(E.A.Doll)

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(D.Stern)

(Intelligence quotient)

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(3) Daniel Goleman, *L'intelligence émotionnelle*, traduit par Thierry Piétat, édition Robert Laffont, S.A, Paris, 1997, p21.

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(3) Mayer J.D et all, *Emotional Intelligence as a standar intelligence*, Emotion, vol 1, N3, 2001, p233.

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(5) Daniel Goleman, *L'intelligence émotionnelle*, op.cit, p2

(C.Darwin)

(Adrenalin)

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(H.Selye)

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<sup>(1)</sup> Ibid, pp22 - 23.

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<sup>(1)</sup> Daniel Goleman, *L'intelligence émotionnelle*, op.cit, p424.  
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<sup>(3)</sup> Daniel Goleman, *L'intelligence émotionnelle*, op.cit, pp 424- 425.

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(W.James 1884)

(W.Canon)



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(J.Brown)

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(H.J.Eysenck 1967)

(L.M.Terman)

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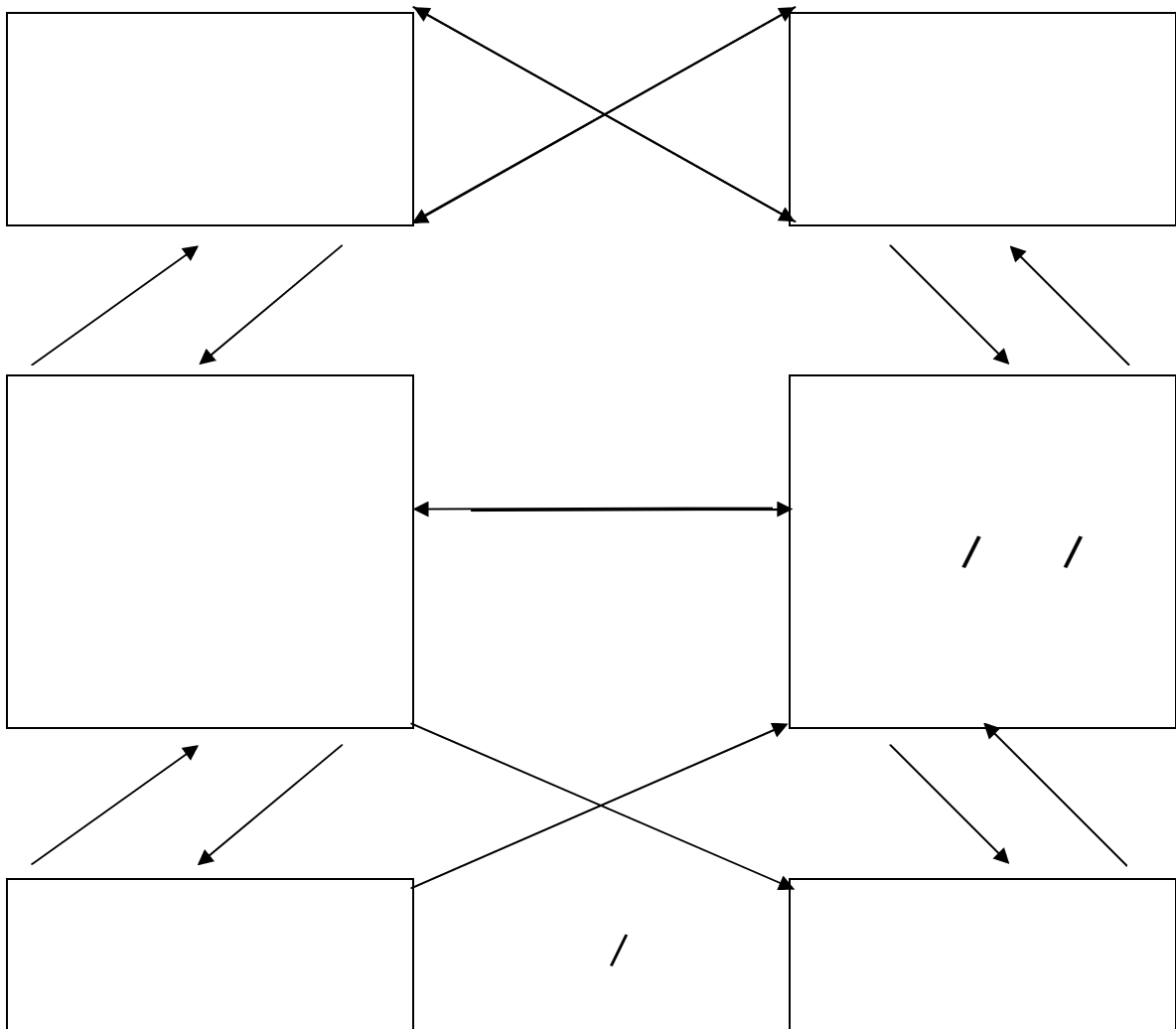
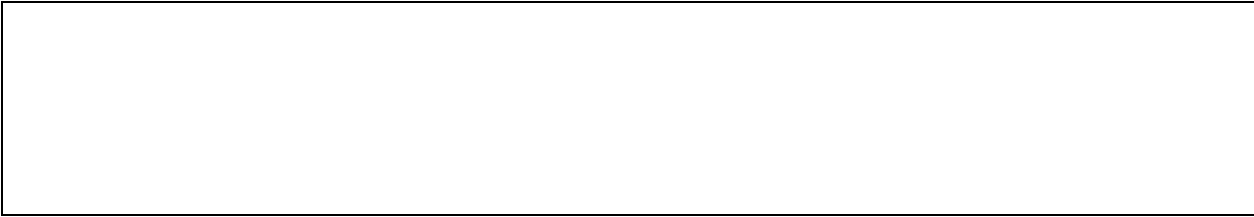
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(J.D.Mayer)

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(D.Goleman)

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<sup>(1)</sup> Yves Clot, *La fonction psychologique du travail*, 2 édition, Presses Universitaires de France, Paris, 2000, p23.

<sup>(2)</sup> Mayer.J.D & Salovey.P, *The intelligence of emotional intelligence*, Intelligence.17, 1993, p433.

<sup>(3)</sup> Holly.S.C, *An exploration of emotional intelligence scores among student*, in educational administration endorsement programe, Doctoral dissertation, East tennesse state university, 2002, p17.

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(J.D.Mayer)

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(<sup>1</sup>) Daniel Goleman, *L'intelligence émotionnelle*, op.cit, p51.

(<sup>2</sup>)

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(<sup>3</sup>) Mayer.J.D & all, *Model of emotional intelligence*, handbook of intelligence, Cambridge University press, UK, 2000, pp397-398.

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(J.D.Mayer)

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(1) Mayer.J.D, *A field guide to emotional intelligence*, emotional intelligence in every day life, Pheledelphia, PA/Psychology press, 2001, pp4-6.

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(E.L.Thorndike 1920)



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(CH.Spearman 1927)

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(H.Gardner 1983)

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:(Intrapersonal intelligence) - 1

:(Interpersonal intelligence) - 2

(Linguistic intelligence) : - 3

(Logical-Mathematical intelligence) : - 4

(Spatial intelligence) : - 5

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(Bodily-Kinesthetic intelligence) : - 6

(Musical intelligence) :

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(D.Goleman, R.Bar-On, P.Salovey, J.D.Mayer, R.Boyatzis)

(Intrapersonal intelligence)

(Interpersonal intelligence)

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P.Salovey )

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(& J.D. Mayer

(P.Salovey & J.D. Mayer)

(Emotional intelligence, imagination, cognition & personality) ð

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(R. Bar-On)

.(Emotional intelligence)

(D.Goleman)

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1995

(Emotional intelligence)

1998

(emotional intelligence

<sup>(1)</sup> Daniel Goleman, *L'intelligence émotionnelle*, op.cit, p51.

(P.Salovey & J.D.Miller)

(J.D.Miller)

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1990

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(1) Salovey.P & Mayer.J.D, *Emotional intelligence, imagination, cognition & personality*, 1990, pp5-6.

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( P.Salovey & J.D.Miller)

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( P.Salovey & J.D.Miller 1990)

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(3) Salovey.P & Mayer.J.D, op.cit, pp185-211.

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(D.Goleman 1995)

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Emotional )

(R.Bar-On 1997)

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(Neocortex)

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(J.Le Doux 1996)

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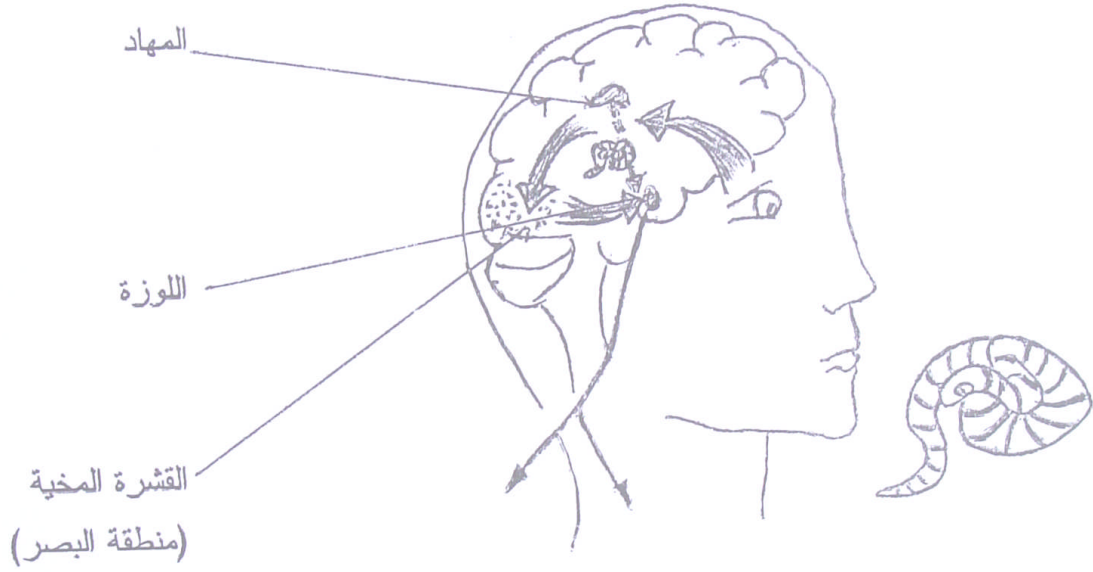
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(Daniel Goleman, *L'intelligence émotionnelle*, p 41):.

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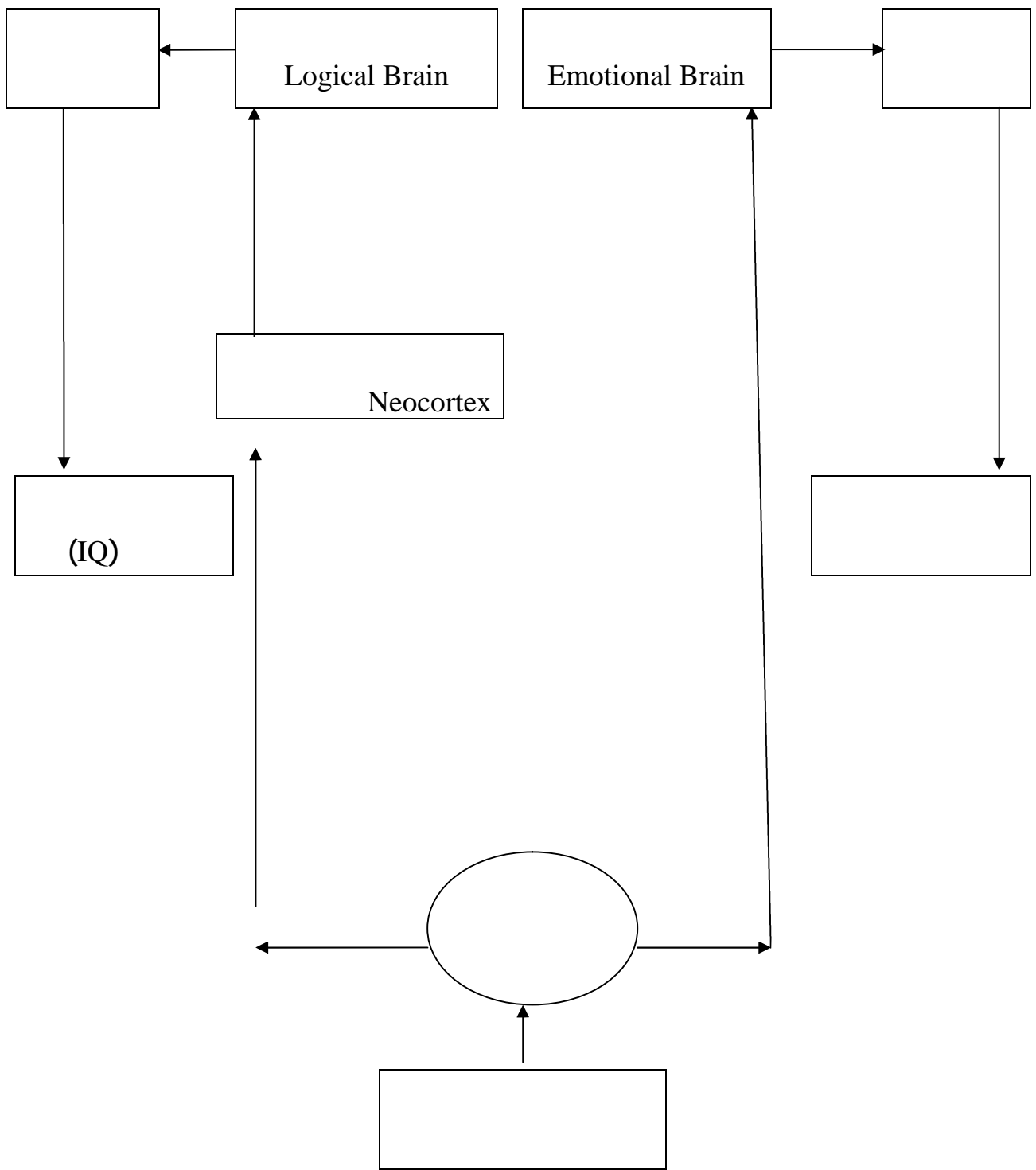
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(Affective blindness)

<sup>(\*)</sup>(Alexithymia)

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(Alexithymia)<sup>(\*)</sup>

(thymia)

( Daniel Goleman, *L'intelligence émotionnelle*, op.cit, p82.)

<sup>(2)</sup> Ibid, p34.

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(2) Daniel Goleman *L'intelligence émotionnelle*, op.cit, p54.

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(J.D.Mayer & P.Salovey )

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(D.Goleman)

(1) Daniel Goleman *L'intelligence émotionnelle*, op.cit, pp37 – 38.

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(R.Bar-On 1996)

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(E.L.Thorndike)

(H.Gardner)

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(J.D.Mayer & P.Salovey)

(D.Goleman)

(R.Bar-On)

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<sup>(1)</sup> Mayer.J.D & Salovey.P, op.cit, pp433-442.



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(P.Salovey, Bodell, Detweiler, & J.D.Mayer, 1999)  
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**:(Emotioal perception)**

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**:(Emotional understanding)**

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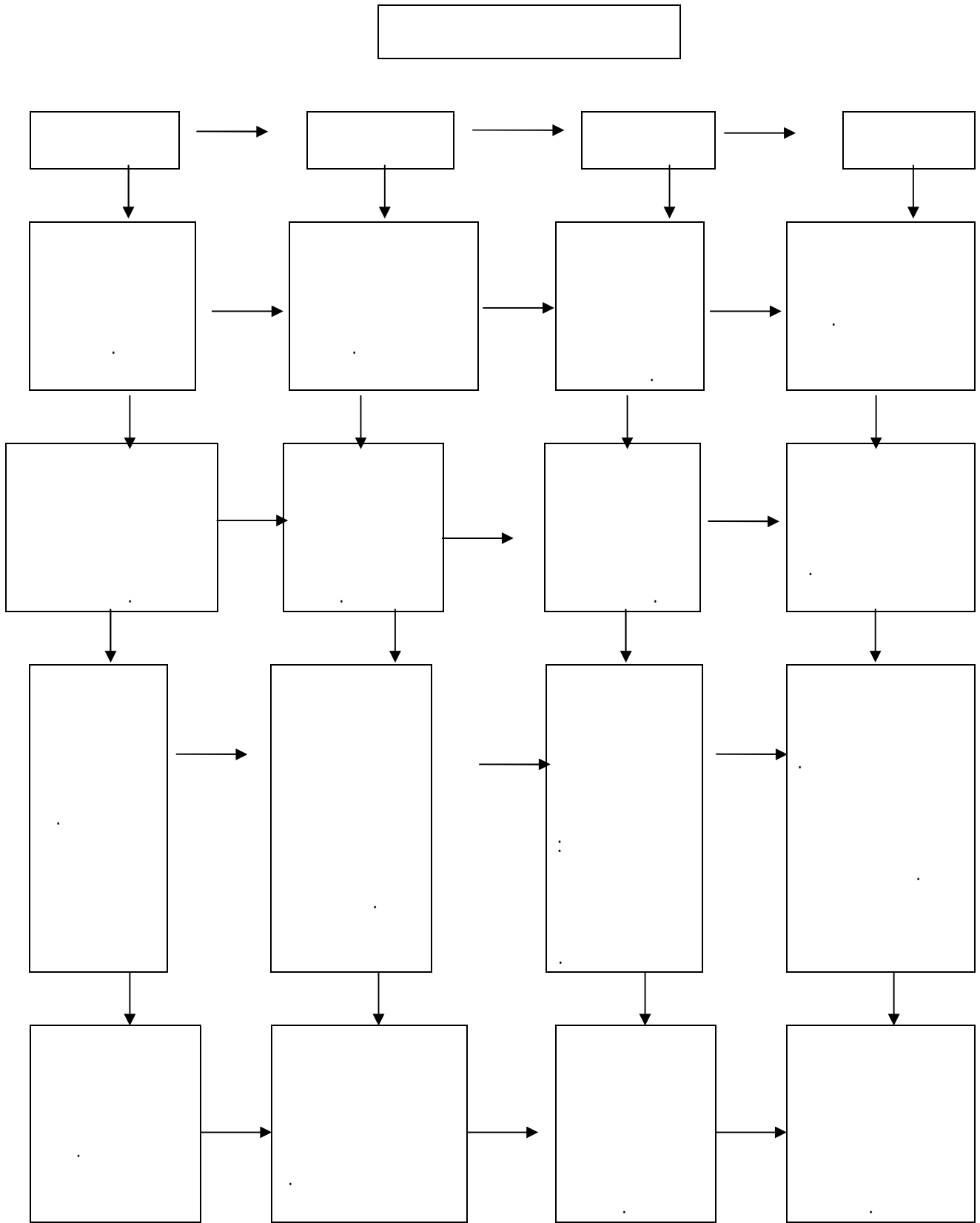
**:(Managing emotions)**

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**:(Emotional facilitation of thinking)**

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(P.Salovey & J.D.Mayer 1997)

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(D.Goleman): - 2-8

(\*) (D.Goleman)

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(Daniel.Goleman) (\*)

(Daniel Goleman *L'intelligence émotionnelle*, op.cit) ، 1995

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((Impulse control

(Self awareness)

((Self-motivation

(Zeal)

(Industry)

.<sup>(2)</sup>((Social deftness

(Empathy)

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<sup>(3)</sup> Daniel Goleman, *L'intelligence émotionnelle*, op.cit, p283.

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(D.Goleman & Boyatzis 2001)

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**(Self awareness) : - 1**

(Emotional

(Accurate self-

(awareness

(assessment

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(Self-confidence)

<sup>(1)</sup> Daniel Goleman, *L'intelligence émotionnelle-2*, traduit par Daniel Roche, Edition Robert Laffont, S.a, Paris,1999, p372.

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(2) Daniel Goleman, *L'intelligence émotionnelle*, op.cit, p77.



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(Self management) : - 2

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<sup>(1)</sup> Daniel Goleman, *L'intelligence émotionnelle*, op.cit, p78.

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Self-)

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( Trustworthiness )

(control

(Conscienciuouness)

(Adaptability)

(Achivement drive)

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(<sup>2</sup>) Daniel Goleman, *L'intelligence émotionnelle*, op.cit, pp95-96.

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(W.Mitchel )

(Stanford)

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(Social awareness) :

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(Empathy)

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(Empathy)

(Organizational awareness)

(Service orientation)

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(Empatheia)

(Empathy)

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(<sup>1</sup>) Daniel Goleman, *L'intelligence émotionnelle*, op.cit, pp127-128.

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(<sup>2</sup>)

(<sup>3</sup>) Daniel Goleman, *L'intelligence émotionnelle*, op.cit, p150.

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(<sup>1</sup>) Daniel Goleman, *L'intelligence émotionnelle-2*, op.cit, p163.

(<sup>2</sup>) Daniel Goleman, *L'intelligence émotionnelle*, op.cit, p156.

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(Relationship management) : - 4  
(Social skills)

<sup>(1)</sup> Daniel Goleman, *L'intelligence émotionnelle*, op.cit, p151.

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:(Intrapersonal emotional intelligence) - 1

:(Interpersonal emotional intelligence) - 2

:(Adaptability) - 3

: (Stress management) -4

: (General mood) -5

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(J.D.Mayer, P.Salovey, &

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(D.R.Caruso

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.(Self- report measures)

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.(Observer- rating measures)

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Emotional )

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Mayer Salovey Caruso Emotional Intelligence )

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(1) Daniel,Goleman, *L'intelligence émotionnelle-2*,op.cit, p377.

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(N.Schutte et al)

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(<sup>1</sup>) ( Emotional Quotient Inventory: EQI )

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(Emotional Competence Inventory: ECI. 1994)

(Emotional Intelligence Appraisal: EIA. 2003)

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(2) Claude Louche, op.cit, p114.

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(Referent power)

<sup>(2)</sup>(Expert power)

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(2) Claude Louche, op.cit, p 121.

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.263 السلوك التنظيمي في منظمات الاعمال، دار وائل للنشر، ط3، عمان، الاردن، 2005

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(R.M.Stogdill)

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(F.Mann)

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i(Iowa studies)

.(Michigan studies)

(Ohio state studies)

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(D.Mc.Gregor)

(Theory X and Y)

.(<sup>2</sup>)Participative leadership)

(Grid managerial)

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(R.K.White)

(R.Lippt)

(K.Lewin)

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i(R.M.Stogdill)

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		<b>(Consideration)</b>	
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Douglas McGregor )

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Robert Blake & )

(James.Mouton

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**:(Authoritarian leader) - 2**  
(1.9)

**:(Country club leader) - 3**  
(9.1).

**:(Organisation man) - 4**  
(5.5)

**:(Team leader) - 5**  
i(9.9)

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Robert Tannenbaum & waren )

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<sup>(1)</sup> Claude Louche, op.cit, p 116.

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(E.Fleishman & F.F.Harris)

(Ko & Yom 2003)

(T.A.Judge, R.F.Piccolo, & R.Ilies, 2004)

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<sup>(1)</sup> Claude Louche, op.cit, p 118.

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(F.Fiedler)

(Fiedler 1967):

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(Fred Fiedler)

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(2) (The Last Preferred Co-worker, LPC)

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<sup>(1)</sup> Claude Louche, op.cit, p 119.

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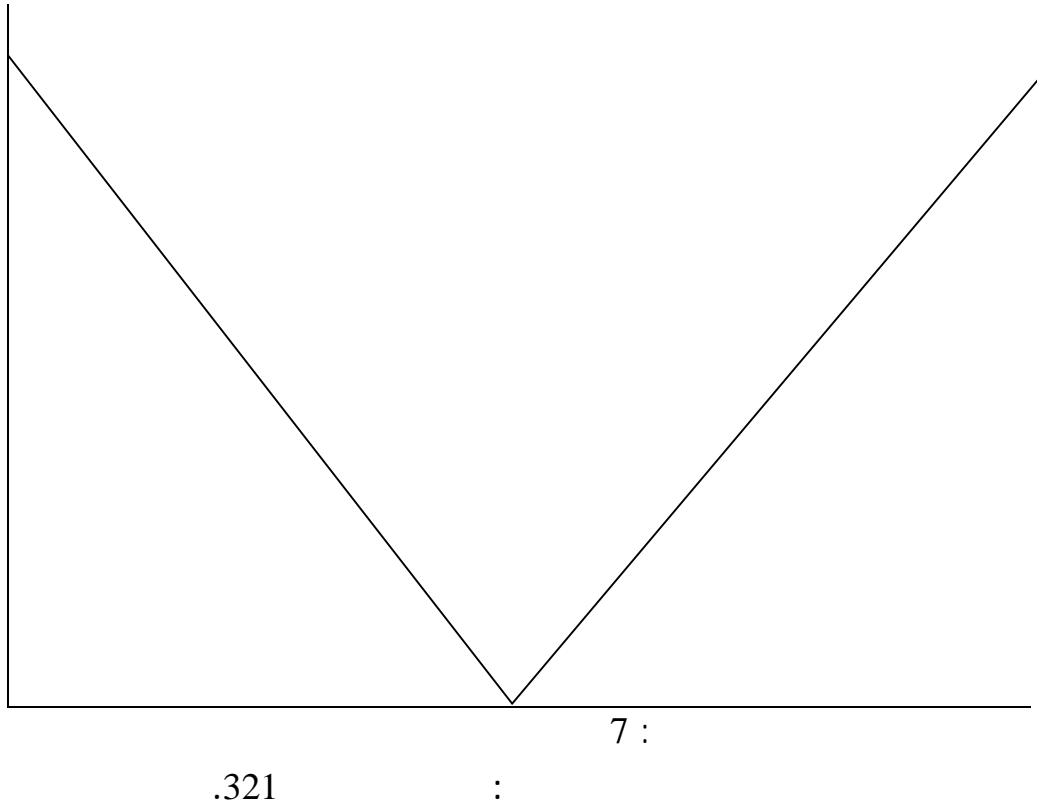
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(Robert House)

Path-Goal )

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:(Directive leadership)

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Achievement-)

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:(oriented leadership  
(Challenging goals)

:(Supportive leadership)

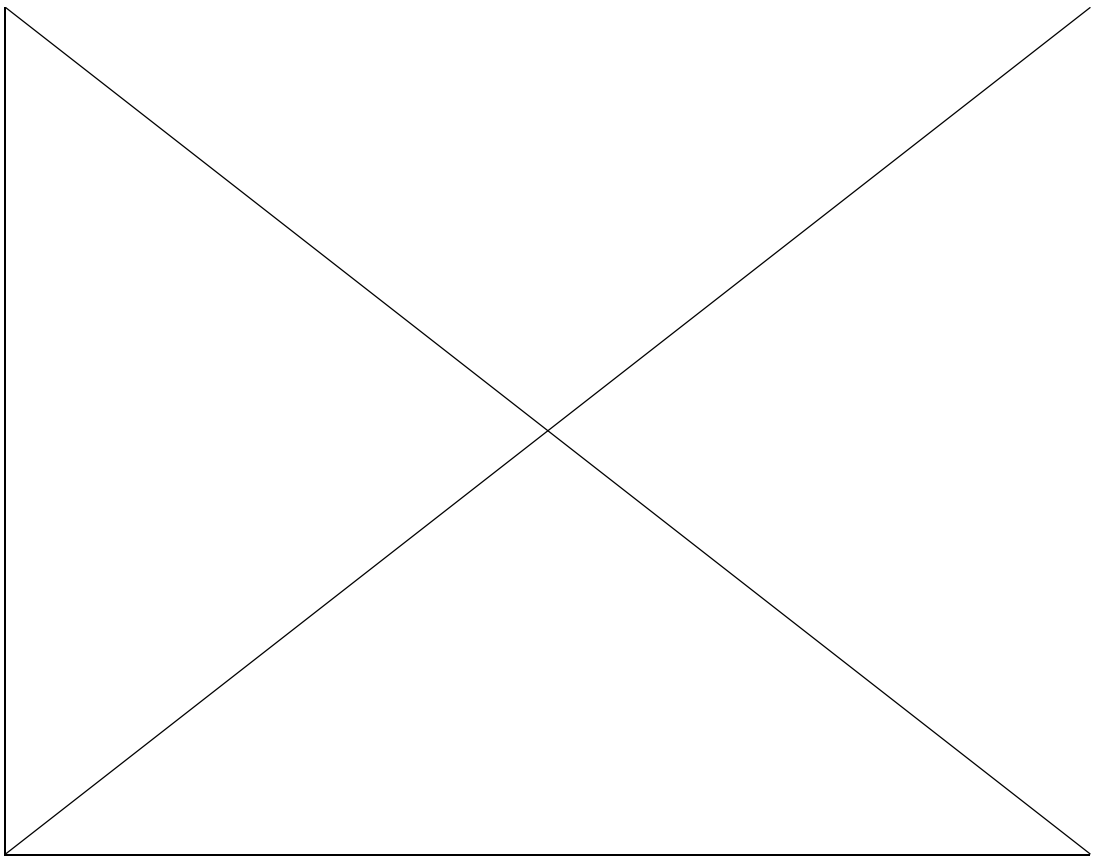
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:(Participative leadership)

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(Edgar Shchein)

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Paul Hersey and Kenneth )

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(2) Claude Louche, op.cit, p 120.

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(Claude Louche, p116.) :

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G.Graen, M.Novak, & )

(P.Sommerkamp 1982

<sup>(1)</sup>(Out-group)

(In-group)

<sup>(1)</sup> Claude Louche, op.cit, pp 121- 122.

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(T.Burns 1978)

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<sup>(2)</sup> Claude Louche,op,cit, p 122.

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Basu & )

(Green 1995

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(Green,Anderson, & Shivers 1996)

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(Graen & Uhl-bien 1996)

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<sup>(1)</sup> Claude Louche, op.cit, p 123.

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(T.Burns 1978)

) (Transformtional Leader)

(<sup>(1)</sup>

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(<sup>(2)</sup>

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(B.Bass 1985)

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(B.Bass)

i(Multifactor Leadership Questionnaire, MLQ)

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<sup>(1)</sup> Claude Louche, op.cit, p122.

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K.Lowe, G.Kroeck, & )

(N.Sivasurbramanian 1996

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<sup>(4)</sup> Claude Louche, op.cit, p 124.

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(2) Daniel Goleman, *L'intelligence émotionnelle*, op.cit, p229.

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<sup>(1)</sup> Yves Clot, op, cit p 24.

<sup>(2)</sup> Daniel Goleman, *L'intelligence émotionnelle- 2*, op.cit, pp 202- 203.

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(Bourey & J.D.Mayer 2001)

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(R.J.emmerling, D.Goleman, *Emotional intelligence* :  
[www.eiconsortium.org](http://www.eiconsortium.org))

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%09.52	04		
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%100	42		

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Shutte Self-Report Emotional Intelligence, )

(N.S.Shutte & al)

(SSREI 1998

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25-19	18-12	11-05	
125-92	91-59	58-25	
100-72	71-47	46-20	
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25-19	18-12	11-05	

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	%		%		%		
42	%28.57	12	%38.09	16	%33.33	14	
42	% <b>59.52</b>	25	%14.28	06	%26.19	11	
42	%42.85	18	%28.57	12	%28.57	12	
42	%23.80	10	%42.85	18	%33.33	14	
42	%26.19	11	%45.23	19	%28.57	12	
42	%30.95	13	% <b>40.47</b>	17	%28.57	12	

17 :

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%38.09

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.(%42.85)

%45.23

%42.85

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.(%28.57)

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	%		%		%		
42	% <b>14.28</b>	06	%38.09	16	%47.61	20	
42	% <b>16.66</b>	07	% <b>26.19</b>	11	% <b>57.14</b>	24	
42	%38.09	16	%33.33	14	%28.57	12	
42	%38.09	16	%38.09	16	%23.80	10	
42	% <b>26.19</b>	<b>11</b>	%38.09	<b>16</b>	%35.71	<b>15</b>	
42	% <b>50</b>	21	%26.19	11	%23.80	10	
42	%42.85	18	%28.57	12	%28.57	12	
42	%38.09	<b>16</b>	%38.09	<b>16</b>	%23.80	<b>10</b>	
42	%35.71	<b>15</b>	%23.80	<b>10</b>	%40.47	<b>17</b>	

18 :

%14.28

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		%38.09	%47.61
%16.66		%26.19	%57.14
%23.80		%26.19	%50
	%28.57	%42.85	
%26.19		%35.71	%38.09
%38.09		%38.09	%23.80

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0.05

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14	01	02	11	
16	02	12	02	
12	08	02	02	
42	11	16	15	

19 :

14	1	2	11	
14	3.666	5.333	5	
16	2	12	2	
16	4.190	6.095	5.714	
12	8	2	2	
12	3.143	4.571	4.285	
42	11	16	15	
42	11	16	15	

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$$2(1 - | - |) \\ \text{UUUUUUUUUUUUUUUU} \approx =2$$

$$18.01 = 2$$

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$$(1 - ) (1 - ) = \\ .4 = (1 - 3)(1 - 3) =$$

2

0.05

9.49

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18.01

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11	02	02	07	
06	01	02	03	
25	08	12	05	
42	11	16	15	

21 :

11 11	2 2.881	2 4.190	7 3.928	
6 6	1 1.571	2 2.285	3 2.142	
25 15	8 6.548	12 9.523	5 8.928	
42 42	11 11	16 16	15 15	

22 :

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2

$$.3.006 = 2$$

2

$$(1 - 0.05)^2 (1 - 0.05)^2 =$$

$$.4 = (1 - 0.05)(1 - 0.05) =$$

2

0.05

9.49

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3.006

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12	02	02	08	
12	02	05	05	
18	07	09	02	
42	11	16	15	

23 :

12	2 2.881	2 4.452	8 3.666	
12	2 3.405	5 5.261	5 4.333	
18	7 4.714	9 7.285	2 6	
42	11 42	16 11	15 16	15

24 :

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**04.627 =2**

2

$$(1 - 0.05)^2 (1 - 0.05)^4 = 0.4 = (1 - 0.05)^2 (1 - 0.05)^4 = 0.4$$

2

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14	02	02	10	
18	03	13	02	
10	06	01	03	
42	11	16	15	

25 :

14	2	2	10	
14	3.666	5.333	5	
18	3	13	2	
18	4.714	6.857	6.428	
10	6	1	3	
10	2.619	3.809	3.751	
42	11	16	15	
42	11	16	15	

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$$.13.21 = 2$$

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$$(1- \quad)(1- \quad) =$$

$$.4 = (1-3)(1-3) =$$

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12	01	01	10	
19	02	14	03	
11	08	01	02	
42	11	16	15	

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12 12	1 2.881	1 4.452	10 3.666	
19 19	2 3.405	14 5.261	3 4.333	
11 11	8 4.714	1 7.285	2 6	
42 42	11 11	16 16	15 15	

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$$20.82 = 2$$

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$$(1 - \quad)(1 - \quad) =$$

$$.4 = (1 - 3)(1 - 3) =$$

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12	01	01	10	
17	03	10	04	
13	07	05	01	
42	11	16	15	

29 :

12	1	1	10	
12	3.142	4.571	4.285	
17	3	10	4	
17	4.452	6.476	6.071	
13	7	5	1	
13	3.405	4.952	4.642	
42	11	16	15	
42	11	16	15	

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11.93 =2

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$$(1 - 0.05)^2 (1 - 0.05)^2 =$$

$$.4 = (1 - 0.05)^2 (1 - 0.05)^2 =$$

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(H.Ducket& E.McFarlane, 2003)

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(1) Daniel Goleman, *L'intelligence émotionnelle-2*, op.cit, p 225.

(2) Daniel Goleman, *L'intelligence émotionnelle*, op.cit, p 184.

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	2		13.21	2	
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(Shutte self-report emotional (intelligence, SSREI, :

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(Multifactor Leadership (Questionnaire, MLQ, :

.'Bass & Avolio' 1992

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## **RESUME:**

### **L'intelligence émotionnelle et sa relation avec l'efficacité du leadership.**

Cette étude visait à examiner la relation entre l'intelligence émotionnelle et l'efficacité du leadership. La question principale de la problématique était comme suit: Existe-il une relation corrélative et significative entre le niveau de l'intelligence émotionnelle et le niveau de l'efficacité du leadership? Nous avons supposé l'existence de cette relation en postulant que le cœur du leadership est l'influence et que ce dernier est basé sur les émotions.

Nous avons testé la véracité de notre hypothèse en utilisant la méthode descriptive sur un échantillon qui a compris toute la société originale de l'étude et qui s'est composée de 42 cadres moyens du complexe de raffinage du pétrole de Skikda.

Pour rassembler les données nous avons utilisé le questionnaire comme moyen essentiel et unique. Nous avons mesuré l'intelligence émotionnelle à partir d'un questionnaire d'auto-évaluation inspirée de l'échelle de Schutte (Shutte Self-Report Emotional intelligence, SSREI 1998), Pour mesurer l'efficacité du leadership nous avons utilisé un questionnaire inspiré du (Multifactor Leadership Questionnaire, MLQ de " Avolio et Bass 1992" ). Nous avons considéré que le modèle transformationnel indique une efficacité maximum, le modèle transactionnel indique une efficacité moyenne, tandis que le modèle du laisser-faire indique une faible efficacité.

Après l'analyse des données en utilisant le test K2, nous avons tiré conclusion qu'il existe une relation corrélative positive et significative entre le niveau de l'intelligence émotionnelle et le niveau de l'efficacité du leadership.

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## **SUMMARY:**

### **The emotional intelligence and it's relationship with leadership efficiency.**

This research aims at examining the relationship between emotional intelligence and leadership efficiency; thus, the practical side of this reaserch targeted the leaders of skikda oil refinery. The main question was as follow: Is there a significant correlation relationship between emotional intelligence and leadership efficiency? We presumed the existence of such relation on the basis that the core of the leadership efficiency is the influence and that latter is mainly based on emotions.

We tested the veracity of our hypothesis using the descriptive method on a sample that included all the members of original group subject to the study. It consisted of 42 leader belonging to the administration of skikda oil refinery.

To collect data we used the questionnaire as unique and main way. We measured the level of emotional intelligence using a self evaluating form inspired from (Shutte Self-Report Emotional intelligence, SSREI 1998). To measure the efficiency of leadership we used a form inspired from (Multifactor Leadership Questionnaire, MLQ " Avolio & Bass", 1992 ). We assumed that transformational leadership indicates high efficiency; Transactional leadership indicates medium efficiency and the non-interference method indicates low level of efficiency.

After processing data using the K2 TEST we concluded that there is positive significant correlation relationship between emotional intelligence and leadership efficiency.



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(Edward J.Murray)

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i(Andrew D.Sizlagy & Mark J.Wallace)

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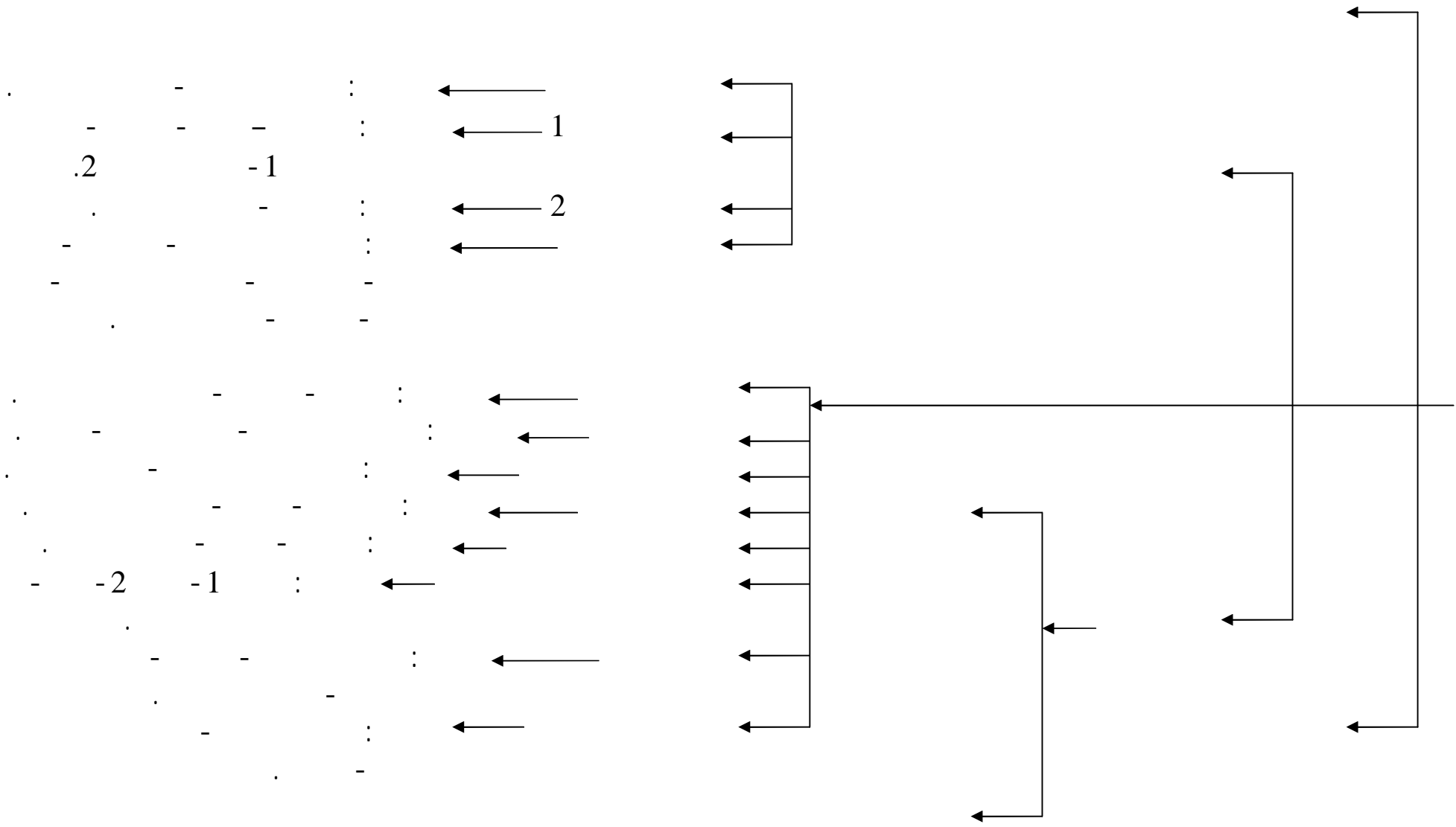
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مستوى الدلالة		درجات الحرية
0.01	0.05	
6.63	3084	1
9.21	5.99	2
11.34	7.82	3
13.28	9.49	4
15.09	11.07	5
16.81	12.59	6
18.18	14.07	7
20.09	15.51	8
21.67	16.92	9
23.21	18.34	10
24.72	19.68	11
26.72	21.03	12
27.69	22.36	13
29.14	23.68	14
30.58	25.00	15
23.00	26.30	16
33.44	27.59	17
34.81	28.87	18
36.19	30.14	19
37.57	34.41	20
38.93	32.67	21
40.29	33.92	22
41.61	35.17	23
42.98	36.42	24
44.31	37.65	25
45.61	38.89	26
46.96	40.11	27
48.28	41.34	28
49.59	42.56	29
50.89	43.77	30
63.69	55.76	40
76.45	67.50	50
88.38	79.08	60
100.43	90.53	70
112.33	101.88	80

124.42	143.45	90
135.81	124.34	100