

## **The Importance of Heads of Youth Institutions in Jordan to have Leadership Skills**

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### **Abstract**

The leadership skills of youth workers in Jordan are clearly effective in developing and developing young people in various aspects of life. The leadership skills motivate them to work hard to achieve the goals and objectives of establishing these youth institutions aiming at the comprehensive and balanced development of Jordanian youth, and the ability of the movement of development and change and development.

The objective of the study is to identify the level to which the employees of youth organizations in Jordan have the right to achieve these goals and the extent to which they benefit the Jordanian youth. What are the criteria on which employees are chosen to work in these youth institutions? Of leadership skills and what are the causes of this vulnerability

Where the research seeks to address this problem and to develop appropriate solutions to the problem based on scientific basis based on scientific research and the use of previous studies that examined the issue key words

Employees in Youth Organizations, Jordan, Leadership Skills, Leadership. Young

### **1. Introduction**

Leadership is the main tool to attain the goals and objectives of the organizations, and to reach the desired integration between the inputs of the administrative process, which includes the components of human resources, and the interaction between these resources, and effective

exploitation; to achieve the objectives of society, it is a manifestation of social interaction important, and perhaps the most prominent Organizations need specifically in light of the rapid and successive changes and the organizations that have become more complex to effective leadership that stimulates the worker and organize the work and achieve the goals with the least cost and effort accompanied by honesty, loyalty, diligence and perfection of leadership skills and youth institutions (Kapur, Radhika, 2019).

The leader, by virtue of his position and superiority among his group, is the main intermediary in determining the structure of the group. Thus, the leadership is seen as a force that has an influential and differentiated role, characterized by interaction between the leader and the group to develop the institution's work (James & Green, 2005).

The leadership plays important roles in youth organizations. It focuses on the humanitarian aspect and works to integrate the organizational, humanitarian and social aspects. It is one of the most humanitarian operations that affect the motivation, motivation and morale of the employees Alghazo, Ali & Al-Anazi, Meshal (2016). It affects their performance, psychological attitudes and satisfaction with their work. And subordinates, and affect the productivity efficiently and competently, and to succeed these roles must provide individuals working with the leader desire to progress and success and achieve results.

Because of this importance to the leadership role, the leader must have a set of qualities, including mental sound, faith and commitment to work and be able to assume responsibility and the ability to influence others and love of people, and needs leadership skills such as the ability to understand, analysis, communication, listening, guidance and planning They are included in three main skills: cognitive skill, technical skill and human skill (Bass, B. M., 1990).

The leadership skills and the necessity of owning them in the human resources working in the youth institutions play a significant role in achieving the objectives of these institutions and activating their role in participating in all aspects of life through training and rehabilitation as well as pioneering initiatives aimed at honing the Jordanian youth personality (Connelly, M. S., et al., 2000). From participation in political activity, economic planning, Seminars and training courses that deal with activities on the principles of true citizenship, enlightenment, dialogue with others, community violence, the focus on organized voluntary work, health and cultural activities, and their role in national decision-making. In the Arab organizations, by virtue of their

leadership position, the direct officials responsible for the implementation of these activities and programs, and the achievement of visions and aspirations on the preparation of young people for the future (Ali, Abbas, 1996).

It is definite that a leader must possess a set of skills that will support him to inspire the subordinate behavior and attain the objectives of the management they work in. For the leader to understand the three parts of the leadership process, the subordinate leader must achieve or acquire four skills in order to attain the objectives of the work. A leader should increase efficiency and accomplish the objectives and increase their degree of satisfaction on the other.

## **Methodology**

### **The concept of skill**

Skill is a natural or acquired gift or talent that grows in knowledge or education, is refined by training, makes the individual physically and mentally capable, and is used to influence the behavior of others to accomplish a particular goal. Skill is defined as the ability to do business accurately, easily, and control the effort and time of an individual. It is the ability of a leader to perform tasks and tasks efficiently and effectively with the least effort and time.

The importance of skills is to improve performance and raise productivity through a balance between the objectives of the organization and the objectives of the employees and raise the level of satisfaction and ensure the continuation of administrative and organizational effectiveness.

Skill is the ability to perform an action, to carry out an action, or to take a goal using efficient and distinctive methods and methods, to achieve the best results from available resources and possibilities. The source of skill may be the heredity that allows some individuals to have abilities that are not available to others, And training. It is noted that innate skills are less effective in managerial leadership since most of the leadership skills that must be acquired are skills acquired through training and practice under the supervision of more knowledgeable and experienced leaders.

Skills and leadership elements in administrative thought

Leaders in different types of organizations and bodies have some personal characteristics that have an impact on their success. These include: intelligence, ego power, gravity, primacy, ambition, self-confidence, enthusiasm, high spirits, persuasion (George R. Terry, 1960). As a result of the difference and the multiplicity of personal characteristics as well as the difference of the role of the leader in a leadership position assigned to another center, it is difficult to choose the leader on the basis of the availability of all these characteristics and it is difficult to meet all these characteristics in one person to a high degree, so it can be said, These personal characteristics, there are a number of skills acquired that affect the work of the leader and performance, which can be developed by training (Elhajj, Simon, 2013), including:

### **First: cognitive skills**

Is the ability to see and see the organization as an integral part of the large society in which it lives. It is a skill to see the public interest and to link the organization's goals and policies with the objectives and policies of the existing system and to reconcile the different trends and pressures that exist in society and the work of the organization (Mumford, Michael, et al., 2016). And relates to the ability of the leader to analyze, study, conclusion, comparison, linkage and the ability to develop and positive change. And that the leader is capable of studying, analysing and concluding relatively, and is also flexible and mentally ready to accept the perception of others, as well as ideas of development and change of the organization as per the requirements of the circumstances.

This skill is divided into several sub-skills including:

#### **1) Innovation and innovation:**

The personality of leadership is characterized by a spirit of initiative and initiative, and it is capable of creation and expression. This means that it is the source of all new ideas, to be able to provide a climate that enables the members of the group to participate creatively, initiative and creativity (Hoffman, R. C., & Hegarty, W. H., 1993). Enlightening and inspirational proposals that stimulate his creative thinking and sharpen their ambitions for work, and this requires a leading personality to be able to think comprehensively integrated.

#### **2) Creative thinking:**

Sometimes the leader may encounter new problems that he has not encountered before, or an old problem that needs new solutions that are not familiar in advance, and the leader needs intellectual skills, namely, the transition from the old ways of doing things to the development of modern methods and methods (McCall, M. W. J., & Lombardo, M. M., 1983), Which the habituality used to liberate his thinking from the limitations of the past routine.

### **3) Ethical Conclusions:**

Ethical leaders always do the right things for the right reasons without observing anyone but knowing what is right and applying it ethically is a daunting task but if the leader maintains the values he draws from his religion and the values of the profession he will be able to moral conclusions and conclusions. Morality is the definition of the problem, the knowledge of the rules related to the problem, the development of values, alternatives and solutions, the choice of the most representative solutions to the values of religion and occupation.

### **4) Reflective Thinking:**

Leadership development does not come from a vacuum. Leaders must be receptive to receiving ideas about their performance through multiple views and through feedback from the old leaders, through their eyes, even their subordinates, and to be receptive to receiving ideas that are not all but part (Matsuo, Makoto, 2016). From the development equation of leaders, leaders should listen to these ideas and use them and reflect here highlights the ability of the leader to take these ideas and information and evaluate and applied to behaviors and actions to clarify and correct errors. The leaders' awareness of the feedback from their performance also guides them to the strengths and weaknesses that are essential to a leader who is constantly seeking to develop himself.

### **5) Ruling on Sentencing:**

A rational decision requires not only a leader but also a person who has the conceptual and cognitive skill to choose between alternatives because the goal is not only to decide but to reach a viable decision and to coexist, meaning that the goal is not to pursue an ideal decision. Taking into consideration the stage concerned and variables of time and space conditions. This discriminatory approach is a rabbinical approach to dealing with human beings, a method that is adopted as a step towards human and with it to where it should be. Hence, the discriminatory

ability of leadership is necessary and necessary in the success of the future of its performance. Between choice of alternatives the available alternatives and the discretionary ability to make judgments capable of mating with the intelligence ability of the leader and have an effective impact on the success and excellence in the leadership of the institution.

This foundation is based on the consideration of the consequences and foresight of considering that leadership is a mental entity characterized by a sense and learn how to avoid an optimistic spirit of change and renewal, and no doubt the study of history tells the administrative leader in the development of this prison.

#### **6) Self-professional development:**

That the individual is usually based on the one who takes his hand in the path of career advancement, but the distinguished draws himself the line of the future and work hard with his knowledge and experience and diligence in order to reach the level of career that he wishes for himself, so the manager is characterized by the following:

- a. It teaches itself in a connected way
- B. Develops his abilities and skills by self-knowledge
- C. Benefit from and learn from the experiences of others.

Dr. He is constantly updated and educated

The most important aspects of intellectual skills:

- Ability to determine the information required to decide.
- If there is time, the leader resists decisions based on preliminary information.
- Decision making based on relevant and correct information.

Devoting efforts to differentiate between significant and relevant information from non-important and irrelevant information (Karp, Tom, 2012).

Second: Technical skills:

A skill that reflects the ability to deal with things. It relates to the leader's knowledge of the technical aspects of the work, understanding of the rules and regulations, the use and analysis of the information, and the knowledge of how to complete the work.

It is intended to know scientific work, and perhaps one of the most important features and capabilities that relate to the skill of the technical leader is the ability to take responsibility, and a

deep and comprehensive understanding of things, and firmness, and faith in the goal (Markovic, Zorica & Ljajić, Samir, 2017).

A leader should be professional in his work, aware of the subordinates work in terms of the nature of the work they perform, and familiar with the stages and relations and requirements. As well as to be able to use and analyze information, and aware of and familiar with the ways and means available to complete the work.

Technical skills are divided into several skills including:

1) Ability to take responsibility:

The authorization and granting of trust do not absolve the commander from assuming the public and private responsibility towards the organization he runs and the tasks and tasks he is assigned. Leadership is above all a responsibility and not a center.

2) The ability to comprehensively understand things:

Enhancing the abilities of the leader through knowledge of human knowledge, which increases the scope of his influence in the group. The leader is not intended to be an expert or a science expert, but he must have enough knowledge through cultural knowledge so that he has comprehensive knowledge that builds confidence in himself and develops the confidence of others in him. Which is a requirement for success in driving.

3) Belief in the goal and its potential:

This skill requires the leader to be able to formulate clear, realistic goals that are easy for the obsessed to understand and achieve.

And that the goals are to meet the aspirations and concerns of employees and must be the leader the ability to convince himself and his followers' goals and the possibility of achieving and requires faith in the goal of the leader interest in the work and his desire to succeed and feel happy when the work.

4) Packages:

It means that the leader is firm and his orders conclusive with the skill in reconciling the right judgment to things and considering the feelings of his subordinates (Markovic, Zorica & Ljajić, Samir, 2017), and his ability to distinguish important aspects and not important to the problem and the ability to analyze objectives and choose the best ones.

### Third: Human skills

Human relationships are as old as human beings. They are indicative of the fact that they exist as human beings linked to other human beings with different associations. They arise from the existence of several human beings that interact with each other and share common goals, interests, goals, and environment. Human relations mean ways and means by which people can be stimulated and stimulated More productive work produced, and so human relations focus on individuals as people rather than on economic or physical aspects. It is also concerned with organizational relations and the availability of a social climate that creates favorable conditions for employment. Social relations are aimed at satisfying the needs of individuals and achieving organizational goals at the same time (Moore, Lori & Rudd, Rick, 2004). And relate to the ability of the leader to understand the behavior of employees and their motives and relationships and factors affecting their behavior in order to be able to deal with them and satisfy their needs.

Kanaan stressed that human skill means the ability of the leader to deal with subordinates and coordination of their efforts, and create a spirit of collective action between them, and this requires a mutual understanding between them and them, and knowledge of their views and tendencies and trends; human skill reflects his ability to deal with individuals.

The capacity to comprehend the behavior of employees and their relationships and motives, as well as factors affecting their behavior because the knowledge of the leader dimensions of human behavior enables him to understand himself first and then the knowledge of subordinates II, and this helps satisfy the needs of subordinates, and achieve common goals (Patterson, T. F., 1997)

Human skills are divided into several sub-skills, including:

#### 1) Communication skill:

Is the ability of the leader to communicate effectively and characterized by cooperation and communication and continuous coordination and mutual respect between the leader and the leaders, which contribute to achieve the goals of the organization and the objectives of the staff and the objectives of the leader, and is characterized by openness, transparency and honesty in the transfer of information to facilitate the process of decision-making and the various handling of information in all directions and be Information is understood at the same level as related Parties When the communications are effective, the organization works in the spirit of a team



that is cooperative and coherent. The skilled leader organizes his organizational and administrative tools to communicate with him at the various levels at a very effective level, considering the ease of information flow to the abyss and ensuring that the information is easy to access (M.E. Shaw, 1971). Effective communication between the leader and his subordinates raises the spirits of the subordinates and develops the spirit of the team and strengthens the sense of belonging to the organization and integration into it.

## 2) Establishing relationships with others:

The Leader maintains effective relations and contacts with all parties and parts of the work with the presidents, subordinates and colleagues to obtain the maximum degree of cooperation and achieve the desired goals and avoid obstructing efforts (A. Bavelas, 1960). Good relationships help to avoid problems and conflicts with working groups, help to understand employees' needs, listen to their opinions and suggestions, and prepare for their emotional involvement. Successful leadership is measured by how efficient individuals are. The team and also the nature of the relationship between leaders and followers, and that one of the most important indicators of the availability of human skills of the leader of his ability to establish good relations with everyone and conscious awareness of the tendencies and attitudes of subordinates and understanding of their feelings and confidence in them and accept Comfort and constructive criticism and allow them to show their creative talents, and meet their demands and satisfy their needs.

## 3) Team building:

The skills of the humanitarian leader are shown in his ability to organize the staff under his leadership in the form of working groups or collaborating teams. Ideal leaders somehow associate all those who must live with the results, others can do good, the difference and they give power to others.

The ability of the leader to form teams of competent, responsible and creative teams (Jacobs, T. O., & McGee, M. L., 2001), and teams are useful and necessary in the most often when the best selection of its members, and accurately defined the tasks and movements and responsibilities and powers and contacts and time required to perform its mission, it helps to accomplish and develop many work and deal with chronic problems And emergency accidents. It also has a significant benefit in training the bums by engaging them in extraordinary tasks. The teams

achieve improved productivity and quality, reduce costs, reduce resistance to change and development, and Eli Appreciation of others:

The way of dealing and practicing creative relationships is an important pillar of progress, tranquility and stability for the organizations. It is an important skill and tool for the leader to gain the loyalty and love of the people, their cooperation and their contribution to the success of the organization and the achievement of its goals, and the appreciation of others in material and moral support. To some individuals, training them to lead, take responsibility, and participate in decision-making. Nate isolationism that hinders the achievement of goals (Manz, C. C., & Sims, H. P., 1987).

It can be said that there is a need to have employees in the youth institutions in Jordan for these skills because of the total link in the completion of their work and achieve the objectives of their institutions they need leadership skills as they are required to implement the general policy of the state and must understand and understand this policy and vision and the activities and programs that achieve Along with planning, evaluation and reporting.

### **Youth Organizations in Jordan**

Youth institutions in Jordan are the ones that provide youth-oriented programs through a local institution and at specific times. The number of opening hours varies depending on the nature of the activities and resources available. Jordanian youth centers can be categorized as multi-purpose centers.

These institutions are created for the purpose of providing services, promoting participation and community integration, and meeting the rights of young people. These institutions form part of the government's strategy for youth to promote their development and participation as the largest group of the total population, accounting for 70% of Jordan's population (Maha Abdul-Aziz Khleifat, 2006).

The following table shows the number of youth organizations in Jordan in general and the number of youth organizations within each city, as well as the number of workers in youth organizations

Table (1)

City	The number of employees	Number of youth organizations
Irbid	137	21
Mafrq	114	31
Ajlun	70	10
Jerash	72	10
Amman	116	15
Madaba	84	12
Salt	146	18
Zarqa	58	8
Karak	153	31
Maan	101	14
Tafila	78	13
Aqaba	37	6
Total	1166	253

### Objectives of Youth Institutions in Jordan

Youth institutions in Jordan aim to provide opportunities for young people to invest in their free time to grow in a balanced and integrated development in the various sports, cultural and social fields, train them to lead and democratic life, develop the spirit of public service among them,

encourage hobbies, exchange experiences, skills, scientific visits, The young man is a positive citizen who is beneficial to himself, his people, his nation, his country, his family and his community, under the supervision of specialized leaders, working on achieving these goals represented by the following:

- 1) To prepare young people properly from the moral, national, sports, social and cultural aspects to take responsibility in the society in which they live.
- 2) Training the youth and providing him with different skills within the facilitative capacities.
- 3) Encouraging young people to invest their free time and exploit their energies by organizing programs that protect their personality and raise them as a valid origin.
- 4) Development and implementation of programs for festivals, conferences, competitions, sports days and competitions at the local level.
- 5) Providing libraries suitable for young people to provide them with various sciences, knowledge, types of culture and information.
- 6) Development of various useful interests for life among the members of the Center and raise the level of professional and professional skill and innovation among them.
- 7) The different groups and units of Scout.
- 8) Raise the spirit of public service and development by carrying out public services arising from the needs of the local environment.
- 9) Raise awareness of members of their duties and carry out public awareness of the region.
- 10) Provide health care for members and raise the level of fitness among young people
- 11) Contribute to solving and overcoming the problems facing the implementation plans prepared by the committees.

Due to the importance of the youth institutions in Jordan and the provision of quality services to young people from different groups, we find it urgent to not have employees in the youth institutions for leadership skills in view of the nature of the work they do and which is essential to these skills to achieve the required form and achieve the general objectives of the institution and the state Jordan in general (Dania Muhammad Sabri Abu Fouda, 2016).

In view of the importance of the leadership skills of workers in youth institutions in Jordan, the focus should be on training and qualifying the employees of these organizations so that they undergo intensive courses until they acquire the necessary skills so that they can do their work to the fullest and achieve the goals and aspirations (Faten Jamil Amayreh, 2011).

Here, the staff of youth organizations must have these qualities so that we can say that they are successful leaders and have some leadership skills.

Employees of youth organizations in Jordan should enjoy the following characteristics (Omar Falih Al-Rashoud, 2012):

- 1- The worker in the youth organizations shall consider the work as a message, not a job to be performed by his own volition and his desire to serve the youth, the nation and the world.
- 2 - full conviction of the philosophy of youth work and full readiness to work on its hands.
3. Skill and flexibility.
4. Awareness, knowledge and understanding of youth work, and the ability to understand the dynamics of individual and social behavior and motivation.
5. The ability to employ theoretical knowledge in the fields of practical application.
- 6 - balance and vulnerability.
- 7 - Mastering the habit of active positive feedback.
8. Recognition of error and self-criticism.
- 9 - Cooperation and the capacity of the chest.
- 10 - Social intelligence and tact.
11. Ability to exercise restraint.
12. Ability to maintain a broad network of public relations with the community.
13. To carry out all administrative and organizational tasks related to the affairs of the youth organization

## **Results**

The results of the study indicate that there is a weakness in the degree of ownership of leadership skills and lack of ability in administrative work by the staff of youth organizations in Jordan due

to poor training and knowledge of the tasks and duties that affect them which is provided to them through these youth institutions in a sound and meaningful manner.

The most prominent findings of the study

- 1- Lack of ownership of leadership skills in Jordanian youth institutions
- 2 - the inability of workers in youth organizations to run these organizations well.
- 3 - Working with young people are not subject to continuous training on the concept of leadership and leadership skills and management.
- 4- There are poor and remote areas in Jordan where there are no youth organizations and young people in these areas are deprived of development and spend leisure time in a positive way.
- 5 - Financial support provided by the state, government and Jordanian youth organizations is few and not enough to establish activities and programs on a continuous basis and this financial support is not enough to train employees within youth organizations and motivate them to work well.
- 6 - There are no youth organizations within the public and private universities in Jordan knowing that there are many young people studying in these universities.
7. There are no specific criteria for appointing employees of youth organizations in Jordan.
- 8 - The number of workers in youth organizations is very little and it is not enough to carry out duties and organize various activities and programs.

It should be said that the responsible bodies, including the Jordanian government and the Ministry of Youth in Jordan, should seek to resolve this problem and take into consideration the results of this study.

### **Recommendations**

The study recommends that the Jordanian government, the Ministry of Youth in Jordan and all the youth organizations responsible for the following:

1. Establish specific criteria on which employees of youth organizations are appointed.
2. Develop a tribal training program for all those who are appointed in youth organizations. This program should include special training for leadership skills.

3. Follow-up of youth organizations continuously and ensure that they are applied to the objectives and mission of the State.
- 4 - Focus on subjecting workers in youth organizations to systematic and continuous training on different leadership skills.
5. Development of organizations New youth within public and private universities in Jordan, especially since the researchers did not find any youth organization working within the universities.
6. Develop a plan to increase the number of youths affiliated with youth organizations in Jordan.
7. Increase financial support for youth organizations in Jordan so that they can organize activities and programs in a wider and semi-daily manner.
8. The category of youth organizations should be selected based on the experience and scientific certificate.
- 9 - There are remote and poor areas in Jordan must also introduce youth organizations within these villages far from the city.
10. Increase the number of employees in youth organizations in Jordan.

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