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Leadership behavior: a critical reading of the foundations of the conceptual framework for roles, approaches, and variables of the cultural context in contemporary organizations

السلوك القيادي: قراءة نقدية في مرتكزات الإطار المفاهيمي للأدوار، والمقاربات، ومتغيرات السياق الثقافي

في التنظيمات المعاصرة

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Abstract :

Our current article aims to provide a critical reading of the general theoretical framework, by highlighting how to reconstruct the conceptual content of leadership behavior, in the light of the dimensions of practice and the foundations of leadership roles, where skills, competencies and approaches emerge, as behavioral pathways for alignment and adaptation to situational changes imposed by the forces of the external context of the periphery And the cultural environment as a whole.

Key words: leadership behavior, roles, approaches, cultural context, contemporary organizations.

ملخص :

يهدف المقال الحالي إلى تقديم قراءة نقدية للإطار النظري العام، وذلك بإبراز كيفية إعادة بناء المحتوى المفاهيمي للسلوك القيادي، في ضوء أبعاد الممارسة ومرتكزات الأدوار القيادية، حيث تبرز المهارات والكفاءات والمقاربات، كمسارات سلوكية للموائمة والتكيف مع التغيرات الظرفية، المفروضة من قبل قوى السياق الخارجي للمحيط والبيئة الثقافية ككل.

الكلمات المفتاحية: السلوك القيادي، الأدوار، المقاربات، السياق الثقافي، التنظيمات المعاصرة.

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Introduction:

  The history of social thought documents the issues of human creativity and innovation, according to companionship merits', in order to note the individuals' self-preparation and willingness towards upgrading and prominence impact by acknowledging the patterns of eternal disparity between the practices of individuals as liberal actors (or liberators), constantly aware of the bets and paths of individual and collective involvement within the regenerative framework of managing organizational change processes and reconstructing the cognitive adaptations for adaptation and situational changes, showing a high degree of flexibility and dynamism.

  If context of major social transformations, the cultural model, provides a sufficient and feasible circumstance to move towards social organization or system balancing the peculiarities of the centrality of social institutions that are deeply rooted in the cultural and historical depth of individuals and communities, as well as the needs of change feeding into the constraints of the stability of the internal environment organization and uncertainty about the predictability of developments and events in all of external environments, by freeing individual initiatives from mandatory considerations. Transcending legitimate claims according to routine decisions and cultural representations of social realities, so enhancing perceptions of the feasibility of participating in the management of the forces of diversity and enriching individual differences appear inevitable as a result of the increase in the growth of the organization size and their geographic dispersion. They seek to increase their association with the organization values through engaging in the activities and behaviors of organizational citizenship, in which they transcend the stereotypes of formal functional roles of practices. Further, towards other voluntary initiatives that strengthen the bonds of loyalty. Also, there are synergies between the social segments in the organization, providing organizations in the business world today, a competitive advantage and self-willingness to deal with the effects of external environment variables, materialism and symbolism due to the productive activity of a human graph.

  In the context of moving towards the fulfillment of the goals of achieving the goals and satisfying the growing social, it would be necessary to make changes within the dynamics. This reveals the depth of the confiscation structure of the actors' freedom to the initiative within the scope of a pluralistic reality, making thus, the social identities able to affect the production of objective justifications for processes and functional relationships, stabilizing the internal balance and structure itself and accumulation of individual within the public sphere. Their migrations practice by dismantling normative norms of role behaviors and uniqueness by establishing flexible provide comprehensive organizational controls that are shared by all human and material capacities of the organization to build representative contractual consensus. Moreover, beyond constraints of social construction and reconstruction and rehabilitation of knowledge management, formats change operations at the macro and micro level. By investing the capabilities, self-potential and social institutions by incorporating and consolidating a commitment culture to the constructive criticism responsibilities of the realities of routine and generating ideas that perform the functions of maintenance and periodic improvement of each of the values, and standards governing the balance and integration of sub-coordination of reorganizational unites that accompanied the emergence and development of social institutions, show the structural impact of

cultural sediments extrapolating the prominent meaning and meanings of the individual and group actions. The normal conditions of cultural and social activity that go beyond and synonymous with the results of the duplication of security acts and their generation of mechanisms of atomic isolation and prevention of the momentum of the influence of forces and multiplicity of ideologies Cairo lead to the dissemination of concepts and practices and the establishment of the cohesion aims and the existence of groups resulting in the stability and continuity of social order, producing the justification of its existence by breaking with the previous acquaintance of issues and events in an antiquated cultural context. Based on leadership behavior on the variables of power and sources of power according to the principles of the common management thought, there is a lack of flexible organizational mechanisms and the necessities to overcome the routine situation of compatibility and the general cultural context that calls for leading the processes of organizational change by giving priority to the daily influences of individual in the organization, by using knowledge and understanding of the needs of change.

First: Leadership behavior, Renewed reading in meaning and employments
According to Edgar shine, the centrality of the role of leadership behavior is a motivation and catalyst promoting organization members to create between the organizational culture at the overall level of the organization and part of individuals and groups. Besides, it can be occurred at the inter-level which reflects the dynamic processes specific patterns and forms of restriction and discourage elements of the culture components and, work to provide backgrounds to the structures of understanding the meaning that individuals participate in formulating and interpreting the processes of interaction within it and culture emerges in the hight of the leaders of the particular values. It believes and preferences of certain address, the spirit of the group. In case of more successful in achieving its goals, it can be taken by these assumptions given it for granted, culture formed in this way to be defined by the members of future generations, and it is clear with which leadership patterns can be acceptable in the future (Edgar H Schein,2004:223-26). This is unable to provide a certain amount of flexibility and adapt to the requirements of the work environment, and thus to break the cultural templates. The latter can create leaders and began processes of change and development more adapted encourage individuals to recognize the limits of their own culture and develop, "culture as merely expresses the essence of the unlimited challenge for leadership of the leader planted culture. Furthermore, the cultural templates are aimed to convert them through charisma attributes that give them the ability to identify the concerns of subordinates and communicate with their assumptions and general values that express them in a clear carrier of the spirit and vision of participatory (Kouzes and Panser,2007:22-221-228). Similarly, **Bruce** uses context and system variables as the basis for the interpretation and understanding of the forms of collective interaction resulting from the processes of mutual influence between all individuals, resources and time given to achieve the desired outputs.

   Moreover, the psychological composition of the members of organization for their uniqueness in distinct personal patterns that fosters the ambiguities of the role and the conflict of relations generating negative trends and feelings of a direct reflection on the level of performance and the degree of satisfaction and subordinates motivation

towards inspiring. These leaders constantly working to build a good relationship with subordinates and strengthening confidence factor and participation by providing the means moral and material and satisfy the mutual benefits that fit the expectations of individuals about the contribution and effort used and margin returns and personal interests size obtained Bruce (Bruce J. Avolio, 1999:3-13). Leader is a strategic actor within the organizational system, and through its role as encouraging and active for the processes of creativity innovation and innovation interaction works beyond routine situations towards introducing other qualitative alternatives that would move the organization from a state of inertia and mechanism to membership and flexibility structurally and functionally (Jeffery A. Krames, 2002: 92-95).

The ability to inspire individuals through the possession and the formation of a clear vision on how to do business and be completed as a required, through the case and adopt a continuous learning culture, where individuals are required to search for new ideas, both inside and outside of the organization and the implementation of the best in an active dynamic. This is due to the reason that the sharing of knowledge between all levels of the organization encourages the exchange of ideas and ensure free flow between members of the organization, which creates a global competitive advantage translated in the form of rapid growth rates and a large capacity in transformation towards actions (Robert Shater, 2003:16-48).Knowledge generated in the light of the joint contribution of leaders and the development of adaptations, by which influence processes evoke inherent symbolic and material connotations that are deep within the collective conscience of individuals with a prior presence. Additionally, values virtue have moral and pragmatic justifications for their association with models of thinking and cognitive perceptions formulate the meaning that is interpreted to deduce the attitudes of individuals and extrapolate the nature of their behavioral responses, meaning as a structure, content and pay hood acts as a mediation link between deletion as a final factor and the rule of value as a cognitive factor derived from its vision of the agreed vision (Keith Grint, 2010:10-13). The effectiveness of leadership behavior in those with a voluntary tendency is accompanied by elements and personal traits related to   degree of flexibility and adaptation through parallels and the requirements of the contextual situation that balances behavior through consensual models and models subjects to reconfiguration and crystallization periodically (Hannes Zacher et al,2013:1-3) by incorporating influences and incentives to stimulate knowledge as a vital pre- acquisitive to enhance the ability of individuals to negotiate with individuals and simplified to facilitate interaction situations and provide good learning opportunities that raise the level of skills and competence of individuals and groups in the organization (Hannes Zacher, Nerina L. Jemmieson, 2013:93)

The owners of measurements based on the vital forces inherent and hidden in the composition of the motives that motivate the behavior of individuals to enhance the motivations of preparation for achievement and efficiency is not founded on the individuals leader specific characteristics, but his ability to respond positively to the needs of individuals and the organization that operates in the context of turbulent social environment (John R. Psapia, Lin ying,2011:31-387) globalization as a universal social system eliminates the notion of scope versus diffusions and management of labor force diversity in the workplace as a prominent feature of contemporary labor organizations. The nature of business transcends the limits of

social specifies and deals with cultural differences as a decisive factor that supports the needs of strong integration and rich diversity. Deepening the link between professional identities and subcultural coordination by reducing misunderstandings and communication difficulties, as well as containing functional conflict that limits the level of individual performance and cohesion of working groups.

Career success and business sustainability in a globalized environment require competencies and skills to foster cultural distinctions and build bridges of learning between cultures to enrich the confidence and commitments of individuals to the culture of organization and to overcome the cheeks of artificial psychological constraints due to divergence and complexity of understanding resulting from the difficulties of understanding the general context of the work environment　and environment　that is incompatible with the deadly approach standardization and modeling of leadership behavior because the establishment of the act and choose the appropriate leadership style of business management requires prior knowledge of different behavior models based on cultural references that have specific characteristics of the spirit of the culture of the local community (Sara H. Norgate et all, 2014:93)

Second: Towards the selection of the central administrative role and the dynamic of Leadership behavior in the organization

After the exposure of the philosophical function, the functions and processes of administrative activity are reduced in the formal roles and processes of the organization. The choice to localize the behavior of rationality in the depth of the organizational act has become a vital demand that supports the internal dynamics and the needs for the organization to rationalize its behavior, through the promotion of coherence and logical coherence between the structural and functional dimensions of the organizational structure (Peter Thayer robins, vanneta-maried' andrea,2000:229-235)

Max Weber goes through his archaic idealistic, model to ensure that the bureaucratic system is a historical imperative for the development of systems, means and relations of productions within the overall dynamic of the social system, in which subsystem are supported by an independent mechanic to act as a control and direction for relational human action, by invoking the legitimacy of rules and regulatory procedures as control guides that define the objective means and possibilities of achievement, which the organization needs to achieve its objectives efficiently and effectively (Steve Bruce, Steven Yearl,2006: 23-24)

The effectiveness of leadership behavior enhances the ability of individuals to possess technical knowledge and skills that enable them to move within the legitimate framework of the authority of the job. A leader's behavior is permanently subject to claims of linkage between the rationality of the individual's choice and the centrality of relational organizational variables that often impose interaction patterns official forms. That sometimes imposes types of interaction that simulate forms of labour relationships and standard templates of human actual structures that compel individuals to respond voluntarily to functional assumptions. The characteristics of bureaucratic templates and their changes(Brayan S.Tuner, 2006:47-48) This crude Dogmatic tendency in its absolute manifestation takes the assumption of closed regulatory disciplines which says that the administrative work is a synonym of

planning function in efficiency and effectiveness. To organize and improve the production process, **F.Taylor** requires to acquire the workers' knowledge and to exploit it for transcending the non-functional obstacles that prevent the leader managers to get that knowledge and skills to establish and formulate administrative principles to organise the work. As previously reported (Stephen ackroyd, Paul Thompson 1999:15-16), in addition to wok of **H. Fayol** (1916), the administration as an independent group of skills and functions exercised by the supervisor in the organization, deriving the general administrative principles of the activities of the managers' organizational units in general, was described. Also, the productive units of a technical and administrative nature in particular. Making from these principles a guide and an intellectual framework that helps the managers to understand their functional roles to perform their functional obligations and the tasks that are assigned to them. Also, to exercise their actual responsibilities as managers who support individuals and provide them with a position for a continuous training which not only improves the skills, knowledge and competencies of employees but also enhances the capabilities and the possibility of organizational performance as a whole(Md.Hasebur Rahman,2012:35)**Charles perrow** expresses his absolute rejection of the radical theoretical position that leads to study the nature of characteristics and properties of the bureaucratic structures in its relation with the rationalization of organizational variables by compelling to centralised and by imagining the organization as social units that have a self-awareness of the means and the objectives set for them, which should be standalone from the impacts of the external environment (Charle Perrow, 1973:3-15) In response to the allegations of empirical Weberian template, several treatments have emerged to test and measure the stability of theoretical structure and refine it according to the stimulations of multidimensional organizational reality of the organizations which is seen by **Stanley Udy** as an empirical determiner of how bureaucratic characteristics are related to the actual reality of the organizations, where the binding nature to apply the bureaucratic procedures takes non-functional turn that limits responses and behavioural reactions of individuals in specific stereotypes that comply with bureaucratic activity routine thus, adherence to the rules which were described as a way, transformed into an objective in itself and produces a familiar modification process that takes the aims and replaces them, so that the value of the tools becomes final (Robert K.Merton 1938:672-682).The clarity of the bureaucratic rules as a censored mean leads to determine the duties which are related to each individual, that causes difficulty in perceiving and deducing partially obscured relations of power between the leaders and subordinates where the individuals try to support these specific rules of the adherences because it determines what is needed from each individual within the organization. And because they are subject to the law, the relationships are regulated by the legitimacy factor of supervision sites and this reduces tensions and conflicts within the organization and in a non-functional way. Once the power of relationship within the organization is exposed, workers become more aware of the nature of an acceptable behaviour in which the acceptable minimum level of performance is determined. Therefore, participation in the minimum performance results in conditions characterized by poor productivity and practice of double supervision. This last may lead to an increase in the trend of tension and conflicts between the working groups and the upper starter of the organization

whose efforts to reach the stated objectives are met with resistance and limited actual performance of individuals(Borgatta, Rhonda J.V Montgomery, 2002:232-234) . To overcome the theoretical infertility of the bureaucratic administrative management, **Bernard Chester** defends organizations as a collaborative organic organism to coordinate their vital functions and to consider individual cooperative action with its biological, physical and social dimensions as subsystems that play reciprocal roles to change environmental attitudes and situations that are likely to exist. Thus environmental relations forces have a direct impact on the strategic choices of function system and internal processes of the organization as a whole, (Chaster Bernard, 1938:46-59) in which the social system as a general coordinator plays a logistical role that creates and provides the circumstantial conditions to reproduce the aims of the physical existence of administrative structures and systems that enjoy the acknowledgement of legitimacy and the sources of support of the concerned which makes achieving the objectives something possible, while at the same time making them subject to the control of institutional structures, and social actors in the context of the organization's activities (Catherine Casey,2002:89-90) because the specific weight of the level of mobility of social forces positively enhanced possibilities and linkages in favour of individual's ultimate awareness of the opportunities and constraints imposed by environmental forces and their factors, this prompted organizations to modify the ideology of their policy and practice to be more open and receptive to the reality of integration and integration in space of global markets, the most prominent characteristics of which are high frequency of competition between international actors, rapid technological shifts, irregular economic fluctuations, political instability and unpredictability, the dialectic existence of the independence of progressive forces in their historic moments makes the actors aware of social conditions and events as a field of contention around the historical fields of knowledge and action and its outputs to improve the individual through his practice and conscious choices, rationality to the distraction of ways to reproduce his social and historical status as an actor with the ability to formulate the cultural template and expand the circle of individual and collective choices in the context of change (Alain Touraine, 1992:77-81) plays influential roles with a confusion of structural constraints and macro social imperative that undermine the margin of autonomy of individuals as rational actors, forming a history of meaningful production and collective performance in a contextual mode in which the parts are interconnected and intersect to form a path, movement and a social condition of change. In recycling the tapes of institutional conflict and adjusting the centers of distribution of forces of balance according to the obligations that perpetuate the adaptation of the ideological framework for the coordination of the bureaucratic organization (Yao Assogba, 1991:116-120)**Michel Crozier** does not conceal his harsh criticism of the debilitating nature of the instrument, such as a reversal of the general routine, the complexity of the procedures and their rigidity in overcoming the structural problematic circles and the evident lack of compromises of the conditions of creation and creativity and means of innovation by emphasizing the manifestations of rationing and literal adherence to the rules of procedure. In the follow-up activity of individuals and means of achievement which develops feelings of dullness and the discontent behaviours and irresponsibility of professional groups adopt a family pattern that provides actors with

a framework for negotiation and empirical structures of collective action driven by rational strategies in which the interest of individuals converge simultaneously and later with the interests of organization under an antiquated centralized system of centralization (Michel Crozier, Erhard Friedberg, 1977:41-43) that refuse change and move towards adopting contemporary conceptual visions of structures and liberal forms of management that seek to improve and build an ideal pattern of business management according to principles of decentralization and flexibility re-engineering for organizational construction and rehabilitation of functional units of the institution to bridge the gap hierarchy of authority and centralization of decisions in addition to formal channels of communication complicate the flow and flow of reports and administration correspondence vertically and horizontally between the units and to make strategic organizational decision that eliminates the impact of environmental variable and marginalizes the pivotal role of the external world forces as element of a specific weight in the context of systematic change driven by the constraints of the centre and self-commitment to the institution to enhance the efficiency of its operational centre and the liberation of units as branches of self-production in the management and conduct of decentralized affairs and management coordination mechanisms to frame the forms of cooperation and sectorial integration in an interactive framework that accelerates the space of delivery and supports the flexibility of the distribution structure of functions and tasks to enable as decision-making to seek improving the quality of performance and achieve abundance in production earn a competitive market site and leadership in the public sphere of sprawling activity, in addition to the fragmentation of the bureaucratic structures and division into smaller parts and units automatically grow by increasing internal influence of the parties to deal and forces of change (Henry Mintzberg, 1984:207-208)To stabilize the factors of stability and rationality of the determinants of the action templates, and self-sufficiency of systems programmed to isolate the symptoms and effects which impede the efficiency of the central administrative system, which balances the assumption of the objectives of the distribution of power structures within the hierarchy bureaucratic framework, involves inwardly situations of conflict and opposed to coalition of a group interests, which sees the actual decision-making centres of redistribution of resources and benefits, according to the ideological and loyalty arrangements of the parties, which are hiding to manage the balance between the poles of the members of the internal and external coalition to extract the declared recognition of the estimates of the legitimate role and the recognition of voluntary submission that leads to patterns of transformation in the power structures and the personal influence circles of the mediators and contractors in a relational context that imposes pluralistic logic of the objectives. The uniqueness of the interests of the actors generating mutual forms of influence and contractual obligation based on strong interaction systems and a central leadership pattern that isolates the institution from its external environment, to reward it with the formal nature of the management roles that require central control sources of strength and coordination of the tasks and activities of subordinates according to the dictates of the bureaucratic legal form, (Michel A. Lutzker 1982:10-11).

Third: social paradigm, bi-shift from private to public:
   According to the social paradigm, many believe that the effectiveness of leadership

behavior, distributed within a holistic field, varies in the context of social construction forces, to affect the paths that shape the behavior of individuals, as relatively independent actors, who continuously seek to overcome structural constraints and create a space for negotiation of resources. The involvement in the **historical field** which provides the forces of social formations with a circumstance, a functional field for changing social systems and institutions, in the light of the eternal existential conflict, to factors of production and the ideology of the forces opposing the historical pattern of action, within which class conflict takes place (Lewis A. Coser,1957:197-202), In the same direction, the **P. Bourdieu**field is a building with an internal logic that determines the hierarchical relationships according to the distributive form of capital Habitus provides individuals with a sense of affection that allows them to know how they and others should behave according to their hierarchical position, which in turn is determined by the amount of capital associated with the area they control, and because the internal logic of the field can be kept hidden. In a given cultural model, the Habitus can well protect the epidemics from outsiders and external disturbances as well as act as an implicit knowledge among the insiders who reproduce this field and its hierarchy without awareness of their participation, believing in the legitimacy of the rules and the apparent nature of the equity of resource distribution (Mathieu Hilgers, Eric Mangez,2015:8-16) Within the **organizational field**, as an intermediary for explaining the forms of association of the building pair and the Agency to demonstrate the complex interrelationships of the freedom of actors and the renewal of construction, where individual options are viewed as partially complex, However, this dualism carries with it the imperative of continuity of the relationship, because it is characterized by its specificity, from the structural point of view of the behavior of individuals is greatly influenced by the influence of external forces and factors that we find independent of individual control. **Giddens** Human behavior is determined by building, which includes both roles (community standards) and resources (physical and intangible property held by society), which play an essential role in facilitating, simplifying or restricting the behavior of individuals. In this way, human behavior is formed and produced and the relationship continues to be confirmed by the fundamental role that construction plays in external forces, such as roles, resources, systems and actors, through the ability to create and make differences (Anthony Giddens,2006:106-108) As **Humans** not explain through the interconnectedness and mechanical functional integration of the Beninese people, each organizational structure allows for a certain degree of autonomy of movement, the production and reproduction of behavior does not challenge the bilateral practices and controls that are exercised over individuals. Rather, it is produced in the light of exchange, because the continuity of conduct is coupled with the extent of the profit-taking that an individual receives during interactions that lead to in-kind returns, such as, profits and sanctions. Individuals are always inclined to repeat behaviors that receive a certain amount of reward. In the context of the exchanges of individuals and actors and their pursuit of certain gains, the relationships underlying human behavior emerge to highlight the independence, freedom and ability of individuals to overcome structural situations that often restrict their roles as influential actors born of creative and innovative conditions (C A Gregory,2001:504-508) which provides individuals with the capabilities and

knowledge to recognize the potential for change within a cooperative system, which provides the actors with self-esteem expressed in their choices by relative weight to expectations of returns and exchange costs with other groups, to compile the impact of individual behaviors and derive the different situations that take place at **Raymond Boudon** in binary mode. In the **"nature condition"**, individuals are free from all forms of institutional agreement and commitment to others and to make decisions without restriction by legal and moral coercion, which can affect the welfare of the community as a whole, given the unexpected nature of choices and The individual acts that give rise to the **"impact of the prose"**, in the **"context of the contract"**, individuals are bound to agree within a functional framework to legitimize their actions and decisions, in which the actors take into account the expectations of others in the context of social exchange (Boudon Raymound, 1977:225), in which the **"impact of proz"** is highlighted in accordance with logical and illogical duality. To demonstrate the social imperatives that undermines individual autonomy, as well as the actors of the Social Agreement (Boudon Raymound, 1979:98) and call **Michel Crozier** denied the assumption that construction would be confiscated for the freedom of the actors, In addition to the fact that there are no social systems that are controlled or controlled completely, individuals always seek, within the framework of the exploration game, to build rational strategies, to improve situations and change restrictions to control the areas of suspicion, and to enjoy more freedom of action than the rest of the players in power relations and restrictions (Dominique Martin, 2012:98-104), thus the effectiveness of leading behavior is measured according to, The ability of leaders to respond to the needs of individuals and groups, within the framework of the cultural model, as contributors, to recognize and be aware of the roles and fields of production and distribution of power and influence resources; influence, motivation and ability to manage social change processes; It is mainly related to the situations of perception and the nature of the resources invested by individuals and groups to plan the areas of micro- and macro-level change management for the overall social pattern.

Fourth: Changes in the cultural context and the activities of leading behavior: leaders today are central actors in adaptation strategies and organizational flexibility, by playing the following roles:

— Leader as a charismatic actor: A moral entity, with a complex identity and personality that responds energetically and effectively to the effects of the internal and external environment; To adapt to the aspects of the social environment, where the actor constantly aims to create and generate meaning to explain the forms and patterns of behavior observed, and Caribbean leaders are considered to be influential at the scientific level, because they are individuals who can create a harmonious and harmonious structure by the values, rules and standards they create and reinforce through the principle of acceptance and the application of force of influence. Self-concept plays an essential role in collective identification (C.Earley, Face, 1997:42-173)

— leadership behavior and social context: Context allows understanding of the parties and processes of social interaction among individuals, forms of expression and self-introduction stereotypes and how individuals themselves are presented within the framework of social dynamics, which in general is not defined in the light of the cultural perspective, Leaders and mentors interact with issues and needs that exist in

the context of relatively diverse and diverse social organization, according to the objectives of the actors and the social regulations in force, and determine the identity of the leading behavior according to the way in which individuals present themselves and are judged to be present in the presence of others (ERVING GOFMAN, 1956:1-5)

— leadership behavioral context and content: It is the most desirable, willing and accepted variables by individuals, which are independent of their association with social and cultural systems, and whose distributive logic is subject to the principle of inequality and restriction, which determines the extent of the permitted margin of participation; Because the actors within the framework of the structures are listening and producing the regressive meaning of collective action, and the construction and demolition of the self-concept of self-concept allows within the contexts of rejection and acceptance of the formation of representations and recognition of the role and place within the framework of building a group. Leaders and mentors, as well as a sociocultural group, relate to social reality through identity and individuality links to specific characteristics such as the possession of knowledge that make them overcome superficial and simplified interactions with the social environment of the activity, and work to create their own environment that is constantly improved in the light of cognitive events, It formulates and organizes the processes of understanding, interpretation, and behavior models in light of the volume of knowledge investment that adapts to the variables of the environment. But this does not exclude the formation of some conflict identities, resistance and negotiation that reproduce the concept of self away from the overall framework of cultural construction, which is often isolated as a functional umbrella that hinders the ability of the team to perform its functions (Bandura &Giddens, 2014:113-114)

Conclusion: In this study, we exposed to questioning the phenomenon of effectiveness of leading behavior, by clarifying many points that were beginning to discuss the indications and adaptations of the concept, in light of multidimensional cognitive perspectives, in order to make comparisons showing different viewpoints and establishing a consensus concept, so that the leading behavior is not the concept of static. It has a single meaning that may be practical, system, relationship, but is a dynamic concept that is constantly renewed by the formulations, shapes and interactions that occur between leaders and subordinate, so we cannot understand the activities of the leadership in the organizations, without understanding the processes and functions associated with them. The attempt to reveal realistic models and forms of leadership has led us to derive a combination of leadership behaviors that are associated with a set of processes and organizational principles that seek to interpret and understand organizational leadership behavior.

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