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THE ROLE OF MANAGERIAL LEADERSHIP ON THE PERFORMANCE OF ISLAMIC CHARITABLE ORGANIZATIONS IN SUDAN 2002 – 2010

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Abstract

This study aims at identifying the weaknesses of leadership of charitable organisations in Sudan. It appears that there is misconception on the principles or requirements of managerial leadership in these organisations and inefficiencies are experienced. Among the problems facing such Organisations and their leaders are inadequate financing, lack of proper planning, ineffective coordination and communication.

This study explores the situation of managerial leadership in the performance of six selected charitable Organisations in Sudan. In this study essential factors for effective managerial leadership are explored such importance of leadership, the ability of management in introducing innovations in the way charity organization are managed, decision making process and coordination among themselves to reduce duplication of activities to maximize utilization of resources. The other important aspects in the performance of charity organisations that are also surveyed in this study include methods of selecting their leaders, qualifications required, capacity building programmes of leaders, and management of information system.

The study employed questionnaires which were administered to their employees and the target population was 254 employee. The analysis of findings used descriptive method. The study found that there are factors other than those mentioned above that lead to the success of charitable organisations such as political environment, security, and the behavior of Sudan's traditional society. The study also found that there is need for the training of workers and leaders alike to combat weaknesses in the management of information system. At the end of this paper a model for improving the performance of the charitable Organisations in Sudan is proposed.

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SECTION ONE

1.Introduction

Charity Organisations play a significant role in the development of local communities with regard to their socio-economic activities especially in the developing countries like Sudan. However, charity Organisations are generally confronted by various challenges particularly leadership skills capable to introduce changes in the working environment (NurEldin 2007). The other area of inefficiency is in collection of donations where there is no prior identification of targeted donors (Alatia: 2006). On the expenditure side it appears there are no definite strategies of budget allocation for various functions and activities (Alatia: 2006). It could be possible that in many cases charitable organisations are also facing security and political challenges that confront their employers.

Today, the world is familiar with the significant role that is played by managerial leadership in controlling different productive aspects that revolutionizes the nations and civilizations on different levels (Ismail: 2009). In fact, man's ability to develop, construct and create skills is not uniform and is different from one individual to the other. This depends on their individual experiences, levels of thinking capacity, and mental and physical abilities.

Organisations need based on its varying size and managerial levels of leaderships is recognized as an essential need that is capable to coordinate an application with diverse plans and strategies with a directed tool that can go along with the respective way of work on matters related to leading and directing the agents of production and its control, that can serve the ultimate expected goals.

Hence, based on what charity organisations provide and with respect to the researchers working experience, the Researcher chose 'leadership' as a topic in his research on due to the importance of leadership role on the activities that takes place within charity organisations and its effects on the organization performance. This research deals with managerial leadership from all aspects in a general way and specifically focuses on the charity organisations that operate in Sudan. Hence, from that point its where the research topic "The role of managerial leadership on the development of the

Arabian and Islamic charity organisations performance-A case study of Sudan" was derived. The field study conducted on 2011

1.2 Research Problem

In the exploratory study done by the researcher, he noticed that many of Charity Organisations are facing a chronic challenge in finance, which is affected by the inflation in administrative expenses, as well as the absence of coordination between the organisations, and commutation of experiences. The leadership of these organisations is responsible for offering the funds and at the same time streamlines the expenses.

The appearance of such problems is a clear evidence of the weakness of the Charity Organisations Leadership.

1.3 Research Objectives

- (a) To find out the role of leadership role in achieving objectives of charitable organisations in Sudan.
- (b) Highlight the Leadership role in achieving the objectives of the Charity Organisations under challenges and modern variants;
- (c) To evaluate the Leadership performance in some Charity Organisations in Sudan;
- (d) Contribute to the development of leadership in Charity Organisations by providing a proposed model for the development of the leadership performance in the study sector.

1.4 The importance of research

This research is important because of the need to highlight the leadership role in Charity Organisations, those organisations need to have effective leaders, trained, knowledgeable, have scientific development to keep up with the change in the backdrop of current challenges. Although there are many previous studies that exposed the importance of leadership as well as many others on the subject of Charity Organisations, but there is lack of research on management and leadership issues in Charity Organisations.

1.5 Research methodology

The researcher followed descriptive analytical in writing the research and analysis of the problem.

1.6 Comments on Literature Review

The previous studies in this field can be classified into two types of studies. The first type studied the leadership qualities and leadership styles. Another type discussed the Charity work and problems addressed.

The current study agreed with the study of Mr. Kassim Garuity (Al-,Garuity: 2002) Hamoud Al-Asimy (Al-Asimy: 2004) Magdi Al-Sheikh (Nur-Eldin: 2007), and Wasfia Abu Muamar (Abu Muamar: 2009) in using a descriptive analytical data to analyze and track the phenomenon. Also the findings of this study agreed with the findings of Magdi Al-Sheikh in having internal problems that include the construction of management and leadership, the training system, and network information, as well as the absence of training. The results of the current study agreed with the results of Hamoud Al-Asimy study that demonstrates how charities suffers from many problems, and face many challenges related to institutional building.

The current study differed from the study of Samir Abdul Wahab (Abdul Wahab: 1993) although both studies discussed the role of leadership but the study of Samir focused on the role of managerial leadership in local development, while the current study focused on the role of leadership in Charity Organisations. Also the current study differed with Hamoud Al-Asimy study, because Hamoud's study aimed to try to understand the capacity of leadership on formulating the objectives and strategies, in charity organisations, while this study attempted to examine the integrated managerial leadership role in the development of Charity Organisations performance.

SECTION TWO

MANAGERIAL LEADERSHIP WITH RESPECT TO CHARITABLE ORGANISATIONS

2.1 Concept and types of managerial leadership

Many views, in determining the meaning of leadership, and different meanings, in different books, the following are some definitions of leadership:

- a) Leadership defined by Houari is the art of influencing people, make them achieve objectives of the community with enthusiasm, willingly, and encourages them to develop. (Al-Hawary: 1975)
- b) Defined by khashroom, is making sure that the efforts of the work undertaken by others are geared towards the achievement of the goals of the organization. (Ismail: 2009)
- c) Also it is defined as the art of influencing people and guiding them properly, so that with it winning their obedience and their respect and loyalty and collaboration, in order to achieve a particular goal. (Al-Assaf: 2005)
- d) Leadership is the art of the treatment of human nature, or the art of influencing human behavior, to guide a group of people towards a particular goal, in a way that ensure their obedience and their trust, respect and cooperation. (Hadib and Zakki: 1986)
- e) Leadership is a personal effect, shows clearly in certain cases, through the means of communication between boss and subordinate towards achieving desired objectives. (Kanan: 1992)

All previous definitions of leadership, perceived as a positive Influence of Process performed by a "Commander", towards other people "subordinates", to guide their activity and their efforts in a particular direction. To achieve the desired effect, required skilled Commander in the art of leadership, and leadership impact means uses of "satisfaction", not "oppression" or "duress".

2.2 Leadership theories

- a) Theory of leadership attributes are "a natural concept of" theory of heredity, "with expanded. It is one of the first systematic attempts that have been made to explain the phenomenon of leadership. This theory is based on selected special qualities, that every leader must possess and trying to apply them to individuals, to know who can be leader.
- b) Theory of attitude (circumstances): This theory is a new development in the perception of leadership and the leader. The theory is based on the idea of the link between attitude and leadership. This means that the nature of the situations, circumstances, determines the quality of the leader, as long as they vary from one organization to another and from time to time. Therefore, it is possible to have an individual leader in parking and an affiliate in another position. This theory has gained

more support among social scientists and management, in comparison with the theory of attributes. (Ismail: 2009)

- c) Contingency theory: Run "F. E. Fiedler" and others from the American University of Illinois, studies and research, Fiedler came out with a theory, known as the "interactive policing theory." This theory combines between the theory of leadership qualities, and the theory of attitude (circumstances).
- d) The path towards the target theory: Theory of the track toward the goal," presented by Robert House in 1971, and then developed and implemented more, by T. R. Mitchell 1974, who attempted to link leadership behavior and motivation of subordinates and their feelings. It is an extension of the contingency theory, of "Fiedler", but it was marked better, because it used the "Stimulation" theory. This is comprehensive, because the Leadership is linked to the stimulation on the first hand, and on force on the other hand. (Kanan: 1992)
- e) Subordinates Needs Theory: This theory is one of theories which provided a comprehensive explanation of the concept of leadership to address all determinants. Where this theory depends on a key concept which is that, leadership is a product of integration of many factors such as: characteristics of the leader and the follower, their needs, and attitudes associated with the leadership, the nature of the work that determines the different positions. This concept gives an accurate interpretation of the idea of social interaction, which is the basis of the relationship between the leader and his followers.

2.3 Charitable Organisations

2.3.1 Methods of resource development in charities

The charity organization must study the concept of funding and fundraising by answering some questions: The charity should understand why raise money and collect the money? And who will benefit from collecting this money? And how it is collected? This concept known as the funding measure, the four sectors of society (the family sector, the private sector and nonprofit sector and government sector) form fertile sources of financial resources for the civil associations and institutions.

2.3.2 Charity work in ancient civilizations

Ancient Egyptians: cartoon pictures on the walls of the temples of the ancient Egyptians and their graves illustrated that charity social work of helping the poor was present with particularly in Royal family's parties.

Greek civilization: Greek civilization was contemporary civilization of the ancient Egyptians and ancient Greeks rich attention was directed at the care of wayfarers and provides food and shelter to strangers, providing aid to the needy, the mostly on this civilization the Government Treasury itself was working to the welfare of its people. (Al-Naimy: 2008)

2.3.4 Charity work in Islam and heritage

The entrenched religious and social values in the Arab and Muslim community helped deepen the spirit of charity work in addition to the folklore transferred through fiction and poetry, as well as singing and proverbs, which pays tribute to that spirit continues to smolder in the community even after the demise of the material conditions that folklore. The concept of charity in Western countries – in particular – separates between the concepts of charity and helps others, while Islam does not a flattering for this classification, and is basically moving in these communities. (Bukhary: 1997).

2.3.5 Charity Organisations in Sudan

According to Sudanese Council of voluntary Association (SCOVA) prospectus for the year 2007, there are a large number of voluntary organisations working in Sudan over 1, 500 foreign and national organization. The researcher found six Muslim and Arab organisations among these organisations to be the subject of this study are as follows:

a) MunazamtAldawa Al-Islamiah

Munazamt Aldawa Al-Islamiah is a Muslim charity, established in 1406, operating on Islamic advocacy service, rationalization and strengthening relations between Muslims and non-Muslims. It is run by a Board of Trustees composed of 60 members of Arab and Islamic countries including Saudi Arabia, Sudan, Yemen, Kuwait, Egypt, Qatar, UAE, Bahrain and America. The Board includes former Ministers, leaders and advocates and reformers who currently chairs the Board of Trustees of field marshal Abdul Rahman

Mohammed Swaralzhah, PW President of the Republic of the Sudan. The organization have various activities such as creation and reconstruction of the mosques. (Al-Munazmah Prospectus: 2006)

- b) **The Kuwaiti Zakat Fund:** Zakat Fund was created as a public body with an autonomous budget, have legal personality and subject to the supervision of the Minister of Awqaf and Islamic Affairs of Kuwait. The founding of Zakat fund pilot step to revive one of the Islam column, and facilitate its performance and work on collecting and distributing Zakat. And charity works in best and most efficient ways that permissible in Islam, in proportion to support development of the society and its needs. Zakat fund aims to collect Zakat in the most efficient way and on legitimate banks. Kuwait is considered one of the top countries in terms of individual income and few needy citizens are there, therefore Zakat Fund opens its branches in many African countries such as Sudan, Kenya, Tanzania, Malawi and other countries where funds are directed to serve the needy.

c) **Qatar charity organization**

Qatar Charity is a non-governmental organization that was established in 1980 on the initiative of a group of characters known within Qatar and famous with their credible and sincere desire to develop the country community and communities in need. Qatar Charity works in more than 40 countries in Africa, Asia and Europe through its field offices in some countries or through partnership and collaboration with local development non-governmental organisations in addition to its work in the State of Qatar. Educational programs occupy an important space in the map of projects of Qatar Charity to waste of illiteracy and underdevelopment. In the area of health, the participation of Qatar Charity in camps and health caravans organized efforts attest in providing health care for the needy, and to the limited income families by providing medicine and medical consultation. (www.qcharity.org)

d) **Direct aid Kuwait**

Direct aid Association is a Kuwaiti charity organization founded in the early eighties of the last century by the Kuwaiti Minister Dr Abdul Rahman Al-Sumait under the name of Africa Muslim Agency. Direct Aid implemented

many projects in Africa and widespread in the continent from the far East to the far West as well as from the far north to the far south. Currently, Direct Aid has more than 30 Offices as well as three universities, in Kenya, Zanzibar and Somalia. Also Direct Aid established schools for higher education in different African countries. Direct Aid is interested in a number of areas such as:

Orphanages: providing food, clothing and shelter for a large number of orphans is estimated at more than twenty thousand orphans in various parts of the African continent. In the area of health care Direct Aid established 62 health care clinic in various parts of Africa where ordinary assembly areas with population density and lack of health care delivery and health clinics provide medical supplies to clinics and diagnostic tools. (Al-Kauther: 2008) The Education and individual development is the strategic objectives of Direct Aid in this area, established a large number of schools in various stages of primary and upper primary and secondary. Direct Aid is currently examining the development plan for Education in all schools. Direct Aid also pays great attention to Dawa overseeing 13 Institute for Sharia spread over five countries and also oversee five radio specialized in Dawa.

e) United Arab Emirates Charity Corporation

United Arab Emirates Charity Corporation is a Charitable body founded in United Arabic Emirates in November 1984 under the name of the Charity Commission. In 1/9/1988 was developed to become United Arab Emirates Charity Corporation. It is charitable and humanitarian and development charity working in development works. The Charity have obtained a second class in the Advisory Economic Council in the United Nations, and permanent membership of the Council of Islam the world MI for Dawa and relief. The Corporation appointed as observers in the Board of Governors of the International Fund for agricultural development (IFAD) and membership of the World Council for voluntary organisations (ICVA). (Baitu Al-Kheir: 2002)

f) Kuwaiti Patients Fund

This Fund is the first charitable medical institution that was established in the State of Kuwait in July of 1979 by a group of Kuwaiti doctors, and that was in the month of Ramadan in 1399. and beneficiaries of the Fund are the patients in the world regardless of nationality, religion or creed. (www.pft.org)

It provides assistance to thousands of cases annually and publishes health awareness in the community as well as providing assistance to the countries affected by disasters or epidemics medical relief.

SECTION THREE

RESEARCH METHODOLOGY AND ANALYSIS OF FINDINGS

3. Research Methodology

3.1 Research community

Search community consists of Arabic and Islamic Charity Organisations operating in Sudan, covering approximately six organisations as Charity Organisations as mentioned in the Sudanese Council of Voluntary Associations (SCOVA) for the year 2007. The study includes the upper, intermediate, and supervisory types of leadership, and covered the activities of the period 2002 to 2010.

3.2 Data Collection Methods

The Researcher used four ways to gather information in this research is as follows:

3.2.1 Questionnaire: Researcher designed a questionnaire consisting of (44) questions. The Researcher used Likert Quintet Scale for data analysis.

3.2.2 Interview: Researcher used interview method while interviewing managers and Head Departments of charity organisations

3.2.3 Observation: Observation used during individual interview

3.2.4 Records: Records of organisations used to obtain part of the important information such as records of attendance and incoming and outgoing correspondence.

3.3 Analysis of Findings

3.3.1 The main hypothesis: the relation between the efficiency of the managerial leadership and development in Charity Organisations.

Table No. 1: ... Analysis of Selected Criteria for the Efficiency of Managerial Leadership of Charitable Organisations in Sudan

S/N	The criteria for leadership management	Arithmetic Mean	Standard Deviation
1	The importance of having managerial leader	4.26	0.812
2	Organization Leadership is working to create effective administration	3.63	1.109
3	Managerial leader necessary to lead charity organisations	3.32	1.262
4	Charitable organisations success mainly depends on the Managerial leader	2.91	1.010
5	Efficient of Charitable organisations correlated to the Managerial leader organizational culture leader.	3.69	0.928
	Average	3.562	1.0242

Source: field study 2011

When computing the mean and standard Deviation of all the five vertebrae found that all vertebrae are above acceptable limit. Except No. 4 “Charitable organisations success mainly depends on the Managerial leader” that fall under the acceptable limit (3). This can be interpreted as the success of charitable organization depends on the success of leader of the organization. Standard Deviation was very low (1.02) demonstrating considerable smoothing respondents answers.

Table No. 2... Pearson Correlation between Efficient Leadership and Development of Charitable Organization

	Efficient leadership	Development of charitable organization
Pearson correlation Efficient leadership	1	.413**
Level indication		.000
Frequency	254	254
Pearson correlation Development of charitable organization	.413**	1
Level indication	.000	
Frequency	254	254

Pearson Correlation at freedom 0.01 and 99% confidence level **

3.3.2 Change in Charity work environment depends on the efficiency of managerial leadership

Table No.3... Change in Charity Work environment Depends on the Efficiency of Managerial Leadership

S/N	The criteria for leadership management	Arithmetic Mean	Standard Deviation
1	Charity organisations success depends primarily on the management of the Organization	2.67	1.298
2	War against terrorism is one of the most important influences on charity work environment	2.61	1.007
3	Changes in the external environment for charity work requires a fundamental	3.70	1.087

	change in charity work systems		
4	Leadership in the charity organisations are able to face changing	2.68	1.012
5	Current leaders need training to meet future changes.	3.50	1.032
	Average	3.032	1.0872

Source: field study 2011

The mean and standard deviation for the first sub hypothec with exception of the phrase No (3) "Changes in the external environment for charity work requires a fundamental change in charity work systems" and No. (5) "Current leaders need training to meet future changes" That fall above the acceptable limit, all remains phases are below the acceptable limit. The table shows low value for standard deviation (1.08) demonstrating considerable smoothing respondent's answers.

Table No. 4... Pearson Correlation - Efficiency of Managerial Leadership and Change in Charity Work Environment

	Efficient leadership	Development of charitable organization
Pearson correlation efficiency of managerial leadership	1	-.127*
Level indication		.043
Frequency	254	254
Pearson correlation change in charity work environment	-.127*	1
Level indication	.043	
Frequency	254	254

Pearson Correlation at freedom 0.01 and 99% confidence level *

3.3.3 Weaknesses in management decisions making in charity organisations is influenced by the ability of leadership to make decisions.

Table No. (5) below indicates that most of the phases of the second sub hypothese recorded mean above the acceptable limit except the phase No (1) "Decisions affecting the Organization's strategy is determined by the specialized committees" and No (3) "Allowed for department heads and managers of branches to spend" fall below the acceptable limit, an average of (3.284) was found in examining this hypothese and standard deviation of (1.08) therefore the hypotheses can be accepted. While table (6) displays positive correlation of (0.167) at freedom degree .001 and confidence level 99% with Level indication 0.008 and this is lowest than 0.05 therefore the hypotheses of Weaknesses in management decisions making in charity organisations is influenced by the ability of leadership to make decisions is accepted.

Table No. 5... Management Decisions Making

S/N	The criteria for leadership management	Arithmetic Mean	Standard Deviation
1	Decisions affecting the Organization's strategy is determined by the specialized committees	2.54	1.234
2	Develop planning budgets are engaging employees	3.97	1.147
3	Allowed for department heads and managers of branches to spend within budget	2.37	1.165
4	Employment of permanent staff in branches and departments is done by specialized committees	3.78	0.926
5	The Director personally follow up the implementation of the workers to the	3.76	0.947

	tasks entrusted to them		
	Average	3.284	1.0838

Source: field study 2011

Table No. 6... Pearson Correlation - Weaknesses in Management Decisions Making in Charity Organisations

	Efficient leadership	Development of charitable organization
Pearson correlation efficiency of managerial leadership	1	.167**
Level indication		.008
Frequency	254	254
Pearson correlation change in charity work environment	1.167**	1
Level indication	.008	
Frequency	254	254

Pearson Correlation at freedom 0.01 and 99% confidence level **

3.3.4 Weakness administration in charity organisations caused by poor methods of selection and training used in those organisations.

Table No. 7... Methods of Selection and Training Used in Charity Organisations

S/N	The criteria for leadership management	Arithmetic Mean	Standard Deviation
1	leadership in charity organization selected from specialists in management	2.69	1.149

2	Training for leaders in charitable organisations is important and necessary.	3.87	1.243
3	The current level of the Organization's leaders where you works is good	3.56	0.921
4	The current leadership is able to develop performance and change	2.63	1.211
5	Performance level in the organization you work is satisfactory	1.83	0.928
	Average	2.916	1.0904

Source: field study 2011

The above table displays the values of arithmetic mean and standard deviation. It has been found that only the phase No. (2) "Training for leaders in charitable organisations are important and necessary" and No. (3) "The current level of the Organization's leaders where you works are good" are above the acceptable limit, while all other phases are below the acceptable limit. The arithmetic mean was (2.916) below the limit of acceptance and the standard deviation (1.09) demonstrating considerable smoothing respondents answers. Also there was no correlation noted between the two variables "Weakness administration in charity organisations" and "Methods of selection and training"

Table No. 8... Pearson Correlation - Weakness Administration in Charity Organisations and Methods of Selection and Training

	Efficient leadership	Development of charitable organization
Pearson correlation efficiency of managerial leadership	1	-.035-
Level indication		.580
Frequency	254	254

Pearson correlation change in charity work environment	-.035-	1
Level indication	.580	
Frequency	254	254

3.3.5 Information management and documentation problems are caused by weak of leadership

Table No. 9... Information Management and Documentation

S/N	The criteria for leadership management	Arithmetic Mean	Standard Deviation
1	The current information system is weak and inaccurate	4.06	1.140
2	The management don't care enough about information system	3.75	1.070
3	The current information system lacks qualified staff and appropriate hardware	4.13	.883
4	The information system has enough information but can't send it to different Departments	3.74	.976
5	The organization doesn't care about strategies, because its lack of proper information system	2.87	1.339
	Average	3.71	1.0816

Source: field study 2011

Table No. (9) Indicates that the information system in the charity organization is weak an arithmetic mean of (3.71) obtained as an evidence supporting the forth sub hypotheses, but when the Researcher examined the correlation between the efficiency of management and the weakness information management and documentation no relation found. However, the hypotheses

of “Information management and documentation problems are caused by weak of leadership” can be accepted due to the according to the arithmetic (3.71). Table No. (10) Displays the correlation between the efficiency of management and the weakness information management and documentation.

Table No. 10... Pearson Correlation - Efficiency of Management and Information Management - Documentation

	Efficient leadership	Development of charitable organization
Pearson correlation Efficiency of managerial leadership	1	-.029-
Level indication		.645
Frequency	254	254
Pearson correlation Information management and documentation	-.029-	1
Level indication	.645	
Frequency	254	254

Source: field study 2011

3.3.6 The lack of coordination between Charity Organisations due to the inability of the leadership to create the desired coordinating.

Table No. 11... The Coordination between Charity Organisations

S/N	The criteria for leadership management	Arithmetic Mean	Standard Deviation
1	The Manager has the ability of coordination between departments and employees	3.26	1.435

2	The Management is able to coordinate with other Charity Organisations	3.69	1.308
3	Joint training courses in the field of Charitable work are few	3.92	0.732
4	The collective charity works are in full cooperation between charitable organisations	4.10	0.929
5	Exchange information with other organisations are efficiently	3.20	1.371
	Average	3.634	1.155

Source: field study 2011

Table No. (11) indicates that all the phases of axis “The lack of coordination between Charity Organisations due to the inability of the leadership to create the desired coordinating” fall above the acceptable limit for accepting this hypotheses. The Arithmetic mean totaled (3.63). Therefore this statement is accepted.

A positive correlation between Efficiency of managerial leadership and lack of coordination between Charity Organisations was noted table No. (12) Shows this relation.

Table No. 12... Pearson Correlation - Efficiency of Management and Coordination between Charity Organisations

	Efficient leadership	Development of charitable organisation
Pearson correlation Efficiency of managerial leadership	1	.249**
Level indication		.000
Frequency	254	254

Pearson correlation	.249**	1
Level indication lack of coordination between Charity Organisations	.000	
Frequency	254	254

Pearson Correlation at freedom 0.01 and 99% confidence level **

3.4 Findings

Based on what was presented and analyzed data the Researcher reached the following results:

- a) Leadership role in the development of charitable organisations is essential and important as a large percentage of respondents approximately 86%. As for that leadership role is destined to create an effective management of the Organization. Having administrative leader at the head of the charitable organization develops effective performance gains. However, the success of the charitable organisations depends on several aspects, including leadership.
- b) There are many reasons help to cope with the change in charitable work environment such as political and security conditions as well as administrative constraints, customs of the society and others.
- c) The study revealed a direct correlation between the strength of administrative decisions and efficient leadership in charitable organisations, where the coefficient of correlation 0.167 99% degree of freedom and level indication 0.0084. The study also revealed the limited delegation of authority in making decisions.
- d) The study indicates that the selection of leaders in charitable organisations is not specialists in management. This result matched the result number five of the General characteristics of the study sample, which indicates that 82% of the sample is non-specialists in management. The results of the study also indicated the importance of training, since the cost of training is high the expectation that the Organisations will plan for joint training sessions.
- e) The study found weakness in information system in charitable organisations, a very high percentage of around 77% believed that the current information system is weak and inaccurate, and relative

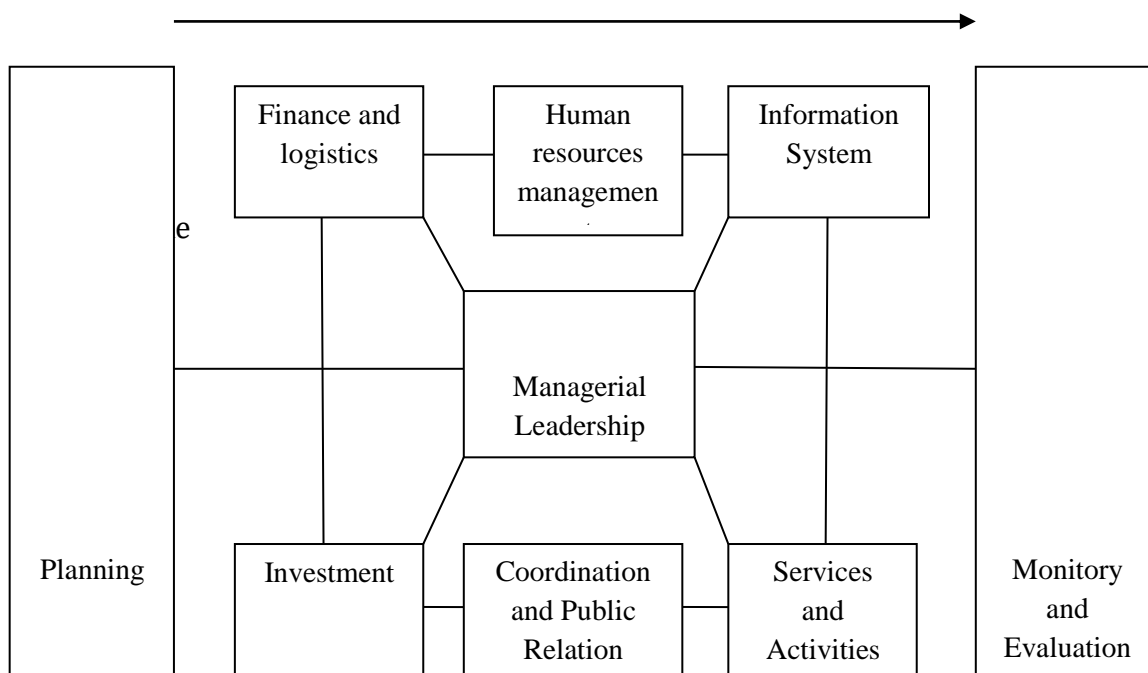
approach (75%) considers that the current information system lacks qualified staff and appropriate hardware. As well as the percentage of 69% felt that the information system has enough information but can't flow to different departments. The study recorded the arithmetic mean capacity of 3.75 in weak axis information.

- f) The study revealed a positive correlation between the efficiency of managerial leadership and poor coordination between charitable organisations 0.25 correlation with the degree of freedom of 0.01 and 99% confidence level. The study indicated that current charitable organisations management doesn't care coordination in training personnel in the field of charity work. The management of charitable organisations wasted a lot of resources and efforts in activities may be redundant or useless because of weaknesses in coordination.

SECTION FOUR

CONCLUSIONS AND RECOMMENDATIONS

5.2 PROPOSAL MODEL FOR IMPROVING THE PERFORMANCE OF CHARITABLE ORGANISATIONS



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5.2.1 The proposal suggests the following:

- a) More care about the managerial leadership in charitable organisations in terms of selecting, and training.
- b) The vision and mission of the organization must be clear for all levels of management to help in understanding the plans easily. The plans should be translated into strategies and objectives with consideration of weaknesses and strengths of the organization.
- c) Charity organization should be creative in fundraising so as to be able to satisfy the needs of the needy people from different sources.
- d) Although the Electronic technology has become used wildly, but still human is the essential column in any creative work.
- e) Availability of information in time mean correct decision making and led to success of any work.
- f) Charity organization should look carefully to the investment of available funds to reduce the risk of inflation when keeping the money in banks.
- g) Coordination between charitable organisations safe a lot of efforts and funds, therefore charitable organisations need more communications between each other.
- h) Charity organization founded to do specific activities and services. All the statements in the proposal should be directed to improve the organization's services and activities.
- i) Monitory and Evaluation came at the end of the proposal. However it is the most important part in any system that gives indicators about the performance of the Charity organization and allows corrections in time.

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