

## **Adopted leadership mechanisms for influencing employee social behavior in the organization**

**Dr. Lakhdari Djamel**

University Center of Barika, Algeria.

Email: [djamel.lakhdari@cu-barika.dz](mailto:djamel.lakhdari@cu-barika.dz)

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### **Abstract**

A leader's influence on the social behaviour of employees within an organization is a fundamental pillar for achieving organizational harmony and enhancing collective performance. Leaders rely on a set of leadership and organizational mechanisms to guide individual behaviour in accordance with the organization's goals and values. Furthermore, a leader's influence on employees' social behaviour is not based solely on formal authority, but primarily on a combination of effective communication, motivation, humility, positive role modelling, participation, and organizational structure. These integrated mechanisms contribute to building a positive work environment based on cooperation, belonging, and the efficient achievement of organizational goals.

**Keywords:** *Leadership Mechanisms, Influencing Employee, Social Behaviour and Organization.*

### **Introduction**

Leadership is a crucial element in the success of any organization. It is not merely an administrative role, but rather the tool that guides individuals towards achieving common goals and increases the effectiveness of collective performance. Strong leadership helps build a work environment that fosters innovation and collaboration, leading to tangible and sustainable results. This underscores the importance of studying organizational behaviour, as most workers spend a significant portion of their lives in the workplace. These environments are not merely places for producing goods or providing services; they are also complex social arenas where relationships are formed, power dynamics emerge, and organizational cultures are built. The study of behaviour in the workplace, also known as organizational behaviour, is a vital field for understanding how individuals and groups behave within organizations and how these behaviours impact overall organizational performance and employee satisfaction. This understanding is crucial not only for managers and team leaders but also for every employee striving for success and adaptation in their work environment. Organizational behaviour is a vital field that focuses on how individuals interact within organizations and the impact of these interactions on performance and productivity. This work aims to provide a comprehensive analysis of the importance and dimensions of studying social behaviour in the workplace. We will examine the key factors influencing these behaviours, from leadership and teamwork to organizational culture, and we will explore some fundamental concepts such as leadership, motivation, and teamwork. The study of social behaviour in the workplace provides the tools necessary to build more productive, positive, and humane work environments.

What mechanisms does a leader use to influence the social behaviour of employees within an organization?

The Concept of Leadership: Despite the abundance of research and studies on the subject of leadership, scholars and researchers in management and the various branches of social sciences have not settled on a comprehensive definition of the concept. This is due to the differing perspectives and interests of researchers and scholars in this field. We will present some of the most relevant definitions:

Ted defined leadership as "the activity that leads to influencing a group of people so that they all cooperate to achieve a desired goal." (Talaat Ibrahim Lotfi, 2007). However, thomas Gordon views leadership as a function of traits and characteristics acquired through experience and learning. (Saleh Muhammad Ali Abu Jadu, 2001) Furthermore, ffor Conter and O'Donnell, leadership means the process of influence exerted by a manager on their subordinates to persuade and motivate them to contribute effectively to collaborative activity. (Salah El-Din Muhammad Abdul-Baqi, 2004). Based on the preceding definitions, leadership can be understood as the act of encouraging and motivating subordinates to engage in organized and structured work to achieve goals agreed upon by the team. This work is Shared among workers to achieve the organization's goals, namely product abundance and quality, and to cultivate strong human relationships within the institution.

Therefore, influence is a behavior through which a leader can effect change, stemming from the legitimacy gained within the organization through the application of praise and punishment. In addition, other sources of influence relate to the leader's personality; their experience and traits qualify them to influence and interact within the organization. Elements of Leadership: Leadership is a social phenomenon that occurs in specific situations. There are four essential elements that must be present in any leadership position:

The Leader: The leader is a fundamental pillar of the leadership process and plays a significant role in its success. They are someone who guides the group and collaborates with it to achieve the defined goal. A leader must possess the following qualities: membership in the group; an understanding of the followers' attitudes, values, fears, frustrations, ideals, and goals; The leader must have plans and policies that align with the group's desires and goals; The leader must be capable of organization and management; The leader must be able to create and maintain high morale within their group; The leader must be flexible and adaptable to certain situations. Groups.

Followers: These are a group of people with a shared goal they work to achieve. For leadership to function, an organized group of individuals is necessary, distinguished from ordinary groups by the varying responsibilities of its members. Followers also influence the leadership process and are a fundamental element within it.

The Goal and the Appropriate Stance: Group members must have a shared goal they strive to achieve. This highlights the importance of the goal to the group. The leader's reactions in a given situation contribute to strengthening their position within the group.

Reciprocal Social Interaction: This is the spirit of relationships within the group and is considered the essence of the leadership process. Reciprocity means accepting, recognizing, and responding to the needs of the person we are dealing with. Acceptance is the foundation of interaction. For interaction to occur among group members, there must be an awareness of

others' needs (Saleh Muhammad Ali Abu Jadu, 2001). Based on the above, it can be said that leadership has important elements, none of which can be overlooked or disregarded. These elements and leadership are two sides of the same coin. For a single currency, these elements form the basis of leadership: trust, effectiveness, and the power to influence followers and achieve organizational goals, primarily increasing productivity and product quality, and building a positive work environment.

### **Leadership Theories**

There are numerous leadership theories developed by scholars and researchers through studies and research. Among the most important theories in this field are the following: Situational Theory: This theory considered the environment a crucial factor in the emergence of leadership. It explained the impact of the situation on leadership development. According to this theory, leadership represents the various social reflections a group undergoes as it attempts to achieve its goals. Veale and House identified several variables that significantly influence leadership effectiveness in different fields and situations, leading to the emergence of effective leaders in some situations and ineffective ones in others. These variables include the leader's own experience, age, general knowledge, skills in the required field, competence, the strength of bonds, harmony, and effective social cohesion within the group, group size, the organization's age, systems, traditions, and values... (Khalil Hassan Muhammad Al-Shamma' and Khudair Kadhim Mahmoud, 2014). Criticisms of Situational Theory include its overestimation of social conditions and its neglect of the theoretical preparations necessary for a leader's success (Saleh Muhammad Ali Abu Jadu, 2001). This theory also overlooked the environment and how it shapes leaders, specifically the work environment within the team and its influence on their behavior to transform challenges into achieving organizational goals in one way or another.

### **Functional Theory**

This theory views leadership as organizational functions that must be performed by distributing them among the group. Among the leader's functions are:

Defining group goals and planning for their achievement. Establishing group policies and distributing roles. Maintaining prevailing values, trends, standards, and beliefs. Guiding the group's ideas, enriching its culture, transferring experience, and increasing its knowledge.

Resolving conflicts within the group fairly and objectively. (Mohammed Shafiq, 2000) From this theory, we conclude that a successful leader in this field is one who distributes tasks among the team, with each member performing their role diligently and without neglecting continuous monitoring of these tasks to ensure seriousness and high productivity. Functional theory advocates for the integration of sub-parts to achieve the overall system. Behavioral Theory: This theory considers the quality of a leader's behavior in their relationship with individuals, aiming to identify the behavioral characteristics that distinguish an effective leader from their opposite. Studies focusing on the results of research at Ohio State University indicate that leaders who score highly in both dimensions are more capable of motivating individuals to exert greater effort and are more positive in their attitudes toward their work and membership in the organization (Mohammed Akram Al-Adwan, 2000).

The theory focuses on promoting and supporting individuals within the organization by motivating and inspiring them to achieve the organization's goals. The interactionist theory focuses on the process of mutual influence between the leader and their subordinates, which is of equal importance and magnitude. Holland and Julian used the concept of social exchange to clarify the theoretical dimensions of this interaction process. Leadership is a shared interaction process between the leader, the group of subordinates, and the situation. The leader influences the group, and the group can respond to the leader's influence through its interaction with the environment. Thus, the objective of a given situation is achieved through this interactive process of mutual influence between the leader, the group, and the situation.

A review of leadership theories reveals that research in this area has not yet yielded any general traits or characteristics that distinguish individuals in leadership positions. Researchers have emphasized that the process of leadership influence is subject to numerous environmental variables and different situations, all controlled by varying circumstances and the traits and skills possessed by leaders. (Khalil Muhammad Hassan Al-Shamma, 2014) From a sociological perspective, the effectiveness of leadership is determined by the degree of structural consistency between the leader's personal traits and the structure of the social situation in which they operate. Leadership is not an isolated, individual trait, but rather an interactive relationship formed within a network of roles and mutual expectations between the leader and their subordinates. It is influenced by the nature of the organization and the prevailing power structures. When the relationship between the leader and group members is characterized by mutual trust and respect, and the work system is clearly defined in terms of goals and tasks, and this is reinforced by the leader possessing established and legitimate organizational authority, then the leadership position becomes manageable and controllable. However, if ambiguity prevails in defining roles and distributing responsibilities, and the leader's formal or symbolic status is weak, the context transforms into a problematic environment where the potential for tension and weak compliance increases, making the practice of leadership more complex and less effective. Therefore, effective leadership is understood as a dynamic product of the interaction between the social actor (the leader) and the situational structure, not as an inevitable result of individual characteristics separate from their social context. Defining a Group: It is difficult to find a unified definition of a group because it is a highly important topic for many scholars and researchers. Consequently, their definitions of a group vary. Here, we will limit ourselves to a few:

The French Encyclopedia of Psychology defines a group as a collection of individuals who interact with each other and pursue a common goal in a way that fulfills their existence and satisfies their individual needs (Abdul-Murid Abdul-Jabbar Qasim, 2017). Sociologist Albion Small defined it in 1950 as a group of people, large or small, whose members are bound by strong social ties that help them achieve their basic goals (Dinkin Michel, 1986). Charles Cooley defined a group by identifying five characteristics:

**Face-to-face communication.**

Non-specific communication. Relative continuity. A small number of people communicating. Relative familiarity among them. However, this definition overlooks the controls and standards that the group applies to its members, and prioritizes bonds and familiarity.

Kurt Levine, on the other hand, believes that: the similarity between members represents a valid basis for interaction, especially the similarity of their orientations and goals. (Abdul Ghafour Marazqa et al., 2017) These elements demonstrate that the group is an integrated structure based on cooperation, organization, and effective leadership. The proposed definitions indicate that the concept of the group in modern trends rests on three fundamental pillars: First, continuous and dynamic interaction among its members, where each individual influences and is influenced by the others within a framework of reciprocal relationships. Second, the existence of a shared goal that unites the individuals and directs their behavior towards achieving specific objectives that contribute to meeting their various needs. The third pillar is the definition of the roles that each member plays within the group, which necessitates the presence of distinguished leadership that works to coordinate efforts and unify directions in a way that serves the common interest and achieves the organization's goals efficiently and effectively.

**Characteristics of the Group:** The group has several characteristics, the most important of which are the following:

It consists of two or more individuals. It possesses shared, agreed-upon inclinations and values that lead to interaction among its members. It has a stable and organized pattern of interaction with consequences for group members on two levels:

a) An explicit and defined level, through observable, actual processes such as belonging, participation, and working together.

b) An implicit level, through personal identification and connection to the group's values and to others. It has communication channels among individuals that facilitate the achievement of the organization's goals and needs. Corney and his colleagues identify the following characteristics of a group:

1- Group members interact, sharing their ideas with each other through direct and indirect communication.

2- Individuals recognize themselves as members of a group, such as a family, a class, or a specific team.

3- Group members behave in a predictable manner in response to environmental conditions and factors. For example, we can anticipate how family members will react if they encounter a common problem that affects the family's structure and future. 4- Shared Purpose: Group members work as a team to achieve common goals.

5- Social Identity: Each group member perceives themselves as a single unit.

A group consists of one or more individuals. A group cannot be formed by just two people, and there is no specific limit to the number of members. (Abdul-Murid Abdul-Jabbar Qasim, 2017)

Communication is essential for these characteristics among group members, as it strengthens and fosters the group. The presence of a leader within the group unifies the group's efforts to work as a team.

### **Leadership and the Social Brain in the Organization**

**Building Leadership Capacity in the Organization:** If organizations benefit from a hierarchical structure, leadership must be flexible and diverse rather than rigid. This requires an effective form of distributed leadership, which in turn means developing leadership capacity at all levels.

Having multiple leaders throughout the organization, regardless of their tenure, is crucial for creating a thriving environment. These individuals will guide small teams of fifteen or so who share common goals and values. Effective management depends on trusted individuals at all levels who can connect with and mobilize their networks to shape the future. These leaders must possess the skills of management, empathy, and sound judgment to make decisions. Provided there is a clearly defined purpose and shared values, a more distributed leadership structure can effectively support a relationship-oriented organization without risking communication breakdowns or divisions that could lead to organizational collapse. From a relationship perspective, the leadership conscience is "we," not "I"—an acknowledgment that achievement is the result of collective effort, not something the leader alone can boast about. A leader with social intelligence is one who can inspire people, earn their trust, and sustain their growth, as well as the growth of the organization. (French, Robert B. and Simpson, Peter, 2010) Building capacity within modern organizations requires moving beyond the rigid hierarchical model toward a more flexible and distributed leadership model. Instead of leadership being concentrated at the top of the pyramid, it becomes essential to cultivate leadership skills at various organizational levels, so that every unit or small team has individuals capable of guiding and coordinating. This distributed leadership style fosters social cohesion within the organization and creates networks of trust and cooperation, where achievement becomes a collective, rather than an individual, outcome. From a sociological perspective, this shift reflects the transition of leadership from individual authority to a social function exercised through intricate relationships between individuals and groups. An effective leader is not one who monopolizes decision-making, but rather one who possesses the social intelligence to inspire, build trust, and nurture mutual growth between individuals and the organization. Therefore, leadership can be seen as a tool for reproducing shared values and ensuring the organization's continuity in the face of changes occurring in both its internal and external environments.

**Building the Best Teams in an Organization:** A highly effective team that is more than the sum of its parts is the most valuable asset of any business. However, this fundamental truth is often forgotten during times of change. Human resources departments and leaders may fail to recognize the dynamics that contributed to the team's success, focusing instead on individual performance when making promotion or hiring decisions. In doing so, they neglect to consider how removing a team member will affect the remaining members. They may also fail to consider the potential impact on the individual in question; it is not uncommon for someone who has achieved great success as part of a group to falter when removed from it. The market is replete with tools that supposedly enable effective team development (Filk, Ameba, 1990). A team is not simply an aggregation of individuals; it is a cohesive social structure formed through interactions, shared values, and informal norms. A team's success is linked to its ability to maintain these internal dynamics, which are a source of collective identity and shared resilience. Furthermore, neglecting these dynamics in administrative policies such as promotion or recruitment reflects a lack of understanding of the social nature of work and leads to the disintegration of the bonds that give the team its strength.

### **Leadership in Complex Environments**

The overall atmosphere, ethics, structure, rituals, stories, customs, and shared practices—in other words, its culture—are crucial indicators of the social health of any area. The moment you enter a reception area, you sense the atmosphere, and the moment you look around, you quickly notice what is important and what is not. We are naturally drawn to hierarchy and social status, but just as our tendency toward social conformity sometimes needs to be curbed or limited, in complex systems, it can be said that all groups capable of spontaneous action constitute complex systems. Good ideas come from the margins, not the center, because the people there gain more direct experience of how to shape the future. Direct interaction at all levels of the organization is its lifeblood. A vibrant organization constantly reorganizes itself and adapts to emerging patterns. This structure can also serve as a solid foundation for resilience. By using the multi-layered structure of the organization to understand the fundamental connections between time and relationships, leaders can revitalize their organizations through thoughtful intervention. Sometimes this requires disrupting existing processes or welcoming and nurturing new perspectives (Bion, et al. 1991).

Complex organizational environments are characterized by spontaneity and constant adaptation to emerging patterns. Effective leadership, therefore, does not reside at the center but rather emerges from the periphery, where new ideas are generated through direct experience and daily interaction with reality. This reflects on-the-ground knowledge of reality and the ability to interact horizontally across different levels within the dynamic lifeblood of the organization. In such environments, the leader is not merely a decision-maker but a social mediator capable of revitalizing the organization through thoughtful intervention, whether by disrupting existing processes or by nurturing new perspectives. This role requires an awareness of the temporal and social relationships within the organization and an understanding of how to reproduce organizational resilience through networks of trust and ongoing communication. We need a leader who works through and with others, rather than a leader who presides over the rest of the team from the top of the hierarchy, performing a different, but not necessarily more important, task. It's not about how leaders at any level allocate their limited time and attention. Effective leadership requires focusing simultaneously on the bigger picture and the immediate details (Dunbar, 1998). Power is never held by a single individual. For them, and for us, true leadership lies in the relationship between leaders and followers, not in titles or personal attributes. A tyrant who gives orders that no one follows is not a leader. "A good leader makes a good follower," as the psychoanalyst Wilfred Bion put it. Organizations with a "social brain" are built on relationships, creating space for individuals and growing by assembling small units while nurturing the connections between people (Dunbar, 2018). Leadership becomes a relational practice that transcends the individual and is situated within the social networks of the organization. The social brain of an organization is formed from the connections between small, cohesive units where organizational power is redefined through continuous interaction among individuals. This network structure gives the organization the capacity to grow and adapt, and it underscores that organizational achievement is a collective product that cannot be reduced to a single person.

### **Time management in the organization**

Having a strong, shared purpose shapes how you, as a leader, and others in your organization allocate your time and attention. Leaders often feel more like slaves to time than masters of it. But perhaps this is because they have been spending time on the wrong things. Leaders who subscribe to social brain theory will seek ways to regain control of their schedules by first recognizing that time and diligence are their and the organization's most valuable resources. Instead of replacing eight long meetings totaling eight hours with sixteen half-hour meetings, they recognize that more busyness does not necessarily equate to better work. Just as the paradox of organizational expansion involves growing big by staying small, the time management paradox of managing time for a goal involves putting in less effort to achieve more. Another clear strategy involves holding meetings of fifty minutes, or even twenty-five minutes. One major UK bank has adopted a structured approach that encourages twenty-five-minute meetings for decision-making, with breaks for coffee or tea. Taking ten or even five minutes from a meeting can be useful for taking action on a matter discussed, or simply reflecting on it over a cup of coffee. It may take some time for these practices to become routine, but sticking to them can help create opportunities for future-oriented thinking (Tett, 2010).

From the perspective of the organization's social brain, time becomes a structural element in building organizational relationships. Short, focused meetings, with breaks for reflection and informal communication, foster social cohesion and open the door to collective creativity. Paradoxically, achieving more requires less effort, and significant organizational growth may stem from maintaining small, cohesive units. Building friendships and trust (bonding): Having the time and space to make friends at work is crucial for building bonds. The Seven Pillars of Friendship (shared interests, worldview, sense of humor, musical taste, language, and where one spent their teenage years) provide the foundation for relationships, especially during fragile or transitional times. They also ensure the growth of trust. But if there isn't time at work to get to know each other and build common ground, these bonds will never develop. The number and quality of friendships you have have a greater impact on your health than any of the factors your doctor typically worries about, such as your weight, how much exercise you do, what you eat, the pills they prescribe, or the quality of the air you breathe. Friends also exert a powerful influence on health choices. Of course, an overemphasis on the Seven Pillars can also lead to an unhealthy and isolating work culture. A leader's task is to enable friendships to develop at work, but sometimes also to disrupt the comfort of natural connections in order to push people to build new, mutually beneficial points of contact. Richer relationships often arise from differences, leading to increased productivity and efficiency, as well as being a source of creativity and new ideas. Therefore, the ability to unite individuals to collaboratively address challenges and view disagreements as valuable, at least in the short term, is a key skill for a skilled leader who takes the lessons of the social brain hypothesis into account. (Dunbar, & Sosis, 2017).

Building friendships and trust in organizations is a strategic social process where a skilled leader understands that cohesion is based not only on similarity but also on the ability to transform differences into a source of strength and creativity. In this sense, leadership inspired by the social brain hypothesis creates a vibrant work environment based on collaboration, trust, and the ability to collectively face challenges.

The goal is to create collective meaning: None of the aforementioned group practices are sufficient in themselves unless there is a shared meaning and purpose to the work. People strive for more than just their work being a means of survival; they want their work to have significance. When groups of individuals are allowed to work independently, they naturally create meaning and momentum together. No matter how small the employee's role, it is important for them to understand their contribution to the broader purpose of the organization and, ideally, to society. Having a genuine and genuinely embraced company purpose is a powerful motivator for employees. Creating individual meaning at work becomes easier when there is a connection to the organization's purpose. Humans have a highly developed capacity for learning and experimentation, and when the organization's purpose encourages individual freedom of expression, this learning and experimentation are reintegrated into performance and innovation. (Bertherton, & Dunbar,2022).

Creating collective meaning at work is a structural social process, where a shared goal becomes the bond that unites individuals, giving them a sense of belonging and purpose. Leadership that recognizes this fact is able to transform work from a mere job activity into a collective project that fosters cohesion, fuels innovation, and enhances the social well-being of the organization. In short, we may find it difficult to work well in large groups, and feeling excluded and marginalized is a miserable experience.

Many people consider the social nature of organizations trivial and don't give it much thought. But the time has come, and many people are now realizing how important the social aspects of organizations are to the well-being and performance of individuals. Nevertheless, we are optimistic. We believe that by focusing more on the dynamics of relationships and on our capacity as employees to learn and adapt, groups can be empowered to be more than just the sum of their parts. Realizing this optimistic vision will require mature and self-aware leadership at all levels within organizations. It will require people who can both harness our primal nature and work against it.

The return on our diverse ideas could be the creation of organizations where future generations thrive, where work is meaningful, purposeful, and enjoyable, and where everyone can express their individual talent in work that interests them. Creating environments where everyone, from the most junior to the most senior, can flourish is the task of leadership. These environments will need leaders willing to dedicate their time and attention to creating opportunities for networking and learning, fostering a sense of belonging, and empowering people to find meaning and purpose in their work within a culture that nurtures these human needs and talents. Leadership operates in challenging and unpredictable territory and requires courage and a willingness to ask for help in order to forge a path forward. Those who assume the ground beneath their feet is solid may be managing the present, but they are not leading the future. Humility and an awareness of the need for others are essential qualities in any growing organization, not just at the top.

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