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(Bass and

" " (Facione et al., 1998)

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.Avolio, 1995 and 1996)

(McKown, 1997)

(Hirtz and Riordan, 2007)

(Taylor, 2003)

.(Michael, 2008)

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.(Simpson and Courtney, 2007)

2008/11/25

.2009/10/26

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.(Bauwens and Gerhard, 1987)

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(Michael, 2008)

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($\alpha=0.05$)

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(Alfaro-

($\alpha=0.05$)

.Lefever, 2000)

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: (Bass, 1994)
 Idealized Influence
 Individualized Consideration
 Intellectual Inspirational motivation
 .Stimulation

:Transactional Leadership

(Avolio and .

: .Yammarino, 2002:10)
 Management by exception
 .Contingent Reward

:Professional Judgment

(Clinical Judgment) (%95.58)
 (%83.53)

:Critical Thinking

.(%60)

" 1990

(SPSS.11)

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.(Facione, 1998) "

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.2

Evaluation Analysis Interpretation
 Explanation Inference
 .Self-Regulation

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Open-

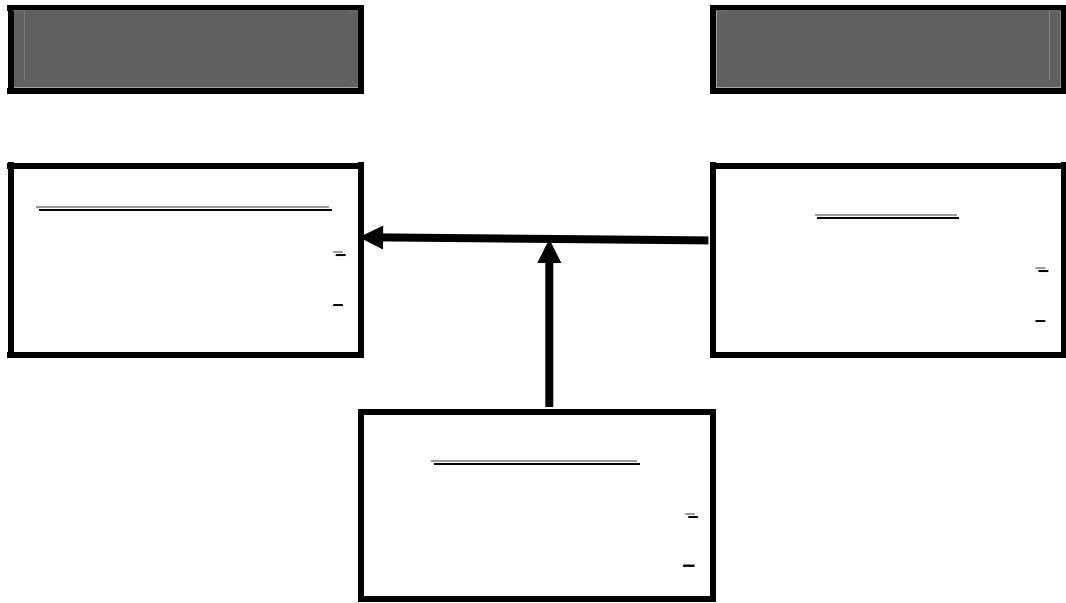
Inquisitiveness
 Analytical mindedness
 Maturity Systematic
 Truth-seeking

.4

.Confidence in reasoning

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Transformational Leadership :



(1)

Cost-Benefit approach ()
(Scandura and Schriesheim, 1994)

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Kuhnert "

.and Lewis, (1987)

Kuhnert

:(and Lewis, 1987)

: .1

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Schuster (1994)

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Bass

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Hater and Bass (1988)

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(Bass, 1985; Bass. 1990;

Bass and Avolio, 1994)

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Burns

.(Tracey and Hinkin, 1998)

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.(Burns, 1978, p.62) "

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.(Lusserand Achua, 2003)

" :

Hater and Bass (1988)

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"Additive Effect"

(2) . (Shermerharn and Osborn, 1998)
 (Northouse, 2001)

“four I’s”): :

(1)

	Idealized influence	
	+	
	Individual consideration	
	+	
	Inspirational motivation	
	+	
	Intellectual Stimulation	
	=	
	Performance Beyond Expectations	

(2)

(Northouse, 2001, P.112)

: .4

.(Davis and Rimm, 1989)

(Mertes, 1991, Bailin, 1997)

Critical

Kritikos

Criticus

2005)

.(Gingras, 2006)

1990

(58

: Bloom

Facione and Facione, (1996)

:

()

.(Delphi Method)

Facione and Facione

Dewey (1933)

: (1996)

(Gingras, 2006)

.5

(American Philosophical

(Clinical)

" Association, 1990, p.3)

(Banning, 2005; Simpson and Courtney, "

.2007)

.(Porter-O et al., 2005)

:(Facione, 1998)

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.(96 2003)

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: (1995)

: (2008)

.1993/92

(500)

.1

.2

: (2005)

: (2006)

(764)

(450)

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: (1999)

:

: (2004)

:

(100)

(269)

:

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Emotional : (2008) Michael
Intelligence and Critical Thinking Relationships to
.Transformational Leadership.

: (2002)

(352)

(600)

(Hellriegel et al., 1992)

The : (2006) D'Alessio

(190)

Influence of Personality, Critical Thinking, and Emotional Intelligence Attributes in Manager's Leadership.

Transformational and : (2002) Politis
Transactional Leadership Enabling (Disabling)
Knowledge Acquisition of Self Management Team:
Consequences for Performance.

Effects of : (2006) Gingras
Managers' Leadership Styles and Decision-Making
Styles on Appraisal of Employees' Critical Thinking
Performance.

(590)

A Self-: (1999) Good
Assessment of Critical Thinking Behaviors in Respiratory
Care.

(2003) Parry and Thomson,
Leadership, Culture and Performance: The Case :
of the New Zealand Public Sector.

(388)

(1999) Howell and Merenda

The Ties That Bind :The Impact of Leader :
Member Exchange, Transformational and transactional
Leadership and Distance on Predicting Follower
.Performance.

(317) (109)

The : (1998) Aminuddin
relationship between transformational Leadership
Behaviors of Athletic Directors and Soaches Job
Satisfaction.

()
EBSCOhost, ProQuest, and ProQuest :
Dissertations
()

(900)

(1)

13	10	3	46	40	6	
13	9	4	9	7	2	
4	4	0	5	4	1	
30	23	7	60	51	9	

(2)

34 (%61.8)	8 (%47.1)	26 (%68.4)		
21 (%38.2)	9 (%52.9)	12 (%31.6)		
33 (%60)	14 (%82.4)	19 (%50)		
6 (%19.9)	2 (%11.8)	4 (%10.5)		
16 (%29.1)	1 (%5.9)	15 (%39.5)		
32 (%58.2)	14 (%82.4)	18 (%47.4)		
23 (%41.8)	3 (%17.6)	20 (%52.6)		
4 (%7.3)	1 (%5.9)	3 (%7.9)	(5)	
9 (%16.4)	5 (%29.4)	4 (%10.5)	10-5	
42 (%76.4)	11 (%64.7)	31 (%81.6)	11	
22 (%40)	5 (%29.4)	17 (%44.7)	(5)	
24 (%43.6)	9 (%52.9)	15 (%39.5)	10-5	
9 (%16.4)	3 (%17.6)	6 (%15.8)	11	
26 (%47.3)	8 (%47.1)	18 (%47.4)		
29 (%52.7)	9 (%52.9)	20 (%52.6)		

(1)

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%77 (1)

%43.5

(SPSS.11)

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(11) : .2
(%52.7) .

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(%61.8)
(3) . (%29.1)
(%58.2)
(%76.4)

(3)

1.704	3	17.85	
2.553	6	15.96	
3.394		(%84.5) 33.82	
1.941	5	16.84	
2.025	4	17.16	/
1.849	2	17.91	/
2.103	4	17.80	
1.737	1	18.15	
7.014		(%87,85) 87.85	

(4) (3)

(4)

(30) (5) (84.5%) (%87.85)

(5) (18.15)

(34) (17.85)

(17.91) /

(5) (4) (17.80)

(3) " " .4

(33) :

(27) (4)

(4)

5	4	3	2	1		
17 (%44.7)	16 (%42.1)	5 (%13.2)	0	0		
13 (%76.5)	4 (%23.5)	0 (%0)	0	0		
30 (%54.5)	20 (%36.4)	5 (%9.1)	0	0		
23 (%60.5)	13 (%34.2)	1 (%2.6)	1 (%2.6)	0		
11 (%64.7)	4 (%23.5)	1 (%5.9)	1 (%5.9)	0		
34 (%61.8)	17 (%30.9)	2 (%3.6)	2 (%3.6)	0		
9 (%23.7)	17 (%44.7)	11 (%28.9)	1 (%2.6)	0		
8 (%47.1)	6 (%35.3)	2 (%11.8)	1 (%5.9)	0		
17 (%30.9)	23 (%41.8)	13 (%23.6)	2 (%3.6)	0		
0 (%0)	6 (%15.8)	23 (%60.5)	6 (%15.8)	3 (%7.9)		
3 (%17.6)	2 (%11.8)	10 (%58.8)	2 (%11.8)	0 (%0)		
3 (%5.5)	8 (%14.5)	33 (%60)	8 (%14.5)	3 (%5.5)		
10 (%26.3)	18 (%47.4)	8 (%21.1)	2 (%5.3)			
5 (%29.4)	9 (%52.9)	2 (%11.8)	1 (%5.9)			
15 (%27.3)	27 (%49.1)	10 (%18.2)	3 (%5.5)			

(5)

	F	F				
0.001	2.786	6.717	213.577	3	640.731	
			31.798	51	1621.705	
				54	2262.436	

(6)

R2		t	t	Beta	
0.283	0.638		0.473	6.011	
	0.497	2.31	0.684	0.164	
	0.000	2.31	3.837	0.447	
	0.146	2.31	-0.1477	-0.554	

(7)

	F	F				
0.000	2.786	8.789	253.661	3	760.983	
			28.863	51	1471.999	
				54	2232.982	

(8)

R2		t	t	Beta	
0.341	0.645		0.464	5.620	
	0.558	2.31	0.589	0.134	
	0.000	2.31	4.391	0.487	
	0.050	2.31	-2.011	-0.719	

.5

" :

"

"

(0.000) (2.786) (F) "

(B^hat) : :

(8) (8) (5) (5)

(t) (alpha=0.05) (alpha=0.05)

(t) (0.589) (2.31) (F) (6.717) (F)

(t) (alpha=0.05) (alpha=0.05) (0.001) (2.786)

(2.31) (t) (4.391) (B^hat) (0.05)

R^2 (-2.011) (t) (6) (6)

(8) (0.341) (t) (alpha= 0.05)

(34,1%) (2.31) (t) (0.684)

(7) (5) (3.837) (t)

" (-1,477) (t)

" R^2 (0.283)

(alpha =<0.05) (28.3%)

) :

(

:

:

- (7)

) (7) (alpha=0.05)

(

(9) (8.789) (F)

(9)

	F	F					
0.705	3.175	0.352	15.098	2	30.196		
			42.928	52	2232.241		
				54	2262.436		
0.527	4.023	0.405	17.142	1	17.142		
			42.364	53	2245.295		
				54	2262.436		
0.027	3.175	3.862	146.286	2	292.571		
			37.882	52	1969.865		
				54	2262.436		
0.738	3.175	0.306	13.166	2	26.332		
			43.002	52	2236.105		
				54	2262.436		
0.563	4.023	0.339	14.362	1	14.362		
			42.416	53	2248.074		
				54	2262.436		
0.120	4.023	2.501	101.932	1	101.932		
			40.764	53	2160.504		
				54	2262.436		

($\alpha \leq 0.05$)

(9)

" " F (3.862) F
 . (0.027) = (3.175)
 " : (α = 0.05)
 (α ≤ 0.05)
) : : -
 ."()
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 .(10)
 : : (10)
 (α = 0.05)

(9)

(10)

" :
:

(10)

	F	F					
0.856	3,175	0.156	6.651	2	13.302		
			42.686	52	2219.680		
				54	2232.982		
0.592	4.023	0.291	12.209	1	12.209		
			41.901	53	2220.773		
				54	2232.982		
0.058	3.175	3.015	116.005	2	232.010		
			38.480	52	2000.972		
				54	2232.982		
0.693	3.175	0.370	15.658	2	31.316		
			42.340	52	2201.665		
				54	2232.982		
0.266	4.023	1.264	52.000	1	52.000		
			41.151	53	2180.982		
				54	2232.982		
0.084	4.023	3.091	123.055	1	123.055		
			39.810	53	2109.927		
				54	2232.982		

(Howell and Merenda, 1999)

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($\alpha=0.05$)

(2006

(Aminuddin, 1998)

(2008)

(Michael, 2008)

(Gingras, 2006)

(Parry and

(Politis, 2002)

Thomson, 2003)

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.3 (α=0.05)

" ") :

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.5 :

.6 (α =<0.05)

() (2006)

(α =<0.05)

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: : (Good, 1999)

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(Aminuddin, 1998)

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- (D'Alessio, 2006)

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The Effects of Transactional and Transformational Leadership on Acquisition of Critical Thinking of Employees in Jordanian Hospitals

*Ibtesam A. Dmour, Mohammad S. Abu Saleh and Abdulsattar M. Al-Ali**

ABSTRACT

This study aimed at examining the impact of transactional and transformational leadership styles as independent variables on acquisition of critical thinking skills as dependent variable. Independent variables consisted of (7) dimensions: (management by exception, contingent reward, idealized influence (attributed), idealized influence. (behavior), individualized consideration, inspirational motivation, and intellectual stimulation). Dependent variable critical thinking skills are: (analysis, evaluation, inference, explanation, and self-regulation). The dependent variable consists of the following dispositions: (inquisitiveness, open-mindedness, analytical, systematic, maturity, truth-seeking, confidence in reasoning).

Also, the study aimed at examining significant differences in acquisition of critical thinking skills due to hospital type, gender, education, training, specialization, position, principal experiences.

In order to achieve the objectives of the study two highly reliable and valid instruments, the Multifactor Leadership Questionnaire (MLQ) Leader Form (Bass and Avolio, 1995,1996), and Professional Judgment Rating Scale (Facione et al., 1998), were used. Random simple sample selected from manager's Jordanian hospitals, consisted of (55) managers.

The results of regression tests revealed that there is positive impact of transformational leadership style on acquisition of critical thinking skills to employees in Jordanian hospitals, superficial impact was found due to transactional leadership style and negative impact of organizational dimension culture there was not a significance.

Keywords: Critical Thinking, Acquisition Skills, Leadership Styles.

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