

Risk Decision-Making by Head Departments in University of Karbala

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Abstract

This research has been carried out in the university and aims to, to know the risk level in Decision-Making by head department and to know the difference of statistical significance in the risk level for Decision-making according to the gender change(male-female) and specialization (scientific- human), By using the analyzed and described research as being fit with the nature of the current research, the researcher relied. The current research society contains of head departments in the university of Karbala with (42) head departments. And the research sample reached to (42) head department, due the small size society which the researcher has chosen to represents the research sample. The researcher used the risk scale in decision-making which prepared by (Ali, 1995) and contained of (14) stance to achieve her research aims and to pick up the results of the statistic group for social sciences used (spss). And post data analyzing, the currents research concludes to the following results: Head departments in Karbala university are benefitted of low risk level in decision-making. There is no difference of statistical significance in taking decision according to the gender change (Female- male) and specialization (scientific- human). Under the light of these results, a batch of recommendations and suggestions with significance to the research change, have been submitted.

Keywords: Decision-Making, Karbala university

I. INTRODUCTION

Research problem

Due to the administration pressures which the employee used to face mainly, it caused various confused events. Of them the cognitive and behavioral confusions that make an employee taking improper decisions (al-Utaib at el, 2011 p3). Thus, the decision results cause social and administrated problems for the individuals. But today we find our societies live in distributed circumstances with various challenges. And the pressures which cause weariness and fear for to the individuals that they would be less optimistic and confident. hat their ability would not bring good results, so we find them retreat and shrink to make decisions.

But in order, these individuals would be more progressed and successful in their works, they have to take active and significant decisions which take a great part of risk, and accept some losses. Today we see the academic

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teaching in Iraq, face a huge part of administrative problems which may cause by deficiency of technical knowledge, or by not realizing laws and regulations and experience in work.

That might cause by the weakness of leader's ability in constructing or holding human relations, and owing to the difficulty of communication with others and dealing with them. And that may happen by the academic leaders mistreating to their work and controlling followers and dealing with them as if they are instruments of production. without taking care of their psychological, medical and material circumstances, which lead these leaders towards unbalance in activity to the administrative works that cause to employment revolt, secretly or in public.

Thus, the researcher concludes that any activity or administrated works, needs to work forces and in different administrated levels. These forces need to develop the epistemological, and behavioral and social, cultural sights in order to progress of their employment performance level. But this fact has been ignored by most institutions, in particular, the research samples which are using in changed environment, with full of challenges and direct contact with all these changes. Therefore, head departments are indeed in need with ability to participate to facing the negative and novated positions, and with an ability to solve it. That really is required a great effect for developing the teaching institutions, so the current research can come with an answer to the following questions, what is the risk level of decision- making by head department in Karbala university?

Research positions

With a direct effect, the academic teaching is considered one of the basic instruments at the associations, and to help achieving the goals which participate in forming society, and drawing its features in present and future together. Thus, higher education in all its association, make a great role in nations and countries lives. Also, academic teaching considered for the society, produces the administrated or functional, and technical forms for society, and fix its societal issues and problems. As well as, it keeps to develop knowledge.

university is considered one of the educational, teaching and producing associations which keeps to progress knowledge and prepare human force to training and be qualified scientifically, intellectually and morally and behaviorally.

It needs a perfect administration which helps to complete its goals aimed to. Thus, the head departments, whatever their features and scientific specialization and managements experience have to be successful administrators, with full of experiences and administrated skills. They will be able to make plans and organize and direct. They do follow up the correcting and supervising and taking suitable decisions. Besides the human dealing and develop the teaching staff, the head department missions would be to qualify the work perfectly and properly to achieve the university message presented with all its departments in colleges where they work in it. (Mohsin 2011, p 685).

Through the successful leading behavior, the decisions significance followed by the academic head department, who play a basic role in enhancing the possible culture in the societies and associations. These leaders are distinguished with features qualified to be successful leaders in society (Ashour and Shinitawi, 2011, p. 338). In order to make an individual able to take the risk responsibility in making the important decisions, he has to be qualified with great confidence with himself and society.

The individual differences among the head department in the risk level at making decisions that referred to the epistemological and personal elements variance in explaining the positions which they face and demands resilience, and steadfastness and ability to face. Thus, we find some professions are required a deal of risky behavior by the employers. Therefore, hesitation and fearing of failure and inability or the desire of taking responsibility lead these individuals to a state of recession and decreasing of functional, social and administrated levels .and later, makes them unable of following up the rapid development which the society needs to be progressed and develop and going along with other societies. (Ali, 1995, p 26)

Making decisions is identified as a mental operation effected greatly with the psychological health for a person and his ability to make decisions. And the individuals who suffer under psychological pressures do cause their ability to make decisions as if they are under mental paralyze (Zaghlool and zaghlool 2003, p 3130).

Therefore, the individuals who are able to risk, we find them distinguished with a great deal with courage, tend to put their goals upon a great degree of success. And they have an ability of bearing failure and have linking to respond with success with the failing results. (Shuaib, 1988, p110)

With performance motive, the risk is connected where the individuals are distinguished by high performance and an inclination to make risks calculated and organized. Therefore, they create for themselves certain goals which containing challenge and risk. As doing the risk as a natural and continuous state, they do not feel pleasure and performance as the missions and goals which they performed easily with guaranteed results (Othman, 2010, p 4)

According to (Yuen& Lee 2003) study the individual's moody state effected upon the risk decision-making . often doctors give advice to their patents of not making fatal decisions such as changing occupation or planning to marriage during the sessions time of depression. There reasons behind all these practices which are represented. One is the likelihood of being decisions and particular opinions of the patents during the depression period, which would be too strict and bias that may effectuate upon the decision making and self-doubt. Usually self-accusation would be a normal state if these decisions produced unsatisfied results (Yuen &Lee 2003).

By age risk decision -making is getting low and older people may be less desirable of risk decision making from the youngsters. Therefore the individual in his life time seeks to acquire a new experiences and making various kinds of risk and adventure (al-Dayri, 2011, p 57-58).

Smith (1964 views that risk is connected with the self-evaluation. These individuals who see themselves as active and influent, will be more tending to risk-decision making.They have a chance. For the high levels of self-perfection may lead to increasing of risk. Kovington& Berry 1976 give views that individual who have high self-evaluation are distinguished with more spontaneous as well as they do risk at a large rate in their chooses and behaviors. While the people who have less self -evaluation may be busier of responses which protect them from failure. So they will be less resilience on risk (al-Qatrawi, 2012, p32)

Thus, the people have to be more confident of their capabilities to solve their problems and challenges which they encounter. That demands to take hard decisions and to be in perfect readiness to take the risk behavior to reach onto a high level of skill and knowledge and promote to advance for the best and done actions.

Research aims

This current research aims to:

1. to know the risk level in decision- making by head department in Karbala university.
- 2.to know the difference in risk decision-making according to the gender and specialization changes.

Research limitations

The current research is identified by head departments in Karbala university for the academic year 2018-2019.

II. Terms identification

First: Risk

1 Ali(1995):

“it is the inability of predict results accurately and the loss rate is increasing and be subjected to harm, and material and nominal damage (Ali, 1995, p 30)

2.Turner 7 McClure (2002):

” it is determined and done behavior whether it is socially unliked act or to have harmed results. (Hansel, 2007, p 12).

Second: Identify each one

1. Harrison (1974).

” It is a mental operation which contains issuing a decision to elect the best behaviors in a certain attitude. (al-Qaisy, 2011, p 28)

2. Ali (1995).

“It is an operation by which an alternative is chosen from alternative group advanced by analyzed process and differentiation. It needs to a mental activity based on perception and taking attention and creation in order to achieve a desired aim.”

Third: risk in making Decision identify

Ali(1995):

“it is courage to choose an alternative from several likelihood replacements in weird circumstances. In which the results will be unclear and the likelihood of the harm resulted of failure is increased”. (Ali ,1995, p 30)

On the identification, on the identification (Ali, 1995) the researcher has depended for she adopts on the theoretical platform and the scale which the researcher depended on”.

While the measured identification for risk in making decisions, is the total degree at which the responder to the scale used by in this research.

Risk Decision-making

Indeed, a lot of theories have tried to study this kind of behavior as being considered including a cognitive and driven activity. It seems to display risk in hard situations which demand a certain view in situation. Really, this term has attracted attention by (Darwing) particularly at dealing with the ambition subject. Later, it follows by (Atkinson 1969) when he developed his theoretical idea on the courage of performance. His theoretical idea deepens upon motives-success- failure in the social positions and the role of the psychological depression and the effective personality in activating this performance behavior. The risk here is connected so much with any behavior, because some kind of behavior, will be against nature, it has to be emancipating from strong personality, risky and do not know the meaning of fear. Thus, any tendency of behavior can be considered as a personal feature. And Katel was one of the most distinguished personal scientists, who reached to one of the person feature which is risk and courage, against shyness and prudence. And that high degree according this scale means risk and courage, while the low degree of shyness, prudence, isolation and retreatment (al-Qatrawi, 2012. P 14)

Despite all the negative ways for risk behavior, this kind of behavior has a positive feature. It is representing that several scientific research can't be done without taking danger in entering, in order to let human beings to get rid of stagnation and rigidity state. And then growth is developing in experiments and scientific success, thus, risk is with primitive groups represents in their qualified nature to environment and facing nature and shifting hard life to survive and continue living life. It left a little of what human demands in discovery field and scientific inventions. The scientific literatures indeed, referred to several features as elements participating in behavior appearance for risk. We give example of it to risk and fighting and independent feature and looking for suspense, as well as sharing of the epistemological facts and heredity and soul growth process and its various resources and the dominant values and measures in the society(al-Dulaimi, 2001, p 38).

Risk decision- making theories

1. risk taking as personality -trait

As a matter of fact, traits for Guilford 1959 mean as an individual style distinguished from others in behavior. He gives a point of view that individual response to the situations and solve problems can be explained as a trait representing for the moody sides. The traits here are divided into two general and singular kinds: general traits are the traits which share by people who make them seemed a certain type of behavior in different situations. While the singular traits are particular with each one and distinguished with its strength and directions. Al-bort considers the singular traits are changing with the society and circumstance change which an individual faces with the dominate values (Ali 1995, p 35). Risk actually is considered a personal trait, which means there are potential traits for a person. These traits seemed stable relatively though time, and allow with the consequences in the individual behavior. Therefore, the psychological scientists have developed diverse batteries in order to measure the interior tendency of the adventurous individual. whose results are possible in describing the singular differences and explain why some individuals become so aggressive (Ozmer, 2006, p 15).

By this classification which katel found, he followed and summarized some of traits to be (16) traits. The adventurous individual is located at the series number (7) of its classification. This person may be described as being adaptive easily, brave, and social and adventurous. In the other side, we have traits of a shy person, retreated, for threatening and having weak personality. Katel has proven of heredity role in the adventure trait, so he confirmed that 80% of the risk trait owing to the heredity and not environment. Tayler 91961) Identified the individual personal traits who invented, so he PUT the risk traits among all these traits. Thandie makes clear the creative individual distinguished with risk and confirmed with (Torrance) who found that creation is connected positively with the individual direction toward risk. Caray 1977 displays that the happy persons may do risk more than the conservative ones, who are more hesitated and conservative and afraid. He agreed with the description with (Erzniq) with the spontaneous persons to be adventurous (Ali 1995, p 36)

Thus, risk trait works on distinguishing the adventurous man from others. (Essan 2004) referred to the present to an important role for diverse person behaviors in explaining risk which is sensation-seeking and locus of control and impulsivity an egocentrism. And the search for one-person trait is not enough to explain the risk. Searching in personality has been done generally though its effect on risk (Ozmer, 2006, p16).

Risk taking as cognitive styles

The cognitive style is the relied style used by an individual to deal with the daily situations and a way to solve problems in a way which is fitted to their capabilities and powers. Under the light of their perception to nature of these situations, this process is based upon several forms of data classification and assembling, analyzing and store it and taking it back if necessary. A lot of cognitive psychological scientists explain risk behavior as being a compact chain of events which predicated by the individual based upon his experience and preceding knowledge from one side and at individual facing a choose assumed presenting a mental plan to deals with such renovated situations from other side. (Ali ,1995, p 37).

Therefore, we find this concept getting along with kylie's theory. When he supposed that an intellectual construction considered as part of the individual personality. Being it is distinguished with flexibility and ready to change with the relative Constance. Individual behavior is facing by means of pretending events as it is featured with two division-poles dimensions. Of these dimensions after risking against being conscious which has to be demand by an individual to decide what alternative he will take (al-Dailami, 2001, p 44)

The risk style is considered against cautious style as being one of the cognitive styles. It is clarified by the individual difference scope among persons at speed and risk in decision and accept uncommon situations. Thus, individuals who are distinguished with cautious style will be less attentive for events, not being hasty to decision making, less tendency for risk in facing new and unfamiliar situations for them. While the group of risk style generally are more willing in risky and experimented and more active in encounter the new and unfamiliar situation. (Saleem, 2009, p 74)

This style is one of the styles that connected very pretty with the self-confidence element. The individuals are distinguished with the risk to be adventurous, accepting to face the new situation with profitable unexpected results.

They are not like those who tend to be cautious, do not accept easily being subject to situations which need adventure soul even its results are ensured (al-Omeri, 2007, p 34).

Thus, Peterson & Beach 1967 deem all cognitive human energies are not enough to accomplish the tasks one faces. Therefore, he violates the principles of mental decision-making by relying on intuition and expectation and dealing with likelihood rules. Thus, solvic & Lichstein 1977) found that individual might be exaggerated in his confidence with decisions he took, as the adopted decision might be insensitive to faults in valuating what the individual wants of profits. Thus, sometimes an individual may have feedback, even if he got this feeding but he violates the meaning in exaggeration of decision validity. And perhaps oneself may be satisfied of what has been done in the reality of what he needs. (Ali, 1995, p38).

Overconfidence may refer to an over exaggerated evaluation by the people for their success in decision-making, and to believe that their opinions are more accurate and perfected than reality. (Daws 1967) mentioned an explanation on overconfidence which is so easy to remember the decision and the successful rules comparing with the failed decisions. Slanger and Rodstam unveiled that confidence is considered a determined factor in pushing an individual to risk (Bin al-sheikh, 2008,p73).

The holders of cognitive theories differ with those who own personal theories . that those who own the cognitive theories, suggest that in order to understand the risk reasons are more significant than of looking to the consequence and results of these decisions. While (siegle, 1994) he gave point of view to perceive risk is merely a process of defining the value and risk profits. As the cognitive theories confirm that owning knowledge as well as the cost and profits of risk, may protect individual from being occupied of these risk. Therefore for this reasons these theories focus on the search of perception and the profits of taking decisions concerned with risk (Cokely & Kelly, 2009,p21). Simon 1955 has discussed the true understand of taking decision which demand choosing the various cognitive processes which effected in the behavior of risk decision-making for man. He suggested that decision - making owns a certain cognitive resource like memory, attention and limited calculated capability such as the mechanic causalities to deal with the are difficulty. Therefore, he suggested than man is reasonable in his thinking with logic but he owns a limitation for his logical thinking, it means he had not this limitation in his thinking resources so the result would be against the conclusion or decisions which consider think as correct. (Foler et el, 2008 ,p 336).

Precedent studies

Of the studies which dealt with the risk decision-making term

1. Abbas study (2015) of psychological potential and its relation with risk decision-making

sample	The sample contains (300) head department distributed on (48) colleges from university of Baghdad, Mustansiriyah, technology and Iraqi
goal	To know of the level of risk-decision-making by head departments
instrument	The researcher has adopted the scale of risk decision-making which edited by (Ali 1995)

Statistic means	Connection element of Burson, Alf-Kronbach, (T)test for two independent samples, T test for one sample, analyze of the various tilting
results	This study has concluded the study sample owns a low level of risk decision making

III. Research method and measures

This chapter contains measures the researcher has relied upon in order to do the research goals, represents by the research study and identifies the research society and sample

First: Research method

The research method is identified according to its problem, and goals are sought to make. As the aim of this research of this current research is to know the level of risk decision- making by head departments. Therefore, the suitable method is the description method which aims to understand the phenomenon deeply. It's a scientific diagnose for a phenomenon and taking insight with in quantity and with language and mathematical signs (Dawood & Abed al-Rahman, 1990, 173)

Second: Research society

With research society we mean all the persons on them the researcher does study the phenomenon. They are batch of individual and things and degrees which the researcher wants to study (Milham 2000, 219). The current research society is represented by head department in university of Karbala.

For the academic year (2018-2019) with number (420 of head department distributed to 916) colleges, virtually (38) males and (4) female. table (1) clarifies all that

Table (1)

Research society who are distributed according to college, specialization and gender

Faculty	college	gender		total
		male	female	
scientific	engineer	7	-	7
	veterinary	1	-	1
	pharmacy	1	-	1
	Practical medical sciences	1	1	2
	medicine	1	-	1
	agriculture	4	-	4
	Education for abstract sciences	2	1	3
	sciences	3	1	4

	nursery	1	-	1
	dental	1	-	1
human	Sport education	1	-	1
	Economic and management	4		5
	Tourist sciences	2	-	2
	Education for human sciences	5	-	5
	law	1	-	1
	Islamic sciences	3	-	3
total		38	4	42

Third: Research sample

The sample is identified as being part of the society in which the phenomenon is under study though information and data upon this sample. It is in order to generalize the results of the society (Al-Najar, 2010, 149) and to accomplish the research goals, the researcher has chosen faculty members as a research sample which reached to (42) head department as it is clarified in table (1)

Fourth: Research instrument

Risk decision-making scale

The researcher has adopted the risk decision making scale which is edited by (1995 Ali). As the researcher has adopted the identification and the theoretical platform relied by (Ali 1995).

1. Scale validity

(Eble) remarked the idea to ensure the validity of the scale paragraph, some bunch of professionals have to value validity quantity in description scale which is done by (Eble, 1972, p555). Therefore, the researcher do make investigation on the degree of validity scale in risk decision-making which reached to (140 position). And by demonstrating the first form before a bunch of professionals in psychology, attachment (10)

The research has clarified the goals of this submitted research with the theoretical identification adopted by the study. And the sample type will be applied with the scale. It will ask for their opinions and notes concerning the scale and the validity scope of its paragraphs, regulations and alternatives, whether it has to be omitted and amended in a place. The harmony rate is relied at 80%, most scale work to accept the paragraph and its validity and table 2 clarified all this.

According to the arbitrator's opinions, the agreement has been done of the scale regulations and connect it. Also, it has been agreed upon all situation which reached to (14) position and the professionals have fingered to necessity of making amendments at some of the position in order to be more suitable. Also, the researcher has adopted all the language corrections suggested by some of the arbitrators.

Table (2)

Number of positions, and percent rate for the agreement of the arbitrator teachers upon the risk decision-making

position	number	Those who accept	Those who against	agreement rate	percent
7,6,4,3,2,1,9,14,13,11,10	11	10	-	10\10	100%
5,8,12	3	5	1	10\1	90%
total	14				

Validity Test

The validity test is the capable test to the trait measure or the phenomenon for which is relied upon(al-Zobae at el, 1981, p 39). The validity trait is the most important for any test, as it shows whether the scale is done by the same trait. (John& sons, 1995, p 100)

Surface validity

This kind of validity is represented by the first test for the scale contents. That is to mean to the paragraphs and to know what have been to scale. This kind is achieved of validity when the professionals do check the test. Later its paragraphs have been concluded what seemed externally test. As what Stewart & Weiner, 1984, p 79 of what the test has been concluded. As the judgment might be of self-degree so, the scale might be given to be more controlled and this measure is getting along with what Ebel has referred that the best way for the surface validity is some of the professionals do value the scale paragraph representing scope for which is to be tested (Ebel, 1972, p 79)

This kind of validity has been done when the researcher did show the scale on group of professionals. And the controlled teachers notes have been taken in what related to amend some of the paragraphs as it is seen in the table (2).

Reliability

Reliability means the harmony and novation scope in the same phenomenon and the high measures for the reliability which contains less value of false scale(John& Sons, 1995, p4)

The researcher has made selecting reliability by re-test way. As the reliability media in this way referred to the stable degree of individuals in their answers concerning the scale during a suitable period of time. This method contains applying the scale on a sample representing individuals, then renovated the scale application again after passing a period of time. (Adams, 1964) views that re-making application of the test in order to know the scale reliability has to be done in a period of time lasted no more than two weeks. (Adamas, 1964, p 58)

The researcher did apply the scale by selecting the reliability by this method on a sample of (20) head departments (female and male) after two weeks from the first practice for the scale, the researcher has repeated the test again upon the same sample. After using Person Correlation coefficient to know on the relation nature between the degrees of the first practice and the second. As the stable value for risk decision -making scale has reached (0.85)

IV. Result demonstration and its expounding

This chapter contains a demonstration to the results which the research has reached according to the goals series included in the first chapter. And after making the statistic analyze has been carried out for the data obtained by practicing the research instrument, later discussing the results and explaining it as follows:

First: risk decision-making by head departments

The mathematical media done for the sample degree reached to (42) head department from both gender on the risk decision -making scale (9,5710) with balance distraction (4,34270) , while the theoretical media (35) and the table (3) is clarified the following:

Table 3
Tae test for risk decision-making scale

sample	Mathematical media	Balanced distraction	Theoretical media	Calculated T value	Listed Tae value	Significance level
42	9,5701	4,34270	35	7,618	1,96	0,05

It is clarified by the table (3) that the calculated Tae value for risk decision-making scale at the level (0,05) and heat degree (41) is larger than the listed Tae value reached to (1,96). This means there will be diverse in the mathematical media and the theoretical media for the sake of the theoretical media. This means that head departments are qualified of low level of risk- decision making. Thus, the practice of presidency of academic department are represent a real challenge, due most of the academic head departments are unprofessional in managing and untrained for supervising a management tasks (Lukas, 2006)

In order to let them practice their task with activity by head departments and the university achieved its goals. Head departments must have a personal perfect feature. This feature is considered one of the modern management terms. whose semi -agreed meaning is the performance by head departments in the universities to do for their tasks correctly according to the features. Whose beneficiaries expect to satisfy what they interested from the positive personal feature and human relation and active communications and work performance in great way (al-Yahiwi, 2010, p 37)

Second: To know the significance of the statistic diverse in risk decision-making according to the gender change and specialization

In order to achieve this goal the researcher has used the diverse difference with the (TWO WAY ANOVA) in order to know the statistic diverse significance and the results are clarified as follows:

Table (4)

Results of the di diverse analyze in decisions -making for various gender and specializations

Difference resource	Cubic groups	Freedom degree	Cubic media	calculated	listed	Statistic function
Gender	681.54	1	681.54	1.18	3.93	Without function
specialization	33.36	1	33.36	0.05	3.93	Without function
Gender* specialization	366.57	1	366.57	0.63	3.93	Without function
false	21828.74	38	574.44			
total	2810.61					

These results are referred that there no difference with statistic reference for the gender and specialization change. That means the head departments from male or female are not qualified with high level of risk decision-making. That means there is no difference among them and specialization in risk decision making is without difference.

V. Conclusions

After demonstrating the results and explanations the researcher has reached to the current conclusions:

1. Head departments have low levels of risk decision -making.
2. There is no difference in gender change (female- male) and specialization (scientific- human

Recommendations

Adding to the current research demands and upon the results which it reached, the researcher says the following:

1. To necessity of relying upon the group participation in decisions-making and the head department has the main role in decision-making.
2. To enhance the risk term generally as a behavior and culture for the head department in order to develop the work ways.
3. Promote self-confidence by head- departments as a way to adopt risk behavior.

Suggestions

The researcher presents a suggestion to carry on studies

1. Risk relation in decision -making with employment satisfaction
3. Risk relation in decision -making with the personal types.

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