

**MIDOCEAN UNIVERSITY**

**Business Collage**

**Master of Business Administration**



**The impact of leadership models on employee performance**

**تأثير نماذج القيادة على أداء الموظفين**

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**2024**

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## **Introduction:**

The topic of leadership attracts great interest from researchers, as it relates to directing work teams towards accomplishing tasks and developing institutions. [1] One of the most prominent duties of an effective leader is to take the initiative, anticipate challenges, and seek innovative solutions to avoid problems. It is also important for the leader to create a work environment that encourages employees to showcase their talents and creativity, and motivates them to contribute their ideas to solving problems, which contributes to achieving excellence and overcoming obstacles.[1,2,3]

Administrative leadership gains its importance from its ability to use resources optimally to raise the level of performance, which is a key factor in determining the extent of the institution's development. Through effective performance, the material pillars of society are built, which contributes to achieving social prosperity that depends primarily on material accumulations that affect individuals' income.[3,4,5]

Currently, the progress of nations is a natural result of the effectiveness of their leadership in various fields. Therefore, institutions seek to discover and develop leadership capabilities among their members to enhance their role in achieving the organization's goals.[5]

The view of performance has evolved, and is no longer limited to the time taken to complete tasks, but also includes the different forms and styles of leadership that affect employee performance.[1,5,6,7,8,9] This has been proven by many studies, including the current research that explores the impact of leadership styles on the performance of administrative employees in Najran University. The study includes all administrative staff members, including deans, deputies, and department directors.

### **Study problem:**

The problem of the study is related to the relationship between the success of organizations and the administrative leadership present in them. The success of any administrative work can only be expected with effective leadership, as leadership is a process that affects subordinates and directs their capabilities and interests toward achieving the desired goals. However, failure to use leadership styles appropriate to the circumstances of employees may lead to failure to achieve those goals.[3,5]

A leader's effectiveness is based on his personal qualities and characteristics, which determine the type of leadership skills he uses to influence his subordinates to improve their performance. Choosing the appropriate leadership style is considered one of the main factors in improving performance, as one style cannot be applied to all institutions, but rather the successful style varies according to the nature of each institution.[1]

Many researchers in the field of management attribute the success or failure of institutions to distinguished human cadres. The qualified human element is one of the most important elements of the administrative process. However, these resources face a set of challenges due to the difference in values and cultures between individuals, which may lead to conflicts of interests and goals, which in turn negatively affects the level of performance.[3,5,9]

In educational institutions, job performance plays a pivotal role, as it reflects the activities and work that form the work environment. Achieving outstanding and effective performance requires interaction between different levels within the institution, which helps it achieve the desired goals and objectives while ensuring the efficiency and quality of performance, which is considered the primary goal of every educational institution.[2,4,6,7,8,9]

Leadership is a fundamental axis that supports all activities in educational institutions, where the leader, with his characteristics and leadership style, plays a crucial role in directing human resources. Leaders, whether they are managers, deans, or department heads, have a significant impact in directing employees toward achieving the planned goals.[3,5]

The study problem can be summarized by answering the following main question: What is the level of job performance efficiency and its relationship to the prevailing leadership styles among administrative leadership, and what is the reality of the practice of distributed leadership in the supporting deanships of Najran University? The study also includes revealing statistically significant differences in the demographic variables of administrative leadership, identifying the challenges they face when applying leadership styles, as well as the requirements for developing the performance of administrative leadership in Najran University.

### **Importance of the study**

- The results often show shortcomings or flaws related to the subject of study, which contributes to improving the general understanding of the subject.
- This study is an important reference for students and researchers interested in this field.
- These studies are valuable resources for the concerned institutions, as they help them monitor and develop leadership patterns in public educational institutions, especially in universities.

### **:Study objectives**

- Identifying the reality of leadership practices in the three Saudi universities and their importance to the subject of the study.
- Studying the prevailing leadership style among deans, deputies, directors of departments, and administrative units, and its impact on the performance of job duties in the university.
- Analyzing the advantages and effectiveness of leadership styles, and identifying the defects and shortcomings to reach the best leadership styles appropriate for the work environment within the university.
- Exploring the problems related to leadership style practices and their relationship to the effectiveness of job performance.

### **Study questions:**

A set of sub-questions emerge from the main question, including:

- What are modern leadership styles, and what is their definition, advantages and disadvantages?
- How much do leadership models affect employee performance?
- Is AI eliminating leadership models?
- What is the difference between leadership skills and management skills?
- Does a successful leadership model mean a strict leadership model?
- Are leadership qualities innate or acquired?

## **Material and Methods**

A total of 100 surveys will be distributed to all administrative staff members at Najran University, including deans, deputies, and department directors. The data will be analyzed using the Statistical Package for the Social Sciences (SPSS).

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