

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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Abstract

The study of leadership continues to garner significant interest due to its critical role in directing teams, solving challenges, and fostering institutional development.[1] Effective leaders proactively anticipate challenges, promote innovation, and create environments that inspire creativity and employee engagement.[1,2,3] Administrative leadership, in particular, plays a crucial role in optimizing resource utilization to elevate performance levels, ultimately driving institutional growth and societal prosperity. The advancement of nations is closely tied to the effectiveness of leadership across various sectors, motivating organizations to identify and nurture leadership skills within their members. Modern perspectives on performance have expanded to include leadership styles and their impact on employee outcomes. [4,5] This study investigates the influence of leadership styles on the performance of administrative employees at Najran University, encompassing roles such as deans, deputies, and department directors. A total of 100 surveys were distributed among administrative staff, and data were analyzed using the Statistical Package for the Social Sciences (SPSS). The results highlighted the democratic leadership style as the most prevalent, exhibiting a strong positive correlation ($r = 0.68$) with employee performance. In contrast, the autocratic style demonstrated a negative correlation ($r = -0.18$), while the free-rein style showed a moderate positive correlation ($r = 0.22$). The findings underscore the significance of leadership styles in enhancing job satisfaction and efficiency, with the democratic style emerging as the most effective in cultivating a positive work environment and improving employee performance.

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 Najran university 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.

Previous studies

This research aims to analyze previous studies conducted on leadership styles and job performance to draw insights relevant to this study. Numerous researchers and scholars have explored these two areas due to their critical role in the management and success of organizations across government, private, and civil society sectors. Although many studies have examined leadership styles and job performance in both Arab and international contexts, they have approached these topics from diverse perspectives, shaped by the specific environments in which they were conducted. Upon reviewing these studies, the researcher observed a common focus on the relationship between leadership styles and job performance within civil, governmental, and private sector organizations.

Study 1

Title: "Leadership Above the Group and Leadership with the Group: A Comparative Study Between the Leadership Styles of Males and Females at King Saud University in Riyadh"[10]

This study aimed to examine the influence of gender on leadership styles among male and female leaders. The Fiedler scale was employed to measure the extent to which leaders practiced the "leadership above the group" and "leadership with the group" styles. The research focused on heads and deputies of academic departments at King Saud University in Riyadh.

Key Findings:

1. Gender significantly influences leadership style, with statistically significant differences between males and females in their practice of "leadership above the group" and "leadership with the group."
2. Most male leaders (heads of academic departments) predominantly practiced the "leadership with the group" style.
3. Female leaders (department deputies) demonstrated a tendency to use both styles; however, a larger proportion of females practiced the "leadership above the group" style compared to males.

4. There were no statistically significant differences in leadership styles between males and females based on specialization, academic rank, or years of experience.

Recommendations:

1. **Training in Leadership Styles:** Educational leaders should be trained on different administrative leadership styles, their applications, and their effects on others. Practical workshops and applied training sessions can help them adapt their styles to various administrative scenarios, social contexts, and specific tasks.
2. **Promoting Leadership with the Group:** Encourage the adoption of "leadership with the group" as the primary style for educational leaders, particularly for females. Workshops and courses should be organized to ensure this collaborative approach becomes more prevalent, with "leadership above the group" reserved as a secondary style depending on administrative needs.
3. **Setting Selection Criteria:** Establish scientific standards for selecting and appointing educational leaders, ensuring these criteria align with the findings of evidence-based research.

Study 2

Title: "Productivity Factors and Their Relationship to Administrative Leadership Styles in the Security Services"[11]

This study aimed to identify the prevailing leadership styles within the General Directorate of Passports and explore the relationship between productivity factors and these leadership styles. Additionally, it examined differences in perceptions of productivity factors and leadership styles based on demographic characteristics. A descriptive analytical approach was employed, using a questionnaire administered to a sample of 170 officers.

Key Findings:

1. The democratic leadership style was found to be the dominant style in the passports sector.

2. A significant positive relationship exists between productivity factors and the democratic style, attributed to its emphasis on participation and delegation of authority.
3. There is a significant negative relationship between productivity factors and both the autocratic and free leadership styles.
4. No differences were observed in perceptions of leadership styles based on qualifications or administrative levels.

Recommendations:

1. **Focus on Productivity Factors:** Engage all officials in efforts to address and enhance factors that contribute to increased productivity.
2. **Promote the Democratic Style:** Encourage managers to adopt a democratic approach by valuing subordinates' opinions and delegating authority to them effectively.

Study 3

Title: "The Relationship Between Leadership Styles and the Performance of Doctors in Military and Civilian Hospitals" [12]

This study aimed to identify the most commonly practiced leadership styles in military and civilian hospitals, assess the performance levels of doctors, and explore any differences between the two types of hospitals regarding leadership styles and doctors' performance. The study also examined the relationship between leadership style and doctors' performance. A descriptive analytical approach was used, with a questionnaire distributed to a random sample of 277 participants.

Key Findings:

1. The democratic leadership style was found to be the most prevalent in both military and civilian hospitals.
2. A positive correlation was identified between the democratic leadership style and doctors' performance.
3. A negative correlation was observed between the autocratic leadership style and doctors' performance.
4. No significant differences were found in the practice of the autocratic style across demographic variables, except for gender.

Recommendations:

1. Efforts should be made to maintain and enhance the current performance levels of doctors in both military and civilian hospitals through various methods.
2. The democratic leadership style should be further promoted, as it contributes to improving the performance of doctors and employees in general.

Following Previous Studies

First: Benefits from Previous Studies:

- Clearly defining the study problem.
- Determining the direction, importance, and objectives of the study.
- Identifying the necessary variables for conducting the study.
- Drawing insights from references, journals, and scientific studies.
- Utilizing previous studies' questionnaire designs.
- Gleaning insights from the results and recommendations of previous research.

Second: Points of Agreement Between the Current Study and Previous Studies:

- Agreement that the democratic leadership style is the most preferred by employees.
- Recognition that leadership styles have a significant impact on job performance levels.
- Identification of factors that can either enhance or hinder job performance.
- Emphasis on implementing the democratic style by encouraging managers to allow subordinates to express their views and delegate some authority.
- Advocacy for promoting the democratic leadership style as a universal concept that accommodates all specializations, ages, and timeframes.
- Employees are generally more satisfied with leadership styles that focus on respecting subordinates and fostering relationships, rather than those that prioritize task organization and workload distribution.

Third: Points of Difference Between the Current Study and Previous Studies:

- Statistically significant differences were observed in researchers' opinions regarding leadership roles based on variables such as social status, job grade, and years of experience.
- Personal characteristics were found to have no impact on the relationship between leadership style and work pressure.

Fourth: What Distinguishes the Current Study from Previous Studies:

- This study specifically focuses on leadership styles at Najran University.
- The study sample includes deans, department heads, directors, and administrative staff.
- The study does not limit itself to one gender and does not differentiate between male and female participants in the study.

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?
- What is the difference between leadership skills and management skills?
- Does a successful leadership model mean a strict leadership model?

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).

Results

1- Is there a positive relationship between the democratic leadership style and the stability of administrative employees?

Assumptions	Arithmetic mean	Standard deviation	Relative weight	Degree of practice
Democratic Leadership Style	4.44	0.67	88.8	High
Free leadership style	3.40	0.43	68	moderate
Autocratic leadership style	2.46	0.73	49.2	Low

Table No. 1 illustrates the administrative employees' perspectives on leadership styles across Najran university. The democratic leadership style ranked first with a mean score of 4.44, reflecting a strong alignment with the estimate. The "free leadership style" ranked second with a mean score of 3.40, while the autocratic leadership style placed third with a mean score of 2.46, which is rated poorly. It is evident from the table that leadership styles influence job performance, with the democratic style having the most significant impact, followed by the free leadership style at a moderate level, and the autocratic style having a minimal effect.

2- Is there a positive relationship between the autocratic leadership style and the commitment of administrative employees?

Assumptions	Arithmetic mean	Standard deviation	Relative weight	Degree of practice
Democratic Leadership Style	4.47	0.64	67.8	moderate
Free leadership style	2.25	0.71	15	Low
Autocratic leadership style	5.46	0.72	96	High

Table No. 2 shows the perspectives of administrative employees in Najran University regarding the autocratic leadership style. The democratic style ranked second with a mean score of 4.47, reflecting an average level. The "free leadership style" ranked third with a mean of 2.25, indicating a minimal effect. In contrast, the autocratic leadership style ranked first with a mean of 5.46, corresponding to a very high level. The table highlights the significant influence of leadership styles on job performance, with the democratic style in second place at a medium degree, while the free leadership style was rated weakly. The autocratic leadership style was found to have a strong impact on performance.

3- Is there a positive relationship between the free leadership style and the effectiveness of administrative employees?

Assumptions	Arithmetic mean	Standard deviation	Relative weight	Degree of practice
Democratic Leadership Style	3.07	0.46	49.1	Low
Free leadership style	4.25	0.76	93	High
Autocratic leadership style	3.71	0.64	81	moderate

Table 3 shows the perceptions of administrative employees at Najran University regarding the free leadership style. The democratic leadership style ranked last, with an arithmetic mean of 3.07, corresponding to a weak level of estimation. The free leadership style ranked first, achieving an arithmetic mean of 4.25, indicating a very high level of estimation. The autocratic leadership style followed in second place, with an arithmetic mean of 3.71, corresponding to a medium level of estimation. These findings reveal that leadership styles influence job performance, with the democratic style showing the least impact at a weak level, the free leadership style demonstrating the greatest impact at a very high level, and the autocratic style having a moderate impact.

4- The connection between the leadership styles of deans and vice-deans at the collages and the job performance of administrative employees is examined to address the primary hypothesis.

Assumptions	Job performance
Democratic Leadership Style	0.68
Free leadership style	0.22
Autocratic leadership style	-0.18

Table 4 illustrates that there is a strong positive correlation between the democratic leadership style practiced by deans and vice-deans of colleges and the performance levels of administrative employees, with a correlation coefficient of (0.68), indicating a high and statistically significant relationship.

Additionally, the results indicate a positive, though weaker, correlation between the free leadership style and performance levels, with a correlation coefficient of (0.22), reflecting a moderate statistical significance.

Conversely, the findings reveal a negative correlation between the autocratic leadership style and the performance of administrative employees, as indicated by a correlation coefficient of (0.18), demonstrating an inverse statistical significance. This suggests that an increased application of the autocratic style is associated with a decrease in performance levels.

Given that the democratic leadership style predominates across all colleges at Najran University, this likely explains the high level of satisfaction among the study sample. Moreover, this data provides insight into how different leadership styles influence and predict the performance of administrative employees.

Recommendations

The study recommends the following actions:

- **Enhance Incentives:** Increase both material and moral incentives for administrative staff in leadership roles, as findings highlight the lack of material incentives as a significant challenge for administrative leaders at Najran University.
- **Promote Team Spirit:** Foster continuous awareness of the importance of teamwork within the administrative body. The study identified a weak culture of teamwork as an obstacle for leaders in effectively practicing leadership.
- **Balance Leadership Styles:** Strike a balance between democratic and free leadership styles to optimize leadership effectiveness.
- **Leverage Autocratic Leadership:** Utilize the strengths of the autocratic leadership style to maintain procedural consistency while mitigating the negative impacts of free leadership in the work environment.
- **Strengthen Democratic Leadership:** Focus on enhancing the democratic leadership style due to its positive impact on supporting, developing, and improving administrative performance.
- **Support Leadership Development:** Reinforce leadership styles at all levels and job positions to foster overall performance improvement.
- **Encourage Inclusivity in Leadership:** Promote the adoption of leadership principles across all college employees, irrespective of their educational background.
- **Utilize Democratic Climate:** Build on the prevailing democratic administrative environment to further improve performance and achieve greater administrative efficiency.
- **Incorporate Incentive Systems:** Develop and implement a comprehensive incentives and promotions system as a foundational element of performance evaluation and administrative development.
- **Establish Evaluation Standards:** Utilize clear, structured standards for assessing performance at both institutional and individual levels.

- **Promote Talent Development:** Encourage university employees to embrace their responsibilities and recognize opportunities to advance skilled and knowledgeable individuals into leadership positions.
- **Define Autocratic Boundaries:** Limit the use of autocratic leadership to ensuring adherence to established laws and regulations.
- **Increase Decentralization:** Promote delegation of authority and decentralization to establish a balanced leadership style that effectively meets organizational objectives.

Conclusion and Discussion

From the above, it can be concluded that individuals, during the process of planning their career paths, require guidance and oversight. This role is typically fulfilled by leadership, which acts as a mentor, observing the career planning process, assisting employees in identifying optimal choices, and helping them stay on track. Additionally, leadership that fosters a shared vision positively influences organizational members' ability to envision and contribute to a collective future. This approach motivates employees to enhance their personal development, thereby advancing their career trajectories. Based on these findings, several guidelines can be recommended:

- Encourage employees to put in extra effort to stimulate their creativity.
- Promote flexibility in decision-making by leveraging the leader's professional expertise.
- Emphasize the importance of training programs for skill development.
- Ensure fair promotion opportunities for employees.
- Acknowledge employees' efforts and engage them in discussions about self-improvement.

Reliability, in this context, refers to the consistency of a measurement tool or the ability to depend on it for repeated use, ensuring consistent results.

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Concepts and terminology of the study

Job Performance

Job performance refers to employees' execution of tasks and responsibilities assigned to them by their organization's leadership to fulfill their roles effectively.

Leadership Style

Leadership style represents a leader's distinctive and repetitive behaviors used to influence subordinates. It reflects a set of characteristics and approaches that guide how authority is exercised within an organization.

Types of Leadership Styles:

1. Autocratic Style

- Defined by centralized decision-making and strict control.
- Relies on coercion, detailed oversight, and authoritarian directives.
- Often creates an environment of fear and dependency, with negative effects surfacing in the leader's absence.

2. Democratic Style

- Emphasizes mutual respect, collaboration, and the inclusion of group members in decision-making.
- Encourages innovation, excellence, and active participation, fostering a cooperative atmosphere that aligns organizational goals with individual contributions.

1. Laissez-Faire (Free) Style

- Characterized by non-interference in the group's activities.
- Leaders adopt a passive role, allowing the group to manage its own affairs with minimal guidance.

Leadership

Leadership is the ability to guide a group toward specific goals through motivation and voluntary cooperation. Procedurally, it involves understanding and directing employees' behaviors to achieve organizational objectives.