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أثر أنماط القيادة على الأداء التنظيمي في مدينة الظهران

Impact of Leadership Styles on Organizational Performance in Dhahran City

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Year:2024

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Chapter 1: Introduction:

The role of leadership in an organization is crucial in terms of creating a vision, mission, and establishment of objectives, designing strategies, policies, and methods to achieve the organizational goals effectively and efficiently along with directing and coordinating the efforts and organizational activities (Xu & Wang, 2008). Excellence leadership is essential to achieve the mission and vision and to deal with changes in the external environment (Harris, et al., 2007). Leadership is a key management skill and involves the ability to encourage employees to achieve a specific goal. Leadership style is the method that managers use to practice their leadership role; it is seen as a specific behavior employed by a leader in a company to empower staff to achieve the organization's set of goals. Leadership style plays a vital role in today's businesses. A style of leadership is the way a director or manager wants to behave with his or her staff or colleagues and the way they exercise the leadership role (Xenikou, 2017).

Leadership focuses on the development of employees and their needs. For example, Managers who use a transformational leadership style focus on developing employees value system, motivation, morale, and developing their skills. Essentially helps employees achieve their goals while working in an organizational environment; encourages employees to express themselves and adapt to new and improved practices and changes in the environment (Ghafoor et al., 2011).

Nowadays, many companies are facing problems related to unethical practices, high turnover, poor financial performance, reduces productivity, etc. This may be due to the lack of effective leadership. The main goal of many companies is to achieve their goals; Therefore, there is a need for effective leaders who coordinate and motivate employees (Vigoda-Gadot, 2012). "People have left their bosses. Not the company" is the most common phrase you will hear when talking about business leadership. Unfortunately, some companies do not take into consideration the leadership style of their managers.

Based on this hypothesis, this present study aims to examine the relationship between leadership style and organizational performance. There are different types of leadership styles like transformational leadership, transactional leadership, autocratic leadership, democratic leadership, participative leadership etc. The leadership styles selected for the study are Laissez-faire, autocratic, and democratic. The reason for choosing these leadership styles is because they are the most practiced leadership styles in Saudi Arabia and worldwide. And if any new ideology is developed through this research, it can further improve these leadership styles and ensure that organizations continue to thrive. The study was therefore designed to focus exclusively on these three leadership styles.

The main objective of this research is to “determine the effects of autocratic leadership style, democratic leadership style, laissez-faire leadership style, transformational leadership style, charismatic leadership style and bureaucratic leadership style on the organizational performance in Dhahran city. “To examine the influence of leadership style on organizational outcomes, a research hypothesis was formulated. The hypothesis was as follows:

H1: The dimensions of leadership style have a significant impact on organizational performance.

Chapter 2: Literature Review

2.1 Leadership style:

Mitonga- Monga and Coetzee (2012) in their study considered leadership as a style related to the behavior of managers. They are designed to bring together organizational or individual interests and influence to achieve specific goals. Leadership style is viewed as a combination of different characteristics, traits and behaviors that are used by leaders for interacting with their subordinates.

The success of an organization in achieving its goals and objectives depends on how well managers adopt the right leadership style. According to Longe, O. J. (2014), Each manager's style of leadership has an important bearing on how effectively the organization achieves its desired goals and objectives. In his study he focused on the effect of changes in leadership styles on organizational performance in a cement manufacturing firm in Ogun State of Nigeria. The study was on a total of 385 participants were selected for the study using stratified random sampling technique. Questionnaire and in-depth interview were used for data collection. Quantitative data collected were analyzed using descriptive and inferential statistics while the in-depth interview (qualitative data) was analyzed using content analysis. The result of empirical test revealed a significant relationship between changes in leadership style and organizational performance in the post-acquisition context.

2.2 Organizational performance:

Organizational performance in organizations of all types is the result of a real investment by the organization in the capabilities and motivation of employees inside and outside the organization. There is no doubt that the level of performance of employees and the organization alike represents a true measure of the extent of the success of the organization's management and the extent of the safety of its programs used towards a strong achievement. Gavrea, et al, (2011) in their study explain organizational performance as "Organizational Performance is a complex and multidimensional phenomenon in the business literature. Organizational performance comprises of the results of an organization or the actual outputs of an organization, which can be measured against intended outputs, goals, and objectives. The organizational performance involves three areas associated with the organization – financial performance (return on investments, profits etc.), shareholder return (economic value added, total shareholder etc.) and the product/service market performance (market share, sales etc.)."

2.3 Relationship between Leadership Styles and Organizational Performance:

The way leaders lead has an impact on how a company does. This is because the leadership style sets the tone for the company culture, which influences performance. In a study by Klien and his team (2013), they showed this connection using data from 2,662 employees across 311 organizations, based on the four-

factor theory of leadership. The specific leadership style used is strongly linked to both the culture of the organization and its performance (Klein et al., 2013).

2.4 Laissez-Faire leadership style and organizational performance:

Laissez faire, a French word meaning “let it be”, is often referred to as the “hands-off approach” (Nwokocha and Iheriohanma, 2015: p. 194). This means coworkers can work as theylike without strict rules or protocols to accomplish projects and tasks. According to Puni et al(2014), the laissez faire manager avoids managing his employees and relies heavily on a few committed employees.

Laissez faire managers have said that they do not invest in employee development because they believe that employees should depends on themselves (Puni et al., 2014). This management style, which allows the manager and his subordinates to participate in decision-making processes and overall activities for the success of the organization, has not been proven to work in the financial or nonprofit sector. This is defined as a leadership style in which managers are reluctant to make decisions, are unavailable when needed, but are reluctant to take responsibility due to poor management skills. Laissez-faire leaders do not use their power or take initiative. It is seen as an ineffective form of leadership. This approach encourages the creation of quality work; It lowers morale and lowers team performance. With such a leadership style, leaders try to put the burden of decision-making on the team. The team is poorly organized due to the leader's lack of respect for leadership ability. Laissez-faire attitudes are associated with unhappiness, inefficiency, and inefficiency. But this is controversial. In this type of management, decision making is made by the person who is willing to accept it.

Warren Buffett, the known investor, and CEO of Berkshire Hathaway exemplifies a laissez leadership style. He is recognized for his hands off approach, to overseeing the companies in which Berkshire Hathaway holds investments. Buffett strategy involves hiring managers and granting them the freedom to operate their businesses independently without supervision. His leadership approach is defined by his confidence in his managers capabilities and his emphasis on creating long term value than focusing solely on short term profits. Buffett achievements, as an investor and business executive have established him as a figure embodying laissez leadership principle within the corporate world.

2.4 Autocratic leadership style and organizational performance:

Autocratic leaders are leading by nature. Autocratic leaders want their subordinates to act accordingly. Generally, Autocratic directors retain their decision-making authority (Obiwuru, et al., 2011). Autocratic leaders force followers to follow a narrow path of service and strategy. Iqbal et al. (2015) conducted research on the effect of organizational style on organizational performance. Research shows that autocratic leadership is also called as the authoritarian leadership style. Leaders don't create and develop conversations alone. This has important consequences for employee motivation and satisfaction. However, the autocratic leadership style is also known to work in the short term. Autocratic management minimizes employee interaction and effective communication to improve performance. Autocratic leadership also leads to organizational conflict, which negatively affects overall performance (Iqbal, et al., 2015). Bhargavi and Yaseen (2016) suggested that autonomous leadership styles have a positive impact on organizational performance. This form of management is suitable when projects need to be completed by the deadline (Bhargavi and Yaseen, 2016). Igbaekemen and Odivwri (2015) also examined the impact of management style on organizational performance. The author states that an autocratic manager is someone who determines work operations, techniques, and policies for employees and expects employees to comply with them. Moreover, such leaders do not trust their employees very much.

An example of autocratic leaders is Apple Inc. founder Steve Jobs. Steve Jobs was known for his strong vision, attention to detail and leadership. He was known for making decisions independently without consulting his team and was often said to be demanding and controlling. Jobs' autocratic leadership style played a key role in Apple's success, but it also led to criticism of his leadership and his relationship with employees.

2.5 Democratic leadership style and organizational performance:

Tannenbanum et al (2012) defined democratic leadership as leadership, not a decentralized decision-making process shared by all subordinates. In a democratic system of government, there is a high probability of poor implementation and poor decision-making. However, it is also known that democratic leadership motivates employees to perform better because their ideas and opinions are valued. Another important issue regarding democratic leadership is the assumption that all stakeholders play an important role in decision-making and collective expertise (Rukmani et al., 2010).

A study by Elenkov (2002) shows that democratic leadership has a positive effect on the performance of organizations. Democratic leadership empowers employees to make decisions and share them with the team and manager. In this type of leadership, praise and criticism are made objectively and a sense of responsibility is developed (Elenkov, 2002). Bhargavi and Yaseen (2016) also examined the effect of democratic leadership on performance, and according to them, democratic leadership has a positive effect

on organizational performance because it provides employees with opportunities to express and implement their creative ideas. participation in the decision-making process. This leadership style also prepares future leaders and helps the organization in the long run. Choi (2007) also stated that a democratic leader is someone who focuses on group discussion and group participation and therefore has a positive impact on influencing the performance of members.

Therefore, democratic leadership can be used to increase organizational effectiveness and efficiency. Therefore, it can be said that democratic leadership has a positive effect on management performance. (Elenkov, 2002).

An example of a democratic leader is Abraham Lincoln, the 16th president of the United States. Lincoln was known for his effective leadership style, seeking the views and opinions of cabinet members and advisors before making decisions. He believed in the importance of listening to different points of view and engaging in constructive dialogue for mutual understanding. Lincoln's democratic style was most evident during the Civil War, when he successfully led a group of men and led the country through one of its most difficult times.

2.6 Transformational leadership style and organizational performance:

Transformational leadership style focuses on developing followers and considering their needs. Leaders who focus on transformational leadership primarily focus on improving employees' overall performance, moral development, knowledge, and skills. Transformational leadership serves as a powerful bridge between followers and leaders to foster a sense of shared interests, values, and concerns. Bass and Avolio (1994) argued that transformational leadership reflects effective leadership. According to Bass and Avolio (1994), transformational leadership occurs when leaders reduce or increase the interests of employees. Transformational leaders are leaders who encourage employees to look beyond their own personal interests. Transformational leaders are important for many reasons, such as leaders who can be charismatic in terms of motivating employees, transformational leaders who can meet employees' needs or motivate employees intellectually (Bass and Avolio, 1994). Wang et al. (2011) found that followership was positively related to leadership change performance at the individual level. Research has also shown that change leadership and team performance are positively related at the organizational level. Xu and Wang (2010) stated that performance is a function of the skills, abilities, knowledge, and willpower that lead to the intended behavior. The above authors' research has shown that transformational leadership improves the overall development of followers. Members of transformational leadership are associated with self-identification and satisfaction with the individual or group. The positive charisma and behaviors of transformational leaders cause followers to identify with the leader (Jyoti and Bhau, 2015). A special

relationship designed by a transformational leader provides an environment where employees will feel happy and therefore their overall performance will increase. Therefore, it can be said that transformational leadership and organizational performance are positively related (Jyoti and Bhau, 2015). Sofi and Devanadhen (2015) argue that transformational leadership plays an important role in organizational performance. They studied banking organizations using statistics such as SEM and SPSS and concluded that change management has a direct positive impact on organizational performance.

An example of transformational leaders is Mahatma Gandhi, the leader of the Indian independence movement against British rule. Through his visionary and inspirational leadership, Gandhi inspired millions of people to join the non-violence movement. He expressed a clear and strong vision of an independent and independent India and encouraged people to work towards this goal with passion and determination.

Chapter 3: Methodology

3.1 Instrument:

The collected data in this research based on a self-administered questionnaire that consisted of six sections: first section, Demographic Background questions. Second sections, Leadership Styles with insert a brief of the definition of each leader style in this study to make it more clearly. Third section, Organizational Performance. Fourth section, Impact of Leadership Styles. Fifth section, Suggestions for Improvement. Sixth and last section, an open question to let the participants share their opinions and thoughts and expression freely. The questionnaire tool enables researchers to know the data on individuals from different and distant places in a short time, it is also an affordable tool for any researcher, that's why some researchers use this tool in their research. the questionnaire gives the participants a free space to express their opinions and experience with a highly privacy, it is important to affirmation to them at the beginning " assurances of confidentiality, anonymity and non-traceability, for example by indicating that respondents need not give their name, that the data will be aggregated, that individuals will not be able to be identified through the use of categories or details of their location etc." Cohen et al (2002:339) Research method in education. The research is a combination of quantitative and qualitative methods. Since the Internet provided the opportunity to reach participants faster and more comfortably than the interview, the questionnaire was used as a tool for collecting information. This study aims to give participants the freedom to express their opinions and ideas in a quick and easy way.

3.2 Participants:

The participants in this research are employees who works on Dhahran city. The questionnaire is aiming to gather insights and perceptions from these employees regarding their experiences with different leadership styles and their impact on organizational performance. There was not a specific age for participants it just depended on having a work experience. The maximum number the researcher hopes to cover was 50 participants, and its reached 62 participants which is more than the aim.

3.3 Procedures:

The data was distributed via a self-administered questionnaire through the Internet, it does not require the name of subscribers to guarantee them full privacy in expressing their opinion. They had almost four days to answer.

Chapter 4: Analysis and discussion:

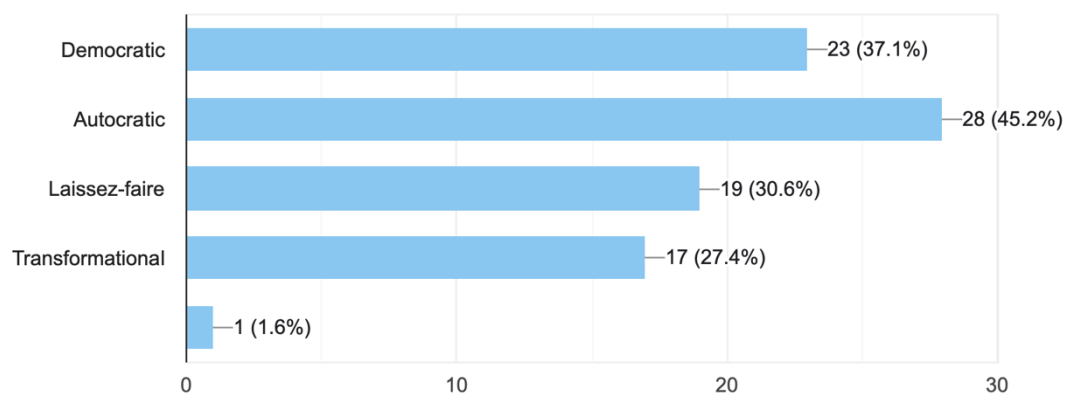
This chapter aims to answer and discuss all the questions and hypothesis of this research. The results show that there is both a positive and a negative relationship between the selected dimensions of leadership and organizational performance. Autocratic leadership and Laissez-faire leadership were found to have a negative relationship with the organizational performance. This shows that these leadership styles do not motivate employees to perform better and induce high turnover intention. However, the democratic leadership and transformational leadership style is positively related to leadership performance. This shows that these two management styles enable employees to perform better and in line with expectations.

4.1 The presentation of the findings:

SECTION 2: Leadership Styles

1- Which leadership style best describes your immediate supervisor?

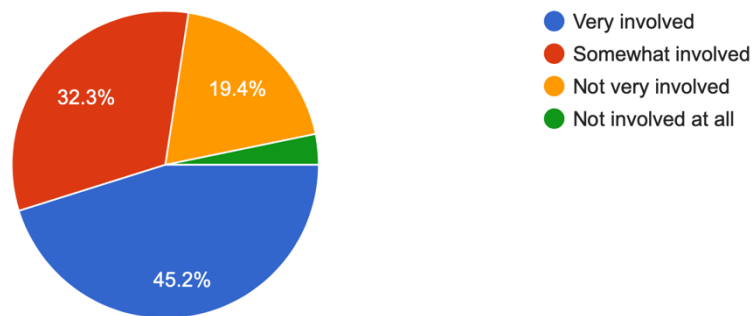
62 responses



The question "Which leadership style best describes your immediate supervisor?" is included in the questionnaire to understand how employees perceive their supervisor's leadership style (there was a brief of each mentioned leadership style before the questionnaire). By questioning employees to identify the leadership style that best describes their supervisor, researchers can gain insights into the prevailing leadership approaches within the organization. This information is valuable for assessing the overall leadership climate and its potential impact on employee attitudes, behaviors, and organizational outcomes. Additionally, this question can help gather specific leadership styles with other variables, such as employee satisfaction, motivation, and performance, to better understand the relationship between leadership styles and organizational effectiveness.

2- To what extent does your supervisor involve you in decision-making processes?

62 responses

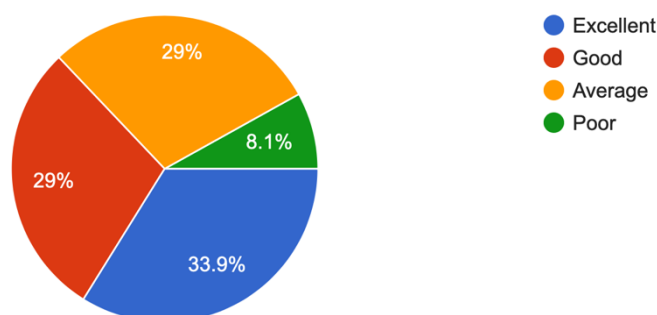


The question "To what extent does your supervisor involve you in decision-making processes?" was included in the research to determine the extent to which employees participate in decision-making processes within the organization. This question is important because it provides insight into how employees feel empowered and valued in the decision-making process.

Employee participation in decision-making is associated with higher levels of job satisfaction, motivation, and commitment. By understanding the extent to which employees participate in the decision-making process, researchers can investigate the democratic nature of leadership in organizations and its impact on employees' attitudes and behaviors. This information can help organizations identify where they can improve their management and employee engagement strategies.

3- How would you rate the communication skills of your supervisor?

62 responses

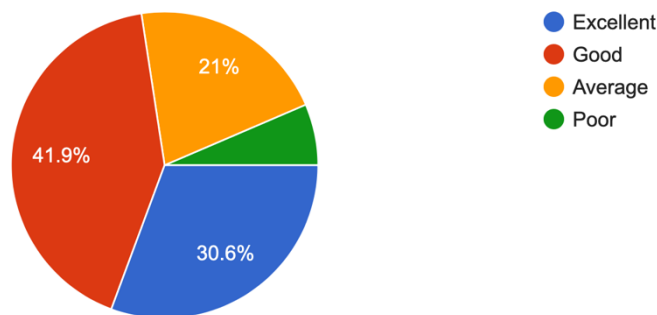


The question "How would you rate the communication skills of your supervisor?" is included in the questionnaire due to the importance of communication between managers and employees. Good communication is essential to provide information, clarify expectations, and build good relationships within the organization.

SECTION 3: Organizational Performance:

1- How would you rate the overall performance of your department/organization?

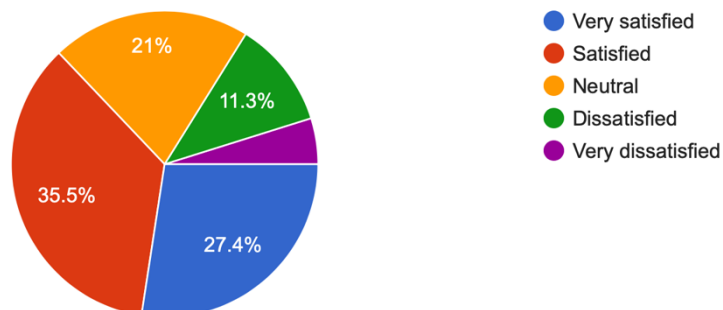
62 responses



The question "How would you rate the overall performance of your department/organization?" is included in the questionnaire to evaluate employees' perception of organizational performance. This question provides important information about how employees perceive the performance and success of the organization.

2- How satisfied are you with your job?

62 responses



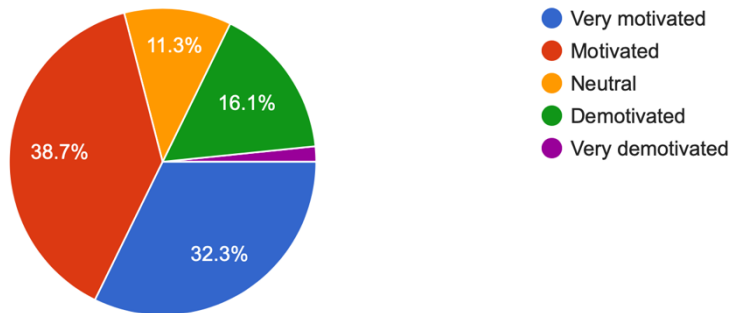
The question "How satisfied are you with your job?" is included in the questionnaire to evaluate employee satisfaction. Job satisfaction is an important factor that can influence employee engagement, participation, and retention.

Employees who are satisfied with their jobs are likely to be more motivated, productive, and committed to their organizations. On the other hand, dissatisfied employees may focus more on their work and seek a better job opportunity.

SECTION 4: Impact of Leadership Styles:

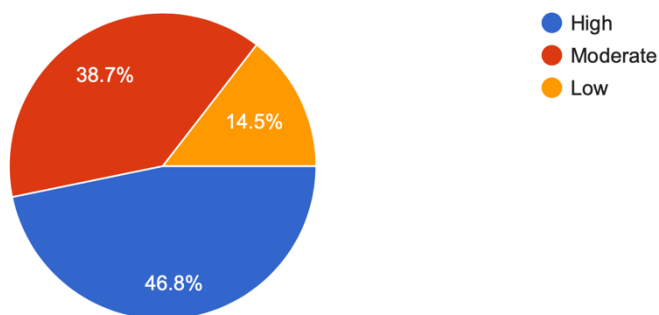
1- To what extent do you feel motivated to perform well in your role?

62 responses



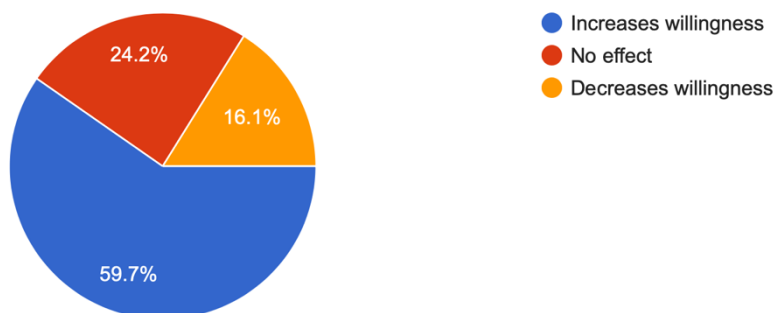
2- How would you rate the level of trust between employees and management in your organization?

62 responses



3- How does your supervisor's leadership style affect your willingness to go above and beyond in your job?

62 responses



1- "To what extent do you feel motivated to perform well in your role?"

This question examines the motivation level of employees. Motivation plays an important role in determining employee performance and productivity. By understanding the factors that motivate or demotivate employees, organizations can take steps to increase motivation levels and improve overall performance.

2- "How would you rate the level of trust between employees and management in your organization?"

Trust is the foundation of leadership culture. A high level of trust between employees and management encourages collaboration, communication, and effective work. This question helps researchers determine the level of trust in the organization and to what extent this trust is achieved.

3- "How does your supervisor's leadership style affect your willingness to go above and beyond in your job?"

This question aims to understand the effects of leadership on employee performance and willpower. A manager's management style can change employees' motivation to feel as if they have exceeded their core responsibilities. Understanding these relationships can help organizations coordinate development efforts to improve employee performance.

SECTION 5: Suggestions for Improvement

1- What changes, if any, would you suggest to improve leadership within your department/organization?

62 responses

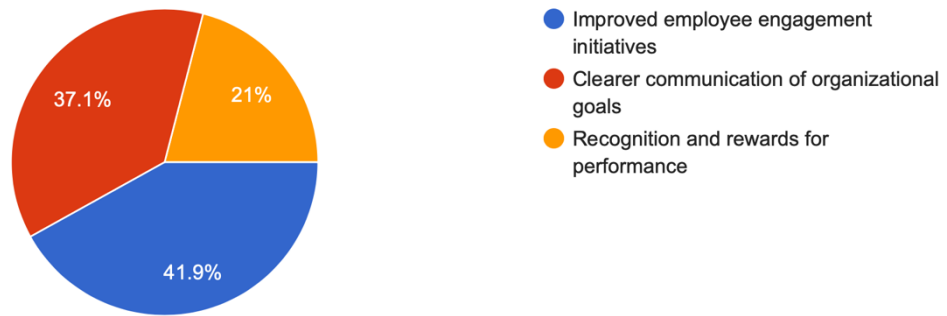


The question "What changes, if any, would you suggest improving leadership within your department/organization?" is included in the questionnaire to Gather employee feedback on how organizational performance can be improved. Employees often closely monitor management's behavior and its impact on the organization.

By providing development advice to employees, organizations can gain valuable insight into areas where management performance is lacking or strengthened. This information can help managers and decision makers identify areas for improvement and plan strategies to improve organizational performance.

2- How do you think leadership could be enhanced to improve organizational performance?

62 responses



The question "How do you think leadership could be enhanced to improve organizational performance?" is included in the questionnaire to collect ideas and opinions from employees to improve the performance of the organization to increase performance.

Employee feedback on how leadership can be improved is valuable because it provides insight into specific areas that need improvement. Employees are often the ones facing management and performance issues; therefore, their input can help identify effective and efficient strategies to improve management performance.

The results of this study show that management style plays an important role in determining management performance. Therefore, the hypothesis was tested to be true.

Chapter (5): Limitations:

The researcher in this research has faced some limitations. The first issue and obstacle were the lack of time and the pressure of university, the time was too short and some of the steps that should have been explained to complete the research were late a little bit. The second issue was the lack of sources in Google Scholar about the subject, to find a good source it takes a lot of time.

Chapter (6): Conclusion:

This research focuses on the impact of leadership style on leadership performance. The emphasis is on just four types of leadership: transformational, democratic, laissez-faire, and autocratic. The transformational, democratic leadership styles were showed to have a positive influence on organizational performance, in other hand, the laissez -faire, and autocratic leadership styles were showed to have a negative impact on the organizational performance in the organizations taken for study. This research shows that leadership style is related to organizational performance and has both positive and negative effects on performance. It is important that the leadership style provides opportunities to employees, offers them their ideas, and allows them to participate in decision-making processes. Based on this, it is recommended that organizations focus on transformational leadership and democratic leadership in organizations to improve performance.

This research provided a deeper understanding of the impact of leadership style on leadership performance. However, it has limitations since only absolute numbers are used. This has significantly reduced the scope and methods used in the research. Therefore, future research should focus on using empirical research methods as well as qualitative methods to determine the relationship between leadership and organizational performance.

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Appendixes: Questionnaire questions

SECTION A: Demographic Background

1- Gender:

2- Age:

3- Years of Experience:

4- How long have you been with the organization?

SECTION 2: Leadership Styles

Leadership styles description:

- **Democratic leaders** involve employees in decision-making processes and consider their input before making final decisions.
- **Autocratic leaders** make decisions without consulting their team members. They have full control over the decision-making process and expect strict adherence to their directives.
- **Laissez-faire leaders** adopt a hands-off approach and provide minimal guidance to their team members.
- **Transformational leaders** inspire and motivate their team members to achieve extraordinary outcomes.

1- Which leadership style best describes your immediate supervisor?

2- To what extent does your supervisor involve you in decision-making processes?

3- How would you rate the communication skills of your supervisor?

SECTION 3: Organizational Performance:

1- How would you rate the overall performance of your department/organization?

2- How satisfied are you with your job?

SECTION 4: Impact of Leadership Styles

1- To what extent do you feel motivated to perform well in your role?

2- How would you rate the level of trust between employees and management in your organization?

3- How does your supervisor's leadership style affect your willingness to go above and beyond in your job?

SECTION 5: Suggestions for Improvement

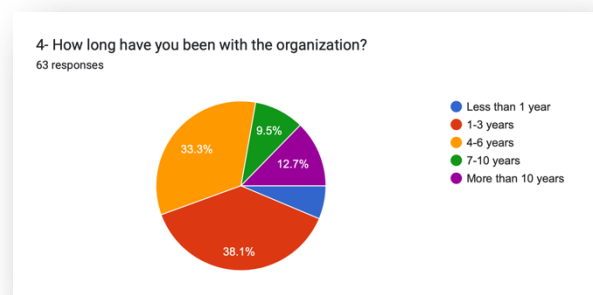
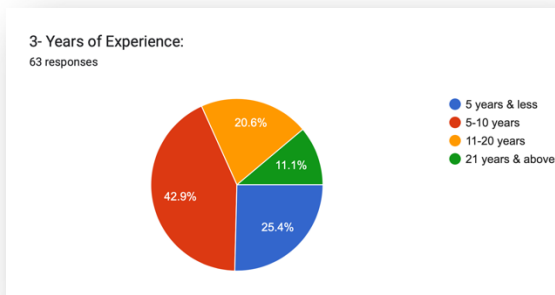
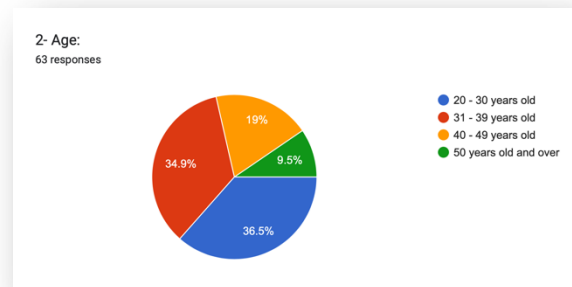
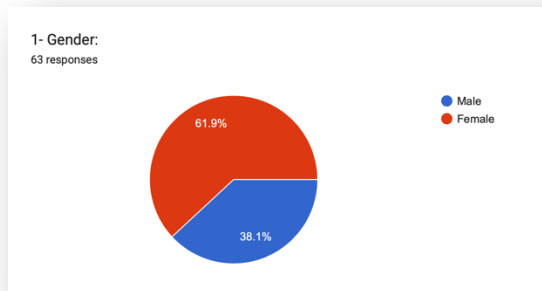
1- What changes would you suggest improving leadership within your department/organization?

2- How do you think leadership could be enhanced to improve organizational performance?

SECTION 6: Open-Ended Questions

Please provide any additional comments or thoughts regarding leadership styles and their impact on organizational performance.

Questionnaire responses:



- The rest of Questionnaire responses are mentioned in Chapter 4

Abstract – الملخص

English Abstract:

Leadership is one of the key factors that influence the success and failure of an organization. Leadership style is the way a leader directs and motivates employees to achieve the organization's goals. This study examined the influence of leadership styles on organizational performance. it's focused on four leadership styles: transformational, laissez-faire, autocratic, and democratic. This study provided detailed information on leadership styles; Democratic and Transformational leadership have a positive impact on organizational performance, while Laissez-faire and Autocratic leadership have a negative impact on organizational performance because it's lacking the communication with the leader. The study has been done using the quantitative approach, with the help of survey instrument, based on a survey questionnaire. Also, the study was conducted by reviewing previously established literature to achieve the research objectives. The results suggest that, and laissez-faire and autocratic leadership styles are negatively related organizational services. On the other hand, transformational and democratic leadership styles had a positive relationship with organizational performance. Organizations are advised to adopt a leadership style that values people's skills and abilities.

Keywords: Organizational performance, Transformational, Autocratic, Laissez-faire, Democratic, Leadership Style.

الملخص باللغة العربية:

القيادة هي أحد العوامل الرئيسية التي تؤثر على نجاح وفشل المنظمة. أسلوب القيادة هو الطريقة التي يوجه بها القائد الموظفين ويحفزهم لتحقيق أهداف المنظمة. تناولت هذه الدراسة تأثير الأساليب القيادية على الأداء التنظيمي، فهو يركز على أربعة أنماط للقيادة: التحويلية، وعدم التدخل، والاستبدادية، والديمقراطية. قدمت هذه الدراسة معلومات مفصلة عن أساليب القيادة، تم ملاحظة أن القيادة الديمقراطية والتحويلية لها تأثير إيجابي على الأداء التنظيمي، في حين أن القيادة الاستبدادية وعدم التدخل لها تأثير سلبي على الأداء التنظيمي لأنها تفتقر إلى التواصل مع القائد. وقد تم إجراء الدراسة باستخدام المنهج الكمي، بالاستعانة بأداة المسح، وذلك بالاعتماد على الاستبانة المسحية. كما تم إجراء الدراسة من خلال مراجعة الأدبيات السابقة لتحقيق أهداف البحث. تشير النتائج إلى أن أساليب القيادة الاستبدادية وعدم التدخل هي خدمات تنظيمية مرتبطة بشكل سلبي. ومن ناحية أخرى، كان لأساليب القيادة التحويلية والديمقراطية علاقة إيجابية بالأداء التنظيمي. تُنصح المنظمات بتبني أسلوب قيادي يقدر مهارات الناس وقدراتهم.

الكلمات المفتاحية: الأداء التنظيمي، التحويلي، الاستبدادي، عدم التدخل، الديمقراطي، أسلوب القيادة.