

Midocean University | Everyone's Smart University

College of Management

**The Impact of Leadership Models on the Performance of Employees in the
Private Sector in the Eastern Province of Kingdom of Saudi Arabia.**

تأثير النماذج القيادية على أداء الموظفين في القطاع الخاص في المنطقة الشرقية بالمملكة
العربية السعودية.

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First part: Introduction

Acknowledgment and abstract

I. Acknowledgment

In the name of God, the Compassionate, the Compassionate. At the outset, we are pleased to thank God Almighty, who has helped us and provided us with strength and power and has supported and directed us to complete this vital project. We praise and pray for our master Muhammad and his family and companions. We extend our sincere thanks to everyone who helped us, from our parents, friends, and everyone who helped us to complete this project, incredibly Dr. (Walid Suleiman) who supervised this project, for his outstanding efforts with us and his valuable guidance and his unlimited support that we needed during all stages of the completion of the project.

II. Abstract

This paper looks for leadership models on the performance of workers in the private sector in the eastern region, and whether leadership models in the private sector can be considered a catalyst for creating a good environment or not. Listing and classifying the character, characteristics and impact of leadership models was one of our top priorities in this research.

The results may aid in improving corporate practices by giving executives knowledge on retaining the best employees and increasing employee performance. A manager in the manufacturing business might utilize the information to enhance individual employee performance, investigate probable reasons for employee turnover, and adopt retention initiatives.

Table of contents

First part: introduction	ii
Acknowledgment and abstract	ii
Table of contents	iii
List of tables and figures	iv
Second part: the theoretical framework of the study	9
First chapter: Problem Of the study and its importance.	22
Second chapter: First variable of the study	27
Third chapter: Second variable and the correlation between variables.....	27
Third part: Practical study and its methodological procedures	28
Fourth chapter: Methodological procedures.....	28
Fifth chapter: field results	36
Sixth chapter: Results and proposal analysis.....	85
Fourth part: Study Appendices	90
Arabic and foreign study references.	90
Study appendices	96
Summary of the study in Arabic.....	98
Summary of the study in English	99

List of tables and figures

List of tables

Table 5- 1 the age of the respondents in the questionnaire	37
Table 5- 2 the gender of the respondents in the questionnaire	38
Table 5- 3 Number of years of experience in the present job	39
Table 5- 4 rewards and recognizes according to job performance	40
Table 5- 5 The Company encourages employees to work to the best of their abilities.....	41
Table 5- 6 The company provides adequate training and development opportunities to improve my performance	42
Table 5- 7 performance development and motivation of managers to raise employees' experience.....	43
Table 5- 8 opportunities to work in the best way.....	45
Table 5- 9 supervisor closely monitors employees to ensure that they are performing correctly.....	46
Table 5- 10 supervisor gives a reward or punishment to motivate and improve performance.....	48
Table 5- 11 supervisor does not readily accept new ideas	49
Table 5- 12 supervisor retains decision-making authority within the department	51
Table 5- 13 feeling stressed when working with supervisor	52
Table 5- 14 supervisor is not flexible in recognizing, understanding and adapting to individual needs and views.....	54
Table 5- 15 supervisor makes decisions without consulting the group members	55
Table 5- 16 supervisor involves employees to determine what to do and how to do it.....	57
Table 5- 17 supervisor recognizes and rewards innovative employees	58
Table 5- 18 supervisor consults with others before making decisions	60

Table 5- 19 supervisor is supportive of employees work.....	61
Table 5- 20 receive adequate feedback and guidance from supervisors.....	63
Table 5- 21 employees are treated fairly by supervisor	64
Table 5- 22 feel that my suggestions are welcomed and valued by my supervisor.....	66
Table 5- 23 supervisor gives complete freedom for make decisions.....	67
Table 5- 24 supervisor gives little or no guidance to group members	69
Table 5- 25 My supervisor gives me complete freedom to solve problem on my own	70
Table 5- 26 my supervisor provides the tools and resources needed to perform my duties.....	72
Table 5- 27 supervisor avoided giving feedback to the questions/problems raised while performing my duties.....	73
Table 5- 28 not satisfied with the management of my supervisor	75
Table 5- 29 think my supervisor should take responsibility to his/her employee performance.	76
Table 5- 30 Relationship between age and believing in the supervisor should take responsibility for the employee's performance	78
Table 5- 31 Relationship between years of experience and satisfying with the supervisor	80
Table 5- 32 Bayes Factor.....	84
Table 5- 33 Coefficients of the Dependent Variable.....	87

List of figures

Figure 2- 1 leadership models	13
Figure 2- 2 leadership models in the European model of excellence	17
Figure 3- 1 importance of the methodological procedures of the study	31
Figure 5- 1 the age of the respondents in the questionnaire	37
Figure 5- 2 the gender of the respondents in the questionnaire	38
Figure 5- 3 Number of years of experience in the present job	39
Figure 5- 4 rewards and recognizes according to job performance	40
Figure 5- 5 The Company encourages employees to work to the best of their abilities	41
Figure 5- 6 The company provides adequate training and development opportunities to improve my performance	42
Figure 5- 7 performance development and motivation of managers to raise employees' experience ...	44
Figure 5- 8 opportunities to work in the best way	45
Figure 5- 9 supervisor closely monitors employees to ensure that they are performing correctly	47
Figure 5- 10 supervisor gives a reward or punishment to motivate and improve performance	48
Figure 5- 11 supervisor does not readily accept new ideas	50
Figure 5- 12 supervisor retains decision-making authority within the department	51
Figure 5- 13 feeling stressed when working with supervisor	53
Figure 5- 14 supervisor is not flexible in recognizing, understanding and adapting to individual needs and views	54

Figure 5- 15 supervisor makes decisions without consulting the group members	56
Figure 5- 16 supervisor involves employees to determine what to do and how to do it.....	57
Figure 5- 17 supervisor recognizes and rewards innovative employees	59
Figure 5- 18 supervisor consults with others before making decisions.....	60
Figure 5- 19 supervisor is supportive of employees work	62
Figure 5- 20 receive adequate feedback and guidance from supervisors.....	63
Figure 5- 21 employees are treated fairly by supervisor	65
Figure 5- 22 feel that my suggestions are welcomed and valued by my supervisor	66
Figure 5- 23 supervisor gives complete freedom for make decisions	68
Figure 5- 24 supervisor gives little or no guidance to group members	69
Figure 5- 25 My supervisor gives me complete freedom to solve problem on my own	71
Figure 5- 26 my supervisor provides the tools and resources needed to perform my duties	72
Figure 5- 27 supervisor avoided giving feedback to the questions/problems raised while performing my duties.	74
Figure 5- 28 not satisfied with the management of my supervisor	75
Figure 5- 29 think my supervisor should take responsibility to his/her employee performance.....	77
Figure 5- 30 Relationship between age and believing in the supervisor should take responsibility for the employee's performance.....	79
Figure 5- 31 Relationship between years of experience and satisfying with the supervisor	81
Figure 5- 32 Relationship between providing tools and resources from supervisors and receiving feedback from supervisors.	82

Introduction:

Leadership models provide the essence of the administrative process in all organizations, whether in the public or private sectors, because of their effective role in achieving excellence and institutional success through effective influence on the performance of workers in the private sector. Leadership models can be referred to as a positive activity through which the boss influences the control of the behavior of his subordinates to achieve administrative goals more effectively while making sure to put the goals of the organization and the group in the first place. Leadership has become the criterion for the success of any administrative organization, and this is the case in successful organizations.

Therefore, the study of leadership models and understanding their impact on the performance of workers in the private sector has become a major topic in the study of management scholars. Management scholars and entrepreneurs have discussed in many books in business administration, psychology and public administration the role of leadership models to raise the level of employee performance by adopting leadership methods in a manner that suits each organization and allows it to reach the highest rates of performance and employee satisfaction. Leadership models have an effective impact on the performance of employees, as well as on raising the level of performance in the organization.

We have divided our research, which includes the title of The Impact of Leadership Models on the Performance of Employees in the Private Sector in the Eastern Region, into four chapters, including the first chapter, introduction. In the second chapter, we talked about the theoretical framework of the study. The third chapter is Practical study and its methodological procedures. Chapter Four is the study Appendices. Then we concluded the study with a conclusion and a list of references.

Second part: the Theoretical framework of the study

This study sought to examine the impact of modern leadership styles on life at work, given that new leadership styles are primarily represented by two types: transactional leadership, which is based on swapping something of value for the benefit of others, and leaders who rely on it. Rewards and punishments, as well as transformational leadership, which expresses a shift in the construct of influence upon which leadership is based, from absolute submission to the ability to participate in the organizational setting between the manager and their staff.

Through leadership models, the leaders influence supervisors and elevate them to the highest productivity levels by incentivizing and motivating them, taking care of them, meeting all of their wishes, and keeping them aware of the value of their involvement in the institution's aims. We also determined that the workplace environment is the consequence of the interplay of a collection of systems and individuals concerned with enhancing and growing various parts of the institution's human capital, as reflected by the excellence of the salaries and incentives system and excellent design.

One of the basic concepts related to this research is to understand the term work environment as the place, social characteristics, and physical conditions in which you perform your job. These elements can affect feelings of well-being, workplace relationships, collaboration, efficiency, and employee health. The following are the important aspects of ergonomics:

- 1) Working conditions: the formal terms under which employees are hired, such as the rate of pay, the employment contract, and the length of the workday. It can also cover recreational activities and other initiatives to promote a healthy workplace.

- 2) Physical environment: the size, layout and location of the workplace, whether the work is done indoors or outdoors, the facilities available in the workplace and the furnishings used during the work.
- 3) Company culture: the way the company and its employees operate, including the form of effective communication between the different levels of employees, the employees' perspective on the company's leaders, the company's goals and what the organization values.

One of the basic concepts related to this research that can be referred to is that through satisfactory work-life balance, employers can reap a range of benefits. Productivity is higher, absenteeism is lower, and physical and mental health improves with higher commitment and motivation to work. Personal relationships can also benefit from achieving this balance.

For employment, allowing staff members to make decisions and ensuring health and safety: employee professionalism and strong working relationships. As we concluded, organizational justice is organizational, which positively impacts employee happiness, loyalty, and devotion to the institution, increasing their performance and productivity. Relative phenomena and ideas are reflected by workers' perception of impartiality and honesty in the outputs acquired (wages, awards, training benefits, promotions) and how to build decision-making and execution methods and cope with it. Individual outcomes (satisfaction, loyalty, performance, organizational citizens' conduct, and trust) are followed by organizational factors (increase in productivity, version of the institution, achievement of goals).

In this context, leadership provides an essential element to activate the ability of organizations to perform their role and achieve their goals. It is one of the critical factors that significantly impact the organization's movement and activity and create interaction for it. To achieve its goals and the goals of individuals alike, the work relations between the leader and the employee contribute to rationalizing the

behavior of individuals, mobilizing their energies, coordinating their efforts, organizing their affairs, and directing them towards achieving the existing goals, and this is built based on understanding, cooperation, and mutual trust.

On the other hand, general misunderstanding and tense relationships negatively affect work performance, as the success of organizations depends on the ability and competence of their leadership. This is due to the leader's role in the organization through guidance. Employees influence their behavior. The claims or results produced vary with prevailing leadership styles. Democracy may have a more cooperative and positive group, while an authoritarian leadership style may create antagonistic and uncooperative groups. We may also find a leadership style different from the previous one, where the leader is just an advisor who leaves the freedom to choose the work style to the worker, often leading to chaos.

Whatever the prevailing driving style, the daily practice may vary depending on the prevailing circumstances. The leader is the one who makes the workers' followers love the work and raises the morale among them according to the patterns followed in the current reality within the institutions. Among these institutions, we find the economic institutions concerned with these leadership styles. The best design may lead to an economic boom that benefits everyone, and conscious leadership identifies the most prominent problems the organization is exposed to and provides solutions to them to achieve its goals and those of employees. And customers with it, through keenness to improve its patterns because it is one of the most critical determinants of success for the sectors of the eastern region.

All these variables have added significant burdens on educational institutions in finding modern and innovative ways, abandoning traditional sterile procedures by finding innovators, and providing appropriate means that help devise rapid administrative methods and solutions to achieve outstanding

exemplary performance. Several main influences inside and outside of the segment within the eastern region on the performance of workers.

As a consequence of the disaster, the modern period is experiencing many quick advances and consecutive changes. Information and the technological and communications revolution have presented several problems to educational institutions. Challenges and hurdles in keeping up with them and adapting to them (أرياب, 2022).

Many studies show that administrative governance methods within the organization contribute significantly to generating an effective regulatory environment that allows people to encourage more work, which provides optimum performance levels.

Workers in the financial market in the Eastern Region performance is determined by their ability to complete tasks at the highest possible level of competencies and competence competencies that guarantee attaining the goals and targets they aspire to achieve.

This aids in the unleashing of their energy and creativity. Therefore, the problem of the current study is to identify the patterns of leadership models on the performance of workers in the private sector in the Eastern Province.

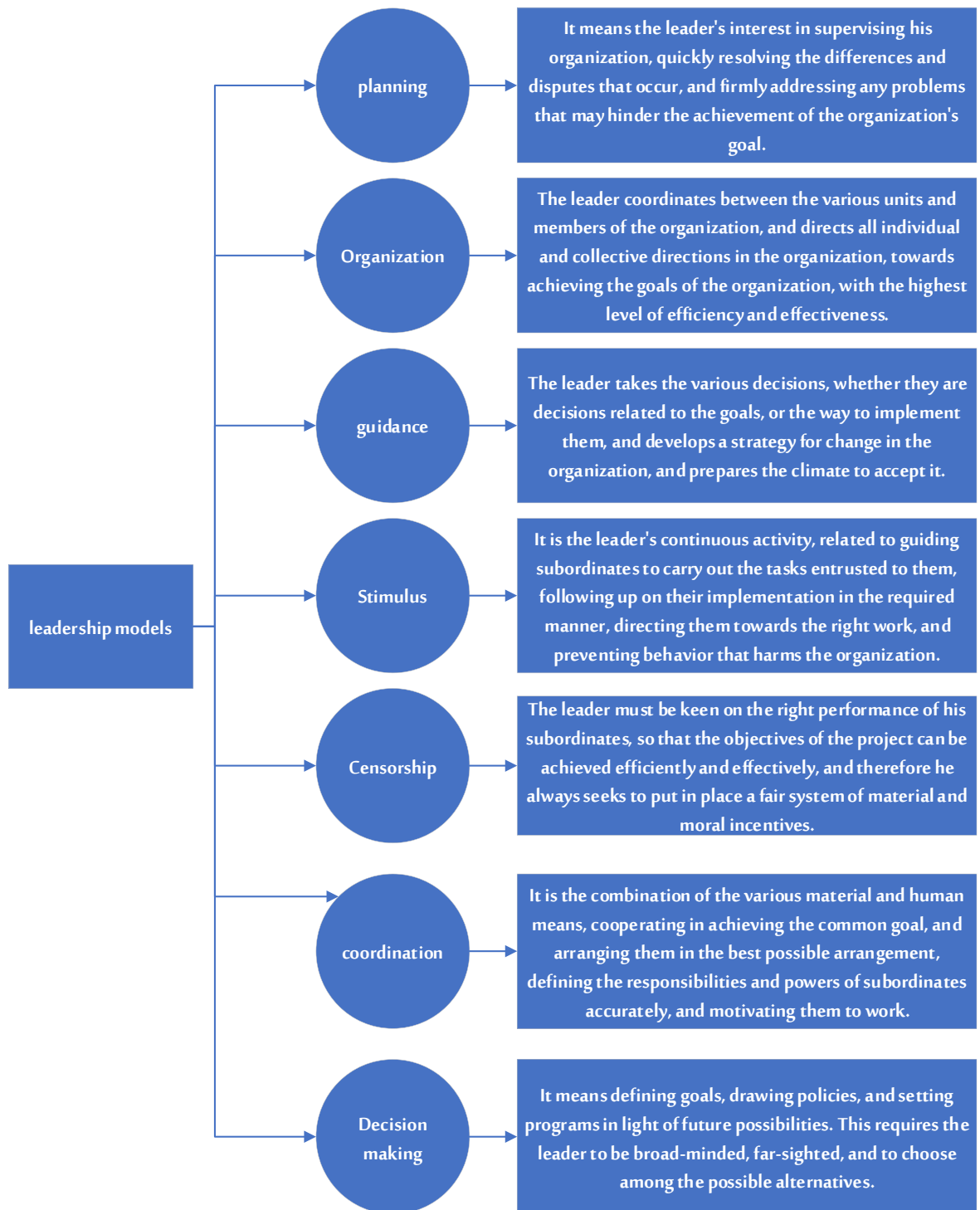


Figure 2- 1 leadership models

Managerial leadership is closely related to this research topic, which deals with the different effects of different leadership styles on the implementation and quality of employee performance. In a market economy and age of competition, the need for effective strategic leadership has never been more critical.

Previous studies

We presented several studies, some of which dealt with administrative leadership, some concerned with job performance, and some combined the two variables. The following are some of these studies:

The impact of leadership styles on employee performance: analysis of the intervening effect of employee retention on the relationship of leadership styles and employee performance. The study aims to identify the style of leadership as effective leader can enhance the individual employee performance through proper leadership style and retain high performance and talent employees within the company because he knows that high performance employees are unique resources of the organization.

The researcher used the descriptive approach. The study reached several results, the most important of which is that most of the sample agreed that there is a correlation between the leadership styles and the performance of the employees (Priyashantha, 2016).

(Mirta Diaz-Fernandez et al, 2019) stated that there are differences between leadership and the development of human capital. The benefit of this study was represented in encouraging and supporting administrative leaders, as the current study agreed with the previous research in dealing with the issue of executive leadership.

Impact of Human Resource Management Practices on Organizational Citizenship Behavior: An Empirical investigation from Banking Sector of Sudan. The study dealt with the effects of administrative supervision in managing human resources in the Sudanese Banking Sector. The study aimed to identify the impact of executive leadership in managing human resources through achieving efficiency, effectiveness, and competitive advantage.

A study conducted by (Ahmed, 2016) relied on the descriptive approach and tested a stratified sample of administrators working in the Sudanese Banking Sector. The administrative leadership is concerned with the Sudanese development, working methods that help to raise the efficiency of human resources through integrating human resources with the moral resources of the workers.

A study made by (Joana Costa et al, 2022) discussed the leadership styles and human capital are important drivers of innovation processes. The study dealt with the issue of human resource management through achieving efficiency and effectiveness. In contrast, the present study aims to identify organizational leadership patterns and find the impact of each type of leadership pattern on performance. On the other hand, the benefit of the previous study in selecting the study methodology was in presenting the theoretical framework of the current study.

(Ramez Aljounaidi et al, 2021) discussed the Impact of Transformational Leadership on Employees Performance Among Employees in IWPPS, Saudi Arabia. Studying employee perceptions of the influence of transformative leadership on staff performance at IWPPs in Saudi Arabia. According to research gathered, leaders that strive transformational leadership are more likely to motivate their employees to achieve high performance standards. This conclusion is consistent with previous research.

Leadership Models and Work Behavior: An Empirical Analysis of Consequences of Authentic and Transformational Leadership. A study by (Bark, 2020) aimed to identify effective Authentic and Transformational leadership and its relationship to Work Behavior. The study indicated the need to use the method of motivation work behavior, which leads individuals to work more efficiently. With increasing importance of organizational effectivity and efficiency measures like Balanced Scorecard and optimization of employee work behavior to achieve higher organizational efficiency, Human Resource activities concerning leadership development and academic leadership research are growing.

The study conducted by)Qumash (2020 ، meant to illustrate ideas and studies related to the topic of direction, which is because it is true that leadership is a significant issue of study and research, impacting and being impacted by its conception and practices depending on the evolution of a times in which it lives the task.

According to what (2020 ، محمد) هSees, every administrative leader is confronted with fresh obstacles. Key management, team leaders, and department heads must swiftly enhance their talents to combat conventional competitors who have grown more aggressive, reject new, unusual, and surprising competitors, and rediscover their companies. Faced with new technology, transformations in their value chains, and new enterprise models, these managers must act as rapidly as the various changes happening to the surroundings in which their firms operate.

The study conducted by him (2022 ، الطويل) aimed at diagnosing the reality of administrative leaders' practice of distributed leadership, identifying requirements for developing the performance of organizational leaders, and presenting proposed recommendations for developing the organizational performance of leaders in the private sector in the Eastern Region.

)Beshay (2019 ,Also, shed light on the leadership models in the European model of excellence; renowned leaders strive to build motivation to fulfill the vision and goal and generate the institution's values and mechanisms for long-term success. This is evident in their acts and attitude during transitional periods. They maintain uniformity of purpose, and when necessary, these leaders may shift the path of the organization and urge others to do the same.

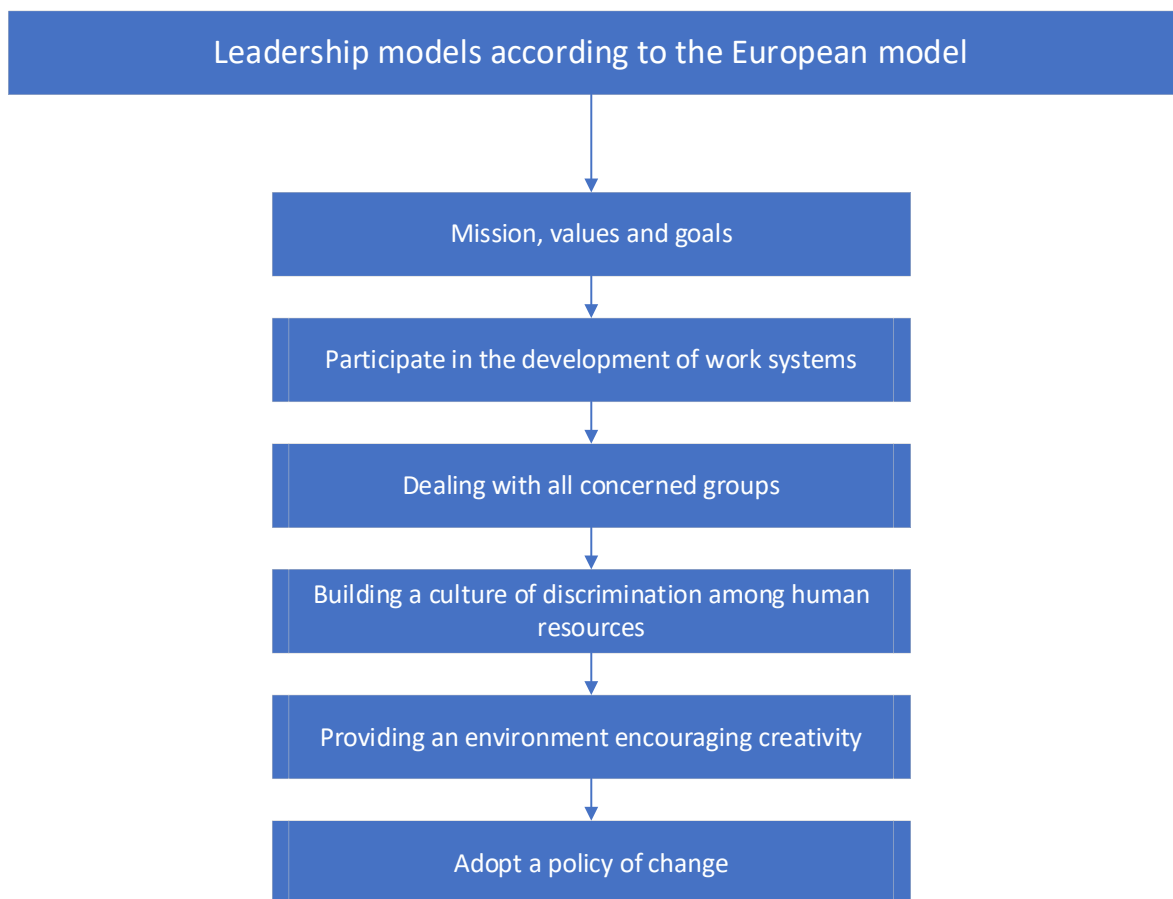


Figure 2- 2 leadership models in the European model of excellence

A study made by (WIN, 2016) suggested that effective leadership style requires for managing the organization successfully, this study is about the impact of leadership style on the implementation and quality of the performance of employees. It was considered that this problem is closely related to the potential effects of different leadership models on the stage of preparing the performance of employees. The importance of the study problem lies in that it defines the significance of the subject under study through detailed elements.

A study made by (PAAIS, 2020) noted that Many organizations in the developing world lack a clear vision to adopt them, as they cling to the mentality of command, control, dealing in a bureaucratic manner, insisting on unilateral decision-making, and not seeking to develop workers' skills and giving them the opportunity to express their creativity, and refusing to delegate powers to them.

A study, conducted by (السعداوى، 2022) aimed to measure the impact of the dimensions of spiritual leadership in enhancing career passion by applying the dimensions of the PERMA model of career happiness, and confirmatory factor analysis (structural equations model) was applied to ensure the validity of the indicators used in Measuring variables as well as analyzing direct and indirect relationships between research variables.

The goal of a study made by (Rio Putra et al, 2021) is to investigate how leadership style, pay, workplace rules, and employee performance interact. Scientific papers are written using qualitative research techniques and library or archive research. According to the findings of this literature study, leadership style, salary, and work discipline all have a positive and significant impact on employee performance.

(Sabri, 2015) Illustrated and investigated the effect of transformative leadership on job satisfaction. The research showed and assessed the impact of transformative leadership on

organizational commitment. To illustrate and investigate the effects of regulatory compliance on employee performance, this research was conducted quantitatively, positively and deductively, and the survey method is used by means of a self-questionnaire, which seems to be appropriate in this case. The findings revealed a good association between transactional leadership and employees' desire to put in extra effort, in addition to enhancing job satisfaction and employee performance. Similarly, data from the transformational leadership analysis revealed a strong and positive relationship between this kind of leadership and the qualities of the leader's ability to inspire, motivate, and impact good behavior in the company.

(Memon, 2016) Analyzed the effects of leadership styles on employee performance: integrating the mediating role of culture, gender and moderating role of communication. The relationship between Leadership Styles and Employee Performance through the mediating role of Culture and Gender while Communication playing the moderating role. Effects of Leadership Styles on employee performance were found to have dissimilarity due to the mediating variables of culture and gender whereas communication was found to be one of the major ingredients of effective leadership style.

(Altheeb, 2020) Examined the Leadership Style and Employee Motivation through a study of Saudi Arabian Work Environment. The study aimed to review the available literature on leadership style and employee motivation critically. And to assess the extent to which leaders affect employee motivation at work. The study explored the links between an organization's leadership strategy and its employees' motivation. The statistical results of the statistical research clearly show that leadership styles have a favorable influence on increasing employee motivation. This validates the first hypothesis, that leadership styles have a general influence on employee motivation, and this effect has been computed as an R2 of 66.5%. We may conclude from this hypothesis that if managers in businesses are able to

follow leadership styles established in theory and demonstrated in reality, they can assist enhance the level of motivation of their employees.

(Shahmir Abdullah et al, 2018) Discussed the influence of leadership style, training, role of ambiguity on employee performance of higher education of Saudi Arabia (KSA). This study explained that leadership skills and work performance are two of the most effective variables in assisting businesses in achieving their objectives. Leaders have the authority to enforce choices based on the strength of achievable performance. All managers strive to boost productivity and efficiency in order to meet the organization's objectives. This study investigates the influence of the primary factors, such as leadership and training, on workers' job performance in the KSA's higher education sector by using role ambiguity as a moderator. The primary goal of this research is to improve employees' performance in the Kingdom of Saudi Arabia's higher education sector by identifying the critical role of various variables such as job satisfaction, leadership, and training, as well as emphasizing the importance of role ambiguity as a moderating variable.

A study made by (Khan, 2016) discussed the way a leader directs others, executes plans, and inspires people to reach predetermined goals is known as their leadership style. Although attitudes and behaviors reflect leadership styles, they themselves are the result of intricate interactions between people's thoughts and feelings. The researcher emphasized various leadership techniques and styles that are based on various presumptions and ideologies. As time went on, analysts sought to develop a variety of models, ideas, and presumptions about leadership styles. This research aims at the impact of leadership models on the quality of employee performance and highlights that effective leadership models increase the ability to achieve superior and distinct achievements that appear to others clearly in the form of high implementation rates for the sector and high-performance rates in the industry in a way

that is difficult to achieve when following any method another form of leadership that is ineffective or inappropriate to the nature and scale of the activity;

A study made by (Dastane, 2020) discussed the impact of leadership styles on employee performance: a moderating role of gender. The study objectives were to investigate the impact of leadership styles on employee performance. The study aimed to examine and too identify the moderating effect of gender between leadership styles and employee performance.

The findings revealed a positive and significant relationship between the transformational, Laissez-Faire, and democratic leadership towards employee performance in Malaysia, while the correlation between autocratic leadership and employee performance was statistically insignificant. The inclusion of alternative contextual factors to aid the delineation of inconsistent findings obtained in leadership literature thus far. For instance, leadership impacts on their subordinates may be further influenced by leader attributes (e.g. leader integrity) or situational attributes (e.g. organizational justice).

First chapter: Problem Of the study and its importance.

1- Problem Of the study

The problem of the study lies in the fact that there is a great interest in the transformational leadership style by the private sector in the eastern region, realizing that the transformational leader has an insightful vision and can influence workers, increase their motivation, motivate them, and encourage creativity, which makes the sectors in the region able to compete and face challenges.

On the other hand, the study problem directs the reader to research questions or hypotheses that must be followed up, and the study problem also puts the study topic in a specific context that defines the parameters of what must be investigated and the study problem indicates the motives for conducting the study,

In this research on the impact of leadership models on employee performance, the study problem provides a framework for searching for results and explains how they will be presented. The issue of the study is defined clearly and explicitly, which represents a strong impetus and great support for the content of the research, as this importance is described in defining the problem of the study in the following points:

1. The problem of the study in this research is about the impact of the leadership style on the implementation and quality of the performance of the employees, and this is the central axis around which the study revolves.
2. The problem of the study about the impact of leadership models on the implementation and quality of the performance of employees and the questions that stem from them within the framework of this research is considered as a means of arousing the researcher's passion for research—his love to reach the best results on the scientific and academic level.

3. In this research related to the study of the multiple effects of different leadership models on the performance of employees, the process of formulating the problem of the survey assists the scientific researcher in his endeavor to determine every step he takes from the stages of scientific research, so the researcher studies this aspect in detail to reach the correct basis for building scientific research. Where the leadership model is an essential axis on which various activities and projects in the sectors are based;

In light of the growth of institutions and their large size, the expansion of projects and investments, and the ramification and complexity of corporate business, there has become an urgent need to bring about change and development in leadership models in a way that guarantees to obtain the highest quality in the performance of employees and ensures the company, in general, a high level of continuity, development, and excellence.

And indeed, this matter still needs to be done. It can only be achieved under a strong and effective leadership model. Therefore, those in charge of projects must have a lot of leadership skills, enabling them to mobilize efforts and energies to achieve the best quality of achievement and achieve the highest performance of workers in the sectors within the Eastern Region.

2- Importance Of the study

The study found a set of results, the most important of which is the presence of a positive significant effect of the dimensions of spiritual leadership in the application of the dimensions of the PERMA model of job happiness, and the presence of a direct positive significant effect of the dimensions of spiritual leadership in enhancing job passion, and also the presence of a positive indirect significant effect of the dimensions of spiritual leadership in

promoting Career passion through the mediating role of applying the dimensions of the PERMA model of career happiness,

The importance of the study in scientific research appeared in its effective role in helping the researcher to choose a new area to study and conduct research on it, which no one has touched on yet, and helping him to ensure the comprehensiveness of his research for all the factors affecting his study. The researcher develops a theoretical framework for his research, which may be subject to modifications according to scientific developments. Which may sometimes impose a change in some scientific foundations. This research highlights the importance of training individuals and providing care, development, and motivation for them because this effective and continuous training increases individuals' human, practical, and professional skills.

This paper will clarify the great importance of the various leadership models and their impact on the implementation and quality of the performance of the workers in the sector, where the leadership is represented in influencing the work team in general and directing their behavior and directing them to work to achieve the goals of the sector and implement the work with high quality and performance rates to be a guarantee to achieve all the expected goals within the framework of the schedule The time announced by the institution. This research will emphasize the importance of leadership as the core of the administrative process of the sector, in addition to it affecting and being affected by the work environment;

The importance of the study:

In this research on the impact of the leadership model on the implementation and quality of the performance of the employees, the importance of the study also provides an opportunity for the researcher to highlight the strengths in his research by looking at the weaknesses and shortcomings in similar research in the same field, and through the applied approach and methodological solutions, which highlight the importance of the study in The subject of leadership models and their role on the performance of employees through the following:

- 1- The great importance of this research is that it deals with the concept of leadership models and their impact on project performance, which is considered one of the modern management concepts that researchers in the Arab environment have begun to discuss and research in recent years.
- 2- The research also deals with a modern point of view on the different leadership models that are still in the process of analysis and verification of their effectiveness in the field of the private sector: -
- 3- The expected practical importance of this research is to draw the attention of the administrations of Arab organizations in general to the need to know the relationship between leadership models and the quality of employee performance in the light of the results that this study will reach and benefit from in the applied field.
- 4- One of the great importance of this research is its endeavor to provide applied results on this subject by presenting some of the viewpoints of those in charge of the performance of workers and researchers in this field in the Arab environment.

- 5- This research will also review some of the viewpoints presented by researchers in non-Arab environments, which will support and enhance the results that have been reached and give them in a more precise and implementable manner within the sectors that aspire to implement the performance of employees with high quality and accuracy.
- 6- This research sought to explain that with the increasing pressures and significant challenges facing the sectors at present, the need for effective leadership appeared in the industries, which would have a substantial role in shaping the performance of workers within the industry, which would allow the sectors to survive, grow and increase their competitiveness.
- 7- Shedding light on the efforts of many researchers who called for the need to shift towards more effective and efficient leadership models and a positive return on the performance of employees and to reach the highest quality in management to achieve the overall goals of the private sectors;
- 8- This research aims to clarify the importance of leadership models as What the manager or single person possesses in terms of the ability to affect others to inspire and encourage them to succeed in a set of goals and infrastructure improvements wanted for the foundation. It can also be defined as a set of activities the managerial leader performs in sectors requiring issuance.
- 9- Focus on the decisions that serve the implementation of project management and thus issuing orders to subordinates from the work team.
- 10- This research aims to clarify the concepts of leadership by mentioning the leadership models that are circulated in the field of private sector management;
- 11- This research aims to discuss and explain how effective leadership models play an important role in harnessing employees' efforts in the required direction in line with the desired goals.

12- This research aims to present and analyze how effective leadership models play a significant role in controlling the workflow's problems and finding the necessary solutions for them.

Second chapter: First variable of the study

The first variable of the study is leadership models can become a motive for developing the performance of workers in the private sector in the eastern region. Leadership models can be linked to the degree of productivity and development in the private sector. If there are leadership models in the private sector in the eastern region, this will be reflected in the development of this sector and an increase in investment rates in the east region in a way that helps cover the needs of the local market and achieve a surplus that can be exported abroad.

Third chapter: Second variable and the correlation between variables

The rates of development and productivity in the private sector in the eastern region, as when the rates of development and scientific research increase, and the use of modern machines increases productivity, and this is linked to the extent of the impact of leadership models on the performance of workers in the eastern region.

Third part: Practical study and its methodological procedures

The methodological procedures are referred to in the scientific research plan as the researcher's systematic method to study a specific problem. Aspects related to the study; also represent a brief presentation of the contents of the study.

It is known that the data of the group, which were deduced from the quantitative research, are in the form of a numerical value, unlike the nature of the data collected from the qualitative research. The efficiency of global supply chains a quantitative approach will be used in the data analysis process)khaled(2022 .

Fourth chapter: Methodological procedures.

In this research, statistical methods will be used to analyze the data collected from some international institutions, and from reliable sources of information in the eastern region, in addition to conducting several dialogue sessions with officials of the Union of Performance of Private Sector Workers in the east part. The researcher relied on the descriptive analytical approach. This is done by distributing the study questionnaire, then collecting data from the sample, and then analyzing it to identify the prevailing leadership styles in the eastern region, the level of job performance, and then measure the impact of the leadership style on the performance of employees in the east area.

To maximize the economic and industrial value in the Eastern Province, we are conducting comparative studies between leadership models and workers' performance in the private sector.

Statistical comparison between the average performance of workers in the private sector in the eastern region and comparing those results with the average per capita performance in African countries to show the size of the relative economic and industrial distinction. Quantitative research will be used

using the questionnaire and data analysis through the statistical program SPSS, a set of programs that analyze scientific data related to social sciences.

Two research hypotheses will be tested and be presented through the analyzing and result fields:

- 1- There is no impact of leadership models on employees' performance.
- 2- The leadership models impacting employees' performance.

SPSS provides a rapid visual modeling environment ranging from the most miniature models to the most complex. The data obtained from SPSS is used for surveys, data collection, and market research. The questionnaire will be distributed to internal and external stakeholders to reach the impact of leadership models on performance. Workers in the private sector in the eastern region.

Collecting information and data in scientific research

The process of collecting information and data in this scientific research on leadership models on the performance of workers in the private sector in the Eastern Province is done by collecting reliable information from its various sources and analyzing it objectively by the researcher. And specific scientific methods to ensure their validity and make the necessary amendments to them, whether by addition or deletion, and this process aims to reach new laws and theories about leadership models on the performance of workers in the private sector in the eastern region and predict various phenomena, and know their causes, and how to control them and discover new facts. Scientific research is the only way through which it is possible to build an understanding and awareness based on scientific evidence that aims to reach knowledge in the various aspects that revolve around leadership models on the performance of workers in the private sector in the Eastern Province.

It is well known that a scientific researcher must collect accurate data as well as information when going to study a peculiarity or problem, the goal of which is to explain and analyze the nature of

the event or difficulty of leadership theories on the playing ability of employees from the private sector in the eastern region, that this investigation encourages. Because the tools employed in questionnaires, tests, observations, and interviews vary depending on the type and subject of scientific study, it is feasible to incorporate more than one instrument in the same research.

The questionnaire method has been applied in this research. One of the most important objectives is to collect data and information that can be included in the statistical analysis processes.

The definition of study procedures aids in regulating the components of the problem and serves as a continual touchstone for the researcher throughout all study processes. The features that the discussant notice offer a sense of the researcher's expertise and proficiency in his specialty.

In this research on the impact of the leadership style on the implementation of its presence and the performance of workers in the eastern region, reference can be made to the methodological procedures of the study. In other words, it is the perceptions related to the implementation of the research presented through a set of rules agreed upon by the research experts. The performance of workers in the eastern region and an expanded space will be devoted to this section due to the great importance of the methodological procedures of the study. This extreme importance is represented in the following points:

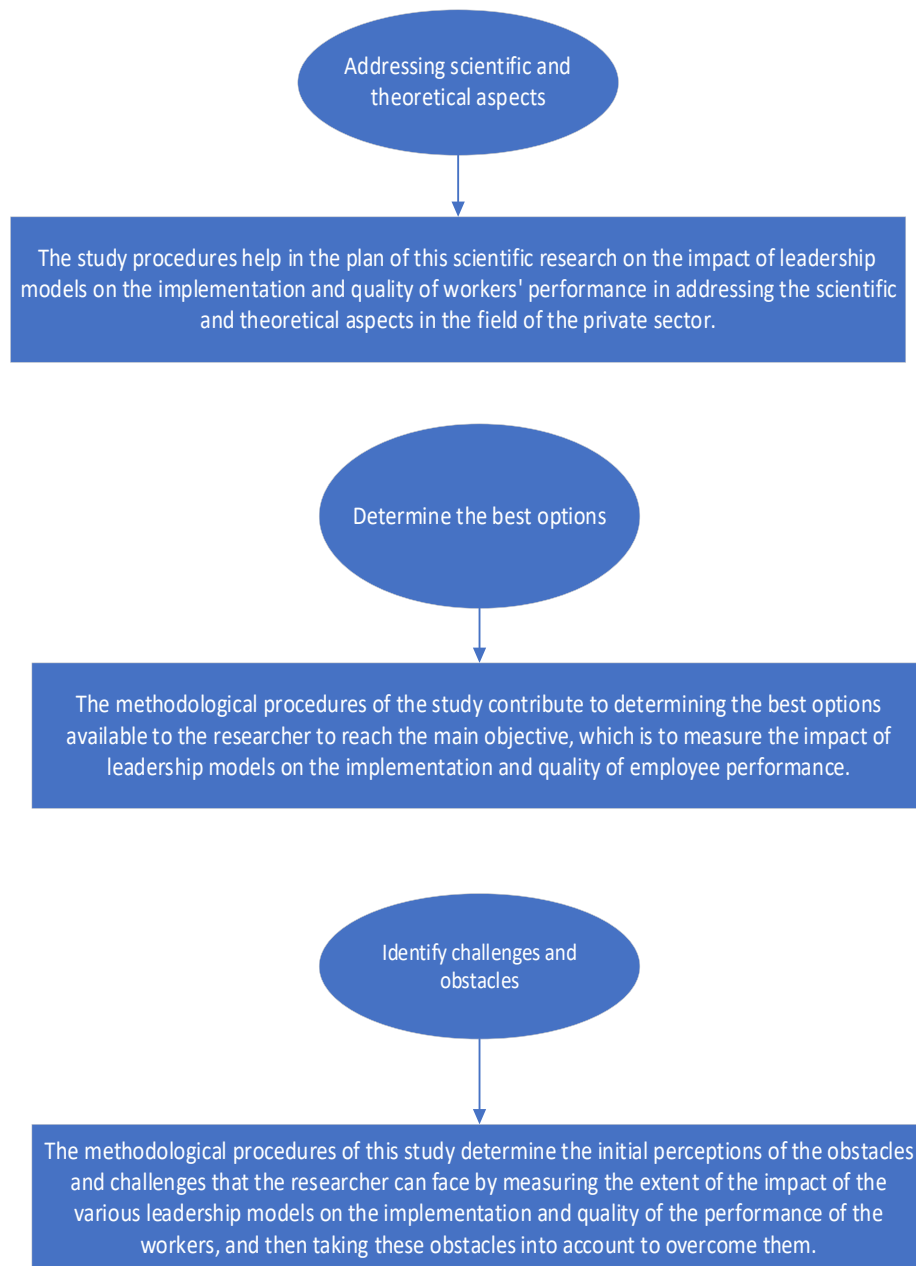


Figure 3- 1 importance of the methodological procedures of the study

And since the methods of scientific research mean the technique followed by the researcher to detail a specific issue connected to a specialism, and that approach varies greatly amongst researchers depending on the accessible material or intellectual factors, as well as the degree of scientific research, the questionnaires will be used as an effective tool in Measuring the wide-ranging collections of diverse data in this research on the impact of leadership models on the quality of employee performance,

including characteristics, preferences, and perspectives, in addition to much important information related to the multiple effects of different leadership models on the implementation and quality of employee performance.

The reference here in this research about the impact of the leadership model on the implementation and quality of the performance of employees indicates that one of the advantages of the questionnaire method is that it is a non-stressful and effective method in terms of time and cost compared to other research methods. Questionnaire methods are widely used in research that revolves around the potential impact of some leadership models and the role of these models in decreasing or increasing workers' performance by using standardized questionnaires to systematically collect data about the target group through the scope of the research.

It is known that the data of the group, which were deduced from the quantitative research, are in the form of a numerical value, unlike the nature of the data collected from the qualitative research. The efficiency of global supply chains a quantitative approach will be used in the data analysis process)khaled(2022 .

In this research on the impact of leadership style on the implementation and quality of employee performance, the definition of quantitative research can be formulated as the systematic study based on the data collection process that accepts quantitative measurement by relying on specific tools such as opinion polls, questionnaires, or data processing that has already been done. It was previously counted using multiple computational techniques such as SPSS or what is known as the Statistical Package for Social Sciences (2022، خالد).

Since the questionnaire is one of the main tools used in scientific research, the scientific researcher, when conducting a study of a phenomenon or problem, collects the necessary information

and data about that problem or phenomenon to clarify and examine the reason for the issue or sensations that the researcher reveals via his investigation. Tests, examinations, and interviews are among the methods utilized in that questionnaire, and the techniques employed vary according to the content of the scientific study material. Questionnaires play an influential role in collecting quantitative data as they contribute to simplifying and measuring the data and answers collected.

In this research on the impact of leadership models on the implementation and quality of employee performance, the quantitative approach will be relied upon in data analysis, where quantitative research can be defined as a systematic study based on collecting quantifiable data through specific tools such as opinion polls, questionnaires, or by processing Data that has already been counted using various computational techniques such as SPSS (Rahman, 2020).

When conducting this research to explore the potential effects of various leadership models on the implementation and quality of employee performance, the Statistical Package for Social Sciences or SPSS was used. It is a program used for deep research and analysis of complex data. It is helpful for sectors and business people as well as scientists to search in a vast set of data and information to analyze and evaluate better.

Most major research organizations use SPSS to analyze drilling and textual data to maximize the effectiveness of their investigation and investigative projects. It is a statistical analysis software package for collaboration or pooled scientific calculations. IBM SPSS Statistics is the brand name for the current version of the software.

(Ho, 2017) found that the help of SPSS is useful for data analysts to take advantage of various data sets and conduct various statistical analyses such as ANOVA, T-test, or MANOVA, as well as regression analysis, to examine varied data and correlate the link between the independent and

dependent variables, and then, using SPSS analysis, to SPSS will allow you to critically assess the interaction and relationship between elements within the context of data sets and build an in-depth critical analysis. Assessment, which will contribute to improving the quality of this research and the ease of analyzing the results collected from the questionnaire that was previously prepared according to the study questions.

(McMurray, 2017) The positives of data processing with SPSS data analysis include that the researcher does not need to put in much effort to utilize this software, and the effort spent on data analysis with SPSS is substantially less than any other research instrument, which is advantageous for researchers to perform an analysis. In-depth evaluation of SPSS's core functions includes statistical development, model scripting, and information extraction for questionnaires programmers, which are accomplished by properly embedding massive volumes of statistical data and information.

How to prepare the questionnaire in this research about the impact of leadership models on the performance of employees in the Private sector in the Eastern Province

In this research, the questionnaire method will be used to collect the necessary data about leadership models on the performance of workers in the private sector in the eastern region. So, the researcher asks these questions to a group of individuals and calls them the study sample. The main objective behind that is to collect data and information so that they can be studied to reach precise results related to the problem of the study, which is the impact of leadership models on the performance of workers in the private sector in the eastern region.

The questionnaire is one of the main tools used in scientific research, where the scientific researcher when studying a phenomenon or problem, collects the necessary information and data about

that problem or phenomenon to clarify and analyze the nature of the problem or phenomenon that the researcher presents through the research he gives.

The tools used in that questionnaire, tests, observations, and interviews, and the tools used vary according to the nature of the scientific research material. Questionnaires play an influential role in collecting quantitative data, as they contribute to simplifying and measuring the collected data and answers. (Julie, 2015)

Survey research collects information from a sample of individuals through their answers to specific questions. This form of study provides a range of ways to attract people, collect data, and ask questions. In this study, the questionnaire approach was used to gather data on the influence of leadership styles on the efficiency of employees from the private industry in the Eastern Province. The poll also collects statistics and opinions on the achievement of private-sector workers in general and the characteristics of leadership models in the eastern region.

It is known that the data collected through quantitative research methods are numerical values, unlike the nature of the data collected from qualitative research. Therefore, it is logical, and because of this difference, that the tools and methods used to collect data differ in the two types of research, and in this research on the impact of leadership models on the performance of workers in the private sector in the Eastern Province, the quantitative approach will be used in the data analysis process.

Quantitative research can be defined as a systematic study based on the data collection process that accepts quantitative measurement. Quantitative data analysis is a systematic process for collecting and evaluating measurable data and checking them out.

Fifth chapter: Field results

In the beginning, we have to address the validity of the data by presenting the statistical description of the data we obtained from the questionnaire. In the statistical report, we will review the results of the analysis of the collected data as we will proceed to study the questionnaire responses. The data validity analysis aims to present the data distribution and knowledge of the selection ratio with the presentation of tables and illustrations

Descriptive statistics

In the statistical description process, we will analyze the entire questionnaire to find out the components of the answers and the respondents' attitudes toward answering the questions. Using Google Forms, 309 responses were obtained from people working in the eastern region to say their opinions about the organizations in which they operate and their dealings with managers.

Your age

To determine the age of the respondents in the questionnaire, only the answers were limited to some answers. The percentage of the most significant respondents was between the ages of 20-30, at a rate of 52.4%. This indicates a large portion of youth participation in the questionnaire.

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
20-30	162	52.4	52.4	52.8
31-40	97	31.4	31.4	84.1
41-50	40	12.9	12.9	97.1
51-60	9	2.9	2.9	100.0
Total	309	100.0	100.0	

Table 5- 1 the age of the respondents in the questionnaire

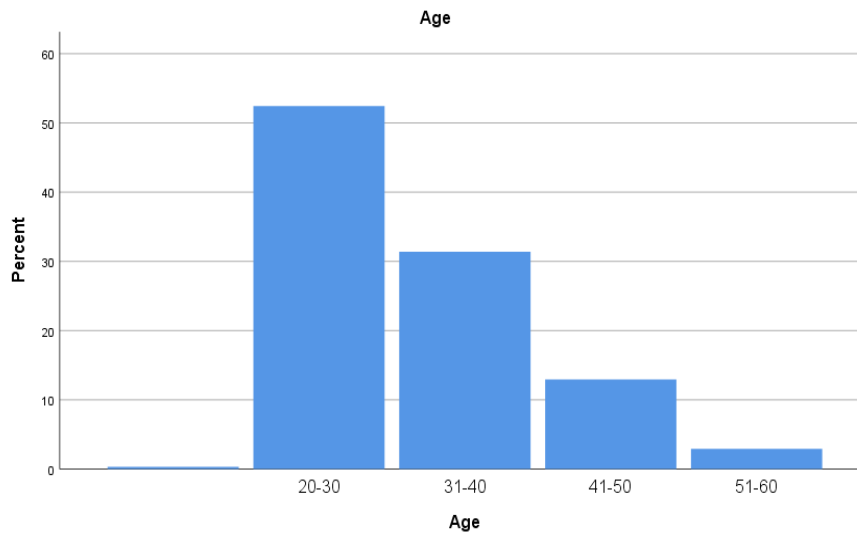


Figure 5- 1 the age of the respondents in the questionnaire

The Gender

Knowing the gender was important during the analysis, as the percentage of females was greater than that of males, and their ratio was 54.4, while the rest were males.

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
أنثى	168	54.4	54.4	55.0
ذكر	139	45.0	45.0	100.0
Total	309	100.0	100.0	

Table 5- 2 the gender of the respondents in the questionnaire

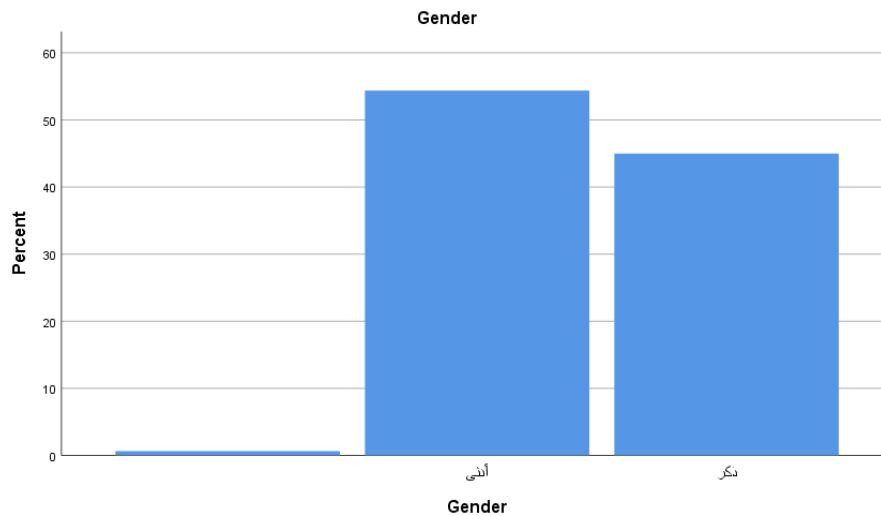


Figure 5- 2 the gender of the respondents in the questionnaire

Number of years of experience in the present job

Moving on to the number of years of experience employee's gain in the companies in which they work. The most significant percentage was for people with 1-10 years of experience, and their percentage was 62.1%.

No.Exp.Years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	.3	.3	.3
	1-10	192	62.1	62.1	62.5
	11-20	86	27.8	27.8	90.3
	21-30	21	6.8	6.8	97.1
	31-40	9	2.9	2.9	100.0
	Total	309	100.0	100.0	

Table 5- 3 Number of years of experience in the present job

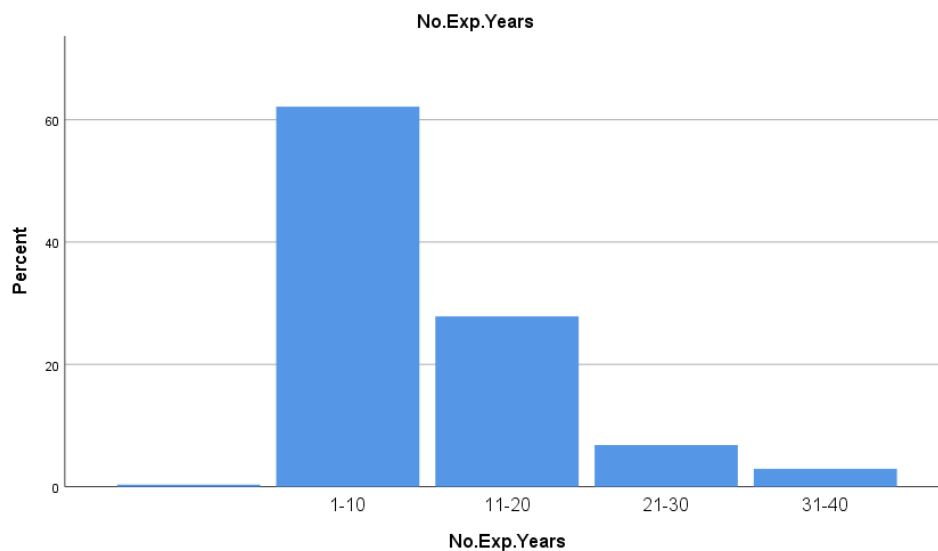


Figure 5- 3 Number of years of experience in the present job

The company gives rewards and recognizes according to job performance.

By going to the company gives rewards and recognizes according to job performance, we will find a strong approval rate of 60.5% for providing incentives and encouragement to employees based on their performance and developments at work.

Company.gives.rewards.and.performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ارفض بشدة Strongly Disagree	6	1.9	1.9	1.9
	اعارض Disagree	14	4.5	4.5	6.5
	محايد Neutral	32	10.4	10.4	16.8
	موافق Agree	70	22.7	22.7	39.5
	موافق بشدة Strongly Agree	187	60.5	60.5	100.0
	Total	309	100.0	100.0	

Table 5- 4 rewards and recognizes according to job performance

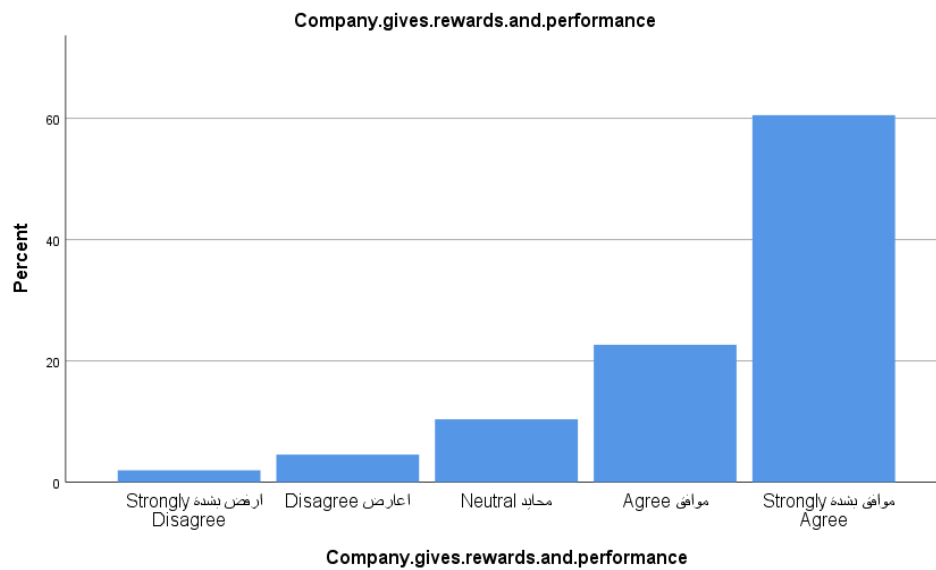


Figure 5- 4 rewards and recognizes according to job performance

The Company encourages employees to work to the best of their abilities.

The company should encourage employees to work to the best of their capabilities to increase their productivity and improve their job performance. There was an approval rate of 64.7%.

Company.encourages.employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
ارفض بشدة Strongly Disagree	3	1.0	1.0	1.3
اعارض Disagree	7	2.3	2.3	3.6
محايد Neutral	45	14.6	14.6	18.1
موافق Agree	200	64.7	64.7	82.8
موافق بشدة Strongly Agree	53	17.2	17.2	100.0
Total	309	100.0	100.0	

Table 5- 5 The Company encourages employees to work to the best of their abilities

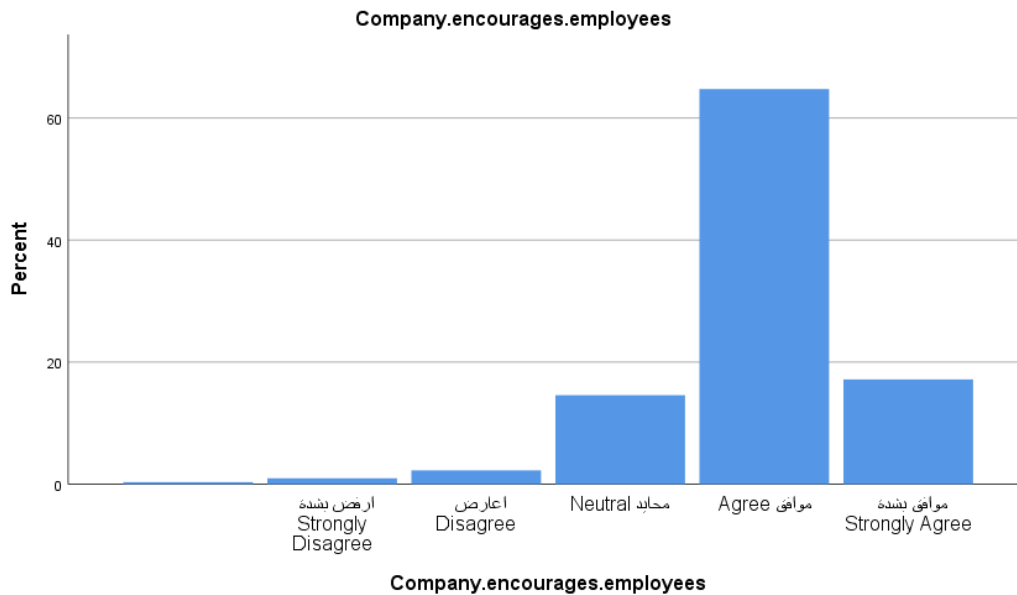


Figure 5- 5 The Company encourages employees to work to the best of their abilities

The company provides adequate training and development opportunities to improve my performance.

The company provides appropriate training and development opportunities to improve employee performance. Continuous training of employees to develop their performance and raise their productivity. There was a strong approval of 59.9% for this decision.

company.provides.training.and.development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ارفض بشدة Strongly Disagree	7	2.3	2.3	2.3
	اعارض Disagree	13	4.2	4.2	6.5
	محايد Neutral	45	14.6	14.6	21.0
	موافق Agree	59	19.1	19.1	40.1
	موافق بشدة Strongly Agree	185	59.9	59.9	100.0
	Total	309	100.0	100.0	

Table 5-6 The company provides adequate training and development opportunities to improve my performance

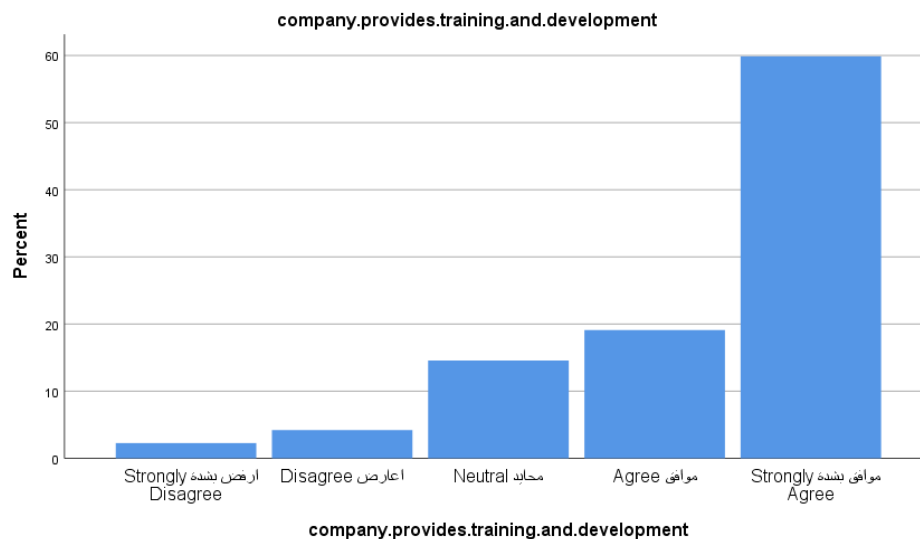


Figure 5-6 The company provides adequate training and development opportunities to improve my performance

My performance has improved than before

By moving to the question, my performance has improved than before. There was an approval rate of 32.7% and an opposition rate of 37.9%. We can detail the approval and opposition of each of them on the methodology of performance development and motivation of managers to raise employees' experience and transform them from routine employees into talents.

My performance has improved than before

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
ارفض بشدة Strongly Disagree	2	.6	.6	1.3
اعارض Disagree	117	37.9	37.9	39.2
محايد Neutral	27	8.7	8.7	47.9
موافق Agree	101	32.7	32.7	80.6
موافق بشدة Strongly Agree	60	19.4	19.4	100.0
Total	309	100.0	100.0	

Table 5- 7 performance development and motivation of managers to raise employees' experience

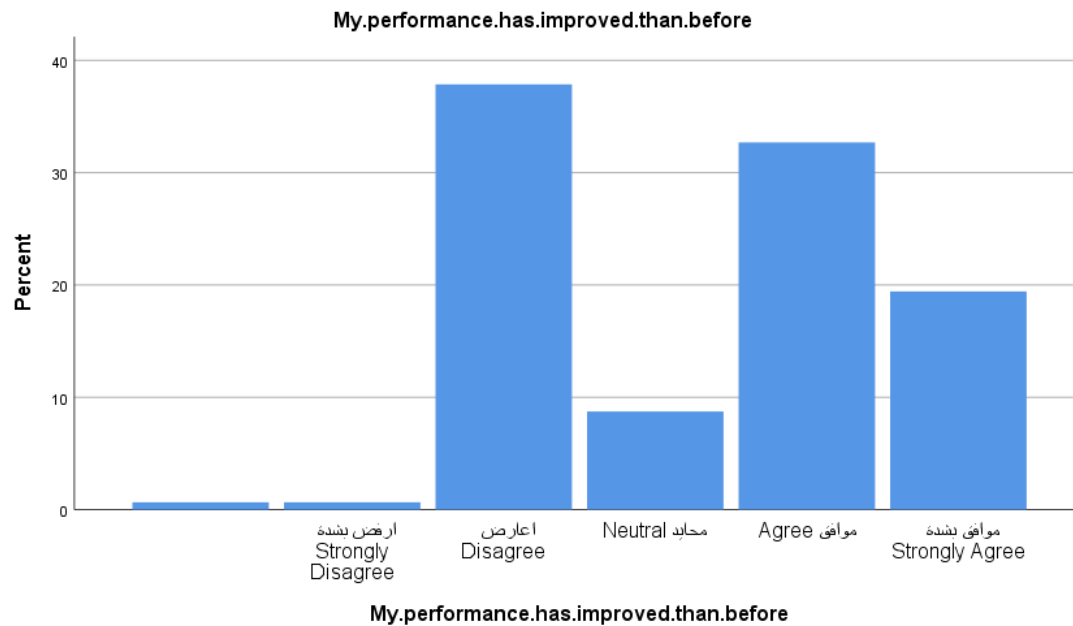


Figure 5- 7 performance development and motivation of managers to raise employees' experience

I have the opportunities to work in the best way I think

Moving on I have the opportunities to work in the best way. We will find a division about the percentages in the answers, as the opposition equals 36.6%, the approval rate is 30.7%, and the approval rate is 20.7%. This division is about the method and methodology of work and development in each organization over the other.

opportunities.to.work.in.the.best.way

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ارفض بشدة Strongly Disagree	2	.6	.6	.6
	اعارض Disagree	113	36.6	36.6	37.2
	محايد Neutral	35	11.3	11.3	48.5
	موافق Agree	95	30.7	30.7	79.3
	موافق بشدة Strongly Agree	64	20.7	20.7	100.0
	Total	309	100.0	100.0	

Table 5- 8 opportunities to work in the best way

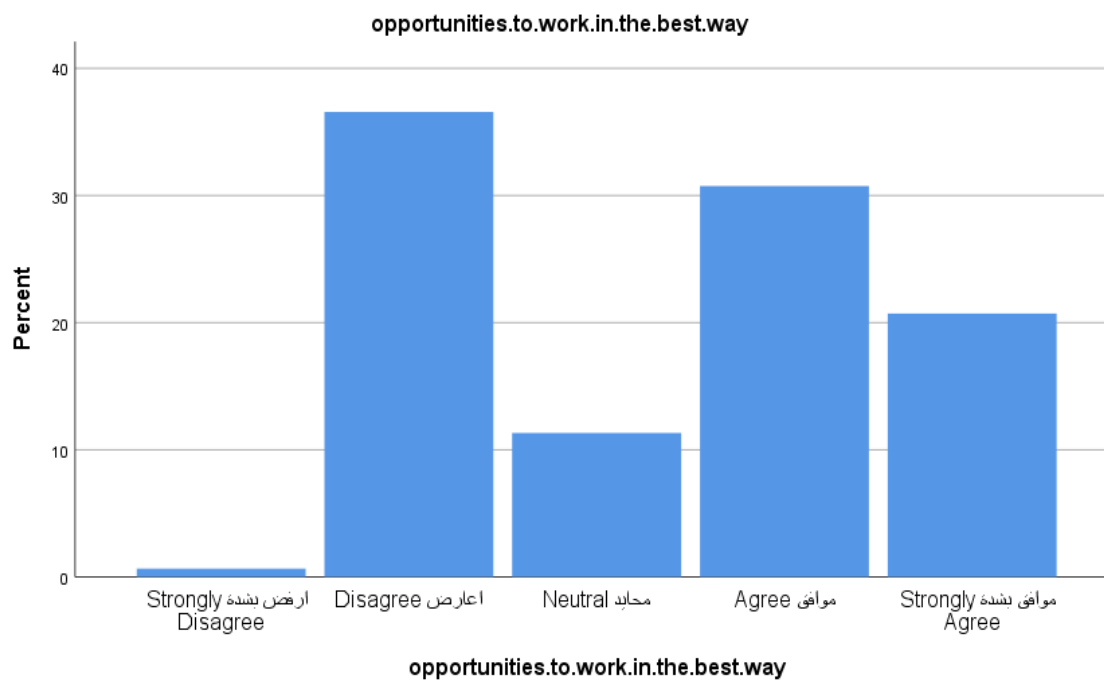


Figure 5- 8 opportunities to work in the best way

My supervisor closely monitors employees to ensure that they are performing correctly.

Moving on to the question, the supervisor closely monitors the employees to ensure they perform correctly. The approval rate was 58.9%, and the strong approval rate was 27.5%. The significant trend toward approval is to complete the internal audit process and continuous review to discover errors, correct them, and put employees on the right track. These results confirm the first research hypothesis states that the leadership models impacting employees' performance.

Supervisor.monitors.employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
ارفض بشدة Strongly Disagree	3	1.0	1.0	1.3
اعارض Disagree	13	4.2	4.2	5.5
محايد Neutral	25	8.1	8.1	13.6
موافق Agree	182	58.9	58.9	72.5
موافق بشدة Strongly Agree	85	27.5	27.5	100.0
Total	309	100.0	100.0	

Table 5- 9 supervisor closely monitors employees to ensure that they are performing correctly

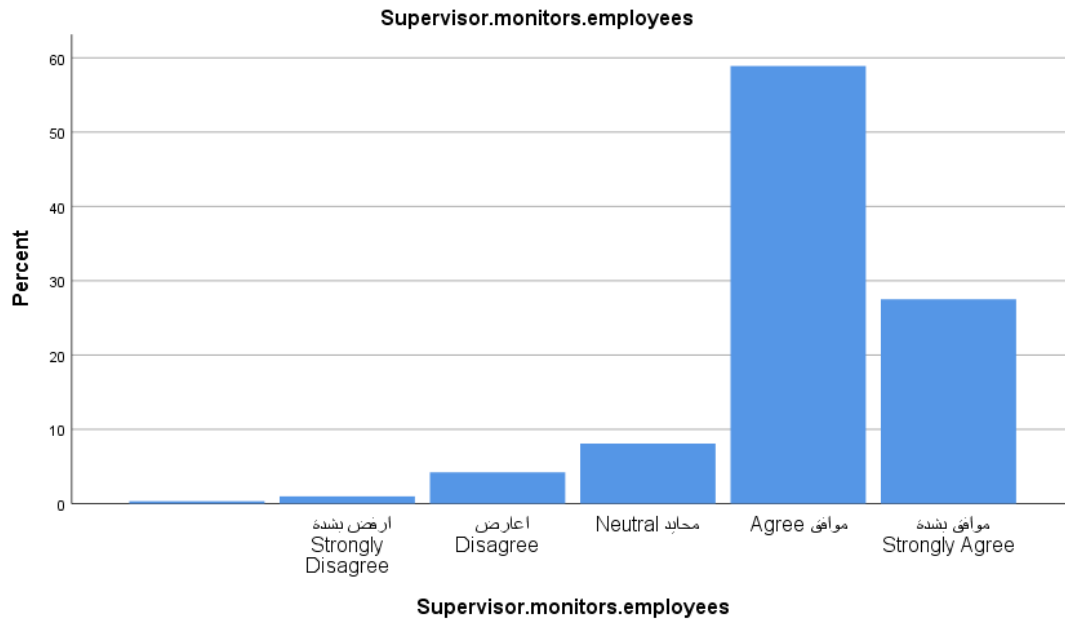


Figure 5- 9 supervisor closely monitors employees to ensure that they are performing correctly

My supervisor gives a reward or punishment to motivate and improve performance.

My supervisor gives rewards or punishments to motivate and improve performance. The best way to raise the efficiency of employees is to provide them with a bonus, and when failing, there must be a penalty. The approval rate for this question was 54.4%, and the approval rate was 20.7%. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

Supervisor.gives.reward.or.punishment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
ارفض بشدة Strongly Disagree	9	2.9	2.9	3.2
اعارض Disagree	21	6.8	6.8	10.0
محايد Neutral	46	14.9	14.9	24.9
موافق Agree	168	54.4	54.4	79.3
موافق بشدة Strongly Agree	64	20.7	20.7	100.0
Total	309	100.0	100.0	

Table 5- 10 supervisor gives a reward or punishment to motivate and improve performance

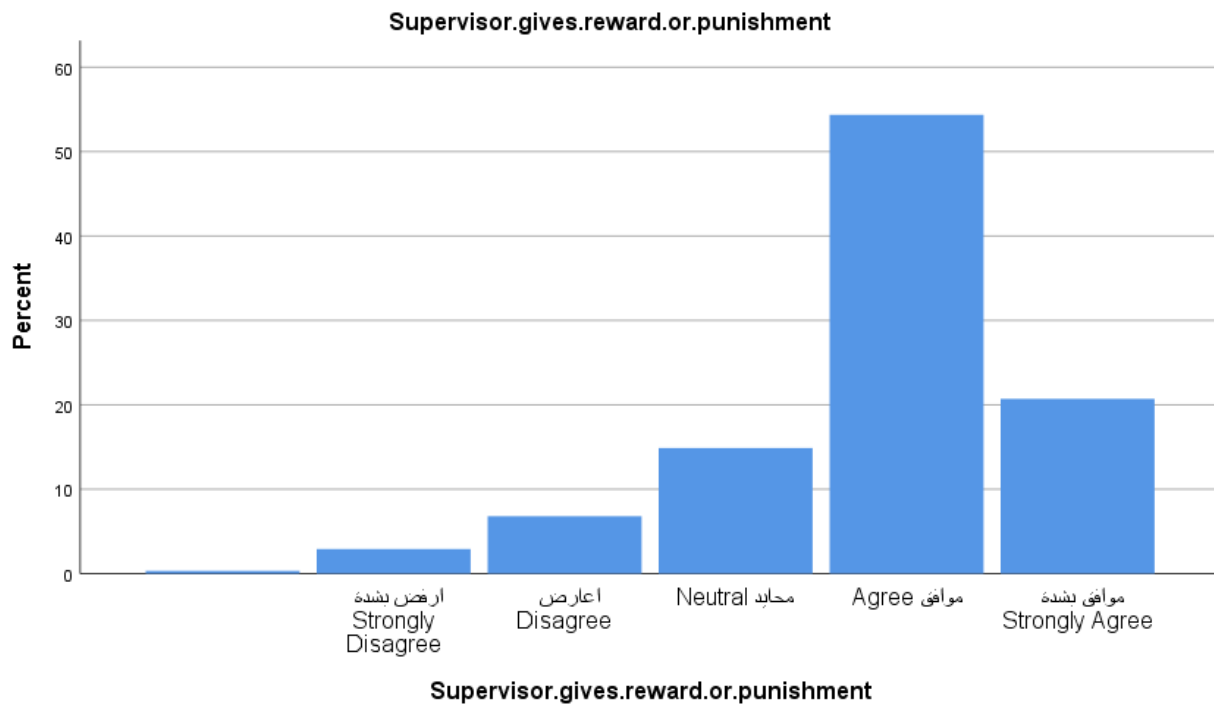


Figure 5- 10 supervisor gives a reward or punishment to motivate and improve performance

My supervisor does not readily accept new ideas.

When discussing that, the supervisor does not accept new ideas quickly. The approval rate was 55.3%, which may stem from the participants' interactions in the experiment with their current managers. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

Supervisor.doesnot.accept.new.ideas

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ارفض بشدة Strongly Disagree	12	3.9	3.9	3.9
	اعارض Disagree	60	19.4	19.4	23.3
	محايد Neutral	45	14.6	14.6	37.9
	موافق Agree	171	55.3	55.3	93.2
	موافق بشدة Strongly Agree	21	6.8	6.8	100.0
	Total	309	100.0	100.0	

Table 5- 11 supervisor does not readily accept new ideas

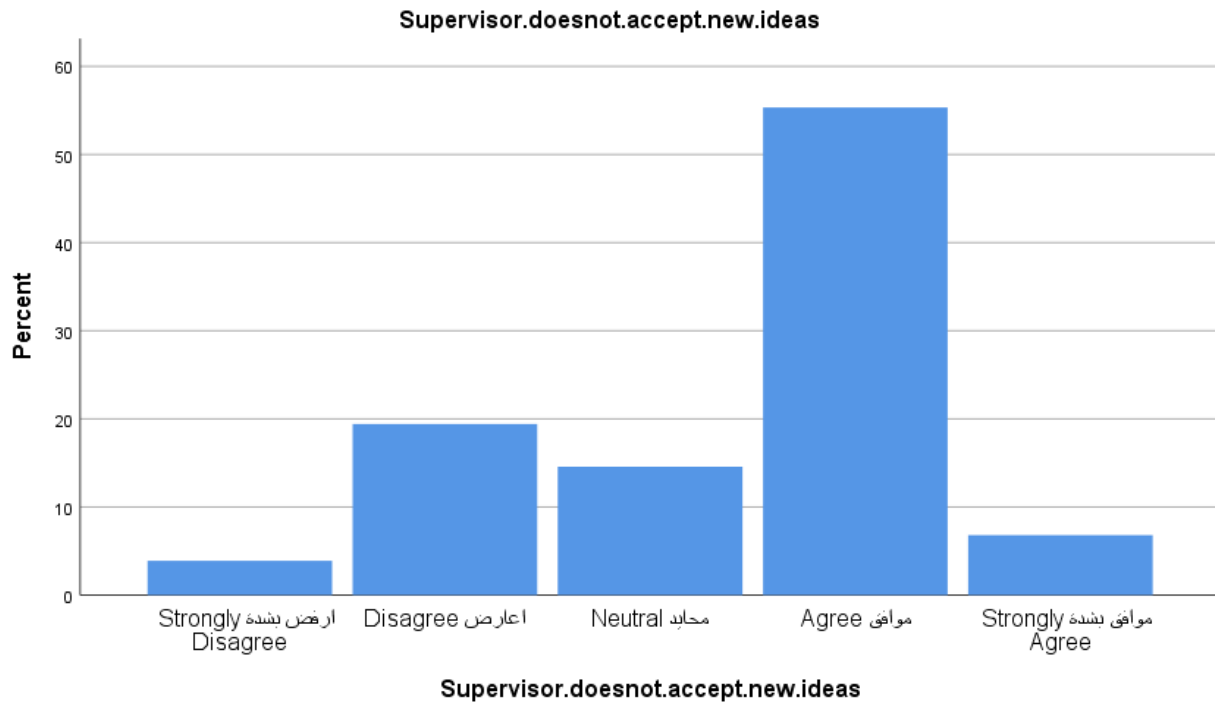


Figure 5- 11 supervisor does not readily accept new ideas

My supervisor retains decision-making authority within the department.

When discussing the supervisor's retention of decision-making authority within the department. The approval rate was 64.1%, indicating the control and authoritarian style of leadership in the management and decision-making process. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

Supervisor.retains.decision.making.authority.within.department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ارفض بشدة Strongly Disagree	8	2.6	2.6	2.6
	اعارض Disagree	30	9.7	9.7	12.3
	محايد Neutral	41	13.3	13.3	25.6
	موافق Agree	198	64.1	64.1	89.6
	موافق بشدة Strongly Agree	32	10.4	10.4	100.0
	Total	309	100.0	100.0	

Table 5- 12 supervisor retains decision-making authority within the department

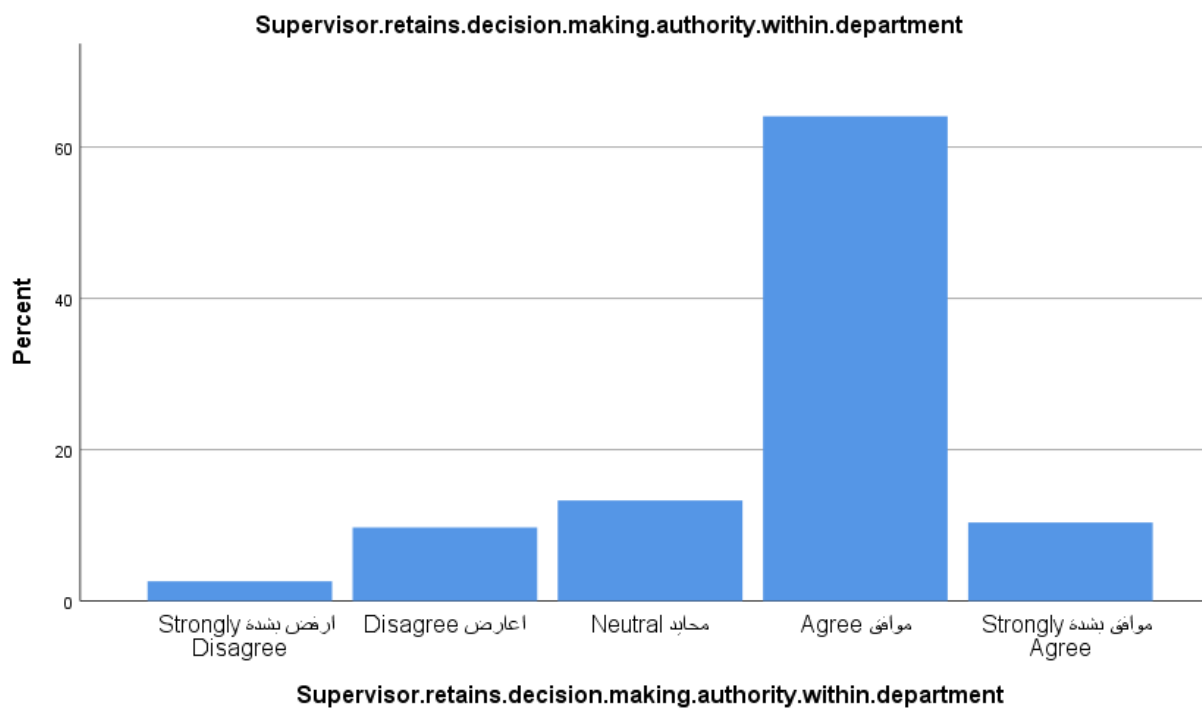


Figure 5- 12 supervisor retains decision-making authority within the department

I feel stressed when I work with my supervisor

Feeling nervous when dealing directly with the supervisor. The opposition rate was 50.8%. That large percentage tends to oppose because of the strong personality of the managers and the strict way in which the manager deals with the subordinates. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

feel.stress.when.working.with.supervisor

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
ارفض بشدة Strongly Disagree	24	7.8	7.8	8.1
اعارض Disagree	157	50.8	50.8	58.9
محايد Neutral	50	16.2	16.2	75.1
موافق Agree	57	18.4	18.4	93.5
موافق بشدة Strongly Agree	20	6.5	6.5	100.0
Total	309	100.0	100.0	

Table 5- 13 feeling stressed when working with supervisor

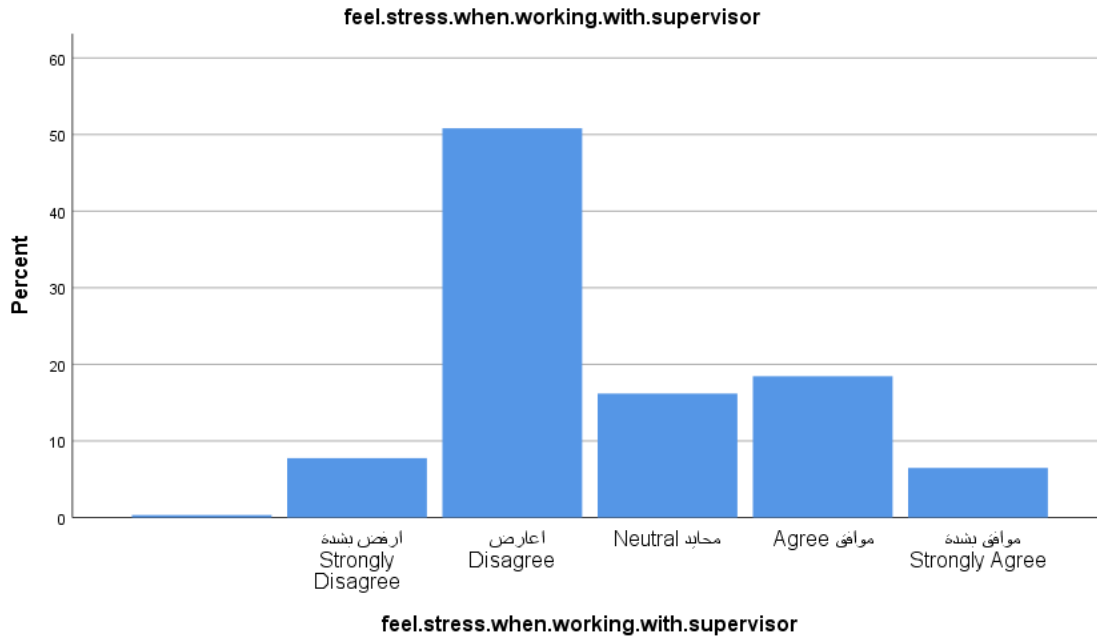


Figure 5- 13 feeling stressed when working with supervisor

My supervisor is not flexible in recognizing, understanding and adapting to individual needs and views

My supervisor needs to be more flexible in recognizing, understanding, and adapting to individual needs and opinions. The approval was equal to 49.2%, and this large percentage comes towards the acceptance of identifying the employees' needs and understanding their personal views to meet their needs and raise their job efficiency. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

My.supervisor.is.not.flexible

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
ارفض بشدة Strongly Disagree	22	7.1	7.1	7.8
اعارض Disagree	60	19.4	19.4	27.2
محايد Neutral	55	17.8	17.8	45.0
موافق Agree	152	49.2	49.2	94.2
موافق بشدة Strongly Agree	18	5.8	5.8	100.0
Total	309	100.0	100.0	

Table 5- 14 supervisor is not flexible in recognizing, understanding and adapting to individual needs and views

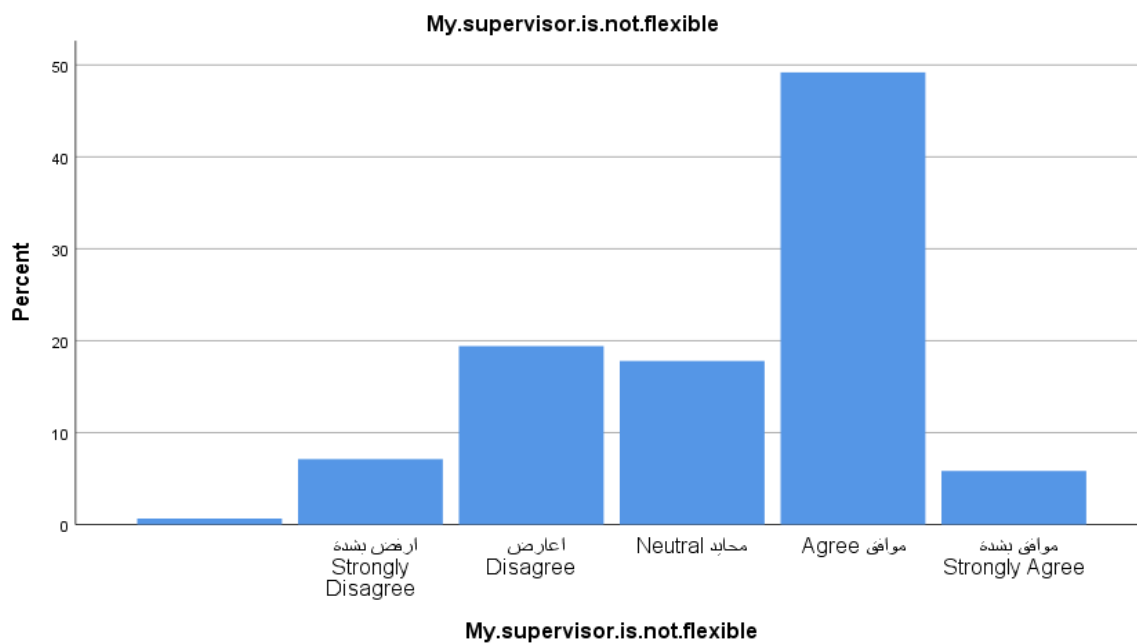


Figure 5- 14 supervisor is not flexible in recognizing, understanding and adapting to individual needs and views

My supervisor makes decisions without consulting the group members.

A supervisor needs to consult group members before making decisions. The distribution was between strong rejection at 36.9% and opposition at 24.6%. The large percentage of resistance comes from the fact that the advice of all members of the organization and its employees on decision-making gives a lot of ideas and choices towards decision-making and increases the percentage of correctness and success during the implementation of administrative operations. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

supervisor.makes.decision.without.consulting

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
ارفض بشدة Strongly Disagree	114	36.9	36.9	37.2
اعارض Disagree	76	24.6	24.6	61.8
محايد Neutral	45	14.6	14.6	76.4
موافق Agree	50	16.2	16.2	92.6
موافق بشدة Strongly Agree	23	7.4	7.4	100.0
Total	309	100.0	100.0	

Table 5- 15 supervisor makes decisions without consulting the group members

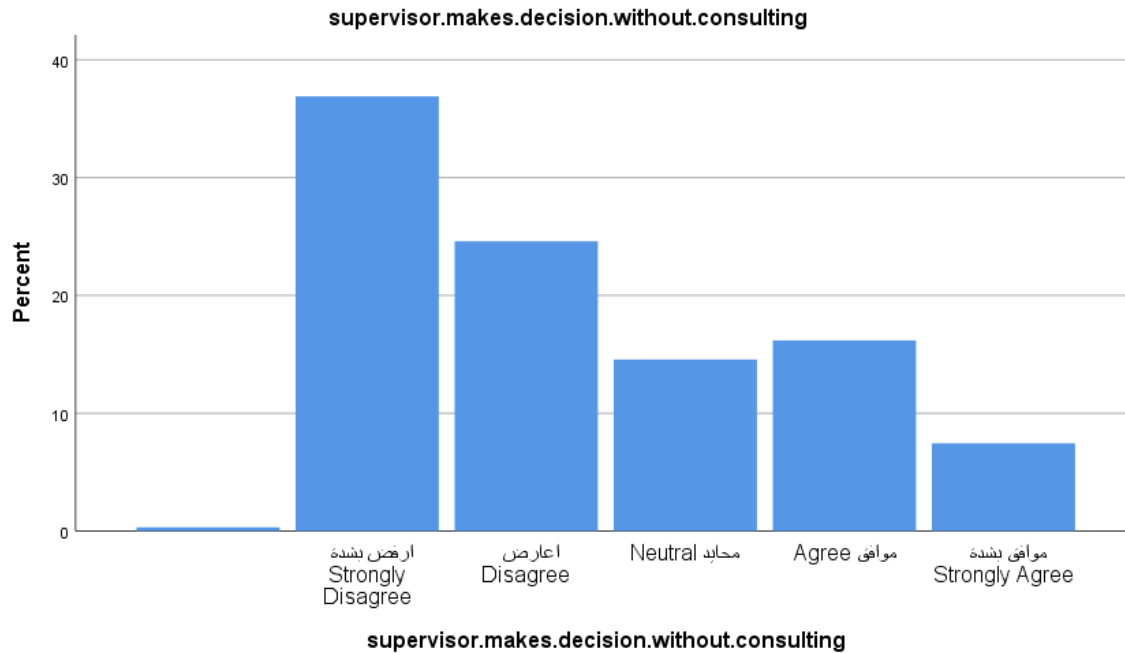


Figure 5- 15 supervisor makes decisions without consulting the group members

My supervisor involves employees to determine what to do and how to do it. However, he maintains the final decision-making authority.

My supervisor involves employees in determining what to do and how to do it. However, he retains the power to make the final decision. The approval rate was 66.0%. The idea of supervision is fundamental to monitoring and developing performance and correcting errors. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

supervisor.involves.employees.in.decision.making.authority

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
ارفض بشدة Strongly Disagree	6	1.9	1.9	2.3
اعارض Disagree	28	9.1	9.1	11.3
محايد Neutral	40	12.9	12.9	24.3
موافق Agree	204	66.0	66.0	90.3
موافق بشدة Strongly Agree	30	9.7	9.7	100.0
Total	309	100.0	100.0	

Table 5- 16 supervisor involves employees to determine what to do and how to do it

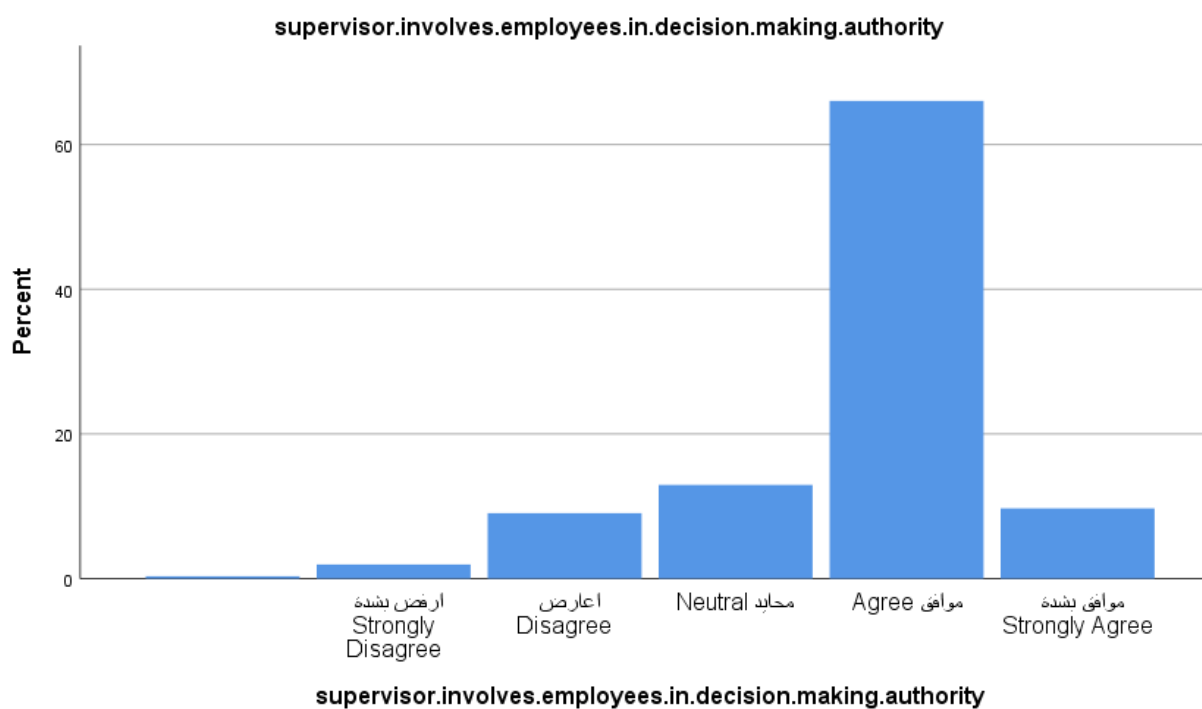


Figure 5- 16 supervisor involves employees to determine what to do and how to do it

My supervisor recognizes and rewards innovative employees.

My supervisor recognizes and rewards innovative employees. The approval rate was 61.5% due to rewarding and increasing employee motivation to raise their productivity. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

supervisor.recognizes.and.rewards.innovative.employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
ارفض بشدة Strongly Disagree	8	2.6	2.6	2.9
اعارض Disagree	22	7.1	7.1	10.0
محايد Neutral	57	18.4	18.4	28.5
موافق Agree	190	61.5	61.5	90.0
موافق بشدة Strongly Agree	31	10.0	10.0	100.0
Total	309	100.0	100.0	

Table 5- 17 supervisor recognizes and rewards innovative employees

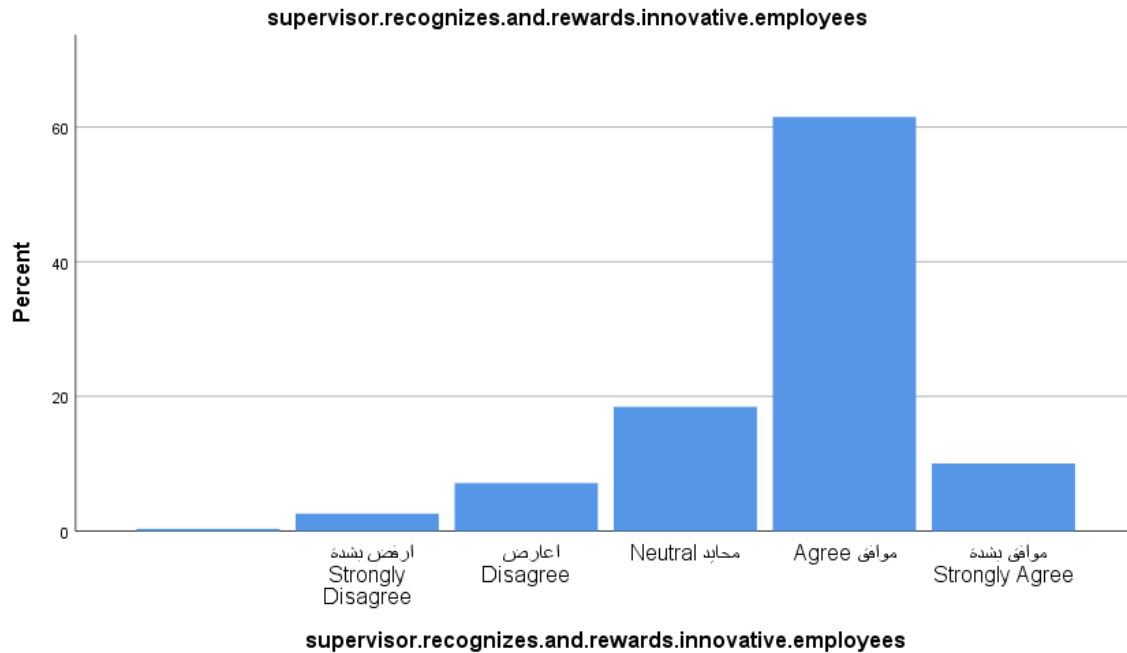


Figure 5- 17 supervisor recognizes and rewards innovative employees

My supervisor consults with others before making decisions.

My supervisor consults with others before making decisions. The approval rate was 62.8%, which indicates the certainty of consultation in the matter before deciding so that everyone in the organization feels essential. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

Supervisor.consults.with.others.before.making.decisions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	1.3	1.3	1.3
ارفض بشدة Strongly Disagree	6	1.9	1.9	3.2
اعارض Disagree	20	6.5	6.5	9.7
محايد Neutral	37	12.0	12.0	21.7
موافق Agree	194	62.8	62.8	84.5
موافق بشدة Strongly Agree	48	15.5	15.5	100.0
Total	309	100.0	100.0	

Table 5- 18 supervisor consults with others before making decisions

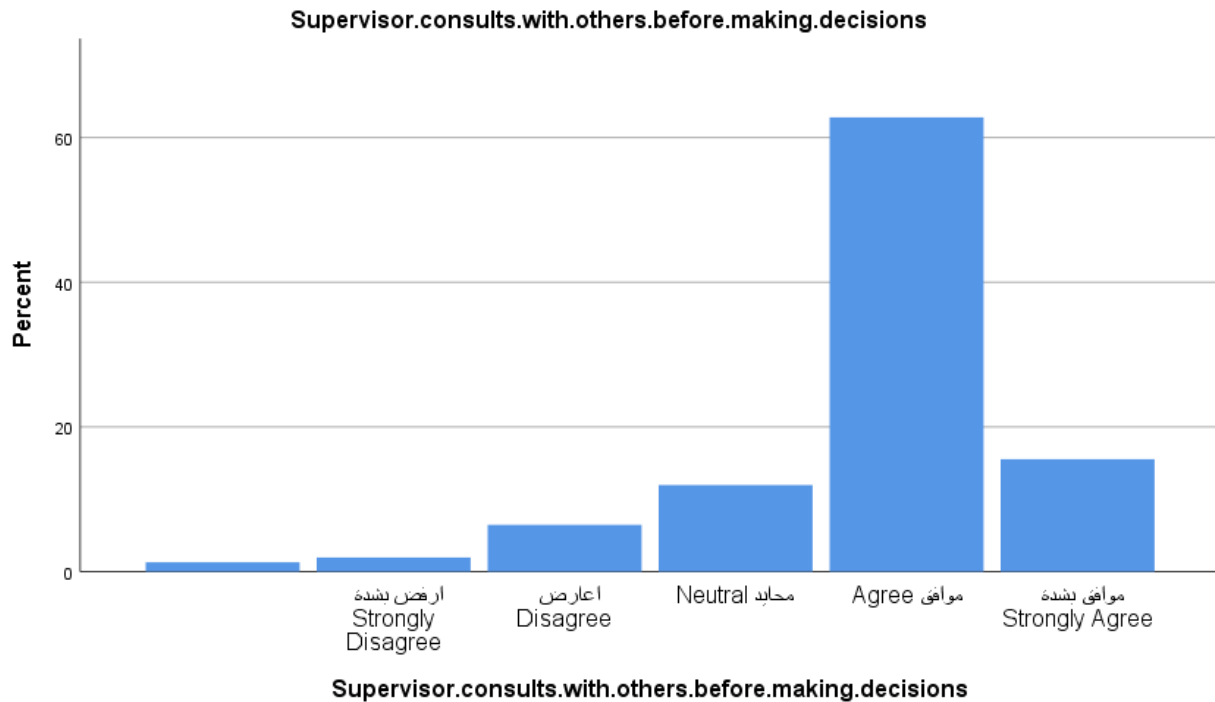


Figure 5- 18 supervisor consults with others before making decisions

I feel my supervisor is supportive of my work.

My supervisor supports my work. The approval rate was 67.6%, as the work support from the supervisor can increase the value of quality and efficiency. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

supervisor.supportive.during.work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1.0	1.0	1.0
ارفض بشدة Strongly Disagree	5	1.6	1.6	2.6
اعارض Disagree	13	4.2	4.2	6.8
محايد Neutral	41	13.3	13.3	20.1
موافق Agree	209	67.6	67.6	87.7
موافق بشدة Strongly Agree	38	12.3	12.3	100.0
Total	309	100.0	100.0	

Table 5- 19 supervisor is supportive of employees work

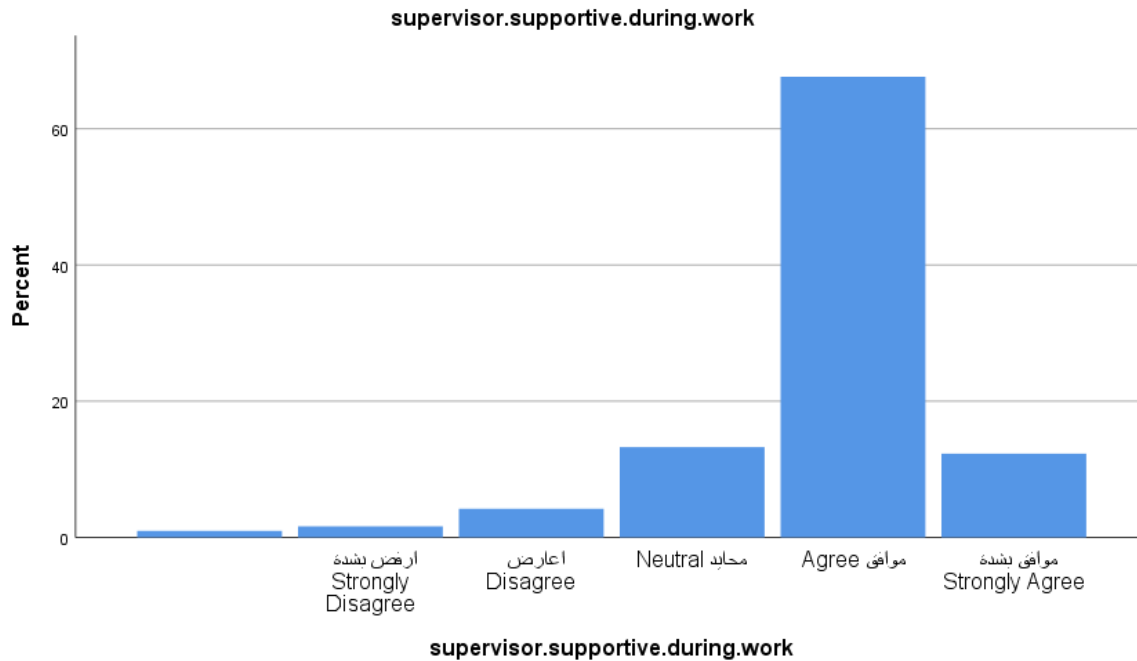


Figure 5- 19 supervisor is supportive of employees work

I receive adequate feedback and guidance from my supervisor

I receive adequate feedback and guidance from my supervisor. The approval rate was very high and reached 67.6%, as receiving sufficient notes and information and correcting the course of action from errors can increase the efficiency of the production process. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

receiving.feedback.from.supervisor

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1.0	1.0	1.0
ارفض بشدة Strongly Disagree	2	.6	.6	1.6
اعارض Disagree	18	5.8	5.8	7.4
محايد Neutral	40	12.9	12.9	20.4
موافق Agree	209	67.6	67.6	88.0
موافق بشدة Strongly Agree	37	12.0	12.0	100.0
Total	309	100.0	100.0	

Table 5- 20 receive adequate feedback and guidance from supervisors

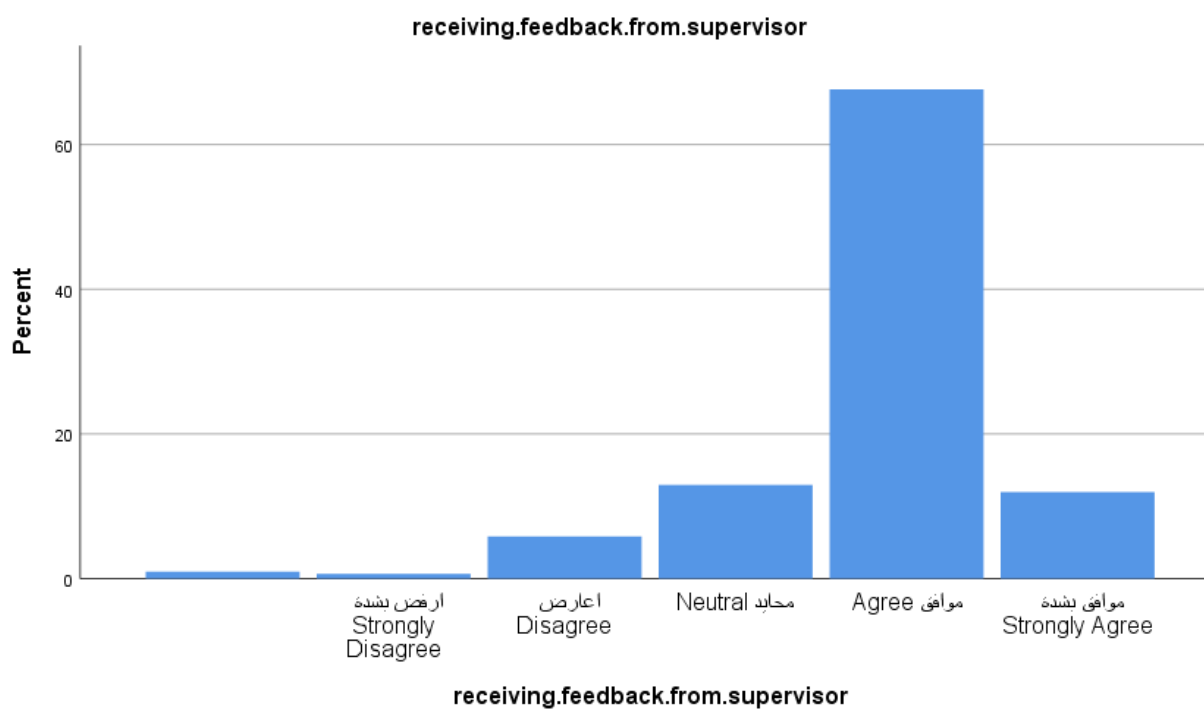


Figure 5- 20 receive adequate feedback and guidance from supervisors

I am treated fairly by my supervisor

I am treated fairly by my supervisor. There was a split in the distribution percentages, as opposition equals 39.8%, and approval equals 29.8%. This division stemmed from the medical supervisor who leads the administrative process and how to deal with employees. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

treated.fairly.by.supervisor

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	1.3	1.3	1.3
ارفض بشدة Strongly Disagree	6	1.9	1.9	3.2
اعارض Disagree	123	39.8	39.8	43.0
محايد Neutral	46	14.9	14.9	57.9
موافق Agree	92	29.8	29.8	87.7
موافق بشدة Strongly Agree	38	12.3	12.3	100.0
Total	309	100.0	100.0	

Table 5- 21 employees are treated fairly by supervisor

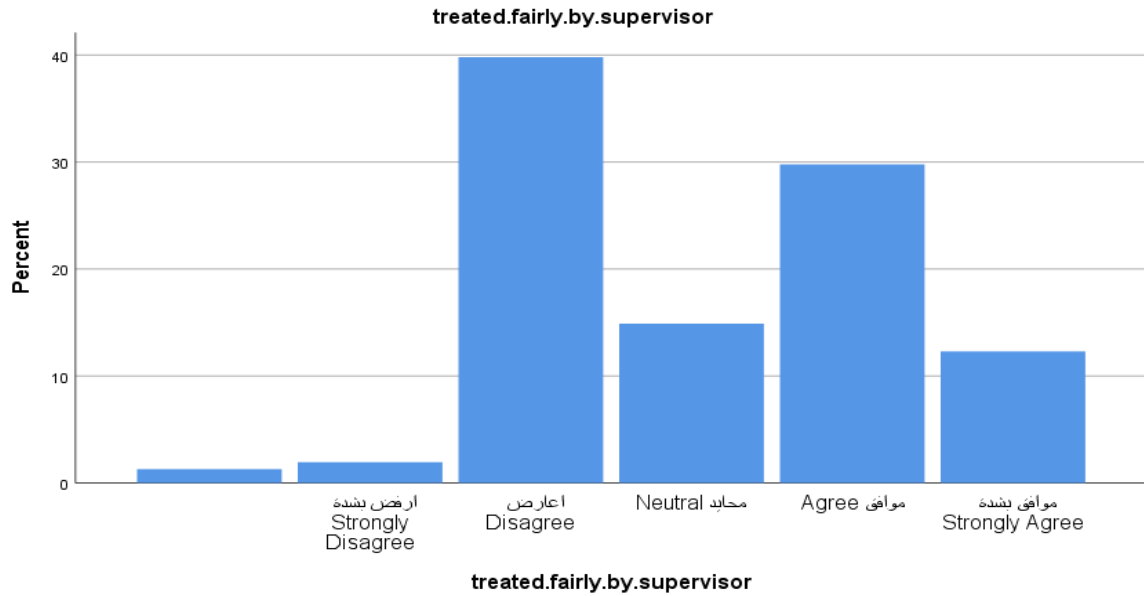


Figure 5- 21 employees are treated fairly by supervisor

I feel that my suggestions are welcomed and valued by my supervisor.

My supervisor welcomes and appreciates my suggestions. The approval rate was 65.0%, which is evidence of the great welcome of new ideas presented by employees in the organizations in which they work. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

suggestions.are.welcomed.and.valued

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	1.3	1.3	1.3
ارفض بشدة Strongly Disagree	4	1.3	1.3	2.6
اعارض Disagree	8	2.6	2.6	5.2
محايد Neutral	49	15.9	15.9	21.0
موافق Agree	201	65.0	65.0	86.1
موافق بشدة Strongly Agree	43	13.9	13.9	100.0
Total	309	100.0	100.0	

Table 5- 22 feel that my suggestions are welcomed and valued by my supervisor

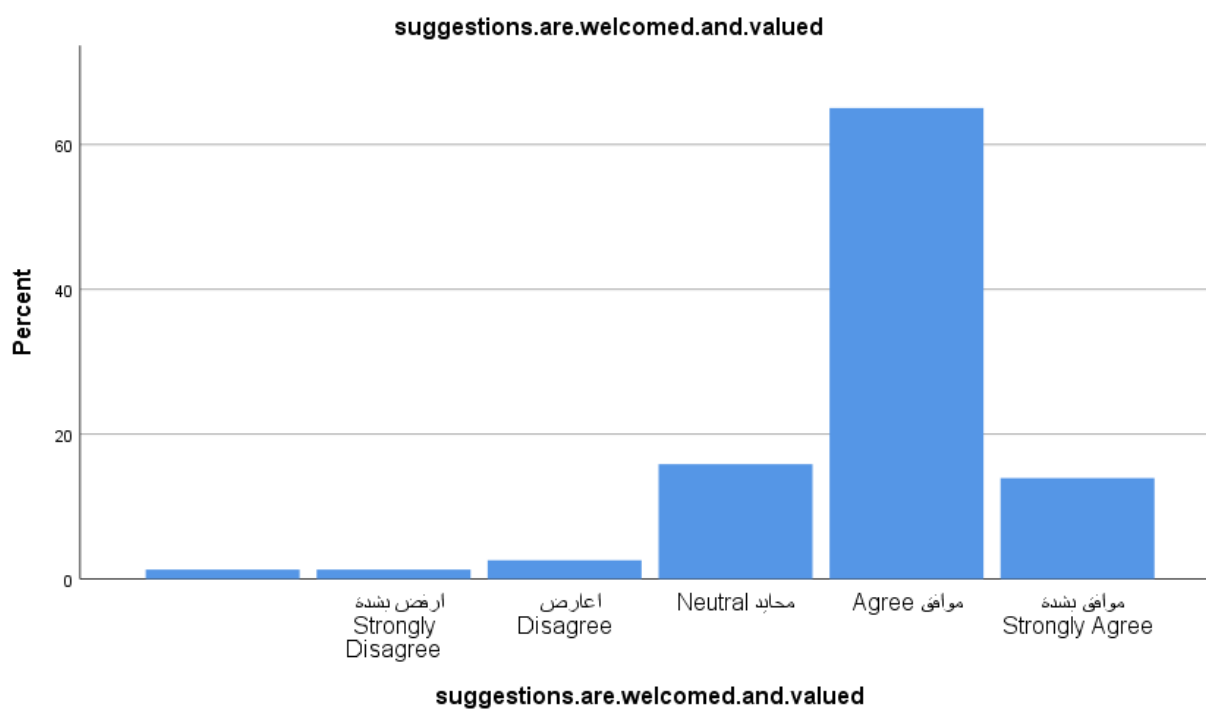


Figure 5- 22 feel that my suggestions are welcomed and valued by my supervisor

My supervisor gives me complete freedom to make decisions.

My supervisor gives me complete freedom to make decisions. The approval rate was 62.8%, a very high percentage, as freedom in decision-making creates a manager for each employee who can assume responsibility. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

freedom.for.make.decisions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1.0	1.0	1.0
ارفض بشدة Strongly Disagree	8	2.6	2.6	3.6
اعارض Disagree	27	8.7	8.7	12.3
محايد Neutral	53	17.2	17.2	29.4
موافق Agree	194	62.8	62.8	92.2
موافق بشدة Strongly Agree	24	7.8	7.8	100.0
Total	309	100.0	100.0	

Table 5- 23 supervisor gives complete freedom for make decisions

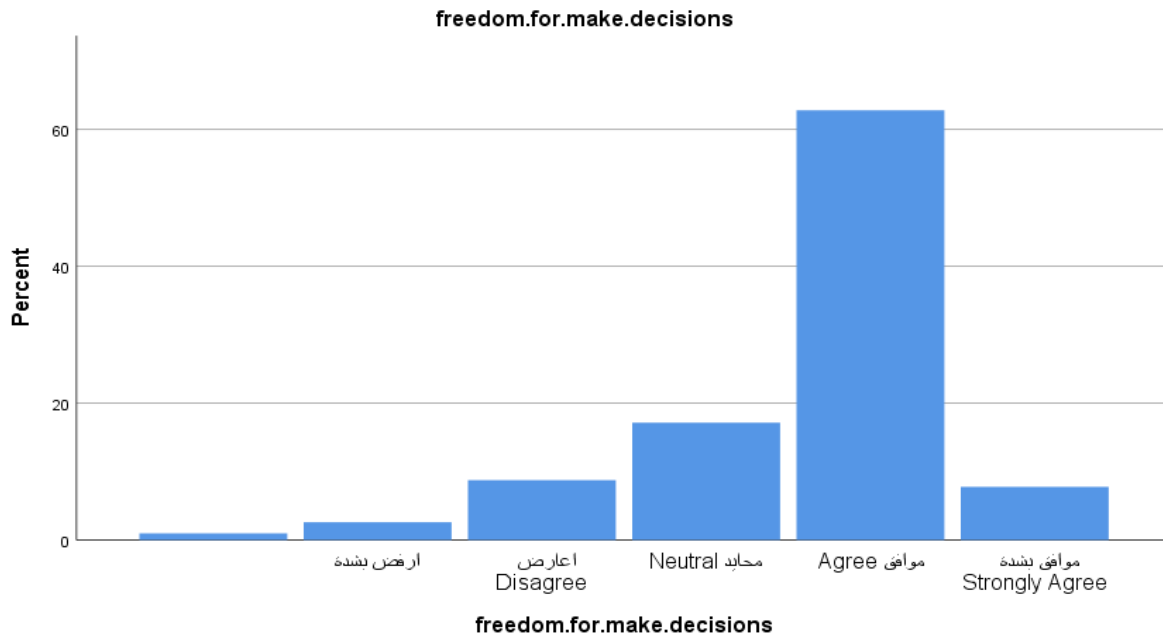


Figure 5- 23 supervisor gives complete freedom for make decisions

In most situations, my supervisor gives little or no guidance to group members.

My moderators usually need more guidance from group members. The highest approval rate was 40.8%, as their encounters with these situations are considered absurd in their achievement and progress at work. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

supervisor.gives.little.or.no.guidance.to.group.members

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	1.6	1.6	1.6
ارفض بشدة Strongly Disagree	19	6.1	6.1	7.8
اعارض Disagree	88	28.5	28.5	36.2
محايد Neutral	54	17.5	17.5	53.7
موافق Agree	126	40.8	40.8	94.5
موافق بشدة Strongly Agree	17	5.5	5.5	100.0
Total	309	100.0	100.0	

Table 5- 24 supervisor gives little or no guidance to group members

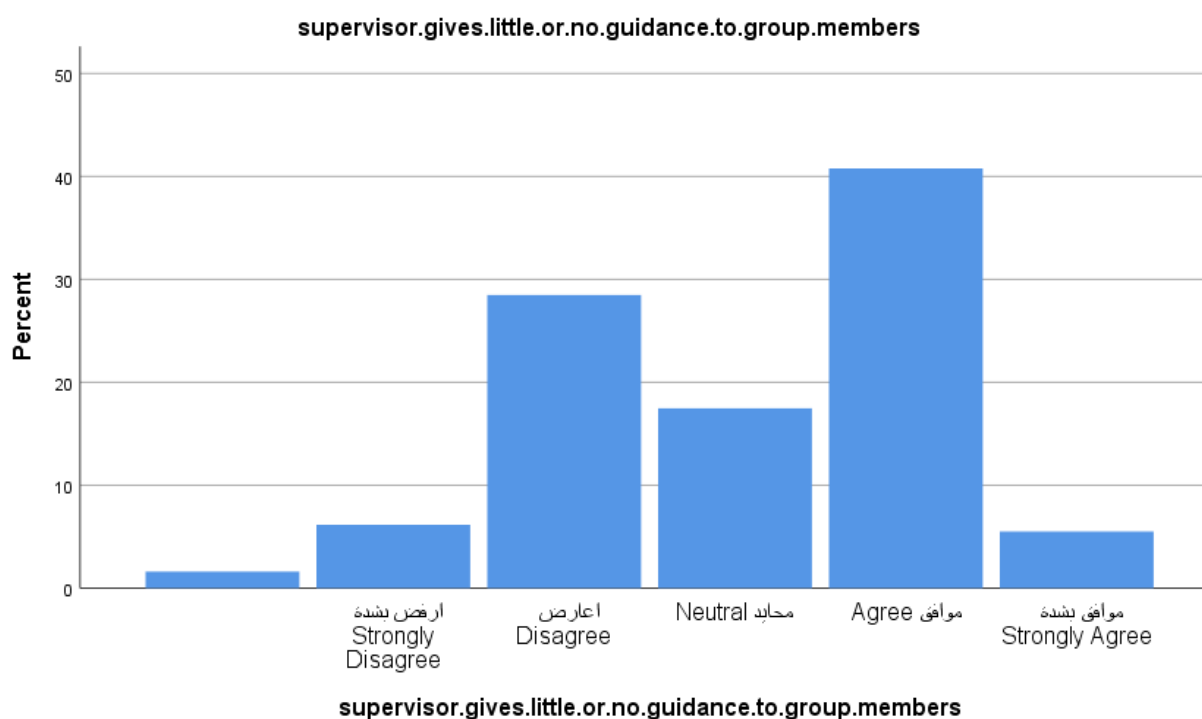


Figure 5- 24 supervisor gives little or no guidance to group members

My supervisor gives me complete freedom to solve problem on my own

My supervisor gives me complete freedom to solve the problem on my own. The highest approval rate was 68.0%, as the complete freedom to solve problems independently gives him self-confidence. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

complete.freedom.to.solve.problem.on.my.own

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
ارفض بشدة Strongly Disagree	9	2.9	2.9	3.6
اعارض Disagree	16	5.2	5.2	8.7
محايد Neutral	45	14.6	14.6	23.3
موافق Agree	210	68.0	68.0	91.3
موافق بشدة Strongly Agree	27	8.7	8.7	100.0
Total	309	100.0	100.0	

Table 5- 25 My supervisor gives me complete freedom to solve problem on my own

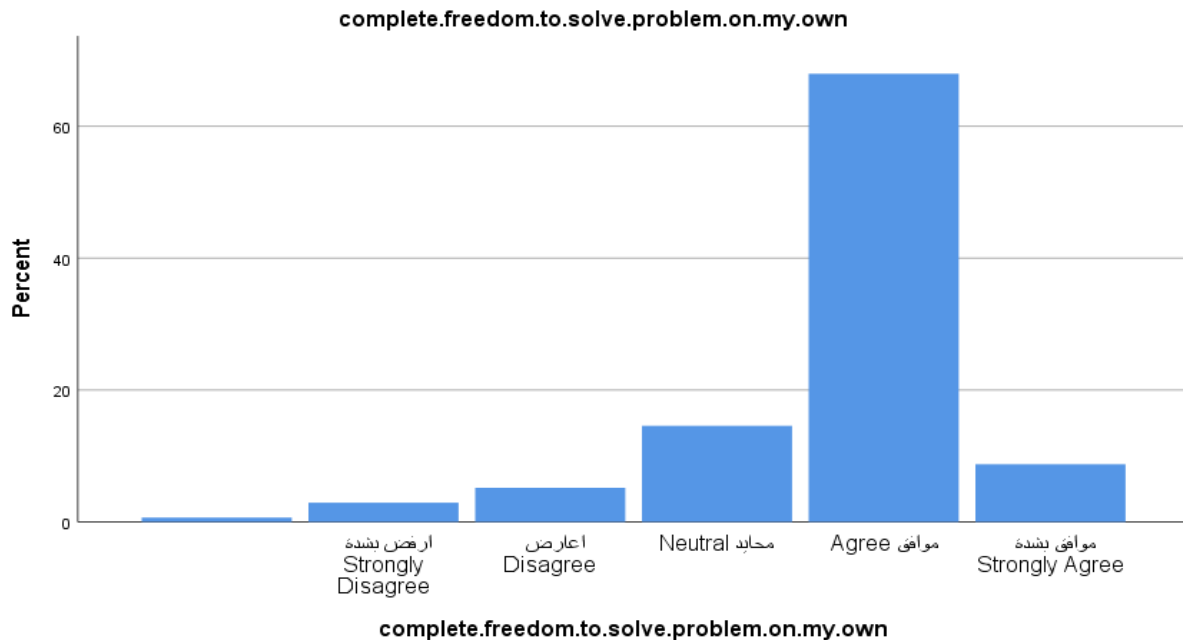


Figure 5- 25 My supervisor gives me complete freedom to solve problem on my own

I feel that my supervisor provides the tools and resources needed to perform my duties

My supervisor provides the necessary tools and resources to perform my duties. The participants in the experiment were divided in their answers, as the rejection rate was equal to 30.1%, while the approval rate was equal to 41.1%. Providing the necessary tools and resources is very important to complete work tasks promptly without exposure to errors or failures.

provides.tools.and.resources.needed

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1.0	1.0	1.0
ارفض بشدة Strongly Disagree	6	1.9	1.9	2.9
اعارض Disagree	93	30.1	30.1	33.0
محايد Neutral	43	13.9	13.9	46.9
موافق Agree	127	41.1	41.1	88.0
موافق بشدة Strongly Agree	37	12.0	12.0	100.0
Total	309	100.0	100.0	

Table 5- 26 my supervisor provides the tools and resources needed to perform my duties

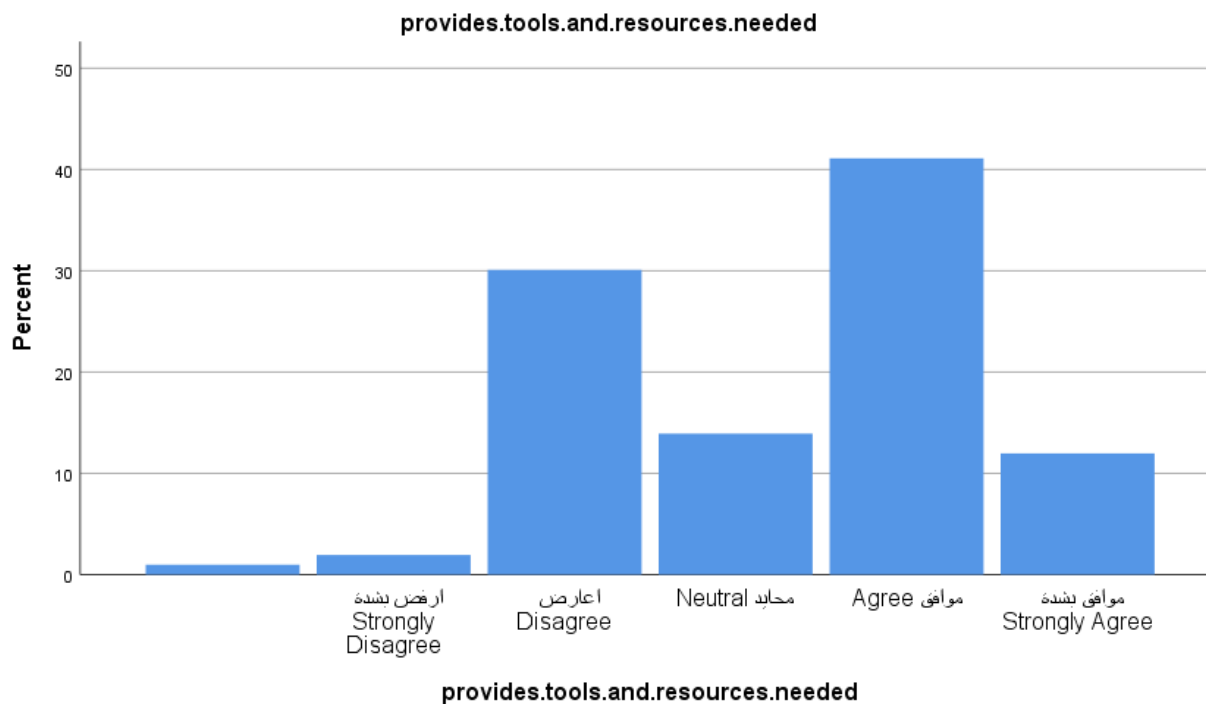


Figure 5- 26 my supervisor provides the tools and resources needed to perform my duties

My supervisor avoided giving feedback to the questions/problems raised while performing my duties.

My supervisor avoided giving feedback on questions/problems raised while performing my duties. The approval rate was 59.5%. The response of managers to employees and their response to questions and vague things can save a lot of wasted time and help in completing work tasks quickly. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

avoided.giving.feedback

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	1.6	1.6	1.6
ارفض بشدة Strongly Disagree	6	1.9	1.9	3.6
اعارض Disagree	37	12.0	12.0	15.5
محايد Neutral	55	17.8	17.8	33.3
موافق Agree	184	59.5	59.5	92.9
موافق بشدة Strongly Agree	22	7.1	7.1	100.0
Total	309	100.0	100.0	

Table 5- 27 supervisor avoided giving feedback to the questions/problems raised while performing my duties.

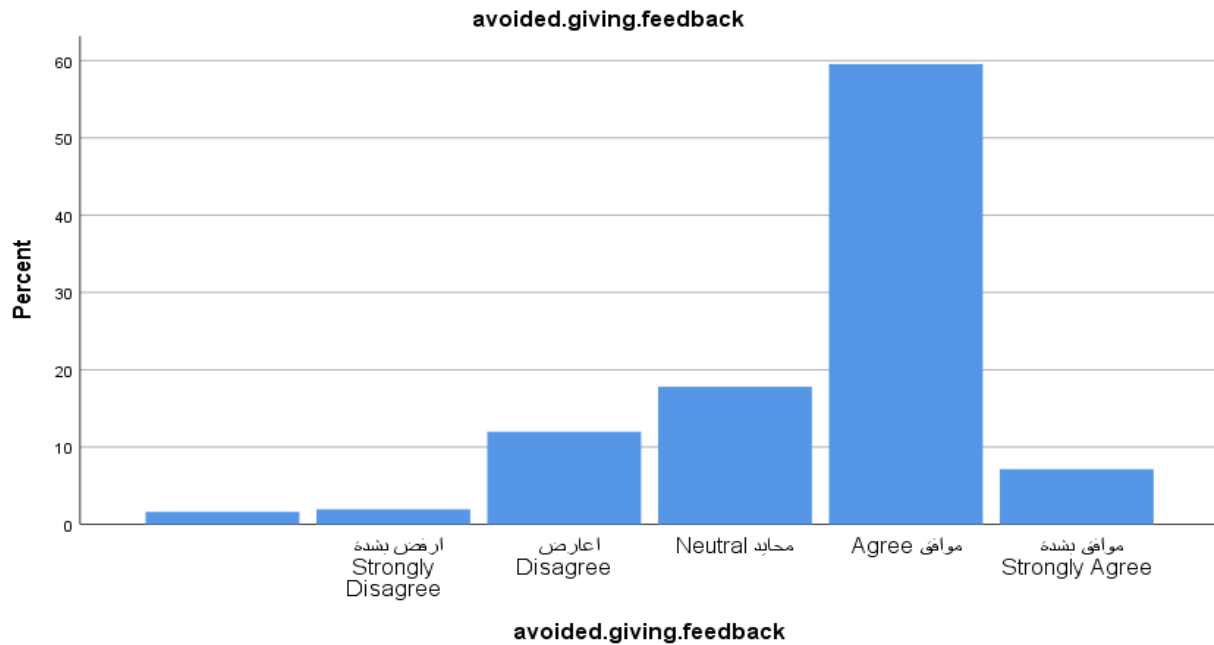


Figure 5- 27 supervisor avoided giving feedback to the questions/problems raised while performing my duties.

I am not satisfied with the management of my supervisor

I am not satisfied with the management of my supervisor. The percentage of opposition was equal to 53.7%, meaning that there is no complete satisfaction from the employees working in the private sector in the eastern region because of what they encounter from the supervisors for many reasons, and this may be a major reason for the lack of success in the accuracy of the work by a large percentage. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

not.satisfing.the.management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	1.3	1.3	1.3
ارفض بشدة Strongly Disagree	27	8.7	8.7	10.0
اعارض Disagree	166	53.7	53.7	63.8
محايد Neutral	55	17.8	17.8	81.6
موافق Agree	43	13.9	13.9	95.5
موافق بشدة Strongly Agree	14	4.5	4.5	100.0
Total	309	100.0	100.0	

Table 5- 28 not satisfied with the management of my supervisor

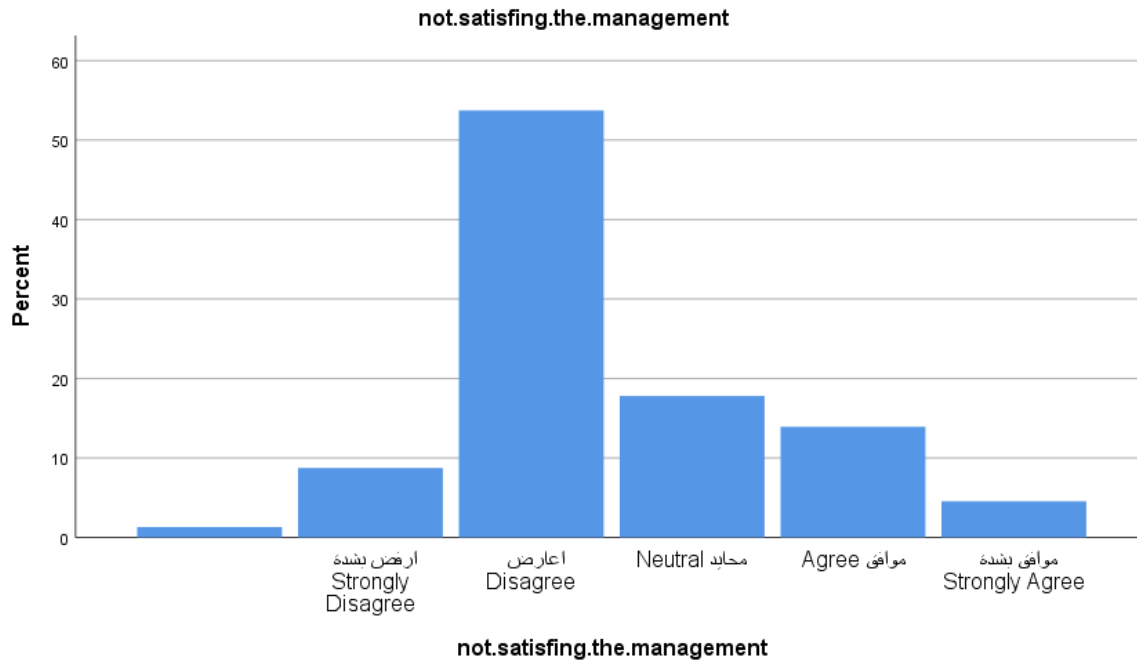


Figure 5- 28 not satisfied with the management of my supervisor

I think my supervisor should take responsibility to his/her employee performance.

My supervisor should take responsibility for the employee's performance. The approval rate was 63.8%, tending towards the supervisor's duty to assume full responsibility for developing the performance of the employees. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

should.take.responsibility

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1.0	1.0	1.0
ارفض بشدة Strongly Disagree	3	1.0	1.0	1.9
اعارض Disagree	27	8.7	8.7	10.7
محايد Neutral	39	12.6	12.6	23.3
موافق Agree	197	63.8	63.8	87.1
موافق بشدة Strongly Agree	40	12.9	12.9	100.0
Total	309	100.0	100.0	

Table 5- 29 think my supervisor should take responsibility to his/her employee performance.

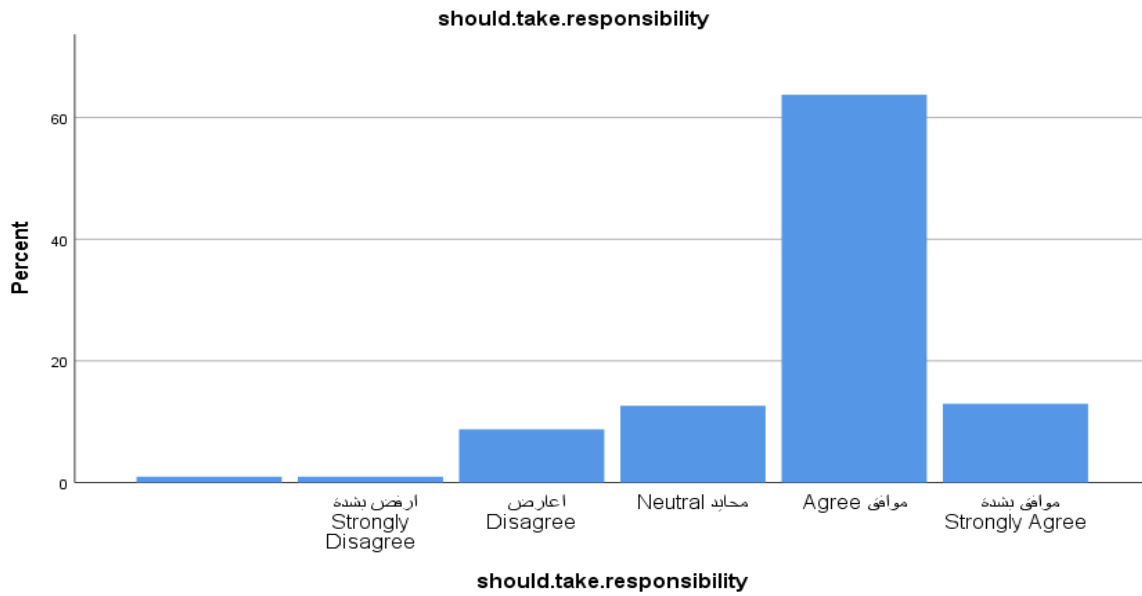


Figure 5- 29 think my supervisor should take responsibility to his/her employee performance.

The combination analysis

Relationship between age and believing in the supervisor should take responsibility for the employee's performance

When linking the relationship between the age of the participants in the experiment and their attitudes toward their belief that the supervisor should take responsibility for the employee's performance, many people, aged between 20-30 years, strongly agreed with this opinion, as the duty of developing the employee's performance rests with the supervisor.

Age * should.take.responsibility Crosstabulation

Count

		should.take.responsibility					
		ارفض بشدة	اعارض	محايد	موافق	موافق بشدة	
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Age	0	0	1	0	0	0	1
20-30	2	0	14	9	129	8	162
31-40	1	1	8	17	48	22	97
41-50	0	2	3	11	16	8	40
51-60	0	0	1	2	4	2	9
Total	3	3	27	39	197	40	309

Table 5- 30 Relationship between age and believing in the supervisor should take responsibility for the employee's

performance

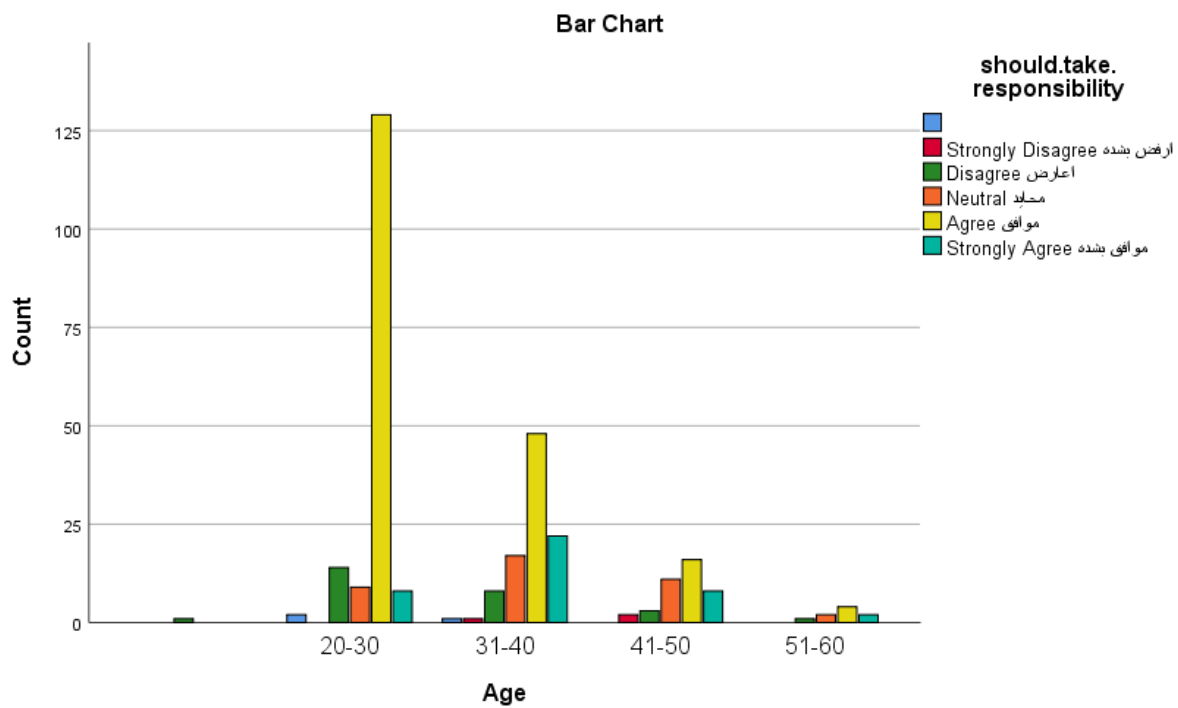


Figure 5- 30 Relationship between age and believing in the supervisor should take responsibility for the employee's performance

Relationship between years of experience and satisfying with the supervisor

When establishing the relationship between years of experience and satisfaction with the supervisor, when the number of years of experience was between 1-10, there was a significant trend toward satisfaction with the supervisors' treatment, that is, at the beginning of the number of years of experience. And when the number of years of experience increases, the employees feel bored and the continuous routine.

No.Exp.Years * not.satisfying.the.management Crosstabulation

Count

		not.satisfying.the.management					Total
		ارفض بشدة Strongly Disagree	اعارض Disagree	محايد Neutral	موافق Agree	موافق بشدة Strongly Agree	
No.Exp.Years	0	1	0	0	0	0	1
	1-10	2	11	133	27	13	192
	11-20	1	11	23	24	23	86
	21-30	1	3	7	4	2	21
	31-40	0	1	3	0	3	9
Total		4	27	166	55	43	309

Table 5- 31 Relationship between years of experience and satisfying with the supervisor

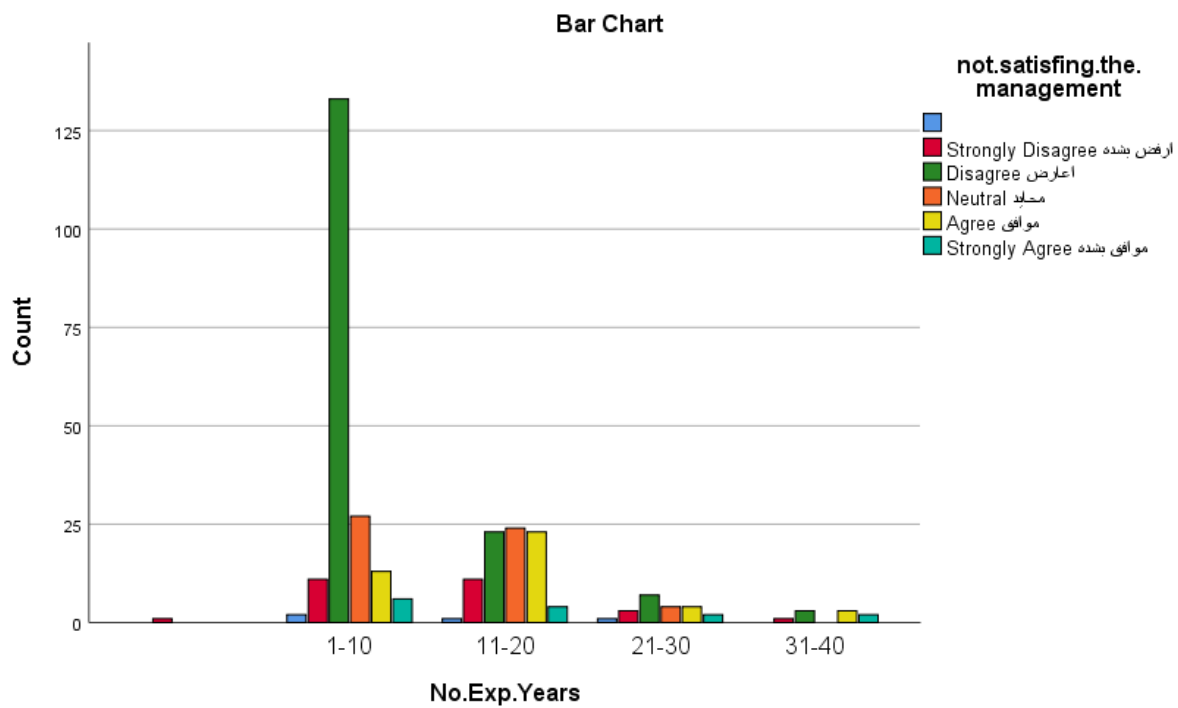


Figure 5- 31 Relationship between years of experience and satisfying with the supervisor

Relationship between providing tools and resources from supervisors and receiving feedback from supervisors.

The most significant approval percentage was receiving feedback from supervisors, who receive materials and work mechanisms that qualify them to complete the work as quickly as possible.

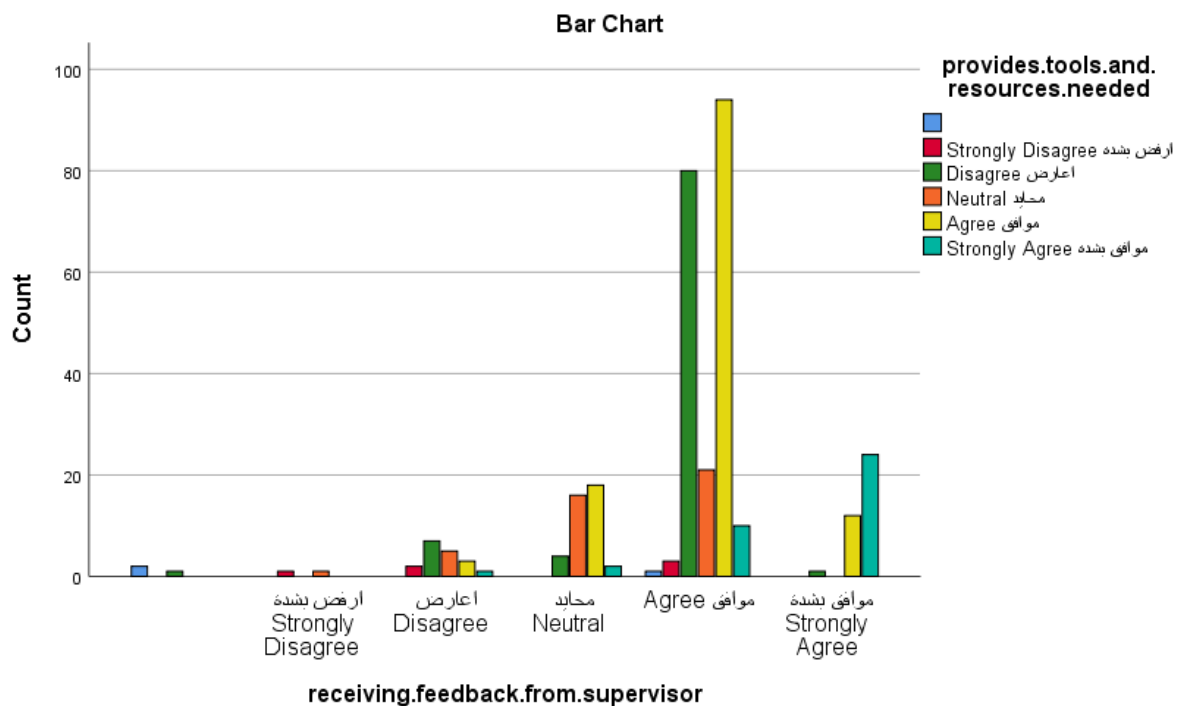


Figure 5- 32 Relationship between providing tools and resources from supervisors and receiving feedback from supervisors.

Bayes Factor

When establishing a Bayes factor out of four variables, the number of years of experience, the company encourages employees to work to the best of their abilities, the employee's performance has improved than before, and the employee's dissatisfied with the supervisor's management. The highest value of the Bayes Factor was equal to 21.342 when the relationship between performances improved than before and encouragement employees. This is evidence that employee performance can be continuously improved through encouragement, rewards, and incentives.

The lowest value of the Bayes Factor is equal to 003. It was between the number of years of experience that the employee spent in the organization with the development of performance than it was in the past, as there is evidence that the more years the employees have at work, the more their experience increases, but there is an extensive routine that makes them feel bored How the manager treats them.

Bayes Factor Inference on Pairwise Correlations^a

		Years.experience	encourages.employees	performance.improved.than.before	not.satisfied
Years.experience	Pearson Correlation	1	-.090	.238	.140
	Bayes Factor		6.339	.003	1.077
	N	309	309	309	309
encourages.employees	Pearson Correlation	-.090	1	.015	-.083
	Bayes Factor	6.339		21.342	7.759
	N	309	309	309	309
performance.improved.than.before	Pearson Correlation	.238	.015	1	.154
	Bayes Factor	.003	21.342		.571
	N	309	309	309	309
not.satisfied	Pearson Correlation	.140	-.083	.154	1
	Bayes Factor	1.077	7.759	.571	
	N	309	309	309	309

a. Bayes factor: Null versus alternative hypothesis.

Table 5- 32 Bayes Factor

Sixth chapter: Results and proposal analysis

The advantage of machine learning with the aid of SPSS data analysis, depending on the SPSS software, is that the researcher can put in little effort to utilize this program. The time necessary for data analysis using SPSS is comparable to any other summary statistics, allowing researchers to do an in-depth rational assessment by effectively incorporating large amounts of financial data and information. Epidemiology building, model software, text extraction for survey programs, and visualization designers are the core features of SPSS.

Through these activities, researchers can perform a systematic approach to data analysis. This program's principal use is the study of scientific data in the humanities and other research goals, where data analysis may be conducted with in-depth quantitative analysis and assessment. This information can be utilized for surveys, customer surveys, data mining, and other purposes. SPSS initially stores and coherently organizes data to execute statistical operations effectively. Data collection may be done effectively to create appropriate outputs, and SPSS has been developed to handle a wide range of information in various forms. SPSS is a precious software system used by academics, scientists, and others to manage essential data quickly.

Reviewing and evaluating data takes time, and routinely trying to assess and interpret the data is complex. SPSS, on the other hand, can quickly manage enormous amounts of information and data to study further and critically elicit ultimate judgment. This program is vital for data analysis and surveying since it assists in analyzing the data set, transforming and producing it amongst multiple data parameters. The output can be provided through a line graph so that users can readily comprehend and interpret the findings.

The program's initial step is data transformation, in which the variable data conversion approach is suited for progressing in statistical analysis. The program can manage a vast volume of data and material methodically and enter several sorts of SPSS depending on the data type. This will adjust the structure and specs based on the needs of the consumers. SPSS will allow scope for investigators and others to make severe evaluations through this procedure, and so SPSS is regarded effective for evaluating questionnaire surveys to reach a conclusion.

Three topics were employed in this investigation. Leadership styles, personnel retention, and job effectiveness are all factors to consider. Cronbach alpha was used to assess the validity and reliability of these converging notions. Cronbach's alpha is a statistic used to evaluate the dependability or internal consistency of a group of variables or test items. There are several distinct reliability coefficients; however, Cronbach's alpha is a specific measure of dependability widely utilized by academics.

The questionnaire results revealed no relationships between leadership and retention styles and individual employee performance.

There is no evidence that age, marital status, or duration of service impact job performance or retention. Of the control variables, only one shows a statistically meaningful link with job success.

Autocratic leadership style, democratic leadership style, laissez-faire leadership style, and staff retention are all associated with work effectiveness. Some of these connections have statistical significance.

This suggests that democratic leadership style and staff retention have a clear and significant link. There was, however, no statistically significant association between authoritarian leadership and retention or between "laissez-faire" leadership styles and retention. Additionally, no statistically

significant evidence links employee retention to individual employee performance. This might be due to the nature of the industry.

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.132	0.148		27.913	0.000
Avg. Ret	-0.078	0.046	-0.137	-1.673	0.097

Table 5- 33 Coefficients of the Dependent Variable

There is no statistical evidence to support a link between job performance and retention. This differs from what has been reported in the literature. Moreover, manufacturing workers are critical employees who might migrate or leave from their positions. It is tough to maintain them for more than 15 years because they are vital personnel.

In this study, the researcher measured the impact of different leadership styles on individual employee performance by analyzing the overlapping effect of employee retention on leadership styles and employee performance. The employees were selected in the private sector in the Eastern Province of the Kingdom of Saudi Arabia.

The internal consistency of the variables is of an average and acceptable level. Seven hypotheses were tested in this study to evaluate how authoritarian, democratic, and leadership styles affect employee performance and retention. According to the correlation and regression analysis results, Hypothesis 1 is not supported, and there is no supporting evidence that an autocratic leadership style influences an employee's individual performance. As a result, no authoritarian leadership style exists in that company.

According to the correlation and regression research results, there is a statistically significant positive association between democratic leadership and employee performance. This finding supports the study hypothesis. The democratic leadership style empowers employees by forming teams and delegating some power and authority. Employees will spark their potential, feel a part of an organization, and work to the utmost extent of the company in this manner.

This study's third hypothesis is not supported. According to the research, there was a negative association between laissez-faire leadership style and individual performance. Laissez-faire leadership is when leaders step back and enable group members to make judgments. When group members need more expertise or experience to execute duties and make choices, laissez-faire leadership is not optimal.

When the retention rate rises, so will performance. Yet, the findings of this investigation point to a somewhat different conclusion. According to the results of this study, there is no association between staff retention and performance. This is because, by definition, the private sector, particularly the manufacturing employees, has no intention of retaining them for an extended period. Leadership styles and other social elements like facilities, social background, and family issues may influence employee retention.

Based on the evidence presented above, we believe the democratic leadership style is the best of the three leadership types. It has a positive impact on both individual employee performance and retention. Furthermore, "one unit variance in democratic style will increase to 0.625 difference in individual performance and one unit variance in laissez-faire style will increase to 0.326 difference in individual performance" and "one unit variance" of democratic leadership styles will increase to 0.773 in retention." According to the above conclusion, democratic leadership is the finest.

Leadership abilities and actions are closely related to the company's growth. Because the team members have rallied behind the leader, the leader must lead the appropriate method to fulfill the organization's goals. According to the literature review, there are several leadership styles and leaders in the workplace. Some leaders are self-sufficient. They have complete decision-making and controlling authority inside the group and do not accept subordinates' suggestions.

Some leaders allow their followers to participate in decision-making, stimulate creativity and invention, and embrace and accept subordinates' suggestions and ideas. Managers must give these staff authority. Specific staff, however, need more expertise, and the supervisor must keep a tight check on these personnel. As a result, supervisors use the right leadership style for the scenario. Supervisory managers use the proper leadership style based on the type of company they work for and the method they are in.

The leadership styles used by supervisor's impact employee job satisfaction and retention, which can then be improved via effective leadership. Employee opinion of their boss is critical since the leader's actions immediately influence the employees' views about the organization.

Fourth part: Study Appendices

Arabic and foreign study references.

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Study appendices

Survey questions:

The main research focuses on the impact of leadership models on employee performance. An analysis of the effect of an employee retention intervention on the relationship between leadership models and employee performance.

I would be very grateful if you would take a few minutes of your precious time to answer my questionnaire.

1. What is your age?
2. What is your gender?
3. What are the number of years in experience in the present job?

The questions below are designed to choose between Strongly Disagree and Strongly Agree

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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4. Does the company give rewards and recognizes according to your performance?
5. Does the Company encourage employees to work to the best of their abilities?
6. Does the company provide adequate training and development opportunities to improve your performance?
7. Does your performance have improved than before?
8. Do you have the opportunities to work in the best way you think?
9. Does your supervisor closely monitor employees to ensure that they are performing correctly?
10. Does your supervisor give a reward or punishment to motivate and improve performance?

11. Does your supervisor not readily accept new ideas?
12. Does your supervisor retain decision making authority within the department?
13. Do you feel stress when you work with your supervisor?
14. Does your supervisor is not flexible in recognizing, understanding and adapting to individual needs and views?
15. Does your supervisor make decisions without consulting the group members?
16. Does your supervisor involve employees to determine what to do and how to do it? However, he maintains the final decision-making authority.
17. Does your supervisor recognize and rewards innovative employees?
18. Does your supervisor consult with others before making decisions?
19. Do you feel your supervisor is supportive of your work?
20. Do you receive adequate feedback and guidance from your supervisor?
21. Are you treated fairly by your supervisor?
22. Do you feel that your suggestions are welcomed and valued by your supervisor?
23. Does your supervisor give me complete freedom to make decisions?
24. In most situations, does your supervisor give little or no guidance to group members?
25. Does your supervisor give me complete freedom to solve problems on your own?
26. Do you feel that my supervisor provides the tools and resources needed to perform my duties?
27. Does your supervisor avoid giving feedback to the questions/problems raised while performing my duties?
28. Are you not satisfied with the management of your supervisor?
29. Do you think your supervisor should take responsibility to his/her employee performance?

Summary of the study in Arabic

تبحث هذه الورقة عن نماذج قيادية على أداء العاملين في القطاع الخاص بالمنطقة الشرقية، وما إذا كانت نماذج القيادة في القطاع الخاص يمكن اعتبارها حافزاً لخلق بيئة جيدة أم لا. كان سرد وتصنيف سمات وخصائص وتأثير نماذج القيادة من أهم أولوياتنا في هذا البحث

توصلت هذه الدراسة الى نتائج الدراسة لها عواقب عديدة على البحث والممارسة. قد تساعد النتائج في تحسين ممارسات الشركات من خلال إعطاء المديرين التنفيذيين المعرفة حول الاحتفاظ بأفضل الموظفين وزيادة أداء الموظفين. قد يستخدم المدير في مجال التصنيع المعلومات لتعزيز أداء الموظف الفردي ، والتحقيق في الأسباب المحتملة لدوران الموظفين ، واعتماد مبادرات الاحتفاظ.

علاوة على ذلك ، يمكن أن تساعد هذه النتائج المشرفين على تحديد أسلوب القيادة الذي يناسب وضعهم، مما يسمح لهم بتعديل أساليب القيادة الخاصة بهم ليكونوا أكثر نجاحًا وتوجيهًا نحو النتائج. وفقًا لنتائج هذه الدراسة، تتفوق أساليب القيادة الديمقراطية على أساليب القيادة الاستبدادية وعدم التدخل في تعزيز الأداء التنظيمي والاحتفاظ بالموظفين. قد يحقق العمل أهدافه من خلال الحفاظ على موظفي الخدمة الموهوبين وذوي الخبرة من خلال أسلوب قيادة مناسب.

Summary of the study in English

This paper looks for leadership models on the performance of workers in the private sector in the eastern region, and whether leadership models in the private sector can be considered a catalyst for creating a good environment or not. Listing and classifying the character, characteristics and impact of leadership models was one of our top priorities in this research.

The results showed that there are many leadership models on the performance of workers in the private sector in the eastern region, because of the suspicions it bears and the lack of centralization to predict the increase in productivity and increase efficiency.

Lastly, the study's findings have several consequences for research and practice. The results may aid in improving corporate practices by giving executives knowledge on retaining the best employees and increasing employee performance. A manager in the manufacturing business might utilize the information to enhance individual employee performance, investigate probable reasons for employee turnover, and adopt retention initiatives.

Furthermore, these findings can help supervisors identify which leadership style suits their situation, allowing them to adjust their leadership styles to be more successful and results-oriented. According to the results of this study, democratic leadership styles are superior to autocratic and laissez-faire leadership styles for boosting organizational performance and employee retention. The business may achieve its goals by keeping talented and experienced service people through a suitable leadership style.

جامعة ميدوشن | جامعة جميع الذكية

كلية الإدارة

**The Impact of Leadership Models on the Performance of Employees in the
Private Sector in the Eastern Province of Kingdom of Saudi Arabia.**

تأثير النماذج القيادية على أداء الموظفين في القطاع الخاص في المنطقة الشرقية بالمملكة
العربية السعودية.

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ماجستير في الإدارة

الفصل الأول 2023