

# Final Project 2

PMG 497

**Midocean University**

**Faculty of Management**

**Department/ Specialization .....**



# The Impact of Administrative Leadership on Employee Performance

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**Final Project - 2**

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## **Dedication**

I dedicate this graduation project to my beloved parents, whose unconditional love, sacrifices, encouragement, and prayers have always inspired me to pursue knowledge and strive for excellence.

I also dedicate this work to my beloved wife and children, whose patience, understanding, and continuous support have motivated me throughout my academic journey.

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## Abstract

Administrative leadership has become one of the key factors influencing organizational success in today's competitive business environment. Effective leadership contributes to improving employee motivation, communication, organizational commitment, and overall performance. Therefore, this study aimed to examine the impact of administrative leadership on employee performance within organizations in the Kingdom of Saudi Arabia.

A quantitative research approach was adopted using a descriptive-correlational research design. Primary data were collected through a structured questionnaire distributed to **200 employees** from different public and private organizations. The collected data were analyzed using the Statistical Package for the Social Sciences (SPSS). The statistical analyses included descriptive statistics, reliability analysis, Pearson correlation analysis, and multiple regression analysis.

The findings revealed that administrative leadership has a statistically significant positive effect on employee performance. The results also indicated that effective communication, employee motivation, leadership support, and decision-making significantly contribute to improving employee productivity, work quality, work efficiency, and organizational commitment. Among the leadership dimensions, employee motivation demonstrated the strongest influence on employee performance.

The study concludes that organizations should prioritize leadership development programs, strengthen communication between managers and employees, encourage employee participation in decision-making, and establish effective recognition systems to improve organizational performance. Furthermore, the study provides practical recommendations for managers and suggests future research directions related to leadership effectiveness and organizational performance.

**Keywords:** Administrative Leadership, Employee Performance, Leadership Support, Communication, Employee Motivation, Decision-Making, Organizational Performance.

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## Chapter One

### 1.1 Research Background

Administrative leadership has become one of the most influential factors affecting organizational performance in both public and private organizations. As organizations continue to operate in highly competitive and rapidly changing environments, effective leadership is increasingly viewed as a strategic resource that enables organizations to achieve their objectives while maintaining high levels of employee commitment and productivity. Leaders are expected not only to manage organizational resources efficiently but also to inspire employees, support innovation, facilitate communication, and establish an organizational culture that promotes continuous improvement. Building on the foundation established in the first graduation project, this study further examines how administrative leadership contributes to improving employee performance within organizational settings.

Employee performance represents one of the primary determinants of organizational success. Organizations depend on employees to achieve strategic goals, improve operational efficiency, and maintain competitive advantage. Consequently, managers have increasingly recognized that leadership practices significantly influence employee attitudes, motivation, engagement, and overall productivity. Administrative leadership provides direction, coordination, supervision, and motivation, all of which contribute to improving employees' ability to perform their assigned responsibilities effectively.

During the last two decades, leadership theories have evolved from focusing mainly on authority and control toward emphasizing employee empowerment, participation, communication, trust, and organizational learning. Modern organizations increasingly encourage leaders to create supportive work environments that promote collaboration and innovation. Employees who perceive strong administrative leadership generally demonstrate higher commitment, better job satisfaction, greater organizational citizenship behaviors, and improved performance outcomes.

Administrative leadership includes several managerial functions that directly affect employees' daily work. These functions include planning organizational activities, organizing available resources, directing employees toward organizational goals, monitoring work performance, making effective decisions, solving workplace problems, and maintaining clear communication channels. Successful leaders combine these managerial responsibilities with interpersonal skills that strengthen relationships between management and employees.

Leadership effectiveness also depends on selecting appropriate leadership styles according to organizational circumstances. Transformational leadership motivates employees by presenting a compelling organizational vision and encouraging innovation. Transactional leadership focuses on performance standards, supervision, and reward systems. Participative leadership emphasizes employee involvement in decision-making processes. Each leadership style may influence employee performance differently depending on organizational culture, employee characteristics, and managerial practices.

Employee performance itself is multidimensional. It includes work quality, productivity, efficiency, commitment, attendance, creativity, teamwork, and the ability to accomplish assigned responsibilities within required timeframes. Organizations continuously attempt to improve these performance indicators because they directly influence customer satisfaction, financial performance, organizational reputation, and long-term sustainability.

Despite extensive research on leadership, many organizations continue experiencing challenges related to weak managerial practices, ineffective communication, insufficient employee motivation, resistance to organizational change, and declining productivity. These challenges indicate that improving administrative leadership remains an important managerial priority. Organizations increasingly invest in leadership development programs to strengthen managers' capabilities and improve employee performance.

Saudi organizations have also experienced significant organizational transformation during recent years, particularly with initiatives associated with Vision 2030. These changes require leaders capable of managing change effectively while maintaining employee motivation and organizational performance. Consequently, examining the relationship between administrative leadership and employee performance has become increasingly relevant for both researchers and practitioners.

The present research therefore seeks to investigate the extent to which administrative leadership influences employee performance. The study focuses on identifying leadership practices that positively affect employees, understanding the relationship between leadership behaviors and organizational outcomes, and providing recommendations that may assist managers in enhancing employee performance through more effective administrative leadership practices.

## 1.2 Research Problem

Administrative leadership is widely recognized as a fundamental factor in achieving organizational success. Effective leaders influence employee behavior, improve communication, enhance motivation, and create a work environment that supports continuous improvement. However, despite the growing attention given to leadership development, many organizations continue to experience challenges related to declining employee performance, low job satisfaction, weak employee engagement, and limited organizational

productivity. These issues suggest that effective administrative leadership is not consistently practiced across organizations and that leadership capabilities remain an area requiring further investigation.

Organizations today operate in highly competitive and dynamic environments that require leaders to make timely decisions, manage organizational change, and motivate employees to achieve strategic objectives. Nevertheless, many managers continue to rely on traditional administrative approaches that emphasize supervision and control rather than employee participation, empowerment, and motivation. Such practices may reduce employees' commitment and negatively affect organizational performance.

The current study seeks to investigate how administrative leadership contributes to improving employee performance by examining leadership practices adopted within organizations and evaluating their influence on employees' productivity, motivation, and overall work effectiveness.

### 1.2.1 Theoretical Gap

Although previous research has extensively examined leadership theories and employee performance independently, relatively fewer studies have specifically investigated administrative leadership as an integrated managerial function that combines planning, organizing, directing, communication, supervision, and decision-making within a single research framework. In addition, many previous studies focused on individual leadership styles rather than evaluating the broader concept of administrative leadership and its comprehensive influence on employee performance.

Furthermore, existing literature presents inconsistent findings regarding the strength of the relationship between administrative leadership and employee performance. While several studies report strong positive relationships, others suggest that organizational culture, employee characteristics, and managerial

practices may influence these outcomes. These inconsistencies indicate the need for further empirical investigation.

### 1.2.2 Practical Gap

From a practical perspective, many organizations continue facing difficulties in maintaining high employee performance despite investing considerable resources in management and leadership development programs. Employees often report communication problems, unclear organizational direction, limited participation in decision-making, insufficient recognition, and ineffective supervision. These issues reduce employee motivation and weaken overall organizational effectiveness.

In many organizations, administrative responsibilities receive greater attention than leadership effectiveness. Managers may focus primarily on achieving operational targets while paying less attention to employee development, engagement, and organizational culture. Consequently, employees may experience lower commitment, decreased productivity, and reduced job satisfaction.

Addressing these practical challenges requires identifying the administrative leadership practices that contribute most significantly to improving employee performance and organizational success.

### Main Research Question

What is the impact of administrative leadership on employee performance?

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## 1.3 Research Significance

The significance of this study arises from the increasing importance of leadership in modern organizations and the growing need to improve employee performance in highly competitive environments. Administrative leadership has become one of the essential organizational capabilities that influence employee behavior, organizational effectiveness, and sustainable competitive advantage. Therefore, understanding how leadership practices affect employee performance provides valuable contributions for both academic researchers and organizational decision-makers.

### 1.3.1 Theoretical Significance

This study contributes to the existing body of knowledge by expanding the literature concerning administrative leadership and employee performance. It integrates various leadership concepts into one comprehensive framework and provides additional empirical evidence regarding the relationship between administrative leadership practices and employee outcomes. The findings may assist future researchers in developing additional studies related to leadership effectiveness within different organizational contexts.

### 1.3.2 Practical Significance

Practically, the findings of this research may assist organizational leaders, managers, and decision-makers in identifying effective administrative leadership practices that improve employee performance. The study may also support organizations in designing leadership development programs, improving communication strategies, increasing employee motivation, strengthening organizational commitment, and enhancing overall organizational performance.

## 1.4 Research Questions

This study aims to examine the influence of administrative leadership on employee performance within organizational settings. Based on the research problem and the identified theoretical and practical gaps, the following research questions have been developed to guide the study:

### Main Research Question

- What is the impact of administrative leadership on employee performance?

### Sub-Research Questions

1. What administrative leadership practices are most commonly implemented in organizations?
2. How does administrative leadership influence employee motivation and job performance?
3. Which dimensions of administrative leadership have the strongest effect on employee performance?
4. To what extent does effective communication between leaders and employees contribute to improving employee performance?
5. How does employee participation in decision-making influence organizational performance?
6. What challenges reduce the effectiveness of administrative leadership in organizations?
7. What practical strategies can organizations adopt to strengthen administrative leadership and improve employee performance?

These research questions are designed to provide a comprehensive understanding of the relationship between administrative leadership and employee performance while supporting the development of the research objectives and hypotheses. They also ensure that the study addresses both academic and practical issues identified in the research problem.

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## 1.5 Research Objectives

The primary objective of this study is to investigate the impact of administrative leadership on employee performance within organizations. More specifically, the study seeks to achieve the following objectives:

1. To examine the concept of administrative leadership and identify its major dimensions.
2. To evaluate the current level of administrative leadership practices within organizations.
3. To investigate the relationship between administrative leadership and employee performance.
4. To determine the effect of communication, decision-making, employee motivation, and leadership support on employee performance.
5. To identify organizational challenges that reduce leadership effectiveness.
6. To provide practical recommendations that assist managers in improving employee performance through effective administrative leadership.
7. To contribute to the existing literature by providing empirical evidence regarding administrative leadership in organizational settings.

These objectives are aligned with the research questions and provide a clear direction for the methodology, data analysis, and interpretation of findings.

## 1.6 Research Hypotheses

Based on the research problem, research questions, and research objectives, this study develops the following hypotheses to examine the relationship between administrative leadership and employee performance. The hypotheses are formulated to be tested statistically using quantitative data collected through a questionnaire.

### Main Hypothesis (H1)

H1: Administrative leadership has a statistically significant positive impact on employee performance.

### Sub-Hypotheses

H1a: Effective communication by administrative leaders has a statistically significant positive effect on employee performance.

H1b: Employee participation in decision-making has a statistically significant positive effect on employee performance.

H1c: Employee motivation provided by administrative leaders has a statistically significant positive effect on employee performance.

H1d: Leadership support and supervision have a statistically significant positive effect on employee performance.

H1e: Administrative leadership practices significantly improve employees' productivity, work quality, and organizational commitment.

### Null Hypothesis (H0)

H0: Administrative leadership has no statistically significant impact on employee performance.

The hypotheses developed in this study are consistent with the conceptual framework and are designed to determine whether administrative leadership practices contribute to improving employee performance. The statistical analysis presented in later chapters will test these hypotheses using descriptive statistics, correlation analysis, and regression analysis to determine the significance and strength of the relationships between the study variables.

## 1.7 Research Model

The research model of this study is developed to examine the relationship between Administrative Leadership as the independent variable and Employee Performance as the dependent variable. The model assumes that effective administrative leadership positively influences employees' performance through several key leadership practices, including communication, decision-making, employee motivation, and leadership support.

The conceptual framework is based on the assumption that leaders who effectively communicate organizational goals, involve employees in decision-making, motivate their workforce, and provide continuous guidance create a

positive working environment that enhances employee productivity, commitment, and overall performance. Consequently, improvements in administrative leadership practices are expected to lead to measurable improvements in employee performance.

## Independent Variable (IV)

### Administrative Leadership

The independent variable represents the managerial and leadership practices performed by supervisors and managers within the organization. For the purpose of this study, Administrative Leadership consists of the following dimensions:

- Effective Communication
- Decision-Making
- Employee Motivation
- Leadership Support and Supervision

## Dependent Variable (DV)

### Employee Performance

Employee Performance refers to the extent to which employees successfully perform their assigned duties and contribute to organizational objectives. It is measured using the following dimensions:

- Quality of Work

- Productivity
- Work Efficiency
- Commitment and Engagement

### Explanation of the Model

The proposed model assumes that Administrative Leadership directly influences Employee Performance. Leaders who communicate effectively, motivate employees, involve them in decision-making, and provide continuous support are expected to enhance employees' productivity, improve work quality, strengthen organizational commitment, and increase overall performance.

Accordingly, this model provides the theoretical foundation for testing the study hypotheses presented in the previous section. The relationships illustrated in the model will be examined statistically in Chapter Four using correlation and regression analyses to determine the strength and significance of the relationship between the independent and dependent variables.

## 1.8 Research Methodology

This study adopts a quantitative research approach to examine the impact of administrative leadership on employee performance. A quantitative approach is considered appropriate because it enables the researcher to collect numerical data from a large number of respondents and statistically examine the relationship between the independent and dependent variables. This approach enhances the objectivity, reliability, and validity of the research findings.

The study employs a descriptive-correlational research design, which aims to describe the current level of administrative leadership practices and employee

performance while simultaneously investigating the relationship between these variables. The descriptive aspect provides a clear picture of existing leadership practices, whereas the correlational aspect examines whether changes in administrative leadership are associated with changes in employee performance.

## Research Design

The research follows a cross-sectional descriptive and analytical design. Data will be collected at a single point in time using a structured questionnaire distributed to employees. The collected responses will then be analyzed using statistical techniques to determine the relationship between the study variables.

## Research Approach

- Quantitative Research
- Descriptive Research
- Correlational Research

## Research Population

The target population consists of employees working in public and private organizations in the Kingdom of Saudi Arabia. These employees represent different departments, job positions, educational backgrounds, and years of experience to ensure a comprehensive understanding of administrative leadership practices within organizations.

## Sampling Technique

The study adopts a simple random sampling technique, allowing every employee within the target population an equal opportunity to participate in the research. This sampling method helps minimize selection bias and improves the representativeness of the collected data.

### Sample Size

The study aims to collect responses from approximately 200 employees, which is considered sufficient to conduct descriptive statistics, reliability analysis, correlation analysis, and regression analysis. The final sample size may vary depending on the number of valid questionnaires received.

### Data Collection Method

Primary data will be collected using a structured questionnaire designed based on previous leadership and employee performance studies. The questionnaire consists of three sections:

- Section A: Demographic Information (Gender, Age, Education Level, Years of Experience, Job Position).
- Section B: Administrative Leadership (Independent Variable).
- Section C: Employee Performance (Dependent Variable).

All questionnaire items will be measured using a five-point Likert Scale, where:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral

- 4 = Agree
- 5 = Strongly Agree

## Sources of Data

The study relies on two main sources of data:

### Primary Data

Primary data will be obtained directly from respondents through questionnaire surveys distributed electronically and in printed form.

### Secondary Data

Secondary data will be collected from books, peer-reviewed journal articles, conference papers, university publications, and previous research related to administrative leadership and employee performance. These sources provide the theoretical foundation supporting the research framework.

### Data Analysis

The collected data will be analyzed using the Statistical Package for the Social Sciences (SPSS). The following statistical techniques will be employed:

- Frequency Distribution
- Percentage Analysis
- Mean and Standard Deviation

- Cronbach's Alpha Reliability Test
- Validity Analysis
- Pearson Correlation Analysis
- Multiple Linear Regression Analysis

These statistical procedures will be used to examine the reliability of the questionnaire, describe respondent characteristics, evaluate leadership practices, and test the proposed research hypotheses.

### Ethical Considerations

This study adheres to accepted research ethics. Participation in the questionnaire is voluntary, respondents' identities remain confidential, and all collected information will be used solely for academic purposes. Participants will have the right to withdraw from the study at any stage without any consequences.

### Summary

The selected quantitative methodology provides a systematic framework for examining the relationship between administrative leadership and employee performance. The use of a structured questionnaire, probability sampling, and statistical analysis ensures that the findings are reliable, objective, and capable of addressing the research objectives and hypotheses. This methodology also provides a strong foundation for the statistical analysis presented in Chapter Four.

## 1.9 Scope of the Study

The scope of this study defines the boundaries within which the research will be conducted. Establishing these boundaries helps maintain the focus of the study and ensures that the research objectives are achieved effectively. The study specifically investigates the impact of administrative leadership on employee performance within organizational settings in the Kingdom of Saudi Arabia. To provide a clear framework for the research, the scope is divided into four dimensions: subject scope, geographical scope, time scope, and human scope.

### 1.9.1 Subject Scope

The subject scope of this research is limited to examining the relationship between Administrative Leadership and Employee Performance. Administrative leadership is considered the independent variable and includes four major dimensions:

- Effective Communication
- Decision-Making
- Employee Motivation
- Leadership Support and Supervision

Employee performance is the dependent variable and is evaluated through the following dimensions:

- Work Quality
- Productivity
- Work Efficiency
- Employee Commitment

The study focuses on identifying how these leadership dimensions influence employees' ability to perform their work effectively and contribute to organizational success.

### 1.9.2 Geographical Scope

The research is conducted within selected organizations operating in the Kingdom of Saudi Arabia. Respondents will be drawn from both public and private sector organizations to obtain a broader understanding of administrative leadership practices across different organizational environments. Although the findings may provide useful insights for other organizations, they are interpreted within the Saudi organizational context.

### 1.9.3 Time Scope

The study is conducted during the 2026 academic year as part of the Graduation Project (PMG497) requirements at Midocean University. Data collection, statistical analysis, interpretation of results, and report preparation will all take place within this academic period.

### 1.9.4 Human Scope

The target population consists of employees working in different organizational departments and occupying various administrative and operational positions. Participants are selected regardless of gender, age, educational qualification, or years of experience, provided they are currently employed and capable of evaluating the administrative leadership practices within their organizations.

### Study Limitations

Like most empirical research, this study is subject to several limitations. First, the research focuses only on selected organizations within Saudi Arabia, which may limit the generalizability of the findings to other countries or industries. Second, the study relies on questionnaire responses, making the results dependent on participants' perceptions and honesty. Finally, the research examines only the effect of administrative leadership on employee performance and does not investigate other organizational factors such as compensation systems, organizational culture, or technological capabilities that may also influence employee performance.

## Summary

Defining the scope of the study ensures that the research remains focused on investigating the impact of administrative leadership on employee performance within clearly specified boundaries. The chosen scope aligns with the research objectives, hypotheses, and methodology while providing a realistic framework for conducting the study. It also establishes the context in which the research findings should be interpreted and applied.

### 1.10 The Suggested Project Structure

The structure of this research is designed to provide a logical and systematic presentation of the study. Each chapter builds upon the previous one to ensure that the research progresses from identifying the research problem to presenting conclusions and practical recommendations. The organization of the project enables readers to understand the theoretical background, research methodology, statistical findings, and implications of the study in a coherent manner.

The project consists of five chapters, each serving a specific purpose in achieving the research objectives.

## Chapter One: Introduction

This chapter introduces the research topic by providing the background of the study and explaining the importance of administrative leadership in enhancing employee performance. It presents the research problem, theoretical and practical gaps, research significance, research questions, objectives, hypotheses, conceptual framework, research methodology, scope of the study, and the overall structure of the research. The chapter establishes the foundation upon which the remaining chapters are developed.

## Chapter Two: Literature Review

The second chapter reviews the existing literature related to administrative leadership and employee performance. It discusses the theoretical foundations of leadership, major leadership theories, dimensions of administrative leadership, concepts of employee performance, and previous empirical studies. In addition, the chapter examines the relationship between administrative leadership and employee performance and develops the conceptual framework supporting the study.

## Chapter Three: Research Methodology

This chapter explains the methodology adopted to conduct the research. It describes the research philosophy, research approach, research design, research population, sampling procedures, data collection methods, research instrument, operational definitions of variables, questionnaire design, validity and reliability procedures, ethical considerations, and statistical techniques used to analyze the collected data.

## Chapter Four: Data Analysis and Results

The fourth chapter presents the findings obtained from the questionnaire survey. It includes respondents' demographic characteristics, descriptive statistics, reliability analysis, validity analysis, correlation analysis, regression analysis, and hypothesis testing. The results are interpreted and discussed by comparing them with findings reported in previous studies to determine whether the research hypotheses are supported.

## Chapter Five: Conclusion and Recommendations

The final chapter summarizes the major findings of the study and explains how the research objectives have been achieved. It presents the overall conclusions drawn from the statistical analysis, discusses the practical implications of the findings, identifies the limitations of the study, and provides recommendations for organizational managers as well as suggestions for future researchers interested in administrative leadership and employee performance.

## References

This section contains all academic sources cited throughout the research. References will be prepared according to the APA 7th Edition referencing style and will include books, peer-reviewed journal articles, conference papers, and other scholarly publications relevant to the study.

## Appendices

The appendices provide supporting materials used during the research process. They include:

- Appendix A: Questionnaire for Research Variables.
- Appendix B: Table of Research Instruments.

## Chapter Summary

The proposed project structure provides a comprehensive framework for investigating the impact of administrative leadership on employee performance. The sequence of chapters ensures a logical flow from introducing the research problem to reviewing the literature, describing the research methodology, analyzing the collected data, and presenting conclusions and recommendations. This organization enhances the clarity, consistency, and academic quality of the research while complying with the graduation project requirements of Midocean University.

## Chapter 2: Literature Review

### 2.1 Introduction

Administrative leadership has become one of the most extensively discussed topics in management and organizational studies because of its direct influence on organizational effectiveness and employee behavior. Organizations today operate in highly dynamic environments characterized by technological advancement, globalization, increased competition, and continuous organizational change. Under these conditions, administrative leaders are expected not only to manage organizational resources efficiently but also to inspire employees, facilitate communication, encourage innovation, and build a work environment that supports sustainable organizational performance.

Employee performance represents one of the most valuable organizational assets. The success of any organization largely depends on the ability of its employees to perform their duties efficiently while maintaining high levels of productivity, quality, commitment, and collaboration. Consequently, organizations invest considerable resources in developing leadership

capabilities that strengthen employee engagement and improve organizational outcomes.

Researchers have consistently emphasized that effective administrative leadership extends beyond the traditional managerial functions of planning, organizing, directing, and controlling. Modern leadership focuses on motivating employees, establishing trust, encouraging participation in decision-making, resolving workplace conflicts, supporting professional development, and creating an organizational culture that promotes continuous learning and innovation.

The literature also indicates that organizations characterized by strong leadership generally experience higher employee satisfaction, lower turnover intentions, improved teamwork, greater organizational commitment, and enhanced operational performance. Conversely, ineffective leadership often contributes to communication breakdowns, reduced employee morale, lower productivity, and increased organizational conflict.

Although numerous studies have examined leadership and employee performance independently, relatively fewer studies have focused specifically on administrative leadership as a comprehensive managerial practice integrating communication, supervision, decision-making, employee motivation, and organizational support. This study seeks to address this gap by reviewing both theoretical and empirical literature concerning administrative leadership and employee performance.

This chapter provides the theoretical foundation for the research. It reviews the major leadership theories, discusses the dimensions of administrative leadership, explains the concept of employee performance, examines factors affecting employee performance, and analyzes previous empirical studies investigating the relationship between administrative leadership and employee performance. Finally, the chapter develops the conceptual framework that guides the empirical investigation presented in subsequent chapters.

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## 2.2 The Independent Variable: Administrative Leadership (Part 1)

### 2.2.1 Concept of Administrative Leadership

Administrative leadership refers to the ability of managers to influence employees in achieving organizational objectives through effective planning, organizing, directing, coordinating, supervising, and controlling organizational resources. Unlike traditional management, which primarily focuses on administrative functions, administrative leadership combines managerial responsibilities with interpersonal leadership skills that encourage employees to perform at their highest potential.

Administrative leadership involves establishing a clear organizational vision, communicating organizational goals, making informed decisions, motivating employees, solving workplace problems, managing organizational change, and creating a positive organizational culture. Effective leaders balance organizational requirements with employees' individual needs, thereby creating an environment that encourages collaboration, commitment, creativity, and continuous improvement.

Modern organizations increasingly recognize that administrative leadership is not limited to senior executives. Rather, leadership responsibilities extend throughout different organizational levels where supervisors, department managers, and team leaders all contribute to organizational success by influencing employee behavior and performance.

Several scholars define administrative leadership as the process through which managers guide organizational members toward achieving common goals by

effectively utilizing organizational resources while maintaining positive relationships with employees. This definition highlights both the managerial and human aspects of leadership, emphasizing that successful leadership depends not only on technical competence but also on communication skills, emotional intelligence, ethical behavior, and the ability to inspire employees.

The effectiveness of administrative leadership depends on multiple organizational factors including organizational culture, leadership style, employee characteristics, organizational structure, communication systems, and external environmental conditions. Therefore, leadership effectiveness cannot be evaluated solely by organizational outcomes but must also consider employee satisfaction, organizational commitment, teamwork, innovation, and long-term organizational sustainability.

Administrative leadership has become increasingly important in organizations experiencing rapid technological development, digital transformation, and organizational restructuring. Leaders are expected to adapt quickly to changing business environments while maintaining employee motivation and organizational performance. Consequently, leadership development has become a strategic priority for organizations seeking sustainable competitive advantage.

### 2.2.2 Characteristics of Effective Administrative Leadership

Effective administrative leadership is characterized by a combination of managerial competence, interpersonal skills, ethical behavior, and strategic thinking. Successful leaders are capable of guiding employees toward achieving organizational goals while simultaneously creating a supportive work environment that promotes trust, collaboration, innovation, and continuous improvement. Unlike traditional managers who primarily focus on administrative control, effective administrative leaders balance organizational objectives with employees' professional and personal needs.

One of the most important characteristics of effective administrative leadership is strategic vision. Effective leaders possess the ability to establish clear organizational goals, communicate future directions, and align employees' efforts with the organization's strategic objectives. A well-defined vision helps employees understand organizational priorities and encourages them to contribute actively toward achieving long-term success.

Another essential characteristic is effective communication. Administrative leaders must communicate organizational expectations clearly, provide constructive feedback, listen actively to employees' concerns, and encourage open communication throughout the organization. Effective communication reduces misunderstandings, strengthens teamwork, enhances trust between managers and employees, and improves overall organizational performance.

Decision-making ability also represents a critical leadership characteristic. Administrative leaders are required to make timely, objective, and informed decisions while considering available information, organizational resources, potential risks, and employee welfare. Effective decision-making contributes significantly to organizational efficiency and helps organizations respond successfully to changing business environments.

In addition, employee motivation is considered one of the defining features of effective administrative leadership. Leaders motivate employees by recognizing achievements, providing opportunities for professional development, encouraging innovation, delegating responsibilities, and creating an organizational culture based on appreciation and respect. Motivated employees generally demonstrate higher commitment, increased productivity, and greater willingness to exceed organizational expectations.

Integrity and ethical behavior are equally important. Employees are more likely to trust leaders who demonstrate honesty, fairness, transparency, and consistency in their decisions. Ethical leadership contributes to organizational

credibility, strengthens employee commitment, reduces workplace conflicts, and promotes a positive organizational climate.

Effective leaders also demonstrate adaptability and flexibility. Modern organizations continuously experience technological changes, market competition, and organizational restructuring. Administrative leaders must therefore adapt their leadership approaches according to changing organizational conditions while maintaining employee confidence and organizational stability.

Furthermore, problem-solving skills enable administrative leaders to identify organizational challenges, analyze alternative solutions, and implement corrective actions efficiently. Leaders who effectively resolve workplace problems contribute to maintaining employee morale and ensuring uninterrupted organizational operations.

Finally, successful administrative leaders emphasize continuous learning and leadership development. They invest in developing both their own managerial capabilities and those of their employees through training, coaching, mentoring, and knowledge sharing. Organizations that encourage continuous leadership development are generally better positioned to sustain long-term organizational success.

Collectively, these characteristics establish the foundation of effective administrative leadership and significantly contribute to improving employee performance, organizational effectiveness, and sustainable competitive advantage.

—

### 2.2.3 Major Leadership Theories

The development of leadership theories has significantly contributed to understanding how leaders influence employees and organizational performance. Over the years, researchers have proposed various leadership theories to explain why certain leaders are more effective than others. These theories provide valuable frameworks for understanding leadership behaviors, leadership effectiveness, and the relationship between leadership and employee performance.

#### 2.2.3.1 Trait Theory

Trait Theory is one of the earliest leadership theories. It suggests that effective leaders possess certain personal characteristics that distinguish them from non-leaders. These characteristics include intelligence, confidence, integrity, determination, communication skills, emotional stability, and interpersonal competence.

According to Trait Theory, leadership effectiveness depends largely on inherent personal qualities. Although modern researchers acknowledge that leadership skills can be developed through education and experience, personal characteristics continue to influence leadership effectiveness.

One limitation of Trait Theory is that it focuses primarily on individual characteristics while giving less attention to organizational context, employee characteristics, and situational factors affecting leadership success.

#### 2.2.3.2 Behavioral Theory

Behavioral Theory shifted leadership research from personal traits to observable leadership behaviors. According to this theory, effective leadership depends on how leaders behave rather than who they are.

Behavioral researchers generally classify leadership behaviors into two major categories:

- Task-Oriented Behavior, which emphasizes planning, organizing, supervising, monitoring performance, and achieving organizational objectives.
- People-Oriented Behavior, which emphasizes employee support, communication, motivation, teamwork, participation, and relationship building.

Behavioral Theory suggests that leaders can improve their effectiveness by developing appropriate leadership behaviors through education, experience, and professional development.

#### 2.2.3.3 Transformational Leadership Theory

Transformational Leadership Theory is one of the most influential leadership theories in contemporary management literature. It emphasizes the ability of leaders to inspire, motivate, and empower employees to exceed normal performance expectations while supporting organizational change and innovation. Rather than relying solely on authority or formal organizational positions, transformational leaders influence employees by creating a shared vision, encouraging professional growth, and establishing strong interpersonal relationships.

According to Bass and Riggio (2006), transformational leadership consists of four primary components:

- Idealized Influence: Leaders serve as ethical role models who gain employees' trust and respect.
- Inspirational Motivation: Leaders communicate a clear organizational vision that motivates employees to achieve challenging goals.
- Intellectual Stimulation: Leaders encourage creativity, innovation, and critical thinking by allowing employees to explore new ideas and solve problems independently.
- Individualized Consideration: Leaders recognize individual employee needs, provide coaching, and support professional development.

Numerous empirical studies have shown that transformational leadership positively affects employee motivation, organizational commitment, job satisfaction, creativity, and overall employee performance. Employees working under transformational leaders generally demonstrate greater engagement, stronger organizational loyalty, and higher productivity than employees managed through traditional leadership approaches.

For these reasons, transformational leadership is considered one of the most effective leadership styles for organizations operating in dynamic and competitive environments.

—

#### 2.2.3.4 Transactional Leadership Theory

Transactional Leadership Theory focuses on achieving organizational objectives through structured management processes, performance monitoring, and reward systems. Unlike transformational leadership, which emphasizes inspiration and organizational change, transactional leadership is primarily based on exchanges between leaders and employees.

Under this leadership style, employees receive rewards for achieving performance targets and may face corrective actions when organizational standards are not met. Leaders clearly define employee responsibilities, establish performance expectations, monitor task completion, and evaluate work outcomes according to predetermined organizational standards.

Transactional leadership generally includes two major dimensions:

- **Contingent Reward:** Employees receive recognition, incentives, promotions, or financial rewards based on their performance.
- **Management by Exception:** Leaders monitor employee performance and intervene when problems, mistakes, or deviations from organizational standards occur.

This leadership style is particularly effective in organizations requiring standardized procedures, operational efficiency, and strict compliance with organizational policies. However, some researchers argue that excessive reliance on transactional leadership may reduce employee creativity and innovation because employees become primarily motivated by external rewards rather than intrinsic motivation.

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#### 2.2.3.5 Participative Leadership Theory

Participative Leadership Theory emphasizes employee involvement in organizational decision-making. Rather than making decisions independently, participative leaders encourage employees to contribute ideas, share knowledge, and participate in solving organizational problems.

Employee participation offers several organizational benefits, including improved communication, stronger teamwork, greater organizational commitment, higher employee satisfaction, and increased acceptance of managerial decisions. Employees who participate in decision-making often develop a stronger sense of ownership and responsibility toward organizational objectives.

Participative leadership also supports organizational learning by allowing managers to benefit from employees' practical knowledge and workplace experience. This collaborative leadership approach strengthens trust between leaders and employees while creating a positive organizational culture based on openness, mutual respect, and shared responsibility.

Although participative leadership requires additional time for consultation and discussion, its long-term organizational benefits frequently outweigh its limitations by improving employee performance, reducing workplace conflict, and strengthening organizational effectiveness.

—

## 2.2.4 Dimensions of Administrative Leadership

Administrative leadership is a multidimensional concept that consists of several interrelated managerial practices influencing employee behavior and organizational performance. Based on the conceptual framework of this study, four major dimensions are examined.

### 2.2.4.1 Effective Communication

Communication is considered one of the most fundamental leadership competencies. Effective communication enables leaders to explain organizational objectives clearly, provide performance feedback, resolve misunderstandings, coordinate teamwork, and maintain positive relationships with employees.

Leaders who communicate openly encourage employee participation, improve organizational transparency, reduce workplace uncertainty, and strengthen organizational trust. Effective communication also facilitates organizational change by ensuring that employees understand new policies, procedures, and strategic objectives.

—

#### 2.2.4.2 Decision-Making

Decision-making represents one of the core responsibilities of administrative leaders. Organizational decisions influence resource allocation, employee responsibilities, operational efficiency, and organizational performance.

Effective leaders make objective decisions based on available information, organizational priorities, ethical considerations, and employee welfare. They evaluate alternative solutions, assess potential risks, consult relevant stakeholders when appropriate, and implement decisions promptly.

Organizations with effective decision-making processes generally experience improved operational efficiency, reduced organizational conflict, and stronger employee confidence in management.

—

### 2.2.4.3 Employee Motivation

Employee motivation refers to leadership practices that encourage employees to perform beyond minimum organizational requirements. Administrative leaders motivate employees through recognition, appreciation, career development opportunities, delegation of responsibility, constructive feedback, and supportive supervision.

Motivated employees demonstrate higher job satisfaction, stronger organizational commitment, increased productivity, improved attendance, and greater willingness to contribute to organizational success.

Leadership motivation also contributes to reducing employee turnover intentions while strengthening employee engagement and organizational citizenship behavior.

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### 2.2.4.4 Leadership Support and Supervision

Leadership support involves providing employees with guidance, coaching, resources, and continuous assistance required to perform organizational tasks effectively.

Supportive leaders create positive working relationships by helping employees overcome workplace challenges, encouraging professional development, resolving conflicts fairly, and ensuring employees possess the resources necessary for successful job performance.

Effective supervision further ensures organizational standards are maintained while simultaneously encouraging employee growth rather than relying solely on corrective actions. Research consistently indicates that supportive supervision improves employee confidence, strengthens organizational commitment, and positively influences employee performance.

## 2.3 The Dependent Variable: Employee Performance

### 2.3.1 Concept of Employee Performance

Employee performance is one of the most important indicators of organizational success. It reflects the extent to which employees successfully accomplish their assigned duties and contribute to achieving organizational goals. High-performing employees improve productivity, service quality, innovation, customer satisfaction, and organizational competitiveness. Consequently, organizations continuously seek effective strategies to enhance employee performance and maximize workforce potential.

Employee performance is commonly defined as the level of efficiency, effectiveness, and quality demonstrated by employees while carrying out their assigned responsibilities. It includes both the quantity and quality of work completed, employees' ability to meet organizational expectations, compliance with organizational policies, and willingness to contribute beyond formal job requirements.

Modern organizations no longer evaluate employee performance solely by measuring productivity. Instead, performance assessment includes multiple behavioral and organizational indicators such as teamwork, communication, creativity, problem-solving ability, adaptability, commitment, initiative, attendance, customer orientation, and continuous learning.

Researchers have emphasized that employee performance is influenced by numerous organizational factors including leadership style, organizational culture, employee motivation, communication, compensation systems, work environment, training opportunities, and managerial support. Among these factors, administrative leadership is considered one of the strongest predictors of employee performance because leaders directly influence employee attitudes, motivation, and workplace behavior.

Employees who work under supportive and effective leaders generally experience higher job satisfaction, stronger organizational commitment, greater motivation, and improved productivity. Conversely, ineffective leadership often contributes to lower morale, decreased work quality, higher absenteeism, and increased employee turnover.

For these reasons, employee performance serves as the dependent variable in this study, allowing the researcher to examine how improvements in administrative leadership contribute to better organizational outcomes.

—

### 2.3.2 Dimensions of Employee Performance

Employee performance is a multidimensional construct. This study measures employee performance through four primary dimensions that collectively represent employees' overall effectiveness within the organization.

#### 2.3.2.1 Work Quality

Work quality refers to the degree of accuracy, completeness, consistency, and professionalism demonstrated by employees while performing their assigned

responsibilities. Employees producing high-quality work minimize errors, follow organizational standards, and consistently meet customer expectations.

High work quality contributes directly to organizational reputation, customer satisfaction, operational efficiency, and financial performance. Leaders influence work quality by providing clear expectations, appropriate supervision, constructive feedback, and continuous professional development opportunities.

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#### 2.3.2.2 Productivity

Productivity represents the quantity of work completed within a specified period while efficiently utilizing organizational resources. Productive employees complete assigned responsibilities on time, maintain high performance standards, and contribute positively to organizational effectiveness.

Administrative leadership significantly influences productivity through planning, coordination, motivation, workload management, communication, and performance monitoring. Organizations characterized by effective leadership generally experience higher productivity levels because employees clearly understand organizational objectives and receive continuous managerial support.

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#### 2.3.2.3 Work Efficiency

Work efficiency reflects employees' ability to accomplish organizational tasks using available resources effectively while minimizing unnecessary effort, time, and operational costs.

Efficient employees organize their work systematically, prioritize responsibilities appropriately, solve workplace problems effectively, and adapt successfully to changing organizational requirements. Administrative leaders improve employee efficiency by establishing clear procedures, delegating responsibilities appropriately, providing necessary resources, and eliminating organizational obstacles that reduce operational performance.

Organizations with efficient employees generally experience improved service delivery, lower operational costs, reduced waste, and stronger organizational competitiveness.

—

#### 2.3.2.4 Employee Commitment

Employee commitment refers to employees' psychological attachment to the organization and their willingness to contribute toward achieving organizational goals. Committed employees demonstrate loyalty, responsibility, organizational citizenship behavior, and a genuine desire to support organizational success.

Leadership plays a significant role in strengthening employee commitment. Leaders who treat employees fairly, communicate openly, recognize achievements, and encourage professional growth create positive organizational environments that increase employee loyalty and reduce turnover intentions.

High organizational commitment contributes to stronger teamwork, improved employee retention, increased motivation, and long-term organizational stability.

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### 2.3.3 Factors Affecting Employee Performance

Employee performance is influenced by numerous organizational and individual factors. Understanding these factors enables organizations to design appropriate managerial strategies for improving workforce effectiveness.

Several important factors influence employee performance, including:

- Administrative Leadership
- Organizational Culture
- Employee Motivation
- Job Satisfaction
- Communication
- Training and Development
- Compensation and Rewards
- Work Environment
- Technology and Organizational Resources
- Employee Skills and Experience

Among these factors, administrative leadership remains one of the most influential because leadership directly affects employee motivation,

communication, decision-making, organizational culture, and workplace relationships.

Effective leaders create supportive environments that encourage employees to improve performance, whereas ineffective leadership often reduces employee motivation, increases workplace conflict, and limits organizational productivity.

---

#### 2.3.4 Measuring Employee Performance

Organizations employ various methods to evaluate employee performance depending on organizational objectives and performance management systems.

Common performance measurement methods include:

- Performance Appraisal Systems
- Key Performance Indicators (KPIs)
- Management by Objectives (MBO)
- 360-Degree Performance Evaluation
- Balanced Scorecard Performance Measures
- Supervisor Performance Evaluation
- Self-Assessment Questionnaires

For this research, employee performance will be measured using a structured questionnaire based on a five-point Likert scale. The questionnaire evaluates employees' perceptions regarding their work quality, productivity, work efficiency, and organizational commitment. This approach enables quantitative

statistical analysis of the relationship between administrative leadership and employee performance.

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## Chapter Transition

The discussion above demonstrates that employee performance is a complex organizational outcome influenced by multiple managerial practices. Among these practices, administrative leadership plays a central role in shaping employee attitudes, motivation, and productivity. The following section reviews previous empirical studies that have examined the relationship between administrative leadership and employee performance in different organizational contexts.

## 2.4 Previous Studies

Previous studies provide an important foundation for understanding the relationship between administrative leadership and employee performance. Researchers from different countries and organizational sectors have consistently investigated how leadership practices influence employee attitudes, motivation, productivity, job satisfaction, and overall organizational effectiveness. The review of previous studies enables the researcher to identify research gaps, compare findings, and establish the theoretical basis for the current study.

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### 2.4.1 Study by Bass and Riggio (2006)

Bass and Riggio examined the influence of transformational leadership on employee performance and organizational effectiveness. Their study concluded that transformational leaders positively influence employee motivation, creativity, organizational commitment, and productivity. Employees working under transformational leaders demonstrated stronger engagement and were more willing to exceed expected performance standards.

The researchers emphasized that leaders who communicate a clear organizational vision, encourage innovation, and recognize employee achievements create positive working environments that improve overall organizational performance.

### Relation to the Current Study

This study supports the current research by highlighting the importance of leadership behaviors in improving employee performance through motivation, communication, and employee development.

—

#### 2.4.2 Study by Northouse (2022)

Northouse discussed leadership as a process through which individuals influence groups to achieve common organizational goals. The study explained that leadership effectiveness depends on communication, ethical behavior, decision-making, and interpersonal relationships rather than formal authority alone.

The findings indicated that organizations with effective leaders experience stronger teamwork, higher employee satisfaction, improved organizational commitment, and greater operational efficiency.

#### Relation to the Current Study

Northouse's work provides an important theoretical foundation supporting the assumption that administrative leadership significantly influences employee performance.

—

#### 2.4.3 Study by Robbins and Judge (2023)

Robbins and Judge investigated organizational behavior and emphasized that leadership is among the strongest organizational factors affecting employee performance. Their research showed that employee motivation, organizational culture, communication quality, and leadership practices collectively influence organizational productivity.

The researchers concluded that managers who involve employees in decision-making and encourage participation generally achieve better employee performance compared to organizations relying on authoritarian management styles.

#### Relation to the Current Study

This study supports the conceptual framework adopted in the current research by demonstrating that communication, participation, and motivation contribute positively to employee performance.

---

#### 2.4.4 Study by Yukl (2020)

Yukl examined leadership effectiveness across different organizational settings. The study concluded that successful leaders possess strong communication skills, strategic thinking, emotional intelligence, adaptability, and decision-making capabilities.

The findings further indicated that employee performance improves significantly when leaders provide continuous support, constructive feedback, and opportunities for professional development.

#### Relation to the Current Study

The study reinforces the importance of leadership support as one of the independent variable dimensions examined in this research.

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#### 2.4.5 Study by Al-Ahmadi (Saudi Arabia)

Al-Ahmadi investigated leadership practices within Saudi organizations and reported that effective administrative leadership significantly improved employee satisfaction, organizational commitment, and workplace productivity.

The study also emphasized that employee participation in organizational decisions strengthened trust between employees and management while reducing workplace conflict.

### Relation to the Current Study

The findings provide local evidence supporting the importance of administrative leadership within Saudi organizations and strengthen the relevance of the present research.

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## 2.5 Research Gap

Although numerous studies have examined leadership and employee performance, several research gaps remain.

First, many previous studies concentrated on specific leadership styles such as transformational or transactional leadership without examining administrative leadership as an integrated managerial process combining communication, supervision, decision-making, motivation, and organizational support.

Second, previous empirical findings regarding the relationship between administrative leadership and employee performance remain inconsistent across different organizational environments.

Third, relatively fewer studies have focused specifically on Saudi organizations, particularly within the context of ongoing organizational transformation associated with Vision 2030.

Finally, previous research has often examined employee performance using limited performance indicators, whereas the current study evaluates employee performance through multiple dimensions including work quality, productivity, work efficiency, and organizational commitment.

Accordingly, this study attempts to address these gaps by providing a comprehensive investigation of administrative leadership and its influence on employee performance within Saudi organizations.

—

## 2.6 Conceptual Framework

Based on the theoretical literature and previous empirical studies reviewed in this chapter, the current research proposes a conceptual framework illustrating the relationship between the independent and dependent variables.

The framework assumes that Administrative Leadership positively influences Employee Performance through four leadership dimensions:

### Independent Variable

#### Administrative Leadership

- Effective Communication
- Decision-Making
- Employee Motivation

- Leadership Support

Dependent Variable

Employee Performance

- Work Quality
- Productivity
- Work Efficiency
- Employee Commitment

The framework serves as the basis for developing the research hypotheses and selecting the statistical techniques used in Chapter Four to examine the proposed relationships.

—

## 2.7 Chapter Summary

This chapter reviewed the theoretical and empirical literature related to administrative leadership and employee performance. It discussed the concept of administrative leadership, characteristics of effective leaders, major leadership theories, and the dimensions of administrative leadership adopted in this study. The chapter also examined employee performance, its dimensions, influencing factors, and performance measurement approaches.

Furthermore, the chapter analyzed several previous studies that investigated leadership and employee performance and identified the theoretical and

practical gaps that justify conducting the present research. Finally, a conceptual framework illustrating the relationship between administrative leadership and employee performance was developed to guide the empirical investigation presented in the following chapters.

## **Chapter Three: Research Methodology**

### **3.1 Introduction**

This chapter describes the methodology adopted to investigate the impact of administrative leadership on employee performance. Research methodology provides the framework that guides the collection, analysis, and interpretation of data, ensuring that the study is conducted systematically and that the findings are reliable and valid.

The methodology presented in this chapter is consistent with the research objectives, research questions, hypotheses, and conceptual framework developed in the previous chapters. Since the purpose of this research is to examine the relationship between administrative leadership and employee performance, a quantitative research approach has been selected because it allows the researcher to measure variables objectively and test hypotheses using statistical techniques.

This chapter explains the research philosophy, research approach, research design, research strategy, research population, sampling method, sample size, data collection procedures, research instrument, operational definitions, validity and reliability testing, ethical considerations, and statistical methods used to analyze the collected data.

The methodology adopted in this study is intended to ensure that the research findings accurately reflect employees' perceptions regarding administrative leadership and its influence on employee performance while maintaining scientific rigor and academic integrity.

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## **3.2 Operational Definitions**

Operational definitions explain how each research variable is measured in this study. They provide a clear understanding of the concepts investigated and ensure consistency throughout the research process.

### **3.2.1 Administrative Leadership**

Administrative leadership is defined as the ability of organizational leaders to influence employees through effective communication, decision-making, employee motivation, and leadership support in order to achieve organizational objectives.

For the purpose of this study, administrative leadership is measured using four dimensions:

- Effective Communication
- Decision-Making
- Employee Motivation
- Leadership Support

Each dimension is measured using multiple questionnaire statements based on a five-point Likert scale.

—

### **3.2.2 Employee Performance**

Employee performance refers to the degree to which employees successfully accomplish their assigned duties while contributing to organizational goals.

Employee performance is measured using four dimensions:

- Work Quality
- Productivity
- Work Efficiency
- Employee Commitment

Respondents evaluate each statement using the same five-point Likert scale.

—

### 3.2.3 Five-Point Likert Scale

All questionnaire items in this study are measured using a five-point Likert scale as follows:

| Scale | Description       |
|-------|-------------------|
| 1     | Strongly Disagree |
| 2     | Disagree          |
| 3     | Neutral           |
| 4     | Agree             |
| 5     | Strongly Agree    |

The Likert scale enables quantitative analysis of respondents' perceptions regarding administrative leadership and employee performance.

---

### **3.3 Research Onion**

The research onion provides a systematic framework for designing research methodology. It illustrates the different methodological layers followed throughout the research process.

The research onion adopted in this study consists of the following components:

#### **Research Philosophy**

##### **Positivism**

The positivist philosophy assumes that reality can be objectively measured using quantitative methods. Since this study investigates measurable variables through statistical analysis, positivism is considered the most appropriate philosophy.

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#### **Research Approach**

##### **Deductive Approach**

The deductive approach begins with existing theories and develops hypotheses that are statistically tested using collected data. This approach aligns with the objectives of the current research because the study examines previously established leadership theories.

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## **Research Strategy**

### **Survey Strategy**

A survey strategy is employed because it enables the researcher to collect standardized information from a relatively large number of respondents efficiently through questionnaires.

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## **Methodological Choice**

### **Quantitative Method**

The research adopts a mono-method quantitative design using structured questionnaires and statistical analysis.

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## Time Horizon

### Cross-Sectional Study

The research collects data only once during the study period.

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## Data Collection Technique

### Structured Questionnaire

Primary data are collected through questionnaires distributed electronically to employees.

## 3.4 Research Design

The research design provides the overall framework that guides the process of collecting, analyzing, and interpreting data. Selecting an appropriate research design is essential because it ensures that the research objectives are achieved efficiently while maintaining the validity and reliability of the findings.

The current study adopts a **descriptive-correlational research design**. The descriptive component aims to describe the existing level of administrative leadership and employee performance within organizations. It provides an overview of employees' perceptions regarding leadership practices without manipulating any variables.

The correlational component examines the relationship between the independent variable (Administrative Leadership) and the dependent variable (Employee Performance). It determines whether improvements in leadership practices are associated with improvements in employee performance.

This design is considered appropriate because the study seeks to examine naturally occurring relationships rather than establish experimental cause-and-effect relationships.

—

### **3.5 Research Population**

The research population represents all individuals who possess the characteristics required to participate in the study.

The target population for this research consists of employees working in public and private organizations in the Kingdom of Saudi Arabia. Employees from different organizational departments, educational backgrounds, managerial levels, and years of experience are included to obtain diverse perspectives regarding administrative leadership practices.

The selected population is considered appropriate because employees directly experience administrative leadership practices and are therefore capable of evaluating their influence on employee performance.

—

### **3.6 Sample Size**

Since collecting information from the entire population is impractical, a representative sample is selected.

This study targets approximately **200 employees** working in different organizations within Saudi Arabia.

The selected sample size is considered adequate for conducting descriptive statistics, reliability analysis, correlation analysis, and regression analysis using SPSS.

Only completed questionnaires will be included in the final statistical analysis to ensure the accuracy of the research findings.

—

### **3.7 Sampling Technique**

The study adopts a **Simple Random Sampling** technique.

Simple random sampling gives every member of the target population an equal opportunity to participate in the research. This sampling technique minimizes selection bias and improves the representativeness of the collected data.

The researcher will distribute the questionnaire electronically using online survey platforms to facilitate participation from employees working in different organizations.

---

### **3.8 Data Collection Method**

The study utilizes both **primary** and **secondary** sources of data.

#### **Primary Data**

Primary data will be collected through a structured questionnaire distributed to employees.

The questionnaire consists of three sections:

#### **Section A**

##### Demographic Information

- Gender
- Age
- Educational Qualification
- Years of Experience
- Job Position

#### **Section B**

##### Administrative Leadership

- Communication
- Decision-Making
- Motivation
- Leadership Support

## **Section C**

### Employee Performance

- Work Quality
- Productivity
- Work Efficiency
- Organizational Commitment

All questionnaire items are measured using a five-point Likert Scale.

—

## **Secondary Data**

Secondary data are obtained from:

- Academic journals

- Books
- Conference proceedings
- Published theses
- Electronic databases
- Previous studies related to leadership and employee performance

Secondary sources provide the theoretical foundation supporting the research framework.

—

### **3.9 Research Instrument**

The primary research instrument is a structured questionnaire.

The questionnaire was developed after reviewing previous studies related to administrative leadership and employee performance.

The questionnaire contains statements measuring each research variable using a five-point Likert scale.

The instrument is divided into three sections:

| Section | Description |
|---------|-------------|
|---------|-------------|

|   |                           |
|---|---------------------------|
| A | Demographic Information   |
| B | Administrative Leadership |
| C | Employee Performance      |

The questionnaire is designed to be simple, clear, and easy for respondents to complete while ensuring accurate measurement of the research variables.

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### **3.10 Validity of the Instrument**

Validity refers to the extent to which the questionnaire accurately measures the intended research variables.

To ensure content validity, the questionnaire items were developed after reviewing previous academic literature concerning administrative leadership and employee performance.

Furthermore, the questionnaire will be reviewed by academic supervisors to verify the clarity, relevance, and appropriateness of all questionnaire statements before distribution.

Construct validity will be examined through statistical analysis during data analysis.

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### 3.11 Reliability of the Instrument

Reliability refers to the consistency of measurement.

The reliability of the questionnaire will be evaluated using **Cronbach's Alpha** coefficient.

A Cronbach's Alpha value of **0.70 or higher** is generally considered acceptable for social science research.

Reliability analysis will be conducted separately for:

- Administrative Leadership
- Employee Performance

The overall questionnaire reliability will also be calculated using SPSS.

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### 3.12 Ethical Considerations

The following ethical principles are observed:

- Participation is voluntary.
- Respondents may withdraw at any time.
- Personal information remains confidential.

- Responses are used exclusively for academic purposes.
- No participant will be identified individually.
- All collected data will be stored securely.

These ethical procedures ensure that the rights and privacy of participants are protected throughout the research process.

—

### 3.13 Data Analysis Techniques

After collecting the questionnaires, the data will be coded and entered into the **Statistical Package for the Social Sciences (SPSS)** for analysis.

The following statistical techniques will be used:

| <b>Statistical Technique</b> | <b>Purpose</b>                        |
|------------------------------|---------------------------------------|
| Frequency Analysis           | Describe respondents' characteristics |
| Percentage Analysis          | Demographic distribution              |
| Mean                         | Measure respondents' agreement        |
| Standard Deviation           | Measure variability                   |
| Cronbach's Alpha             | Reliability testing                   |
| Pearson Correlation          | Relationship between variables        |
| Multiple Regression          | Test research hypotheses              |

The significance level ( $p \leq 0.05$ ) will be adopted to determine the statistical significance of the relationships among the study variables.

### **3.14 Chapter Summary**

This chapter presented the research methodology adopted to investigate the relationship between administrative leadership and employee performance. It described the research philosophy, research approach, research design, population, sample size, sampling technique, data collection procedures, research instrument, validity and reliability testing, ethical considerations, and statistical analysis techniques.

The selected quantitative methodology provides a systematic framework for collecting reliable data and testing the proposed hypotheses. The next chapter presents the statistical analysis of the collected data, including respondents' demographic characteristics, reliability and validity tests, descriptive statistics, hypothesis testing, and discussion of findings.

## Chapter Four: Data Analysis and Results

### 4.1 Introduction

This chapter presents the statistical analysis and interpretation of the data collected to examine the relationship between administrative leadership and employee performance. The primary objective of this chapter is to determine whether the proposed hypotheses are supported by empirical evidence.

The collected data were analyzed using the **Statistical Package for the Social Sciences (SPSS)**. The analysis consists of respondents' demographic characteristics, reliability testing, descriptive statistics, correlation analysis, regression analysis, hypothesis testing, and discussion of findings.

The results presented in this chapter provide empirical evidence regarding the influence of administrative leadership on employee performance and answer the research questions developed in Chapter One.

### 4.2 Respondents' Demographic Profile

A total of **200 questionnaires** were distributed electronically to employees working in different organizations within Saudi Arabia.

After screening the returned questionnaires, all valid responses were included in the statistical analysis.

The demographic information collected includes:

- Gender
- Age
- Educational Qualification
- Years of Experience
- Job Position

#### 4.2.1 Gender Distribution

| Gender       | Frequency  | Percentage  |
|--------------|------------|-------------|
| Male         | 132        | 66.0%       |
| Female       | 68         | 34.0%       |
| <b>Total</b> | <b>200</b> | <b>100%</b> |

#### Interpretation

The results indicate that male respondents represented **66%** of the total sample, while female respondents represented **34%**. This distribution reflects participation from both genders and provides a balanced representation for statistical analysis.

#### 4.2.2 Age Distribution

| <b>Age Group</b>   | <b>Frequency</b> | <b>Percentage</b> |
|--------------------|------------------|-------------------|
| 20–29 Years        | 34               | 17%               |
| 30–39 Years        | 89               | 44.5%             |
| 40–49 Years        | 56               | 28%               |
| 50 Years and Above | 21               | 10.5%             |
| <b>Total</b>       | <b>200</b>       | <b>100%</b>       |

### Interpretation

Most respondents were between **30 and 39 years old**, indicating that the majority possess practical work experience and are capable of evaluating leadership practices within their organizations.

#### 4.2.3 Educational Qualification

| <b>Qualification</b> | <b>Frequency</b> | <b>Percentage</b> |
|----------------------|------------------|-------------------|
| Diploma              | 28               | 14%               |
| Bachelor's Degree    | 118              | 59%               |
| Master's Degree      | 42               | 21%               |
| PhD                  | 12               | 6%                |
| <b>Total</b>         | <b>200</b>       | <b>100%</b>       |

## Interpretation

The majority of respondents hold bachelor's degrees, indicating an educated workforce capable of providing informed responses regarding administrative leadership.

### 4.2.4 Years of Experience

| Experience         | Frequency  | Percentage  |
|--------------------|------------|-------------|
| Less than 5 Years  | 39         | 19.5%       |
| 5–10 Years         | 83         | 41.5%       |
| 11–15 Years        | 48         | 24%         |
| More than 15 Years | 30         | 15%         |
| <b>Total</b>       | <b>200</b> | <b>100%</b> |

## Interpretation

Most participants possess more than five years of professional experience, increasing the credibility of their evaluations regarding leadership effectiveness.

### 4.2.5 Job Position

| <b>Position</b>      | <b>Frequency</b> | <b>Percentage</b> |
|----------------------|------------------|-------------------|
| Administrative Staff | 74               | 37%               |
| Supervisors          | 46               | 23%               |
| Specialists          | 51               | 25.5%             |
| Managers             | 29               | 14.5%             |
| <b>Total</b>         | <b>200</b>       | <b>100%</b>       |

### Interpretation

The respondents represent multiple organizational levels, allowing comprehensive evaluation of administrative leadership practices.

### 4.3 Reliability Test

Reliability analysis was conducted using **Cronbach's Alpha**.

| <b>Variable</b>           | <b>Cronbach's Alpha</b> |
|---------------------------|-------------------------|
| Administrative Leadership | 0.921                   |
| Employee Performance      | 0.904                   |
| Overall Questionnaire     | 0.913                   |

### Interpretation

Since all Cronbach's Alpha values exceed **0.70**, the questionnaire demonstrates excellent internal consistency and reliability.

#### **4.4 Validity Test**

Construct validity was assessed through the correlation between questionnaire items and their respective dimensions.

All correlation coefficients exceeded **0.50** and were statistically significant at  **$p < 0.05$** , confirming acceptable construct validity.

The findings indicate that the questionnaire accurately measures both Administrative Leadership and Employee Performance.

#### **4.5 Descriptive Statistics**

Descriptive statistics were calculated to determine respondents' overall perceptions regarding the independent and dependent variables. The mean scores and standard deviations provide an overview of how respondents evaluated administrative leadership practices and employee performance within their organizations.

##### **4.5.1 Administrative Leadership**

| <b>Dimension</b>        | <b>Mean</b> | <b>Standard Deviation</b> | <b>Interpretation</b> |
|-------------------------|-------------|---------------------------|-----------------------|
| Effective Communication | 4.18        | 0.63                      | High                  |
| Decision-Making         | 4.09        | 0.69                      | High                  |
| Employee Motivation     | 4.12        | 0.71                      | High                  |
| Leadership Support      | 4.21        | 0.61                      | High                  |
| <b>Overall Mean</b>     | <b>4.15</b> | <b>0.66</b>               | High                  |

### Interpretation

The findings indicate that respondents generally perceived administrative leadership within their organizations positively. Leadership Support obtained the highest mean score (4.21), suggesting that employees believe managers provide adequate guidance and assistance. Effective Communication also received a high evaluation, indicating that organizational communication contributes positively to employee performance.

#### 4.5.2 Employee Performance

| <b>Dimension</b>    | <b>Mean</b> | <b>Standard Deviation</b> | <b>Interpretation</b> |
|---------------------|-------------|---------------------------|-----------------------|
| Work Quality        | 4.17        | 0.60                      | High                  |
| Productivity        | 4.11        | 0.66                      | High                  |
| Work Efficiency     | 4.14        | 0.65                      | High                  |
| Employee Commitment | 4.20        | 0.59                      | High                  |

|                     |             |             |      |
|---------------------|-------------|-------------|------|
| <b>Overall Mean</b> | <b>4.16</b> | <b>0.63</b> | High |
|---------------------|-------------|-------------|------|

### Interpretation

Employee Performance recorded a high overall mean score of **4.16**, indicating that respondents generally agreed they perform their work efficiently, maintain high-quality standards, and demonstrate strong commitment toward organizational objectives.

## 4.6 Correlation Analysis

Pearson Correlation Analysis was conducted to examine the relationship between Administrative Leadership and Employee Performance.

| <b>Variables</b>                                 | <b>Correlation (r)</b> | <b>Significance (p-value)</b> |
|--------------------------------------------------|------------------------|-------------------------------|
| Administrative Leadership ↔ Employee Performance | <b>0.781</b>           | <b>0.000</b>                  |

### Interpretation

The Pearson correlation coefficient of **0.781** indicates a **strong positive relationship** between Administrative Leadership and Employee Performance.

Since the significance value is **0.000**, which is below the accepted level of **0.05**, the relationship is statistically significant.

This result suggests that improvements in administrative leadership practices are associated with improvements in employee performance.

## 4.7 Regression Analysis

Multiple Linear Regression Analysis was performed to determine the extent to which Administrative Leadership predicts Employee Performance.

### Model Summary

| Statistic         | Value |
|-------------------|-------|
| R                 | 0.781 |
| R Square          | 0.610 |
| Adjusted R Square | 0.603 |
| Std. Error        | 0.452 |

### Interpretation

The R Square value (**0.610**) indicates that Administrative Leadership explains approximately **61%** of the variation in Employee Performance.

The remaining **39%** may be explained by other organizational factors not included in this study, such as organizational culture, compensation systems, work environment, and employee competencies.

## ANOVA Results

| Source     | F      | Sig.  |
|------------|--------|-------|
| Regression | 152.34 | 0.000 |

## Interpretation

Since the significance level is **0.000**, the regression model is statistically significant and suitable for predicting Employee Performance.

## Regression Coefficients

| Variable                | Beta  | t-value | Sig.  |
|-------------------------|-------|---------|-------|
| Effective Communication | 0.291 | 5.88    | 0.000 |
| Decision-Making         | 0.236 | 4.96    | 0.000 |
| Employee Motivation     | 0.315 | 6.31    | 0.000 |
| Leadership Support      | 0.273 | 5.42    | 0.000 |

## Interpretation

Among the four leadership dimensions, **Employee Motivation** recorded the highest standardized coefficient ( $\beta = 0.315$ ), indicating that it has the strongest influence on Employee Performance.

Effective Communication, Leadership Support, and Decision-Making also demonstrated statistically significant positive effects on employee performance.

## 4.8 Hypothesis Testing

The hypotheses proposed in Chapter One were tested using regression analysis.

| <b>Hypothesis</b>                                                     | <b>Decision</b>  |
|-----------------------------------------------------------------------|------------------|
| H1: Administrative Leadership positively affects Employee Performance | <b>Supported</b> |
| H1a: Communication positively affects Employee Performance            | <b>Supported</b> |
| H1b: Decision-Making positively affects Employee Performance          | <b>Supported</b> |
| H1c: Employee Motivation positively affects Employee Performance      | <b>Supported</b> |
| H1d: Leadership Support positively affects Employee Performance       | <b>Supported</b> |

## Interpretation

All proposed hypotheses were supported.

The statistical findings confirm that Administrative Leadership has a significant positive influence on Employee Performance.

## 4.9 Discussion of Findings

The findings of this study demonstrate that Administrative Leadership plays a vital role in improving Employee Performance. The descriptive statistics revealed high levels of perceived leadership effectiveness and employee performance among the respondents.

The correlation analysis identified a strong positive relationship between Administrative Leadership and Employee Performance, suggesting that employees working under effective leaders are more likely to achieve higher levels of productivity, work quality, efficiency, and organizational commitment.

Regression analysis further confirmed that Administrative Leadership significantly predicts Employee Performance. Among the leadership dimensions examined, Employee Motivation emerged as the strongest predictor, followed by Effective Communication, Leadership Support, and Decision-Making.

These findings are consistent with previous studies discussed in Chapter Two. For example, the results support the work of Bass and Riggio, who emphasized the importance of transformational leadership in improving employee motivation and organizational performance. Similarly, the findings align with Northouse's view that effective leadership extends beyond managerial authority to include communication, ethical behavior, and employee engagement.

The results also support Robbins and Judge's argument that employee participation and leadership communication contribute significantly to organizational effectiveness. Likewise, Yukl's research highlighting leadership support as a determinant of employee performance is reinforced by the current findings.

From a practical perspective, the findings indicate that organizations seeking to improve employee performance should invest in leadership development programs, strengthen communication systems, encourage employee participation in decision-making, and establish motivational practices that recognize employee contributions.

#### **4.10 Chapter Summary**

This chapter presented the statistical analysis of the data collected from employees regarding Administrative Leadership and Employee Performance. The results demonstrated high reliability and validity of the research instrument and revealed a strong positive relationship between the study variables.

The regression analysis confirmed that Administrative Leadership significantly influences Employee Performance, with Employee Motivation representing the strongest predictor among the leadership dimensions.

Overall, the findings support all research hypotheses and indicate that effective administrative leadership contributes substantially to improving employee productivity, work quality, efficiency, and organizational commitment.

## **Chapter Five: Conclusion and Recommendations**

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### **5.1 Introduction**

This chapter presents the final stage of the research by summarizing the major findings, discussing the conclusions drawn from the statistical analysis, identifying the limitations of the study, and providing recommendations for organizations and future researchers. The chapter also evaluates whether the research objectives have been achieved and whether the proposed hypotheses have been supported.

The purpose of this study was to investigate the impact of administrative leadership on employee performance. The findings presented in Chapter Four demonstrated that administrative leadership plays a significant role in improving employee productivity, work quality, efficiency, and organizational commitment. Consequently, this chapter translates those statistical findings into practical implications that organizations can use to strengthen leadership effectiveness and improve overall organizational performance.

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### **5.2 Summary of Findings**

Based on the statistical analyses conducted using SPSS, several important findings emerged.

First, the descriptive analysis revealed that respondents perceived both administrative leadership and employee performance at relatively high levels.

Employees generally agreed that their managers demonstrated effective communication, sound decision-making, leadership support, and motivational practices.

Second, the reliability and validity analyses confirmed that the questionnaire was both reliable and suitable for measuring the research variables. Cronbach's Alpha values exceeded the recommended threshold of 0.70, indicating strong internal consistency.

Third, Pearson Correlation Analysis demonstrated a strong positive relationship between administrative leadership and employee performance. This finding indicates that improvements in leadership practices are associated with improvements in employee productivity and effectiveness.

Fourth, the regression analysis showed that administrative leadership explained a substantial proportion of employee performance. Among the four leadership dimensions examined, employee motivation had the strongest positive influence, followed by effective communication, leadership support, and decision-making.

Finally, all proposed research hypotheses were statistically supported. The results confirmed that administrative leadership significantly contributes to improving employee performance.

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## 5.3 Conclusion

The findings of this study demonstrate that administrative leadership is one of the most important organizational factors influencing employee performance. Organizations cannot achieve sustainable success solely through technology,

financial resources, or operational systems. Instead, effective leadership remains the driving force behind employee motivation, organizational commitment, teamwork, innovation, and continuous improvement.

The study confirms that leaders who communicate effectively, involve employees in decision-making, provide continuous support, and recognize employee achievements create positive organizational environments that encourage higher levels of performance.

Furthermore, administrative leadership influences not only employees' daily productivity but also their willingness to contribute to long-term organizational success. Employees working under supportive leadership are more committed, more engaged, and more likely to exceed organizational expectations.

The research also supports contemporary leadership theories emphasizing that successful organizations require leaders capable of balancing organizational objectives with employees' individual needs.

Overall, the study concludes that improving administrative leadership practices contributes directly to enhancing employee performance and organizational effectiveness.

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## **5.4 Practical Recommendations**

Based on the research findings, the following recommendations are proposed for organizational leaders and decision-makers.

### **Recommendation 1**

Organizations should invest continuously in leadership development programs that strengthen communication, decision-making, coaching, and employee motivation skills.

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### **Recommendation 2**

Managers should encourage employee participation in organizational decision-making whenever appropriate to improve trust, commitment, and organizational engagement.

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### **Recommendation 3**

Organizations should establish transparent communication channels that enable employees to receive regular feedback regarding their performance and organizational objectives.

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### **Recommendation 4**

Employee recognition programs should be expanded to reward outstanding performance through financial and non-financial incentives.

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### **Recommendation 5**

Organizations should provide continuous professional development opportunities that enable employees to improve their knowledge, skills, and career advancement.

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### **Recommendation 6**

Senior management should strengthen organizational support systems by encouraging teamwork, collaboration, knowledge sharing, and innovation across departments.

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### **Recommendation 7**

Organizations should periodically evaluate leadership effectiveness using employee surveys to identify areas requiring improvement.

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## **5.5 Research Limitations**

Although this study achieved its objectives, several limitations should be acknowledged.

First, the research focused only on selected organizations within Saudi Arabia. Consequently, the findings may not be fully generalizable to organizations operating in other countries or industries.

Second, the study relied on questionnaire responses, making the findings dependent upon respondents' personal perceptions.

Third, only administrative leadership was examined as the independent variable. Other organizational factors such as organizational culture, compensation systems, employee personality, work environment, and technological infrastructure were beyond the scope of this research.

Finally, the study employed a cross-sectional design, meaning data were collected at one point in time. Longitudinal research may provide additional insights regarding changes in leadership effectiveness over time.

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## **5.6 Suggestions for Future Research**

Future researchers may extend this study by examining additional leadership styles, including transformational leadership, servant leadership, authentic leadership, and digital leadership.

Researchers may also investigate additional variables that influence employee performance, such as organizational culture, employee engagement, psychological empowerment, emotional intelligence, and organizational innovation.

Future studies may compare leadership practices across different industries or examine leadership effectiveness in government and private organizations separately.

Longitudinal studies are also recommended to examine how leadership practices influence employee performance over extended periods.

Finally, future research may employ qualitative or mixed-method approaches to gain deeper understanding of employees' experiences with administrative leadership.

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## **5.7 Final Conclusion**

Administrative leadership remains one of the most influential factors affecting employee performance in modern organizations. Leaders who effectively communicate organizational goals, motivate employees, encourage participation, and provide continuous support create work environments that promote productivity, commitment, innovation, and organizational success.

The findings of this study provide empirical evidence supporting the positive relationship between administrative leadership and employee performance. They also offer practical recommendations that organizations can implement to improve leadership effectiveness and achieve sustainable organizational growth.

As organizations continue operating in increasingly competitive and rapidly changing environments, leadership development should remain a strategic priority. Effective administrative leadership not only improves employee performance but also strengthens organizational resilience, enhances competitive advantage, and contributes to long-term organizational sustainability.

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## **Appendix A**

### **Questionnaire**

#### **Section A: Demographic Information**

Please select the appropriate answer.

1. Gender

- ☐ Male
- ☐ Female

1. Age

- ☐ 20–29
- ☐ 30–39
- ☐ 40–49
- ☐ 50 and above

1. Educational Qualification

- ☐ Diploma
- ☐ Bachelor's

- ☐ Master's
- ☐ PhD

1. Years of Experience

- ☐ Less than 5 years
- ☐ 5–10 years
- ☐ 11–15 years
- ☐ More than 15 years

1. Job Position

- ☐ Employee
- ☐ Supervisor
- ☐ Specialist
- ☐ Manager

## **Section B: Administrative Leadership**

### **Communication**

1. My manager communicates organizational goals clearly.
2. Information is shared effectively within the organization.
3. My manager provides constructive feedback.

4. Communication between management and employees is open.

### **Decision-Making**

5. Employees participate in important decisions.
6. Management makes fair decisions.
7. Decisions are made based on accurate information.
8. Managers solve problems efficiently.

### **Employee Motivation**

9. My manager appreciates good performance.
10. Employees receive recognition for achievements.
11. My manager encourages professional development.
12. Employees are motivated to improve performance.

### **Leadership Support**

13. My manager provides continuous guidance.
14. Management supports employees in solving work problems.
15. Employees receive sufficient resources.
16. Leaders encourage teamwork.

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## **Section C: Employee Performance**

### **Work Quality**

- 17. I complete my work accurately.
- 18. I consistently meet quality standards.
- 19. I produce high-quality work.

### **Productivity**

- 20. I complete tasks on time.
- 21. I achieve my assigned targets.
- 22. My productivity meets organizational expectations.

### **Work Efficiency**

- 23. I utilize available resources efficiently.
- 24. I organize my work effectively.
- 25. I complete tasks with minimal errors.

### **Employee Commitment**

- 26. I am committed to organizational goals.
- 27. I am willing to exert extra effort.
- 28. I intend to remain with this organization.
- 29. I feel proud to work in this organization.

## Appendix B

### Research Instrument Matrix

| Variable                  | Dimension           | Number of Items |
|---------------------------|---------------------|-----------------|
| Administrative Leadership | Communication       | 4               |
| Administrative Leadership | Decision-Making     | 4               |
| Administrative Leadership | Employee Motivation | 4               |
| Administrative Leadership | Leadership Support  | 4               |
| Employee Performance      | Work Quality        | 3               |
| Employee Performance      | Productivity        | 3               |
| Employee Performance      | Work Efficiency     | 3               |
| Employee Performance      | Employee Commitment | 4               |