

Mid-Ocean University
College of Management
Master of Management



***" The impact of leadership styles on achieving the
strategic objectives of project management at the
Saudi Commission for Health Specialties"***

Prepared by the student
Name/ Mohammad Ahmad Albalawi
University number: 222001662

Advisor:
Dr. Walid Abdel-Jawad Suleiman Siddiq.
Dr. Al-Faisal Abdul Hamid Muhammad Hassan.

2023



جامعة ميد أوشن
كلية الإدارة
ماجستير إدارة عامة

أثر الأنماط القيادية في تحقيق الأهداف الاستراتيجية لإدارة المشاريع بالهيئة
السعودية للتخصصات الصحية

اعداد الطالب:

الاسم/ محمد احمد البلوي

الرقم الجامعي/ ٢٢٢٠٠١٦٦٢

اشراف /

د. وليد عبد الجواد سليمان صديق د. الفيصل عبد الحميد محمد

حسن

١٤٤٥ هـ

Abstract

Studying human behavior and trying to identify the most important factors influencing it are among the most important variables that guarantee the success of the administrative leader in his mission, as it shows him the way to deal with each individual according to what is compatible with his nature and according to every circumstance in which he exists, and highlights to him the defects and weaknesses in his decisions, directions, and leadership. In the end, it is measured by its results, which is one of two things: either it is poor leadership that wastes resources, disrupts interests, wastes competencies, and reduces goals until nothing remains except what achieves the personal interests of the failed leader, or it is successful leadership - representing the image of a successful leader - that invests in resources and develops competencies. The highest level of efficiency was achieved in the performance of individuals to work as a single team in order to ensure the continuity and survival of the company in light of intense competition and in an environment in which the only constant is change. This study aimed to determine the prevailing leadership styles in the Saudi Commission for Health Specialties in Jeddah in the Kingdom of Saudi Arabia. It aimed to determine the impact of these patterns on the strategic goals of organizational change in that organization . To achieve these goals, the descriptive approach was used in preparing a questionnaire that was distributed to a

sample consisting of (100) administrators and employees from the upper, middle, and operational administrative levels who work for project management at the Saudi Commission for Health Specialties. It was done. (50) questionnaires were retrieved, meaning a recovery rate equal to 50%. After conducting the necessary statistical analysis and testing hypotheses using the descriptive approach, the study reached the following results:

The existence of the impact of leadership styles in achieving strategic goals - for project management at the Saudi Commission for Health Specialties. There is more than one leadership style in these organizations , but the democratic leadership style is dominant. The facilitation strategy is the most widely used strategy in these organizations. The most important recommendations concluded by the study are:

It is necessary to benefit from the advantages of the autocratic leadership style in maintaining work procedures and addressing the negative effects of the free leadership style in the work environment.

The Description	Page Number
Abstract	1
Search Contents Index	3
Chapter One Is the General Framework of The Study	5
Introduction	6
The Problem of The Study	7
The Importance of The Study	8
Objectives of the Study	9
Study Hypotheses	10
The Methodology of The Study	10
The Limits and Scope of The Study	11
Concepts and Terminology	13
Previous Studies	16
The Second Chapter Presents the Theoretical Framework and Previous Studies	22
The concept and definitions of leadership styles	23
Business strategies: achieving the company's goals	39
The Importance and Dimensions of Performance	43
The Third Chapter Is the Research Methodology	50

First - Study methodology.	51
Second - The study population and the sample.	51
Third - Study tool.	53
<u>Section One: Personal Data.</u>	53
<u>The second section: Analysis of the study hypotheses</u>	58
The Forth Chapter Is the Results and Recommendations	65
Second - Results	66
Third – Recommendations	67
Conclusion:	70
Fourth: References and sources	72
Fifth: Appendices	75

Chapter One: The general framework of the study

- **the introduction**
- **the study Problem**
- **the importance of studying**
- **Objectives of the study**
- **Study hypotheses**
- **Study methodology and tools**
- **The limits of the study**
- **Concepts and terminology of the study**

Previous studies:

- **Conclusion**
- **Sources and references**

The Introduction:

Studying human behavior and trying to identify the most important factors influencing it are among the most important variables that guarantee the success of the administrative leader in his mission. (Godfrey, 2013). The topic of leadership is of interest to all researchers. It is related to directing work groups to accomplish work and develop institutions through commitment to implementing the company's strategic goals. It is one of the most important duties of an effective leader. To take the initiative, anticipate what might happen, and think and innovate about how to avoid the occurrence of problems. Strategic leadership must also play an important role in the success of the organization in achieving its vision and mission, by taking advantage of the skills and capabilities that characterize the strategic leader, which enable him to bring about change to make the organization (Ginter, Duncan, & Swayne, 2018). It is compatible with various changes and has the ability to continue and prosper. The leader must create the appropriate atmosphere for workers to unleash their talents, creativity and motivation or to contribute with their ideas in solving problems and giving room for excellence and overcoming challenges. Administrative leadership derives its importance from its ability to optimally exploit its resources to raise the level of performance, which is considered one of the most important. Topics that determine the degree of development of the institution, through which the material foundations of society are formed that move towards social prosperity, which is built primarily on the foundations of material accumulations that are reflected in the development of income among individuals. In our current era, the progress of nations is a natural result of the effectiveness of their leaders in many fields, and therefore various companies are trying to reveal the leadership capabilities among its members and working on training and developing them to perform their leadership role in achieving the

company's goals and thus developing leadership forms and styles, as the latter has become one of the variables that affect the achievement of strategic goals due to the multiplicity and difference of leadership forms, as this multiplicity affects the improvement and achievement of strategic goals. This has been confirmed by many studies, including the current study, which investigated the issue of the impact of leadership styles on achieving strategic goals at the Saudi Commission for Health Specialties.

The Study Problem:

The success of the company depends to a large extent on the administrative leaders present in it, as it is not possible to expect the success of any administrative work without them, given that leadership is a process of influencing subordinates that works to direct their abilities and interests in a path that ensures the achievement of the desired strategic goals. However, failure to use leadership styles appropriate to the circumstances of the organization's employees may lead to Failure to achieve its goals. The success of a leader focuses mainly on his personal qualities and characteristics that determine the type of leadership skills that he exercises in influencing his subordinates to improve their level of performance. The leadership style is one of the most important conditions for improving performance, as it is not possible to apply one style in all companies, and that the successful leadership style varies according to the institution. Towards achieving pre-planned strategic goals.

The study problem can be summarized in the following main question:

What is the impact of leadership styles in achieving strategic goals at the Saudi Commission for Health Specialties?

Research Importance

- ❖ The performance of individuals is still far from the required level, whether in terms of content or in terms of results, because there is a defect that must be identified and addressed. This defect lies in the impact of leadership styles on the job satisfaction of employees at the Saudi Commission for Health Specialties. The importance of research can be determined according to the academic level. The importance of Search as follows:
 1. Trying to know the extent of the influence that leadership and its styles play on job satisfaction in order to ensure continuity of project management at the Saudi Commission for Health Specialties.
 2. Trying to determine the relationship between the study's two variables of leadership styles and employees' job performance.
 3. The importance of the leadership style as an important method in building the strategic capabilities of the company under study and raising its level of performance.
 4. Explaining the type of leadership style adopted in building strategic capabilities in the company under study.
 5. The need to pay attention to the leadership style and create a climate that contributes to building strategic capabilities in the company under study.
- ❖ At the field level, the importance of the research lies in its attempt to provide the scientific foundations on which the Saudi Commission for Health Specialties can be based in light of clarifying administrative leadership and its types and what it can contribute to building strategic capabilities that have an impact on job satisfaction and the resulting improvement in performance.

Study Questions:

Based on the relationship between the prevailing leadership styles among the administrative leadership and the reality of practicing distributed leadership among the administrative leaders at the Saudi Commission for Health Specialties, and determining the requirements for applying leadership styles to develop the performance of the administrative leadership in achieving the strategic objectives at the Saudi Commission for Health Specialties.

❖ A group of sub-questions emerge from the main question:

- 1- What are modern leadership styles, their definition, advantages and disadvantages?
- 2- To what extent do leadership models influence achieving the company's strategy?
- 3- What is the relationship of leadership styles to strategic leadership?
- 4- What is the difference between leadership skills and management skills?

Research Aims

The research seeks to achieve the goal of identifying the influential relationship between the research variables, diagnosing it and showing it at the level of the Saudi Commission for Health Specialties and knowing the determinants of raising performance at the Saudi Commission for Health Specialties that administrative leaders must use. This represents a cornerstone in the process of upgrading the national company and ensuring its continuity. Working to simplify the content of theories. Different administrative leadership and identifying the discrepancy between them, which may help the managers of the Saudi Commission for Health Specialties in in developing their leadership skills by benefiting from the ideas and results reached by these various scientific theories in this regard.

More precisely, the research aims to achieve the following main objectives:

1. Testing the nature of the relationship and influence between leadership style and strategic capabilities.
2. Describe and diagnose the elements of the leadership style and strategic capabilities adopted in the company under study.
3. Identifying the nature of existing strategic leadership skills and their patterns for the research sample and clarifying their types.
4. Clarifying the interactions and effects that clarify the relationship between leadership skills and styles and their role in maximizing job satisfaction.

Study Hypotheses and Variables

In line with the research objectives and to test its model, the research adopted a set of main and sub-hypotheses in order to arrive at accurate indicators that serve the current research objectives and test its hypotheses. The research relied on a set of statistical tools represented in the following: percentages, frequencies, arithmetic means, and standard deviations to describe the research variables, diagnose them, and display the results. Preliminary and discussed as follows:

The first hypothesis:

There is a positive correlation between leadership styles and the level of job satisfaction among project managers at the Saudi Commission for Health Specialties.

The second hypothesis:

There are statistically significant differences in the attitudes of the sample members in their responses to the impact of administrative leadership on job performance, depending on the following demographic variables (gender - age - educational level - and years of experience in the job).

The third hypothesis:

There are a group of factors related to the leadership style that have an impact on the level of employees' satisfaction with their work (salary, job security, promotion, authority management, labor relations, and working conditions).

The fourth hypothesis:

There is a significant correlation between the effect of leadership style in terms of its variables in building strategic technical capabilities

As for the variables of the study under investigation, they are:

First: - The independent variable: the impact of leadership styles.

Second: - Dependent variable: Strategic objectives of project management at the Saudi Commission for Health Specialties.

Third: - Demographic variables: (gender, age, educational level, and years of job experience.

Study Methodology and Tools

The descriptive analytical approach was adopted when describing and analyzing the variables of the study, and these included theories of administrative leadership styles in the various schools and theorists that these schools arrived at, as well as when studying job satisfaction in its various dimensions, influencing factors, the process of evaluating it, and ways to improve it. As for the applied side, the case study approach was used, which was adopted. on me:

Questionnaire method: to collect information about the study sample in order to answer the research problem and test the validity of the hypotheses in the field.

In addition, the questionnaire form was adopted as a main tool in collecting data, as its formulation considered its inclusion of the approved research variables, and it was formulated to serve the research objectives and hypotheses, based on the theoretical aspect and reference to previous studies.

The questionnaire design included three parts:

1. The first part covers general and introductory information about the individuals studied.
2. The second part focused on the standards of the leadership style (free democratic, autocratic).
3. The third part focuses on job satisfaction and its impact on performance.

The limits of the study:

First: Spatial boundaries: for project management at the Saudi Commission for Health Specialties.

Second: Time limits: February, March and April of 2023 AD.

Third: Human limits: workers and employees for project management at the Saudi Commission for Health Specialties.

Concepts and Terminology

the pattern:

It is the prevailing behavior or style that the academic leader practices most often and distinguishes him from other leadership styles.

Leadership:

It is the ability of a leader who practices academic work to influence the behavior of subordinates and push them to achieve specific goals.

Leadership style:

It is a set of behaviors or practices that an academic leader often uses to influence the activities of individuals to achieve the organization's goals.

Functionality:

Refers to the performance of workers as they carry out their assigned tasks and duties in accordance with the responsibilities established by their organizational leadership, with the aim of achieving success in their respective roles.

Leadership style:

According to Northouse (2018), the leadership style is “a repetitive and distinctive behavior of a person”. Another definition confirms that the leadership style is “a set of distinctive characteristics and basic factors that make the manager influence his subordinates or resist their influence and behave in his own individual behavior.” This study used leadership styles that were classified according to the method of exercising authority.

Autocratic style:

The behavior that characterizes a leader and that he practices in his work, through which he seeks to influence his subordinates in order to achieve the goals of his organization.

This style is procedurally considered to be the style that is based on tyranny of opinion and autocratic fanaticism, in that methods of coercion and directing actions through orders or interference in the details of businesses are fraught with problems whose negative effects appear as soon as they are changed. Father of others, which spreads an element of fear and domineering in the atmosphere.

Democratic style:

It is a style that is based on mutual respect between the leader and his followers and considering all members of the group as extremely important in running the organization and achieving its goals, thus providing opportunities for everyone to excel, excel, innovate, and effectively contribute to policy-making, decision-making, goal setting, and implementation.

Freestyle:

It is the style that is based on non-interference in the course of affairs and does not play a significant role or approve its methods and define its goals in managing the group's affairs.

Leadership:

Leadership is the process of moving a group of people in a specific and planned direction by urging the most important people to act according to their choice.

Administrative leadership:

Administrative leadership is any president or manager who can be described as an administrative leader only when he can influence his subordinates in a way that makes them comply with his orders and directives of their own free will and personal desires non-compliance.

charisma:

Weber used this term to refer to the type of authority that is associated with the person of the leader and the personal traits and personal talents he possesses that inspire and influence others, and not the authority that stems from the leader's job position.

project management:

It is a process that helps companies achieve their project goals while adhering to planned constraints of goals, time, and money.

The project:

It is a temporary and unique endeavor to manufacture a good, provide a service, or reach a specific result, where the project has a starting point and an ending point that the project reaches when its goals are achieved.

Leadership over the group:

It is the leadership that is concerned with production, the structure of the organization, and the laws and regulations of the organization. The leader is characterized by domination and control over the workers. It is the leadership that is concerned with the functional dimension.

Leadership With the Group:

It is leadership that cares about employees, their relationships, needs, and the work climate. The leader is characterized by cooperation and participation in decision-making. It is leadership that cares about the human dimension.

Previous studies:

Study (Abu Al-Ghanem 2013):

The aim of this study is to identify the impact of Managerial Leadership Styles on the Change Resistance. This study was applied on a random sample consisting of 115 individuals. To achieve the objectives of the study, the researcher has used the proper statistical tools, such as: Arithmetic, R1, R2, Standard deviations, T-Test, ANOVA and other tools. The data of the questionnaire has been also analyzed to measure the hypothesis by using the Statistical Package for Social Sciences (SPSS). The results showed that the democratic style is the most influential than the loose style, and the autocratic is the less. The study also showed that there is change resistance, for the subordinates did not participate in change decision making. The main recommendations of the study concluded, is to reconstruct the leadership in the company to authorize the democratic style,

and pay attention to involve the subordinates in the change decisions. In the light of the results, the researcher adds a number of recommendations.

Study (Farhan 2014):

The study aimed to identify the impact of leadership styles according to the leadership network model developed by Blake & Mouton (1978), which are: the permissive leadership style, the strict leader, the moderate leadership style, the social club management style, and the team management style - in choosing strategies. The actions followed in insurance companies according to the classification of Michael Porter (Porter, 1985), who classified them into three strategies: cost leadership strategy, differentiation strategy, and focus strategy. To achieve this goal, a questionnaire was developed and distributed to a sample of 100 Jordanian insurance company managers. 79 valid questionnaires were retrieved (recovery rate = 79%), and after conducting the necessary statistical analysis, the study reached the following results: 1- There is no effect of leadership styles according to the Blake and Mouton model in choosing the leadership strategy at cost, as the study showed no effect of the permissive style and the permissive style. Moderate, social style, and team leadership style in choosing a cost strategy, and it showed an effect - only - of the strict style in choosing a cost leadership strategy. 2- There is an effect of the leadership styles according to the Blake and Mouton model in choosing the differentiation strategy, as the study showed that there is an effect of the permissive, moderate, social leadership style and the team leadership style in choosing the differentiation strategy, while there was no effect of the strict style in choosing the differentiation strategy. 3- There is an effect of the leadership styles according to the Blake-Moton model in choosing the focus strategy, as the study showed the presence of this effect of the leadership styles: strict, moderate, social, and team leadership in choosing the focus strategy.

Study (Rashid 2016):

The study aimed to test the impact of leadership styles (bureaucratic leadership, laissez-faire leadership, transformational leadership, and transactional leadership) on developing the career path with its dimensions (career planning, training, and promotion) in Mohamed Khaidar in Biskra. Using a questionnaire that was distributed to a facilitated sample of 74 administrative employees, and after analysis using the analysis program The study concluded that the level of career development at the university is average, as is the case for all leadership styles Adopted at an average level. Satisfaction with both material incentives, working conditions, and leadership style was high, while satisfaction with promotion was moderate. The results of the study also confirmed that transactional leadership has a positive direct impact on developing the career path, while there is no statistically significant effect for the rest of the leadership styles on developing the career path. The study provided a set of explanations and recommendations related to the topic.

Study (Salah Wahab 2016)

The Research deals with the analysis of the Impact of some of the modern leadership style in achieving Requirements Total Quality Management.

This research has been applied on an intentionally sample that consists of (54) managers who work in the department and factories of The General Company for the Electrical Industries. The research used the questionnaire as main tools to collect data and information. The research tries to test main and hypotheses number of static method

Different have been used in the analysis of this research by using (SPSS) and (Minitab) programs. This research has been to a group of results the import ants of them are: there is effect with moral indication for some of modern leadership style in achievement Requirements Total Quality

Management. This research recommendations with a group of conclusions serve its aims.

Study (Abdul Rahim 2019):

Strategic leadership plays an important role in the success of the organization in achieving its vision and mission, by taking advantage of the skills and capabilities that characterize the strategic leader, which enable him to bring about change to make the organization keep pace with environmental changes and have the ability to continue and prosper. This requires the organization to have a set of criteria that enable it to choose a strategic leader. Through a review of the literature that dealt with strategic leadership, it became clear that there are no studies specifically applying the concept of institutional maturity in Arab public organizations, in addition to the need for these organizations to have a methodology that includes a set of standards that enable them to choose strategic leaders who can achieve institutional maturity. Therefore, the problem of the study was summarized in questions that focused on whether the standards and systems for selecting leaders used in public organizations keep pace with the changes occurring today, and are these specifications and standards used in selecting leaders considered objective specifications and result in a distinguished leader to lead the institution? Does the current leadership in public organizations play a role in achieving institutional maturity?

The study ultimately concluded that there is a weakness in the orientation of public institutions towards institutional maturity, in addition to the importance of the role played by strategic leadership in improving performance, and its importance in achieving institutional maturity. The study recommended the necessity of adopting special criteria for selecting strategic leaders and preparing second-level leaders. The study also

presented a proposed vision on how to discover, prepare and equip strategic leaders, while proposing a set of standards that the institution must take into account when preparing and training leaders in the institution, as well as using them when selecting Individuals to fill leadership positions.

Study (Adlan, Tayos, 2021)

The study dealt with the subject of the impact of leadership styles on the performance of administrative staff. The research problem revolved around: Is there a positive correlation between leadership styles prevalent in the municipality and the performance of administrative staff working in it? Sub-questions emerged from this question:

Is there a positive correlation between the style of democratic leadership and the stability of administrative staff?

Is there a positive correlation between the autocratic leadership style and the commitment of the administrative staff? Is there a positive correlation between the free leadership style and the efficiency of administrative staff? This study has employed the descriptive approach, which allows the researcher to collect, describe and analyze the largest possible number of facts and information. They number 38 employees.

Study (Nayef 2021):

Aim of the research to find out what leadership skills are available in General Company for Dairy Products, and knowledge of the relationship and influence between leadership skills and organizational commitment, the use of the (SPSS) Statistical system to get to the results, was chosen General Company for Dairy Products of field research, For being the most important

Coefficient in Ministry of Industry and was searching Community from (General Manager, Deputy General Manager, Head of Department) and the number (85), but the number of questionnaires returned was (72) questionnaire, formulated the hypothesis link the main contact between

leadership skills and organizational commitment ramifications of which Three hypotheses subsidiary, as formulated three hypotheses influence between leadership skills and organizational commitment The ramifications of each of the Three sub-hypotheses, the research found that all hypotheses link and influence between the variables and sub is a powerful and significant moral, as recommended by searching a number of recommendations most important: to emphasize the importance of leadership skills in the Company plant because of its significant impact in organizational support Commitment, a lack of focus on the skill without the other, but the use of all leadership skills at all administrative levels and the intensification of Seminars, conferences and training sessions on the themes of leadership skills and organizational commitment, and the emphasis on work teams in order to exchange experiences and skills.

Chapter Two: The theoretical framework of the study

The concept and definitions of leadership styles

the pattern:

It is the prevailing behavior or style that the academic leader practices most often and distinguishes him from other leadership styles.

Leadership:

It is the ability of a leader who practices academic work to influence the behavior of subordinates and push them to achieve specific goals.

Leadership style:

It is a set of behaviors or practices that an academic leader often uses to influence the activities of individuals to achieve the organization's goals.

Leadership style:

The leadership style is “a repetitive and distinctive behavior of a person.” Another definition confirms that the leadership style is “a set of distinctive characteristics and basic factors that make the manager influence his subordinates or resist their influence and behave in his own individual behavior.” This study used leadership styles that were classified according to the method of exercising authority.

Leadership:

Leadership is the process of moving a group of people in a specific and planned direction by urging the most important people to act according to their choice.

Through the previous definition, it can be defined procedurally as “the ability of the administrative leaders in the departments of the Saudi Commission for Health Specialties, to understand the human behavior of their employees with the aim of directing that behavior in a way that leads to those employees performing their assigned work.” It is important to achieve the organization desired goals.

Administrative leadership:

Administrative leadership is any president or manager who can be described as an administrative leader only when he can influence his subordinates in a way that makes them comply with his orders and directives of their own free will and personal desires and not because of regulations and instructions or fear of the organizational consequences that could result from non-compliance.

charisma:

Weber used this term to refer to the type of authority that is associated with the person of the leader and the personal traits and personal talents he possesses that inspire and influence others, and not the authority that stems from the leader’s job position.

Leadership over the group:

It is the leadership that is concerned with production, the structure of the organization, and the laws and regulations of the organization. The leader is characterized by domination and control over the workers. It is the leadership that is concerned with the functional dimension.

Leadership with the group:

It is leadership that cares about employees, their relationships, needs, and the work climate. The leader is characterized by cooperation and participation in decision-making. It is leadership that cares about the human dimension.

It is noted that leadership in this study; Due to the overlap and intertwining of the two concepts. Many definitions of leadership focus on influencing the use of power, which means the ability to influence a person's behavior. Faqiri (1985) also stated that he views the concept of leadership in the same way as he views the concept of power, considering that the concept of leadership is a process related to influencing the activities of the group and that power is a latent influence ability that affects those to whom it is directed and necessarily leads to the completion of work in the required manner. Understanding the meaning of power does not come from an abstract view of it, but rather within the framework of a confrontation that takes place between two groups, that is, between an influencer and an affected person, which is here the leader and the group. The concept of power also contains personal and functional characteristics related to the position, and these characteristics form the basis.

2-The importance of leadership

Leadership derives its importance from its important influence on all elements of project management at the Saudi Commission for Health Specialties, , due to its ability to influence the behavior of working individuals. Leadership is also a vital element in the life and continuity of organizations and bodies. Leadership is the pinnacle of administrative organization. The leader is responsible for directing and coordinating between all elements and is responsible. Also about achieving goals by leading others and using effective leadership, the educational institution, as found in our research, guarantees the minimum required human efforts necessary to achieve its goals and ensure their continuation. The workers must have sound leadership and be able to obtain their cooperation in order to make the necessary efforts to accomplish the tasks assigned to the workers and employees. Administrators.

The importance of leadership can be summarized in the following points:

- Using leadership, the required goals are transformed into tangible results.
- Leadership increases the effectiveness of the human element, including employees and administrators.
- Leadership has a major role in the planning, organizing and control process.
- Without appropriate and competent leadership, there will be no progress in the long term.
- Leadership is that which deals with the variables of the external environment and benefits from them.

3-Leadership styles

There is almost agreement among scholars about dividing administrative leadership styles into three main styles:

First: the autocratic style:

It is the style that uses cruelty and severity with subordinates at work to force them to carry out orders and lack of flexibility in implementing instructions and not allowing group members to discuss them. It is also called (the authoritarian or controlling style, the individualistic style, the commanding style, or the dictatorial style), although this style leads to tightening authority. Regular work and increased production for fear of dismissal and punishment. However, such leadership is only for the short term, and adherence to work remains dependent on the presence of the leader. In the long term, signs of dissatisfaction, complaining, and uneasiness appear among the members of the group, which weakens their morale and reduces their production and efficiency at work.

Features of the autocratic style:

- He makes important decisions himself.
- He does not give his subordinates an opportunity to discuss with him what he has decided.
- He focuses his attention on getting the work done.
- Follows a strict control method to follow up on the work of subordinates.

Disadvantages of the autocratic style include:

- ✓ Harsh and strict decisions in his dealings with his subordinates.
- ✓ He does not pay any attention to satisfying the needs of subordinates.
- ✓ He does not contact his subordinates except when he wants to impose work models on them.
- ✓ Improve his position and obtain a promotion without caring about the status of his subordinates.
- ✓ He does not care about the job burdens of subordinates.
- ✓ The autocratic leader concentrates powers in his hands and is alone in making decisions.
- ✓ It frustrates the initiative and innovation of subordinates.
- ✓ It leads to a decrease in morale among subordinates.
- ✓ Lack of cooperation and loyalty to the leader.
- ✓ High rate of complaints and grievances among subordinates.
- ✓ The emergence of negative trends among subordinates and the prevalence of a spirit of hostility.

Second: The democratic style:

The democratic style depends on the involvement of subordinates in some tasks and participation in decision-making, which increases the effectiveness and performance of workers, and this is based on:

- 1- Establishing human relations between the leader and his subordinates.
- 2- Involving them in some leadership tasks.
- 3- Delegate authority and involve them in decision-making.

Features of the democratic style:

- Involves subordinates in developing plans and making decisions.
- Discusses work matters with subordinates and discusses any suggestions received from them.
- Delegates some administrative powers to subordinates.
- He is interested in resolving disputes that occur between subordinates.
- Achieves mutual trust between himself and his subordinates.
- He avoids confronting the subordinate about his mistakes in front of others.
- Providing the appropriate psychological and social climate to increase and improve production.
- Develop the spirit of innovation and giving among subordinates and give them an opportunity to express themselves.

Disadvantages of the democratic style:

- 1- Difficulty in increasing the involvement of all subordinates in decision-making.
- 2- It requires a lot of time, effort and organization.
- 3- Some negative phenomena such as lack of discipline at work among subordinates.
- 4- Difficulty making quick decisions in quick situations.
- 5- Decrease in production quantity in some cases.

Third: Chaotic (free) style:

The effectiveness of the systems and regulations of the chaotic leader decreases and is replaced by desires and inclinations without distinction.

The barriers and boundaries between success and failure are destroyed, and everything becomes in a state of lack of control. There is no responsibility or oversight, but rather chaos, laxity, and a lack of a clear vision of matters. The chaotic leader's role is limited to conveying orders, signals, and regulations to subordinates without follow-up. Or monitor.

Characteristics of the chaotic-free style:

- 1- Leaves subordinates the freedom to make decisions, take actions, and develop solutions.
- 2- His meetings with subordinates are improvised and not planned.
- 3- He assigns duties to his subordinates in a general and non-specific manner.
- 4- He does not practice any leadership role or work.
- 5- He tolerates subordinates who fail to perform their duties.
- 6- He leaves his subordinates to solve their problems on their own.

-Factors affecting leadership

There are many factors that lead to leadership failure or success, including:

- Organization culture.
- Team unity.
- The leader's leadership style.
- Team culture, qualities and personalities of subordinates.
- Clarity of goal and vision by senior management.
- Team collaboration.
- The number of leaders present in the same work environment.
- The organization's structure, policies and regulations.
- The extent to which there are clear and specific goals for the organization as a whole and for the team itself.

- The availability of knowledge, technical and administrative experience among the team leader and team members.
- The availability of communication and cooperation skills among team members.
- The environmental conditions and factors surrounding the work organization.
- The type of work organization, whether in terms of its size, organizational methods, or structure.
- Type of tasks, type of motivation and work group.

- Leadership characteristics to be built and its functions:

True leadership is built on credibility, integrity, and a set of core competencies that lead to success in every field, working together around a common vision.

Leadership characteristics include:

- Dedication to work and good communication.
- Make high-level decisions.
- Actively listen to others and possess experiences and knowledge.
- Adapt to changing situations.
- Values cooperation and team building.
- Show empathy and have high morals.
- Efficiency and objectivity, which is represented by the leader's knowledge of his field of work.
- Ability to coordinate by knowing people and having positive attitudes.
- The sum of specialized and non-specialized experiences.
- The ability to motivate performance using material and moral incentives.
- The ability to distinguish and be at the innate mental level.
- Specialized expertise and correct evaluation is called the comprehensive vision.

Driving functions:

The leader's role as a judge includes evaluating the performance of subordinates, implementing laws, regulations, procedures and policies, resolving disputes, and administering justice. Evaluating performance requires knowledge of the standards that are used to measure outputs. Leadership performs the following functions:

- Guiding the work group and warning them against making mistakes.
- Achieving cooperation among individuals by distributing responsibilities among them.
- Contradictions between needs in a way that achieves everyone's interests in an atmosphere of freedom.
- For everyone to express their opinions and participate in discussing problems.
- Working to achieve the ultimate goals, the leader's goals and the group's goals.
- Directing and defining responsibilities for the group towards completing the work.
- Develop a plan that includes achieving goals according to a timetable that he adheres to.

Driving obstacles:

Among the most important obstacles to administrative leadership are:

- The degree of control the leader or manager has over the reward system, especially wage increases and promotions, if this right is taken away from the manager, whether by the laws prevailing in the country or by the applied administrative system.

- The organization's administrative precedents, which usually lead to the creation of an organizational climate hostile to any change on the part of leaders or managers who want to change for the better.
- The nature of the manager or leader, as the characteristics of the manager or the leader's personality (for example, hesitation in making decisions, fear of assuming responsibility, or excessive dictatorship due to family or organizational upbringing) often represent an obstacle to effective management.
- The nature of the organization, which may not allow for a diversity of leadership or administrative styles. For example, in military or paramilitary organizations, the democratic or participatory style is usually undesirable.

- Sources of leadership power

The leadership process includes the ability to influence others to work towards achieving certain goals. This means that leadership always requires the presence of a person in a leadership position through which he can influence a group of individuals in any given situation. In order for a person to be able to carry out the process of influencing others, he must have power or authority. Certain factors distinguish him from other individuals. On this basis, the sources of leadership power can be classified into formal authority, which include:

- ✓ Reward power: Its sources are the individual's expectation that doing his job in the required manner will bring him a material and moral reward from the boss. He will look at his boss as a leader and respect this characteristic in him through more obedience and loyalty.
- ✓ Coercive power: Its source is fear and is related to the individual's expectations that his failure to perform his duties or his disobedience

to his boss will result in punishment by the boss, whether it is a material or moral punishment.

- ✓ Legal authority: The source of this power is the official position that the individual occupies in the administrative organization, and this power flows from top to bottom.
- ✓ The power of personal influence: This power is linked to the person himself and not to the position
- ✓ Power based on experience: The basis of this power is the knowledge and skill acquired by the individual, as he is unique in this capacity from other individuals.
- ✓ Power based on possession of information sources results because leaders have the authority to access information sources and their knowledge of the organization's plans and policies, which are considered important and sometimes confidential matters.
- ✓ The power of admiration: The individual usually obtains it as a result of his followers' admiration for some personal characteristics that make them relate to him and express their admiration and appreciation for him. Attractiveness makes this individual a leader who influences others.

- Traits of a successful leader

There are many qualities of a leader, some of whom believe that they are represented by the following:

- ✓ Familiarity with the scientific principles of management, and this is the first path to success, because the leader's familiarity with the principles of management saves him a lot of effort that he expends to achieve these principles.
- ✓ Courage so that he can face these situations without fear.

- ✓ Belief in the work undertaken by the leader, regardless of the type of work.
- ✓ He must be a democrat and not be independent or make decisions alone, but rather include with him those he deems experienced.
- ✓ Relying on facts and not issuing anything except after verifying that, so as not to be blinded by false rumors, which would result in false decisions.
- ✓ Extreme caution, especially when it comes to the interests of things, the leader should not take a dangerous decision except after studying all its aspects and the expected reactions to it.
- ✓ It is represented in the way he performs with the followers when he trains, he advises, he relies on trust and good faith, he exudes enthusiasm in his followers, and he speaks in a formula and says: We and you.
- ✓ He has a high ability to solve problems. He will consult and ask for advice, make the work as if it were a competition, and be concerned with satisfying the needs of the group.

- Administrative leadership theories

Leadership theory is based on the characteristics of successful leaders. Psychologists work to analyze and develop leadership theory, and researchers seek to discover common traits or behavioral methods of unique leaders.

Classic theories of leadership: This group represents several theories that we summarize in:

First: Trait Theory: This theory is divided into:

a. Great person theory:

According to this theory, a great person has special qualities that distinguish him from the rest of the group, and these qualities are fixed and not affected by time or the characteristics of the group. Hence, this theory is based on a basic idea: that a leader is born and not made. However, it has met with strong opposition due to the difficulty of having a certain number of leaders in the country. A certain period of time and unpredictability.

B. Trait theory:

It is based on a basic assumption that leaders are born, not made, and that effective leadership depends primarily on the personal characteristics that the administrative leader possesses and that distinguish him from other individuals. Therefore, it focuses on the leader's personality and characteristics that distinguish him from others.

There are five types of leadership traits:

- 1- Physical features.
- 2- Cognitive traits: intelligence, culture, anticipating the future.
- 3- Social traits: "the art of dealing with others and gaining good communication."
- 4- The most useful traits are mechanical, such as emotional maturity and self-control.
- 5- Formal features: beauty of appearance and general taste.

Second: Behavior Theory:

They are the variables that affect the actions and work of leaders, and from it the basic hypothesis from which the theory is based is: that the success of a leader depends on the leadership style that he exercises over his subordinates. This theory is one of the first theories that focused on the behavior of the leader, focusing on three leadership styles, which are the following:

- ✓ Authoritarian style - the leader is the first and last decision-maker, relying on the centralization of authority and not involving others.
- ✓ Democratic style - leans towards other than the former and involves individuals in setting goals and making decisions.
- ✓ Free laissez-faire style - leaves everything absolutely to the group.

Third: Situational Theory:

The situational theory came to treat this matter, which linked leadership behavior to the situation and circumstances surrounding it. There is no single style of leadership, and the effective leader is the one who can shape himself according to the characteristics, situations, and person being led. It is based on three basic elements: -

Leader traits - follower traits - situation traits and the nature of the situation.

It focused on three basic variables:

- 1 - The leader's relationship with his subordinates: It is centered on the extent of trust and mutual respect.
- 2- Job structuring: It measures the progress or deceleration of the leader's management in setting goals.
- 3- The strength of the leadership position: the extent of its control over granting rewards and determining punishments.

However, it is difficult to determine the quality of the relationship between the leader and subordinates, and the respondents' scores for this scale were not stable.

Modern theories of leadership: Modern theories that delve into the subject of leadership

First: Transformational leadership:

This theory established that there is a link between motivation and resources and between leaders and subordinates, and it identified behaviors and basic pillars based on statistical pillars. It also defined this type of leadership as: leadership that seeks to motivate subordinates as much as possible, satisfy their growing needs, and immerse themselves fully with the subordinates.

Transformational leadership is governed by several factors, including:

- o Charisma effect.
- o Motivation inspiration.
- o Paying attention to individual feelings.
- o Creative encouragement.

Second: Interactive leadership:

It is the leadership that directs the efforts of individuals towards tasks, sets for them the goals that must be accomplished, and emphasizes specific benefits and rewards that these individuals or subordinates obtain as a result of their commitment to completing the tasks and duties agreed upon, scheduled, or predetermined for them. Transactive leadership is a leadership style characterized by inflexibility and focuses on the current profession and special forms of behavior. By maintaining standards, systems, principles, and methods, and adhering to the specified deadlines, ensuring that work is completed in safe ways, and not allowing change or violation of the principles, and reciprocal leaders seek to maintain stability, adherence to work methods, and avoid change.

Third: The integrative approach to leadership:

It identifies the forces and factors that shape the situation and thus influence the suitability of

a leadership style or method. These forces and factors interact with each other and all of them must be taken into account in order to explain the phenomenon of leadership and its success or failure and for the leader to choose this or that method to deal with the situation he faces. This theory governs several factors. Forces are: forces related to the leader - forces related to subordinates - forces related to the work environment - forces related to society - forces related to emergency circumstances.

Fourth: Team Leadership Theory:

Effective leadership is no longer limited to encouraging and motivating individuals to achieve the desired performance, but rather extends to leading a group and work teams to produce distinguished collective performance in quality, cost, and competition among some educational institutions. Since the number of institutions that use work teams has increased significantly recently, the need to lead teams has become Urgent from here is the emergence of the concept of team leadership, whose most prominent tasks are coordinating the tasks and activities of the team and the activities of the external organization and solving the problems of the team's work, in addition to providing guidance and advice to the team members so that they can complete the team's work efficiently and effectively.

The second topic

1-Business strategies: achieving the company's goals

The purpose of unifying the efforts of subordinates through the leadership's influence on their behavior is to achieve the company's planned goals, and since the goals of the subordinates and the goals of the organization overlap with each other, the achievement of any of us helps in achieving the other, and the goals of the organization are: the legal goal,

the functional goal, the technical goal, the profit goal, and the personal goal. The general goal is various goals. As for the goals of subordinates, their importance is justified when there are additional groups to the personal goals of each subordinate. Here, the complexity of the leader's task is justified, which enables him to push the employee or subordinate to put the interests of the organization ahead of his personal interests, along with his interest in the work, in addition to the role of the leader in helping informal groups to reach the goals of achieving them within the framework of the organization's goals. But most often, the leader seeks to direct his subordinates in the direction that enables him to achieve his personal goals and satisfy his needs through his leadership position. Therefore, it can be said that achieving the organization's goals is linked to a group of other goals, which results in the complexity of the leader's role in creating a kind of harmony between the multiple goals to achieve the organization's goals:

- The concept of strategic capabilities and its dimensions

1. The concept of strategic capabilities

At the beginning of the nineties of the twentieth century, interest appeared in modern concepts in the field of strategic management, the most important of which was the concept of strategic capabilities, which are the primary assistant and driver for business organizations in conducting their work, through planning to achieve superiority over competitors, accomplish goals, and achieve competitive advantages. Within this framework, similar concepts appeared. It is synonymous with the concept of strategic capabilities.

These concepts are represented by the core ability or competence, which is the previous step in the organization's understanding of its strategic capabilities.

2-Dimensions of strategic capabilities

Business organizations seek to search for sources through which they can achieve success in the competitive field. Therefore, we find them in achieving broad production levels or assembling various resources in large sizes, in addition to using technical knowledge to build added value and technology that enables them to build strategic capabilities and then adapt to the rising dynamism. The competitive environment in which they operate. From here arose the interest of organizations in building strategic capabilities and paying attention to their dimensions after these organizations discovered that their survival depends on their possession of strategic capabilities based on a set of dimensions that ensure limiting the ability of competitors to imitate them and remaining competitive based on capabilities within the framework of the increasingly competitive environment. And escalating.

2-Theories of job and administrative performance

There are many theories that dealt with it, with many theoretical approaches and opinions, considering that it is the foundation on which production and achieving organizational goals are based.

1- Classical school theories:

It looked at man from a limited negative view and considered him to be an economic being whose behavior can be influenced through injustice and material incentives only. It viewed the organization as operating in a closed environment and not interacting with the external environment. It considered that the work of organizations is known and of a routine nature. It saw that there is an optimal method for performing work that can be applied globally and includes On several theories:

2- Scientific management theory

- ✓ Replacing scientific methods with primitive and random methods.
- ✓ Fair division of work between workers and managers.

- ✓ Management is responsible for planning and supervision, and workers are responsible for implementation.
- ✓ Selecting and training workers based on scientific methods.
- ✓ Cooperation between workers and management based on scientific methods to achieve goals.

3- The theory of administrative principles:

It is based on fourteen universal principles that can be taught to project management at the Saudi Commission for Health Specialties, , which are:

Division of labor - Authority (equivalence of authority and responsibility) - Discipline - Unity of command - Unity of direction - Subordination to the public interest - Rewarding individuals and compensating them for their services - Centralization - Hierarchy - Hierarchy of authority - Arrangement and order - Justice - Job stability - Initiative - Team spirit.

4- Bureaucratic theory:

It did justice to efficiency and faced many organizational problems. He proposed an ideal model for organization, which he called the ideal model of bureaucracy. He considered it the most efficient and accurate in achieving the organization's goals because it relied on rationality in making decisions. He also considered knowledge and ability to be the basis for organization instead of favoritism and nepotism.

-Theories of the behavioral school:

I focused on studying and analyzing the behavior of individuals and groups in the organization using scientific methodology with the aim of helping managers understand this behavior to be able to modify it to serve the goals of the organization. This school will briefly address:

Human Relations Movement:

This movement focused on non-material incentives and rewards and ignored the impact of material factors and incentives, whether economic or otherwise, and their impact on improving employee performance.

This movement focused on the importance of informal organization and overlooked the influence of formal organization in shaping employee behavior within the organization.

Abraham Maslow's theory of needs.

Developing an organized program for workers' motivations so that they know the urgent general needs they have at various stages, which provides the appropriate atmosphere to satisfy them. This is because linking the need to work leads to improving the quality of performance, which leads to increased productivity and thus achieving the organization's goals. The arrangement of these needs is an order controlled by priority.

Two-factor theory by Friedrich Herzberg:

This theory calls for raising individuals from the first level to the second level in order to achieve self-motivation for these individuals, which makes them exert greater effort and thus achieve better job performance. To achieve this, Herzberg suggests enriching work centers so that they become attractive and attractive to the employee.

The importance of job performance

Administrative performance means activities that reflect both the goals and the means necessary to achieve them. It expresses the extent of the worker's efficiency or his achievement of the desired level of achievement in this work and is linked to the outputs that administrative institutions seek to achieve.

Strategic importance:

The performance of employees is linked to the organization's strategic goals, and the results,

behaviors, and characteristics of employees who are able to put strategies into practice are identified.

Development importance:

This is intended to develop the skills, knowledge and abilities of employees, raise the level of their performance, identify shortcomings in job performance and address them, identify strengths in job performance, improve it for the better, and reward it.

Factors affecting employees' job performance

The administrative performance of employees is affected by many factors, including what is related to the work environment and what is related to the employees' personality. It is affected by a number of factors, the most important of which are:

- ✓ Technical factors that include technological progress, raw materials, organizational structure, and work methods and methods.
- ✓ Human factors that include the ability to actually perform the work and include knowledge, education and experience as well as training, skill and personal ability.
- ✓ The desire to work also includes work characteristics, actual control, and the wage and incentive system.
- ✓ Demographic characteristics such as: gender, age, educational level, professional experience, and job position.

Types and elements of administrative performance

Administrative performance has basic elements and components without which it is not possible to talk about the existence of effective performance. This is due to its importance in measuring and determining the level of performance of employees managing projects at the Saudi Commission for Health Specialties, . We have been directed to identify the elements or

components of performance in order to come up with more contributions to support and develop the effectiveness of administrative performance. For those working to manage projects at the Saudi Commission for Health Specialties, , where the elements of administrative performance are the basic components of the administrative process, which are standard performance, actual performance, individual performance, and group performance, according to which material and human capabilities are mobilized, coordinated, and directed to achieve the company's goals efficiently and effectively.

There is a general suspicion that it includes four elements, and these elements are:

Planning - organizing - directing - following up.

3-Standards and objectives of functional and administrative performance

Through it, the employee's actual work level is determined and is divided into the following types (human, personal, professional, quantitative, qualitative and behavioral standards) that work to achieve job performance goals as follows:

- ✓ Providing logistics services on a regular basis while achieving goals with quality.
- ✓ The company's flexibility allows it to modify its operations and structures with minimal impact on the system.
- ✓ Compatibility between the company's culture, its overall vision, and its organizational structure.
- ✓ The company should benefit from available opportunities and respond quickly to changes.
- ✓ Employees have a high level of internal commitment and motivation towards work.

- ✓ That workers have the skills, resources, and technology necessary to carry out their jobs.
- ✓ Providing workers with the opportunity and giving them independence to perform their jobs well.
- ✓ Providing open channels of communication between the manager and employees on an ongoing basis.
- ✓ Providing a positive climate that helps and encourages continuous learning and development.
- ✓ Forming work teams to address urgent issues instead of slow decisions.

Job performance evaluation

Performance appraisal is defined as a formal and productive procedure for measuring an employee's work and results based on his or her job responsibilities. It is used to measure the amount of added value achieved by the employee through the management by objective evaluation method and is calculated as follows: -

- ✓ Determine the main objective of the performance evaluation
- ✓ Studying the factors and obstacles due to which the worker was unable to carry out the work assigned to him.
- ✓ Interaction between supervisors and employees and supervisors allowing employees to discuss perceptions.
- ✓ Professional and functional, and discussing among themselves regarding expectations and hopes.
- ✓ The human resources planning process depends on performance evaluation metrics periodically or annually to determine the future needs of its available resources and its actual need for the workforce, which is linked to estimating and determining organizational policies.

Obstacles to job performance evaluation

The performance evaluation process is not an easy process, but rather a complex process. Therefore, proper planning must be done in order to obtain the desired results. Among the difficulties in performance evaluation are the following:

The evaluator is influenced by some of the traits and characteristics of the employee to be evaluated.

The evaluator's tendency to be harsh or harsh as a result of arrogance.

Considering evaluation as a means of assessing promotion and awarding rewards only.

Not linking evaluation to areas and priorities for improving performance.

Personal biases, whether attraction or aversion towards certain individuals.

Random evaluation to eliminate suspicion of bias.

Lack of experience in the evaluation process due to ignorance of it.

Isolating the evaluation process from the rest of the management elements.

Factors such as seniority and age lead to deviation from the evaluation system.

4- Important points in the second chapter

From what has been presented in this chapter, it is clear that the issue of leadership is clearly stated. In such cases, leadership is the subject of a real choice. We find in business organizations and others that leadership is only the result of learning and preparation, and this is done through experience and practice, meaning that leadership is acquired over years. Practicing the principles to achieve goals with the participation of individuals. Accordingly, leadership is described as a process of balancing the capabilities and conviction of subordinates and the capabilities and characteristics of the leader. The study of leadership also raises a major methodological issue related to the meaning and components of the

leadership style. Although almost all studies agree on the existence of two basic dimensions of the leadership style, which are concern for production and people, the components of each dimension may raise a major issue in the field of scientific research. Job performance is considered the main component of the administrative and organizational process of the organization. Being the living part of it because it is linked to the human being, performance indicates the skills, abilities and capabilities possessed by workers in administrative institutions in general and companies in particular. If the performance is appropriate for the work to be accomplished, then it achieves its purpose. However, if the performance does not rise to the level required to complete the work, then This requires developing new means and methods and training workers on them to raise their competencies and improve their level of performance. The issue of the performance of administrative workers for project management at the Saudi Commission for Health Specialties, , has gained wide importance in the context of administrative effectiveness in general, as measuring the level of performance would create an administrative atmosphere capable of monitoring activities. ongoing work in the corridors of the company and verifying the extent of commitment of working individuals to fulfilling their responsibilities and duties in accordance with the requirements of constructive work, and by knowing the level of reality of performance for project management at the Saudi Commission for Health Specialties in , we can know their efficiency in their work and judge their behavior and actions during their performance for the purpose of overcoming obstacles and failures that could This organization is exposed to it.

Chapter Three: Research Methodology

First: study design

Research design is defined as a plan or diagram that shows the specifications of the processes necessary in order to test a specific hypothesis under the available conditions. The research design allows the various elements of the research to be mobilized (the theoretical framework, the problem, the analysis, and the results). The research design includes both the theoretical and methodological approaches to provide a description of the various phenomena, whether related to individuals or situations, for the purpose of developing a substantiated generalization.

Second: The methodology used in the study

The choice of the study method is subject to the nature of the subject studied as well as its goal, as the study method is defined as “the means by which we can reach the truth or a set of facts in any situation and try to test it to ensure its validity in other situations and generalize it to reach what we call theory.” It is the goal of every scientific research. The method is defined as “the path leading to revealing the truth in the sciences through a set of general rules that dominate the course of the mind and determine its operations until it reaches a result. The descriptive method is considered the most common method in the social sciences due to the difficulty of using the experimental method in these sciences because it is It requires a lot of time and the specific nature of the social phenomenon requires interpretation more than quantification, as it is defined as “a set of research procedures that are integrated to describe the phenomenon or topic based on collecting, classifying, processing, and analyzing facts and data in a

sufficient and accurate manner to extract its significance or reach results or generalizations about the phenomenon or The topic under investigation is related to the descriptive approach in order to reach accurate knowledge about the topic of the impact of leadership styles on achieving strategic goals in the work environment, as the approach allows providing a picture of the current situation of the phenomenon as an accurate and topical description and then diagnosing it, revealing its various elements, analyzing that data and measuring it. Interpreting it and arriving at an accurate description of the phenomenon and its results, based on the statistical method and observation of the questionnaire.

Study technology

This research relies on the descriptive layers that reveal the studied phenomenon as it is on the ground and describes it accurately, quantitatively and qualitatively. The descriptive layer is also known as consisting of analytical analysis and scientific interpretation to describe a specific problem and measure it through collecting data about the problem and classifying and analyzing the data studied based on This descriptive model, by describing the most important characteristics and management elements of human resources, contributed to achieving the strategic objectives - project innovation at the Saudi Commission for Health Specialties.

Study population and sample

The technical study was approved and carefully selected. The sample consisted of 50 individuals from senior management, those responsible for training programs, and finally at the middle and lower management levels. It is assumed that there is a positive

relationship between the health administration's belief and conviction in the importance of training on individuals' behavior and work completion, and that training of human resources collectively has increased to enhance. Workers, labor costs and errors. The Training Department, through programs prepared using her ideas, encourages her to contribute to the development of human resources skills. The target research community consists of employees at the senior and international administrative levels in project innovations at the Saudi Commission for Health Specialties in the Kingdom of Saudi Arabia, who number 260 employees. We were able to choose a random sample in selecting the research, which reached 100 employees and administrators, from whom the questionnaire was shared through During a field visit, 70 questionnaires were retrieved and examined. 10 questionnaires that were not reliable were canceled, and thus we now have 50 questionnaires, which is a good size that meets the conditions of the study, as 50% of the aesthetic questionnaires participate.

Study tool distribution table.

Number of questionnaires	Distribution	return	Missing	excluded	Correct questionnaires
total	100	70	12	8	50
percentage	100%	70%	12%	8%	50%

Study tool:

Within the framework of the study and with the aim of testing Internet connection among the research variables (the effect of leadership styles in achieving strategic objectives - for project management at the Saudi Commission for Health Specialties) the questionnaire was chosen and

followed up on “the impact of leadership styles in achieving strategic objectives - for project management at the Saudi Commission for Health Specialties and the performance of employees and workers in... Both the administrative levels and the upper and lower middle levels in the Saudi Commission for Health Specialties in the Kingdom of Saudi Arabia, where several executive steps have been taken to ensure its validity and proof, where what the study measured will be measured.

-Research tools to collect information

A questionnaire was prepared on the subject of the study, which is the influential factor in the field of human resources training that contributed to achieving various goals - Innovations at the Saudi Commission for Health Specialties

Study tools and data collection

In the study, the back basin is used for shared data, and the main route relies on the two main sources between them

1 -A preliminary principle - through the questionnaire, which was prepared including the study population and its sample, so that it aims to disseminate the study’s hypotheses related to human resources management strategies and employee performance through results and justify reliance on them as basic principles. A source of information and data related to human resources management strategies and their measurement (training, motivation, and job motivation) and employee performance and measurement

2 -Secondary source - In this case, the use of academic sources was obtained from previous books and studies in the same field, which are books and references.

The search form was divided into the electronics section:

The first section: related to personal data for research: (gender - age - experience - job - academic qualification).

The second section: The factors explaining the impact of human resources training on the performance of the health affairs department organization.

Section One: Personal Data.

Description of the study sample in terms of demographic variables

Describe the study sample in terms of gender

Variable	Category	Number	Percentage%
The gender	male	40	80%
	female	10	20%
	total	50	100%

1) Gender: It was found that most of the study sample were males, as their number reached (40) people, at a rate of (80%), while the number of females was only (10) females, at a rate of (20%). This indicates a low percentage of female participation in managing affairs. health.

Description of the study sample in terms of age

<u>Variable</u>	<u>Category</u>	<u>Number</u>	<u>Percentage%</u>
<u>The Age</u>	less 30 years	15	30%
	From 31 to 34	10	20%
	From 35 to 39	15	30%
	From 40 and over	10	20%
	Total	50	100%

2) Age: It was found that the largest percentage of the study sample was in the age group of 30 years and less, as their number reached (15), with a

rate of (30%), followed by the age group from 31 to 34 years, with a rate of (20%). In ages from 35 to 39 years, 30% of the total study sample, as for ages less than 40 years and above, at a rate of (20%) of the total study sample, and this indicates that the average age of the study sample is relatively high.

Description of the study sample in terms of qualifications

Variable	Category	Number	Percentage%
qualification	Diploma	20	40%
	Bachelor's	22	44%
	Master's	5	10%
	Ph.D.	3	6%
	Total	50	100%

3) Academic qualification: It was found that the majority of the study sample hold a first university degree (Bachelor's), as their number reached (22), with a representation rate of (44%), followed by the percentage of diploma holders, with a percentage of (40%), followed by the percentage of holders of a master's degree, with a percentage of ((10% As for the percentage of holders of a doctoral degree, which numbered (3) and amounted to (6%), this indicates that the individuals in the study sample have relatively high academic qualifications.

Description of the study sample in terms of experience

Variable	Category	Number	Percentage%
Experience	less 5 years	15	30%
	From 6 to 10	10	20%
	From 11 to 15	20	40%
	From 16 and over	5	10%
	Total	50	100%

4) Years of experience: It was found that the relative distribution of the study sample individuals was according to the number of years of experience, as the largest percentage was for those with experience from 11-15 years, as the number of its members reached (20) individuals, at a rate of (40%), followed by the number of years of experience of 5 years or less, as it amounted to Its percentage is (30%). As for those with experience of more than 16 years, their percentage reached (10%) of the total study sample, and this indicates that the individuals in the study sample have relatively long practical experience.

Description of the study sample in terms of occupation

Variable	Category	Number	Percentage%
The job	Manager	2	4%
	Assistant Director	2	4%
	Human resources department staff	28	56%
	Training department staff	18	36%
	Total	50	100%

5) Position: It was found that the majority of the study sample were employees of the Human Resources Department, where they numbered (28), with a representation rate of (56%), followed by the percentage of employees of the Training Department, at a rate of (36%), and the percentage of the manager's job, at a rate of (4%). As for the percentage of assistant director the number of its members was (2), with a rate of (4%).

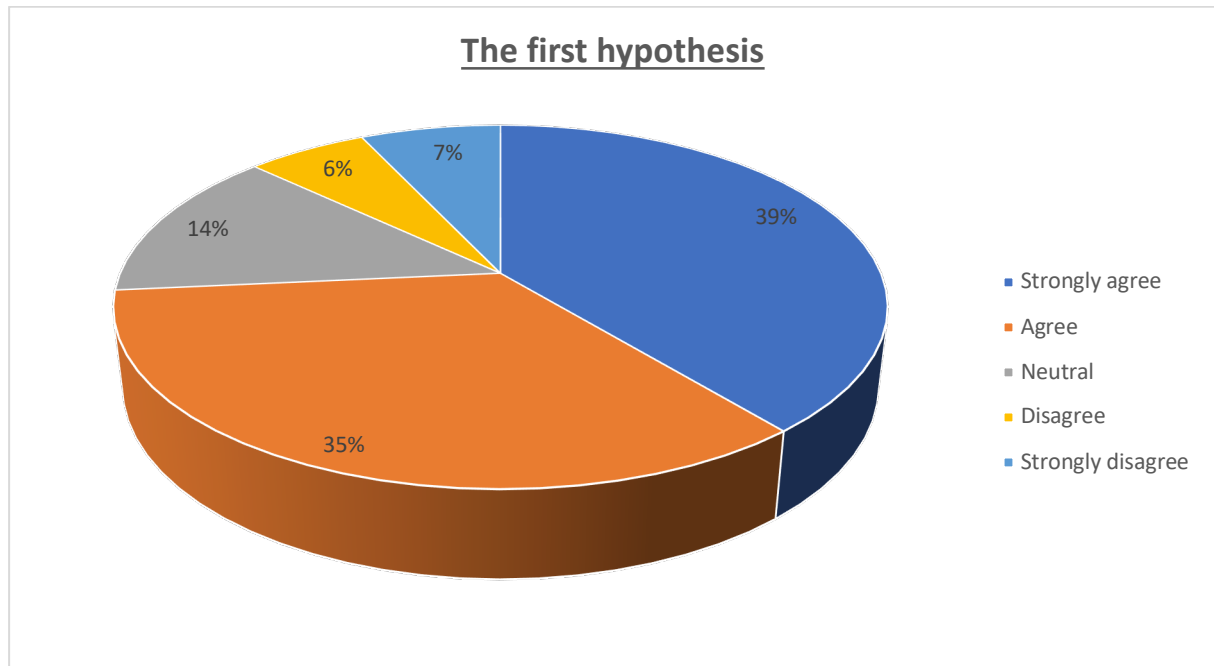
Presentation and discussion of the results Analysis of the study hypotheses

The first hypothesis –

There is a positive correlation between leadership styles and the level of job satisfaction among project managers at the Saudi Commission for Health Specialties.

All ratios and other indicators tend to adopt a large degree of strong agreement and also agreement with regard to this axis, as the approval rate was strongly 39%, with an arithmetic mean of 19.5 and a standard deviation of 4.04, and an approval rate of 35%, with an arithmetic mean of 17.25 and a standard deviation of 3.30. This result can be interpreted as what was stated in the responses of individuals The sample under study indicates that There is a positive correlation between leadership styles and the level of job satisfaction among project managers at the Saudi Commission for Health Specialties, which reflected the point of view to a large extent of the research sample under study.

N	Phrase	level of importance				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	priority level					
1	The leader's keenness to consult the employees makes me feel that the employees are one family	20	15	5	5	5
2	The method of control that your boss uses to monitor your work performance	17	22	3	3	5
3	3 The leader meets with employees to solve the problems they face. He encourages me to stay and continue in the company	25	15	5	3	2
4	How positive is management in dealing with employee suggestions?	16	17	14	1	2
	Total	78	69	27	12	14
	The ratio	39%	35%	14%	6%	7%
	Arithmetic mean	19.5	17.25	6.75	3	3.5
	Mediator	18.5	16	5	3	3.5
	standard deviation	4.04	3.30	4.92	1.63	1.73



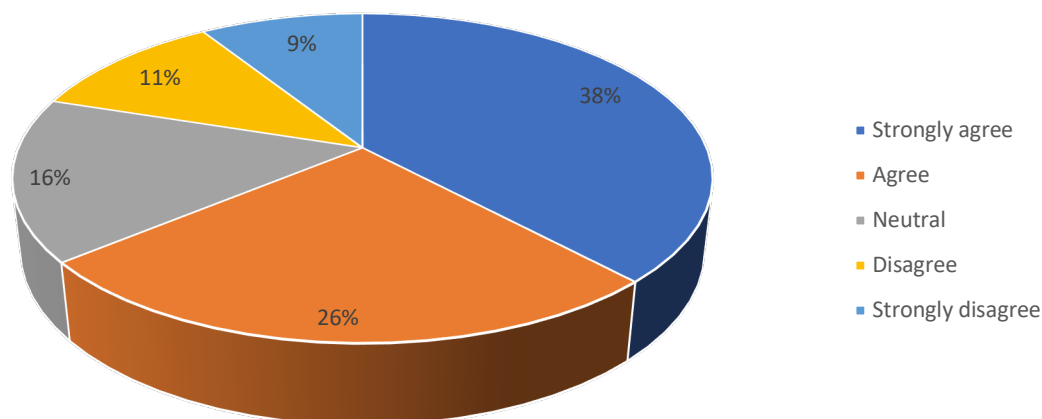
And the second hypothesis –

There are statistically significant differences in the attitudes of the sample members in their responses to the impact of administrative leadership on job performance, depending on the following demographic variables (gender - age - educational level - and years of experience in the job).

All ratios and other indicators tend to adopt a large degree of strong agreement and also agreement with regard to this axis, as the approval rate was strongly 38%, with an arithmetic mean of 19 and a standard deviation of 4.16, and an approval rate of 26%, with an arithmetic mean of 13 and a standard deviation of 1.15. This result can be interpreted as what was stated in the responses of individuals The sample under study confirms that There are statistically significant differences in the attitudes of the sample members in their responses to the impact of administrative leadership on job performance, depending on the following demographic variables (gender - age - educational level - and years of experience in the job

N	Phrase	level of importance				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Fairness in distributing workloads among employees	18	14	10	4	4
2	The leader's good treatment of employees increases dedication to work.	24	12	8	4	2
3	The leader's provision of the greatest amount of freedom to employees to practice their work motivates me to improve my performance.	20	12	8	6	4
4	Achieving justice in the manager's dealings motivates me to raise my level of performance	14	14	6	8	8
	Total	76	52	32	22	18
	The ratio	38%	26%	16%	11%	9%
	Arithmetic mean	19	13	8	5.5	4.5
	Mediator	19	13	8	5	4
	standard deviation	4.16	1.15	1.63	1.91	2.52

The second hypothesis

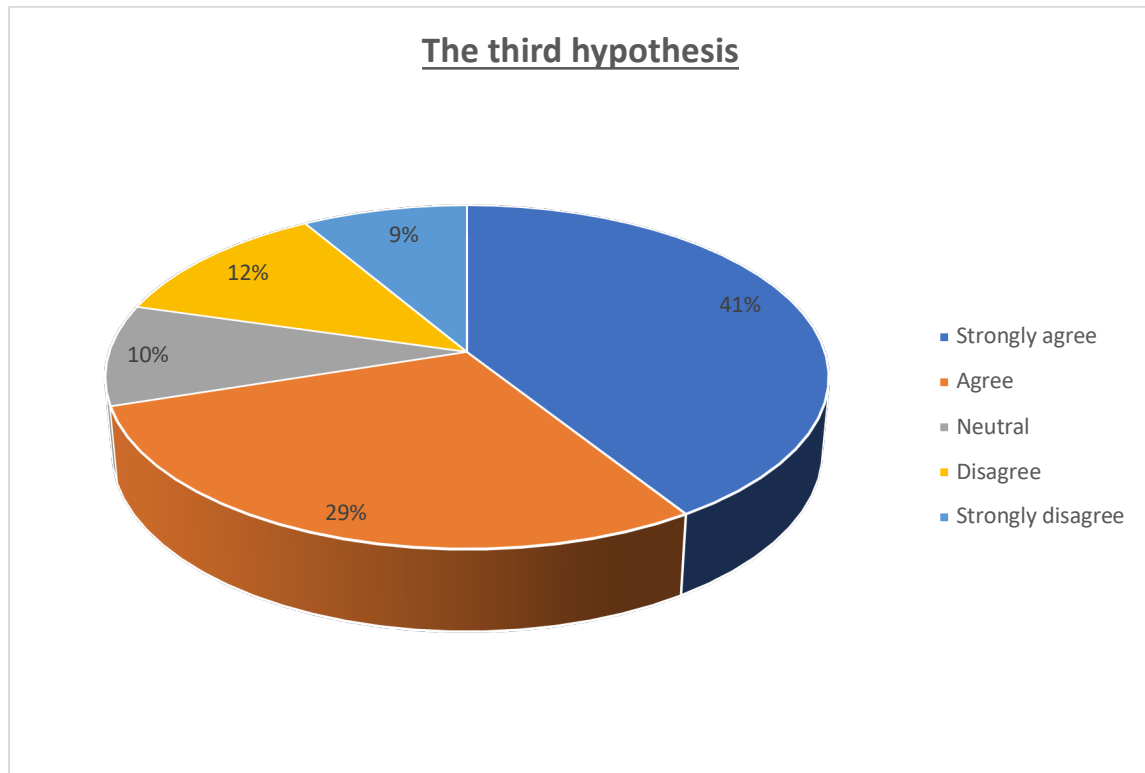


The third hypothesis: -

There are a group of factors related to the leadership style that have an impact on the level of employees' satisfaction with their work (salary, job security, promotion, authority management, labor relations, and working conditions).

All ratios and other indicators tend to adopt a large degree of strong agreement and also agreement with regard to this axis, as the approval rate reached 41% with a mean of 20.5 and a standard deviation of 4.12 and the approval rate of 29% with an arithmetic mean of 14.5 and a standard deviation of 5.26. This result can be interpreted as what was stated in the responses of individuals The sample under study confirms that There are a group of factors related to the leadership style that have an impact on the level of employees' satisfaction with their work (salary, job security, promotion, authority management, labor relations, and working conditions.

N	Phrase	level of importance				
	priority level	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	My pay is not commensurate with the work I do	24	10	5	6	5
2	I feel safe and secure in my work	16	22	2	6	4
3	There is fairness in the manager's dealings with all workers	18	14	4	8	6
4	In general, I am satisfied and satisfied with the relationship I have with my co-workers	24	12	8	4	2
	Total	82	58	19	24	17
	The ratio	41%	29%	10%	12%	9%
	Arithmetic mean	20.5	14.5	4.75	6	4.25
	Mediator	21	13	4.5	6	4.5
	standard deviation	4.12	5.26	2.50	1.63	1.71



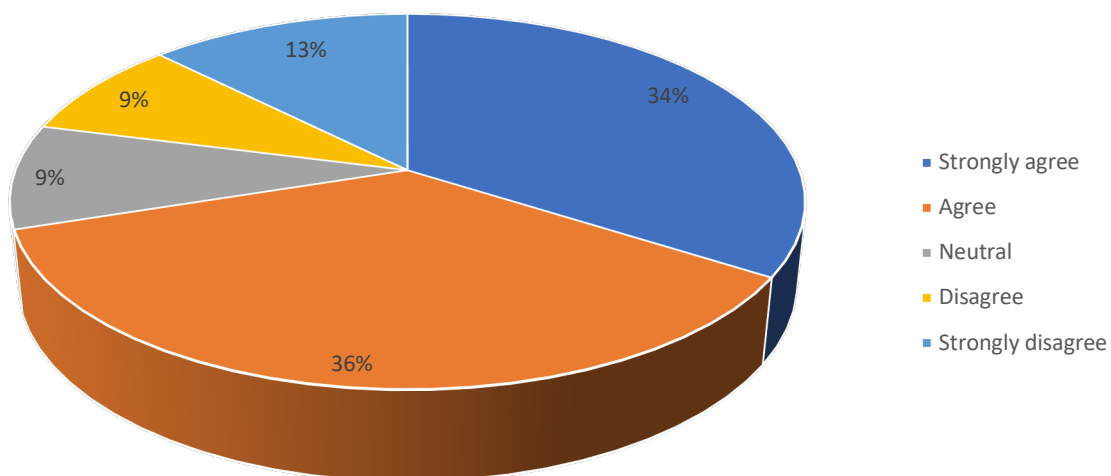
The fourth hypothesis –

There is a significant correlation between the effect of leadership style in terms of its variables in building strategic technical capabilities

All ratios and other indicators tend to adopt a large degree of strong agreement and also agreement with regard to this axis, as the approval rate was strongly 34%, with an arithmetic mean of 17 and a standard deviation of 2.58, and an approval rate of 36%, with an arithmetic mean of 18 and a standard deviation of 4.08. The study confirmed that There is a significant correlation between the effect of leadership style in terms of its variables in building strategic technical capabilities, in view of raising the level of workers' mastery of their work, and a strong direct relationship

N	Phrase	level of importance				
	priority level	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Technical knowledge of leaders and its role in building value and strategic capability	20	14	4	6	6
2	Delegating the leader some of his powers to employees contributes to facilitating and improving work tasks.	16	16	4	4	10
3	The leader's flexibility in implementing laws and instructions creates a desire to perform any additional tasks for workers within the company	18	18	4	5	5
4	The manager's interest in subordinates' suggestions at work encourages them to raise their level of performance	14	24	6	2	4
	Total	68	72	18	17	25
	The ratio	34%	36%	9%	9%	13%
	Arithmetic mean	17	18	4.5	4.25	6.25
	Mediator	17	17	4	4.5	5.5
	standard deviation	2.58	4.32	1.00	1.71	2.63

The fourth hypothesis



Chapter Four: Results and Recommendations

Results

1. Organizations' efforts to achieve success, continuity, and survival depend on having strategic capabilities planning processes that ensure limiting competitors' abilities to imitate them. These dimensions are represented by the technical knowledge to build value, the ability to generate and possess resources, and the technology used.

2. The results of the analysis revealed a significant correlation between leadership styles (democratic, autocratic, and permissive) and building strategic capabilities and their dimensions (technical knowledge to build value, the ability to generate and possess resources, and the technology used).

3. It shows the impact of leadership styles (democratic, autocratic, and permissive) in building strategic capabilities and its components: technical knowledge to build value, the ability to generate and possess resources, and the technology used.

4. The results of the analysis revealed a difference in the intensity of the influence of leadership styles in building strategic capabilities, where the democratic style appeared at the top of the ranking in terms of strength of influence, followed by the autocratic style.

Recommendations for the study

The study recommends the following:

Increasing the material and moral incentives for administrative cadres who exercise leadership roles in the administrative body, as the results revealed that the lack of material incentives is one of the difficulties facing administrative leaders in exercising leadership for project management at the Saudi Commission for Health Specialties. Continuing awareness about the importance of working in a team spirit in the administrative body and the role of work teams in achieving Work quickly and accurately, as the results showed that the weakness of the team work culture in the administrative body is one of the difficulties facing administrative leaders in exercising leadership for project management at the Saudi Commission for Health Specialties,

1. There must be a balance between the democratic style of management and the free style.
2. The necessity of taking advantage of the advantages of the autocratic leadership style in maintaining work procedures and addressing the negative effects of the free leadership style in the work environment.
3. Working to strengthen the democratic style because of its clear role in supporting and developing administrative performance and increasing its efficiency.

4. Working to support administrative leadership styles and their role in developing performance at all levels and job titles.
5. Strengthening attitudes towards the role of leadership styles among all employees of the Saudi Commission for Health Specialties, regardless of their educational level.
6. Benefiting from the prevailing democratic administrative climate and directing efforts towards developing and developing performance in a way that achieves the desired administrative efficiency.
7. Benefiting from the outputs of the incentives and promotions system, provided that it is developed and approved as a basic pillar of evaluation and administrative development.
8. Benefiting from the existence of standards for evaluating performance at the institutional and individual levels.
9. The employees of the Saudi Commission for Health Specialties have a clear understanding of their duties as a job that must be exploited to promote those with skills and knowledge to the leadership ranks.
10. The role of the manager in the autocratic style must be limited to commitment to implementing the laws.
11. Paying attention to delegating powers and increasing decentralization to ensure a balanced leadership style that achieves work objectives.

Conclusion:

Leadership theory is based on the characteristics of successful leaders. Psychologists work to analyze and develop leadership theory, and researchers seek to discover common traits or behavioral methods of unique leaders. The research aims to determine the relationship and explain the impact between the adoption of leadership styles by the Saudi Commission for Health Specialties in building strategic capabilities by matching a sample of employees in the company from all administrative levels, based on a hypothetical scheme that takes into account the nature and dimensions of the relationships between leadership style variables and strategic capabilities and guided by this. The plan: Based on the above, the topics of leadership style and strategic capabilities deserve research due to their importance in developing our organizations and making them remain in the competitive circle, which requires knowledge of the variables of leadership style and their relationship to building strategic capabilities in a selected sample, since organizations' efforts to achieve success, continuity, and survival depend on their possession of their capabilities planning processes. The strategy ensures that the ability of competitors to imitate is limited, and these dimensions are represented by the technical knowledge to build value, the ability to generate and possess resources, and the technology used. From the above, we conclude that the individual, during the process of planning his career path, needs someone to monitor him, and this role is usually played by the leader, as he plays the role of observer. The employee's career path planning process helps him determine the best options and correct his path. Providing leadership for a shared vision has a positive relationship with the ability of the organization's members to share a future intellectual image that encourages them to develop themselves,

which helps in developing their career path. Based on the results mentioned above, a set of directions can be derived, including:

1. Encouraging employees to exert greater effort in order to stimulate their creative side.
2. Flexibility of decisions using the leader's professional experience.
3. Paying attention to training processes.
4. Providing employees with fair opportunities for promotion.
5. Recognizing the employee's efforts and discussing with him about self-development.

Resources and References

- 1- Abdel Salam Abu Qaaf, 2002, Fundamentals of Organization and Management, New University House, Alexandria, Egypt.
- 2- Abdul Rahman Muhammad Isai, 2003, Psychology and Production, University Knowledge House, Egypt.
- 3- Abu Hussein Shatha; Al-Subaie Obaid. 2020 AD The degree to which department heads at Imam Abdul Rahman bin Faisal University practice the dimensions of distributed leadership and its relationship to organizational loyalty among faculty members.
- 4- Ahmed Ben Morsli 2013 Blind research methods in media and communication sciences
- 5- Alaa Al-Janani 2020 Management Information Systems and Applications of Administrative Decision Support Systems
- 6- Alaa Muhammad Sayed Qandil, 2010, Administrative Leadership and Innovation Management, Jordan.
- 7- Batholithic - Bashir Ahmed Saeed 2014 AD, Riyadh, Saudi Arabia.
- 8- Ber bah Muhammad Al-Amin, 2016, The impact of job satisfaction on human resources performance.
- 9- D- Al-Atshan Al-Senussi Abdul Rahman. (2011). The impact of leadership styles on organizational change

- strategy, University of Banking and Financial Sciences, Amman, Jordan.
- 10- D. Sayed Fathi Al-Wishi 2013 Leadership styles for human resources (administrative ethics
 - 11- Daniel Goleman, The New Leaders, Transforming the Art of Administrative Leadership into a Science, Results Translated by Othman Al-Jalali.
 - 12- Dosari Saleh, 2017, Developing the Performance of Administrative Leaders, Shaqra University Colleges, Introduction to Entrepreneurial Leadership.
 - 13- Dr. Hossam Al-Rubaie 2019 Leaders without traits: The theory of leadership traits and their impact on decision-making
 - 14- Dr. Wahiba Moghaddam 2020 Strategic management of the organization through the dashboard.
 - 15- Faqiri, F. M. (1985). Power and leadership: A theoretical framework. Group & Organization Studies, 10(3), 332-343.
 - 16- Fatima Al-Bishr, 2016 AD, the reality of leadership practice by heads of educational departments at Imam Muhammad bin Saud University.
 - 17- Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2018). *The strategic management of health care organizations*. John Wiley & Sons.
 - 18- Godfrey, R. K. (2013). *Effective leadership: Factors that influence leaders' ethical behaviors in decision*

- making-Case study* (Doctoral dissertation, Capella University)
- 19- Nawaf Kanaan, 2002, Administrative Leadership, Dar Al-Thaana Publishing and Distribution Library, Jordan.
 - 20- Nimr Saud bin Muhammad and others, 2006, Public Administration: Foundations and Functions, Riyadh.
 - 21- Northouse, P. G. (2021). *Leadership: Theory and practice*. Sage publications.
 - 22- Rabie Muhammad 2017, included in the practice of leadership among UNRWA school principals, Al-Azhar University.
 - 23- Salah El-Din Mohamed Abdel-Baqi, 2008, Organizational Behavior - A Contemporary Applied Introduction, Egypt.
 - 24- Sheikh Al-Tijani, Mudathir Hammadi, 2015 AD, "The Impact of Motivation on Employees' Performance".
 - 25- Suhaila Muhammad Abbas Ali Hussein Ali, 2003, Human Resources Management, Amman.
 - 26- Thirsty Al-Senussi Abdul Rahman. (2011). The impact of leadership styles on organizational change strategy
 - 27- Walid Hamid Rashid Al-Amiri, 2016, Evaluation and development of the employee performance evaluation system, Amman, Jordan.
 - 28- Zuhair Thabet, 2001, How to Evaluate the Etiquette of Companies and Employees, Cairo.

Appendices

Mid-Ocean University
College of Management
Master of Management



The impact of leadership styles on achieving the strategic objectives of project management at the Saudi Commission for Health Specialties

The researcher asks you to kindly participate actively and constructively, which represents an important resource in the completion of this study. Therefore, I hope for your great cooperation in providing me with the required, necessary and necessary data by filling out this questionnaire and answering objectively on all points, because of this's great impact in reaching accurate and sound results that can be relied upon. It can be applied, and the researcher thanks everyone who contributed to that questionnaire

To contact the researcher
the name/
Mobile number /
email /

The first axis - personal data

Variable	Category	flag here
The gender	male	
	female	
The AGE	less 30 years	
	From 31 to 34	
	From 35 to 39	
	From 40 and over	
Qualification	Diploma	
	Bachelor's	
	Master's	
	Ph.D.	
Experience	less 5 years	
	From 6 to 10	
	From 11 to 15	
	From 16 and over	
The job	manager	

	Assistant Director	
	Human resources department staff	
	Training department staff	

Please put a shading in the appropriate box under the rating that expresses the degree of your satisfaction and in front of each of the following statements

The first hypothesis_- There is a positive correlation between leadership styles and the level of job satisfaction among project managers at the Saudi Commission for Health Specialties.

N	Phrase	level of importance				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The leader's keenness to consult the employees makes me feel that the employees are one family					
2	The method of control that your boss uses to monitor your work performance					
3	3 The leader meets with employees to solve the problems they face. He encourages me to stay and continue in the company					
4	How positive is management in dealing with employee suggestions?					

And the second hypothesis - There are statistically significant differences in the attitudes of the sample members in their responses to the impact of administrative leadership on job performance, depending on the following demographic variables (gender - age - educational level - and years of experience in the job).

N	Phrase	level of importance				
	priority level	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Fairness in distributing workloads among employees					
2	The leader's good treatment of employees increases dedication to work.					
3	The leader's provision of the greatest amount of freedom to employees to practice their work motivates me to improve my performance.					
4	Achieving justice in the manager's dealings motivates me to raise my level of performance					

The third hypothesis: - There are a group of factors related to the leadership style that have an impact on the level of employees' satisfaction with their work (salary, job security, promotion, authority management, labor relations, and working conditions).

N	Phrase	level of importance				
	priority level	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	My pay is not commensurate with the work I do					
2	I feel safe and secure in my work					
3	There is fairness in the manager's dealings with all workers					

4	In general, I am satisfied and satisfied with the relationship I have with my co-workers					
---	--	--	--	--	--	--

The fourth hypothesis - There is a significant correlation between the effect of leadership style in terms of its variables in building strategic technical capabilities

N	Phrase	level of importance				
	priority level	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Technical knowledge of leaders and its role in building value and strategic capability					
2	Delegating the leader some of his powers to employees contributes to facilitating and improving work tasks.					
3	The leader's flexibility in implementing laws and instructions creates a desire to perform any additional tasks for workers within the company					
4	The manager's interest in subordinates' suggestions at work encourages them to raise their level of performance					