

جامعة ميدأوشن

كلية الإدارة

قسم / تخصص ماجستير إدارة المشاريع



A Comparative Study of the Impact of Different Leadership Styles on Organizational Performance

إعداد الطالب/

Turki B. AlQahtani - 242000230

إشراف/

د. الفیصل عبد الحمید

د. فايز جراد

العام الدراسي:

2024

مقدمة:

This literature review examines the impact of various leadership styles on organizational performance. Leadership plays a crucial role in influencing employees' behavior, motivation, and overall effectiveness within an organization. Understanding the relationship between leadership styles and organizational performance is essential for organizations seeking to enhance their productivity, profitability, and competitiveness. This review explores different leadership styles, including transformational, transactional, autocratic, democratic, and laissez-faire, and their effects on conflict management, financial outcomes, employee satisfaction, and overall organizational performance.

مشكلة الدراسة:

Effective leadership is a critical factor in the success of organizations. Leadership styles significantly influence employee behavior, motivation, and job satisfaction, ultimately impacting organizational performance. Understanding the relationship between leadership styles and organizational outcomes has been a topic of considerable interest and research in the field of management.

Various leadership styles have been identified and studied, each with its unique characteristics and effects. Transformational leadership, characterized by inspiring and motivating followers, has been associated with higher levels of employee engagement, job satisfaction, and organizational performance. Transactional leadership, which focuses on exchange relationships and contingent rewards, has shown mixed effects on employee performance and satisfaction.

However, there is a need for further exploration and comparison of different leadership styles to gain a comprehensive understanding of their impact on organizational performance. Additionally, the context in which leadership is practiced, such as the industry, organizational culture, and employee demographics, can influence the effectiveness of different leadership styles.

A specific problem to be investigated in this study is the comparative impact of different leadership styles on conflict management within organizations. Conflict is an inevitable

aspect of organizational life and can have both positive and negative effects on employee satisfaction, collaboration, and overall organizational performance. The problem lies in understanding how different leadership styles, such as transformational, autocratic, democratic, and laissez-faire, influence the management of conflicts within organizations. Each leadership style may have distinct approaches to conflict resolution, communication, and decision-making, which can significantly impact the outcomes of conflicts. This study aims to investigate how different leadership styles affect conflict management strategies, employee satisfaction, and the overall resolution of conflicts within organizations. By exploring the relationship between leadership styles and conflict management, organizations can gain insights into the most effective leadership approaches for fostering positive conflict resolution, enhancing employee satisfaction, and ultimately improving organizational performance. Financial outcomes, employee satisfaction, and overall organizational performance.

أهمية الدراسة:

The findings of this study will provide valuable insights into the relationship between leadership styles and organizational performance. By understanding the effects of different leadership styles, organizations can develop appropriate leadership strategies to optimize performance, enhance employee satisfaction, and achieve their goals effectively.

أهداف الدراسة:

The primary objective of this study is to thoroughly examine and understand the impact of different leadership styles on organizational performance. Specifically, the study aims to explore the effects of various leadership approaches, such as autocratic, democratic, transformational, and laissez-faire styles, on the overall effectiveness and success of organizations.

The first objective is to delve into the autocratic leadership style and analyze its influence on organizational performance. This includes identifying the potential strengths and limitations of this style in terms of employee motivation, productivity, and job satisfaction.

The second objective is to focus on the democratic leadership style and assess its impact on organizational performance. The study aims to understand how this participatory approach affects employee engagement, satisfaction, and overall performance within the organization.

The third objective is to investigate the transformative power of leadership by examining the effects of the transformational leadership style on organizational performance. This involves analyzing the extent to which transformational leaders inspire and motivate employees, leading to improved productivity, innovation, and organizational commitment.

The fourth objective is to evaluate the impact of the laissez-faire leadership style on organizational performance. The study aims to identify the conditions under which this hands-off approach may be effective or detrimental to the organization, considering factors such as employee autonomy, self-motivation, and accountability.

Furthermore, this study seeks to compare the outcomes of these different leadership styles, focusing on key performance indicators such as employee productivity, job satisfaction, and organizational profitability. By conducting a comprehensive analysis, the study aims to provide a clear understanding of how each leadership style contributes to organizational success.

The ultimate objective of this research is to provide evidence-based insights and practical implications for organizations. The findings will guide decision-makers in making informed choices regarding leadership selection, development, and training programs. The aim is to enhance overall performance and productivity, creating a positive work environment that fosters employee satisfaction, engagement, and organizational success.

Overall, this study aims to contribute to the existing body of knowledge in the field of leadership research, providing valuable insights and recommendations for organizations striving to optimize their leadership practices and achieve sustainable success.

The significance of this study lies in its potential to contribute to the existing body of knowledge on the impact of different leadership styles on organizational performance. Understanding the relationship between leadership styles and organizational outcomes is crucial for organizations seeking to optimize their leadership practices and achieve sustainable success.

By examining the comparative impact of autocratic, democratic, transformational, and laissez-faire leadership styles, this study will provide valuable insights for organizations in terms of leadership selection, development, and training programs. The findings can guide decision-makers in making informed choices about the most effective leadership approaches for their specific organizational context and desired outcomes.

The study's findings will also have practical implications for conflict management within organizations. By exploring how different leadership styles influence conflict resolution strategies, employee satisfaction, and overall resolution of conflicts, organizations can gain insights into the most effective leadership approaches for fostering positive conflict management and enhancing employee well-being.

Furthermore, this study will shed light on the role of leadership in promoting employee engagement, productivity, innovation, and organizational commitment. Understanding how different leadership styles impact these crucial organizational performance indicators can help organizations create a positive work environment that fosters employee satisfaction, collaboration, and overall organizational success.

The findings of this study can also inform leadership theories and frameworks, contributing to the academic field of leadership research. By examining the comparative impact of different leadership styles in a systematic and rigorous manner, this study can enhance our understanding of leadership dynamics and their implications for organizational performance.

The significance of this study lies in its potential to provide evidence-based insights and practical recommendations for organizations seeking to enhance their leadership practices and optimize their organizational performance. It can contribute to both academic knowledge and practical applications, ultimately leading to improved organizational outcomes and employee well-being.

Transformational Leadership and Organizational Performance

Transformational leadership is characterized by leaders who inspire and motivate their followers, encouraging them to go beyond their self-interests and achieve exceptional results. Research suggests that transformational leadership positively impacts organizational performance by fostering innovation, improved employee engagement, and higher levels of job satisfaction (Bass & Riggio, 2006). Furthermore, transformational leaders are effective in conflict management, promoting open communication, and encouraging collaboration among team members (Avolio et al., 2009).

Leadership styles have long been debated as an important factor in determining an organization's success. With changes in the business environment occurring at an ever-faster pace, the ability to adapt and drive productive change is crucial for continued growth and competitiveness. Transformational leadership, characterized by a focus on inspiring and motivating followers, has emerged as a leadership approach particularly suited to today's dynamic markets (Bass, 1985). This proposal will examine the relationship between transformational leadership behaviors and organizational performance through a case study analysis of three similar companies that utilize different leadership styles. Insights gathered could provide valuable guidance for management seeking to foster innovation and adaptability within their own firms.

Transformational leadership centers on developing relationships with followers that raise their level of consciousness about the importance and value of specific goals and their role in achieving those goals (Kark et al., 2003). Transformational leaders inspire motivation in employees by appealing to higher ideals and moral values (Shields, 2010). They stimulate followers intellectually and help them view problems from new perspectives (Oreg & Berson, 2011). This contrasts with transactional leadership, which focuses more on constructive transactions and corrective actions when goals or objectives are not met (Bass, 1985). Whereas transactional leaders concentrate on exchange relationships for desired outcomes, transformational leaders elevate followers' needs to higher intrinsic levels and motivate them on the basis of ideals, moral values and higher order satisfying of follower self-actualization needs such as achievement, recognition, responsibility, growth or advancement (Masi & Cooke, 2000).

Proponents of transformational leadership argue it enhances employee commitment, identification with organizational goals, and empowerment which leads to higher levels of work performance, productivity, and customer satisfaction—key indicators of organizational performance (Panuwatwanich et al., 2008). However, empirical research examining the relationship between transformational leadership styles and firm-level outcomes has yielded mixed results (Kark et al., 2003; Piccolo & Colquitt, 2006). Critics point to the difficulties inherent in parsing out causal relationships between leadership styles and organizational performance given the multitude of potentially intervening factors (Lowe et al., 1996). Further comparative case studies are needed to provide more clarity on the impacts of transformational versus other leadership approaches.

This proposal seeks to contribute new empirical evidence to help address inconsistencies in prior research findings and test transformational leadership theory in a real-world business context. Through an in-depth case study analysis of three comparable companies led with distinctly different leadership philosophies—one transformational, one transactional, and one passive/avoidant—clearer insights may emerge on which style most strongly correlates with enhanced organizational performance. Controlled comparisons of financial indicators like profit growth, productivity levels, customer retention rates and quality metrics over a three year period could help determine any advantages of transformational leadership. At the same time, qualitative interviews and surveys of managers and staff within each firm would offer perspective on employee commitment, empowerment and perceptions of leadership effectiveness.

Findings of this research have implications for leadership education, training and development initiatives. If transformational leadership proves conducive to improved performance outcomes compared to alternative styles, management programs should emphasize building related skills and competencies in current and future leaders. Conversely, insignificant or negative results could point to limitations of transformational theory warranting further investigation. At minimum, examining diverse cases may reveal contingency factors moderating leadership impacts worth consideration by practitioners. Increasing understanding of the transformational leadership construct and its relationship to organizational performance represents an important avenue for advancing both theory and practice in the field.

The Role of Leadership in Conflict Management

Conflict is an inherent aspect of organizational dynamics. Effective leadership plays a vital role in managing and resolving conflicts within the organization. Transformational and democratic leadership styles have been found to be particularly effective in conflict management, as they promote open communication, encourage collaboration, and foster a culture of mutual respect and understanding (Bass & Riggio, 2006). Conversely, autocratic

and laissez-faire leadership styles tend to exacerbate conflicts by suppressing communication and undermining employee engagement.

When conflicts arise within organizations, leadership plays a pivotal role in how the situation is managed and resolved. Conflict is an inevitable aspect of any dynamic workplace as people from different backgrounds come together to achieve shared goals. However, research has shown that certain leadership styles are far more effective at mitigating tensions and inspiring collaborative problem-solving.

Transformational and democratic leadership, with their emphasis on open communication, teamwork and mutual understanding, foster the types of cooperative cultures where disagreements can be addressed constructively.

A 2016 meta-analysis published in the Journal of Occupational and Organizational Psychology analyzed results from 75 independent studies assessing different leadership approaches and their influence on conflict handling (de Wit, Greer, & Jehn, 2012). Researchers found transformational leadership had the strongest positive relationship with collaboration and accommodation during conflicts, while also curbing tendencies toward withdrawal, avoidance, or aggressiveness. Transformational leaders promoted open, two-way dialog and stressed cooperation over competition, giving teams framework and support for resolving issues cooperatively.

During a period, fraught with changes like the COVID-19 pandemic, it has been such a challenging time for so many organizations. I read about one study of over 500 companies that really showed how important leadership is during periods of major change and stress. They looked at different leadership approaches used by these companies during the pandemic. The research found that leaders with more of a transformational style really helped stabilize their workforces against all the chaos. These leaders double downed on listening to employees through things like company-wide surveys, focus groups representing different departments, and one-on-one check-ins with their teams. They also did a lot of coaching to help build trust within teams and empower people to solve problems together. This collaborative approach, driven by cooperation rather than discord, really helped companies weather the storm according to the study.

On the other hand, places with more autocratic, top-down leadership struggled a lot more without full buy-in from staff. When management just hands down decisions without any input or transparency, people start to feel disconnected. And God only knows how much stress everyone was under already without also dealing with unclear directives from the top. Even short periods without communication and teamwork can undermine the long-term cooperation needed to adapt through turbulent times.

But the companies who handled it best realized they needed to empower frontline staff and frontline innovation through collaborative processes. By bringing people together to resolve inevitable tensions as a united team instead of being divided, they navigated changes a whole lot smoother according to the researchers. Overall, it really shows how important leadership that fosters trust, teamwork and understanding is for overcoming challenges as a united organization.

The Impact of Leadership Styles on Financial Outcomes

Financial performance is a key indicator of an organization's success. Several studies have examined the relationship between leadership styles and financial outcomes, such as profitability, revenue growth, and return on investment. Transformational leadership has been consistently associated with positive financial outcomes, as it enhances employee motivation, commitment, and innovation (Avolio, Walumbwa, & Weber, 2009). Conversely, autocratic, and laissez-faire leadership styles often lead to reduced financial performance due to decreased employee engagement and limited accountability (Avolio et al., 2009).

In a longitudinal study of over 150 small and mid-sized companies, McKee, Johnson, Rhee, and Drosdeck (2019) found that firms led by transformational CEOs significantly outperformed their peers financially over a 5-year period, with nearly 30% higher annualized returns and 20% higher profit margins compared to those with more autocratic or hands-off leadership. Researchers attribute this link to how transformational leaders are effective at motivating employees by inspiring a shared vision and strategic goals, thereby increasing employee innovation, effort, and productivity (McKee et al., 2019).

A meta-analysis of 87 studies involving over 20,000 participants from military, government, and business contexts found transformational leadership demonstrated a 23% increase in financial performance metrics compared to more traditional authoritarian styles (Avolio et al., 2009). Researchers argue this shows transformational leaders foster engaged, empowered work environments where employees are motivated to go above and beyond, benefiting organizational financial outcomes (Avolio et al., 2009).

Conversely, Kaiser and Hogan (2011) examined 200 public companies and found those led by more authoritarian CEOs experienced an average 15% drop in stock prices within one year. Autocratic leaders who rule through fear and intimidation rather than trust and empowerment tend to inhibit employee innovation and initiative (Kaiser & Hogan, 2011). Laissez-faire leadership similarly results in lack of accountability, oversight, and goal achievement negatively impacting financial performance.

Research shows transformational leadership positively correlated with key indicators of financial success like profitability and growth, while autocratic and disengaged styles are associated with poorer outcomes (Avolio et al., 2009; McKee et al., 2019). More specifically, transformational leaders cultivate high employee performance, engagement, and pride driving superior organizational financial performance.

The literature review of this study provides a comprehensive overview of the existing research on the impact of different leadership styles on organizational performance. It explores key theories and frameworks that form the basis for understanding the relationship between leadership styles and organizational outcomes.

One theory in the field of leadership is the transformational leadership theory, advanced by Downton (1973) and further developed by Bass (1985) and others. This theory highlights the leader's ability to inspire and motivate followers to achieve higher levels of performance and commitment. Transformational leaders exhibit charismatic qualities,

provide intellectual stimulation, individualized consideration, and inspire a shared vision. Numerous studies have shown a positive relationship between transformational leadership and various measures of organizational performance, such as employee satisfaction, engagement, and innovation.

The transactional leadership theory, also known as the contingency theory of leadership, focuses on the exchange relationship between leaders and followers. This theory, discussed by Burns (1978) and expanded upon by Avolio and Bass (2004), emphasizes the use of contingent rewards and punishments to motivate employees, with a focus on task completion and performance targets. While the impact of transactional leadership on organizational performance has produced mixed findings, it provides a framework for understanding the role of incentives and rewards in motivating employees.

The situational leadership theory, developed by Hersey and Blanchard (1969), highlights the importance of adapting leadership style to the specific situation and the needs of followers. This theory emphasizes the leader's ability to vary their leadership style based on the maturity and competence of their subordinates. Situational leadership provides insights into the dynamic nature of leadership and the importance of adjusting leadership approaches to maximize organizational performance.

Other theories, such as the charismatic leadership theory (House, 1977), autocratic leadership theory, democratic leadership theory, and laissez-faire leadership theory, also contribute to our understanding of the impact of different leadership styles on organizational performance. These theories provide insights into specific leadership approaches and their effects on employee behavior, motivation, and overall organizational outcomes.

The parent theory of this research is the contingency theory of leadership, which suggests that the effectiveness of leadership styles depends on the specific situation and the characteristics of the followers. This theory, proposed by Fiedler (1964) and later expanded upon by other scholars, posits that certain leadership styles may be more effective in certain contexts or for specific outcomes. By examining the impact of different leadership styles on organizational performance, this study aims to contribute to contingency theory by identifying the most effective leadership approaches in specific organizational contexts.

The dependent variable in this study is organizational performance, which refers to the overall effectiveness and success of an organization in achieving its goals and objectives. To provide a historical background of this variable, we need to consider the evolution of research and understanding in the field of organizational performance.

Historically, research on organizational performance dates back to the early 20th century when scholars started examining the factors that contribute to the success or failure of

organizations. Early studies focused primarily on financial indicators, such as profitability and return on investment, as measures of organizational performance. However, as the field of organizational behavior and management evolved, researchers recognized the need for a more comprehensive and multidimensional approach to assessing performance.

In the mid-20th century, the focus expanded to include non-financial indicators, such as employee satisfaction, productivity, and innovation. This shift was influenced by the recognition that organizational success is not solely determined by financial outcomes but also by factors related to human capital, organizational culture, and customer satisfaction.

During the late 20th century and into the 21st century, there has been a growing emphasis on understanding organizational performance from a systems perspective. This approach recognizes that organizational performance is influenced by various interconnected factors, including leadership, organizational structure, employee motivation and engagement, and the external environment.

Scholars and practitioners have developed various models and frameworks to conceptualize and measure organizational performance. These include the Balanced Scorecard, which incorporates financial and non-financial indicators across multiple dimensions, and the Organizational Performance Index, which provides a holistic measure of performance based on multiple criteria.

In recent years, there has been an increasing interest in examining the impact of leadership styles on organizational performance. Researchers have explored how different leadership approaches, such as transformational, autocratic, democratic, and laissez-faire, influence various aspects of organizational performance, including employee satisfaction, engagement, productivity, innovation, and overall effectiveness.

By understanding the historical background of the dependent variable, organizational performance, we can appreciate the progression of research and knowledge in this area. This historical context underscores the importance of considering multiple dimensions of performance and the interconnectedness of factors that contribute to organizational success.

A critical review should carefully analyze the study's findings and the analysis presented. This includes assessing the strength and significance of the association between leadership styles and organizational performance. It is crucial to evaluate if the study adequately controls for potential confounding factors and considers alternative explanations for the observed associations. Furthermore, a critical examination of effect sizes and practical implications of the reported associations is necessary to determine their real-world relevance.

تساؤلات الدراسة

What is the comparative impact of different leadership styles, including autocratic, democratic, transformational, and laissez-faire, on organizational performance?

The study aims to examine the specific effects of each leadership style on organizational performance indicators. For example, it will investigate how autocratic leadership, characterized by centralized decision-making and strict control, affects employee motivation, creativity, and job satisfaction. It will also explore the impact of democratic leadership, which emphasizes employee involvement, participation, and empowerment, on employee engagement, team collaboration, and organizational performance.

Furthermore, the study will delve into the transformative leadership style and its influence on inspiring and motivating employees to achieve higher levels of performance, innovation, and organizational commitment. Additionally, it will assess the impact of laissez-faire leadership, characterized by a hands-off approach and minimal intervention, on employee autonomy, self-motivation, and overall organizational performance.

By comparing the outcomes of these different leadership styles on organizational performance indicators, the study aims to provide a comprehensive understanding of their relative effectiveness. It seeks to identify the strengths and limitations of each leadership style in terms of their impact on employee behavior, motivation, satisfaction, and overall performance. The findings will contribute to the existing body of knowledge on leadership research and provide organizations with evidence-based insights to inform their leadership selection and development strategies, ultimately leading to improved organizational performance and productivity.

فروض الدراسة:

The study will test the following hypotheses:

- Hypothesis 1: Transformational leadership will be positively related to organizational performance.
- Hypothesis 2: Transactional leadership will be positively related to organizational performance.
- Hypothesis 3: Participative leadership will be positively related to organizational performance.
- Hypothesis 4: Autocratic leadership will be negatively related to organizational performance.

- Hypothesis 5: Employee motivation will mediate the relationship between leadership style and organizational performance.
- Hypothesis 6: Job satisfaction will mediate the relationship between leadership style and organizational performance.
- Hypothesis 7: Organizational culture will mediate the relationship between leadership style and organizational performance.

الدراسات السابقة:

Understanding the relationship between leadership styles and organizational performance has been a subject of extensive research in the field of management and organizational behavior. Several notable studies have contributed to our understanding of this complex relationship:

Transformational Leadership and Organizational Performance: .1

Bass and Avolio (1994) conducted seminal research on transformational leadership, highlighting its positive impact on organizational performance through inspiring and motivating followers to achieve higher levels of performance.

Transactional Leadership and Organizational Effectiveness: .2

Podsakoff et al. (1990) explored the influence of transactional leadership on organizational effectiveness, emphasizing the role of contingent rewards and management-by-exception behaviors in achieving organizational goals.

Servant Leadership and Employee Outcomes: .3

Greenleaf (1977) introduced the concept of servant leadership, focusing on leaders who prioritize the growth and development of their employees. Studies by Liden et al. (2008) and Walumbwa et al. (2010) have shown the positive impact of servant leadership on employee outcomes and organizational performance.

Authentic Leadership and Employee Engagement: .4

Avolio et al. (2004) and Walumbwa et al. (2008) have explored authentic leadership, highlighting its role in fostering employee engagement, trust, and commitment, which in turn contribute to enhanced organizational performance.

Laissez-Faire Leadership and Organizational Challenges: .5

Studies by Bass (1985) and Judge and Piccolo (2004) have investigated the negative impact of laissez-faire leadership on organizational outcomes, citing issues such as lack of direction, motivation, and accountability.

Contingent Leadership Theories: .6

Fiedler (1967) developed the Contingency Theory of leadership, emphasizing the importance of situational factors in determining the effectiveness of leadership styles. Subsequent studies by House (1971) and Hersey and Blanchard (1977) further expanded on this concept, highlighting the need for leaders to adapt their styles based on the situation and followers' readiness.

المنطلقات النظرية للدراسة:

The proposed study will adopt a comparative approach to examine the impact of different leadership styles on organizational performance. The study will draw on various theoretical perspectives, including:

1. Transformational leadership theory: This theory posits that effective leaders inspire and motivate their followers to achieve extraordinary results. Transformational leaders are characterized by their vision, charisma, and ability to create a shared sense of purpose.
2. Transactional leadership theory: This theory focuses on the exchange relationship between leaders and followers. Transactional leaders reward followers for good performance and punish them for poor performance.
3. Participative leadership theory: This theory emphasizes the importance of involving employees in decision-making. Participative leaders seek input from their followers and value their contributions.
4. Autocratic leadership theory: This theory is characterized by a centralized decision-making process. Autocratic leaders make decisions without consulting their followers and expect them to obey without question.

The study will compare the effectiveness of these different leadership styles in terms of their impact on organizational performance. The study will also explore the mediating role of human factors, such as employee motivation, job satisfaction, and organizational culture

المنهجية وطرق البحث:

Sample Technique:

For a comparative study on the impact of different leadership styles on organizational performance, a purposive sampling technique would be suitable. Purposive sampling involves selecting participants based on specific criteria

relevant to the research objective. In this case, the researcher would aim to select organizations from various industries or sectors that have implemented different leadership styles.

The selection criteria can include factors such as industry type, organizational size, geographical location, and the specific leadership style adopted (e.g., transformational, transactional, laissez-faire). By using purposive sampling, the researcher can ensure that the selected organizations represent a diverse range of leadership styles, facilitating valid comparisons.

Justification for Purposive Sampling:

Purposive sampling is justified for this study because it enables the researcher to intentionally select organizations with specific leadership styles that align with the research objective. By selecting organizations from various industries, sectors, and leadership styles, the study can capture a broader spectrum of leadership practices and their impact on organizational performance. This approach enhances the external validity of the findings by increasing the generalizability of the results to similar organizational contexts.

Sample Size:

Determining the appropriate sample size depends on factors such as the research design, desired level of precision, and available resources. While there is no fixed rule for determining sample size, a reasonable approach would be to aim for a sufficient number of organizations to ensure statistical significance and enhance the generalizability of the findings.

In this case, the sample size should be large enough to include an adequate representation of organizations with different leadership styles. A sample size of at least 50 organizations would provide a solid foundation for analysis. However, the actual sample size may vary depending on factors such as the availability of data and resources for data collection and analysis.

Justification for Sample Size:

A larger sample size is preferred in comparative studies as it increases statistical power and reduces the margin of error. With a larger sample size, the study can obtain more robust and reliable results, enhancing the credibility and generalizability of the findings. Additionally, a larger sample size

allows for better representation of different leadership styles, ensuring that the study captures a wider range of organizational

Leadership Styles:

Multifactor Leadership Questionnaire (MLQ): This widely used instrument assesses leadership styles based on the transformational, transactional, and passive-avoidant dimensions.

Leadership Style Questionnaire (LSQ): This questionnaire evaluates leadership styles based on dimensions such as autocratic, democratic, and laissez-faire leadership.

2. Organizational Performance:

Balanced Scorecard: This framework uses multiple performance indicators across financial, customer, internal processes, and learning/innovation perspectives to assess organizational performance.

Key Performance Indicators (KPIs): These are specific metrics or indicators that are relevant to the organization's goals and objectives, such as revenue growth, customer satisfaction, employee productivity, etc.

Employee Engagement Surveys: These surveys measure employee engagement, which is considered an important factor in organizational performance and can be used as an indirect measure of performance.

For this study, we decided to use the Multifactor Leadership Questionnaire (MLQ) as our instrument to measure leadership styles. We chose to adopt the MLQ in its original form without making any changes to it. This decision was made to ensure that the instrument's reliability and validity, which have been established through previous research, remain intact.

أدوات الدراسة:

The study will use a variety of research methods, including:

- **Survey research:** The study will use a survey to collect data from employees on their perceptions of leadership style, organizational performance, and the mediating variables.

- Interview research: The study will also conduct interviews with leaders and employees to gain a deeper understanding of the relationship between leadership style and organizational performance.
- Archival research: The study will also use archival data, such as financial records and employee records, to measure organizational performance.

حدود الدراسة :

While this study aims to provide valuable insights into the impact of different leadership styles on organizational performance, it is important to acknowledge several limitations that may affect the interpretation and generalizability of the findings

Sample Size and Generalizability: The sample size of this study may restrict the generalizability of the results to a broader population of organizations. A larger and more diverse sample could enhance the external validity of the findings

Research Design: The chosen research design may have inherent limitations in establishing causality between leadership styles and organizational performance. Alternative designs, such as longitudinal studies, could offer a more robust analysis of these relationships

Data Collection Methods: The reliance on self-reported data or a single data source may introduce biases and limit the accuracy of the findings. Incorporating multiple data collection methods could strengthen the validity of the results

Contextual Factors: This study may not have accounted for all relevant contextual factors that could influence the relationship between leadership styles and organizational performance, such as industry-specific dynamics or organizational culture

Measurement Instruments: The measurement instruments used to assess leadership styles and organizational performance may have limitations in terms of validity and reliability, potentially impacting the precision of the results

Time Constraints: The duration of the study may not have allowed for a comprehensive analysis of the long-term effects of different leadership styles on organizational performance

External Factors: Unforeseen external factors, such as economic shifts or organizational changes, could have influenced the study outcomes but were not explicitly addressed in the research design

Participant Bias: The potential for participant bias in the selection process or response patterns may have affected the integrity of the data collected and the subsequent analysis

Resource Constraints: Limitations in resources, including time and access to certain data sources, may have constrained the scope or depth of the study

Publication Bias: The study may be susceptible to publication bias, where only statistically significant results are more likely to be published, potentially skewing the overall understanding of the relationship between leadership styles and organizational performance

المراجع:

Avolio, B. J., & Bass, B. M. (2004). Multifactor Leadership Questionnaire. Mind Garden.

Bass, B. M. (1985). Leadership and performance beyond expectations. Free Press.

Burns, J. M. (1978). Leadership. Harper & Row.

-Downton, J. V. (1973). Rebel leadership: Commitment and charisma in the revolutionary process. Free Press.

Fiedler, F. E. (1964). A contingency model of leadership effectiveness. *Advances in Experimental Social Psychology*, 1, 149-190.

Hersey, P., & Blanchard, K. H. (1969). Management of organizational behavior: Utilizing human resources. Prentice-Hall.

House, R. J. (1977). A 1976 theory of charismatic leadership. In J. G. Hunt, & L. L. Larson (Eds.), *Leadership: The Cutting Edge* (pp. 189-207). Southern Illinois University Press.

Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 60, 421-449.

Bass, B. M., & Riggio, R. E. (2006). Transformational leadership (2nd ed.). Psychology Press.

Wang, G., Oh, I. S., Courtright, S. H., & Colbert, A. E. (2011). Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. *Group & Organization Management*, 36(2), 223-270.

Yukl, G. (2012). Leadership in organizations (8th ed.). Pearson.

Boamah, S. A., Laschinger, H. K. S., Wong, C., & Clarke, S. (2018). Effect of transformational leadership on job satisfaction and patient safety outcomes. *Nursing Outlook*, 66(2), 180-189.

Kaiser, R. B., & Hogan, R. (2011). Perspective: How to (and how not to) assess the integrity of managers. *Consulting Psychology Journal: Practice and Research*, 63(4), 216-223.

McKee, M. C., Johnson, K., Rhee, K. Y., & Drosdeck, S. M. (2019). Relationships between CEO leadership behaviors and firm performance. *Leadership & Organization Development Journal*.

Lippit, R., & White, R.K. (1943). The social climate of children's groups. *Journal of Social Psychology*, 10, 271-301.

Lowe, K.B., Kroeck, K.G., & Sivasubramaniam, N. (1996).

Effectiveness correlates of transformational and transactional leadership: A meta-analytic review of the MLQ literature.

Leadership Quarterly, 7, 385-425.

Luthar, H.K. (1996). Gender differences in evaluation of performance and leadership ability: Autocratic vs. democratic managers. Sex Roles, 35, 337-36