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College of Management



جامعة الجميع الذكية
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The impact of leadership models on the performance of employees in the

Private sector in the Eastern Province.

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

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Abstract

The research study presents, discusses, and offers understanding on leadership and employees' performance; the most important benefits employees' performance (advantages) and potential impact of leadership (disadvantages) associated within. It emphasizes Employees' job satisfaction in the organization and uses constrained resources to increase the business's productivity.

The exploration will be combined with statistical surveys through developed questionnaires as a backbone of this research study. Responses will be acquired from managers, professionals, and employees in the Private sector in the Eastern Province.

In this research, a hypothesis was developed about whether leadership models have an impact on the employee's performance.

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CHAPTER ONE: INTRODUCTION

1 Introduction

1.1 Introduction

This study is very significant here in KSA particularly in the Private sector in the Eastern Province, since the majority of workers in this area are in manufacturing companies wherein leadership models would impact employees' performance which will impact the organization goals.

As the performance of the employees is one of the most important goals of our today's organizations today, organizational performance depends on the performance of the people in that organization. Then the leadership models need to be studied and identify which model is most available in the area and which is preferred by the employees.

Employees' performance is determined by many factors and leadership is one of the major factors that influence it. Leadership is a powerful tool for furthering employees' performance and organizational goals as a whole and it is one of the most important areas in organizational management. It is essential to provide employees with direction and psychological satisfaction to get the best performance. Thus, leadership is a critical factor for improving the performance of employees in many organizations.

Leadership is defined as the ability of a person who can influence the behaviors or actions of other people for the purpose of achieving goals and to maximize outcomes in the organization. Good leadership is essential to an efficiency and effectiveness of the organization. The leadership models applied by managers' associate with employees' job satisfaction, retention and then consequently improve their performances which can attain through effective leadership.

The models of leadership chosen for the study are Autocratic Leadership, Democratic Leadership, and laissez-faire. The reason behind selecting these leadership models is because they are the most practiced leadership styles in organizations, and if any new ideology is developed through research, these three

leadership styles can be further enhanced, and organizations can be more successful. The survey was therefore designed to focus only on these three styles of leadership.

Leadership engaged in strong terms as an effective approach for managing employees at the organization. Kenneth & Heresy (1988) assert that; “The effective leader must be a good diagnostician and adopt style to meet the demands of the situation in which they operate”. According to Ricketts (2005), leadership has played a fundamental role in nearly every aspect of society. Kai (2013) stated that in the operation of a company, leadership behaviors and leadership style have a decisive influence on employee performance.

1.2 Research problem.

The study aims to investigate the impacts of the leadership models used by relevant executives in the workplace to encourage employees in order to provide high-quality products and services that achieve organization objectives and goals and improve its efficiency as it is unknown about how leadership models can be applied effectively to enhance employee performance at work as organization’s leaders have a significant impacts on the teams they lead and the business overall.

1.3 Research Questions.

This research aims to investigate and analyze leadership development practices in Private sector in the Eastern Province of Saudi Arabia to assess the present status of leadership development and discover considerations and measures to assist in improving the situation. The following were the research questions:

- What is the relationship between leadership models and employees’ performance development?
- What is the impact of leadership models on employee performance?

1.4 The importance of research.

Highlighting the impact of leadership models on Private Sector in the Eastern Province of Saudi Arabia to ensure the best ways to improve employees' performance in order to achieve organizations goals, objectives and knowing the best model of leadership in Eastern Province.

1.5 Objectives of the research.

- The research aims to understand the relationship between leadership model employee performances in the organization.
- Understand the impact of leadership models on employee performance?

1.6 Research hypotheses.

- H0: There is no impact of leadership models on employees' performance.
- H1: The leadership models impacting employees' performance.

CHAPTER TWO: LITERATURE REVIEW

2 Literature review.

Leadership

Leadership is getting the job done through the efforts of others. The style of leadership may depend on the leader or on the industry or type of work being done, or on the people being led. Leadership of a group of trained professionals that do not need immediate supervision must be different from that of a group of unskilled workers.

Types of leadership

There are different types of leaders. Such as:

Autocratic leaders: The leaders who set their goals without considering the opinion of their followers then command their followers to execute their assigned tasks without question.

Democratic leaders: Leaders participate equally in the process with their followers and let the group make decisions.

Laissez-faire leaders: This is called extremely laid-back leaders. The leader who let the group take whatever action its members feel is necessary.

2.1 Research Methodology.

Depending on the quantitative methodology, we will use a questionnaire to obtain the responses of employees and workers in the private sector in the Kingdom of Saudi Arabia and to obtain responses to create relationships and reach a concluding analysis.

The questionnaire will be conducted on people working in the Private sector in the Eastern Province in various fields in the Kingdom of Saudi Arabia. The questionnaire would be distributed and uploaded on the Internet to reach the most significant number of employees in the private sector to know the

percentage of their satisfaction at work, their attitudes and preferences towards leadership models and their response to leadership models, and their developments and performance at work.

As well in order to have a clear knowledge about the relationship between the variables, namely employee performance in the private sector, the leadership models, and their impact on employee satisfaction, efficiency and productivity.

2.2 Research limits.

Substantive limits:

The topic of this research will be limited to clarifying the relationship between leadership models and employees' performance and the percentage of each type from employee's feedback through questionnaires for the employees in private sector companies in the Kingdom of Saudi Arabia in the Eastern Province.

Spatial boundaries:

This research will be applied to workers in private companies in the Kingdom of Saudi Arabia in the Eastern Province.

Time limits:

The duration of this research will be applicable in the first semester of the academic year 2023.

Human limits:

This research will be limited to the number of employees in private sector companies in the Kingdom of Saudi Arabia in the Eastern Province.

2.3 Previous studies and theoretical framework.

Table 2.3

S. No.	The study الدراسة	The Objectives الاهداف	Independent variable المتغير المستقل	Dependent variable المتغير التابع	Study methodology منهجية الدراسة	The most important findings and recommendations أهم النتائج و التوصيات
1	IMPACT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE: A MODERATING ROLE OF GENDER	1) To investigate the impact of leadership styles on employee performance. 2) To identify the moderating effect of gender between leadership styles and employee performance.	Different leadership styles	Employee performance.	Aimed to examine the impact of leadership style on employee performance	The findings revealed a positive and significant relationship between the transformational, Laissez-Faire, and democratic leadership towards employee performance in Malaysia, while the correlation between autocratic leadership and employee performance was statistically insignificant. The inclusion of alternative contextual factors to aid the delineation of inconsistent findings obtained in leadership literature thus far. For instance, leadership impacts on their subordinates may be further influenced by leader attributes (e.g. leader

						integrity) or situational attributes (e.g. organizational justice).
2	Effects of Leadership Styles on Employee Performance: Integrating the Mediating Role of Culture, Gender and Moderating Role of Communication	The relationship between Leadership Styles and Employee Performance through the mediating role of Culture and Gender while Communication playing the moderating role.	Culture and Gender	Communication	Leadership, its styles focusing Transactional and Transformational Styles and impact on employee performance	Effects of Leadership Styles on employee performance were found to have dissimilarity due to the mediating variables of culture and gender whereas communication was found to be one of the major ingredients of effective leadership style

3	EFFECT OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN KAMPALA DISTRICT COUNCIL	To investigate the effect of corporate style of leadership on employee performance To establish the effect of the laissez-faire leadership style on employee performance To analyze the effect of the authoritative leadership style on employee performance	Leadership styles	Performance	The questionnaires and interview manuals, the research gathered data from the respondents which in fact was the primary concern of this survey design approach.	The corporate leadership style was not highly practiced, authoritative leadership was practiced especially in higher offices and also the laissez-faire leadership was highly existent especially in lower offices. Empowerment was needed through developing teams and according some measure of power and authority to these teams, the district council would reduce the dominance of authoritative and laissez-faire leadership by providing a system that provides professionalism and transparency.
4	AN ASSESSMENT ON LEADERSHIP STYLES AND EMPLOYEE PERFORMANCE IN STANEL WORLD, AWKA, ANAMBRA STATE	1. To investigate the type of relationship that exists between participative leadership style and employee loyalty in Stanel World, Awka, Anambra State. 2. To determine the extent of relationship between transformational leadership style and job satisfaction in Stanel World, Awka, Anambra State.	Leadership style	Job performance Job satisfaction	The study aimed to describe the variables in the study in relation to the responses from the respondents.	There is a significant relationship between employee participation and organizational performance. The study recommends that autocratic style of leadership should not be employed by school principals, teachers be involved in as many decisions as they prefer, all categories of teachers regardless of sex or experience be involved in decision-making.

5	Leadership styles and employees' performance: A case of family-owned manufacturing company, Cape Coast	1. To explore the relationship between leadership style and employees' performance. 2. To examine the relationship between leadership style and employees' error reduction. 3. To investigate the relationship between leadership style and employees' quality of work.	leadership styles	employees' performance	The study used a quantitative approach and a correlational design, a census technique of sampling 400 employees, an interview schedule, multiple linear regression, and the Statistical Package for	The findings revealed that Transformational leadership has an impact on employee performance. Autocratic leadership style influences employees' performance. Dimensions of paternalistic leadership have a direct impact on employee performance, with benevolent leadership and moral leadership having a positive effect, and authoritarian leadership style and employee performance having a negative effect. Visionary leadership has a favorable and significant effect on employees' corporate citizenship behavior.
6	اوزدمير 2019	عرض أسلوب قيادة محمد رسول الله صلى الله عليه و سلم كنموذج مستقل فريد للعالم	المجتمع المحيط و الازمات	التوجيه والتخطيط و الارشاد	قدم البحث بشكل شفهي ضمن فعاليات المؤتمر الدولي حول الإسلام و القضايا المعاصرة- آفاق و تحديات المستقبل"	حث القيادات على الاستفادة من نموذج القيادة الفريد للرسول صلى الله عليه و سلم

7	اشتيوي 2018	المهارات القيادية من وجهة نظر العاملين في كلية فلسطين التقنية	اجمالي العاملين في الكلية بعدد 176	المهارات الفنية و الانسانية و الفكرية	منهج الوصفي التحليلي لملائمته لموضوع البحث	العمل على تحسين مستوى الأداء الوظيفي لدى العاملين في الكلية من خلال توفير متطلبات العمل المادية والمعنوية. السعي لتعزيز المهارات القيادية المتنوعة لدى العاملين في ضوء إطار تدريبي يجمع النشاطات المتعددة في المنظمة. اهتمام قيادة الكلية بتقييم آراء العاملين واقتراحاتهم من خلال عقد اجتماعات تهدف لتطوير العمل. على القيادة الاهتمام بتعزيز الجانب المعنوي والنفسي لدى العاملين. السعي لتطوير العمل من خلال استثمار القيادة أفكار العاملين المقترحة وأخذها
8	الساعدي 2006-2007	تهدف هذه الدراسة إلى تحقيق الأهداف التالية : 1. التعرف على المهارات القيادية لدى الإدارات العليا والوسطى والتنفيذية بالشركات الصناعية العامة في مدينة بنغازي. 2. التعرف على مستوى الأداء الوظيفي للمديرين في الإدارات العليا والوسطى والتنفيذية بالشركات الصناعية العامة في مدينة بنغازي. 3. توضيح طبيعة علاقة المهارات	جميع المديرين في الإدارات العليا والوسطى والتنفيذية في الشركات الصناعية الليبية التي يوجد مقرها الرئيسي في مدينة بنغازي	قياس الارتباط بين المهارات القيادية ومستوى الأداء الوظيفي للمديرين.	المنهج الوصفي	التوسع في ممارسة المهارات الفنية والفكرية حتى تؤدي إلى رفع مستوى الأداء الوظيفي للمديرين. مشاركة الموظفين في اتخاذ القرارات وزيادة التفاعل معهم. وتقبل مقترحاتهم وتفهم مشاعرهم واحتياجاتهم ورغباتهم، تؤدي جميع تلك الممارسات إلى تحقيق نتائج إيجابية في تحسين الأداء الوظيفي للمديرين. استخدام التقنيات الحديثة في الشركات موضوع الدراسة؛ لأنها تساعد على الدقة في إنجاز مهام وواجبات المديرين. ضرورة أن تهتم الإدارات في الشركات الصناعية العامة، بالمهارات الإنسانية،

		القيادية بالأداء الوظيفي للمديرين في الإدارات العليا والوسطى والتنفيذية بالشركات الصناعية العامة في مدينة بنغازي.				لأنه لوحظ من خلال إجابات المديرين أنه ليس لديهم الدراية الكاملة بالمهارات الإنسانية.
9	الفرهود 2019	تعرف نمط القيادة السائدة في الوحدات التدريبية في المملكة العربية السعودية؟ تعرف مدى وجود فروق دالة إحصائية عند مستوى $\alpha = 05.0$ (بين متوسطات استجابات أفراد العينة في تقديرهم لأنماط القيادة السائدة في الوحدات التدريبية وفقاً لمتغيرات فئة الوحدة التدريبية، والمسمى الوظيفي، والمؤهل العلمي؟	فرداً من (394) الهيئتين التدريبية والإدارية في الكلية التقنية والمعاهد الصناعية	أنماط الإدارة على أساس نمط متأرجح و نمط اجتماعي و نمط منسحب	المنهج المسحي في إجراءات البحث	النتيجة تشير بوضوح إلى الاحتياجات التدريبية الملحة لقيادات الوحدات التدريبية إلى تصميم وتنفيذ برامج تدريبية تربوية لهم في مجال القيادة ومهاراتها
10	العنقري 2014	تقديم إطار نظري يوضح أبعاد 1. ممارسات القيادة الأخلاقية وأبعاد التميز التنظيمي. 2. إبراز أهم ممارسات القيادة الأخلاقية من وجهة نظر العاملين في المحافظات التابعة لإمارة منطقة مكة المكرمة. 3. التعرف على مستوى التميز التنظيمي في المحافظات التابعة لإمارة منطقة مكة المكرمة والترتيب	القيادة الأخلاقية	التميز التنظيمي	يتضمن كل من متغيرات البحث و اساليب قياسها و أسلوب جمع البيانات و مصادرها و أداة جمع البيانات و عينة البحث و أسلوب تحليل البيانات	ارتفاع المتوسطات الحسابية المتعلقة بأبعاد القيادة الأخلاقية. ارتفاع المتوسطات الحسابية لإجابات المبحوثين على أبعاد التميز التنظيمي

		التنازلي لها. 4. بيان أثر ممارسات القيادة الأخلاقية بخصائصها (الثالث) الخصائص الإدارية – الخصائص الشخصية – الخصائص المرتبطة بالعلاقات الإنسانية (في تحقيق التميز التنظيمي). 5. تقديم توصيات ومقترحات لأصحاب القرار، تهدف إلى توضيح أهمية ممارسات القيادة الأخلاقية في تحقيق التميز التنظيمي في المحافظات محل الدراسة				
11	النور 2017-2018	الرغبة الذاتية في معالجة موضوع القيادة الإدارية والاستفادة من نتائج البحث -محاولة فهم العلاقة الارتباطية الموجودة بين نمط القيادة وتحسين أداء العاملين	القيادة الإدارية	الاداء الوظيفي	المنهج الوصفي التحليلي	من خلال ما سبق يتضح أن هناك علاقة ارتباطية ايجابية بين التحفيز المعنوي و أداء العاملين
12	Leadership Style and Employee Motivation: A Study of Saudi Arabian Work Environment	To review the available literature on leadership style and employee motivation critically. To assess the extent to which leaders affect employee motivation at work.	Authoritarian Leadership Style Paternalistic leadership style	motivation	Aimed to examine the impact of leadership style on employee motivation	The statistical results of the statistical research clearly show that leadership styles have a favorable influence on increasing employee motivation. This validates the first hypothesis, that leadership styles have a general influence on employee motivation, and this effect has been computed as an R2

		To explore the links between an organization's leadership strategy and its employees' motivation. To investigate the elements that relate leaders and workers to greater dedication to their jobs and responsibilities. To critically assess collected data and make an evidence-based claim on the influence of leadership style on employee commitment.	Transformational leadership style Laissez-faire leadership style			of 66.5%. We may conclude from this hypothesis that if managers in businesses are able to follow leadership styles established in theory and demonstrated in reality, they can assist enhance the level of motivation of their employees.
13	Influence of leadership style, training, role of ambiguity on employee performance of higher education of Saudi Arabia (KSA)	Leadership skills and work performance are two of the most effective variables in assisting businesses in achieving their objectives. Leaders have the authority to enforce choices based on the strength of achievable performance.	Training and leadership behaviors and employee performance in Saudi universities.	Work performance	Quantitative methodology	This study investigates the influence of the primary factors, such as leadership and training, on workers' job performance in the KSA's higher education sector by using role ambiguity as a moderator. The primary goal of this research is to improve employees' performance in the Kingdom of Saudi Arabia's higher education sector by identifying the critical role of various variables such as job satisfaction, leadership,

		All managers strive to boost productivity and efficiency in order to meet the organization's objectives. The beneficial association between work performance and leadership styles promotes improvement and greatly aids businesses in achieving their vision and goal.				and training, as well as emphasizing the importance of role ambiguity as a moderating variable.
14	Assessing the Impact of Leadership Styles on Organizational Performance. “The Case of Saudi Private SME’s”	Generating a huge market share, attaining high profits, and producing solid financial performance, among other company success aims. Defining organization performance as the day-to-day progress the organization makes in achieving defined organizational goals.	Transactional Leadership Transformational Leadership Passive-Avoidance Leadership	Organizational Performance	The research was conducted quantitatively, positively and deductively, and the survey method is used by means of a self-questionnaire, which seems to be appropriate in this case.	The findings revealed a good association between transactional leadership and employees' desire to put in extra effort, in addition to enhancing job satisfaction and employee performance. Similarly, data from the transformational leadership analysis revealed a strong and positive relationship between this kind of leadership and the qualities of the leader's ability to inspire, motivate, and impact good behavior in the company.

15	The Impact of Transformational Leadership on Employees Performance Among Employees in IWPPS, Saudi Arabia	To illustrate and investigate the effect of transformative leadership on job satisfaction. Show and assess the impact of transformative leadership on organizational commitment. Confirm and investigate the impact of transformative leadership on staff productivity. To illustrate and investigate the effects of regulatory compliance on employee performance.	Work engagement Transformational leadership	Employee performance	Quantitative methodology	Studying employee perceptions of the influence of transformative leadership on staff performance at IWPPs in Saudi Arabia. According to research gathered, leaders that strive transformational leadership are more likely to motivate their employees to achieve high performance standards. This conclusion is consistent with previous research.
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2.4 The General Perception of the research structure.

The required data would be collected by utilizing a structured questionnaire and disseminating it through an online survey, engaging a sample size of employees of multinational corporations in private sector companies in the Kingdom of Saudi Arabia in the Eastern Province where they will be selected using convenient sampling.

3 Conclusion

This research aims to understand the impact of leadership models on the performance of employees in the private sector in the Eastern Province of Saudi Arabia and how this leads to improving the efficiency of the organization. The relationship between leadership models and employee performance will be identified as well as the impact of leadership models on employee performance which can be used to ensure the best ways to improve employee performance. The methodology of the questionnaire will be used to obtain answers from employees and workers in the private sector in the Kingdom of Saudi Arabia in order to obtain clear answers to the research questions.

يهدف هذا البحث إلى فهم أثر نماذج القيادة على أداء العاملين في القطاع الخاص في المنطقة الشرقية بالمملكة العربية السعودية وكيف يؤدي ذلك إلى تحسين كفاءة المؤسسة. سيتم تحديد العلاقة بين نماذج القيادة وأداء الموظف وكذلك تأثير نماذج القيادة على أداء الموظف والتي يمكن استخدامها لضمان أفضل الطرق لتحسين أداء الموظف. سيتم استخدام منهجية الاستبيان للحصول على إجابات من الموظفين والعاملين في القطاع الخاص في المملكة العربية السعودية للحصول على إجابات واضحة على أسئلة البحث.

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