

# Leadership Styles And Their Relationship To The Level Of Job Performance From The Point Of View Of Directors At The Center Of Water Authority Of Jordan

Shadi Said Al-Khazaleh<sup>1</sup>, Ali Al-Daradkah<sup>2</sup>, Eldabet Mahmoud Mohamed<sup>3</sup>, Rany M Abu Eitah<sup>4</sup>, Hamed Omar Abdalla<sup>5</sup>, Ayham Atfe Mahmoud Alsleihat<sup>6</sup>

<sup>1</sup>[eng.shadi\\_2014@yahoo.com](mailto:eng.shadi_2014@yahoo.com)

<sup>2</sup>[Email:daradkeh353@gmail.com](mailto:daradkeh353@gmail.com)

<sup>3</sup>*Business Department College of Business, University of Jeddah, Saudi Arabia & Giza Higher Institute of Administrative Sciences, Egypt , [meldabet@uj.edu.sa](mailto:meldabet@uj.edu.sa)*

<sup>4</sup>*American University Kuwait; :MBA Open arab university amman branch, [R.abueitah@aiu.edu.kw](mailto:R.abueitah@aiu.edu.kw)*

<sup>5</sup>*Collaborator with Jouf University/ College of Business Administration , [hamed.kanan@gmail.com](mailto:hamed.kanan@gmail.com)*

<sup>6</sup>*The World Islamic Science University PhD student in business administration , [a\\_alsleihat@hotmail.com](mailto:a_alsleihat@hotmail.com)*

## Abstract

In current study, the researcher investigated the relationships between leadership styles and job performance from the Point of View of Directors among 55 Directors at the center of Water Authority of Jordan as appropriate of the Bass and Avolio leadership styles, Results showed it appears that transformational leadership style was correlated with job performance but the Transactional leadership and Laissez-faire styles has no significant relationship with Job performance .

**Keywords:** Leadership styles, Job performance, Water Authority of Jordan.

## 1. Introduction

Employee performance is seen as a key factor in improving overall productivity in any organization, Provide guidance to employees so that they can carry out their duties appropriately. Leadership means an individual's ability to make an impression through influence the achievement of goals and their overarching goals vision of the organization. Influence comes from character, then act Promotes belonging, unity, fraternity and guides individuals or a group on its way to success (Bass, 1981). Leadership scholars like (Thompson et al., 2006 & Ivansevich, 2008) additionally outline a applicable definition of management because the capacity and fine to persuade an character or institution to gain the supposed purpose set via way of means of the leader. We assert that leadership is an artwork to navigating worker with a brand new horizon

in their overall performance goals. Indeed leadership calls for the experience of brought on loyalty, obedience among and utmost cooperation. Leadership is positioned in a phase of “the whole thing” and “nothing”. It known as the whole thing in a experience that, it's far winning anywhere. In the agency, it's far anywhere and now no longer simply limits to the pinnacle control only. We see that each character conduct has uncovered some arts of management as management is in the main primarily based totally on motion of an character. A expert leadership styles is the nucleus of humans control that extracts and supplies human potentials at work. Leadership style has been grown with rising interest in commercial enterprise organizations. It has turn out to be excelled with a brand new measurement of human assets control (HRM) to growth worker overall performance. It is a

buzzword that step forward the conventional manner of questioning and delegating managerial jobs and additionally a mental measurement ( Banaji &

Prentice, 1994. Leaders with the aid of using take the vital measures and set up human relationships to offer top-quality use of human assets of their organization that amongst those measures we will talk over with take accurate leadership style. Obviously, each manager of their control and operations makes use of a selected leadership style that this style is really a hard and fast of his conduct styles that often takes place for the duration of the consistent organizational operating and others is aware of him with the aid of using it and as managers of the organization are in very cooperation with the staff, the leadership style of those managers has a tremendous effect on staff morale. And consequently, the staff morale will have an effect on their overall performance (Shirzad & Kebriya & Zanganeh, 2011). In fact, leadership is critical for all businesses to acquire goals. Since leadership is a key thing for enhancing the performance of the organization, the achievement or failure of an organization relies upon at the effectiveness of leadership in any respect levels. Researchers have said that leadership is an capacity to persuade attitudes, beliefs, and capabilities of personnel to acquire organizational goals. However, over the years, leadership has been had a first-rate subject matter among the researchers however dramatic social modifications which have come about during the last a long time makes the problem of leadership and its courting with different organizational elements greater remarkable (Duckett & Macfarlane, 2003). Therefore, successful leadership is essential to the effectiveness of any organization, because the three factors that have been identified as the measures of organizational effectiveness are leadership and communication skills and the information skills of management (Grawford, 2005). The growth of organization productiveness and employee performance isn't

always viable without powerful utility of personnel` cap potential and their motivation and the one of the leadership ability is that to bolster the creativity and innovation within side the staff. Certainly, the Directors leadership styles are very powerful in proper using of the personnel for organizational purposes. Use of the nice style of leadership will cause extended organizational effectiveness and efficiency. This studies is consequently vital to take steps to improve employee performance, due to the fact the sort of employee performance is perquisites to organizational effectiveness. In fact, if the manager has the talents and strategies to correctly manipulate the connection with personnel, motivation and Job pleasure ranges of the personnel also are better and for the reason that the engine of an business enterprise is its personnel, this may powerful assist to enhance the performance of general business enterprise. The general goal of this examine turned into to decide the connection among leadership style and personnel` performance in the Jordanian Ministry of Water and Irrigation.

## 2. Literature Review

It's far worth to say that one of the motives that many researchers confirmed their hobby on leadership in members of the family to numerous organizational consequences in a accepted self belief that leadership affects the job performance of worker (Rowe, 2001). A proper quantity of researchers have explored their studies schedule to observe the affects of leadership style and additionally institutions of leadership style with worker activity overall performance (Paracha et al., 2012; McMurray et al., 2012; Yiing & Ahmad, 2008). Apparently, leadership effectiveness in influencing employee performance relies upon at the contextual state of affairs instead of on a selected attribute (Nort house, 2010). A proactive chief has a tendency to suppose personnel as a vital asset and for that equal they like to contain worker in decision-making and doing this well-known shows sturdy feel of

dating among leaders` styles and employee performance in addition to job satisfaction (Wang & Rode, 2010). Apparently, leadership effectiveness in influencing employee performance relies upon at the contextual state of affairs in preference to on a particular attribute (Nort house, 2010). A proactive chief has a tendency to suppose personnel as an crucial asset and for that equal they like to contain employee in decision-making and doing this famous sturdy feel of dating among leaders` patterns and employee performance in addition to activity satisfaction (Wang & Rode, 2010). A delegation of authority acts as a sturdy device in leadership style through which leaders create excessive ethical values, encouragement of exploring creativity at work, and cementing a higher tie among the connection of leaders and fellows (Al-Matouh, 2003; Schriesheim, et al., 2008). However, this studies didn`t actualize which leadership might also additionally postulate the easy delegations. To be very unique there are specific interest and stage of acceptability of every leadership style that have an effect on employee activity overall performance as a whole. Despite this, it's far extensively believed or the belief that leadership in general fosters employee performance on the organizational level (Avolio, Walumbwa, & Weber, 2009).

## **2.1 Styles of Leadership:**

### **2.1.1 Laissez-Faire Leadership**

The least interventionist style of all leadership styles, taken into consideration the maximum passive one is called Laissez-faire. It is regularly now no longer even taken into consideration as a leadership style (Bass & Avolio, 2000). Accordingly, the absence of leadership is defined as Laissez-faire style (Bass and Avolio, 2000). This has again and again been stated with the aid of using many authors who appear to just accept that Laissez-faire unanimously is neither a leadership interest nor a leadership style at all (Avolio & Bass, 2004).Laissez- faire is French for `go away by myself` or `permit to do` and

different leadership professionals might argue that positive agencies of employees, mainly distinctly knowledgeable ones, would possibly thrive in a place of work wherein intervention is sort of absent and they may be trusted, certainly left by myself to perform the work. Barnett, Marsh & Craven (2005) found, amongst different factors, that a principal`s l laissez-faire leadership behaviors may have apposite impact on a teacher`s belief of association and achievement.

### **2.1.2 Transactional Leadership**

The maximum outstanding function defining transactional leadership is that leaders give attention to the decrease order bodily and safety wishes in their personnel (Bass1985b). Accordingly, the connection develops among the leaders and the personnel and is manifestly primarily based totally on deals or financial exchange (Bass & Avolio1993). A transactional leadership style is organized and divided into essential principles referred to as positive transactional leadership style and corrective transactional leadership style (Avolio & Bass, 2004). Each idea possesses comparable functions and serves positive leadership objectives, in distinct settings (Avolio & Bass, 2004). For instance, the positive shape of the transactional leadership style best serves leadership functions including defining agreements or contracts to gain unique paintings objectives (Avolio & Bass, 2004). This fashion may be powerful while running with people and groups. It is likewise suitable while the undertaking seeks to find out the competencies of people in addition to while the specification of compensations and rewards were set up as a degree of the a hit finishing touch of a given task.

While the corrective characteristic of transactional leadership style may be pleasant carried out for general settings or sports and generally located in subcategories or forms. One is called a passive form of corrective transactional leadership style. The different is

called a lively shape of corrective transactional leadership style (Avolio & Bass, 2004). The passive shape may be in reality found whilst the leaders see a mistake and could now no longer intrude whilst people and businesses are in action (Howell & Avolio, 1993). The leaders will withhold his or her interference till the paintings is definitely done. On the alternative hand, the lively shape has a pretty special method to the near tracking of errors all through the system of the assignment of concern (Avolio & Bass 2004). Whether a passive or lively corrective leadership style is being used, the point of interest is on figuring out errors (Howell & Avolio, 1993).

### 2.1.3 Transformational Leadership

Researchers define transformational leadership in lots of approaches and from special perspectives (Bass, 1990b). A demonstration of transformational leadership is obvious whilst personnel sense, exercise and reveal excessive degrees of consciousness of the mission, functions and goals, in addition to include the mission, of the crew to which they belong. This is observed through the willingness of every member to vicinity the hobby of the collective crew over their person interests (Bass, 1990). Whenever a scenario like that is found, you will finish that one of these crew is led through a pacesetter whose leadership style belongs to the transformational leadership style (Bass, 1990). Such a transformational leadership style is supposed to supply leaders with long-time period questioning mentality, who attention on and long-time period goal objectives, who inspire their personnel to do extra than they use to do previously, and whom they function remodeling and extrude sellers as opposed to simply tracking and controlling sellers (Dunham & Klafehn, 1990). This but way that transformational leadership takes location simplest whilst leaders and personnel assist every other, transferring each other to better tiers of ethics, values and motivation which subsequently offer the very best tiers of performance (Burns, 1978). In this regard,

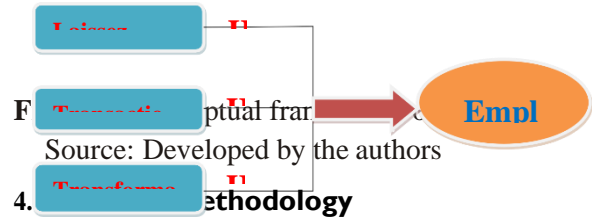
and in keeping with Burns (1978, p. 6- 11) "The end result of remodeling leadership is a courting of mutual stimulation and elevation that convert personnel into leaders and can convert leaders into ethical sellers ," for that reason ensuing in a remodeling impact on each leaders and employees. (Dimitrios Belias & Athanasios, 2014) identified four transformational leadership behaviors that represent four basic components of transformational leadership: 1) Idealized influence (charisma): This behavior arouses strong emotions from followers and identification with and emulation of, the leader, as the latter acts as a strong role model. Additionally, followers display very high moral standards and conduct themselves in an ethical manner; so that they are counted on to do the right thing. 2) Individualized consideration: This behavior includes the provision of support, encouragement, coaching, delegation, advice and feedback for use in the followers' personal development. 3) Intellectual stimulation: This behavior increases awareness of problems and influences followers to view problems from a new point of view. Therefore, they are stimulated to be creative and innovative and challenge both their own and their leaders' beliefs and values, as well as those of the organization itself. Furthermore, they are encouraged to take intellectual risks and question assumptions. 4) Inspirational motivation: This behavior includes the development and communication of an appealing vision, using symbols and images to focus the efforts of subordinates and modeling behaviors that are deemed appropriate. Following the above types of behavior, transformational leaders are adept at transforming people from followers into leaders and influence them to transcend self-interests for their organization's greater good (Greiman, 2009). Years of research on leadership styles has revealed both strengths and weaknesses of the transformational leadership style. According to Northouse (2001), strengths are widely researched -using

well-known leaders, effectively influence associates on all levels, from one-on-one to the whole organization, and strongly emphasize associates' needs and values. Weaknesses, on the other hand, have many components that seem too broad, treat leadership more as a personality trait than as a learned behavior, and have the potential for abusing power. Taking all aspects of transformational leadership into consideration, Northouse (2001) described the following qualities of a successful transformational leader: 1) Empowers followers to do what is best for the organization, 2) Is a strong role model with high values, 3) Listens to all viewpoints to develop a spirit of cooperation, 4) Creates a vision, using people in the organization, 5) Acts as a change agent within the organization by setting an example of how to initiate and implement change, 6) Helps the organization by helping others contribute to the organization. In general, international literature includes various studies that have revealed the positive effects of transformational leadership on many aspects of organizational function, like employee.

**3. Theoretical Framework and Hypotheses Development**

Based on literature review, the following hypothesis and framework was developed:

- H1:** Laissez-Faire Leadership style has a positive relationship with employee Job performance in Water Authority of Jordan.
- H2:** Transactional Leadership style has a positive relationship with employee Job performance in Water Authority of Jordan.
- H3:** Transformational Leadership style has a positive relationship with employee Job performance in Water Authority of Jordan.



The number of directors of directorates in the center of the Jordanian Water Authority 55 (<http://www.mwi.gov.jo>), regarding this study, the Krejcie and Morgan table was used to determine the appropriate sample size for this study. According to Krejcie and Morgan (1970) if the population is 55 the appropriate sample size will be 48, therefore the sample of this study is 48 directors. A total of 48 questionnaires were distributed to the respondents.

**5. Results**

The Instrument is divided into two sections:

- 1- The adapted Multifactor leadership questionnaire (MLQ).

The Multifactor Leadership Questionnaire (MLQ—also known as MLQ 5X short or the standard MLQ) measures a broad range of leadership types from passive leaders, to leaders who give contingent rewards to followers, to leaders who transform their followers into becoming leaders themselves. The MLQ identifies the characteristics of a transformational leader and helps individuals discover how they measure up in their own eyes and in the eyes of those with whom they work. Success can be measured through a retesting program to track changes in leadership style Bernard Bass & Bruce J. Avolio (1995).

- 2- Job performance (JP), Leaders used the adapted Multifactor leadership questionnaire "Leader Form" (Avolio and Bass, 2004).

Table 1: Pearson Product-Moment Correlations Between independent and dependent variables

Variables	1	2	3	4
(1) Job performance (DV)	1			
(2) Transformational leadership (IV)	0.0452	1		
3) Transactional leadership (IV)	0.076	0.496	1	
4) Laissez-Faire Leadership (IV)	0.082	0.197	0.12	1

Results from Table 1 show a positive and significant correlation between transformational leadership style and Job performance ( $p < 0.05$ ). but in this study, there wasn't any significant correlation between transactional leadership style and Job performance ( $p > 0.05$ ) and Laissez-Faire Leadership style and Job performance ( $p > 0.05$ ).

## 6. Conclusion

The purpose of this study was to examine the relationships between leadership styles, and job performance of View of Directors at the center of Water Authority of Jordan. This study showed that there is a relationship between transformational leadership style and job performance. This study shows that people with transformational leadership style show better performance. Results of this study are consistent with those of Bass (1985). Bass agrees that people who use transformational leadership style show high performance. This is because development-oriented leaders have a great role in rapid changes and excite staff under their supervision, and use motivational techniques to lead their staff. It is this kind of managers who have higher and better job performance that will guide the future path of the organizations. The result of the present study is confirmed by some experts and well-known researchers about the relationship of transformational leadership style and performance. The result of the present research is also consistent with the findings of well-known authors such as Bass and Avolio (1997) who agree that employee performance is

associated with high level of transformation leadership. The terms transformational and transactional and Laissez-Faire leadership are discussed and used more than other terms in leadership concepts. Only variable that has affected managers' performance is transformational leadership style. Managers who practice transformational leadership have a major role in affecting rapid changes and motivating their staff to improve their knowledge about the importance of the organization they work for. Such leaders can unite their followers and change their beliefs and purposes and positively affect staff performance. In so doing, these leaders can also affect their own performance. Successful organizations like banks need leaders who have the vision to identify the future path of the organization with their deliberations. They can lead, stimulate and motivate their staff, and this hypothesis that there is a significant relationship between transformational leadership style and performance means that managers who use transformational leadership style have high performance. Transactional leadership and Laissez-faire styles has no significant relationship with job performance. The nature and effect of each leadership styles depends on organization type. A military organization, for example, differs from educational or administrative organizations and subsequently needs a different type of leadership. For example, the leadership style of an educational organization like a university is mostly transformational leadership style, but for a military organization it is transactional. It therefore appears that the type of organization

determines whether there is a relationship between leadership style and managers' performance.

## References

1. AL-Matouaa, Ahmed (2003). The role of delegation of authority in achieve the objectives of the organization, Naif Arab University for Security Sciences, Master Thesis unpublished.
2. Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current Theories, Research, and Future Directions. *Annual Review of Psychology*, 60(1), 421-449
3. <https://doi.org/10.1146/annurev.psych.60.110707.163621>.
4. Banaji, M. R., & Prentice, D. A. (1994). The self in social contexts. *Annual Review of Psychology*, 45, 297-332.
5. Bass, B. M. (1981). *Stogdill's handbook of leadership: A survey of theory and research*. New York: Free Press
6. Bass, B.M., & Avolio, B. J. (2004). Transformational Leadership: A Response to Critiques, in Chemers .M.M. (Eds), *Leadership Theory and Research: Perspectives and Directions*, Academic Press, San Diego CA, pp.49-80
7. Bass, B. M. (1985b). Leadership: good, better, best, organizational dynamics. NY: Academy of Leadership
8. .
9. Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision *Organizational Dynamics*, (Winter): 19-31
10. Bass, B. M., & Avolio, B. J. (1993a). Transformational leadership and organizational culture. *Public administration quarterly*, 112-121.
11. Bass, B. M., & Avolio, B. J. (1993b). Transformational leadership: A response to critics.
12. Bass, B.M. (1998). *Transformational leadership: Industrial, military, and education a impact*. Mahwah, NJ: Lawrence Erlbaum Associates.
13. Bass, B.M. and Avolio, B.J. (2000), *Multifactor Leadership Questionnaire*, Mind Garden, Redwood City, CA.
14. Bass, B.M., Avolio, B.J., 1997. *Full Range of Leadership: Manual for the Multifactor Leadership Questionnaire*. Mind Garden, Palo Alto, CA
15. Burns, J. M. (1978), *Leadership*. New York: Harper & Row
16. Crawford, C. (2005). Effects of transformation leadership and organization. <http://www.Emeraldinsight.com> Leadership theory and research: Perspectives and directions
17. , 49-80.
18. Dimitrios Belias & Athanasios Koustelios , *International Review of Management and Marketing* Vol. 4, No. 3, 2014, pp.187-200 ISSN:2146-4405
19. █
20. Duckett .H.& Macfarlane ,E(2003). Emotional Intelligence and Transformational LEADERSHIP IN Retailing Leadership & Organization

- Development Journal, Vol .24, pp.309-317.
21. Dunham, J., & Klafehn, K. A. (1990). Transformational leadership and the nurse executive. *Journal of Nursing Administration*,20(4), 28-34.
  22. Greiman, B.C. (2009). Transformational leadership research in agricultural education: a synthesis of the literature. *Journal of Agricultural Education*, 50(4), 50-62.
  23. Howell, J. M., & Avolio, B. J. (1993). Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated-business- unit performance. *Journal of applied psychology*,78 (6),891
  24. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
  25. Northouse, P. G. (2010). *Leadership: Theory and practice* (5th edition). Thousand Oaks, CA: Sage.
  26. Northouse, P.G. (2001). *Leadership Theory and Practice*. (Second ed.). Thousand Oaks, CA: Sage Publications, Inc
  27. Rowe, W. G. (2001). *Creating Wealth in Organizations: The Role of Strategic Leadership*. *The Academy of Management Executive* (1993-2005), 15(1), 8194.
  28. Shirzad Kebria, Baharak; Zanganeh, Fatemeh (2011). The relationship between senior managers leadership style of school districts of Tehran and spirit of the administrators in girls state school. *Journal of Management Research and Training*.
  29. Wang & Rode, 2010. Transformational leadership and follower creativity: The moderating effects of identification with leader and organizational climate.
  30. [http://www.mwi.gov.jo/AR/List/%D8%A7%D9%84%D9%87%D9%8A%D9%83%D9%84\\_](http://www.mwi.gov.jo/AR/List/%D8%A7%D9%84%D9%87%D9%8A%D9%83%D9%84_)
  31. %D8%A7%D9%84%D8%AA%D9%86%D8%B8%D9%8A%D9%85%D9%8A