

The Reality of Leadership Patterns among the Managers of Printed and Electronic Newspapers in Jordan from the Point of View of Employees

¹Rasmi Mezher Ali Alkhaza'leh, ²Majed Numan AlKhudari, ³Abed Alhakim Isleem Salman Alqaraleh, ⁴Saddam Suleiman Salman Almashaqbeh

¹*Ambitions Organisation for Capacity Development, rsm777@yahoo.com*

²*Applied Science Private University, Jordan, magedk@hotmail.com*

³*Department of Political Science, Applied Science Private University, a_alqaraleh@asu.edu.jo*

⁴*Faculty of Media, Middle East University, Jordan, salmashaqba@meu.edu.jo*

Abstract

The study aimed to identify the reality of leadership patterns among the managers of Jordanian printed and electronic newspapers from the point of view of their employees. It also examined the differences in the employees' responses in light of gender and academic qualification. To achieve these objectives, the descriptive survey method was followed by applying a questionnaire to the study sample (93), who were selected using the convenience sampling method. The results concluded that all leadership patterns (democratic, autocratic, correspondent) scored medium respectively. The results also showed no statistical differences between the responses of the study sample due to the variable of gender. In addition, there were statistical differences according to the variable of academic qualification for the degree of or less. In light of the current results, the study recommended holding training courses on the most effective leadership styles for managers and employees in press institutions to contribute to achieving job satisfaction for employees and thus raise productivity.

Keywords: leadership pattern, managers of printed and electronic newspapers, employees.

INTRODUCTION

Leadership is the main tool to achieve the goals and objectives of institutions and to reach the desired integration between the inputs of the administrative process that includes human resources, the interaction between these resources, and their effective exploitation to achieve community goals. Leadership is thus a manifestation of important social interaction. Perhaps, the most prominent thing that our national institutions need - specifically in light of the rapid successive changes and the organizations that have become more complex - is effective leadership that motivates the worker, organizes work and achieves goals at

the lowest cost and most effort with honesty, sincerity, morality and perfection.

The leader is considered by his position and supremacy among his group and serves as a major mediator in determining the structure of the group. Thus, leadership is seen as a force that has an influential and distinct role characterized by the interaction between the leader and the group to develop the institution's work and provide qualitative service to the community and thus contribute to its development in various aspects.

Leadership has an important role in press and media institutions, and it stands out in the humanitarian aspect. It works to achieve

integration between the organizational, human and social aspects. Also, it is one of the human processes that have the most impact on motivation and raise the workers' morale, and affect their performance, psychological trends and satisfaction with work. To succeed in these roles, individuals working with a leader must be equipped with the desire to advance, succeed and achieve results.

Given the importance of the leadership role, the leader must possess a set of qualities including a sound mindset, faith and commitment to the work. He also must have the ability to take responsibility, influence others and love people. In so doing requires leadership skills such as the ability to understand, analyze, communicate, listen, direct, and plan. In media institutions, three main patterns of leadership are highlighted: the autocratic pattern, the democratic pattern, and the correspondent pattern.

The role of leadership is highlighted here in the success of media and press institutions through the roles leaders play in influencing opinions in societies and changing trends through reports, news and investigations published daily. The editors-in-chief of printed daily and weekly newspapers and electronic newspapers must take into account workers, establish good relations with them and manage their institutions according to the criteria of a successful leader. Also, they must follow a leadership pattern that is commensurate with these institutions and employees (Khamis, 2017).

Research questions

- What is the reality of the leadership pattern of the managers of printed and electronic newspapers in Jordan from the point of view of employees?
- Are there statistically significant differences at (0.05) for the reality of the managers of printed and electronic newspapers in Jordan from the point of view of employees due to the variables of gender and academic qualification?

Objectives of the study

The study aimed to identify the theoretical frameworks for leadership in printed and electronic newspapers in Jordan. Also, it identified the reality of the leadership pattern of the managers of printed and electronic newspapers in Jordan from the point of view of employees. In addition, it examined the relationship between the prevailing leadership pattern and demographic variables such as gender and academic qualification.

Significance of the study

The significance of the study helps the managers of printed and electronic newspapers identify the views of their employees about the leadership pattern in institutions. Also, the study assists managers in running their press institutions. Finally, the study contributes to enriching libraries by researching the position of leadership patterns prevailing in printed and electronic newspapers.

Delimitations of the study

Human: Journalists and workers in printed and electronic newspapers in Jordan.

Place and period: The study was carried out in Jordan in 2022.

Topic: The prevailing leadership pattern in the weekly and daily printed and electronic newspapers in Jordan (no.= 10).

Key terms of the study

Leadership patterns: a set of practices by the leader to influence individuals within the scope of a particular relationship or task.

Procedurally, leadership patterns are reactions to different situations and the practice of certain behaviors by the leader or editor-in-chief to motivate journalists and encourage them to work, achieve and improve human relations between them.

Editor-in-Chief: he is the one who works on implementing the general policy of the newspaper and the press policy. He is the executive decision-maker regarding press

material and daily work and also manages the affairs of journalist workers.

The printed newspaper: It is the printed bulletins that contain news and general information. In addition, they include the course of events and the following criticisms and observations from people that express a public opinion about certain situations. They are sold on specific and periodical dates and obtained by readers (Hamdi, 2015).

Electronic newspaper: It is a newspaper that is issued only electronically and is read via electronic media and contains data that can be entered and extracted through search engines (Shafiq, 2014).

Review of literature

The definition of leadership is the ability of any person or group of people to influence and direct their followers. Leadership also includes making sound decisions, and sometimes difficult things, developing a clear vision and setting achievable goals and providing others with the knowledge and tools necessary to achieve those goals. In addition, effective leadership is characterized by conveying ideas or communicating them to others in a way that is effective enough for them to act as the leader desires.

Leadership Patterns

Leadership patterns are the classifications of how a person behaves when leading a group. They are also defined as the behavioral patterns that a leader adopts to influence the behavior of others. In other words, they are how the leader directs his followers. They also motivate employees to achieve the set goals. In addition, leadership patterns provide directions, implement plans and motivate others. Leadership patterns can be classified based on the behavioral approach and the positivist approach. Certain leadership patterns have emerged to provide direction, implement plans and motivate people.

Democratic pattern

This democratic pattern of leadership is the opposite of autocratic management. It aims to create a kind of responsibility for subordinates and is an attempt to participate in the decision-making process. The democratic manager shares authority with subordinates and cares about their opinion in most of his decisions. This participation is between the manager and subordinates and results in raising the employees' morale and loyalty and commitment to decisions. Hence, employees have a sense of importance and value.

The leader uses relies on the delegation a lot. Through this, he can save the time he needs to develop human relations. Also, he provides a work environment in which the atmosphere is based on respect and trust. Therefore, the models of democracy in this administrative pattern assume that defining the policy of organizations and making decisions is through discussions and dialogue that lead to approval and consensus on a unified opinion (Robert, 2011).

Autocratic Management pattern

It is called the dictatorial pattern. The word autocratic is a Latin word that means the one-man rule. Therefore, it means that employees in the organization are subject to the orders and instructions and influence of one individual and the application of the authority that he has over them. The manager works in an autocratic administration, concentrating most of the power in his hand, which contains all the little and the big things. Hence the manager plays the primary role while the staff role is secondary. Employees have to fully obey the orders, instructions and decisions of the manager without discussion or hesitation. For example, the employee has to implement and does not have the right to express his opinion and discuss. The manager works on the tyranny of opinion and fights the opinions of others (AlKhudari, et al., 2022).

Correspondent pattern

This pattern allows absolute freedom in carrying out tasks and activities and making

decisions. The manager here becomes an advisor. He does not directly control the base. Rather, he runs the process directly and is characterized by allowing the emergence of creative achievements. Also, he enhances trust between the base in the hierarchy and the top. Studies have shown that undirected management causes group members to seek to control it, which results in conflicts within the group and the disappearance of the cooperative spirit among members (Alkhazaleh, 2020). This pattern gives freedom of action to all employees to do what they want which is in their view correct and appropriate. In addition, he has no interest in holding meetings. In the event of the meetings, the meetings are ineffective as they are characterized by disorganization and the result is a long time waste without any result (Robert, 2011).

Printed and electronic newspapers

For more than three centuries, the paper press occupied a very high place in the processes of communication between people. It was the most important means through which information and news were transmitted to people. Also, it had a great role in the life of every society. The press began in the middle ages in Europe. In the beginning, the Pope used to record the events of the year on a board in his house, so people would gather to see them. Then, general bulletins emerged. They are similar to newspapers today, and then periodicals appeared, replacing those yearbooks. The use of newsletters remained between European cities to serve merchants. There were writers whose profession was writing and copying news. And then, newspapers appeared in England during the Thirty's War. Newspapers represented the first manifestations of journalism in Europe. In various cities, there were offices for that news, which the news merchants carried out in response to the wealthy and influential people who wanted to know about the events taking place in the world. After the invention of printing in the fifteenth century, a global intellectual and cognitive revolution occurred. It led to the spread of science and books easily and widely. However, the news publications remained in a great place. With the spread of

colonies and the Turkish-Italian war in which most of the European countries participated, the people's desire to know the events and news around the world increased. This contributed to the emergence of non-periodic printed news, which soon turned into annual issues, then every six months, monthly, and finally became weekly issues. The first daily printed newspaper appeared in England in 1702 and then spread all over the world (Abdul Maksoud, 2017).

In Jordan, the press was one of the important achievements of the Jordanian state during its foundation years. This was the first step in the march of the Jordanian press. This press continued its development journey through several stations that witnessed success and failure and ups and downs and starts and stops until the present stage that is characterized by privacy. Today, the Jordanian press is witnessing a remarkable development and affects public opinion through the reports and news it publishes daily. Paper newspapers are still at the forefront of this scene, considering them more disciplined and credible than others. The chief editors of printed and electronic newspapers in Jordan practice several tasks. They supervise these institutions in terms of editorial policy, evaluate the content or product and lead the work team of journalists, administrators and others (Alkhazaleh, 2021). There are approximately 2,000 male and female journalists working in about 300 daily and weekly newspapers and electronic newspapers. They exercise their duties under the supervision of the editors-in-chief and abide by their directives. Publishing news without the approval of the editors-in-chief is not allowed.

Related studies

Dahlan (2013) identified the prevailing leadership patterns among secondary school principals in Gaza governorates and their relationship to teachers' job satisfaction. The researcher used the descriptive approach by applying a questionnaire. The study showed that school principals used the democratic pattern largely, the correspondent pattern low and the autocratic pattern very low.

Talafha and Bani Younes (2021) explored the leadership pattern of government secondary school principals in Ajloun Governorate and their impact on the educational process from the point of view of (221) teachers. The results of the study showed that the most followed patterns were the democratic pattern, followed by the autocratic, and finally the laissez-faire. It was also shown that there is a statistically significant effect of the leadership pattern on the educational process. In addition, there was no effect of the variables of gender, experience, and qualification on the leadership pattern and the progress of the educational process.

Al-Safiri and Al-Ghamdi (2020) researched the prevailing leadership pattern among the school leaders in Al-Qunfudhah Governorate from the teachers' point of view. The results showed that the degree to which school leaders practice leadership styles tanked medium. The leadership patterns were arranged as follows: democratic, autocratic, the correspondent. The study recommended strengthening the practice of the democratic pattern in schools in light of the results of the study.

Owais and Nawasra (2020) examined the leadership patterns of school principals in Ajloun Governorate and their relationship to their outstanding performance from the teachers' point of view. To achieve the objective of the study, a random sample of (221) male and female teachers was selected in schools for the year 2018/2019. The results showed that the democratic leadership pattern was the most used pattern of school principals, followed by the autocratic and then the laissez-faire patterns. Also, it was shown the school principals' outstanding performance level was high in developing students' academic performance to achieve community satisfaction. In addition, there were no statistically significant differences for the leadership pattern due to the variable of experience, and there were significant differences in favor of the bachelor's degree in the democratic pattern and the laissez-faire pattern. Finally, there was an effect between the leadership pattern and outstanding performance among principals.

Methods

The study aimed to identify the reality of the leadership pattern of printed and electronic newspaper managers in Jordan from the point of view of employees. To achieve the objectives of the study, the researcher adopted the descriptive survey method for data collection due to its suitability to the nature of the current study. Al-Qahtani and Al-Amri (2010) define the descriptive approach as the method that studies a specific phenomenon by surveying the opinions of a large number of members of the study community to describe the study phenomenon in terms of its nature quantitatively and qualitatively.

Population and sample of the study

The study population consisted of all employees working at Jordanian printed and electronic newspapers. The total (300) employees. The exploratory sample consisted of (20) employees to ensure the validity and reliability of the study instrument. The study instrument was applied to all employees of printed and electronic newspapers in Jordan by circulating the electronic link of the study instrument. Ninety-nine (32%) employees responded to it. Table 1 shows the distribution of the study sample members according to their demographic information.

Table 1. *Frequencies and percentages for the distribution of the study sample*

Variable	Category	No.	%
Gender	Male	49	52.7
	Female	44	47.3
Qualification	Bachelor or less	69	74.2
	Higher studies	24	25.8
Total		93	100

Instruments of the study

The theoretical literature and previous studies related to the topic of the current study were reviewed. Then, the researcher built a questionnaire. In its final version, it consisted of (27) items according to a three-Likert scale

(agree, neutral, disagree). The items were divided into (3) domains:

The first domain: the democratic pattern, (10) items.

The second domain: the autocratic pattern, (10) items.

The third domain: the correspondent pattern, (7) items.

Validity of the questionnaire

-Face validity:

The validity of the questionnaire was verified by presenting it to three experts. Their suggestions were taken from adding new items, deleting or modifying inappropriate items, clarity of wording and soundness of language.

-Internal consistency:

The study instrument was applied to an exploratory sample of (20) employees. Then, the Pearson correlation coefficient was calculated between the items and the total score for the related domain to which they belong. Table 2 shows the details.

Table 2. *Pearson correlation coefficient between items domains*

Item	Pearson correlation coefficient	Sig.2-tailed	Item	Pearson correlation coefficient	Sig.2-tailed
Democratic pattern					
1	.752**	.000	6	.728**	.000
2	.717**	.000	7	.816**	.000
3	.899**	.000	8	.866**	.000
4	.865**	.000	9	.798**	.000
5	.727**	.000	10	.805**	.000
Autocratic pattern					
1	.880**	.000	6	.928**	.000
2	.922**	.000	7	.908**	.000
3	.900**	.000	8	.956**	.000
4	.944**	.000	9	.917**	.000
5	.858**	.000	10	.853**	.000
Correspondent pattern					
1	.841**	.000	5	.792**	.000
2	.870**	.000	6	.933**	.000
3	.914**	.000	7	.842**	.000
4	.931**	.000			

** Significant at (0.01)

Table 2 shows that Pearson correlation coefficients between items and the related domain had a statistical significance of (0.01). Pearson's correlation coefficients between

items and related domains ranged between (0.717** - 0.956**).

Table 3. *Pearson correlation coefficient between the domains and scale.*

No.	Domain	correlation coefficient		Sig.2-tailed
1	Democratic pattern	.956**		.000
2	Autocratic pattern	.976**		.000
3	Correspondent pattern	.990**		.000

** Significant at (0.01)

Table 3 shows that Pearson's correlation coefficients between domains and the scale were statistically significant at (0.01). they ranged between (0.956** - 0.990**).

Validity of the study instrument

Validity coefficients of the instrument were calculated using Cronbach's alpha equation. The study instrument was applied to a sample of (20) as depicted in Table 4.

Table 4. *Cronbach's alpha coefficients*

No.	Domain	Cronbach's alpha coefficient
1	Democratic pattern	0.90
2	Autocratic pattern	0.88
3	Correspondent pattern	0.92

Table 4 showed that the validity coefficients of Cronbach's alpha for the leadership patterns ranged between (0.88-0.92), indicating the scale has very good validity.

Table 5. *Means and standard deviations of the collected data*

N	Domain-item	Means	Standard deviation	Level
	Democratic pattern	2.23	.490	Medium
1	Assigns journalists work commensurate with their abilities	2.37	.639	High
2	Encourages journalists to be creative and inventive	2.25	.686	Medium

Statistical processing

The statistical software (SPSS) (v.23) was used to analyze the collected data. Pearson correlation coefficient was to check consistency. Cronbach's Alpha was used to check validity. Means, standard deviations and ranks were extracted to answer the first question: What is the leadership pattern of printed and electronic newspaper managers in Jordan from the point of view of employees?

The following scale was adopted for the degree of verification of the study instrument's items and domains to determine the degree of approval based on the range equation: disagree (1.00 - 1.67), somehow agree (1.68 - 2.33), highly agree (2.34 - 3.00).

T-test was used to answer the second question (Are there statistically significant differences at (0.05) for the reality of the leadership pattern of printed and electronic newspaper managers in Jordan from the point of view of employees due to the variables of gender and qualification?

Results

Research question 1: What is the leadership pattern of printed and electronic newspaper managers in Jordan from the point of view of employees?

The researcher calculated the means and standard deviations of the study sample's responses about the reality of the leadership pattern of printed and electronic newspaper managers in Jordan from the point of view of employees. Table 4 displays the results.

3	Provides training programs for journalists on a regular basis	2.42	.596	High
4	Delegates some tasks to subordinates	2.45	.759	High
5	Wise and keeps anger away during crises	1.96	.833	Medium
6	Takes opinions from the work team and does not stubbornly hold his opinion	2.22	.806	Medium
7	Works on the participation of journalists in decision-making	2.05	.826	Medium
8	In cooperation with journalists, he plans to establish a special department for crisis management	2.15	.859	Medium
9	Makes after consulting journalists	2.13	.863	Medium
10	Coordinates work efforts among team members during the assignment	2.27	.836	Medium
	Autocratic pattern	2.19	.676	Medium
1	Underestimates journalists' suggestions	2.45	.745	High
2	Makes important decisions himself	2.30	.719	Medium
3	Complies literally with the instructions given to him by the higher authorities	1.98	.872	Medium
4	Makes quick judgments in times of crisis	1.98	.872	Medium
5	Holds his opinion without objectivity	2.05	.826	Medium
6	Sets programs himself to face problems	2.29	.731	Medium
7	Focuses on adherence to the system without production	2.12	.870	Medium
8	Ignores agreed goals	2.37	.749	High
9	Tries to collect power in his hands	2.13	.769	Medium
10	Creates an atmosphere of tension and fear at work	2.20	.700	Medium
	Correspondent pattern	2.04	.656	Medium
1	Gives full freedom to journalists to make decisions in times of crisis	2.22	.689	Medium
2	Relies Totally on journalists in times of crisis	1.99	.961	Medium
3	Characterized by indifference	1.98	.872	Medium
4	Avoids conducting experiments that precede crises	2.23	.886	Medium
5	Chaos reigns over meetings	1.78	.895	Medium
6	Cares more about employees than the work itself	1.95	.925	Medium
7	Postpones important things to other times	2.12	.720	Medium

Table 5 shows that the democratic pattern obtained the highest means ($M=2.23$, SD , 0.490), ranking medium. All means of the items to relate to this domain ranged between ($1.96 - 2.45$). The autocratic pattern came second with a medium level ($M= 2.19$,

$SD=0.676$). All means of the items under this domain scored between ($1.98 - 2.45$). Finally, came the correspondent pattern that had a medium level ($M=2.04$, $SD= 0.656$). All items had means between ($1.95 - 2.22$). Also, the standard deviations of all three domains of the

scale indicate that the participants' responses are homogenous. That is to say, their answers are very close.

These results agree with those of Dahlan (2013), Talafha and Bani Younes (2021), Al-Safiri and Al-Ghamdi (2020), and Owais and Nawasra (2020).

Research question 2: Are there statistically significant differences at (0.05) for the reality of the leadership pattern of printed and

electronic newspaper managers in Jordan from the point of view of employees due to the variables of gender and qualification?

The researcher used a t-test to show the significance of the differences between the means of the study sample's responses about the reality of the leadership pattern of printed and electronic newspaper managers in Jordan from the point of view of employees due to the variable of gender and qualification. Table 6 shows the results.

Table 5. *T-test results according to gender*

Domain	Gender	No.	Means	Standard deviation	t	df	Sig (2-tailed)
Democratic pattern	Male	49	2.27	.510	.946	91	.346
	Female	44	2.18	.468			
Autocratic pattern	Male	49	2.23	.738	.592	91	.556
	Female	44	2.14	.606			
Correspondent pattern	Male	49	2.12	.676	1.333	91	.186
	Female	44	1.94	.628			

According to Table 6, there were no statistically significant differences at (0.05) between the employees' means of the reality of the leadership patterns among the managers of printed and electronic newspapers in Jordan due to the gender variable in all patterns. This

result is in line with that of Talafha and Bani Younes (2021).

Also, Table 7 displays the t-test results of responses according to an academic qualification.

Table 7. *T-test results according to academic qualification*

Domain	Gender	No.	Means	Standard deviation	t	df	Sig (2-tailed)
Democratic pattern	Bachelor of less	69	2.30	.474	2.388	91	.019
	Higher studies	24	2.03	.492			
Autocratic pattern	Bachelor of less	69	2.30	.628	2.953	91	.004
	Higher studies	24	1.85	.710			
Correspondent pattern	Bachelor of less	69	2.11	.622	1.893	91	.062
	Higher studies	24	1.82	.718			

According to Table 7, there were statistically significant differences at (0.05) between the employees' means of the reality of the leadership patterns among the managers of printed and electronic newspapers in Jordan due to the academic qualification in favor of the participants with a bachelor or less degree on the democratic and autocratic patterns. This result does not accord with that of Talafha and Bani Younes (2021).

Recommendations

In light of the current results of the study, some recommendations have been presented. Training courses are recommended on the most important effective leadership styles for managers and workers in press institutions to contribute to job satisfaction for employees and raise the level of productivity. Also, the leadership pattern that contributes to raising the efficiency of employees and leads to peaceful decisions should be applied. In addition, a study on the relationship between the leadership pattern of managers of press institutions and decision-making in press institutions is suggested. Furthermore, another

study on the relationship between the leadership patterns of managers of press institutions and employees' performance is recommended.

References

- [1] Abdel Maqsood H. N. (2017). Network Journalism, you are the one who creates the content a new breakthrough for citizen journalism. Al-Asriya Library for Publishing and Distribution.
- [2] Alkhazaleh, R., AlGasawneh, Lana, nadezda, L., & Victoria, Y. (2020). The Importance of Heads Youth Institutions in Jordan to have Leadership Skills. *Gis*, 7(11), 90-106.
- [3] AlKhudari, M. N., Almashaqbeh, S. S. S., & Alkhaza'leh, R. M. A. (2022). The practice of ethical leadership among managers of news websites from journalists' point of view. *International Journal of Education in Mathematics, Science and Technology*, 10(3), 695-709.
- [4] Al-Qahtani, S. & Al-Amiri, A. (2010). Research method in behavioral sciences. King Saud University.
- [5] Al-Safiri, B. O. B. & Al-Ghamdi, U. S. U. (2020). The dominant leadership style among school leaders in Al-Qunfudhah Governorate from the teachers' point of view. *Educational Journal of Adult Education*, 3(1), 54-83.
- [6] Baroud, K. Y., Hegazy, H. E. A., Hammad, S. E. I. Attia, & Nasr, N. A. I. (2015). The leadership style of primary school principals in the Gaza Strip and its role in dealing with school crises. *Journal of Scientific Research in Education*, (16), 99-140.
- [7] Bell, R. L. (2011). An analysis of principals' perceptions of technology's influence in today's schools. University of Houston.
- [8] Dahlan, S. (2013). Prevalent leadership styles among secondary school principals in Gaza governorates [Unpublished master's thesis]. Al-Azhar University, Gaza.
- [9] Hamdi, M. A. (2015). The reality of the electronic press and its impact on the future of the paper press - an analytical study. *Al-Turath Magazine*.
- [10] Khamis, T. A. A. (2017). The Impact of the New Media on the Reality of the Traditional Press in Libya from the Point of View of Libyan Journalists [Unpublished Master's thesis]. College of Mass Communication/Middle East University.
- [11] Owais, B. E. M., & Nawasra, F. I. A. (2020). Leadership styles in public schools in Ajloun Governorate and its relationship to the outstanding performance of principals from the teachers' point of view. *Journal of Arts and Social Sciences*, 11(1), 73-86.
- [12] Shafiq, H. (2014). Next Time Press and Future Editing Galleries. Dar Fikr wa Fann for printing, publishing and distribution.
- [13] Talafha, I. A. A. & Bani Younis F. M. (2021). Leadership styles of government secondary school principals and their impact on the confidentiality of the educational process from the teachers' point of view. *Journal of Human and Natural Sciences*, 11(2), 313-329.
- [14] Wetherell, K. M. (2002). Principal leadership style and teacher job satisfaction. Seton Hall University, College of Education and Human Services.