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INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEES' PERFORMANCE IN ESTABLISHMENTS IN TABUK, SAUDI ARABIA

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Abstract

Leadership style is a significant topic in contemporary literature, with scholars exploring its implications across various fields. Leadership is defined as the ability to harness human resources to achieve specific goals through influence over actions. A positive relationship between management and employees is crucial for organizations seeking improved turnover and recognition. This research aims to investigate the impact of leadership styles on employee performance and satisfaction in establishments in Tabuk. Leadership can be categorized by traits, but is more effectively classified by styles. This study identifies six primary leadership styles: autocratic, democratic, coaching, pacesetting, delegative, and bureaucratic. The development of firms in Tabuk necessitates appropriate leadership approaches. This research has three primary objectives: to explore the leadership styles employed by higher management in Tabuk companies, to assess the effect of these styles on employee performance and job satisfaction, and to analyze their influence on organizational commitment. A survey was conducted to meet these objectives, utilizing a quantitative research design with a sample of 647 workers from various organizations, including hospitals, universities, banks, and companies. Participants included senior managers, heads of units, supervisors, and employees. The questionnaire contained 36 questions covering demographics, organizational type, leadership styles, performance, job satisfaction, and organizational commitment. Results indicate a linear relationship between leadership style and organizational performance, revealing that certain leadership styles positively impact employee performance, while others may have a detrimental effect.

Keywords Leadership Styles, Employee Performance, Job Satisfaction, Organizational Commitment, Tabuk

1. Introduction

King Faisal Bin Saud, Prince Mohammed Bin Salman, Neslon Mandela, Mahatma Ghandi, Adolf Hitler, Martin Luther King Junior, and Winston churchil were all remarkable leaders that ever lived. They served in different parts of the world and might have employed varied leadership approaches. However, one thing is common: they all had an exceptional ability to bring out the best outcome in their followers. The primary focus of this paper is to examine the connection between leadership style and the performance of workers in Tabuk Saudi Arabia. Notably, leadership style has been a topic of interest in recent literature, which most scholars evaluating whether a suitable manegirial approach has been employed in a particular field of work or situation

(Athleb, 2020). Leadership has proved to be a crucial factor not only in business entities but also nonprofit organizations and government institutions as well. Such is the case because all organizations, whatever the nature of their activity, must establish goals, and must manage their staff properly to achieve such outcomes (Athleb, 2020). Generally, leadership is more of empowering and organizing employees in a way the benefits them, rather than projecting the needs of the leader. The type of leadership style, and the perception of a leader among employees has major implications on whether employees feel motivated to work and achieve devised objectives, and whether they will be successful.

The question on who a leader is may vary based on various definitions or contexts. However, in a general sense, a leader is an individual that influences a group and inspires them to achieve a particular goal. Alternatively, a leader can be regarded as an individual who has a vision of an ideal future, and has the drive, commitment, and capability to achieve such an outcome. In some cases, a leader may not necessarily hold a superior position considering that there have been numerous situations when individuals have held high positions but have not been able to offer leadership (Athleb, 2020). Arguably, a leader can hold any position in an entity, not necessarily a managerial one. However, whatever position the leader holds, the baseline is that he/she must be capable of exerting considerable amounts of influence on those around them. Moreover, a good leader is one who can communicate effectively and coordinate others in a way that ensures everyone is striving towards the same goals.

Hence, leadership styles generally pertain to the manner in which a manager motivates his/her subordinates, implements plans and pursues certain objectives, and offers a sense of direction. Although some leadership styles could have overlapping elements, the baseline is that they are rigid structures that inform behavioral and decision making tendencies. Ideally, a leadership style should be in concurrence with particular needs or characteristics of a position, the nature of the employees concerned, and the unique challenges faced by an entity. Overall, leadership could have profound implications on the outcomes of an organization (Cizreliogullari, Babayigit, & Altun, 2017). In this context, it is noteworthy that the leadership style alone does not determine the performance of workers. Employees themselves are crucial because their view of the style adopted by the leader, as well as their perception on their ability to excel in predefined tasks is critical.

Thus, the choice of a suitable leadership approach, as well as managers with top-notch leadership attributes can determine the fate of an entire organization. Effective leaders are those who consider job satisfaction, worker output, and organizational commitment levels in order to foster an environment where goals are efficiently accomplished (Odunlami, Awosusi, & Awolusi, 2017). The focus of this research is will be on the influence of leadership techniques on employee performance in a sample selected in Tabuk, Saudi Arabia. The results of the study can identify recommendations for the implementation of proper leadership methodologies in the region.

1.1. Problem Statement

Several organizations have experienced leadership problems in Tabuk Saudi Arabia in recent times irrespective of the widespread instigation of corporate governance, transparency, and accountability measures. Arguably, the growth of some sectors within the region has been disrupted because of inconsistent availability of proper leadership as some managers did not posses

the required techniques that could have helped steer their jurisdictions towards satisfactory levels. As in other regions, employee satisfaction is highly subject to the organizational culture, which is mostly determined by the nature of the top leadership (Cizreliogullari et al., 2017). Managements that have futile and harmful leadership practices are perceived as toxic, destructive, or tyrannical. Hence, they often have adverse effects on the organization as well as their subordinates.

Tabuk work environment faces considerable management problems with regard to effective administration of employees in a way that enables achievement of organizational goals. For instance, the region's workforce is culturally diverse, which possesses considerable challenges for leaders. It is noteworthy that Saudi Arabia in general has about 10 million expatriates in out of a 34.5 million population (Cizreliogullari et al., 2017). Hence, suitable leadership styles are needed to solve this issue in order to generate a maximum output from the existing workforce. Previous research proves that leadership styles significantly impact employee motivation and organizational outputs (Fiaz, Su, Amir, & Saqib, 2017). However, research on the influence of leadership styles of worker outputs, especially in the Tabuk context remains scant. Evaluating leadership styles in this context is thus crucial as it will help bridge a knowledge gap.

1.2. Purpose of the Study

The research construes and assesses the correlation between leadership style and employee output in Tabuk, Saudi Arabia, with the goal of identifying the most prevalent leadership styles. Due to existing inefficiencies, there is a high demand for proven leadership theories by organizations in the region. Hence, it is crucial to conduct a research that could help resolve such a knowledge gap. Expectedly, the study methodology employed, as well as the results gathered will have constructive implications for leaders and organizations within the region (Fiaz et al., 2017). Since the results will have a considerable level of generalizability, the results will also have ramifications in Saudi Arabia as a whole.

1.3. Significance of the Study

The essence of the study is to conceptualize the influence of leadership approaches on the worker output in the Tabuk area. The insights garnered from the research will afford an understanding of contribution of leadership techniques on organizational performance. The results will help bridge a knowledge gap, thus enhancing the field of organizational management, and enabling managers and administrators to identifying the leadership styles that can work best in particular situations. Basing on the study outcomes, managers can make sound decisions needed to steer organizational success.

1.4. Research Questions

- Which leadership styles do higher level managements prefer in the Tabuk region?
- How do leadership styles affect employee perception/motivation?
- How do leadership styles affect employee performance?

2. Literature Review

Leadership styles have drawn the interest of several researchers. An examination of scholarly material indicates the presence of diverse leadership perspectives that explain the behavioral tendencies and decisions made in particular situations. A wide range of researches employing either qualitative or quantitative methodologies, and conducted on large organizations were available for this study. Collectively, the findings in this literature review should offer unique insights than those available in most books or studies on leadership. Accordingly, the insights will afford scholarly evidence needed to validate, support, and dismiss the observations made from the research data.

2.1. Definition of Leadership

The definition of leadership varies among various scholars. Over the past century, scholars have posited various definitions of the term. These delineations have been arrived at due to various factors, including world politics and the nature of the sector or discipline under study. Some definitions of leadership include the following: directing human associates successfully to attain particular results; an effort to control particular aspects for members of a group; influencing group members in an organized fashion to realize certain objectives; mobilizing any form of resources, including institutional, political or psychological to influence, engage, and fulfill a group in a way that helps them attain particular results. However, while different definitions exist, a prevalent aspect is that leadership must involve the ability to influence other people's actions. Other researches, including Baig et al. (2019) conceptualize leadership based on a personality standpoint. They regard it as a combination of unique traits and attributes that a person has, which enable him/her to have power over others during accomplishment of tasks. Regardless, the general idea is that leadership is the ability to leverage human resources in pursuit of certain goals by having sufficient influence over their actions.

2.2. Leadership Traits

Researches have examined common attributes among leaders. This trait approach has helped emphasize the notion that managers or administrators with particular characteristics are more likely to be effective, and that an individual's personality is key to leadership decisions and outcomes. Some common traits identified for effective leaders include intelligence, alertness, insight, achievements, drive, persistence, initiative, sociability, self-confidence, honesty and integrity, cooperativeness, energy and ambition, and knowledge. Athleb (2020) suggested that personality traits can effectively differentiate leaders from followers. However, it is a truism that the trait approach is not a dependable method for defining favorable attributes for a leader. Traits are a prerequisite rather than a necessity for successful organizational leadership. Moreover, leadership is a fluid activity, such that leaders with different and conflicting traits may be wildly successful in various situation.

Hence, a better way to define leadership involve the use of leadership styles. In definition, a leadership style refers to the manner of specifying directions or guidelines, instigating plans, and motivating followers. It comprises the conglomeration of patterns of direct and indirect acts performed by a leader, as perceived by the subordinates. The following

2.3. Autocratic

A dominant feature of the authoritarian approach is that the leader outlines explicit specifications of what he wants done, when it should happen, and how it should happen. Essentially, the leadership style emphasizes the control and command of the leader over the followers. It acknowledges the presence of a clear distinctions between leaders and followers. As postulated by Gorondutse and Abdullah (2018) authoritarian leaders make decisions on their own and do not entertain. In review, researchers postulate that the lack of creativity in decision-making and the possibility of a dictatorial rule, and consequently a hostile and dysfunctional setting, as the main limitations of the authoritarian approach (Gorondutse & Abdullah, 2018). Arguably, the approach is most feasible in cases where group decision making is inappropriate, perhaps because of time constraints, or when the leader is more knowledgeable and capable than other group members. Moreover, this style is suitable in situations that require quick and decisive decisions.

2.4. Democratic/Participate

In the first-ever leadership styles research, a group led by psychologist Kurt Levin uncovered that the democratic approach is most suitable. In a democratic set up, leaders not only offer guidance but also partake in their factions and acknowledge input from other members. In Lewin's study, participants in a democratic setting were less productive compared to their counterparts in an authoritarian one; however, they had better quality inputs. As Baig et al. (2019) explains democratic leaders allow their followers to partake in decision-making but retain the final say. For this reason, followers feel engaged, which makes them more likely to become creative and motivated. Moreover, they feel valued, which fosters commitment to organizations goals. According to NawoseIng'ollan and Roussel (2017), democratic leadership is feasible where followers are skilled and knowledgeable, and where there is enough time to for them to contribute.

2.5. Coaching

In this style, the leader strives to identify and grow individual capabilities and talents of every team member. Moreover, these leaders focus on devising technique that enhance team cohesions and functioning. Generally, the coach style has similarities with the democratic technique, except that more efforts are directed towards growth and success of individual members (Khajeh, 2018). Instead of imploring all followers to adopt uniform skills and capabilities, some coaches may focus on building a group of diverse individuals, who can complement each other in the long run to produce exceptional work (Cizreliogullari et al., 2017). The coach style is advantageous in enhancing employee performance because it can motivate individuals to develop their skills and become more effective. Coaching leaders can also facilitate alignment of personal aspirations with organizational goals. However, the approach is limited because it is only feasible in some situations.

2.6. Pacesetting

The pacesetting leadership approach is an embodiment of the phrase 'Do as I do'. This style is enabled by a highly driven leader who carves the direction, just like in racing. A pacesetter must be capable of setting ambitious goals and standards and impelling their followers to achieve them

constantly. Although a pacesetter may guide workers to high levels of productivity, his approach can impact the followers severely. As Cizreliogullari et al. (2017 suggests, even highly driven followers can become stressed under this approach in the long-run. Overall, pacesetting is most suitable for energetic entrepreneurs that have a liked-minded team. However, care has to be taken to prevent team burnout.

2.7. Laissez-faire/Delegative

In his research, Lewis uncovered that participants under a delegative setting were least productive compared to their counterparts form the democratic and authoritative approaches. Moreover, the followers made more demands on their head, were less cooperative, and demonstrated minimal capacity to work independently. Usually, delegative leaders do not make an implicative decisions and leave the choices to the group members (Dyczkowska & Dyczkowski, 2018). Although this approach might be appropriate in cases involving a panel of highly qualified experts, it routinely results in ill-defined roles and consequently, a lack of motivation. Delegative factions usually lack direction are notorious for blame games among members, the tendency to avoid personal responsibility, slow progress and less work.

2.8. Bureaucratic

In this approach, leaders go by the book. While they might entertain the inputs of followers, as opposed to autocratic leadership, they often reject them if they contradict company historical practices or company policy. Bureaucratic leaderships are common in large, old, or traditional organizations (Dyczkowska & Dyczkowski, 2018). New implicative proposals by employees are often unpopular in democratic organizations. The rationale for bureaucratic systems is that since the company has successful in the past using current processes, then trying a new approach is not worthwhile since it might result in wastage of resources (Dyczkowska & Dyczkowski, 2018). Although followers under this approach might have more freedom than those under autocratic leadership, they still face substantial constraints on how they perform their roles. Ultimately, the limitations might inhibit innovation and fast growth.

As per the literature review, leadership is the ability to leverage human resources in pursuit of certain goals by having sufficient influence over their actions. Generally, leaders may possess various traits, including intelligence, self-confidence, initiative, sociability, honesty and integrity, cooperativeness, and knowledge. While leaders can be classified based on these attributes, it is more practical to categorize them based on leadership styles since leadership is a highly fluid activity. Six main leadership styles have been discussed: autocratic, democratic, coaching, pace-setting, delegative, and bureaucratic. As discussed, each of these styles has unique characteristics that determine its applicability, and its implications on employee performance.

3. Methodology

3.1. Research Objectives

This research aims to assess the impact of leadership styles on employee performance and organizational commitment in Tabuk. Data analyzed using SPSS will address the research questions regarding the significance of leadership traits in local establishments.

3.2. Research Methods and Design

A quantitative approach was chosen to explore the relationship between independent variables (leadership styles) and the dependent variable (organizational performance). This method is effective for examining variable correlations. A survey was developed to collect data on leadership styles, employee performance, and job satisfaction, relying on questionnaires distributed via Google Forms.

3.3. Participants and Sample

The target population consisted of workers in Tabuk, Saudi Arabia, from various sectors like hospitals and universities. A total of 647 participants were selected through simple random sampling, focusing on senior managers, practitioners, and supervisors, as they are most affected by leadership techniques.

3.4. Data Collection

Participants received messages detailing the study's purpose and ethical considerations, including informed consent and privacy. Data was collected through a questionnaire link provided over four days, with reminders sent afterward.

3.5. Description of Questionnaire

The questionnaire included four sections: demographics, leadership styles, job satisfaction, and organizational commitment.

3.6. Measuring Instrument

A five-point Likert scale was employed to gauge responses, ranging from "Strongly Agree" to "Strongly Disagree." Each question aimed to evaluate leadership styles, job satisfaction, and commitment, with scores categorized to assess overall sentiments.

3.7. Data Analysis

Data was analyzed using SPSS, focusing on frequency distributions and descriptive statistics to understand participants' perceptions of leadership styles.

4. Results and Discussion

4.1. Introduction

The primary objective of this study was to evaluate leadership styles and their implications on employee performance, focusing on the Tabuk region. To ensure the validity of the findings, a power analysis was conducted, resulting in a sample size of 647 participants, with a 5% confidence interval and a 95% significance level.

4.2. Leadership Styles Assessment

The study identified various leadership styles as perceived by the employees. The findings indicated the following distribution of leadership styles among the participants:

Leadership Style	Percentage
Pacesetting	21.6%
Laissez-faire	9.8%
Autocratic	8.5%
Democratic	26.2%
Authoritative	27.4%
Coach-style	6.5%

Moreover, participants expressed their beliefs regarding the impact of these styles on departmental performance. Specifically, 39.9% believed that a manager using a pacesetting approach could most significantly enhance performance, followed by:

Leadership Style	Impact Percentage
Authoritative	23.2%
Coach-style	20.7%
Autocratic	7.5%
Democratic	8.6%

4.3. Relationship Between Leadership Styles and Performance

The results suggest a linear relationship between leadership style and organizational performance. Respondents generally concurred that leadership style can either enhance or undermine performance. Among the assessed styles, pacesetting was deemed the most impactful. This style is characterized by a driven leader who sets ambitious goals and motivates followers to achieve them. Existing research supports the notion that pacesetting can lead to high organizational performance, as it often demands that employees meet specific goals with little flexibility.

In contrast, the authoritative style, which also garnered considerable recognition, enforces managerial provisions with minimal employee input. This approach can lead to increased productivity, particularly in the short term, as it requires workers to meet predetermined goals. Many participants were familiar with this style from their workplaces, as organizations such as hospitals, banks, and universities often employ it to enhance efficiency.

4.4. Implications of Leadership Styles on Employee Output

The findings confirm that leadership styles significantly impact employee output and organizational performance, validating the initial hypothesis. This aligns with prior research indicating that leadership styles influence employee perceptions and actions, which can lead to improved or diminished performance.

While pacesetting is associated with enhanced performance, it poses long-term challenges, including employee burnout and demotivation. Similarly, the authoritative approach, despite its short-term benefits, may lead to decreased employee motivation, questioning its long-term viability. Further research with a more representative sample is needed to gather comprehensive evidence on this topic.

4.5. Demographics of Participants

A quantitative research design was employed, utilizing a sample of 647 workers selected through simple random sampling from various organizations in Tabuk, including hospitals, universities, banks, and companies. Data collection was conducted via a questionnaire that included demographic questions, assessments of leadership styles, job satisfaction, and employee commitment. Data analysis was performed using SPSS software.

The survey targeted three groups within different companies: senior managers, heads of units, supervisors, and employees. The questionnaire consisted of 36 questions, covering demographics, organization type, leadership style assessment, performance, job satisfaction, and organizational commitment.

Gender Distribution

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Female	329	50.9	50.9	51.0
Male	317	49.0	49.0	100.0
Total	647	100.0	100.0	

Age Distribution

Age	Frequency	Percent	Valid Percent	Cumulative Percent
20-26 Years	67	10.4	10.4	10.4
27-35 Years	231	35.7	35.7	46.1
36-46 Years	226	34.9	34.9	81.0
Over 47 Years	122	18.9	18.9	100.0
Total	647	100.0	100.0	

Educational Level

Educational Level	Frequency	Percent	Valid Percent	Cumulative Percent
High School	62	9.6	9.6	74.0
Bachelor's Degree	416	64.3	64.3	64.3
Master's Degree	107	16.5	16.5	90.6
PhD	61	9.4	9.4	100.0
Total	647	100.0	100.0	

Work Experience

Years of Working	Frequency	Percent	Valid Percent	Cumulative Percent
Less than a year	54	8.3	8.3	43.4
1-3 Years	76	11.7	11.7	11.7

4-7 Years	150	23.2	23.2	34.9
More than 8 Years	366	56.6	56.6	100.0
Total	647	100.0	100.0	

5. Conclusion and Recommendations

The major purpose of this study was to ascertain the impact of leadership styles on employee performance and satisfaction within Tabuk-based companies. The research identified six primary leadership styles: autocracy, democracy, coaching, pacesetting, delegation, and bureaucracy. It was evident that suitable leadership and management styles are essential for enhancing organizational turnover and recognition.

The findings revealed that 39.9% of participants perceived the pacesetting leadership style as having the most significant impact on performance. However, the authoritative style, preferred by 27.4% of higher-level managers, was identified as the most appropriate leadership style. The survey results indicated a preference for the authoritarian style, particularly in organizations like hospitals, banks, and universities, where rigidity enhances efficiency.

The study also highlighted the influence of leadership styles on job satisfaction and organizational commitment. A substantial number of respondents expressed satisfaction with their workplaces, indicating that despite the authoritarian style's rigidity, employees felt positively about their managers. However, the authoritative style can lead to demotivation and weakened performance over time.

6. Implications

The findings of this research suggest that leadership styles significantly impact job satisfaction and organizational commitment. Specifically, the laissez-faire style negatively influenced job satisfaction, while transformational leadership styles had a positive impact. Organizations should prioritize employee promotion, career growth, and equitable job responsibilities. Training in transformational leadership for higher-level management can help align leadership styles with employee values and concerns, fostering motivation and performance. Ultimately, effective leadership can enhance employee commitment and lead to organizational success.

7. Demographics of Participants

The survey was distributed to various groups, including senior managers, heads of units, supervisors, and employees. The questionnaire comprised 36 questions covering demographics, organization type, leadership style assessment, performance, job satisfaction, and organizational commitment. The data was obtained from all participants (n=647) in Tabuk, KSA, confirming the presence of a linear relationship between leadership style and organizational performance.

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Total	647	100.0	100.0	

Current Position

Current Position	Frequency	Percent	Valid Percent	Cumulative Percent
Employee	234	36.2	36.2	36.3
Supervisor	123	19.0	19.0	100.0
Head of Unit	104	16.1	16.1	52.4
Senior Manager	185	28.6	28.6	81.0
Total	647	100.0	100.0	

Type of Organization

Type of Organization	Frequency	Percent	Valid Percent	Cumulative Percent
Empowered	179	27.6	27.6	42.8
Engaged	162	25.0	25.0	52.9
Experiential	305	47.1	47.1	100.0

Total	647	100.0	100.0	

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