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THE EFFECT OF LEADERSHIP STYLES ON THE FUNCTIONAL PERFORMANCE OF EMPLOYEES IN PUBLIC INSTITUTIONS (AFIELD STUDY/ IRBID GOVERNORATE)

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ABSTRACT

This study aims at recognizing and understanding the role that the manager plays through out the difference between leadership styles (Autocratic, Democratic, Participatory, Balanced, And Dictatorial) concerning a sample of public institutions employees. The study sample consists of (100) employees, was taken randomly, work in public institutions in Irbid governorate. Many results have been concluded after applying the statistical analysis; the most important of which are: There is an average level of practicing the five leadership styles (Autocratic, Democratic, Participatory, Balanced, Dictatorial) in the public institutions in Irbid governorate. Also there is a positive correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and (Autocratic, Democratic, Participatory, Balanced, Dictatorial) leadership styles in public institutions. The study recommends taking into account the principle of efficiency and equality of opportunities during the distribution of leadership positions for employees in public institutions and supporting the unity of human work in Jordan public institutions.

KEYWORDS

Leadership Styles, Autocratic, Democratic, Participatory, Balanced, Dictatorial, Work Functionality, Irbid Governorate.

INTRODUCTION

The modern time is representing an open world without any borders for economical and technical powers, which is invisible, but it has the ability to change the life course at any moment. It is being considered that the modern environment of labor institution requires switching in the leadership roles and a clear awareness of the human revolution importance in knowledge acquisition or inventions.

You can't lead people in the same way as you did in the recent past if you want to leverage their talents and obtain optimal performance. Today, most successful organizations call upon knowledge workers, i.e. highly-qualified people who want to make the best use of their capabilities in an environment that affords them the freedom to demonstrate their sense of initiative and responsibility. If such people are restrained from functioning at what they consider their peak level of competence, there is a good chance that they will lose momentum, as well as their motivation, and even walk away. So in that respect, leaders ('knowledge leaders?') must understand the need for using different leadership styles effectively and appropriately. (www.trainingjournal.com , 2011)

Many writers and scholars in the administration field used to not differentiate between leadership and administration and between leader and administrator; rather they consider it as a two different names for the same concept.

The success of any organization is highly rested upon the head, boss or the manager of such an enterprise like business, school or any organization. The leadership impact is desirable in organization to aid easy and maximum success. Leadership is an instrument used in an organization for behavior modification.

It determines the goals of an organization and means of accomplishing them. Therefore, leadership in an organization has been seeing as a motivator whereby one person who is the head motivates others towards the achievement of specific goals of the organizations. However, follower ship is the essence of leadership. In other words, it is the willingness of people to follow that makes a person a leader. Moreover, people follow those perceived to be providing means of achieving their own desires, wants and needs. (Sunday, 2013)

Supposing that the leadership is a relation between two people, a relation between a leader and a subordinate, and by the fact that every leader has a number of subordinates, this relationship will be very obvious through the leader effect on his/her subordinates in his/her group. Specifically the effect on the employee's behavior to activate and motivate them toward working in order to achieve the decided and common objectives .

But after deep thinking; it will be obvious that the administration is a broad and comprehensive, while the leadership is just an important part of the administration and an essential task of the administrative leader tasks where the administrator can create an atmosphere of cooperation and practical activity among a group of individuals that he/she manages to achieve a common objective.

On the other hand, organizational performance refers to ability of an enterprise to achieve such objectives as On high profit, quality product, large market share, good financial results, and survival at pre- time using relevant strategy for action (Koontz and Donnell, 1993). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry.

Consequently, it is a reflects survivalat pre- determined productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization .

2- REVIEW OF LITERATURE AND THE PREVIOUS STUDIES

FIRST: THE REVIEW OF LITERATURE

All the organizations, at variation of its magnitude and its nature, need leaders capable of carrying the main responsibility in achieving these organizations objectives and fulfilling their tasks competently and functionality. Without these aware and responsible leaderships it will be impossible for these organizations to carry on their factual activity, but rather they will aim at achieving their objectives and ambitions.

The complexity of the administrative processes and their course led to organizations magnitude, also the multitude of the internal and external relations, economic, political, social and technical conditions effect on these organizations led to research continuity, modernization, innovation and improvement. These issues can only achieve under a guidance of understanding and aware administrative leadership. (Alshareef, 2004).

Three criteria for choosing the appropriate the challenge for leaders is to decide which style they will adopt to maximize performance and create a healthy environment.

Three indicators can be used to direct them in their choice:

- The business situation leadership style

There is no question that, in a very fast-changing world, one cannot lose sight of the situation that the team or organization is confronted with. By business situation, we mean how competitive are we? What is our market share? Are we clear on our business model? Do we have what it takes in terms of financing, talents, equipment, know how? It is clear that a high-risk situation (crisis) will require very strong and active involvement by the leader to turn it around and keep it under control. The more serious the challenge, the more leaders must use the 'leading by doing' style. But if the situation is low-risk, it is perhaps time for the leader to give his people a chance to use their brains and implement their ideas. In other words to empower them.

- the people or team members Even if the business situation would allow for empowerment according to the criteria mentioned above, the leader, before going ahead and just letting team members take charge, has to ask himself: are my people prepared for it? Can I take the risk of letting them run on their own? The answer to that depends on whether the people involved are competent (do they understand the business, do they know our market well enough, are they well acquainted with our products, can they properly deal with our customers?) and committed (trust is critical. Can they be relied upon to abide by the business views of the leader, implement the agreed vision and apply the ethical rules in place?) And finally, of course, the leader will have to make sure that team members want to be empowered and take the corresponding risks.

According to how much competence the team member demonstrates and how much the leader can trust him, different degrees of empowerment will be devolved, as shown in the graph on p50.

- The corporate culture

There is no question that the pervading culture in the organization will influence the degree to which leaders will be inclined to extend autonomy to their team 50 members. The Feature more conservative the organization culture, the e of the model (leading by doing and leading by tem ore leaders will feel pressed to stay on the right sedum working).

A contraries, the more entrepreneurial the company environment, the more room for charismatic leadership and empowerment . (www.trainingjournal.com January, 2011)

THE ADMINISTRATIVE LEADERSHIP CONCEPT

There are many leadership concepts. We can not say that there is a typical definition has been agreed upon by the writers or scholars; as the definitions differ by the writers' and scholars' points of view. Next, we will present the most important definitions in order to reach a comprehensive concept of leadership (Alshqhaa', 2003)

Sallah Addin Alfeke defines it as follow, "working with others and affecting their behaviors in order to achieve specific objectives". Also he defines the leadership as, " the capability and extraordinary abilities that the individual has, who occupy a leadership position, through which he/she can unify his/her subordinates efforts and effect in them to achieve certain objectives, (Alfeke, 2004).

ADMINISTRATIVE LEADERSHIP VALUE

Many of administrative field researchers adopted the idea which says that the leadership is the core of administrative process, its vivid heart, and it's the administration master key Also its important role comes as it plays a very basic role related to all administrative process, that makes the administration more dynamic and effective and works as a motivating tool to achieve its objectives.

Leadership became the criteria which upon success of any administrative system can be measured. Hence, the management scientists made the leadership an essential subject in their studies and it occupies a remarkable aspect in the most books of general administration and business management. Administration means implementation the general polices of the state and making it a reality. As the leadership is related with administration; success or failure of administrative leadership affects the state as a whole. (Alsh'laan, 2002).

ADMINISTRATIVE LEADERSHIP THEORIES

Administrative leadership is considered one of the subjects that have earned a massive interest by the scholars in the administration science and psychology, as a result many point of views have emerged and became the base of a number of theories. (Alsh'laan, 2002).

- Characteristics Theory.
- Attitude Theory.
- Interaction Theory.

LEADING BEHAVIOR

Many of scholars have studied the leader leading behavior, since it's related directly with administrative leadership. The studies has concluded that there are two directions for the leading behavior in organizations have been agreed upon by many researchers (Alkelabe, 2000) and they are:

LEADERSHIP STYLES

Many have interested in leadership and its styles in past and present for its importance in the administrative process, where some have classified the leadership as positive and negative leaderships, this classification based on the point of view of motivations. While the classification based on authority commission: the administrative leadership can be categorized as centralized and decentralization leaderships (Shareef, 2004).

FIRST: AUTOCRATIC LEADERSHIP

The autocratic leader characterized by his/her attempting to concentrates all authorities on his/her side, keeps to himself/herself executing every detail individually, issues his/her orders and instructions that deal with all the details and insists on obedience of his subordinates, so he/she does not delegate his/her powers, but tries his/her best always to expand his/her powers and authorities and extend them to make everything under his/her control. He/she does all that; believing he/she should give only a small fraction of freedom for the subordinates to act without his/her own approval (Alsabeel, 2003).

Moreover, the autocratic leader depends on finding the motivation toward work in his/her subordinates through the so-called authority of penalty, so he/she adopts the negative stimulant policy based on intimidation, threats and penalty , and the imposition of authority by impose directives to his/her subordinates. Through this method the leader has the complete freedom in policy and decision-making and changing every small detail individually, according to his/her wishes and this is accomplished by issuing orders and instructions that deal with all the details and his/her insistence on his subordinates to obey it (Alsabeel, 2003).

SECOND, THE DEMOCRATIC LEADERSHIP

The capacity of achievement, encourage the initiative and the ability of creation and innovation.

The democratic leadership style is the leadership that depends on human relations, participation and delegation of authority. Democratic leadership is based primarily on sound human relations between the leader and his/her subordinates which are based on fulfilling their needs and to create cooperation among themselves and solve their problems (Alsabeel, 2003).

It also depends on the involvement of subordinates in some of the tasks of leadership such as solving of some problems and making decisions. Therefore it depends on the delegation of authority to the democratic leader subordinates. Time and effort to identify important leadership tasks .

In general it was found that the democratic leadership leads to a higher morale, increased cooperation, double

THE DEMOCRATIC LEADERSHIP MODELS VERIFY AS FOLLOWING (ALSHQHA', 2003)

Democratic leader model, who allows a degree of freedom for subordinates for their participation in decision-making process, he/she puts the problem in front of his/her subordinates, asking them to participate in making the right decision.

Democratic leader model who sets certain limits and ask his/her subordinates to make the decision within these limits. He/she identifies the problem, draw dimensions and authorize his/her subordinates to take the right decision to solve it, and democratic leader gives his/her subordinates a great extent of freedom in decision-making.

Democratic leader model who makes the decision by him/herself, but is keen to generate debate and discussion to see the extent that his/her subordinates accept this decision. This happens often when the leader sees that the conditions are inappropriate for the participation of subordinates in decision-making.

Democratic leader model that makes the decision and gives the opportunity for subordinates to participate in finding a way to implement this decision .

Democratic leader model, who gives his/her, subordinates a great freedom in decision-making. He/she allows them to make the decision which they see as the most appropriate and his/her role is limited in the approval. This model represents the maximum freedom of action for the subordinate.

PARTICIPATORY STYLE

This style allows the sharing of information, power and influence between the leader and his subordinates, and deal with subordinates equally and allows them to influence his/her decisions by participating in his/her final decision, which is related with their specializations . Studies have shown that participation has a

strong and positive effect on productivity and morale, and so it is when subordinate has high IQ and an amount of information and a natural tendency toward this type of leadership behavior and the function should be compound and non-routine. (<http://ejabat.google.com>).

BALANCED STYLE

This type of leadership deals with individuals and work in a balanced and a fair level by working to maintain the morale of the individuals and achieving satisfactory level of performance.

This type of leadership deals with the individuals and work in a balanced way to both of them and this means work is done by a team members, collaborators and committed to the highest degree of enthusiasm in order to achieve organization goals and achieve their desires and satisfy their needs in a work environment dominated by respect, trust and high efficiency. (<http://www.hrdiscussion.com/hr31231.html>).

DOCTORIAL STYLE

Known by other names such as authoritarian or arbitrariness, whatever the label, this leadership is characterized by that the leader orders and his/her orders supported by the ability to reward and penalty. The philosophy of this leadership basis on the of concentration of all powers and authorities on his/her side, so he/she executes all the small details and does not share it with anyone. He/she adopt absolute centralization.

FEATURES OF THIS STYLE

1 - A sense of ownership and monopolizing power to decide on things and make decisions concerning work affairs without consulting. Implementation of instructions to the letter. Control and lack of attention to the value of the individual and respecting his/her opinion, "refer to the theory of scientific management of Frederick Taylor, bureaucratic theory of Max Weber,".

2 - Illusion and arrogance.

3 - Observance the appearance on account of the fact, the form on account of the content during work process.

4 - Making meetings as a room to talk about the self, issuing orders and decisions and not to provide discussion opportunity for the employees.

The opinion of contemporary management thought in the doctorial style: -

1 - This style leads to improve the performance of work and self-growth of the working body but very slowly.

2 - The spirit of cooperation is almost missing.

3 - Lack of human relations between workers.

4 - No complacency and lack of adequate opportunities for progress and prosperity.

5 - Leads to eliminate the spirit of research, thinking and innovation among employees.

This authoritarian style is unacceptable, except in necessary and emergence cases, because it destroys the character of employees and hinder its improvement. Provided that employees charged with the implementation of the instructions without participating in, and this leads to lack of human work unity and in the school and this does not fit with the education (<http://aboshehabahmed.maktoobblog.com>).

Lee and Chuang (2009), explain that the excellent leader not only inspires subordinate's potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals. Stogdill (1957), defined leadership as the individual behaviour to guide a group to achieve the common target. Fry (2003), explains

Leadership as use of leading strategy to offer inspiring motive and to enhance the staff's potential for growth and development. Several reasons indicate that there should be a relationship between leadership style and organizational performance. The first is that today's intensive and dynamic markets feature innovation-based

Competition, price/performance rivalry, decreasing returns, and the creative destruction of existing competencies

(Santora et al, 1999; Venkataraman, 1997). Studies have suggested that effective leadership behaviors can facilitate the improvement of performance when organizations face these new challenges (McGrath and MacMillan, 2000; Teece, Pisano and Shuen, 1997

- Robertson (2006) argues Mehra, Smith, Dixon and that when some organizations seek efficient ways to enable them outperform others, a longstanding approach is to focus on the effects of leadership. Team leaders are believed to play a pivotal role in shaping collective norms, helping teams cope with their environments, and coordinating collective action. This leader-centered perspective has provided valuable insights into the relationship between leadership and team performance (Guzzo and Dickson, 1996). Some studies have explored the strategic role of leadership to investigate how to employ leadership paradigms and use leadership behavior to improve organizational performance (Judge, Bono, Ilies, and Gerhardt, 2002; Judge and Piccolo, 2004; Dickson, 2004; Yukl, 2002). This is because intangible assets such as leadership styles, culture, skill and competence, and motivation are seen increasingly as key sources of strength in those firms that can combine people and processes and organizational performance (Purcell et al., 2004).

WORK FUNCTIONALITY

Work functionality is described as the results that achieved by the employee in the field. Glossary of administrative sciences defines performance as fulfilling the tasks of the work such as the responsibilities and duties in accordance with the required supposed rate of the competent and trained employee. Taylor's definition of performance is to achieve maximum productivity of the individual and the machine.

It is illustrated by definition many of the contributing or affecting factors on the performance. Some of these factors are within the control of the employee while others beyond the control and this highlights the importance of three factors in particular which are.

1 - Employee: What he/she possesses of the knowledge, skills and values, attitudes and motives related with the work.

2 - Position: What it is characterized by of the requirements and challenges and the enjoyable opportunities that work offers.

SECOND: IMPORTANCE OF WORK FUNCTIONALITY

Work functionality occupies a special place within any organization that is considered the final outcome of all activities on the levels of the individual, the organization and the state, so that the organization would be more stable and keep on its rank for longer time when the performance of employees is distinctive. There we can say in general that the organization's administration and leadership observation of the performance level usually exceeds its employees observance. Therefore it can be said that the performance of any organizational level within the organization and in any part of it is not a mere reflection of the capabilities and motivations of subordinates, but is a reflection of the capabilities and motives of administrators and leaders as well.

SECOND: PREVIOUS STUDIES

1 - Sabri's Study, (2010), entitled: **Styles of Administrators in Jordanian Business Institutions in Light of Cultural Values**, this study aimed to analyze the prevailing leadership styles in a sample of administrators in a number of Jordanian business organizations in the light of the different cultural values. The study adopted authority level and uncertainty avoidance as an independent variables and human structural leadership styles as dependent variables. The study hypostasized that Jordanian administrators, for cultural reasons, tend to pay attention to the work and performance more than attention to the relations and employees. The results of this hypothesis shown; it was found that administrators adopt a structural leadership style, because of their tendency to paying attention to performance in a greater phase than the employees (human Leadership). Also found that administrators who do not have an academic degree, male administrators and young administrators of the sample tend to adopt structural leadership style more than the human leadership. The study recommended that the required transformation in the styles of leadership according to the requirements of modern business can be done through a cultural and values change of Jordanian administrators and take advantage of the prevailing administrative methods in the other cultures, in order to face the competition in the business complex and changeable environment.

2 - Almenkash's Study, (2010), entitled: **Leadership Over the Group with the Group, Comparative Study Between Typical Male and Female Leadership Styles in King Saud University in Riyadh**, The aim of this study was to investigate the effect of employees gender on the leadership style of males and females. To achieve this objective, Fidler measure was used to measure the two genders practicing of the two leadership styles over the group and leadership with the group. the study have been applied on a sample of academic departments heads and secretaries in King Saud University in Riyadh, The most significant results of

the study were the presence of statistically significant differences between males and females in their exercise of two leaderships styles over the group and the leader with the group, which means that gender has a significant effect on the leadership style.

3 - Najji, (2009), **entitled: A Study of the Relationship between the Styles Adopted by the Leader in Administration, Culture of the Organization and the Level of Career Satisfaction among Yemeni Nurses**, The aim of this study was to investigate the relationship between styles and methods that the leader adopts and their relationship to the culture of the institution (hospital), as well as their relationship to the level of career satisfaction for the Yemeni nurses. The study was conducted with the participation of 291 nurses from three hospitals, transforming, teaching and public and three private hospitals and one of them is a teaching hospital. Study was conducted in northern Yemen in the capital Sana'a, information was collected from nurses and in each hospital through the distribution of questionnaires containing questions regarding the personal data of the nurses, questions related to the measurement of the level of career satisfaction and others related to the measurement of practiced leadership styles by the leader from the perspective of nurses.

4- Fenwick and Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance conclude that despite a hypothesized leadership performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret.

5 - Alnofel's & others Study, (2011), **entitled: The Availability of Leading Properties in the Leaders and Administrators (A Prospective Study of a Sample Views of Heads of Departments)** (Scientific Departments at Al-Mosul University), The aim of this study was to determine the effect of the administrative leadership surrounding changes to seek the most successful formulas in order to keep pace with those changes and work on contain it. The leading formula expresses it in both form and content . The study has adopted the analytical descriptive approach in order to benefit from the emerged answers from the respondents on the designed questionnaire of the studied phenomenon and on the way which contributed in Answering the following question: " do the administrative leaders in the sample organizations have a visualization of what leadership is, and the nature of its related characteristics .

The study found a number of conclusions, the most important are; the availability of some leading properties in the administrative leaderships in the sample organizations with a degree of variation in its relative value. There is an actual contribution to some paragraphs that express the leadership characteristics in the formation of the cluster series contrariwise other paragraphs; results in a certain amount of loss when you pursue any action at work; was the most instrumental. which means that the state of failure in some cases may exist, and this is what we can observe when Mr. (Henry Ford) was bankrupt up to seven times before his success in the development of his company. As for the proposals presented by researchers, emerged the need to activate the leading properties, the study subject, which leads to the development of other properties and the emergence of others that are prevailing which are practiced by administrative leaderships, in order to ensure the ability to confront difficulties and keep pace with developments.

6 - Obiwuru Timothy, Okwu, Andy, Akpa, (2011), **entitled: EFFECTS OF LEADERSHIP STYLE ON ORGANIZATIONAL PERFORMANCE: A SURVEY OF SELECTED SMALL SCALE ENTERPRISES IN IKOSI-KETU COUNCIL DEVELOPMENT AREA OF LAGOS STATE, NIGERIA**

This study has investigated the effects of leadership style on organizational performance in small scale enterprises. The major objective was to determine effect of leadership styles on performance in small scale enterprises. Transformational and transactional leadership styles were considered in this study.

Transformational leadership behaviours and performance/outcome considered relevant in the study were charisma, inspirational motivation and intellectual stimulation/individual consideration; and effectiveness, extra effort and satisfaction, respectively. Transactional leadership behaviours and performance/outcome variables were constructive/contingent reward and corrective/management by exception; and effort, productivity and loyalty/commitment, respectively. The study followed a survey design, and employed evaluative quantitative analysis method. Analysis was based on primary data generated through a structured Multifactor Leadership Questionnaire (MLQ) administered on respondents. Responses to research statements were scaled and converted to quantitative data via code manual developed for the study to enable segmentation of the data responses into dependent and independent variables based on leadership behaviours and associated performance variables. OLS multiple regression models were specified, estimated and evaluated. The result showed that while transactional leadership style had significant positive effect on performance, transformational leadership style had positive but insignificant effect on performance. The study concluded that transactional leadership style was more appropriate in inducing performance in small scale enterprises than transformational leadership style and, therefore, recommended transactional leadership style for the small enterprises with inbuilt strategies for transition to transformational leadership style as the enterprises developed, grew and matured.

7 - Hakan Erkutlu, (2008) **entitled: "The impact of transformational leadership on organizational and leadership effectiveness: The Turkish case"**, The purpose of this paper is to examine the influence of leadership behaviors on both organizational and leader effectiveness at boutique hotels.

Design/methodology/approach – A total of 722 subjects (60 managers and 662 non-managerial employees) participated in this study from 60 boutique hotels. Participants were told that the study was designed to collect information on the leadership styles used by managers and on the satisfaction and commitment of employees in the hospitality workforce. Multifactor Leadership Questionnaire, Organizational Commitment Questionnaire and Job Descriptive Index were used to assess leadership behaviors of the boutique hotels' first-line managers and commitment and satisfaction levels of employees, respectively.

8 - Aruna B. Bhat(2013), **entitled: Impact of Transformational Leadership Style On Organizational Learning.**

The aim of this study is to determine the relationship between transformational leadership and organizational learning among different nature of Indian organizations. The paper explores certain characteristics / factors of transformational as well as transactional leadership which significantly affect organizational learning. Using Bass and Avolio's MLQ framework of leadership and Pareek's old of organizational learning on a sample of 125, the results reveal that:

- (1) Transformational leaders affect significantly negative to organizational learning
- (2) Contingent reward of transactional leadership significantly affects organizational learning
- (3) Innovation and experimentation of organizational learning has more effect on transactional leadership as compared to transformational.

Shebin El-Kom, Nile & Belal ,(2012), **entitled: Leadership Styles and Organizational Learning An Empirical Study on Saudi Banks in Al-Taif Governorate Kingdom of Saudi Arabia.**

This paper investigates how two important research streams, namely Leadership Styles (LS) and Organizational Learning (OL), might be related. In other words, LS and OL represent two rich lines of research: one is about how people lead and the other is about how people learn. Specifically, this contribution addresses two issues (1) the evaluative attitudes of the employees towards LS and OL and (2) the relationship between LS and OL. This study was conducted at Saudi banks in Al-Taif Governorate, Kingdom of Saudi Arabia. This research is practical, according to its purpose, and descriptive according to its data collection method. Three groups of employees at Saudi banks were reviewed. Of the 335 questionnaires that were distributed, 285 usable questionnaires were returned, response rate of 85%. The finding reveals that there are differences among the three groups of employees regarding their evaluative attitudes towards LS and OL. Also, this study reveals that the aspects of LS have a significantly direct effect on OL.

Accordingly, the study provides a set of recommendations that included the need for Transactional Leadership Styles (TALS) in general, and Transformational Leadership Style (TFLS) in particular, in order to achieve the best response to the needs and wishes of the workers at Saudi banks to increase their contribution to the achievement of OL on the one hand, and raise the level of their performance and enhance competitive advantage of these organizations on the other hand.

SECOND: PREVIOUS STUDIES DISCUSSION

The purpose of the previous studies was to recognize the analysis of the prevailing leadership styles among a sample of administrators in a number of different Jordan business organizations in the light of their cultural values. Also to the identification of gender factor effect on the males and females leadership styles . This study aimed to investigate the relationship between styles and methods that the leader adopts and their relationship to the culture of the institution (hospital), as well as their relationship to the level of the Yemeni nurse's career satisfaction. Also aimed to determine the surrounding changes affect on administrative leadership to seek the most successful formulas in order to keep pace with those changes and work to contain it.

In the other hand, the current study was aimed to understand the played role by the different leadership styles (autocratic, democratic, participatory, balanced, and doctorial) in a sample of institutions. revealing work functionality among the employees in the institutions.

NEED / IMPORTANCE OF THE STUDY

The study value is recognition the leadership methods and styles in the public institution (Autocratic, Democratic, Participatory, Balanced, Dictatorial) and how they effect ,concerning a sample of public institutions, on the employees work functionality in these institutions and recognizing the employees characteristics, which lead to a better understanding of basics and guidance. Brought a suitable atmosphere for the employees in these institutions. Highlight the relationship of leadership styles with work functionality aspects of the employees in these institutions, then identifying the factors that can increase or improve their work skills.

STATEMENT OF THE PROBLEM

The study discussion is in attempting to discover the effect of leadership methods and styles diversity in the institutions and on the work functionality of its employees. The leadership is considered one of the important fields which helps in interpreting and understanding many of the related problems concerning the work functionality in public institutions. Study problem can be identified in the following aspects:

- 1- Revealing if there are distinctions in the work functionality in the institutions, this comes as a result of leadership styles variation: (Autocratic, Democratic, Participatory, Balanced, Dictatorial) concerning a sample of institutions.
- 2- Recognition the effect of experience interaction and the educational major on the work functionality in the institutions.

OBJECTIVES OF THE STUDY

- 1- Understanding the roles at the variance of leadership styles (Autocratic, Democratic, Participatory, Balanced, Dictatorial) on work functionality concerning a sample of public institutions in Irbid Governorate.
- 2- Reveling the work functionality of the public institutions employees in Irbid Governorate.

HYPOTHESES OF THE STUDY

- 1- There is a practicing for the five styles of leadership (Autocratic, Democratic, Participatory, Balanced, Dictatorial) on the performance concerning a sample of public institutions.
- 2- There is a positive correlation statistically indicative between the democratic Leadership style and work functionality in the public institutions.
- 3- There is a positive correlation statistically indicative between the autocratic leadership style and work functionality in the public institutions.
- 4- There is a positive correlation statistically indicative between the participatory leadership style and work functionality in public institutions.
- 5- There is a positive correlation statistically indicative between the balanced leadership style and work functionality in the public institutions.
- 6- There is a negative correlation statistically indicative between doctorial leadership style and levels of work functionality in the public institutions.

RESERCH METHODOLOGY OF THE STUDY

The study depends on the methodology of descriptive research, besides field research. Concerning the descriptive research; the study based on giving an accurate image of administrative leadership styles, while the field research based on collecting the data via a questionnaire was designed by the researcher himself and will be discussed under the title of Study Method .

THE STUDY POPULATION

The study community is consist of a group of employees working in (the Municipality, Water Authority, Power Company) in Irbid Governorate .
Study Sample: The study sample consists of (100) employees, chosen randomly, work in the public institutions in Irbid governorate.

	Community	Sample
Water Authority	53	30
Power Company	55	30
The Municipality	160	40
Total	218	100

STUDY METHOD

The study method is a questionnaire was giving to the employees for filling it, in order to understand the extent of the independent variables effect (Autocratic, Democratic, Participatory, Balanced, Dictatorial) on the dependant variable (work functionality) and it consists of two parts:

First Part: contains the **Personal Data** of the employees in the studied public institutions, which are gender, education, experience, age and position.

Second Part: Consists of (41) paragraph that measure the study variables, both dependant and independent .

STUDY RELIABILITY

The Study Reliability is (0.90), which is a high percentage that can be reliable in generalization the results. The Reliability means that if this study would be repeated after a certain period of time within the same conditions we would get the same results.

THE ADOPTED STATIC METHOD

- Extracting the correlation coefficient (Pearson) to study the administrative leadership styles effect on the performance in the public institutions (Irbid Governorate).
- Implementing the one-way regression formula to study the administrative leadership styles effect on the performance in the public institutions (Irbid Governorate).

PROCEDURAL DEFINITIONS

Leadership: It's a source of authority and effect, where its role is considered one of the most important roles related to the group structure center. (Algahtani, 2001).

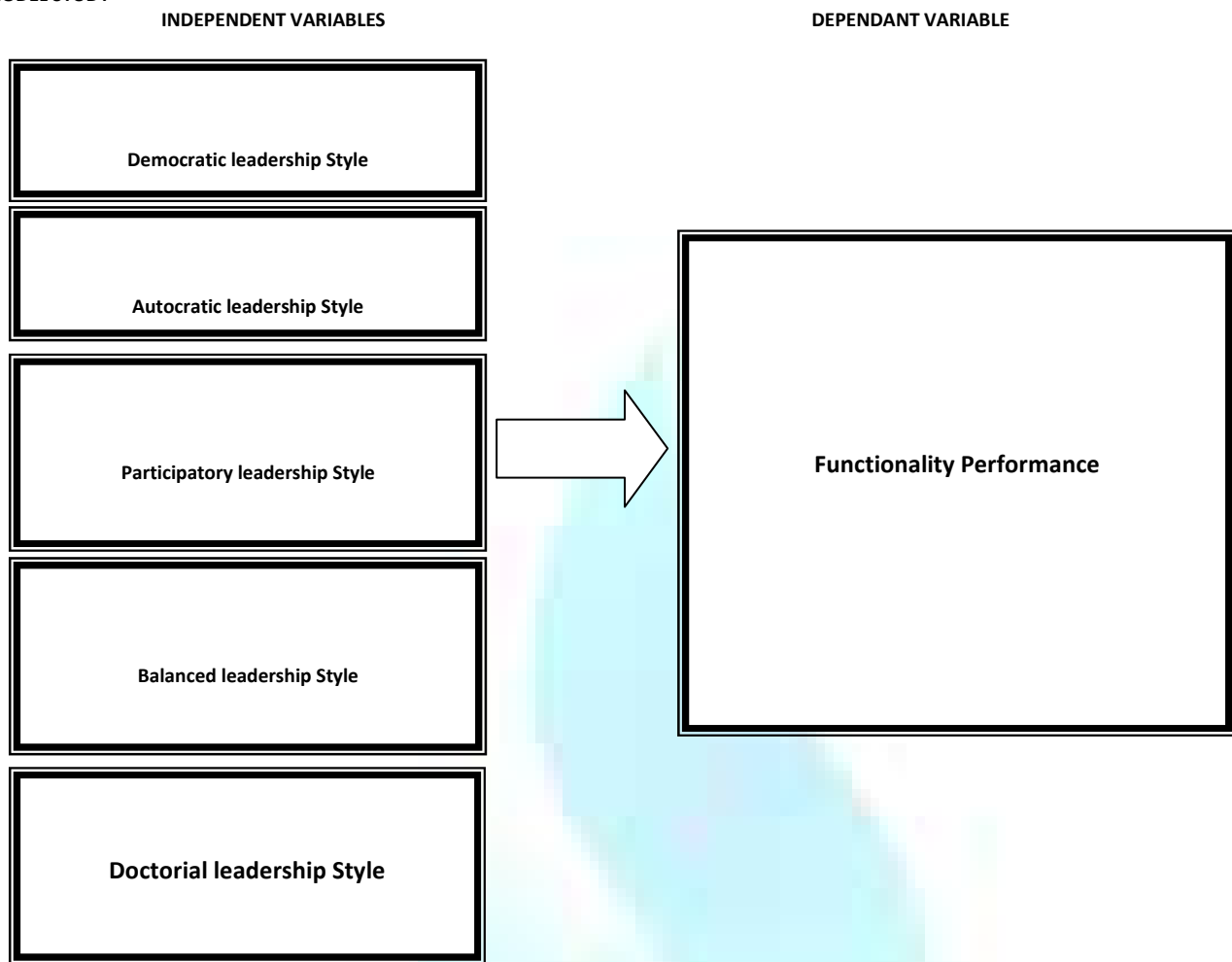
Style: The leader frequent behavior during the fulfillment of his/her daily administrative tasks and so on. The leader can adopt a certain method or style for his/her leadership as a result of his/her experience, then this style, which characterizes him/her, can be considered as his/her behavior by whom he/she works with. (Alzageer, 1404 H).

Autocratic Style: This type of leadership is defined with many definitions such as the militarism leadership or despotic leadership (doctorial). This type of leaders is distinctive with his/her arbitrary behavior which he/she obtains from his/her commissioned authority.

Democratic Style: One of the leadership styles, this style is adopted as a result of leader believe and conviction that the officials participation and consultation with them in the matters that are related to the system activities is the way that leads to the best results. The leader here adopts the participation of his/her subordinates in leadership responsibility, as he/she distributes the responsibilities among them and involves them in his/her tasks rather than restriction of the authorities on his/her side, also he/she enhances the relationships between the group individuals.

Balanced Style: This style cares about both the work and the individuals on a balanced and moderate base through observance the individuals morals and achieving a satisfactory level of performance.

Dictatorial Style: This type of leadership is defined with many definitions such as despotism and arbitrariness. Whatever is the definition, in this type of leadership the leader is distinguished by his/her orders and these orders are based on authority of dominating the rewards and penalties. Also the philosophy of this type of leadership based on restriction all the authorities and references on his/her side, as he/she supervises all details and does not participate with anyone; he/she adopts the absolute power.



Source: designed by the researcher (Dr. Al-hazaymeh, Ahmad, 2013)

RESULTS DISCUSSION, AND HYPOTHESIS TESTING

This part will present the results of the study aimed to identify the "Impact of Leadership Styles on performance in public institutions (Irbid)", also includes a description of the study sample according to the personal variables.

Following is the results display:

TABLE (1): SHOWS THE DISTRIBUTION OF THE SAMPLE INDIVIDUALS DEPENDING ON THE PERSONAL VARIABLES

Variable	Level	Repetition	Percentage
Gender	Male	72	72.0
	Female	28	28.0
	Total	100	100.0
Age	Under 25 years	12	12.0
	26-35 years	35	35.0
	36-45 years	22	22.0
	46 years and above	31	31.0
	Total	100	100.0
Position	Employee	73	73.0
	Department Head	15	15.0
	Expert/Member	5	5.0
	Bureau Director/ Deputy Director	7	7.0
	Total	100	100.0
Experience	Under 5 years	21	21.0
	5-10 years	17	17.0
	11-15 years	17	17.0
	15 years and more	45	45.0
	Total	100	100.0
Education	Ph.D.	11	11.0
	Master	24	24.0
	High Diploma	39	39.0
	B.A	26	26.0
	Diploma	-	-
	Total	100	100.0

It's noticed from the above table as follows:

- 1 - The percentage of males in the sample is (72.0%), while the percentage of females is (28.0%).

2 - The highest percentage for the distribution of sample by age is (35.0%) for the age group (26-35 years), while the lowest percentage is (12.0%) for the age group (25 years old or less).

3 - The highest percentage for the distribution of the sample according to the position is (73.0%) for the position is (employee), while the lowest percentage is (5.0%) for the position (expert / member).

4 - The highest percentage for the distribution of the sample depending on experience is (45.0%) of the level of experience (more than 15 years), while the lowest percentage is (17.0%) to levels of experience (5-10 years, 11-15 years).

The highest percentage for the distribution of the sample according to the academic degree is (39.0%) for the degree (Higher Diploma), while the lowest percentage is (11.0%) for the degree (PhD).

HYPOTHESES TESTING

The first hypothesis: There is a moderate level of exercise for the five leadership styles (autocratic, democratic, participatory, balanced, doctorial) in public institutions in Irbid governorate.

In order to validate this hypothesis the arithmetic averages and standard deviations was extracted for the study sample answers on all the paragraphs of the leadership styles area. Also (One Sample T-test) have been applied shows that..

TABLE (2): ARITHMETIC AVERAGES AND STANDARD DEVIATIONS FOR THE ANSWERS OF STUDY SAMPLE FOR ALL THE ITEMS OF LEADERSHIP STYLES AREAS

No.	Paragraph	Arithmetic Average	Standard Deviations
Democratic leadership			
1.	Administrator praises the excellent works that improve the performance of employees in the institution.	4.22	0.99
2.	Administrator works with the members and the personal in the spirit of the one team	4.00	1.17
3.	Management seeks to facilitate the atmosphere to stimulate employees to exert maximum efforts to achieve the desired objectives	3.79	1.13
4.	Administrator distributes leadership positions to employees in accordance with the principle of efficiency and equality of opportunity	3.31	1.18
5.	Administrator fulfills personal needs of the institution employees	1.24	3.37
Autocratic leadership			
6.	Administration acts without consulting any one of the institution members.	3.70	1.30
7.	Administration is keen to exploit the maximum potential of employees.	3.75	0.98
8.	Administrator works with open mind in case of employees differences	2.62	1.39
9.	Administrator follows the method of strict control to follow the employees in the institution	3.26	1.19
10.	Administrator follows threat and pressure to do the work in the institution	2.94	1.38
Participatory leadership			
11.	Administrator shares the information and influence among his/her subordinates and the subordinates are equally treated in the institution	3.90	1.20
12.	Administrator allows the employees to influence his/her decisions by participating in the final decision, which are linked to their specializations in the institution	3.77	0.98
13.	Administrator has a strong and positive impact on productivity and morale in the institution	3.88	1.05
14.	Administrator distinguished with intelligence and common sense and good treatment in the institution	3.99	1.09
15.	Administrator fulfills personal needs of employees in the institution	3.40	1.29
Balanced leadership			
16.	Administrator observes both individuals and work in a balanced way in the institution	3.88	1.11
17.	Administrator keeps the morale of the employees and achieving satisfactory performance level in the institution	3.76	1.05
18.	Administrator prefers to work with a cooperative and committed team has the highest degree of enthusiasm in order to achieve the objectives of the institution	3.87	0.99
19.	Administrator fulfills the desires and needs of the employees in the institution	3.47	0.99
20.	Administrator works to create a working environment dominated by high respect, confidence and effectiveness in the institution	3.58	1.25
Doctorial leadership			
21.	Administrator is distinguished with that he/she orders and his/her orders are supported by the ability to reward and penalty	3.76	1.24
22.	Administrator concentrate all authorities and powers in his/her hand as he/she executes all the details and does not allow anyone to involve with him	3.25	1.36
23.	Administrator works on improving the performance of work and self-growth of the working body but very slowly	3.30	1.12
24.	Administrator considers the employee as unacceptable except in cases of necessary and emergency because he/she destroys personal and hampers its improvement in the institution	2.94	1.19
25.	Administrator is the reason of the lack of unity and human work in the institution	2.69	1.30

The above table shows the following:

1 - The highest arithmetic average of the sample answers for the paragraph of democracy style is (4.22) for the paragraph (1) " Administrator praises the excellent works that improve the performance of employees in the institution ", while the lowest arithmetic average is (3.31) for paragraph (4) " Administrator distributes leadership positions to employees in accordance with the principle of efficiency and equality of opportunity."

2 - the highest arithmetic average of the sample answers for the autocracy style paragraph is (3.75) for paragraph (7) " Administration is keen to exploit the maximum potential of employees ", while the lowest arithmetic average is (2.62) for paragraph (8) " Administrator works with open mind in case of employees differences " .

3 - The highest arithmetic average of the sample answers for the paragraph of participatory style is (3.99) for paragraph (14) " Administrator distinguished with intelligence and common sense and good treatment in the institution.", While the lowest arithmetic average is (3.40) for paragraph (15) " Administrator fulfills personal needs of employees in the institution. "

4 - The highest arithmetic average of the sample answers for the paragraph of balanced style is (3.88) for paragraph (16) "Administrator observes both individuals and work in a balanced way in the institution ", while the lowest arithmetic average is (3.47) for paragraph (19) " Administrator fulfills the desires and needs of the employees in the institution. "

5 - highest arithmetic average of the sample answers for the paragraph of dictatorial style is (3.76) for paragraph (21) " Administrator is distinguished with that he/she orders and his/her orders are supported by the ability to reward and penalty ", while the lowest arithmetic average is (2.69) for paragraph (25) " Administrator is the reason of the lack of unity and human work in the institution".

TABLE (3): TEST RESULTS OF THE APPLICATION (ONE SAMPLE T-TEST) ON THE LEADERSHIP STYLES FIELDS

Field	arithmetic average	Standard Devotion	Average Score	T	Unrestraint Degrees	Statistically function
Democratic Style	3.74	0.90	High	8.17	99	0.00
Autocratic Style	3.25	0.82	Average	3.10	99	0.00
Participatory Style	3.79	0.84	High	9.43	99	0.00
Balanced Style	3.71	0.87	High	8.14	99	0.00
Doctorial Style	3.19	0.98	Average	1.92	99	0.00

The above table shows the following:

- 1 – there is a high level and statistically indicative at the function level of ($\alpha = 0.05$) from the exercise of autocratic style, as the value of (T) is (8.17), which a statistically indicative value as the arithmetic average is (3.74) with a high assessment degree.
- 2 – There is an average level and statistically indicative at the function level of ($\alpha = 0.05$) from the exercise of autocratic style, as the value of (T) is (3.10), which is a statistically indicative value as the arithmetic average is (3.25) with an average assessment degree.
- 3 – there is an average level and statistically indicative at the function level of ($\alpha = 0.05$) from the exercise of the autocratic style, as the value of (T) is (3.10), which is a statistically indicative value as the arithmetic average is (3.25) with an average assessment degree.
- 4 – There is a high level and statistically indicative at the function level of ($\alpha = 0.05$) of exercise of a balanced style, as the value of (T) is (8.14), which is a statistically indicative value as the arithmetic average is (3.71) with a high assessment degree
- 5 - there is an average level and not statistically indicative at the function level of ($\alpha = 0.05$) of exercise of the dictatorial style, as the value of (T) is (1.92) a value that is not statistically indicative as the arithmetic average is (3.19) with an average assessment degree.

As the above it is clear there is an average level of exercise for the five leadership styles (autocratic, democratic, participatory, balanced, dictatorial) in public institutions in Irbid governorate , and thus the first hypothesis of the study is accepted.

The second hypothesis: There is a positive statistically indicative relation at the function level of ($\alpha = 0.05$) between work functionality and democratic leadership style in the institutions.

In order to validate this hypothesis; Pearson correlation coefficient(Pearson Correlation) has been extracted between the areas of work functionality and the democratic leadership style, and the application of one way regression analysis (Simple Regression) to study the effect of the democratic leadership style every area of work functionality separately and work functionality as a whole, tables (4-5) show that

TABLE (4): PEARSON CORRELATION COEFFICIENT BETWEEN THE AREAS OF WORK FUNCTIONALITY AND WORK FUNCTIONALITY AS A WHOLE AND THE AREA OF DEMOCRATIC LEADERSHIP STYLE

Work Functionality		Democratic Leadership Style
Work Functionality Pace	Correlation Coefficient	0.23
	Statistically Function	0.02
Work Functionality Size	Correlation Coefficient	0.22
	Statistically Function	0.03
Work Functionality Quality	Correlation Coefficient	0.35
	Statistically Function	0.00
Work Functionality as A Whole	Correlation Coefficient	0.34
	Statistically Function	0.00

The above table shows that all the correlation coefficients between the areas of work functionality and work functionality as a whole and the area of democratic leadership style, were positive and statistically indicative at the function level of ($\alpha = 0.05$).

TABLE (5): RESULTS OF APPLYING THE ONE WAY REGRESSION ANALYSIS (SIMPLE REGRESSION) TO STUDY THE EFFECT OF DEMOCRATIC LEADERSHIP STYLE ON EVERY AREA OF WORK FUNCTIONALITY SEPARATELY AND WORK FUNCTIONALITY AS A WHOLE

Work Functionality		β	T	R	R Square	F	statistically Function	
Work Functionality Pace	Correlation Coefficient	0.23	0.29	2.30	0.23	0.05	5.05	0.02
Work Functionality Size	Correlation Coefficient	0.22	0.28	2.20	0.22	0.04	0.04	0.03
Work Functionality Quality	Correlation Coefficient	0.35	0.40	3.70	0.35	0.12	0.12	0.00
Work Functionality as A Whole	Correlation Coefficient	0.34	0.49	3.60	0.34	0.11	0.11	0.00

The above table shows that there is a positive effect statistically indicative at the function level of ($\alpha = 0.05$) for the democratic leadership style on every area of work functionality separately and work functionality as a whole, where all the values of (β , T) is positive and statistically indicative, as shown by the existence of a relationship statistically indicative between the democratic leadership style on every area of work functionality separately and work functionality as a whole, where all the values of (F, R, R Square) statistically indicative, **as already shown there is a positive correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and democratic leadership style in the institutions**, therefore, the second hypothesis of the study is accepted.

The third hypothesis: There is a positive correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and autocratic leadership style in the institutions.

In order to validate this hypothesis, the correlation coefficient Pearson (Pearson Correlation)has been extracted between the areas of work functionality and the style of autocratic leadership, and the application of mono regression analysis (Simple Regression) to study the impact of autocratic leadership style on each area of functionality separately and functionality as a whole, tables (6-7) are show this.

TABLE (6): PEARSON CORRELATION COEFFICIENT BETWEEN THE AREAS OF WORK FUNCTIONALITY AND WORK FUNCTIONALITY AS A WHOLE AND THE AUTOCRATIC LEADERSHIP STYLE

Work Functionality		Autocratic Leadership Style
Work Functionality Pace	Correlation Coefficient	0.07
	Statistically Function	0.48
Work Functionality Size	Correlation Coefficient	0.04
	Statistically Function	0.71
Work Functionality Quality	Correlation Coefficient	0.13
	Statistically Function	0.19
Work Functionality as A Whole	Correlation Coefficient	0.11
	Statistically Function	0.26

The above table shows that all the correlation coefficients between the areas of work functionality and work functionality as a whole and the autocratic leadership style, were positive and statistically indicative at the function level of ($\alpha = 0.05$).

TABLE (6): RESULTS OF APPLYING THE ONE-WAY REGRESSION ANALYSIS (SIMPLE REGRESSION) TO STUDY THE EFFECT OF AUTOCRATIC LEADERSHIP STYLE ON EVERY AREA OF WORK FUNCTIONALITY SEPARATELY AND WORK FUNCTIONALITY AS A WHOLE

Work Functionality	β	T	R	R Square	F	statistically Function
Work Functionality Pace	0.08	0.71	0.07	0.005	0.51	0.47
Work Functionality Size	0.04	0.37	0.04	0.001	0.14	0.71
Work Functionality Quality	0.14	1.32	0.13	0.010	0.76	0.18
Work Functionality as A Whole	0.14	1.13	0.11	0.013	1.28	0.26

The above table shows that there is a positive effect and not statistically indicative at the function level of ($\alpha = 0.05$) for the autocratic leadership style on each area of work functionality separately and work functionality as a whole, where all the values of (β , T) is positive and statistically indicative, as shown there is no indicative relationship between autocratic leadership style on each area of work functionality separately and work functionality as a whole, where all the values of (F, R, R Square) statistically indicative, as the above shows there is a **lack of a positive correlation statistically indicative at the level function of ($\alpha = 0.05$) between work functionality and autocratic leadership style in the institutions**, therefore, the third hypothesis of the study rejected.

The fourth hypothesis: There is a positive correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and participatory leadership style in the institutions.

In order to validate this hypothesis, the correlation coefficient Pearson (Pearson Correlation) has been extracted between the areas of work functionality and the participatory leadership style and The application of one way regression analysis (Simple Regression) to study the effect of participatory leadership style on each area of work functionality separately and work functionality as a whole, tables (6-7) show that

TABLE (7): PEARSON CORRELATION COEFFICIENT BETWEEN THE AREAS OF WORK FUNCTIONALITY AND WORK FUNCTIONALITY AS A WHOLE AND PARTICIPATORY LEADERSHIP STYLE

Work Work Functionality		participatory Leadership Style
Work Functionality Pace	Correlation Coefficient	0.43
	Statistically Function	0.00
Work Functionality Size	Correlation Coefficient	0.29
	Statistically Function	0.00
Work Functionality Quality	Correlation Coefficient	0.51
	Statistically Function	0.00
Work Functionality as A Whole	Correlation Coefficient	0.52
	Statistically Function	0.00

The above table shows that all the correlation coefficients between the areas of work functionality and work functionality as a whole and the participatory leadership style, were positive and statistically significant at the significance level ($\alpha = 0.05$).

TABLE (8): RESULTS OF APPLYING THE ONE-WAY REGRESSION ANALYSIS (SIMPLE REGRESSION) TO STUDY THE EFFECT OF PARTICIPATORY LEADERSHIP STYLE ON EVERY AREA OF WORK FUNCTIONALITY SEPARATELY AND WORK FUNCTIONALITY AS A WHOLE

Work Functionality	β	T	R	R Square	F	statistically Function
Work Functionality Pace	0.51	4.72	0.43	0.18	22.31	0.00
Work Functionality Size	0.35	2.96	0.29	0.08	8.79	0.00
Work Functionality Quality	0.54	5.86	0.51	0.26	34.41	0.00
Work Functionality as A Whole	0.69	5.99	0.52	0.26	35.99	0.00

The above table shows that there is a positive effect statistically indicative at the function level of ($\alpha = 0.05$) of the participatory leadership style on each area of work functionality separately and work functionality as a whole, where all the values of (β , T) is positive and statistically indicative, as shown there is a relationship statistically indicative between the participatory leadership style on each area of work functionality separately and work functionality as a whole, where all the values of (F, R, R Square) statistically indicative, which already shown a positive correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and participatory leadership style in the institutions, therefore, the fourth hypothesis of the study is accepted.

The fifth hypothesis: There is a positive correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and the balanced leadership style in the institutions.

In order to validate this hypothesis, the correlation coefficient Pearson (Pearson Correlation) has been extracted between the areas of work functionality and the balanced leadership style, and the application of one-way regression analysis (Simple Regression) to study the effect of balanced leadership style on each area of work functionality separately and work functionality as a whole, tables (8-9) illustrate this:

TABLE (9): PEARSON CORRELATION COEFFICIENT BETWEEN THE AREAS OF WORK FUNCTIONALITY AND WORK FUNCTIONALITY AS A WHOLE AND BALANCED LEADERSHIP STYLE

Work Functionality		balanced Leadership Style
Work Functionality Pace	Correlation Coefficient	0.35
	Statistically Function	0.00
Work Functionality Size	Correlation Coefficient	0.28
	Statistically Function	0.00
Work Functionality Quality	Correlation Coefficient	0.43
	Statistically Function	0.00
Work Functionality as A Whole	Correlation Coefficient	0.44
	Statistically Function	0.00

The above table shows that all the correlation coefficients between the areas of work functionality and work functionality as a whole and the balanced leadership style, were positive and statistically indicative at the function level of ($\alpha = 0.05$).

TABLE (10): RESULTS OF APPLYING THE ONE-WAY REGRESSION ANALYSIS (SIMPLE REGRESSION) TO STUDY THE EFFECT OF BALANCED LEADERSHIP STYLE ON EVERY AREA OF WORK FUNCTIONALITY SEPARATELY AND WORK FUNCTIONALITY AS A WHOLE

Work Functionality	β	T	R	R Square	F	statistically Function
Work Functionality Pace	0.43	3.67	0.35	0.12	13.51	0.00
Work Functionality Size	0.35	2.88	0.28	0.08	8.33	0.00
Work Functionality Quality	0.47	4.65	0.43	0.18	21.70	0.00
Work Functionality as A Whole	0.61	4.85	0.44	0.19	23.60	0.00

The above table shows that there is a positive effect statistically indicative at the function level of ($\alpha = 0.05$) for the balanced leadership style on each area of work functionality separately and work functionality as a whole, where all the values of (β , T) is positive and statistically indicative, as shown there is a relationship statistically indicative between the balanced style of leadership on each area of work functionality separately and work functionality as a whole,

where all the values of (F, R, R Square) statistically indicative, which already shown a **positive correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and balanced style of leadership in the institutions**, therefore, the fifth hypothesis of the study is accepted.

Sixth hypothesis: There is a negative correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and doctoral leadership style in the institutions.

In order to validate this hypothesis, the correlation coefficient Pearson (Pearson Correlation) has been extracted between the areas of work functionality and the doctoral leadership style, and the application of one-way regression analysis (Simple Regression) to study the effect of doctoral leadership style on each area of work functionality separately and work functionality as a whole, tables (10-11) illustrate this:

TABLE (11): PEARSON CORRELATION COEFFICIENT BETWEEN THE AREAS OF WORK FUNCTIONALITY AND WORK FUNCTIONALITY AS A WHOLE AND DOCTORIAL LEADERSHIP STYLE

Work Functionality		Doctorial Leadership Style
Work Functionality Pace	Correlation Coefficient	-0.02
	Statistically Function	0.82
Work Functionality Size	Correlation Coefficient	-0.10
	Statistically Function	0.34
Work Functionality Quality	Correlation Coefficient	-0.03
	Statistically Function	0.79
Work Functionality as A Whole	Correlation Coefficient	-0.05
	Statistically Function	0.62

The above table shows that all the correlation coefficients between the areas of work functionality and work functionality as a whole and the doctoral leadership style, was negative and statistically indicative at the function level of ($\alpha = 0.05$).

TABLE (12): RESULTS OF APPLYING THE ONE-WAY REGRESSION ANALYSIS (SIMPLE REGRESSION) TO STUDY THE EFFECT OF DOCTORIAL LEADERSHIP STYLE ON EVERY AREA OF WORK FUNCTIONALITY SEPARATELY AND WORK FUNCTIONALITY AS A WHOLE

Work Functionality	β	T	R	R Square	F	statistically function
Work Functionality Pace	-0.03	-0.22	0.02	0.001	0.05	0.82
Work Functionality Size	-0.13	-0.96	0.10	0.009	0.93	0.33
Work Functionality Quality	-0.03	-0.26	0.03	0.001	0.07	0.79
Work Functionality as A Whole	-0.07	-0.49	0.05	0.002	0.24	0.62

The above table shows that there is a negative effect and statistically indicative at the function level of ($\alpha = 0.05$) of the doctoral leadership style on each area of work functionality separately and work functionality as a whole, where all the values of (β , T) is negative and statistically indicative, as shown the lack of indicative relationship between doctoral leadership style for every area of work functionality separately and work functionality as a whole, where all the values of (F, R, R Square) statistically indicative, the above shows the absence of a negative correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and doctoral leadership style in the institutions, thus the sixth study hypothesis is rejected.

FINDINGS AND CONCLUSIONS

This study has evaluated the THE EFFECT OF LEADERSHIP STYLES ON THE FUNCTIONAL PERFORMANCE OF EMPLOYEES IN PUBLIC INSTITUTIONS the Analysis and hypothesis testing has shown the following:

- 1 - There is an average level of exercise for the five leadership styles (autocratic, democratic, participatory, balanced, and doctoral) in the public institutions in Irbid governorate.
- 2 - There is a positive correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and democratic leadership style the institutions.
- 3 - There is a positive correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and the autocratic leadership style in the institutions.
- 4 - There is a positive correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and participatory leadership style in the institutions.
- 5 - There is a positive correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and balanced leadership style in the institutions.
- 6 - There is a negative correlation statistically indicative at the function level of ($\alpha = 0.05$) between work functionality and doctoral leadership style in the institutions.

RECOMMENDATIONS

Based on the above the study recommends the following:

- 1 - Taking into account the principle of efficiency and equality of opportunities in the allocation of leadership positions for the employees in public institutions.
- 2 - Spread the spirit of affection and cooperation between employees of public institutions in Jordan.
- 3 - Taking into account the personal needs of employees by administration in the public institutions.
- 4 - Attempt to fulfill the wishes and needs of employees working in the public institutions.
- 5 - Supporting the human work unit in the public institutions in Jordan.

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