

# EFFECTS OF LEADERSHIP STYLES ON EMPLOYEE PERFORMANCE IN MINISTRY OF ENDOWMENT AFFAIRS IN OMAN

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**Abstract:** *Leadership styles are the fundamental building block upon which institutions are constructed and they determine the strengths or weaknesses of institutions. In this study, the researcher will discuss one issue that a public sector institution faced and how its manager overcame it by investing in human resources. Workforce training is something that many developed countries are interested in, and therefore any government institution is betting and competing on developing the capabilities of employees based on work requirements, assuming that it is the ideal way to promote high levels of innovation. It is a method that helps to activate other aspects to accomplish the purpose of leadership. The researchers have seen that many nations are interested in highlighting the top leaders in their organizations. This may promote a sense of ownership and commitment, which in turn fosters creativity, teamwork, and a sense of belonging, all of which increase productivity and job satisfaction. According to (Pizzolitto et al., 2022) a theory or hypothesis is verified or debunked using a deductive process known as the quantitative approach. The present study utilized a quantitative research model, wherein the researcher employed an approach that involved measuring variables and examining their relationships to identify patterns or associations. To gather data, the researcher selected a quantitative technique and focused on a sample that was representative of the relevant population. The management of organizations in the public sector has long been plagued by a variety of challenges and issues. Hence, organizational success is dependent on the qualities of the effective leader, but in exchange, the organization must have solid administrative leadership that is capable of growth.*

**Keywords:** *Leadership styles, Employee performance, Democratic, Transformations, Laissez-faire*

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## Introduction

Leadership styles are seen as an important partner for leaders of organizations and businesses, and their significance is in recognizing and locating workers who require assistance and restructuring. To integrate expertise and skills, they also require leaders to create new leadership or connect the team with another team. Since the administrative leadership's style is concerned with developing human resources, working to design and implement plans, as well as monitoring the effectiveness and productivity of the plans drawn up, it is thought to be the foundation for an organization's success (Demircioglu & Audretsch, 2020).

As a result, researchers think that leadership styles are the fundamental building blocks upon which institutions are constructed and that they determine the strengths or weaknesses of institutions. In this study, the researcher will discuss one issue that a public sector institution faced and how its manager overcame it by investing in human resources.

## Problem statement

Every society can benefit from effective leadership, which is supported by sound demand theories that assert that human power is the driving force behind advancement and that the demand for human labor contributes to the activation of other aspects. Workforce training is something that many developed countries are interested in, and therefore any government institution is betting and competing on developing the capabilities of employees based on work requirements, assuming that it is the ideal way to promote high levels of innovation.

Consequently, it is widely acknowledged that the capacity of a society's labour force to achieve its objectives while maintaining a high level of performance is of utmost importance. Nevertheless, some sectors are currently experiencing significant and sudden transformations that adversely affect the performance levels of their employees. These changes pose considerable hurdles to the organization's capacity to sustain its operations (Yadav, 2022).

Employee performance is an essential ingredient for the success and sustainability of organizations, whether private or public (Jiménez Luque, 2021). Government employees in Oman and the GCC have enjoyed lifelong employment with little or no expectations on performance for the past few decades. However, and due to the declining oil revenues and increasing national job seekers, Oman has been faced with the challenge of maximizing employee performance in order to efficiently use the ever-decreasing available resources. Only three factors have been addressed: leadership, technology and organizational structure. What makes this result striking is the amount of research ascertaining the role of leadership and organizational structure in motivating employees and positively affecting their performance. As for the leadership, being rated as neutral may be the result of the perception that government leadership roles are typically assigned based on political loyalty rather than competence or leadership (Saadouli et al., 2021).

Today the challenges have been found in the leadership in the organization and the leaders also face these challenges where fewer people actually follow them. This modern era where the leaders are considered to emerge with the changing paradigm in the public sector organization and administration which also implies the ability to manage the production, information, and some science and technology application (Common, 2015) . Here the problem statement confronts this leader who in the future needs to develop the leadership quality with specific knowledge and skills and also be able to develop the social architecture of the remunerating

public sector organization For this reason, the capability to create the intellectual capital of that organization also needs to be taken into account (Rainey, 2003).

Given that the development of indigenous human resources is a primary priority for most countries in the world, the Sultanate of Oman has been engaged in initiatives to replace foreign workers with domestic workers since the beginning of the Renaissance. The workforce in Oman bears the duty for long-term development as the country strives to establish knowledge-based economy.

In addition to men and women assuming more leadership roles and improving technological communication globally, the various strategies for replacing national workers aim to break the Sultanate's dependence on foreign labor and pave the way for further diversification of the country's economy (Ghosh, 2009).

### **Literature Review**

The concept of successful leadership is a prevalent phenomenon in every society, as demonstrated by the trait's theory. This suggests that the leader's personal traits play a role in the achievement of their work. Thomas Carlyle's perspective supports the notion that leadership can be inherited through natural aptitude (Moullin, 2017). It is a method that helps to activate other aspects to accomplish the purpose of leadership.

Researchers have seen that many nations are interested in highlighting the top leaders in their organizations. Since this is the best approach to generate growth and a way to take in updates and apply them very effectively, governments are banking on and vying to create positive leaders.

The high level of this work's demands on laborers and energy providers has also enabled us to succeed in attaining our goals. However, there are a lot of new starts happening in many industries where there is a local level of performance that is then reflected in the performance levels of employees, which may lead to many barriers to employment in the business.

The conceptual framework is built based on the JDR theory. The theory explained that a specific leader's behavior (leadership styles) exhibited in a given situation influences employees' performance. As shown in the framework, leadership styles (thus transformational, autocratic, charismatic, paternalistic, and visionary) are predicted to influence employees' performance (reduction in error and quality).

Studies and research in organizational psychology demonstrate that a leader's influence on an employee is profound. The JDR theory contends that employee job performance and well-being are impacted by the relationship between job needs and job resources. One theoretical framework that can be applied to comprehend this relationship is JDR.

As a functional resource, leadership styles may have a significant impact on how employees view their workplace, the demands of their jobs, and the resources that are at their disposal. Effects of various leadership philosophies on worker performance and happiness can differ (Novitasari et al., 2021). Therefore, using JDR theory, we will describe certain leadership styles (Autocratic, transformational, Laissez-faire) and their potential impacts on worker performance

Information and computer technologies (ICTs) are influenced by a variety of factors, including leadership styles, including their effect on employee outcomes and organizational success (Piwovar-Sulej & Iqbal, 2023). While the theory of resources and job demands (JDR) plays a larger part in understanding these factors, leadership styles do affect how leaders engage with their subordinates, make choices, and offer guidance and support. Information and communication technologies, for instance, and transformational leadership motivating their subordinates and fostering creativity are traits of transformative leaders.

### **Advantages of administrative leadership styles in a public sector**

The idea of administrative control refers to the activity that the administrative leader in the field emphasizes making and issuing decisions, issuing creativity, and supervising others. By leveraging formal authority and employing effective influence, the individual adeptly assimilates various approaches and techniques to successfully devise and execute strategies, establish, and fulfil priorities, make informed judgments, and foster a sense of camaraderie among team members within the professional environment (Backhaus & Vogel, 2022).

The effectiveness and quality of goods and services provided by public organizations, as well as the growth and contentment of stakeholders and staff, can all be improved by administrative leadership. Administrative leadership may help public officials and citizens feel more innovative, cohesive, and trustworthy. It can also help political decisions be implemented in an impartial and successful manner. Using a range of approaches and techniques, administrative leadership can adjust to various administrative traditions, subfields, and circumstances in order to produce positive results. Public managers and team members can be empowered, listened to, and encouraged by administrative leadership, which can also foster creativity and information exchange.

### **Effects of leadership styles on employee performance**

The fundamental processor responsible for overseeing employee performance and creating diverse work environments that offer complete applications to enhance productivity has been recognized (Veliu et al., 2017).

### **Democratic leadership styles**

Participatory leaders have an impact on employee performance by including them in decision-making. This may promote a sense of ownership and commitment, which in turn fosters creativity, teamwork, and a sense of belonging, all of which increase productivity and job satisfaction (V.A.R.Barao et al., 2022).

### **Transformations leadership styles**

According to Piwovar-Sulej and Iqbal (2023), the presence of converted employees can influence employee performance through many mechanisms. One such mechanism involves inspiring employees by setting and communicating high-performance standards. Additionally, converted employees may also foster innovation among their colleagues, hence promoting continual adaptive improvement within the organization.

### **Laissez-faire Leadership leadership's styles**

Leaders who adopt a non-interference strategy and provide minimal direction to workers can affect worker performance in a manner that is characterized by freedom. This approach grants workers a significant degree of autonomy. One of the positive consequences resulting from this

leadership style is the empowerment of competent and independent workers (JiaZhang et al., 2023).

The success of the organization in utilizing all or most of the resources and capabilities available is considered a key component of the administrative leadership's contribution to the organization's ability to develop and develop its human and material capabilities, achieving the highest possible productivity.

### **Methodology**

According to (Scholtz et al., 2020) the verification or debunking of a theory or hypothesis is accomplished by the application of a deductive procedure referred to as the quantitative approach. The present study utilized a quantitative research model, wherein the researcher employed an approach that involved measuring variables and examining their relationships to identify patterns or relations. To gather data, the researcher selected a quantitative technique and focused on a sample that represented the relevant population. This methodology utilizes statistical analysis through the implementation of survey tools such as questionnaires or structured interviews. Subsequently, inferences are made by considering the generality of diverse views and opinions that possess a favourable position towards specific methodologies, primarily due to their wider accessibility (Hennink, 2019).

### **Discussion and Conclusion**

The leader's capacity to adapt to workplace changes that influence employee performance and detrimentally affect the company's attitude to work is of utmost importance for the organization's stability and survival. The effective governance of entities in the public sector has historically been confronted with an assortment of obstacles and concerns. The noticeable challenges encountered by the organization revolve around the mediocre performance of its employees and the inadequate development of performance levels inside the firm. Consequently, the potential consequences of this phenomenon on the organization are manifold. However, it is important to note that there exist various incentives that effectively enhance motivation. The efficacy of the workforce under effective managerial oversight.

First, the leader expresses his gratitude for the workers' efforts. According to Piwowar-Sulej and Iqbal (2023), 70% of workers believe that proper praise from managers would considerably boost motivation and morale, one of the most crucial aspects that affect employee motivation is appreciation. On the other side, about 84% of workers claim that they anticipate management's recognition of their accomplishments throughout the year. Employee appreciation does not always have to come in the form of a monetary bonus, but its moral worth is crucial.

Second, a good leader encourages frequent breaks during the workday. The leader allows his team members to unwind while working, which is crucial for retaining motivation because these times are used to reactivate and refuel energy. Every two hours, the boss must permit employees to take a break to relieve stress and preserve their health. Their mental and physical health, which fosters creativity third, promoting cooperation and fostering teamwork through coworkers' support and encouragement of one another is crucial, particularly when you notice a fall in enthusiasm (Holbert et al., 2021).

Fourth, the leader provides employees with the space they need, as independence is a highly motivating factor. By providing freedom to employees when it comes to when and how to



complete their tasks, they become more efficient and motivated. 73% of employees indicated that flexibility increased their satisfaction at work, and 78% said that it increases their productivity and therefore they will strive to work proficiently and achieve goals (Dongrey & Rokade, 2022).

In conclusions The necessity of exerting diligent efforts towards the cultivation of human resources has become more pronounced due to the escalating work capacity of employees within organizations, which is influenced by a multitude of internal and external variables and factors. Notably, the advent of technology in the contemporary era, coupled with advancements in science and culture, has further accentuated this need. The primary objective of this study is to enhance employee performance, a critical element that underpins the functioning of any firm. The realization of this development can only be achieved through the implementation of strategies aimed at enhancing employee performance, such as training, monitoring, and development. The success of an organization is contingent upon the attributes of a successful leader. Conversely, the organization must possess robust administrative leadership that can facilitate growth.

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