



The Influence of Leadership Style on the Modern Organization's Profitability in the Arab Sector of Israel

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Abstract:

This research study aims to identify the role of the influence of Leadership style on the modern organization's profitability in the Arab sector of Israel. Leadership styles contribute to the success of organizations within the Arab sector of Israel. These styles include transformational, visionary, situational, servant, and authentic leadership, each of which has unique characteristics and impacts on employee motivation, engagement, and overall organizational performance. For this research, the mixed method approach was used to identify the phenomenon. The results explained that the participants also emphasized the importance of adapting and evolving their leadership styles over time to meet the changing needs and expectations of their teams and organizations. The participants' responses disclose a diverse range of perspectives on future-oriented leadership and management. There are key elements include embracing change, fostering innovation, cultivating a growth mindset, building resilience and agility, aligning organizational values and purpose, and prioritizing sustainability and social responsibility. These insights underscore the importance of anticipating and adapting to evolving business environments to ensure long-term success. the negative impact of ineffective leadership and management styles that are implemented by the leaders/managers of an organization. The impact can closely be witnessed in terms of the employees, as well as the stakeholders of an organization facing setbacks in the form of decreased profits and interest, lack of motivation, as well as an increase in the general rate of turnover with which the organization manages to weaken itself. The theme portrays examples of cultural and generational differences, which is embedded within the style of leadership/management, can embody the case of ineffective diversity policy of that organization.

Keywords: *Leadership Style, Arab sector of Israel, Organization's Profitability, organizational performance, employee motivation, employee engagement,*

1. Introduction:

1.1 Background

A lot of theoretical and practical work has been done all over the world on organizational performance. Leadership researchers and practitioners have become more interested in how leadership affects the performance of an organization over the past few decades. This is based on the idea that the way an organization is led has something to do with how well it does its job (Rowe et al., 2015). Some researchers think that the style of

leadership is especially important for achieving organizational goals and getting subordinates to do their best (Sadia & Aman, 2018; Klein et al., 2013).

Organizations change quickly every day because of many different things. Some of these things come from the outside, like competition, global market trends, and changes in technology. Some of the changes that happen over time also happen inside the organizations. Employee motivation, new ideas, organizational culture, and the strength of human resources are some examples (Haque et al., 2017). All of these tend to affect how well these organizations do their jobs.

We can't say enough about how important leaders are to the success of an organization. This goal can be reached with the right amount of motivation, a good work environment, fair pay, and good communication between managers and subordinates. It is also very important to plan and organize work. Some researchers have said that the most common problems with organizational performance in business and other institutions are a bad attitude toward work, inefficiency, and leaders who don't do their jobs well. However, other researchers have a different point of view (Haque, Faizan, & Cockrill, 2017). The style of leadership used by an organization has an effect on how well its operations go. The style of leadership in an organization is one of the most important things that affects how interested and committed the people in the organization are (Bhargavi & Yaseen, 2016).

Organizational theorists say that good leadership is one of the most important factors in a company's success as a whole. In the last fifty years, many theories about leadership have been put forward. These theories are said to have changed the overall effectiveness of organizations where they were used. In a world where business is competitive and technology is always changing, it is important for organizations to use leadership styles that help them survive in a changing environment. Without leadership, mistakes are more likely to happen and the chances of success get smaller and smaller. A leader is important for an organization to stay alive and move forward. In their research on leadership and organizational performance, Al Khajeh (2018) and Bhargavi and Yaseen (2016) found that leadership is very important for an organization to do well.

The majority of successful companies in this century are led and managed by exceptional individuals who can keep tabs on the behaviors and output of their staff members and guide

the company in the appropriate path whenever required. A strong leader will be able to push their team members to be more proactive and dynamic in how they carry out their day-to-day tasks to accomplish the organization's goals. There is a possibility that the leadership styles of the company's top executives will affect the caliber of the workplace culture. If the firm's leaders demonstrate inadequate leadership styles, the quality of the organization's work culture may deteriorate (Pizzolitto, et al., 2023).

There are many different ways to define leadership owing to the complexity of the concept and the wide variety of circumstances in which it may be found, ranging from organization to politics to commerce. Most leadership experts have different interpretations of the term's meaning, and no two experts seem to have the same point of view on its significance. John Adair, considered one of the most influential theorists on leadership and the development of leaders, sees leaders as a reflection or a foreshadowing of what they anticipate from the people they are in charge of. He said that leaders must exemplify the traits sought for, and he pointed out that to be a good leader, one must pay attention to the work at hand, the requirements of the group, and the requirements of the individual. (Aghahowa, 2021)

A manager must have leadership abilities to succeed at the strategic level. where he will be able to evaluate how effectively the leadership strategy has been implemented, as well as where he will be able to promote a safe and healthy environment that supports a high-quality culture and where he will be able to evaluate how effectively leadership strategy has been implemented. The actions of leaders have a positive effect on both our day-to-day lives and our futures. Outstanding leadership is always needed, regardless of whether the circumstances are good or terrible. The leaders an organization picks for itself or those it inherits will either decide or contribute to its success. How is one recognized as an exceptional leader in their field? The lessons that may be learned from history and the experiences of today give direction on how one could acquire the qualities that renowned leaders show. The attributes of effective corporate, health, political, educational, athletic, and community leaders and the need for such leaders are discussed (Moodley, 2019).

1.2 Leadership

"The only way to define a leader is as someone who has other people following them," (Paudel, 2020). Gaining followers implies having influence, but it does not exclude one

from compromising their integrity in the process. One might make the case that numerous of the world's most influential leaders have lacked integrity and have adhered to principles that many individuals do not hold in today's society.

Leadership directly influences an organization's success, and this connection can be interpreted as a cause-and-effect relationship between the two. Leaders are the ones who decide things like values and cultures, how open employees are to change, and how motivated employees are to work. They are the ones who choose the procedures that are used in the institution, as well as the quality of how they are carried out. Any level in an organization, not just the management level, can have leaders. Leadership is not exclusive to the management level of an organization. (Lannotta, 2020)

Nevertheless, quality can be found in every single one of the most successful leaders. They exert influence over those around them to maximize profits from the company's resources, particularly the company's workforce, which is its most valuable and costly resource. Leadership is essential for the success of any organization, be it a for-profit business, a government agency, or a charity. Libraries aren't any different. The leaders of a library, regardless of whether it is a public, academic, or particular library, have a direct influence on a wide range of aspects, including the quality-of-service patrons receive as well as the achievement of predetermined objectives, such as the distribution of resources, the provision of additional services, and the growth of the collection. In mark of truth, the impact of trailblazers and the viability of trailblazers in pushing people toward a typical vision can straightforwardly shape the people who work in the library, the materials that work in the library, how allies use or help out those materials, and whether the experience is gainful. It is interesting to examine the various types of leaders and their potential influence on libraries as organizations because leadership can play such an essential role in the success of information centers and customers' overall experiences when they visit libraries. This is because administration has the potential to significantly impact both the success of information centers and the overall experiences patrons have when they visit libraries. (Lannotta, 2020)

According to the predominant leadership theories today, leaders are characterized either by their characteristics or by using authority and influence to accomplish their objectives. Depending on the traits that they exhibit, leaders might be labeled as charismatic, authoritarian, democratic, or bureaucratic respectively (Bans-Akutey, 2021). Situational, transformational, or transactional leaders approach leadership from the perspective of how power is transferred and used to accomplish goals. On the other hand, a transformational leader comes leadership from the standpoint of the goals themselves. One can develop a vocabulary for discussion that has the potential to lead to solutions that are meaningful and desired by comprehending all of these various tropes. It is essential to keep in mind that not all leaders are created equal, and the level of leadership provided by a leader can vary significantly across various industries or even within a single business. It is essential to keep this in mind because it is necessary to keep in mind that not all leaders are created equal. It is crucial to determine the leadership style a leader employs, particularly in connection with achieving organizational objectives, before evaluating the leader's effectiveness or the quality of their leadership. An abbreviated look at each of the leadership above styles is provided in the following, along with an examination of their potential effects on groups and a comparison of their levels of success. (Finch, 2019)

There are many different administrative structures to choose; nevertheless, the one most suitable for an organization will vary according to its particular circumstances. However, not everything new or old is better than anything else. There are exceptions to this rule. Because diverse circumstances demand various approaches, a pioneer has to have access to a variety of different types of initiative that they might use. Leadership styles are characterized by the methods that leaders use. (Finch, 2019)

1.3 Statement of Problem

Every manager knows the significance of leadership and how it affects the company's efficiency. Additionally, much research focuses on the relationship between organizational efficiency and leadership style. However, there is a general lack of research on the regulators and intermediaries in the relationship between corporate efficiency and leadership styles. There is still a need for additional data to fill the knowledge gap in the existing literature, even though new research has been published in recent years to help fill it.

1.4 Purpose of the Study

The first objective is to determine whether or not there is an influence of leadership styles on the efficiency of the company. The second point concerns the effect of leadership on the amount of money a contemporary business makes.

1.5 Significance of the Study

Organizational effectiveness as a function of leadership style has been the primary focus of this research. Six distinct forms of leadership were singled out for analysis: transformational, transactional, democratic, charismatic, bureaucratic, and autocratic. Organizational performance was shown to be positively affected by transformational, dictatorial, and democratic forms of leadership, and negatively affected by transactional, charismatic, and bureaucratic leadership styles. Findings from this research show that different leadership styles have varying impacts on organizational success. A leadership style should provide workers with growth opportunities, a feeling of community, and a voice in company decisions. The transformational and democratic leadership styles are advocated for use in this setting to boost organizational effectiveness.

This research has shed light on how different types of leadership may affect an organization's effectiveness. There are, however, certain restrictions, such as the fact that only numerical data has been considered. As a result, the study's findings are narrower and less generalizable than they may have been. Therefore, future studies should use appropriate quantitative and qualitative research approaches to establish the connection between leadership style and organizational effectiveness.

2. Materials and Methods

The researcher in this case employed a mixed method approach that combined both qualitative and quantitative methodologies to address the study's research issues.

Quantitative Method

The use of quantitative research methodologies to examine and understand the phenomenon of interest has a number of advantages as a result (Davies, 2020). While looking into social issues impacting individuals or groups, Bryman (2017) emphasized the

importance of quantitative studies since they enable researchers to gather participants' objective and "hard facts" in the form of statistics, numbers, and graphs.

This study's qualitative research aims to comprehend how leadership style influences on modern organization's profitability in the Arab sector of Israel. According to Creswell et al. (2017), qualitative research gives scholars greater agency because it enables them to share their individual viewpoints on a subject

3. Results:

The Quantitative Results:

Table 1: Pearson correlation analysis among variables

		Correlations			
		Information flow and decision making	Organisational structure	Vision and mission	Leadership styles
Information flow and decision making	Pearson Correlation	1	-.035	.177**	.061
	Sig. (2-tailed)		.487	.000	.257
	Cross-products	3595.478	-121.295	814.733	299.915
	Covariance	9.011	-.304	2.042	.857
	N	400	400	400	351
Organizational structure	Pearson Correlation	-.035	1	-.309**	.005
	Sig. (2-tailed)	.487		.000	.924
	Sum of Squares and Cross-products	-121.295	3371.910	-1375.285	23.974
	Covariance	-.304	8.451	-3.447	.068
	N	400	400	400	351
Vision and mission	Pearson Correlation	.177**	-.309**	1	-.157**
	Sig. (2-tailed)	.000	.000		.003
	Sum of Squares and Cross-products	814.733	-1375.285	5875.098	-994.872
	Covariance	2.042	-3.447	14.725	-2.842
	N	400	400	400	351
Leadership styles	Pearson Correlation	.061	.005	-.157**	1
	Sig. (2-tailed)	.257	.924	.003	
	Sum of Squares and Cross-products	299.915	23.974	-994.872	7660.108
	Covariance	.857	.068	-2.842	21.886
	N	351	351	351	351

** . Correlation is significant at the 0.01 level (2-tailed).

These are the correlation coefficients among the four factors of leadership styles, organisational structure, vision and mission, and information flow and decision-making. The table shows the correlation, sum of squares and cross products, significance levels (two-tailed), Pearson correlation coefficients, and the number of observations. Information flow, decision-making, and organisational structure have a negative and insignificant connection ($r = -.035$, $p = .487$). Vision and mission are highly associated with information flow and decision-making, and this relation is significant at the level of 0.01 ($r = .177$, $p = .000$). There is a positive association between information flow, decision-making, and leadership styles ($r = .061$, $p = .257$). The correlation between Organizational structure and Vision and mission is negative and significant at the 0.01 level ($r = -.309$, $p = .000$). The connection between organizational structure and leadership styles is very weak and not significant ($r = .005$, $p = .924$). Vision and mission are negatively correlated with leadership styles and are significant at the level of 0.01 ($r = -.157$, $p = .003$).

Table 2: Pearson correlation among variables

		Correlations			
		Leadership styles	Financial oversight and management	Information flow and decision making	Management of people
Leadership styles	Pearson Correlation	1	.129*	.061	-.276**
			.016	.257	.000
	N	351	345	345	343
Financial oversight and management	Pearson Correlation	.129*	1	.223**	.331**
			.016	.000	.000
	N	351	400	400	392
Information flow and decision making	Pearson Correlation	.061	.223**	1	.100*
			.257	.000	.049
	N	351	400	400	392
Management of people	Pearson Correlation	-.276**	.331**	.100*	1
			.000	.049	
	N	343	392	392	392

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

The table indicated that variables "Vision and mission" and "Information flow and decision making" have a significant positive link, with a correlation value of .177** (p .01). The variables "Information flow and decision making" and "Management of people" have a significant negative correlation, with a correlation coefficient of -.276** (p .01). The factors "Financial oversight and management" and "Information flow and decision making" have a significant positive correlation, with a correlation coefficient of .223** (p .01). The factors "Management of people" and "Information flow and decision making" have a significant positive correlation, with a correlation coefficient of .100* (p .05). It indicated that in order to effectively manage information flow and human resources, the organization must promote an environment of openness and collaboration. This integrated marketing communication open dialogue and active listening, developing a culture of mutual respect and trust, and promoting teamwork. Information is constantly moving between many people, groups, and agencies in any organisation. This information may be important to several operating elements of the organisation, including tasks, projects, objectives, and rules. Getting the right information to the right people at the right time is critical for successful people management. For people to be handled in a manner that enables them to achieve what they want and participate to the success of the business, effective communication, and information sharing are significant. In addition to giving them access to the knowledge they need to make judgements and take the right actions, this entails setting clear expectations, providing honest feedback, and providing direction on their work to employees.

Table 3: Pearson correlation among variables

		Correlations				
		Leadership styles	Governance	Organizational structure	Vision and mission	Information flow and decision making
Leadership styles	Pearson Correlation	1	.018	.005	-.157**	.061
	Sig. (2-tailed)		.735	.924	.003	.257
	N	351	351	351	351	351
Governance	Pearson Relationship	.018	1	.194**	-.223**	-.124*
	Sig. (2-tailed)	.735		.000	.000	.013
	N	351	400	400	400	400
	Pearson Correlation	.005	.194**	1	-.309**	-.035

Organisational structure	Sig. (2-tailed)	.924	.000		.000	.487
	N	351	400	400	400	400
Vision and mission	Pearson Correlation	-.157**	-.223**	-.309**	1	.177**
	Sig. (2-tailed)	.003	.000	.000		.000
	N	351	400	400	400	400
Information flow and decision making	Pearson Correlation	.061	-.124*	-.035	.177**	1
	Sig. (2-tailed)	.257	.013	.487	.000	
	N	351	400	400	400	400

The leadership styles, governance, organisational structure, vision and mission, and information flow and decision-making relate with five variables that are presented in the correlation table together with their Pearson correlation coefficients and related level of significance. vision and mission and information flow and decision-making have a significant positive correlation ($r = .177^{**}$) but management has a significant negative correlation ($r = -.124^*$). with respect to decision-making and information flow, vision and mission have a significant positive association ($r = .177$), although they have a considerable negative correlation ($r = -.223$ and $r = -.309$, respectively) with governance and organisational structure. organizational structure and governance have a considerable positive association ($r = .194^{**}$) and a significant negative correlation ($r = -.223^{**}$), accordingly. the relationship between organisational structure and the vision and mission is significantly negative ($r = -.309^{**}$). this table also indicates that there is no major relationship between leadership styles and other variables. The interpretation of this table indicated that leadership styles refer to various approaches that leaders use in their organisation. Governance refer to the processes that is accountable and well-managed that is link with leadership styles. Organisational structure means the roles and responsibilities of its employees involving divisional, functional and network. An organisation's overall objectives and purpose are represented in its vision and mission. The mission provides an overview of the company success and values, whereas the vision is a declaration of what the organisation intends to accomplish over the long term goals.

Table 4: Pearson correlation among variables

		Correlations			
		Leadership styles	Financial oversight and management	Technology and infrastructure	Stakeholder engagement and retention
Leadership styles	Pearson Correlation	1	.129*	-.102	-.139**
	Sig. (2-tailed)		.016	.078	.010
	N	351	351	299	345
Financial oversight and management	Pearson Correlation	.129*	1	-.083	-.249**
	Sig. (2-tailed)	.016		.131	.000
	N	351	400	333	392
Technology and infrastructure	Pearson Correlation	-.102	-.083	1	.700**
	Sig. (2-tailed)	.078	.131		.000
	N	299	333	333	333
Stakeholder engagement and retention	Pearson Correlation	-.139**	-.249**	.700**	1
	Sig. (2-tailed)	.010	.000	.000	
	N	345	392	333	392

This table indicated that the Pearson correlation coefficient is the amount that specifies the strength of linear connection between two variables. The coefficient varieties from -1 to +1 and in this table, financial oversight and retention are negatively linked with leadership styles ($r = -0.139$, $p 0.01$) whereas financial oversight and management are positively correlated ($r = 0.129$, $p 0.05$). The weak correlations, on the other hand, indicate that there isn't a major connection among these elements. Technology and infrastructure have a strongly positive correlation with financial supervision and management ($r = 0.083$, $p > 0.05$), and financial engagement and retention have a strongly negative correlation ($r = -0.249$, $p 0.01$). Technology and infrastructure spending is highly associated with stakeholder engagement and retention ($r = 0.700$, $p 0.01$), meaning that companies have a greater chance to engage and keep their stakeholders when they make these investments.

The Qualitative Results:

Through the course of this study's gathering of data in the form of interviews with the targeted population, the identification of ten relevant themes was realized in the process. These themes reflect upon the core domains that were reflected within the answers provided by the respondents in contrast to the questions which they were asked relating to

the research topic and objectives. The ten themes that were identified are highlighted as follows;

- Theme 1 (Leadership styles) = The first theme identified that there is a prevalent relevance of both dominant styles as well as gender differences when it comes to the selection, and adaptation of respective leadership style for an individual. Although there are multiple other factors that can be involved, these two areas emerged as the most significantly contributing ones which play a more resounding role in this regard.
- Theme 2 (Management styles) = This theme signified the essence of more commonly adapted, and selected management styles that are more popular in the Arab sector, and those that appeal to the people of same ethnicity in different parts of the globe as well.
- Theme 3 (Future-oriented leadership and management) = This theme highlighted the relevance of leadership perception and management-based orientation from the views of three core population groups for this study, namely the managers, the professionals, as well as the employees.
- Theme 4 (Impact on organizational culture) = This theme highlighted the relevance of different leadership styles on the context of organizational culture development from the views of three core population groups for this study, namely the managers, the professionals, as well as the employees.
- Theme 5 (Impact on organizational performance) = This theme highlighted the relevance of different leadership styles on the context of organizational performance as a whole from the views of three core population groups for this study, namely the managers, the professionals, as well as the employees.
- Theme 6 (Impact on employee performance) = This theme highlighted the relevance of different leadership styles on the context of individualistic employee performance from the views of three core population groups for this study, namely the managers, the professionals, as well as the employees.
- Theme 7 (Barriers to leadership and management) = The three core areas which were identified through the context of this theme included relevance with respect to the challenges which are faced by the leaders/managers of an organization, the role of professionals when it comes to overcoming those barriers, and how the employees perceive this whole situation of challenges which their managers/leaders have to face.
- Theme 8 (Adaptation to evolving needs) = This theme highlighted the relevance regarding the adaptation of differing styles for changing needs from the views of three core population groups for this study, namely the managers, the professionals, as well as the employees.
- Theme 9 (Contribution to the organizational goals) = For the context of this theme, the two core areas that were identified related to the exemplary contribution of managers/leaders to the organizational goals, and the perception of professionals, as well as the organizational employees for the same.
- Theme 10 (Impact of leadership on profitability) = The final theme resounded with the context of different leadership styles and their impact on the organization's level of profitability from the views of three core population groups for this study, namely the managers, the professionals, as well as the employees.

4. Discussion:

RQ1 = Which management approaches predominate in contemporary organizations?

The answer of this research question lies in the thematic analysis which was structured for the supposition of the best management approaches with respect to the contemporary organizations of modern times. The theme relating to Leadership styles, is best suited for signifying that taking a transformational leadership approach towards the management of an organization is one that is most beneficial, since it coincides more effectively with the context of connecting with the employees and motivating them, while also satisfying all the stakeholders of an organization at the same time through diplomatic understanding (Iqbal, Anwar & Haider, 2015). Other approaches that were identified through similar domains include of visionary leadership, situational leadership, servant leadership, and authentic leadership as traits that should be combined into one singular style of leadership depending on the need of time.

RQ2 = How do organizations consider the management's potential role in management and leadership?

The answer of this research question lies in the thematic analysis which was structured for consideration of the management's potential role when it comes to the management aspect, and leading at the same front. This lies in theme 6, which signifies the context of impact on employee performance that a leadership skill or style has. The theme highlights that there is a better chance of engaging, and empowering the employees if the leader/manager demonstrates a supportive style of leadership (Hassan, Mahsud, Yukl & Prussia, 2013). This is a key function that the organization's main management group needs to decipher so that it can select the right kind of leader/manager role which it wants to be displayed within its structure.

RQ3 = What might administrators evaluate the manager's management style and future-focused leadership?

The answer of this research question lies in the thematic analysis which was structured for presenting the evaluation with regards to a manager's style of management, as well as future-focused leadership. This reconciles with the theme associated with the context of leaders and managers being open to adaptability, and that they should allow themselves and their organizations the room for both creating, and accepting change of different domains because such helps in a more beneficial, and long-lasting impact on the performance of employees, along with the organization on the whole (Metcalf & Benn, 2013). The theme revealed that for a future-focused stance on leadership, managers need to invoke within the employees a nature of curiosity and continuous learning and development, which can not only harmoniously develop their thoughts and creative ideas to cater organizational problems, but also give their leaders the chance to embrace any new suggestions which might come their way.

RQ4 = How much influence does the manager's management and leadership style have on the workplace culture?

The answer of this research question lies in the thematic analysis which was structured for highlighting the true influence of a manager's management as well as leadership style in the context of workplace culture. This is resonated within the theme which is named after impacts on the domain of organizational culture. According to Rajhans (2012), the true meaning behind this aspect lies in the context of defining the fact that if the leader or manager of an organization encourages open communication and a supportive workplace environment, the impact is seen in a more defined light which is resonated in the employees not only being motivated to work effectively, but to also share any new and creative solutions they have to the problems which that organization is facing. This kind of positive influence can also help engage the employees in a fashion which is associated with the domain of non-profit activities, which are rarely performed by the employees if the workplace culture is negative due to the proceedings, and style of management that the leader/manager adopts.

RQ5 = What consequence does the manager's management and leadership style have on the workplace culture?

The answer of this research question lies in the thematic analysis which was structured for the context of impacts that are witnessed in the wake of manager's management, and leadership style when it comes to the workplace culture and its establishment. This is portrayed within theme 7 which signifies the negative impact of ineffective leadership and management styles that are implemented by the leaders/managers of an organization. The impact can closely be witnessed in terms of the employees, as well as the stakeholders of an organization facing setbacks in the form of decreased profits and interest, lack of motivation, as well as an increase in the general rate of turnover with which the organization manages to weaken itself (Abolade, 2018). The theme portrays examples of cultural and generational differences, which is embedded within the style of leadership/management, can embody the case of ineffective diversity policy of that organization. This not only discourages the existing employees of the organization, but also any other new applicants that might be holding better talent and potential that could be beneficial to its case.

RQ6 = What impact does the manager's management and leadership style have on the achievement of organizational goals?

The answer to this research question lies in themes 9 and 10, which resonate with the contexts of contribution to organizational goals, as well as the impact of leadership on the general profitability of an organization in similar domains. Since one of the key goals for any organization is to increase its rates of profitability by a high margin as opposed to its initial days, it is of critical understanding and importance that the leaders/managers of said organization also portray an array of effective means to increase them. If the leadership skills as mentioned within the analysis of theme 9 are associated with the adaptation of a flexible, and diverse style of leadership, then the results will be showcased in the form of motivated employees that help in raising the bar of both productivities, as well as effective meeting of the organizational goals (Azanza, Moriano & Molero, 2013). This shows the true impact which leadership skills and their selection, as well as implementation can have

when it comes to the context of both long, and short-term achievement of an organization's goals.

Conclusion

The essence of this study can be highlighted in the mention of how impactful leadership and management styles, as well as skills are, and how they can either make, or break the sustainability factor of an organization with ease. For any given organization Arab sector or otherwise, there is a notion of building upon the factor employee motivation and satisfaction, which is a key binding agent in the domain of ensuring profitability through reduced turnovers and enhanced performance ratios. But without the right leadership approach, this stays unaccomplished. This is the same aspect upon which said research has been constructed, and upon which it presents the ideals that should be presented within a general representation of the modern leader aiming to achieve organizational success. Some of these ideals are a part of the intervention program which was designed to facilitate the employees and their levels of satisfaction, as it is a directly proportional domain to the better stability of any organization. Apart from this intervention program, some key notions that were identified include those of effective communication, better adaptability to changes, increased thirst for knowledge, continuous thrive for growth, as well as the portrayal of a diverse, and flexible style of leadership. Such factors can not only help in the enhancement of employees' motivation and satisfaction levels, but also elevate the overall progress of an organization by increasing the positivity found within its own culture and workspaces.

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