THE ROLE OF LEADERSHIP STYLE IN ENHANCING ORGANIZATIONAL PRODUCTIVITY IN OMAN TELECOMMUNICATION COMPANY DURING COVID-19

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Abstract

Leadership style is important in the current era to face the transformations and challenges the world is witnessing, in the age of competition, market economy and globalization. The main forces for improving the performance of the organization depend on its leadership. Effective leadership reflects on the productivity of the organization, through achieving the goals and strategies that have been set. The success of organizations relates to the ability of leaders to resolve difficult issues without negatively affecting the organization. Nevertheless, Covid-19 revealed the truth about the leadership methods and intelligence of most organizations in dealing with challenges and controlling them. The research sheds light on leadership styles in the Oman Telecommunications Company. The study aims about different leadership styles and their impact on enhancing the productivity of the organization. The main justification for the research comes to identify the importance of leadership style and its impact on the success of the Oman Telecommunications Company. This research will allow managers, assistant managers, and supervisors to understand the importance of leadership styles in improving organizational performance. The methodology used to complete this research is a combination of primary and secondary sources. Adopting the questionnaire method and then analysing the obtained data using several methods, including regression, correlations, and frequency distribution. Analysing data using Microsoft Excel and explaining it in explanatory and descriptive ways. As for the secondary data, the research reported enriching the useful information of previous studies on the role of leadership styles, collected from various sites such as electronic journals, academic articles, books, websites, and so on. According to the results obtained, there is a positive interrelated relationship between the leadership style and the organizational productivity of the company. The results also showed that productivity problems are primarily caused by bad leadership style, and companies do not rise except with an effective leadership style. There are recommendations that were presented to the results of this research in order to demonstrate the importance of the leadership style in improving,

developing and succeeding the company at the organizational level and performance as a whole.

Background of study

In the recent period, organizations are interested in leadership styles, as it reflects the positive and negative sides. Corporate productivity is associated with leadership style, which made Oman Telecom Company choose the ideal leaders who possess leadership capabilities such as prediction, motivation, creativity, processing, evidence, and so on. Leadership means the manager's ability to influence others in order to encourage and motivate them to achieve the goals of the organization. The leader represents a link between the employees and the company's fantasies. The ideal leader has a strong relationship between him and the employees. The styles of leaders in the Oman Telecommunications Company, Omantel, are based on a positive aspect, through the ability of the leaders to control challenges. The productivity of organizations is based on the style of leaders. Whenever the styles of leaders are well studied before working on them by employees, this reflects the good performance of the company (Kesting & Niu, 2019)

Research Problem

The research problem revolves around appointing leaders who do not have the necessary capabilities to take responsibility. The decisions of the organization are issued by the leaders, so work proceeds according to their decisions. Many organizations fail because of the wrong decisions of the leaders. (Kesting & Niu, 2019) The external and internal changes of the organization is something that the leader must focus on and develop patterns according to the global or local conditions. The Covid-19 pandemic is one of the external factors that affected most of the world's organizations. Moreover, the leaders were forced to change their methods in order to maintain the productivity of the organization.

Research Aim

The aim of the research is to show leadership styles and their impact on the success or failure of the organization. The research   study the leadership style in the Oman Telecommunications Company. Leadership styles differ according to the organization's goal. The company's leadership styles will be studied and evaluated according to organizational performance. In addition, the aim of the research is to analyse corporate productivity issues that are caused by failed or not well-studied leadership styles. Also, the research aim includes leadership styles during Covid-19 pandemic and its impact on the performance of the institution.

Research Objectives

The study covers four different objectives as follows:

1)   To identify and evaluate the different leadership styles in an organization..

2)   To identify productivity issues caused by leadership style.

3)   To evaluate how leadership style enhance organizational productivity.

4)   To provide recommendations to address issues on productivity as affected by leadership style.

Research Questions

1)   What are the different leadership styles in an organization?

2)   What are the productivity issues caused by leadership style?

3)   How leadership styles enhance organizational productivity?

4)   What are the recommendations to address issues on productivity as affected by leadership style?

Literature Review

The literature review will include several topics on the role of leadership styles in enhancing the productivity of OTC. Leadership styles vary and differ from one company to another, according to the company's goals and strategies. The literature review will also reveal the relationship between leadership styles and enhancing company productivity. In addition to that, disclosure of productivity issues related to leadership styles. In addition, this section will include recommendations to address leadership styles and enhance the company's productivity.

Different leadership styles in an organization

According to Reunanen and Kaitonen (2020) the leadership methods used in the Oman Telecommunications Company, Omantel, vary, as one of the most prominent leadership methods is democratic leadership. The democratic leadership made each of the leaders of Omantel take the right decisions because of the opportunity for the work team to express their views on the issues raised by the leader. In addition to that, strategic leadership is one of the most prominent methods used in Omantel, due to the stability and improvement of work conditions that this method provides. What makes Omantel leaders special is that they study their customers well. During the Covid-19 pandemic, the first thing the company looked at was the customers' needs during that time. The leaders of the Oman Telecom Company seek to be distinguished and strong in the competitive market and to provide all the requirements and needs of customers and their satisfaction with all services.

The Oman Telecommunications Company kwon to follow the methods of guidance and counselling by leaders, by directing employees to improve their work. The directing style distinguishes the work of special meetings between the leader and the employees. Omantel often uses global leadership styles that are common among successful large organizations. There is no single ideal leadership style, leaders must switch between styles according to the organization's circumstances and needs. The success of the leader's style comes through the cooperation of the work team as a whole. Leaders require empowering employees to become great leaders. Developing emotional intelligence is required of every leader. The application of leader styles is often applied according to the need, goal, and strategy of the organization. Sometimes organizations have great leaders, but the work team does not fulfil the style that the leader directs. In addition, some people describe that leadership is an art through which the leader can manage people and on that approach determines the success or failure of the organization (Bhargavi & Yaseen, 2019)

Leadership styles differ according to the difference in the goal and strategy of the organization. In fact, there are several correct methods for managing organizations that require the intelligence of the leader in facilitating the work. Employees must feel that they are leaders, by implanting the leader in them to make the work environment more productive and independent. Some methods are more acceptable than others, but the leader must choose the method that is appropriate to the situation of his team, their capabilities and circumstances. Democratic leadership is the most common among organizations and is used when the leader is not 100 percent sure in which direction the organization should be (Reunanen & Kaitonen ,2020)

Leadership Style Enhancing Organizational Productivity

Effective leadership affects the productivity of the organization. The leader is the person who plays a role in drawing the achievement of the goal. The ideal leaders who spread knowledge, creativity and motivation between them and the workers, thus helping to increase the productivity of the company. Productivity is one of the important issues for every organization, as it has an impact not only on workers, but also on society and the economic level as a whole. Business leaders around the world seek to improve the productivity of their companies, and improving the company is not only improving performance and work, but also performing the right actions in sound ways (Khaliq & Ahmed, 2021)

Moreover, the productivity efficiency of the Oman Telecom Company, Omantel, is of great importance and is affected by the style of leaders. The importance of productivity at the level of the state and society is represented through the service it provides and many people benefit from it and improve the standard of living. Omantel's productivity efficiency made the company's growth rate grow faster. The company seeks to expand the scope of providing services in other different fields. The company's productivity reflects the employees' effort and

thus increases their efficiency and motivation in creativity. There are factors that affect the company's productivity, including labor capital, energy sources, technology, administrative factors, changes in the workforce, competition, and so on. Productivity efficiency has a high degree of interest because it is an indicator of the efficiency of workers in the organization and profitability. Leaders and employees achieve company productivity with customers. Motivational doses given by leaders to employees raise the company's productivity. In addition, the positive and optimism of leaders and their ability to manage things properly enhances the productivity of the organization and makes it unique by achieving the greatest amount of profits. The leader's style is the source of an organization's productivity and efficiency advantage, by making sure that all resources are available to complete the strategy and achieve its goals (Bhargavi & Yaseen, 2019)

The leader's style is reflected in the organizational performance of the company. Whenever the leader is ideal and possesses unique leadership capabilities, this reflects on the company's exit with a performance that satisfies the functional environment as a whole. As the productivity of the organization depends on leadership styles and its prominent role in achieving the strategy and goals of the organization. Many organizations lose their productivity due to bad patterns of leaders and some receive the downside from employees that they work less efficiently. However, the productivity of the organization is not limited to leadership styles and employees, but is sometimes affected by customers through a change in their behaviours and so on (Khaliq & Ahmed, 2021)

Productivity Issues Caused by Leadership Style

Productivity means the results obtained by the organization in return for the effort exerted by the employees. Productivity issues are often caused by employees' lack of interest in work Organizations suffer from poor productivity and the reasons come either from internal or external factors. The external factors come outside the scope of the organization in contrast to the internal factors caused by several things, including leadership styles. Leadership styles affect the productivity of every organization. Leaders are the source of development competitiveness for every organization (Khaliq & Ahmed, 2021).

Omantel screens leaders before hiring them, because organizational productivity is associated with leadership styles. The company looks at the skills that the leader possesses, strengths and weaknesses, and others. In addition, bad supervision destroys the productivity of organizations, as some organizations suffer from neglect by leaders of their work, and this affects the performance of employees. Oversight is required of leaders and is one of the important things that preserve employee productivity. Oman Telecom Company has great leaders who have the responsibility that reflects good productivity. Omantel contributes to supporting leaders to develop their leadership skills in order for the company to come out with better productivity in the competitive market. Most successful companies consider relieving pressure on employees for fear that their productivity will be affected. Productivity issues are often caused by employees' lack of interest in work. Also, some leaders deal with ineffective performance that affects productivity. Moreover, lack of tools and failure to provide

development and training to employees negatively affects productivity. In addition, if the leader frequents meetings and puts pressure on employees, this affects their productivity and then the overall productivity of the company (Bhargavi & Yaseen, 2019)

Khaliq and Ahmed, (2021) leadership styles must be well thought out; it is difficult for the productivity of any company to be affected by leadership styles. Leadership is the pillar on which organizations lean, so patterns must be commensurate with their goals and strategies. Productivity problems are often caused by leaders who do not have the ability to take responsibility, poor supervision, and not checking things carefully. Also, low productivity of the company is often caused by low productivity of employees, which makes them dispense with their work and even resign.

Khaliq and Ahmed, (2021) there are several recommendations for productivity problems that are affected by the styles of leaders. Productivity is the factor that makes a business run well. Leaders may fail to communicate with employees, which results in problems in the efficiency of the organization. Studies have indicated with research that poor productivity of companies due to bad management is estimated at 80%. In addition, poor management results from the unwillingness of leaders to delegate tasks. Leaders are preoccupied with their life matters, and this causes them to not focus in all aspects of the workplace.

The most prominent recommendations for solving productivity problems in companies, creating a work environment fraught with cooperation, appreciation and respect between both parties, leaders and employees. Create schedules for employees to complete tasks on time. Leaders should not pressure employees by intensifying work at once. In addition, encouraging teamwork and collaboration among employees is something that enhances the productivity of the organization. Oman Telecom Company maintains productivity in the first place, due to the intelligence of leaders in changing solutions to constantly raise the company's productivity. In addition, sometimes the productivity of employees decreases due to the neglect of leaders in the field of training and dealing with modern technology. It is best for leaders to hear employees and their ideas in order to avoid productivity problems (Bhargavi & Yaseen, 2019)

There are many solutions to productivity issues caused by the style of leaders. productivity issues sometimes have causes outside the scope of organizations, which happened in the past period, the Covid-19 pandemic, which destabilized the work of most of the world's large, medium and small companies. Considering that employees are the category most related to productivity, leaders should take care of them, motivate them, encourage them, appreciate them, and constantly develop them. Also, there is no organization that does not experience productivity problems, but how the organization and its leaders behave with productivity (Reunanen & Kaitonen ,2020)

In conclusion, there are various exemplary methods used by the major successful companies and followed by the Oman Telecommunications Company. Some companies suffer from productivity issues caused by failed leadership styles. Oman Telecom Company seeks to achieve sustainable growth, success, win customers and establish their trust through the satisfactory services provided by the company. Omantel leaders focus on employees for their role in the company's productivity. It is not easy to bear the profession of leaders, as all their methods need study and research before they are applied.

Research Methodology

Research Design

According to Rezigalla, (2020) research design is a framework of research techniques and methods that are determined and chosen by the researcher to conduct the study. The research design allows the researcher to choose the appropriate method for the subject and prepare the study successfully without obstacles. The research design is a strategic approach in order to integrate and identify the basic elements in a logical manner. Many aspects of the study in order to achieve the efficiency and objectives of the research. The researcher must collect evidence continuously to ensure that it will target the case and solve it. In addition, the research strategy helps to choose the best topic and determine the analysis. Also, this section includes citations and a literature review. Moreover, the researcher needs to describe the theories and research problems. Research design includes experiment, description, analysis, and types of distortions. The main objective of the research design is to assist the researchers to achieve the objectives of the study, to clarify, improve, interpret, and specify them to collect well-known recent data. The basic principles are of two types that help researchers to conduct an analysis such as inquiries, study objectives, available articles used, and others. The importance of research design is to discover the questions and objectives of the study and rearrange them again. This study reveals the role of leadership styles in enhancing organizational productivity for the Oman Telecommunications Company, and analyses the relationship between each of the leaders' style and the company's productivity. Omantel is one of the most successful Omani companies in providing mobile and fixed telecommunications services. Respondents are allowed to choose a random sample. One of the basic things is gender and age to compare the difference in results and ideas between the two parties. The study will include a variety of sources, including tables in Word, charts, and data analysis in Excel.

Research Methods

Research methods are the procedures for collecting and analysing data. As the development of research methods is an integral part of research design. Integration of secondary and primary sources in this research, that is, it includes numerical, quantitative and qualitative data, some of which were obtained through the work of the questionnaire, interview, etc., and some through the use of information from previous research of other people (Rezigalla, 2020)

Descriptive Research

Descriptive research is widely used for many purposes, including to shorten the huge amount of research methods for organizations. The organization must understand the objectives of the study before choosing research methods. Determining the methodology to be used in the research is essential. The importance of designing a survey and questionnaire before participating in any survey is not the same as, no matter how carefully you follow the search processes, it is difficult to determine the results of the research. One of the most prominent characteristics of respondents to closed research questions is the conclusion about themselves. Sometimes what we are looking for may be taking habits and traits and eliciting them from the respondents. The role of leadership styles in the Oman Telecommunications Company must also be reflected through the volume of data obtained from various sources. The most prominent single asset is that Omantel derives its productivity from leaders, as they are adept at supervising their employees and so on. Repeating the data pattern and trying to measure it over time for researchers to use. Statistical capabilities also help in establishing a descriptive research aimed at estimating the frequency of data obtained (Zhang, 2022)

Quantitative Research Design

Quantitative research aims to implement situations in which there are statistical data, to obtain facts that can be used for research. The questionnaire data is converted from words into numbers and thus translated by comparing relationships and so on. Statistical analysis is the only way to answer the research questions. In addition, the inferential statistics enable the researcher to make assumptions or predictions that depend on the data, in terms of predicting the population coefficient of samplc. After the process of collecting data from various methods, it will be evaluated through comparisons. Moreover, quantitative research design methodologies are essential to the advancement of every company. Insights drawn from analytics and digital data are invaluable when determining a business decision. Reorganization projects by conducting various surveys on the role of leadership style in enhancing the organizational productivity of the Oman Telecommunications Company to obtain various data (Rezigalla, 2020)

Qualitative Research Design

According to Zhang, (2022) qualitative data is information that cannot be easily measured, counted, or expressed using numbers like quantitative data. Qualitative data is obtained from various places, including images, text, sound, and then shared through data visualization tools, which are clouds of concept maps, charts, graph databases, timelines, and others. In addition, qualitative data has a characteristic that it is unstructured. Interpretive data is collected so as to understand an individual's experience. Qualitative data is obtained through direct or indirect observations and open questions. Interviews are qualitative data and are widely used to collect information. Moreover, an experienced supervisor at Oman Telecom Company was interviewed at the main branch in the capital, Muscat, in the Al Khuwair region.

Research Instruments

According to Zhang, (2022) research tools are used to collect, analyse and evaluate data for the research topic. Interviews, questionnaires, simple tests, and surveys are examples of research tools. Beginning of research planning, the researcher should determine the research tool used to collect information on the topic. The research tool must be accurate in order to be able to access the data required for the research. The importance of the research tools is represented in answering the research objectives in order to verify the hypothesis of the study. The research tools used in the questionnaire are divided into axes such as reparch, so questionnaires are a common type of research tool. Research tools help cover the objectives with sufficient information about the role of leadership style in OTC. The research included a questionnaire tool to obtain data through the respondents' response to the questions.

Population, Sampling Size, Sampling Technique

Zhang, (2022) population of study refers to people or elements of the general population of study that share characteristics such as age, gender, and others. The population of study is considered as the statistical reasoning of the research subject. Population sampling is a powerful technique for collecting the opinions of different populations. The target population for the study must be identified and agreed upon. Targeting the entire population of OTC is difficult and time consuming. Moreover, the research targeted the residents of the Oman Telecommunications Company in the main branch of the leaders and supervisors to answer the research topic which is the role of leadership style, and their number 80.

Sampling Size

Zhang, (2022) the size of the sampling is the examination of the sample of experts and specialists and the most comprehensive of the subject of the research. The size of sampling is very important in order to determine the effectiveness of decisions. The sample size is calculated mostly based on efficiency, time, or cost, in order to provide data with appropriate quality. The sample size in the research will concern the old leaders and supervisors who have experience in the Oman Telecommunications Company, as they number 67 people.

Sampling Techniques

The sampling techniques is an important main aspect and serves to determine the accuracy of the investigations as a result of the research analysis. Due to studies, sampling is not based on probability. The sampling method is one of the most important factors of accuracy and survey in the research. Sampling techniques vary according to the researcher's plan and preference. The described technique represents a type of examination of search results. Sampling techniques varied in the research, which includes the topic of the role of leadership in enhancing the organizational productivity of the Oman Telecommunications Company. Where the most common questionnaire technique in this study in order to obtain accurate data covering the objectives of the research (Buschle & Bethmann, 2022)

Pilot Test

Experimental testing is a type of test in the programs by setting up a system with its steps to ensure that the work is proceeding properly. Experimental testing is used to determine the effectiveness, cost, time, and risks of research. The experimental test is an ideal model because it gives it the opportunity to test the cost and timing of the research before the main study. This test works on designing a research that is effective and efficient in terms of its cost. The test includes three phases, which are the research survey, survey and development. The first stage defines the purpose of the survey; after that it is modified to suit the study. The second stage is the testing of questions for the field test. The third stage, which is development, the questions are modified according to the experimental test to translate the questions correctly for the target audience. Approximately 15 experimental questions were submitted in order to obtain a reliable survey, and field implementation is carried out to ensure that the survey will be effective. Data collection did not require financial resources, for the subject of research, which is the role of leadership style in the Oman Telecommunications Company. In addition, the response time should be commensurate with the time in which the data of the questions asked are collected (Buschle & Bethmann, 2022)

Survey Questionnaire

The researcher obtains the primary data through a questionnaire or interview. The targets may be unable to respond or unable to describe the response, or they forgot or the questionnaire was not sent to them. Sometimes the questions may be complicated or embarrassing, preventing participants from responding. Some participants may keep the answer for the sake of security, so they do not disclose anything related to the study. In addition to the fact that the topic talks about the role of leadership style in the Oman Telecommunications Company, there is a high probability that the target population will retain, to answer the questionnaire, the privacy of the leadership style used in the company, and so on. Moreover, the questionnaire was designed for the subject of the study related to the role of leadership style with easy, uncomplicated questions that the target audience can answer comfortably without fear of the privacy of the company and others (Buschle & Bethmann, 2022)

Data Collection

There are several techniques for data collection in order to analyse and evaluate it in order to benefit from it in covering the research topic. Data collection techniques play a role in obtaining results for the research topic. One of the most prominent techniques of data collection is the interview, which is one of the qualitative data, and it is face to face with concerned people who can answer the questions. The researcher can conduct an interview through the Internet or the phone, as the interview includes open-ended questions in order to obtain the opinions of the participants. This tool allows the opportunity to answer the researcher's questions. Some of the leaders and supervisors of the Oman Telecommunications Company from the Human Resources Department will be interviewed in order to know some of the roles of successful methods that effectively enhance the company's productivity. The interview played an effective role in collecting qualitative data, detailing and explaining it more clearly. In addition, the questionnaire is one of the most prominent data collection techniques. It is a quantitative research and includes a set of different questions on the subject of the research. The researcher distributes the questionnaire to a specific sample, who are the leaders and supervisors in the Oman Telecommunications Company. The questionnaire includes 15 questions, where the first section of the questions includes the demographic of the respondent. Moreover, other closed questions will include an inquiry about the sample's opinion on the role of leadership style in enhancing organizational productivity. The last section of the questionnaire includes an open question for the sample's opinion in finding solutions to leadership styles (Buschle & Bethmann, 2022)

Data Analysis

After the data collection process, it is analysed in order to display the final results. Demographic questions After submitting the data, the results will be presented based on the questions mentioned in the questionnaire and the objectives, about the role of leadership style in enhancing organizational productivity. The results of the research will appear in the form of tables, percentages, and numbers showing the number of respondents to the questionnaire questions. Microsoft Excel will be used to analyse the data, after which the descriptive analysis, distribution, frequency, regression analysis between two variables, correlation, and others will appear. In addition, the use of the Word program to create charts that help in understanding the responses from the respondents (Buschle & Bethmann, 2022)

Results

The process of analysing data is an important stage to reach the results of the research, and it is done through updating, reviewing and searching for it in order to reach the facts. Obtaining important and useful information is one of the most important elements of data analysis, and it comes through reviewing, modifying, and so on. This research is a set of analyses of the role of effective leadership styles in enhancing organizational productivity, as this must be accomplished in order for the research to be successful. In addition to evaluating the roles of leaders in the various departments of the Oman Telecommunications Company and coming up with a well-known method that achieves high productivity for the company. Moreover, data analysis is the process of processing, cleaning and altering the raw data after which extracting

information that helps the company to make the right decisions. The main objective of the research is to identify the most effective methods that enhance the productivity of the OTC (Galetsi & Kumar, 2020)

Descriptive statistics: are coefficients that summarize a set of descriptive data, either a sample of the population or a population. Descriptive statistics are divided into measures of variance and central tendency. Descriptive statistics are often used to describe essential features of research data that provide a simple summary of the sample and measurement. Descriptive statistics is useful for studying the roles of effective leadership styles and understanding several characteristics of effective leadership styles that work to enhance the organizational productivity of companies. Provides basic simulations of data, samples and measurements. Furthermore, measurements are mean, median, mode, and others (Siedlecki, 2020)

|	A	B	C	D	E	F	G	H	I	J
1	Age								Age	
2	20									
3	30							Mean	33.33333333	
4	40							Standard Error	2.271283813	
5	35							Median	30	
6	25							Mode	30	
7	50							Standard Deviation	10.40833	
8	30							Sample Variance	108.3333333	
9	35							Kurtosis	-0.910931174	
10	25							Skewness	0.419315344	
11	40							Range	30	
12	50							Minimum	20	
13	30							Maximum	50	
14	20							Sum	700	
15	30							Count	21	
16	50									
17	20									
18	30									
19	30									
20	40									
21	50									
22	20									

Figure 1: Descriptive Statistics

The above table shows the 43 respondents, whose ages ranged from 20 to 25 years, on the issue of the role of leadership styles in enhancing organizational productivity. The standard deviation is 10.40, which indicates that the number of respondents were in the age group between 20 and 25 years. The mode and median are similar to the results, which indicates the similar age of the respondents. The average is equal to 33.33, as the average reached a high value, and this is positive for the interaction of different ages to answer research questions related to the role of leadership style. The numbers indicate that the age group reflected a great response to this research, and this means that they have the ability to accept the research topic with understanding and clarity of its questions.

Frequency Distribution: It is the statistics in the form of a graph of a group of data. The researcher will organize the frequency distribution so as to show the frequency of possible occurrence of results in a situation that may be repeatable. The frequency distribution is plotted in the form of a histogram or pie chart. The graphs can be easily interpreted, as the frequency distribution is in graphs or tables. The importance of frequency distribution is the ease of

describing quantitative data through comparison with ratios and others (Bairagi & Munot, 2019)

Demographic Analysis (Quantitative Data Analysis)

Gender	Rate	Number of response
Male	7%	3
Female	93%	40
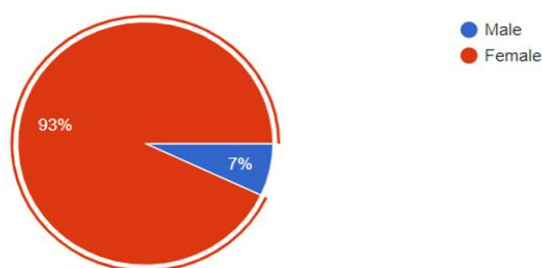
Figure 2: Gender of Respondents

The pie chart shows male and female respondents. The research sample will include both males and females. The graph shows the percentage of male responses, 3, representing 7%, while the percentage of female responses is 40, which is 93%, out of the total number of responses, which is 43.

Age	Number of response	Percentage
20-25	39	90.7 %
26-35	3	7%
36-40	1	2.3 %
41-60	-	-
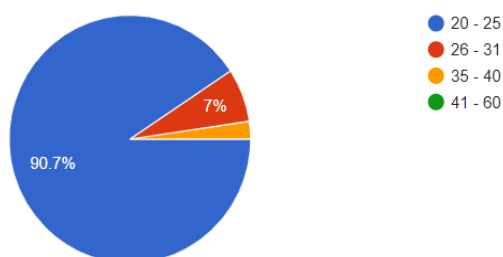
Figure 3: Age of Respondents

The pie chart shows the age ratios of those who responded to the questionnaire. Most of the people who answered are from the 20-25 category, their number is 39, or 90.7%. The age group 26-35, three people with a rate of 7%, then one person from the age group 36-40, with a rate of 2.3%. The last age group is between 41-60, no responses were obtained.

Correlation: Correlation is a statistical measure that determines the extent to which two driving styles move and expresses the relationship between two variables, meaning that they change at a constant rate. Correlation is common because it explains a simple relationship, although it does not give a statement of cause and effect. In addition, correlation is used in the most effective styles of leadership in enhancing the company's productivity (Chang & Zhang, 2019)
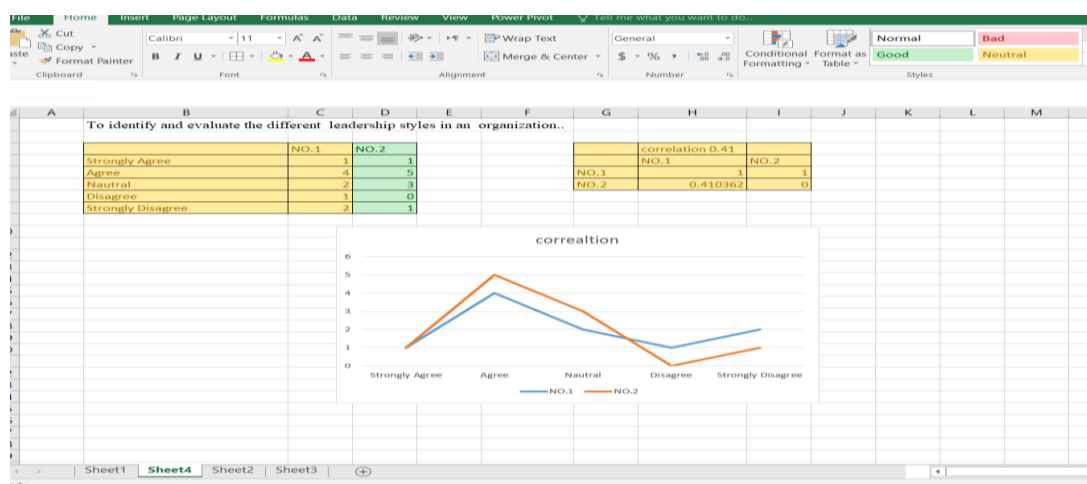
Figure 4: The role leadership styles of Oman telecommunication company

Two questions related to the purpose of different leadership styles were merged. The correlation is 0.41, and it is considered a positive correlation, so that enhancing the company's productivity and the company's influences, whether external or internal, are both in the same pattern as shown in the graph of the two questions. The success of the company due to the use of effective methods by the leadership does not make its productivity good, but in the same place as the external and internal influences of the leadership methods in the company its effects on the productivity (Bairagi & Munot, 2019)

Regression analyses: Regression analysis includes a set of statistical methods in order to calculate the perimeter connection. The first value is one dependent value and the second is one or more independent values. Regression analysis is a powerful technique by using it to analyse the strength of correlation between factors and the future relationship between them. Moreover, regression analysis is a group of statistical methods that are used in estimating regression analyses and the strength of the relationship between one or more variables, as the dependent variables through future changes (Chang & Zhang, 2019)
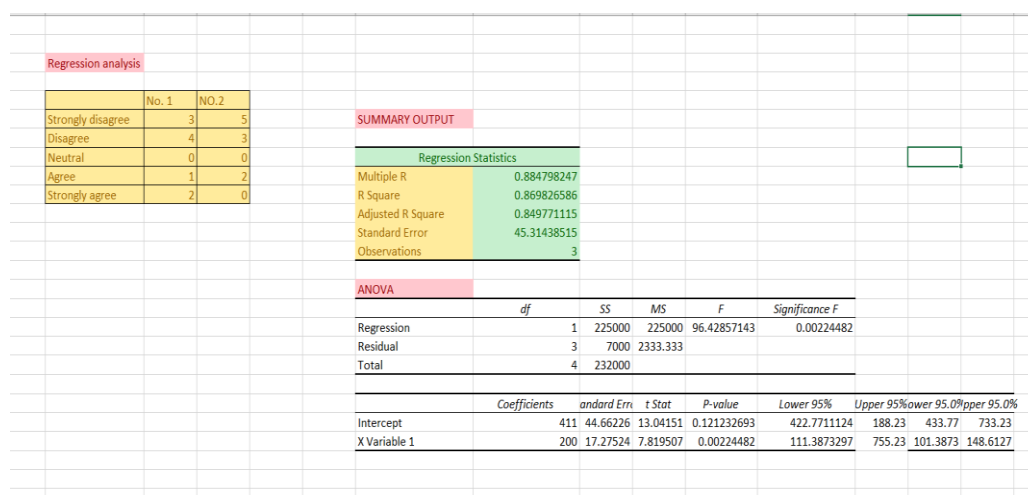
Figure 5: The impact leadership styles to organization's productivity

Regression analysis shows the strength of the effective methods relationship for two variables. The future prediction showed that the two methods actually have a future demand due to the benefits received from the data. Organizations as a whole depend on the style of leaders, which showed that most of the collapse of the company's productivity is caused by the methods used by the leaders. Since the company, if its leaders use an ideal method, is expected in the future to achieve success and be the strongest in the competitive market, and this is what appears with the Oman Telecommunications Company (Galetsi & Kumar, 2020).

Conclusion

In conclusion, the results showed that the large percentage occupied by leadership styles in terms of enhancing organizational productivity. The style of leaders drives the success of Oman Telecom Company, which makes it choose the qualities of leaders accurately to continue the path of excellence and productivity at the local and global levels. The strong relationship that emerged through the regression between the effective leader's style in achieving the company's success. Leaders may not possess the qualities of experience and intelligence in behaviour and knowledge, which is reflected in productivity. Moreover, productivity problems may not be related to the methods of corporate leaders, as sometimes efficiency appears from employees in their level of performance. However, leaders' styles are the foundational structure of every company. The company's survival and productivity are related to the methods imposed on employees and their practical and scientific level. Exemplary leaders control ideas about the new and future reality, by giving employees an opportunity for training and development. Recent studies have shown that indeed leadership styles are the reason for the growth and sustainability of companies at the present time. The intelligence of the leaders' behaviour is highlighted by their dealing with difficult circumstances, pandemics such as Covid-19, and weather storms such as hurricanes and others. Oman Telecom Company ranked first in terms of providing telecommunications services, there is no doubt that behind this achievement of Omantel are great leaders who understand the employees and the requirements of their customers.

Recommendations

Leaders' styles are not limited to the internal side of the Oman Telecommunications Company, but even external relations are very important. There are some recommendations for leadership styles for the Oman Telecommunications Company through the greater advancement of its ambitions.

- **Gain superior privileges:** The ambitions of any company do not stand at a certain limit, as Omantel seeks to rank first in terms of acquiring larger customers. The company's leadership draws and plans for greater ambitions by taking into account, motivating and honouring its employees, because the basic competence of every company is in the hands of the employees. Presenting the requirements of employees and listening to their opinions achieves the success of the leaders' methods. The company must continue to remain strong with its methods, strategy, goals and plans.

- **Follow-up of modern technology developments:** Leaders must make sure that the company is moving with modern technology. The world is changing rapidly through industries, technologies, programs and advanced devices. This must be taken into consideration by the company. In addition, the company replaces old devices with new ones by selling them to recycling factories, and so on.

- **Studying methods before applying them:** companies that collapsed due to a change in structure or leadership styles. Oman Telecom Company does not apply any method before studying it well and taking into account all aspects. A new method can destroy the company's productivity, as leaders should discuss the method with employees and take their opinions and views to come out with quality and satisfactory work for customers.

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