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Administrative leadership priorities and their impact on improving employee performance: An exploratory study of the opinions of a sample of employees at general fertilizer Industry Company in Basra

Raad Abduljabbar AL-Hameed

Department of Business Management Technologies, Administrative Technology College, Sothern Technical University /Basra-Iraq

* Corresponding Author: **Raad Abduljabbar AL-Hameed**

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Abstract

The study aims to discover the relationship of influence between the dimensions of administrative leadership priorities (interest in employees, trust in performance, confidence, participation in decision-making, time management) as an independent variable and employee performance as a dependent variable. The study expressed the problem through a set of questions focused on whether there is a correlation and impact relationship between the study variables. Accordingly, a hypothetical model was developed from which the main hypotheses of the study stemmed. To test the validity of the hypotheses, data was collected through a questionnaire prepared for this purpose, and a sample of (200) individuals was selected from the leaders, department heads and section heads in the company under study. In light of the results, the researcher reached a set of conclusions: Administrative leadership priorities are one of the best orientations as a new pattern that relies on positive ideas and principles that create a way of working that makes the leader a person who serves subordinates by gaining their trust and helping them achieve their interests instead of being a person who controls their capabilities. The study recommended many recommendations, most notably: Working to set real priorities for the dimensions of leadership priorities and show their reflections on self-efficiency, taking into account that the influential value of each dimension of administrative leadership priorities has a role in employee performance, i.e. these dimensions should be adopted and the preference between them should be approved according to realistic indicators.

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Introduction

The roles of leaders have changed dramatically in recent years, so many successful leaders have changed their ways of working (Northouse, 2019) ^[1]. Leadership priorities represent the basic starting point for charting their plans, revealing their future directions and indicating their behaviors, which makes these priorities an input to guide discussions, highlight dialogue, and even controversy between the parties at work, as well as indicate the nature of leadership (Kouzes & Posner, 2017) ^[2]. It realizes the importance of raising the morale of subordinates, getting to know their desires and accomplishing the tasks assigned to them in order to achieve the final goals of the team. Each type of leadership has its own priorities in the field of work in a way that makes it a pioneer, excel, transform and change. Here is an indication of the statement of priorities and interests of administrative leaders, who realize the importance of raising the morale of subordinates, getting to know their desires and accomplishing the tasks assigned to them in order to achieve the final goals of the team. The research included four topics (Yukl, 2012) ^[13]. The

first was devoted to presenting the research methodology, while the second included the theoretical aspect of the research. The third came to present the practical side of the research, and the research concluded its message with the fourth topic, which was devoted to presenting the conclusions and proposals that the research came up with (Burns, 1978) ^[4]. Employee performance has always been the ultimate goal in the workplace, which prompted organizational leadership to devote all its attention to bridging gaps in raising employee performance despite some organizational problems related to employee behavior that lead to confusion (Locke & Latham, 2002) ^[5]. Since it is an entrance for employees to recognize their abilities, as well as their confidence in themselves, and since the self-efficiency of employees within the framework of deficiency and weakness states from the researcher's point of view, supporting, enhancing and raising its level has become an ongoing and strategic requirement that administrative leaders must adopt and make it a fulcrum and point of entry in the field of their interests (Bandura, 1997) ^[6]. Thus, the importance of highlighting the need to identify leadership priorities and consider it the most appropriate way to address any deficiency states emerged (Judge & Piccolo, 2004) ^[7]. The research problem can be diagnosed by answering the following questions:

- To what extent can administrative leadership priorities positively affect employee performance towards achieving company goals?
- Does the application of the philosophy of administrative leadership priorities reduce negative indicators in the company under study?

Research Objectives

The most important objectives of the study can be determined as follows:

1. Identify the extent of practicing administrative leadership priorities from the point of view of employees in the company under study.
2. Evaluate the level of administrative leaders in the company under study regarding the application of the

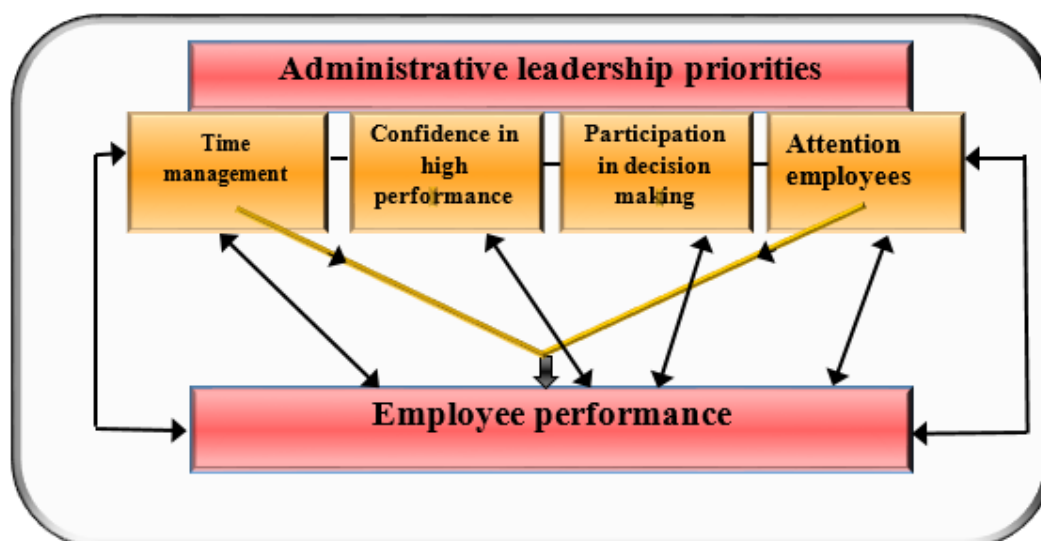
dimensions of administrative leadership priorities and employee performance.

3. Identify the nature of the correlation and impact relationship between the variables of administrative leadership priorities and employee performance in the company under study.
4. Provide some suggestions and recommendations to the organizations under study regarding paying attention to the effect of the dimensions of administrative leadership priorities on employee performance in the company under study.
5. Provide a theoretical presentation of the current study variables (administrative leadership priorities, employee performance) in order to benefit from the formulations of writers and researchers in this field with attempts at addition and diligence according to the requirements of the situation and the implications of the current study.
6. 6- Demonstrate the impact of leadership priorities through its dimensions (collectively) on employee performance at the level of the organization under study, knowing that achieving this goal provides basic premises for organizations to approve the issue of priorities for leaders and demonstrate the effects they leave, and since self-efficiency is purely of interest by those organizations, the value of this goal and its importance emerged in light of the current research.

Importance of the Study

1. Addressing a topic characterized by vitality, as well as the scarcity of studies and research that have addressed it, in the researcher's view.
2. The scientific value of this research, which constitutes a cognitive enrichment of the Arab Iraqi library.
3. The approaches brought about by the current research confirm the addition and the researcher's diligence within the limits of the possible
4. This research provides interaction between theoretical frameworks and practical aspects.

Hypothetical Scheme of the Study



Source: Prepared by the researche

Fig 1: Shows the research hypothesis model

Research hypotheses

The research is based on two main hypotheses

1. There is a statistically significant positive correlation relationship between the research variables (administrative leadership priorities and employee performance) at the level of the organization.
2. There is a statistically significant positive impact of administrative leadership priorities on improving employee performance in the company under study.

Information collection, measurement and analysis methods

Method of collecting data and information and analyzing it: The researcher relied on a set of methods for collecting data and information that were determined by referring to many Arabic and foreign sources related to the research topic to cover the theoretical side, the questionnaire form was used as the main tool for collecting data and information on the practical side.

Theoretical Aspect

First: Leadership Priorities

Leadership priorities are one of the positive patterns and modern leadership trends in the field of business administration, which have recently emerged on the scientific scene, as it has emerged among the important topics in the business world. Leaders can coordinate the efforts of many strong-willed individuals so that they can work together cohesively in pursuit of common goals (Avolio et al., 2018)^[10]. It has become an important criterion that determines the success of any organization, and the success or failure of the organization in achieving its goals is often attributed to the efficiency of its leadership or lack thereof. These leaders grant authority, trust and freedom of action to employees in the workplace, and this behavior generates a positive feeling towards the organization and makes them take responsibility, and thus will create a positive feeling, motive and perception towards work (Day et al., 2020). Leadership priorities set by administrative leadership in their field of work represent the basic starting point for guiding their contributions and demonstrating the role they play in their field of work, combined with the level of depth they possess regarding their reality, which leads them to know the type and nature of the trends they have towards their environment, which means that priorities for leaders mean the degree of priority placed by the leader in his job record for the tasks assigned to him, knowing that these priorities are not given the same attention by others, and vice versa, (Arnold et al., 2015)^[12]. It refers to the processes through which decisions are made, resources are allocated, and implemented in healthcare systems, which indicates to us that each priority has costs and material and moral burdens. The priorities of administrative leadership and its impact on the self-efficiency of employees have benefits, meaning that the process of prioritizing does not receive the same attention at organizational levels and does not take the same subjective impact for leaders, which explains to the reader that leadership priorities are not just choices made by the leader in a random, spontaneous and vacant manner as much as (Kouzes & Posner, 2017)^[8]. This means that what is related to determining priorities in the name of regulation or resource allocation means distributing resources between competing programs or individuals at all

levels. In addition, priorities reflect implications and connotations, whether at the personal level of the leader and employees, extending to competing organizations and the environment. This means that leadership priorities indicate the level of focus of the leader on a specific field of activity compared to others, knowing that such focus does not mean the absence of interaction and exchange between priorities so that each priority represents the basic fulcrum for subsequent priorities. In this is an acknowledgment of the existence of a priority order just as there is a state of solidarity between them. Yet it seems to the researchers that the importance of a priority does not mean that it is the most likely in the balance of existing interactions compared to others for all administrative leaders (Northouse, 2019)^[9].

Dimensions of Administrative Leadership Priorities

It has become clear through the concept of administrative leadership priorities that leadership priorities include four main dimensions: interest in employees, creating opportunities for participation in decision-making, confidence in high performance, and time management.

1. Interest in employees

Enhancing the meaning of work is one of the basics on which empowerment is based, and not just one of the outputs of empowerment. It is also necessary for the worker to feel the importance of work in order to reach a clear meaning of the concept of empowerment (Lee et al., 2018)^[13]. Employees in the organization represent the living nucleus that must be cared for and cared for by administrative leaders, and the care process takes diverse directions, starting from meeting basic needs and reaching self-actualization, and the process of meeting these needs was not easy or easy. On this basis, the leaders' interests regarding employees have varied, knowing that the main focus of performing work and achieving excellence can only be achieved through the actual contributions of employees. Here began the importance of leaders following up employees, not with the intention of fishing and criticizing negatively, as much as indicating a human case that puts feelings on the ladder of priority. In this is an important indication that attention to employees does not take a single, specific course as much as it (Schneider et al., 2019).

2. Improving the opportunity to participate in decision-making

Participation means involving subordinates in setting goals at all levels of the organization. This dimension also refers to the extent to which the leader encourages his subordinates to participate in decision-making and takes into account the initiatives and responsibilities of his subordinates (Hoch et al., 2018). The success of participation greatly depends on the degree of interaction of the directly related parties in the participation process, and providing the necessary requirements for its sustainability and adoption on sound bases (Miao et al., 2016).

3. Confidence in high performance

This dimension refers to the extent to which the leader shows confidence in the high performance of his subordinates in the future, and his belief in the ability of his subordinates to improve even when mistakes occur and manage the

requirements of his job (Banks et al., 2016). Trust is the reciprocal integrative relationship between the manager and subordinates, which is based on the subordinates appreciating their manager's decisions, and the manager seeing his subordinate as worthy of trust in everything that is entrusted to him of tasks, and this relationship is closely related to the success of work and the exploitation of energies which results in raising the level of performance and working in the spirit of one team (Hoch et al., 2016).

4. Time management

Time management represents one of the priorities that administrative leaders must recall within the list of their work on the grounds that time is a rare resource that cannot be sold, bought or even rented, not to mention that it is dynamic which requires leaders to secure its investment and management correctly, as placing it among leadership priorities means its effects spread to other priorities based on the idea that: each leadership priority requires time to implement it and take into account its implications, so the process of managing time has become a decisive requirement because it is related to all elements of management such as decision-making, control, planning and others (Tian et al., 2016). In addition to that, it may indicate cases and determine premises, reaching to indicate the type and nature of outputs, and here is an actual indication that time management enters all the details of leadership priorities, which made it a strategic requirement that leaders work with its implications in a way that indicates what is important and unimportant in the field of work map, knowing that time management reveals a set of facts including those that identify aspects of variance between successful and late performers of work on the grounds that successful people embody the idea of organizing time, investing it and even managing it based on an idea indicated by (Drucker) which was summarized in those who could not manage their time will not be able to manage others (De Meuse, 2017).

Second: Employee Performance

The best way to achieve the organization's goals is to raise the performance of the working individual by providing suitable conditions for the nature of the work, the most

important of which is the nature of the relationship between the leader and subordinates, considering that it is the most interactive relationship of the employees' relationship with other things such as machines, equipment or other things such as administrative and marketing work, etc. (Hitt et al., 2016). defined employee performance in organizations as (a set of administrative behaviors expressing the employee's performance of his work, which includes the quality and level of performance, the required capabilities and skills such as communication and interaction skills with the organization's clients and the extent of commitment to administrative regulations and response to them (Bakker, 2017). He stressed that employee performance refers to all behaviors that contribute to the completion of the basic activities in the organization such as production and marketing, and the subgroups through which the efficiency of employee performance in any organization can be determined (Harms et al., 2017).

Second Axis: Analysis of Correlation and Influence Relationships Between Study Variables:

This topic deals with analyzing and determining the type of correlation relationships and their strength between the study variables by using the correlation coefficient in order to test the validity of the first main hypothesis and its consequent sub-hypotheses that there is a morally significant relationship with statistical significance between the research variables (administrative leadership priorities and employee performance) at the level of the organization. To achieve this axis, the statistical analysis of the correlation relationships between the aforementioned research variables and their elements was adopted according to the model at the organizational level.

First: Correlation Relationships Between Administrative Leadership Skills and Employee Performance

Table (1) shows that the relationship between the administrative leadership skills variable in general and the employee performance variable is a strong moral relationship at the level of significance (0.01), as the correlation coefficient reached (0.519**) which enhances accepting the first main hypothesis.

Table 1: Analysis of correlation relationships between study variables

Organizational reputation / Soft leadership skills	Correlation value	Significance level
Attention employees	** 0.387	0.01
Improving the opportunity to participate in decision-making	** 0.412	0.01
Confidence in high performance	** 0.518	0.01
Time management	** 0.412	0.01
General Average	** 0.517	0.01

* Significant correlation at 0.05 level. ** Significant correlation at 0.01 level.

Source: Table prepared by the researcher

So the sub-hypotheses are

1. There is a correlation relationship with a value of (0.387) with statistical significance at a value of (0.01) between interest in employees and employee performance.
2. There is a correlation relationship with a value of (0.412) with statistical significance at a value of (0.01) between improving the opportunity to participate in decision-making and employee performance.
3. There is a correlation relationship with a value of (0.518)

with statistical significance at a value of (0.01) between confidence in high performance and employee performance.

4. There is a correlation relationship with a value of (0.412) with statistical significance at a value of (0.01) between time management and employee performance.

Second: Analysis of the relationship of influence between administrative leadership skills and employee performance

This aspect aims to test the second main hypothesis related to measuring the impact of administrative leadership priorities in achieving employee performance, and Table(2) shows the results of the overall regression of the variable impact of administrative leadership priorities in achieving employee performance, as the coefficient of determination (R²) reached (0.268), and this indicates that the effect of the role of

administrative leadership priorities in employee performance is this percentage (0.268), that is, the amount of this effect is due to the role of administrative leadership priorities and the rest is due to other factors. The calculated F value (17,317) is higher than the F value (7.07) and this supports accepting the second main hypothesis.

Table 2: Analysis of the correlation relationships between the study variables

Employee performance / Administrative leadership priorities	R ²	F- test	Significance level	F Tabulation
Attention employees	0.151	8.340	0.01	7.07
Improving the opportunity to participate in decision-making	0.170	9.643	0.01	7.07
Confidence in high performance	0.269	17.292	0.01	7.07
time management	0.177	12.343	0.01	7.07
General Average	0.269	17.317	0.01	7.07

Source: Table prepared by the researcher

So the sub-hypotheses are

1. There is a statistically significant effect at a value of (0.01) for the interest in employees in achieving employee performance in the company under study.
2. There is a statistically significant effect at a value of (0.01) for the effect of improving the opportunity to participate in decision-making in achieving employee performance in the company under study.
3. There is a statistically significant effect at a value of (0.01) for confidence in high performance in achieving employee performance in the company under study.
4. There is a statistically significant effect at a value of (0.01) for time management in achieving employee performance in the company under study.

Conclusions

1. The administrative leadership at the level of the company under study is interested in the issue of priorities in its field of work in a way that indicated its adoption of a set of dimensions that were represented by interest in employees, time management, technology participation in decision-making.
2. There is an impact of administrative leadership priorities through its dimensions of interest in employees, living values, time management, mastery of the arts of dealing with technology, participation in decision-making collectively on employee performance at the level of the company under study.
3. The results showed that the administrative leadership priorities for employees helped give meaning to the work they perform, grant them confidence in participating in decision-making, which led to an increase in their ability to increase production.
4. The results revealed that most of the dimensions of administrative leadership priorities enhance the cohesion of employees with activities that are performed through the concerted efforts of all to accomplish them.

Recommendations

1. The need to focus on the comprehensiveness of the influence of the dimensions of administrative leadership priorities on employee performance to the extent that these dimensions take varied ranges that cast under their shadow on employee performance in light of the current study, by formally approving the role and importance of each dimension of priorities without neglecting or

ignoring any of its dimensions.

2. Working to set real priorities for the dimensions of leadership priorities and show their reflections on self-efficiency, taking into account that the influential value of each dimension of administrative leadership priorities has a role in employee performance, i.e. these dimensions should be adopted and the preference between them should be approved according to realistic indicators.
3. The leader's ability to give meaning and interest to the work performed by employees, increase their chances in decision-making and focus on trust, because they are able to accomplish their work, will increase their insistence on modification and change in their activities.
4. Leaders should instill participatory management in the company under study by taking into account the suggestions and opinions of employees in order to achieve the company's goals.

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