

The impact of administrative leadership on human resources performance in the Sidi M'hamed Ben Ali Public Neighborhood Health Corporation in Relizane Province – case study

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Abstract:

This field study aims to measure the impact of administrative leadership as an independent variable in its four dimensions (transformational, reciprocal, innovative, democratic) on the performance of human resources at the Sidi M'hamed Ben Ali Public Health Institution in the state of Relizane, The study was conducted on a sample consisting of 90 individuals from the study population of 520 individuals, and the questionnaire was relied upon as a study tool with the application of the descriptive analytical approach. The statistical results showed a direct effect that is considered statistically significant for reciprocal leadership ($\beta = 0.671$, $\text{Sig} = 0.000$), as it is the strongest influential and positive variable towards improving the performance of employees in the institution under study, The results also found a positive moral contribution of transformational leadership in raising employee efficiency ($\beta = 0.269$, $\text{Sig} = 0.015$), Democratic leadership also recorded a negative inverse effect that is statistically significant ($\beta = 0.322$, $\text{Sig} = 0.026$) Due to the slowness of decision-making within our field study environment, while there is a lack of moral influence of innovative leadership ($\text{Sig} = 0.418$), the study recommends the need to work on linking incentives to achievement in addition to framing democratic participation to serve the course of tasks, activities and business.

Keywords: managerial leadership, transformational leadership, reciprocal leadership, innovative leadership, democratic leadership, human resources performance.

JEL Classification Codes: M10, M12, M52, M54

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1. Introduction:

The contemporary business environment has witnessed a set of transformations that can be described as rapid, which in turn have affected the emergence of new challenges that have been imposed by the continuous changes that have occurred in the work environment, represented by the information revolution in addition to technological development and globalization, which have obligated institutions to adapt to it. Their success also depends on paying attention to the human resource, which can be considered the key to achieving excellence and is among their priorities in order to achieve the goals they seek. Here, administrative leadership emerged as a modern approach aimed at improving the performance of human resources and enabling them to achieve job satisfaction by focusing on satisfying various moral and material needs. This aims to control their positive attitudes related to their work, which helps monitor and examine the results, strategies, and goals that organizations seek to achieve. (Badrani & Sakri, 2023, p. 192).

Administrative leadership can be defined as bringing together people at various levels, as well as all processes and networks concerned with leading, managing, and directing various agencies, whether governmental or non-profit. It focuses on the civil service and the leaders it appoints, and at the first level, it focuses on both implementation and technical aspects in order to develop various policies. (Van Wart, 2013, p. 521)

The current era is witnessing many global transformations related to future supervision, and it also keeps pace with those developments that affect various areas of life. All of this is built on the basis of investment in human capital, as human resources can be described as that force that is able to give, as this is related to investment in various human energies in addition to working to create administrative leaders. Which can be judged as having become the main concern at the present time for those institutions that aim to be able to survive, as the failure of these institutions can be attributed to the absence of leaders who possess high competencies, because the pattern of leadership behavior in turn contributes to influencing the performance of human resources and their satisfaction. (Ibraim & Boukandoura, 2019, p. 557)

1.1. Problem of the study: Health institutions are undergoing a set of transformations that we can describe as rapid and related to the work environment, which has resulted in various challenges related to the ability to improve the quality of public health services in line with maintaining the improvement of the level of efficiency of human resources, which has contributed to the emergence of administrative leadership as a necessary tool to be applied in order to be able to direct the behavior of workers while contributing to enhancing their performance. Given the critical importance of administrative leadership, some healthcare institutions may also experience differences in the performance levels of their human resources. This can be attributed to the variation in the levels of implementation of various practices related to administrative leadership. Where we can start formulating the problem of our research study from a research concept that aims to try to understand the nature of the relationship that links administrative leadership as an independent variable and human resources performance as a dependent variable at the level of the public institution of neighborhood health Sidi Mohamed Ben Ali in the state of Relizane, and whether the dimensions of administrative leadership that were conceived within the study model can affect the performance of employees in this institution, the problem of our research study was formulated as follows: "Is there a statistically significant effect at the $\alpha \leq 0.05$ significance level of administrative leadership on human resources performance in the organization under study?"

1.2. Sub-problems of the study:

- Is there a statistically significant effect at the significance level of $\alpha \leq 0.05$ of transformational leadership on the performance of human resources in the organization under study?
- Is there a statistically significant effect at the significance level of $\alpha \leq 0.05$ of reciprocal leadership on human resources performance in the organization under study?
- Is there a statistically significant effect at the significance level of $\alpha \leq 0.05$ of innovative leadership on the performance of human resources in the organization under study?
- Is there a statistically significant effect at the $\alpha \leq 0.05$ significance level of democratic leadership on human resource performance in the organization under study?

1.3. Study hypotheses: Based on the conceptual model and theoretical perspective adopted within our study, and within the context of addressing our research problem and with the aim of verifying its validity, the main hypothesis of the study is as follows: "There is a statistically significant effect at the significance level of $\alpha \leq 0.05$ of administrative leadership on the performance of human resources in the institution under study."

1.4. Partial hypotheses for the study: We developed the partial hypotheses for our study as follows:

- There is a statistically significant effect at the significance level of $\alpha \leq 0.05$ of transformational leadership on the performance of human resources in the organization under study.
- There is a statistically significant effect at the significance level of $\alpha \leq 0.05$ of reciprocal leadership on human resources performance in the organization under study.
- There is a statistically significant effect at the significance level of $\alpha \leq 0.05$ for innovative leadership on the performance of human resources in the organization under study.
- There is a statistically significant effect at the significance level of $\alpha \leq 0.05$ for democratic leadership on human resources performance in the organization under study.

1.5. Objectives of the study: The main objective of this study is to be able to explore as well as measure the impact of administrative leadership consisting of its four dimensions: (transformational leadership, reciprocal leadership, innovative leadership, democratic leadership) on the performance of human resources at the Sidi Mohamed Ben Ali Public Neighborhood Health Institution in the state of Relizane. Through this study, we seek to identify the reality of administrative leadership as an independent variable, while being able to measure the level of human resources performance as a dependent variable, in addition to analyzing the nature of the relationship between these two variables within the organization, while revealing the extent of the impact of administrative leadership practices that were adopted according to the study model on improving human resources performance. While being able to identify the various challenges and difficulties that contribute to reducing the effectiveness of administrative leadership and its impact on the performance of the human resource, and finally working to provide various practical recommendations and suggestions that enable and help management develop various leadership practices in order to improve the performance of its human resources and control its level within the organization.

1.6. Study methodology: In this study, we relied on the descriptive approach because it is appropriate to the nature of the topic in which we conducted the research. We also relied on using the questionnaire as a main tool in order to collect this data and field data related to the study. We focused on these two methods because they are appropriate to achieve the objectives of the study, as the descriptive approach helped us in being able to monitor the various characteristics related to the study variables. While contributing to diagnosing the field reality at the level of the health institution under study, by being able to collect various data related to the research and classify them, as well as by being able to arrange and process them statistically, which helped in interpreting the results of the

study while being able to test hypotheses based on some statistical indicators based on a set of scientific foundations.

2. Basic concepts about administrative leadership and its dimensions, human resources performance:

2.1. The concept of administrative leadership: This is the process that aims to inspire individuals in order to provide them with the best results with the aim of achieving the various expected results, in addition to that, it is linked to the ability to guide individuals in the correct direction as well as to obtain their commitment after working to motivate them to achieve their goals. (zana, Rebaz, Hazhar, & Bestoon , 2020, p. 3096)

2.2. Concepts about the dimensions of digital leadership:

- **The concept of transformational leadership:** This is leadership that contributes to raising the morale of individuals. It also seeks to motivate employees and administrators while encouraging them to perform various tasks. Its foundations are based on accompanying all developments and changes that are characterized by surprise and novelty. (Rizk Allah & Tayyibi, 2019, p. 70)

- **The concept of reciprocal leadership:** It is a type of leadership that was introduced by the researcher (Burns), and we may find that the researcher (Bass) gave it a definition as a type of leadership that is based on the idea that its meaning is that it is a relationship between the leader and the subordinate and it is based on a series of exchanges, as reciprocal leadership requires the existence of an exchange between the leader and the subordinate on both performance and reward It has also been defined as a type of leadership based on the idea that there must be a chain of exchange of a set of common benefits between the leader and subordinates, in terms of functions as well as services, in order to achieve the organization's goals, although this relationship can be described as temporary. (Lahmidi, 2023, p. 439)

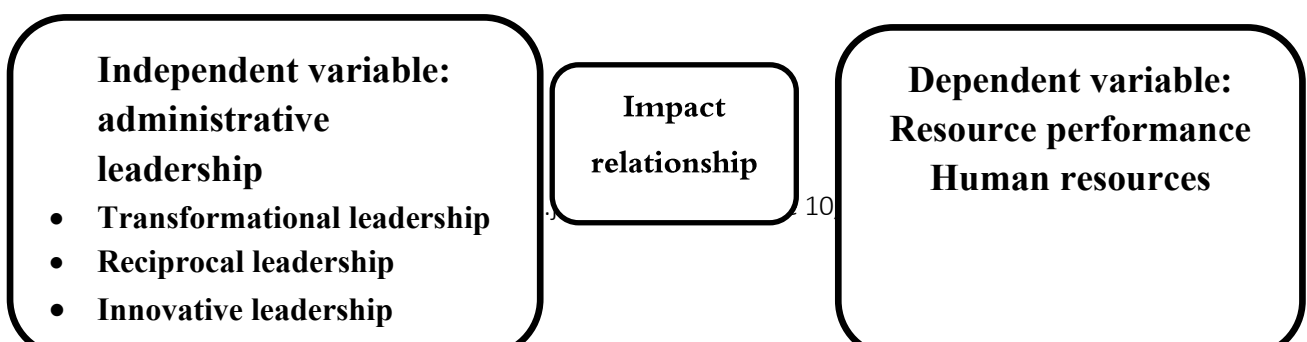
- **The concept of innovative leadership:** It can be defined as the process through which an individual leads various collective efforts in order to achieve those common goals, and also in the individual's ability to motivate and influence while working to empower others in order to contribute to success as well as achieving its goals. (Qarairi , 2023, p. 447)

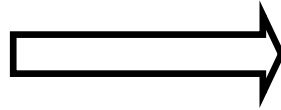
- **The concept of democratic leadership:** This is a common pattern within the administrative level, which includes the leader providing some guidance and directions to subordinates, and delegating authority to them among themselves in order to enable them to satisfy their needs, in addition to achieving cooperation among themselves and contributing to solving their various problems. It is not to mention delegating authority to subordinates who have the ability, given their competence and experience, to exercise it. (Badrani & Sakri, 2023, p. 198)

- **The concept of human resources performance:** It is the level that the working individual contributes to achieving when performing his work, in terms of the quality and quantity of work he provides, which can be described as the result obtained by completing a certain work. In another context, it is the effort that human resources exert, whether this is related to intellectual or even physical effort, in order for them to complete the various tasks assigned to them depending on their position. (Qawasmiya & Balnour, 2022, p. 139)

3. Study submission:

Study model: We prepared a model for our study as follows:





Source: Prepared by researchers

4. Introducing the study tool: In the field study, we used the questionnaire, which can be described as the basic tool through which data can be collected, as it was possible to prepare it and divide it into three axes as follows:

- **The first axis:** This axis was dedicated to identifying the various personal and demographic characteristics related to the members of the sample that we studied, as it consisted of (06) components that included: (gender, age, family status, years of experience, job position, training courses), in order to comprehensively and accurately form the various characteristics of the sample.
- **The second axis:** This axis contained the independent variable (administrative leadership) which included (04) dimensions as independent variables, which are: (transformational leadership, reciprocal leadership, innovative leadership, democratic leadership), where each dimension consists of 04 paragraphs, to reach a total of (16) paragraphs prepared based on the five-point Likert scale, with the aim of being able to measure the various trends associated with the individuals of the study sample As well as in order to identify their level of response to the four dimensions of the administrative leadership variable.
- **The third axis:** This axis included the dependent variable (human resources performance), which consisted of (06) paragraphs that we formulated according to the five-point Likert scale, with the aim of being able to measure all trends related to the members of the study sample, while determining the various levels of response associated with them towards the dependent variable human resources performance.

5. Study data: Within our research study, we relied on two main sources with the aim of obtaining data. We employed two types of data: (primary, secondary), to serve the main objectives of the research and in order to contribute to enhancing the accuracy of the results reached:

- **Primary data:** The method of collecting it was done using a main tool that was relied upon, which is the questionnaire, as we relied on distributing it to a random sample that included: (administrators, paramedics, doctors, technicians). This stage, in turn, aimed to obtain direct data that is related to the study variables This is followed by the process of transcribing all the data obtained in order to review it and analyze it statistically based on the (SPSS – v.25) program, with the aim of being able to extract the results related to the study and begin interpreting it according to an accurate scientific formulation.
- **Secondary data:** It was summarized in all scientific sources related to the theoretical aspect of the study topic, which included a group of peer-reviewed scientific articles from various previous studies, including Arab and foreign ones, which in turn helped us formulate the theoretical framework for the study while contributing to strengthening and consolidating the scientific background related to the study variables based on the study model, in addition to benefiting from it in order to be able to support and interpret the various results we obtained.

6. Study population and sample: The study population included all employees actually in service across the various health departments of the Sidi M'hamed Ben Ali Public Health Institution in the state of Relizane, whose number reached approximately 520 employees of various job ranks. We targeted a random sample within the study population, which in turn included various professional

categories, including doctors, technicians, administrators, and paramedics. In order to be able to collect data in the field, we distributed approximately 146 questionnaires, of which we retrieved 114 questionnaires. As for the missing questionnaires, their number reached 32, and as for the questionnaires that were not valid for analysis, their number reached 24, leaving the questionnaires valid for analysis, which numbered 90, as shown in Table No. (01):

Table No. (01): Number of questionnaires distributed, retrieved, lost, valid for analysis, and invalid for analysis

Study population	Distributed questionnaires	Retrieved questionnaires	Missing questionnaires	Invalid questionnaires for analysis	Questionnaires valid for analysis
520	146	114	32	24	90

Source: Prepared by researchers

7. Statistical data processing: This process associated with transcribing the data that we collected was processed in addition to analyzing it from the statistical side by relying on the program (SPSS V25), where we relied on employing a set of statistical methods that were compatible with the main objectives of our research study in the field, as for descriptive methods, we relied on calculating the arithmetic mean and standard deviation with the aim of being able to conduct a comprehensive description of the various characteristics associated with the study variables. With attention to explaining the general trend of the sample members towards all paragraphs related to the dimensions and variables of the study, as for the inferential statistical methods, we relied on the use of Cronbach's alpha coefficient in order to be able to measure the degree of stability of the study tool in addition to ensuring the measurement of its internal consistency. Pearson's correlation coefficient was also used to test the strength of the relationship between the study variables. We also used simple and multiple linear regression tests to measure the effect between the independent variables and the dependent variable within the study and also to verify the study hypotheses and verify their validity.

8. Stability of the study tool:

Table No. (02): Alpha Cronbach stability coefficient

code	Questionnaire axes	Stability coefficient
X	The first axis: administrative leadership	0.959
X1	The first dimension: transformational leadership	0.950
X2	The second dimension: reciprocal leadership	0.898
X3	The third dimension: innovative leadership	0.868
X4	The fourth dimension: democratic leadership	0.932
Y	The second axis: human resources performance	0.924
General stability coefficient		0.942

Source: Prepared by researchers based on the outputs of the statistical program (SPSS. V25)

Table No. (02) shows the sum of the values related to the stability coefficient (Cronbach's Alpha) for the various axes and dimensions of the questionnaire. We note that these values ranged between 0.868 and 0.959, and can be analyzed as being higher than the acceptable limit (0.70). We can interpret this by saying that the study tool enjoys a high degree of stability and internal consistency from the statistical aspect. As for the administrative leadership axis (X), we notice that it recorded a

stability coefficient equal to 0.959, which can be described as very high. Within it, we find that the first dimension, transformational leadership (X1), reached 0.950, while the second dimension, reciprocal leadership (X2), reached 0.898. As for the third dimension, innovative leadership (X3), it reached 0.868, which was the smallest value compared to the other values, but statistically it remains within the high and acceptable level. The fourth dimension, Democratic Leadership (X4), which had a value of 0.93, remains for the Human Resources Performance (Y) axis, which achieved a stability coefficient of 0.924. As for the general stability coefficient of the questionnaire, it reached 0.942, and it can be considered an excellent indicator that statistically confirms that the study tool had a high degree of reliability, as it is valid for use in statistical analysis as well as in testing the study hypotheses.

9. Validity of internal consistency of the measuring instrument:

Table No. (03): Testing the validity of the internal consistency of the statements belonging to the first dimension: transformational leadership

phrases	Pearson correlation (correlation at ** 0.01)	Sig (bilateral) Level of significance	N Study sample size
X1	1		90
X11	0.846 **	0.000	90
X12	0.867 **	0.000	90
X13	0.913 **	0.000	90
X14	0.874 **	0.000	90

Source: Prepared by researchers based on the outputs of the statistical program (SPSS. V25)

Table No. (03) showed us the statistical results of the internal consistency test for the first dimension statements: (transformational leadership), after calculating the Pearson correlation coefficient between each statement and the total degree of the dimension from a sample consisting of 90 individuals, where the statistical results indicate that all correlation coefficients were positive and also high, and their values ranged between 0.846 for statement X11 and 0.913 for statement X13. We note that all of them are statistically significant at the significance level of 0.01, as the value of Sig = 0.000 for all statements that were less than (0.01), and we conclude that statement X13 recorded the highest correlation coefficient with the total degree of dimension, with a value of 0.913, followed by statement X14 with a value of 0.874, then statement X12 with a value of 0.867, and finally statement X11 with a value of 0.846. All of these values reflect a strong connection with the dimension they measure. All statements in the first dimension (transformational leadership) have a high degree of internal consistency and contribute to measuring the concept itself in a homogeneous manner, which confirms to us their suitability for adoption within the field study to conduct various statistical analyses.

Table No. (04): Testing the validity of the internal consistency of the statements belonging to the second dimension: reciprocal leadership

phrases	Pearson correlation (correlation at ** 0.01)	Sig (bilateral) Level of significance	N Study sample size
X2	1		90
X21	0.744 **	0.000	90
X22	0.825 **	0.000	90
X23	0.923 **	0.000	90
X24	0.900 **	0.000	90

Source: Prepared by researchers based on the outputs of the statistical program (SPSS. V25)

Table No. (04) showed us the statistical results related to the internal consistency test for the second dimension statements: (commutative leadership), where we note that all correlation coefficients were positive and high, as their values ranged between 0.744 for statement X21 and 0.923 for statement X23, where we note that they were statistically significant at the significance level of 0.01, as the value of Sig = 0.000 for all statements that were less than (0.01), We note that the phrase X23 recorded the highest correlation coefficient with the total score of the second dimension, which amounted to 0.923, followed by the phrase X24 with a value of 0.900, then the phrase X22 with a value of 0.825, and finally the phrase X21 with a value of 0.744, which are values that contributed to achieving a strong correlation with the dimension it measures. All phrases of the second dimension: (reciprocal leadership) are characterized by a high degree of internal consistency and contribute to measuring the concept itself It expresses its suitability for adoption in field studies and for conducting various statistical analyses.

Table No. (05): Testing the validity of the internal consistency of statements related to the third dimension: innovative leadership

phrases	Pearson correlation (correlation at ** 0.01)	Sig (bilateral) Level of significance	N Study sample size
X3	1		90
X31	0.913 **	0.000	90
X32	0.900 **	0.000	90
X33	0.925 **	0.000	90
X34	0.908 **	0.000	90

Source: Prepared by researchers based on the outputs of the statistical program (SPSS. V25)

Table No. (05) showed us all the statistical results related to the internal consistency test for the third dimension statements: (innovative leadership). We notice that all correlation coefficients were positive and high, and their values ranged between 0.900 for statement X31 and 0.925 for statement X33, which was statistically significant at the significance level of 0.01, where the value of Sig = 0.000 for all statements, which is less than (0.01) The phrase X31 obtained the highest correlation coefficient with the total score of the third dimension, which amounted to 0.925, followed by the phrase X31 with a value of 0.913, then the phrase X34 with a value of 0.908, and finally the phrase

X32 with a value of 0.900, which are values that achieved a strong correlation with the dimension it measures. All phrases of the third dimension: (innovative leadership) are characterized by a high degree of internal consistency and support the measurement of the concept itself. It expresses its suitability for approval within the field study.

Table No. (06): Testing the validity of the internal consistency of statements related to the fourth dimension: Democratic leadership

phrases	Pearson correlation (correlation at ** 0.01)	Sig (bilateral) Level of significance	N Study sample size
X4	1		90
X41	0.907 **	0.000	90
X42	0.924 **	0.000	90
X43	0.908 **	0.000	90
X44	0.875 **	0.000	90

Source: Prepared by researchers based on the outputs of the statistical program (SPSS. V25)

Table No. (06) showed us the statistical results of the internal consistency test for the statements of the fourth dimension: (democratic leadership). The correlation coefficients were all positive and high, and their values ranged between 0.875 for the statement X44 and 0.924 for the statement X42. They are statistically significant at the significance level of 0.01, and the value of Sig = 0.000 for all statements that were less than (0.01). The phrase X42 obtained the highest correlation coefficient with the total score of the fourth dimension with a value of 0.924, followed by the phrase X43 with a value of 0.908, then the phrase X41 with a value of 0.907, and then the phrase X44 with a value of 0.875, which are values that achieved a strong correlation with the dimension it measures, and all phrases of the fourth dimension: (democratic leadership) are characterized by a high degree of internal consistency.

Table No. (07): Testing the validity of the internal consistency of the statements dependent on the dependent variable: Human Resources Performance

phrases	Pearson correlation (correlation at ** 0.01)	Sig (bilateral) Level of significance	N Study sample size
y	1		90
y1	0.936 **	0.000	90
y2	0.902 **	0.000	90
y3	0.928 **	0.000	90
y4	0.916 **	0.000	90
y5	0.901 **	0.000	90
y6	0.890 **	0.000	90

Source: Prepared by researchers based on the outputs of the statistical program (SPSS. V25)

Table No. (07) shows us the various statistical results related to the internal consistency test for the statements of the dependent variable: (human resources performance), where we conclude that all correlation coefficients were positive and high, as we note that their values ranged between 0.890 for the statement y6 and 0.936 for the statement y1, which are statistically significant values at the significance level of 0.01, where the value of Sig = 0.000 for all statements, which is less than (0.01). We note that statement y1 recorded the highest correlation coefficient with the total score of the dependent variable: (human resources performance), which amounted to 0.936, followed by statement y3 with a value of 0.928, then followed by statement y4 with a value of 0.916, then statement y2 with a value of 0.902, as for statement y5 with a value of 0.901, and finally statement y6

with a value of 0.890, which are values that achieved a strong correlation with the variable they measure. All statements of the dependent variable: (human resources performance) were characterized by a high degree of internal consistency and contributed to measuring the concept itself.

10. Metadata for the study sample: To know the characteristics of the studied sample, we relied on the respondents' answers:

Table No. (08): Distribution of sample members according to the gender variable

Variable	Description	Repetition	Percentage %
Sex	male	33	36.7
	female	57	63.3
Age	From 18 to 29 years	22	24.4
	From 30 to 39 years	33	36.7
	From 40 to 49 years	28	31.1
	From 50 years and above	07	7.8
Family status	single	25	27.8
	married	65	72.2
Professional experience	From 01 to 05 years	26	28.9
	From 06 to 08 years	17	18.9
	From 09 to 15 years	23	25.6
	More than 15 years	24	26.7
Job position	Administrative	29	32.2
	doctor	17	18.9
	Paramedical	33	36.7
	Technician (laboratory, medical imaging operator)	11	12.2
Training courses	From 01 to 03 courses	38	42.2
	From 04 to 05 courses	21	23.3
	From 06 to 07 courses	13	14.4
	More than 8 courses	18	20

Source: Prepared by researchers based on the outputs of the statistical program (SPSS. V25)

10.1. Analysis of the results of Table No. (08):

We note from the statistical results contained in Table No. (08) that the study sample consists of 90 individuals, and it is possible to begin analyzing their various demographic and professional characteristics as follows:

- **According to the gender variable:** We note that females took the largest percentage of the sample members, as their number reached about 57 individuals, or 63.3%, compared to the number of males, which reached about 33 males, or 36.7%. This indicates a high rate of female representation in the institution under study.

- **According to the age variable:** The results showed that the age group from 30 to 39 years ranked first with about 33 singles, which accounted for 36.7%, followed by the age group from 40 to 49 years with about 28 singles, which accounted for 31.1%, then came the age group from 18 to 29 years with about 22 singles, which accounted for 24.4%, while the group from 50 years and above

ranked last with 7.8% This indicates that the majority of the study sample members belong to age groups that are professionally active.

• **According to the family status variable:** We conclude that the majority of the study sample members are married, numbering 65 single women, representing about 72.2%, while we note that the number of single women reached about 25 single women, representing about 27.8%.

• **According to the variable of professional experience:** The statistical results indicate that there is diversity among the study sample members in terms of professional experience. We note that the group over 15 years old numbered about 24 individuals, representing 26.7%, followed by the group from 1 to 5 years old, which numbered about 26 individuals, representing 28.9%, then came the group from 9 to 15 years old, which numbered 23 individuals, representing 25.6% This is followed by the 6-8 year category, which numbered 17 individuals, representing 18.9%, indicating the presence of individuals with varying levels of professional experience.

• **According to the job position variable:** It is clear from the results obtained that the paramedical category represented the largest percentage, which amounted to 36.7%, with about 33 individuals, followed by the administrative category with about 32.2%, with 29 individuals, then came the doctors category with 18.9%, with 17 individuals, while the technicians category (laboratories, medical imaging device operators) accounted for 12.2%, with about 11 individuals This professional diversity, in turn, will contribute to enhancing the representation of different job categories within the study.

• **According to the training courses variable:** We note that about 42.2% of the sample members were able to benefit from one to three courses, while about 23.3% benefited from four to five courses, and about 14.4% benefited from six to seven courses, while we find that about 20% benefited from more than eight courses. This indicates the clear disparity in the levels of benefit from the various training courses among all members of the sample.

11. Diagnosing the general trend of the study variables:

11.1. Diagnosing the general trend in the dimensions of the independent variable Administrative leadership:

Table No. (09): Diagnosis of the first dimension of transformational leadership

Paragraphs	Arithmetic Mean	Standard Deviation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Trend and Rank	
			Frequencies						
			Percentages %						
The leader encourages me to develop my existing skills (X11)	2.68	.126	16	35	08	24	07	Neutral	2
			17.8	38.9	8.9	26.7	07.8		
The leader inspires me to achieve higher goals and ambitions (X12)	2.70	1.18	13	34	16	21	06	Neutral	1
			14.4	37.8	17.8	23.3	6.7		
The leader cares about my professional and personal well-being (X13)	2.48	1.25	20	37	11	14	08	Strongly Disagree	3
			22.2	41.1	12.2	15.6	8.9		

A leader helps me set a clear vision for my future (X14)	2.47	1.18	19	36	13	17	05	Strongly Disagr	4
			21.1	40	14.4	18.9	5.6		
The first dimension: transformational leadership (x1):	2.58	1.06	General attitude of respondents					Strongly Disagree	

Source: Prepared by researchers based on the outputs of the statistical program (25 SPSS v)

It is clear from Table No. (09) that the general arithmetic mean of the transformational leadership dimension (X1) was 2.58, while the standard deviation was 1.06. We can explain these statistical results by saying that the general trend of the study sample members towards the four phrases of this dimension (X11, X12, X13, X14) tended to be inconsistent, and this indicates that transformational leadership practices, in turn, are not perceived at a high level among the sample members. At the level of the four statements, we note that the arithmetic averages ranged between 2.47 and 2.70, as statement X12 recorded the highest arithmetic average of 2.70, followed by statement X11 with an arithmetic average of 2.68, while statement X14 recorded the lowest average of 2.47, followed by statement X13 with an arithmetic average of 2.48. We also note that the relative distributions showed that a significant percentage of the study sample chose the option "disagree" and "strongly disagree." For most of the statements, especially statement X13, the total percentage of disapproval was about 61.1%, which indicates the weak awareness of employees of these practices of transformational leadership, which are related to developing skills in addition to achieving ambitions, as well as engaging employees in order to formulate a clear future vision. It can be judged that the level of transformational leadership in the institution under study was relatively low based on the opinions of the sample members. This requires working to promote transformative leadership practices, especially with regard to motivating employees in addition to developing their capabilities, as well as engaging them in order to define a vision and make decisions.

Table No. (10): Diagnosis of the second dimension of reciprocal leadership

Paragraphs	Arithmetic Mean	Standard Deviation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Trend and Rank	
			Frequencies						
			Percentages %						
The leader punishes me when I make a mistake and monitors my performance (X21)	2.92	1.31	16	24	09	33	08	Neutral	4
			17.8	26.7	10	36.7	8.9		
The leader rewards me for my clearly good performance (X22)	2.94	1.27	14	23	17	26	10	Neutral	2
			15.6	25.6	18.9	28.9	11.1		
The leader accurately explains to me my professional responsibilities	3.11	1.22	11	20	16	34	09	Neutral	1
			12.2	22.2	17.8	37.8	10		

and tasks (X23)									
The leader makes decisions based on my performance (X24)	2.92	1.30	17	21	12	32	08	Neutral	3
			18.9	23.3	13.3	35.6	8.9		
The second dimension: reciprocal leadership (x2):	2.98	1.08	General attitude of respondents					Neutral	

Source: Prepared by researchers based on the outputs of the statistical program (25 SPSS v)

The results of Table (10) indicate that the general arithmetic mean of the reciprocal driving dimension (X2) was about 2.98, while the standard deviation was equal to 1.08, which shows us the existence of a neutral trend among the study sample members, as the averages ranged between 2.92 and 3.11, as we note that the phrase X23 recorded the highest average of 3.11, while we note that the averages of the rest of the phrases were similar in general. We can judge that the level of reciprocal leadership practice was average and neutral based on the point of view of the study sample members at the institution under study, and this indicates that reciprocal leadership practices were present to a moderate degree, with a relative superiority of the phrase X23 with an arithmetic mean of 3.11.

Table No. (11): Diagnosis of the third dimension of innovative leadership

Paragraphs	Arithmetic Mean	Standard Deviation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Trend and Rank	
			Frequencies						
			Percentages %						
The leader encourages me to think creatively and solve problems in new ways (X31)	2.87	1.32	17	24	11	29	09	Neutral	3
			18.9	26.7	12.2	32.2	10		
The leader supports me in experimenting with new ideas (X32)	2.70	1.29	18	30	11	23	08	Neutral	4
			20	33.3	12.2	25.6	8.9		
The leader opens up the field of continuous development and learning for me (X33)	2.93	1.35	15	26	12	24	13	Neutral	2
			16.7	28.9	13.3	26.7	14.4		
The leader pushes me to invent new ways to perform my tasks (X34)	2.99	1.37	20	15	11	34	10	Neutral	1
			22.2	16.7	12.2	37.8	11.1		
The third dimension: innovative leadership (x3):	2.88	1.22	General attitude of respondents					Neutral	

Source: Prepared by researchers based on the outputs of the statistical program (25 SPSS v)

The results of Table No. (11) indicate that the overall arithmetic mean of the innovative leadership dimension (X3) was 2.88 and the standard deviation was 1.22. This indicates the existence of an average and neutral level for the various practices related to innovative leadership depending on the point of view of the study sample members, as we note that the averages for the four phrases (X31, X32, X33, X34) ranged between 2.70 and 2.99. The X34 statement recorded the highest arithmetic average of 2.99, while the X32 statement recorded the lowest average of 2.70. It can be judged that the level of innovative leadership was average, which indicates the need to work on enhancing the encouragement of new ideas in addition to innovation among employees.

Table No. (12): Diagnosing the fourth dimension of democratic leadership

Paragraphs	Arithmetic Mean	Standard Deviation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Trend and Rank	
			Frequencies						
			Percentages %						
The leader consults employees before making decisions (X41)	3.01	1.27	12	26	11	31	10	Neutral	4
			13.3	28.9	12.2	34.4	11.1		
The leader helps value employees' opinions and encourages them to participate in decisions (X42)	3.02	1.29	14	21	14	31	10	Neutral	3
			15.6	23.3	15.6	34.4	11.1		
The leader contributes to enhancing collective cooperation among employees (X43)	3.11	1.15	08	26	09	42	05	Neutral	2
			8.9	28.9	10	46.7	5.6		
The leader contributes to providing a work environment that helps employees freely express their opinions (X44)	3.13	1.27	12	20	13	34	11	Neutral	1
			13.3	22.2	14.4	37.8	12.2		
The Fourth Dimension: Democratic Leadership (x4):	3.06	1.12	General attitude of respondents					Neutral	
Independent variable: Administrative leadership (X)	2.88	0.98						Neutral	

Source: Prepared by researchers based on the outputs of the statistical program (25 SPSS v)

From the results of Table (12), we note that the general arithmetic mean of the democratic leadership dimension (X4) was 3.06 and the standard deviation was 1.12. This is evidence that the level of democratic leadership practice was average and at the same time tended towards positive. The arithmetic means of the four phrases (X41, X42, X43, X44) ranged between 3.01 and 3.13, while the phrase X44 recorded the highest arithmetic mean of 3.13. While the phrase X41 recorded the lowest arithmetic mean of 3.01, we note that the study sample members, in turn, are aware of the existence of moderate democratic leadership practices, especially with regard to the necessity of working to provide a suitable work environment in addition to listening to the various opinions of employees at the level of the institution under study.

Analysis of the results of the independent variable, administrative leadership: The results of Table No. (12) indicate that the general arithmetic mean of the independent variable, administrative leadership (X), was 2.88 and the standard deviation was 0.98. It can be judged that the level of administrative leadership practice was average and tended towards neutrality from the point of view of the study sample members.

11.2. Diagnosing the general trend in the dimensions of the dependent variable: Human Resources Performance:

Table No. (13): Diagnosis of the dependent variable: Human Resources Performance

Paragraphs	Arithmetic Mean	Standard Deviation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Trend and Rank	
			Frequencies						
			Percentages %						
I am committed to carrying out my tasks efficiently and effectively (y1)	3.28	1.38	12	21	06	32	19	Neutral	2
			13.3	23.3	6.7	35.6	21.1		
I have good abilities to make good decisions (y2)	3.27	1.27	08	25	07	35	15	Neutral	4
			8.9	27.8	7.8	38.9	16.7		
I am committed to completing my tasks on time (y3)	3.22	1.35	12	21	09	31	17	Neutral	5
			13.3	23.3	10	34.4	18.9		
I have effective communication skills (y4)	3.35	1.17	07	17	16	37	13	Neutral	1
			7.8	18.9	17.8	41.1	14.4		
I continuously develop my skills through training and learning (y5)	3.19	1.36	12	23	08	30	17	Neutral	6
			13.3	25.6	8.9	33.3	18.9		
I contribute to the serious implementation of programmed action plans (y6)	3.27	1.36	14	14	13	31	18	Neutral	3
			15.6	15.6	14.4	34.4	20		
Dependent variable: HR	3.26	1.20	General attitude of respondents					Neutral	

performance Y				
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Source: Prepared by researchers based on the outputs of the statistical program (25 SPSS v)

We note from the results contained in Table No. (13) that the general arithmetic mean of the dependent variable, human resources performance, was (3.26), and the standard deviation was equal to (1.20), which indicates that the level of human resources performance at the level of the institution under study was according to an average score based on the five-point Likert scale, so the arithmetic mean fell within the average category. This indicates that the study sample members did not view HR performance as very high, but rather had a judgment that it was acceptable and average in general. The arithmetic averages of the six statements (Y1, Y2, Y3, Y4, Y5, Y6) of the dependent variable HR performance ranged between 3.19 and 3.35, with the statement (Y4) ranking first with an arithmetic average of 3.35. While the phrase (Y5) ranked last with an arithmetic mean of 3.19, these results indicate that the study sample members were aware of the existence of an acceptable level of human resources performance, although it needs further development and improvement in order to raise it to a high level. We also note that the standard deviation values ranged between 1.17 and 1.38, which indicates a relative variation in the various answers of the study sample members to the six statements related to the dependent variable of human resources performance.

12. Testing study hypotheses:

12.1. Testing the main hypothesis: In order to be able to test the main hypothesis of the study, we relied on the simple linear regression model, after previously verifying the availability of its statistical conditions based on the overall significance of the model (the significance of the model as a whole), based on the statistical data contained in Table No. (14):

Table No. (14): Results of variance analysis for simple regression

Model	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	Calculated F-value	Significance Level (Sig.)	Coefficient of Determination (R^2)	Correlation Coefficient (r)	Durbin Watson
Regression	23.190	1	23.190	19.267	0.000	0.180	0.424	0.745
Residual Error	105.916	88	1.204					
Total	129.105	89						

Source: Prepared by researchers based on the outputs of the statistical program (SPSS - V. 25)

Table No. (15): Results of simple regression analysis to test the main hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients (Beta)	Calculated t-value	Significance Level (Sig.)
	B	Standard Error			
Constant	1.760	0.362	-	4.863	0.000
administrative leadership	0.523	1.119	0.424	4.389	0.000

Note that the dependent variable: human resources performance

The main hypothesis H0 was formulated as follows: There is a statistically significant effect at the significance level of $\alpha \leq 0.05$ for administrative leadership on the performance of human resources in the organization under study, as it is clear to us from the results of Table No. (14) that the

coefficient of determination (R^2) is equal to 0.180, and we can interpret this as the independent variable (administrative leadership) explaining %18 of the various changes that occur in the dependent variable (human resources performance), while the remaining percentage, estimated at about 82%, can be attributed to a group of other factors that were not included in the statistical model of the study or we explain this by the presence of random error. The correlation coefficient (r) was 0.424, which indicates a positive (direct) relationship that can be described as medium strength between the study variables (administrative leadership and human resources performance), while the calculated F value was 19.267, which indicates the efficiency and quality of the simple regression model used to explain the relationship between the independent variable of administrative leadership and the dependent variable of human resources performance. We note that the significance level Sig reached (Sig = 0.000), which is less than the morale level of 0.05. We interpret this value as a confidence level of 99.9% or higher. This indicates that administrative leadership as an independent variable actually affects the dependent variable, human resources performance. The effect is considered statistically significant to a very certain degree. We can interpret the value of the independence test (Durbin-Watson) as a low value if compared to the ideal limit close to 2, which indicates the possibility of a positive autocorrelation between the errors. Based on the statistical data that are outputs of the statistical program (25 SPSS v) and are found in Table No. (14), we notice that the significance level F is equal to 0.000, which was less than the significance level of 0.05. Therefore, we accept the null hypothesis H_0 , which states that there is a statistically significant effect at the significance level of $\alpha \leq 0.05$ for administrative leadership on the performance of human resources in the institution under study. Accordingly, the simple regression equation, based on the statistical model, becomes as follows: where: X: administrative leadership, Y: human resources performance.

$$Y = 1.760 + 0.523 X$$

Within the statistical results contained in Table No. (15), the value of the constant limit was Constante ($B = 1.760$), which indicates that when human resources performance equals 1.760, the level of administrative leadership equals zero. The value of the non-standard coefficient B for administrative leadership equals 0.523, which indicates the additional amount that Administrative leadership can add as an independent variable to human resources performance as a dependent variable. That is, increasing the level of administrative leadership as an independent variable by one unit directly contributes to increasing human resources performance by 0.523 units, and the calculated T value reached 4.863 according to the significance level equal to 0.000, which indicates the statistical significance of the constant. The standard coefficient value was Béta ($B = 0.424$), which reflects the relative strength of the administrative leadership influence. It is a positive value that indicates the presence of a direct positive influence from average to good.

12.2. Partial hypothesis testing: We will rely on using the test related to multiple regression in order to verify the validity of the partial hypotheses, after we confirm that the necessary statistical conditions for its application are met, with regard to the overall significance of the model as shown in Table No. (16):

Table No. (16): Results of variance analysis for multiple regression

Model	Sum of Squares (SS)	Degrees of Freedom (df)	Mean Square (MS)	Calculated F-value	Significance Level (Sig.)	Coefficient of Determination (R^2)	Correlation Coefficient (r)	Durbin Watson
Regression	53.048	4	13.262	14.822	0.000	0.411	0.641	1.376
Residual Error	76.057	85	0.895					
Total	129.105	89						

Source: Prepared by researchers based on the outputs of the statistical program (SPSS - V. 25)

Table No. (17): Results of multiple regression analysis to test partial hypotheses

Model	Unstandardized Coefficients		Standardized Coefficients (Beta)	Calculated t-value	Significance Level (Sig.)	Collinearity Statistics	
	B	Standard Error				Tolérance	VIF
Constant	1.573	0.322	-	4.881	0.000	-	-
Transformational leadership	0.334	0.135	0.296	2.478	0.015	0.487	2.053
Reciprocal leadership	0.747	0.138	0.671	5.398	0.000	0.448	2.232
Innovative leadership	- 0.118	0.144	- 0.119	- 0.814	0.418	0.325	3.076
Democratic leadership	- 0.344	0.152	- 0.322	- 2.269	0.026	0.344	2.909

Source: Prepared by researchers based on the outputs of the statistical program (SPSS - V. 25)

12.3. Analysis of the results of Table No. (16): Based on the statistical results contained in Table No. (16), we can interpret them as follows:

- **Interpretation of the value of the coefficient of determination ($R^2 = 0.411$):** Its value indicates that the four dimensions of administrative leadership (transformational leadership, reciprocal leadership, innovative leadership, and democratic leadership) contribute to explaining 41.1% of the various changes that occur in the dependent variable of human resources performance, while we can return the remaining percentage, estimated at about 58.9% To those other external or so-called random factors that were not included in the statistical model, in addition to what is known as random error.

- **Interpretation of the value of the correlation coefficient ($r = 0.641$):** Its value indicates the achievement of a direct correlation that can be described as positive and which ranges from medium to strong between the four independent dimensions (transformational leadership, reciprocal leadership, innovative leadership, democratic leadership), which belong to the independent variable, combined administrative leadership, and the dependent variable, human resources performance.

- **Interpreting the significance of the model as a whole: (calculated F value, significance level Sig):** We note that the calculated statistical test value F reached 14.822 with a significance level of (Sig = 0.000), which was less than the significance level of $\alpha \leq 0.05$. This confirms to us the fulfillment of the statistical significance of the regression model and its validity for prediction. Which indicates the presence of a statistically significant effect of the dimensions of the independent variable, administrative leadership combined, on the dependent variable, human resources performance.

- **Interpretation of the value of the autonomy of errors (Durbin-Watson):** Its value was 1.376 which indicates a measure of the autonomy between prediction errors, which are called residuals. These statistical results confirm to us the existence of a positive impact, which is considered statistically significant, of administrative leadership as an independent variable in its four dimensions in improving and developing the dependent variable, human resources performance in the institution under study.

12.4. Analysis of the results of Table No. (17): Based on the statistical results contained in Table No. (17), which we interpret as follows:

Checking the problem of linear multiplicity (Multicollinearity):

- **Interpretation of the value of the tolerance coefficient (Tolerance – Tol):** We note that the Tol values for all independent variables ranged between (0.325 and 0.487), which can be interpreted as being higher than the applicable statistical standard (0.10).

- **Variance Inflation Factor (VIF):** We note that VIF values ranged between (2.053 and 3.076), which was less than the maximum acceptable limit (10).

From the values of the Tol and VIF coefficients, we conclude that there is no problem of linear multiplicity between the independent variables, which indicates the validity of the model as well as the testing of partial hypotheses.

- **Interpretation of the constant value (Constant):** The constant value of B = 1.573 represents the value that is expected for the dependent variable HR performance when all values of the independent variables (transformational leadership, reciprocal leadership, innovative leadership, and democratic leadership) are equal to zero.

The multiple linear regression equation for this model becomes as follows:

$$\begin{aligned} \text{HRP} &= \alpha + \beta_1 \text{TL} + \beta_2 \text{RL} + \beta_3 \text{IL} + \beta_4 \text{DL} \\ \text{HRP} &= 1.573 + 0.334 \text{TL} + 0.747 \text{RL} - 0.118 \text{IL} - 0.344 \text{DL} \end{aligned}$$

Where:

TL: Transformational leadership

RL: Reciprocal leadership

IL: Innovative leadership

DL: Democratic leadership

HRP: Human resources performance

12.5. Testing the first partial hypothesis H01: which was formulated as follows: "There is a statistically significant effect at the significance level of $\alpha \leq 0.05$ for transformational leadership on the performance of human resources in the organization under study" Looking at the statistical results in Table No. (17), we note that the significance level Sig is equal to 0.015, which is less than the significance level of 0.05. Therefore, we accept the null hypothesis H01, which states that there is a statistically significant direct positive effect at the significance level of $\alpha \leq 0.05$ for transformational leadership on the performance of human resources in the organization under study. The first partial hypothesis is correct.

12.6. Testing the second partial hypothesis H02: which was formulated as follows: "There is a statistically significant effect at the significance level of $\alpha \leq 0.05$ for reciprocal leadership on the performance of human resources in the organization under study" Based on the statistical results found in Table No. (17), we note that the significance level Sig is equal to 0.000, which is less than the significance level of 0.05. Therefore, we accept the null hypothesis H02, which states that there is a statistically significant direct positive effect at the significance level of $\alpha \leq 0.05$ for reciprocal leadership on the performance of human resources in the institution under study. The second partial hypothesis is correct.

12.7. Testing the third partial hypothesis H03: which was formulated as follows: "There is a statistically significant effect at the significance level of $\alpha \leq 0.05$ for innovative leadership on the performance of human resources in the organization under study" Based on the statistical results contained in Table No. (17), where we note that the significance level Sig is equal to 0.418, which is greater than the significance level of 0.05, we therefore reject the null hypothesis H03 and accept the alternative hypothesis H3, which states that there is no statistically significant effect at the significance level of $\alpha \leq 0.05$ for innovative leadership on the performance of human resources in the institution under study. The third partial hypothesis is incorrect and we accept its alternative hypothesis.

12.8. Testing the fourth partial hypothesis H04: which was formulated as follows: "There is a statistically significant effect at the significance level of $\alpha \leq 0.05$ for democratic leadership on the performance of human resources in the institution under study" Based on the statistical results found in Table No. (17), where we note that the significance level Sig is equal to 0.026, which is less than the morale level of 0.05, and thus we accept the null hypothesis H03, which states that there is a statistically significant inverse negative effect at the significance level of $\alpha \leq 0.05$ for democratic leadership on the performance of human resources in the institution under study, the fourth partial hypothesis is correct.

13. Conclusion:

Through this study, we sought to reveal the impact of the dimensions of administrative leadership, which were limited to (transformational leadership, reciprocal leadership, innovative leadership, and democratic leadership) in order to be able to enhance the performance of human resources. The statistical results that we reached through the multiple linear regression model used in the study revealed to us the existence of a statistically significant impact of administrative leadership on the performance of human resources we conclude that reciprocal leadership was the most influential and positive, followed by transformational leadership. We also found that democratic leadership showed the opposite effect, while innovative leadership did not have any statistically significant effect. It can be judged that the leadership mix used in our field study indicates clarity of exchanges and rewards in addition to inspiring vision, as it represents the basic pillar in order to improve the efficiency of the human element in the institution under study.

14. Study results:

- There was a direct and statistically significant effect of reciprocal leadership, as the value of the typical coefficient reached ($B = 0.671$) in addition to the calculated T value of 5.398 according to the significance level ($\text{Sig} = 0.000$), which indicates that reciprocal leadership was the strongest and most positive independent variable in order to improve human resources performance.
- There is a direct and statistically significant effect of transformational leadership, as the value of the typical coefficient reached ($B = 0.269$) in addition to the calculated T value of 2.478 according to the

significance level ($\text{Sig} = 0.015$), which indicates the positive contribution of transformational behavior to the process of raising the efficiency of human resources performance.

- The presence of a negative and statistically significant adverse effect of democratic leadership, as the value of the typical coefficient reached ($B = 0.322$) in addition to the calculated T value -2.269 according to the significance level ($\text{Sig} = 0.026$), which indicates the presence of a significant negative effect of this type of leadership on the performance of human resources within the work environment of the current study.

- The absence of a statistically significant effect of innovative leadership, as the value of the typical coefficient ($B = 0.119$) in addition to the calculated T value -0.814 according to the significance level ($\text{Sig} = 0.418$), is a value considered higher than the significance limit of 0.05 , and this is evidence of the rejection of the hypothesis related to the effect of innovative leadership on the dependent variable of human resources performance.

15. Suggestions:

- Working to enhance various reciprocal leadership practices by focusing on linking performance to a system characterized by clear rewards and recognition, in addition to defining tasks as well as individual targets, as they are considered the most influential in order to raise the level of performance.

- Focus on activating transformational leadership by investing in the future vision while being able to motivate and inspire employees, in addition to creating an environment that encourages personal and professional development and is integrated with the reciprocal model.

- Resetting and directing all democratic practices by being able to review the pattern of participatory decision-making, in order to ensure that it does not contribute to disrupting procedures or harming responsibilities, with attention to transforming democracy towards decisive, directive participation.

- Creating an environment that supports innovative leadership by working to provide the infrastructure, as well as the necessary resources, in order to implement all creative ideas by paying attention to amending various work regulations to allow for allocating part of the experience as well as innovation without any fear affecting performance evaluation.

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