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## Does the role of leadership skills have an impact on improving the performance of human resources?

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### Abstract

The study aims to discover the relationship of influence between leadership skills across its dimensions (confidence in performance, participation in decision-making, and time management) (an independent variable) and between human resources performance (a dependent variable) and its dimensions. (Technological, organizational, human) The study expressed the problem through a set of questions centered on whether there is a relationship of influence and correlation between the variables of the study. In light of this, a hypothetical model was built from which the main study hypotheses emerged. To test the validity of the hypotheses, data was collected through a questionnaire tool and prepared for this purpose, and a sample of (240) individuals was chosen from leaders, department heads, and divisional officials in the banks investigated. In light of the results, the researchers reached a set of conclusions: Leadership skills are considered one of the best orientations as a style. A new approach based 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 abilities. The study recommended many recommendations, the most important of which are: working to set actual priorities for the dimensions of leadership skills and clarifying its repercussions on self-efficacy, taking into account that the influencing value of each dimension of leadership skills has a role in human resources performance, meaning that these dimensions must be adopted and the comparison between them 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, as leadership skills represent the basis for marking their plans, revealing their future directions and clarifying their behaviors, which has made these priorities an entry point for marking discussions and emerging the features of dialogue. Even the controversy between work parties, in addition to that, these skills constitute a point of distinction regarding the contributions of leadership skills in the field of work, and the case may reach the point of showing signs of interest in everything that is going on within their future directions, which means that leadership skills represent a candidate to determine the most prominent features

of interest they have regarding.

Certain aspects rather than others, and this is an indication of the nature of leadership, which recognizes the importance of raising the morale of subordinates, recognizing their desires, and accomplishing the work assigned to them in order to achieve the ultimate goals of the team, because every type of leadership has its priorities in the field of work and in a way that puts it in a leadership position. Excellence, transformation, change, and here is a reference to clarifying the features of interest and defining leadership skills, which recognize the importance of raising the morale of subordinates, recognizing their desires, and accomplishing the work assigned to them in order to achieve the ultimate goals of the team. Leadership skills also play an essential role in instilling confidence among subordinates. Within the researched company, their participation in decision-making, providing guidance, and helping them in growth and success. To achieve the above, the research included four sections, the first of which was devoted to presenting the methodology of the study. In contrast, the second section included the theoretical aspect of the study: leadership skills and their dimensions, performance, human resources and their dimensions, and the third section came to presenting The scientific aspect of the study, and the research concluded its endeavor with the study section, which was devoted to presenting the conclusions and proposals that emerged from the study.

### Problem of the study

Human resources performance was and still is the ultimate goal in the field of work, which prompted the leadership in banks to devote all its attention to filling the gaps in the field of raising employees' performance in the presence of some organizational problems related to human resources performance behavior that lead to confusion, because it is a gateway to employees' recognition of their abilities, as well as their confidence. themselves, and since the self-efficacy of employees is within the framework of deficiencies and states of weakness, according to the researchers' point of view, the process of supporting, strengthening, and raising its level has become an existing matter and a strategic requirement that leadership skills must adopt and make of it a basis and entry point in their field of interests. The importance of highlighting the need to identify and promise leadership priorities became clear. The most appropriate way to address any deficiency cases, and the problem of the study can be diagnosed by answering the following question:

-To what extent can leadership skills positively affect the

direction of human resources performance towards achieving the banks' goals?

Third: Objectives of the study

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

- 1- Identifying the extent to which leadership skills are practiced from the point of view of human resources performance in the investigated banks.
- 2-Assessing the level of leadership skills in the investigated banks with regard to applying the dimensions of leadership skills priorities and human resources performance.
- 3- Identifying the nature of the relationship and the impact between leadership skills and the performance of the human resources of the researched banks.
- 4 Providing some conclusions and recommendations to the researched banks regarding interest in eliminating the impact of leadership skills on the performance of human resources of the researched banks.
- 5 Providing a theoretical presentation of the variables of the current study (leadership skills, performance, human resources) within the framework of benefiting from the proposals of writers and researchers in this field, with attempts to add and diligently, according to the requirements of the situation and the requirements of the current study.
- 6 Explaining the impact that leadership skills have across their dimensions (combined) on the performance of human resources at the level of the banks investigated.

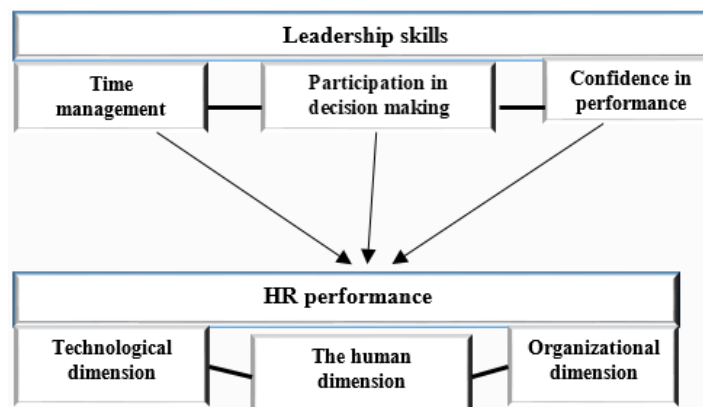
### Importance of study

1. It deals with a lively topic, in addition to the lack of studies and research that have been presented according to the researchers' point of view.
2. The scientific value of this study, which constitutes a knowledge enrichment for the Jordanian Arab Library.
3. The premise of the current study confirms the addition and the researchers' attempt to strive within the limits of the possible
4. This study ensures the interaction between theoretical frameworks and applied aspects.

### Study hypotheses

- 1- There is a positive, statistically significant correlation between leadership skills and human resources performance in the banks studied.
- 2- There is a positive, statistically significant effect of leadership skills on improving the performance of human resources in the banks studied.

### Hypothesis research scheme



Source: Prepared by researchers

Fig 1: Hypothetical diagram

## Methods of collecting information, measurement and analysis

Method of collecting and analyzing data and information: The researchers relied on a set of methods for collecting data and information, which were determined with the help of many Arab and foreign sources related to the subject of the research. To cover the theoretical aspect, the questionnaire form was used as the main tool for collecting data and information on the field aspect.

## Literature review

Leadership skills are among the positive styles and modern trends of leadership in the field of business administration, which have emerged on the scientific scene recently, as they have emerged among the important topics in the world of business, and leaders can coordinate the efforts of many strong-willed individuals so that they can work together in a cohesive manner. In pursuit of common goals (Drewniak *et al.*, 2020) <sup>[1]</sup>. It has become an important criterion that determines the success of any organization. The success or failure of the organization in achieving its goals is often attributed to the efficiency or incompetence of its leadership. These leaders grant authority, trust, and freedom of action to workers in the field of work, and this behavior generates a positive feeling in them about the organization and makes them bear responsibility (Kaiser *et al.*, 2008) <sup>[2]</sup>. The skills that the leadership adopts in its field of work constitute the basis for marking its contributions and clarifying the role it exercises in its field of work, coupled with the level of depth it possesses regarding its reality and in a way that leads it to know the type and nature of the attitudes it possesses towards its environment, which means that the skills of leaders mean a degree the priority that the leader places in his job record for the tasks assigned to him, knowing that these priorities do not receive the same attention from others (Van & Nuijten, 2011) <sup>[3]</sup>. In addition to that, skills reflect contents and implications, whether at the personal level of the leader and the workers, extending to competing organizations and the environment. This means that Leadership priorities indicate the leader's level of focus on a specific field of activity compared to others, knowing that such focus does not mean the absence of instances of interaction and exchange between skills, as each priority represents the basis for subsequent priorities. This acknowledges the existence of an arrangement of skills, just as there is a state of mutual cooperation between them, and with that only It seems to the researchers that the importance of certain skills does not mean that they are more likely in the balance of existing interactions compared to others among all leaders (Bahodirovich & Romilovich, 2021) <sup>[4]</sup>.

It has been shown through the concept of administrative leadership priorities that leadership priorities include four main dimensions: concern for employees, achieving opportunities to participate in decision-making, confidence in high performance, and time management.

### 1- Improving the opportunity to participate in decision-making

Participation means the process of subordinates participating 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 (Du & Yan, 2022) <sup>[5]</sup>. The success of

participation depends to a large extent on the extent of the interaction of the parties directly related to the participation process, and the provision of the necessary requirements to sustain it and rely on sound foundations (Jager *et al.*, 2020) <sup>[6]</sup>.

### 2- Confidence in high performance

This dimension indicates the extent to which the leader shows his confidence in the high performance of his subordinates in the future, and his belief in his subordinates' ability to improve even when mistakes occur and to manage his job requirements (Trust is the mutual, complementary relationship between the boss and his subordinates, which is based on the subordinates' appreciation of his boss's decisions, and that the president sees his subordinate as worthy of trust in all the tasks assigned to him, and this relationship is closely linked to the success of work and the exploitation of energies that result in raising the level of performance and working in the spirit of one team (Ndraha, 2023) <sup>[7]</sup>.

### 3- Time management

Time management represents one of the priorities that administrative leaders must include in their list of tasks, given that time is a rare resource that cannot be sold, bought, or even rented. In addition, it is characterized by mobility, which requires administrative leaders to ensure the process of investing and managing it correctly, as the process of putting it within. Leadership priorities mean that its effects apply to the rest of the priorities based on the idea that: Each leadership priority requires time to implement it and take into account its contents. Therefore, the process of time management has become a crucial issue because it is linked to all elements of management such as decision-making, control, planning (Öztürk & Yildizbaşı, 2020) <sup>[8]</sup>. In addition to that It may indicate cases and determine starting points leading to a statement of the type and nature of the outputs. Here is an actual indication that time management is involved in all the details of the leadership's priorities, which has made it a strategic requirement that the leadership must work on, in a way that indicates what is important and what is not important in the field of the business map. Note that time management reveals a number of facts, including what determines the differences between successful people and those who are late in performing work, given that successful people embody the idea of organizing time, investing it, and even managing it, starting from an idea referred to by (Drucker), which was summarized in that whoever cannot manage his time will not be able to manage it (Brito *et al.*, 2024) <sup>[9]</sup>.

### Human resources performance

After the topic of performance, human resources is one of the topics that has an important and significant role in improving the work environment climate to achieve employee satisfaction (Saks, 2022) <sup>[10]</sup>. Human resources performance is the comprehensive review of all human resources procedures that contribute to raising the efficiency of the organization's work and strengthening its capabilities to provide services with high quality and greater effectiveness, and he believes (Azizi *et al.*, 2021) <sup>[11]</sup>. Human resources re-performance is the science that studies the relationship between the capabilities, potentials and abilities of employees and the level of their abilities in completing the work and

duties assigned to them and the extent of their adaptation to the internal work environment that includes the machines, equipment and techniques used and the extent of including a sound and safe work environment and the availability of the appropriate climate for work (Becker-Klein *et al.*, 2023) <sup>[12]</sup>. Human resource performance represents one of the approaches to work design, and its focus is on reducing the physical work requirements and reducing work risks. This approach helps in coordination and linking to match work needs with the employees' physical capabilities to achieve work completion without risks to employees in different work environments. Learn about the abolition of low-value-added services with the use of modern information technology and consultation with human resources experts who would influence the role, activities and status of the human element (Peng & Chan, 2020) <sup>[13]</sup>. As for Budhwar *et al.* (2022) <sup>[14]</sup>, he sees it as a complete rethinking and arranging the human resources work related to the organization to improve the relevant tasks that would create added value for customers to achieve a significant increase in work productivity and simplify its procedures to reduce costs, shorten time, increase work accuracy, manage information effectively, and reduce activities. Which does not add value to the organization, creates awareness for new customers and final customers, and increases customer satisfaction, and shows (Naim, 2021) <sup>[15]</sup>. It is a process of redesigning all administrative systems with the aim of developing the mental capabilities of senior management and its ability to invest in the employees available to it. According to Azizi *et al.* (2021) <sup>[11]</sup> human resources performance is the comprehensive review of all human resources procedures that contribute to raising the efficiency of the organization's work and strengthening its capabilities to provide services with high quality and greater effectiveness, and he believes. Human resources re-performance is the science that studies the relationship between the capabilities, capabilities and capabilities of employees and the level of their abilities in completing the work and duties assigned to them and the extent of their adaptation to the internal work environment, which includes the machines, equipment and techniques used, the extent of including a sound and safe work environment and the availability of a suitable climate for work (Wen *et al.*, 2022) <sup>[16]</sup>.

### Dimensions of human resources performance

**1. The organizational dimension:** that is, the arrangement of all the different parts of the organization through coordination between the elements of the organizational structure framework and the relationship between the elements used in the organization as a whole and unifying them through the regular flow of work and organizing the communication channels that link the different groups in the organization to each other. This is called the organizational structure (Fuertes *et al.*, 2020) <sup>[18]</sup>. This is formal for the organization, and for human resources management,

structural changes can be represented in the reorganization of the job, tasks, responsibilities, distribution of positions, incentives and rewards system, and performance evaluation. Therefore, these organizational requirements are among the most important factors that determine the organization's ability to implement the human resources performance process (AlHamad *et al.*, 2022) <sup>[17]</sup>.

**2. The technological dimension:** Information has now become an integral part of human life and needs, due to its major role in the speed of completing work and because organizations have become generally dependent on their need for information and the speed of obtaining it to compete in the field of business and achieve sustainable added value (Ozbekler & Ozturkoglu, 2020) <sup>[19]</sup>. The acquisition of communication devices and means has become Information technology is an important and indispensable matter, and technological change can be represented in human resources management by relying on modern techniques in managing personnel and task management, and this will lead to reducing costs. The most important observation of the use of technology in the job after re-engineering is automation. General operations and the transition to electronic human resources management (Szymkowiak *et al.*, 2021) <sup>[20]</sup>.

**3. The human dimension:** Customers and employees are among the most important resources of all, which in turn complete the performance of human resources. Therefore, focus must be placed on the human resources management segment because it is the method approved by international organizations for selecting, developing, training and qualifying workers to achieve the organization's goals, taking into account the achievement of their goals, so The organization must focus on the good preparation of the individuals responsible for re-engineering in order to radically change ideas and tasks and build the organizational culture in how to adapt and adapt to the performance of human resources. For the success of the performance process, human resources must provide human resources capable of using technology and extensively trained. So you can face change (Akdere & Egan, 2020) <sup>[21]</sup>.

### Results

The table (1) indicates the arithmetic means, standard deviations, and percentages related to employees' answers regarding leadership skills and human resources performance. The table reflects a general arithmetic mean for leadership skills of (4.14), which is higher than the standard mean. It also reflects the high consistency in the answers through the percentage highlighted by the standard deviation. It was (0.796) and the percentage of agreement was (81.6%). As for improving the performance of human resources, the arithmetic mean was (4.16) with a standard deviation of (0.803) and the percentage of agreement was (78.3%).

**Table 1:** Results of the overall arithmetic mean for the study variable

NO.	Variables	Arithmetic mean	standard deviation	Percentages
dimension	Confidence in performance	4.07	0.862	% 82.4
dimension	Participation in decision making	4.32	0.713	% 87.2
dimension	time management	4.04	0.631	% 78.9
Independent variable	Leadership skills	<b>4.14</b>	<b>0.796</b>	% 81.6
dimension	Technology	4.17	0.903	% 81.3
dimension	Organizational	4.15	0.902	% 82.5
dimension	Human	4.28	0.706	% 76.1
Dependent variable	HR performance	<b>4.16</b>	<b>0.803</b>	% 78.3

**Source:** Prepared by researchers based on the study form



### Analysis of correlations between the two variables of the study

This paragraph aims to analyze the correlations between leadership skills (as an independent variable) and improving human resources performance (as a dependent variable). The test was conducted at the level of each of the independent variables to reach conclusions. For the purpose of reaching this goal, the Spearman rank correlation coefficient was used, and the table (1) indicates this, as the value of the correlation coefficient at the sample level was (0.769\*\*), which is a positive value indicating the presence of a positive relationship with moral significance at the level of (0.01) and to a degree Confidence level (0.99).

**Table 2:** values of the Spearman correlation coefficient between leadership skills and human resources performance

Correlation coefficient	Sig.
0.769**	0.01

P\*\* level of significance 0.01, P\* level of significance 0.05, N=240

Source: Prepared by researchers

### Measuring the effect between study variables

This paragraph aims to test the hypothesis of the influence

**Table 3:** Results of measuring the impact between leadership skills and human resources performance

Independent variable	The dependent variable	Calculated F value	Tabular F value	P. value	Degree of freedom	R <sup>2</sup>	R2Ad	R
Leadership skills	Human resources performance	<b>12.60</b>	4.00	0.000	<b>1,58</b>	0.521	0.513	0.722

Source: Prepared by researchers

### Conclusions and recommendations

The interest in leadership skills at the level of the surveyed banks is a question of skills in their field of work, and more importantly, their adoption of a set of dimensions that are represented by interest in employees, time management, and technology involved in decision-making. Therefore, it was observed that there is an impact of administrative skills across their dimensions, concern for employees, time management, proficiency in the arts of dealing with technology, and participation in decision-making combined on the performance of employees at the level of the banks studied. Therefore, the results showed that the employees' administrative leadership skills helped give meaning to the work they perform, and gave them confidence in their participation in decision-making, which led to an increase in their ability to increase production. Finally, the results revealed that most dimensions of leadership skills enhance the cohesion of employees' performance in the activities that are performed through the combined efforts of everyone to accomplish them. Emphasizing the necessity of focusing on the comprehensiveness of the impact that the dimensions of leadership skills have on the performance of human resources to the extent that these dimensions take various ranges that cast their shadow on the performance of human resources in light of the current study, through the actual recognition of the role and importance of each dimension of skills without neglecting or neglecting them. Any distance from it. Accordingly, it is necessary to work on setting actual precedences for the dimensions of leadership skills and explaining their repercussions on self-efficacy, taking into account that the influencing value of each dimension of leadership skills has a role in the performance of human resources, meaning that these dimensions must be adopted and the comparison between them approved according to

between the two research variables and to test the simple linear regression analysis model in an attempt to demonstrate the influence between leadership skills and human resources performance. The adjusted (R<sup>2</sup>) coefficient indicates that the percentage of explained variation in performance due to the influence of leadership skills on human resources performance is no less than About (513.0), which is a percentage that indicates that (51%) of the total differences in human resources performance are determined by the study sample banks' interest in leadership skills and exploiting new ideas to improve human resources performance, and that the remaining percentage, which is (49%), represents the percentage of contributions of variables. Not included in the study model and cannot be controlled. While the calculated (F) value was (12.60), which is a statistically significant value at a significance level (0.000), which is higher than the tabulated (F) value (4.00), as this indicates that the regression curve is good at explaining the effect between leadership skills and human resources performance. It is clear from what was mentioned above that the result confirms the acceptance of the second hypothesis, which states that "there is a significant effect of leadership skills processes in improving human resources performance."

realistic indicators. Whereas, it is considered the leader's ability to give meaning and interest to the work performed by employees, and to increase their opportunity to make decisions and focus on confidence, because they are able to accomplish their work, which will increase their insistence on modification and change in their activities. Also, managers must consolidate management by participating in the banks studied by taking the suggestions and opinions of employees into account to achieve the goals of the banks.

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