

THE IMPACT OF LEADERSHIP STYLES ON JOB PERFORMANCE IN THE JORDANIAN MINISTRY OF YOUTH

Dr. Hussein S. Al-jbour¹, Dr. Muath Labib Subbah²

Ministry of Youth, Jordan

Abstract

The aim of this study was to know the impact of leadership styles: strict autocracy, moderate autocracy, consultative democracy and participatory democracy on job performance in the directorates of the Jordanian Ministry of Youth. A questionnaire was designed to collect data, and analyze its results using SPSS. 330 questionnaires were distributed, 100 directly at the Ministry's center and 230 electronically to district officials, 298 of which were approved for analysis. The results of the study showed that the total degree of leadership styles came in favor of the moderate autocratic style, followed by the strict autocratic style, the consultative democratic style. The participatory democratic style came last, which indicates that the prevailing administrative style in the Jordanian Ministry of Youth is the moderate autocratic style. There was also a high level of employee's job performance, in addition to the impact of the leadership style on job performance. The study concluded with several recommendations, including giving subordinates the authority to make some daily and unimportant decisions, and focusing on positive motivating factors from the manager to his subordinates. The study also recommended conducting the same study again, but from the point of view of managers, not employees, also as a future study.

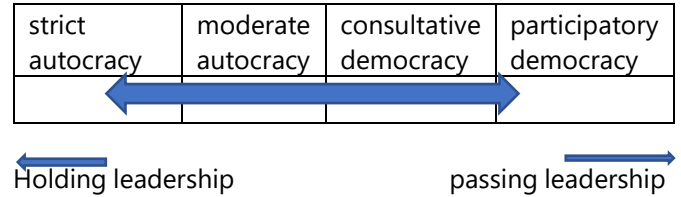
Keyword: Leadership styles, Ministry of Youth, Job performance

1.INTRODUCTION

Man is a social being by nature, and he cannot dispense with others and their efforts to facilitate his life, and the more complicated life becomes, the greater his need for others. Hence the need for management was urgent, and it became necessary for individuals, societies, and any organization to organize its affairs (Ashtiyat, 2021). Leadership is not a new thing, as people knew it from ancient times when it began to form human groups. However, it - the leadership - began to take its true dimension in the second half of the last century (Hafiz and Abbas, 2019).

Management is activities that work to use material and human resources to achieve a specific goal (Jagham, 2020). Or it is to move the human and material capabilities to improve efficiency and achieve specific goals (Suwaidan & Hawari, 2019; Al-Janabi, 2019). The concept of management in the past was: issuing employer orders to workers, and the emergence of many different theories over time led to the development of this concept to the time of the industrial revolution and a transition to relatively modern behavioral management theories (Erekat et al., 2020). As for leadership, Al-Janabi (2019) has defined it as the process by which the behavior of individuals and groups is influenced in order to motivate them to act with a clear desire to achieve specific goals. Tariq Suwaidan defined her as the ability to move people or followers towards the goal (Al Suwaidan & Hawari, 2019). Likert defines leadership as: "The ability of an individual to influence a person or group and direct them in order to gain their cooperation and motivate them to work at the highest level of efficiency in order to achieve the goals set" (Dridi and Alam, 2021: 36).

As for administrative leadership, it is the art of directing, coordinating, and encouraging individuals and groups to achieve the required goals, and it is they that discover and direct the energies of workers and develop them within the framework of the organization's plans in a way that achieves and ensures success, excellence and continuity of its future goals (Belkarmi, 2019). Or it is the set of methods used by the manager within the organization, and whose direct effects on the behavior of workers in the organization, either positively or negatively (Abd al-Latif, 2019). It is also known as the activity of the administrative official in the area of decision-making, issuance, orders and administrative supervision of others, using the official authority and by influencing and grooming with the intention of achieving a specific goal (Ashraqi, 2018). Some researchers believe that employees are more motivated to implement the goals of the institution's program when they work for a president with a high ability in leadership behavior skills (Sabah, 2017). The importance of administrative leadership lies in being the link between the employees and the plans of the institution, controlling and solving work problems, and facilitating the achievement of the set goals, and developing, training and caring for the members of the institution (Al-Alaq, 2019). Ashtiyat (2019) confirms that the managerial style that characterizes the chief working director in guiding the organization's path and developing its performance may be a reason for its failure and its impact on the workers 'behavior and performance. Rensis Likert has studied leadership leadership patterns in many institutions, after a research series at the University of Michigan Survey Research Center in the United States of America (Mergham, 2018). Likert concluded that if we want to obtain the maximum value from profit institutions must make good use of their human capital (Nabil, 2012). Likert also found that highly productive supervisors were more interested in individuals, and they interacted with them in an informal manner (Baroudi, 2019). He divided the administrative leadership styles into a moderate autocrat, a hard-line democrat, a consultative democrat, and a participatory democrat (Roweni, 2019; Kwok, 2019; Abbas and Hafez, 2019; Mergham, 2018; Younis, 2017; Nabil, 2012).



Source: (Roweni ; 2019: 23)

In an autocratic style which is also called authoritarian or authoritarian style, orders and instructions are issued from superiors to subordinates without any attempt to take their views or ideas (Zaytouni, 2020). The manager believes that the worker tends to lack work and evade responsibility (Roweni, 2019; Qaben, 2018), and it is characterized by leaders taking their official authority as a tool of control and pressure on their subordinates to get the job done (Al-Alaq, 2019). Some scientists have called it passive leadership because it is based on the principle of passive stimulation (Tappani, 2019). This pattern is divided into two parts: strict and moderate (Balkarmi, 2019). As for the democratic style, it is that in which power is distributed among leaders and subordinates, and the most effective leaders are those who use the method of collective guidance, and they also use the principle of participation in decision-making (Qurika, 2018). The philosophy of this pattern is based on three foundations: participation, delegation of powers, interaction with subordinates and their participation in decision-making (Belkarmi, 2019; Rweeny, 2019). Likert patterns are among those that are concerned with potency (Abboudi, 2020; Rob, 2018). As for the job performance, which is the focus of attention to leadership, it is the results achieved by the individual in the organization, or in other words, the individual undertakes the various activities and tasks that make up his work during a specific period (Al-Jawhari, 2020; Masoudan and Bin Jariyah, 2019). In another definition of performance: it is the management's ability to convert the organization's inputs into a number of outputs with specific specifications and at the lowest possible cost (Al-Baqmi, 2020; Kraachi, 2019). Or is the manager's knowledge of work and its quality (Al-Harahisha, 2021). Job performance consists of four elements: knowledge of job requirements, quality of work, amount of work performed, perseverance and reliability (Nebshi, 2021; Al-Baqmi, 2020). Hamdi and Bin Haftak, 2018)

2. PROBLEM STATEMENT AND QUESTIONS

The problem of this study lies in choosing the leadership styles that are appropriate to the circumstances of each organization, and the effect that these patterns make on the job performance positively and negatively. It is necessary to study the internal conditions of the organization and the different characteristics of the workers to choose the appropriate leadership style. From this point of view, the study problem can be determined through the following question in general: Is there an impact of leadership patterns: hard autocracy, moderate autocracy, consultative democracy, and participatory democracy on job performance in the Jordanian Ministry of Youth? Therefore, the study will seek to answer the following questions:

1. What is the dominant administrative pattern among directorates of directorates in the Jordanian Ministry of Youth?
2. Is there a statistically significant relationship with the level of significance ($\alpha \leq 0.05$) between leadership styles (hard autocracy, moderate autocracy, consultative democracy and participatory democracy) and job performance (knowledge of job requirements, quality of work, amount of work done, persistence, and reliability) in the Jordanian Ministry of Youth?
3. Are there differences in the mean of the responses of the sample members to measure the relationship between the administrative style and job performance due to the demographic variables of the sample (gender, age, experience, occupational group and directorate)?

3. STUDY OBJECTIVES:

- 1- Knowing the dominant leadership patterns in the Jordanian Ministry of Youth in its various directorates and sport cities.
- 2- Knowing the job performance in the Jordanian Ministry of Youth in its various directorates and sport cities.
- 3- Knowing the impact of leadership styles on job performance in the Jordanian Ministry of Youth.
- 4- Understand the concept of managerial leadership and job performance and likert division of leadership styles.

4. THE IMPORTANCE OF THE STUDY:

1. The study may show some of the work problems in the Jordanian Ministry of Youth that reduce the performance rate of its employees, which helps in its research and ways to solve it later, thus raising the percentage of job performance.
2. Reinforcement of the auxiliary factors in raising the percentage of job performance and reducing negative factors that reduce the percentage of job performance in the ministry.
3. Draw the attention of leaders to their practices and leadership styles that may require reconsideration and change to other patterns to achieve better job performance for the Jordanian Ministry of Youth employees.
4. Circulating the results of this study and its recommendations, which gives the possibility for ministries and public and private institutions to benefit from these findings and recommendations.
5. A hint to researchers in this field to do studies in the public sector institutions in particular, which need a lot of development to perform.

5. STUDY HYPOTHESES:

- We proceed from the following basic assumptions:
- H01: There is no statistically significant effect of the patterns of administrative leadership on job performance in the Jordanian Ministry of Youth at the level of significance ($\alpha \leq 0.05$)
- This hypothesis is subdivided into four sub-hypotheses:
- H01.1: There is no statistically significant effect of the pattern of strict autocratic leadership on the job performance in the Jordanian Ministry of Youth at the level of significance ($\alpha \leq 0.05$)
- H01.2: There is no statistically significant effect of the pattern of moderate autocratic leadership on the job performance in the Jordanian Ministry of Youth at the level of significance ($\alpha \leq 0.05$)
- H01.3: There is no statistically significant effect of the pattern of consultative democratic leadership on job performance in the Jordanian Ministry of Youth at the level of significance ($\alpha \leq 0.05$)
- H01.4: There is no statistically significant effect of the pattern of participatory democratic leadership on the

job performance in the Jordanian Ministry of Youth at the level of significance ($\alpha \leq 0.05$)

H0.2: There are no differences in the results due to the sample demographic variables at the significance level ($\alpha \leq 0.05$)

6. STUDY LIMITATIONS:

1. A number of employees hesitated to fill out the questionnaire, due to their fear of expressing the style of their managers, especially when the manager practices the strict autocratic style.
2. Distributing districts and sports cities, and distributing them to all governorates of the Kingdom.

Previous studies:

The study of Hammoud Al Ibrahim (2018), which was titled Leadership Styles and their relationship to organizational loyalty from the point of view of employees at the Ministry of Interior Agency for Civil Status, aimed at studying the relationship of leadership patterns to organizational loyalty from the viewpoint of employees at the Ministry of Interior Agency for Civil Status and identifying the reality of leadership patterns prevailing among managers In the Ministry of Interior Agency for Civil Status from the viewpoint of workers. The study was applied to a random sample of 222 employees. In his study, the researcher relied on the descriptive analytical method and adopted the questionnaire to collect data. The study reached several results, including: With regard to the reality of the dominant leadership styles for managers, the democratic pattern came first, followed by the autocratic style, then the permissive pattern. With regard to the reality of organizational loyalty to workers, the average came relatively high and normative (moral) loyalty came first, followed by emotional loyalty and continued loyalty in the last place. The study concluded that the leadership style contributes to organizational loyalty from the viewpoint of workers. The researcher has developed several recommendations, the most important of which were: expanding the involvement of subordinates in decision-making and delegating authority, and that directors move away from insisting on the literal application of their instructions, and that they give subordinates the opportunity to apply new ways in the light of organized systems of work, and attention to the process of organizing meetings so that

they can Achieving the desired goals so as not to be a waste of time.

The study of Abdel-Moneim Nour (2019), which was titled "Administrative Leadership and its Impact on Employee Performance. A field study at Faisal Islamic Bank of Sudan," aimed to study the reality of administrative leadership in Faisal Islamic Bank and its impact on employee performance. The problem was purely that the banks and institutions exercise their functions in a sustainable and planned manner under the guidance of various departments. The researcher relied on the descriptive approach in his study, and he used the questionnaire as a means to collect data for analysis. A sample of 30 employees of Faisal Bank employees was taken, and the questionnaires were analyzed using the statistical analysis program. The study concluded several results, the most important of which were: The successful administrative leadership is concerned with the participation of workers in developing the work plan and seeks to achieve its goals with dedication and that the administrative leader explains his principles and ideas to his subordinates and sets plans to motivate them to work. The most important recommendations of this study were that the successful administrative leadership should be concerned with the participation of workers in developing work plans, and that subordinates should be treated without bias and participate in making decisions.

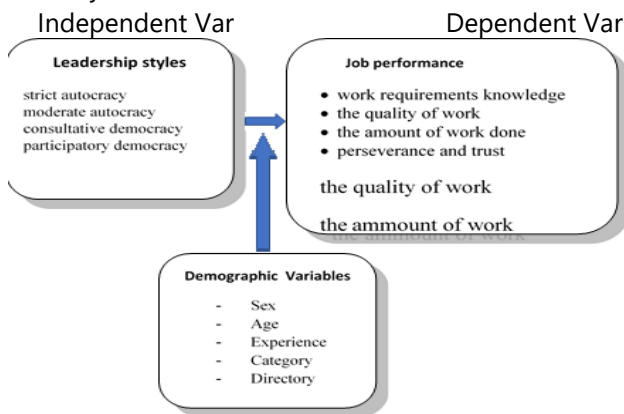
The study conducted by Muhammad Bani Hani and Amira Mustafa (2019), which was titled Leadership Styles prevailing among school principals in Jordan according to the Golman leadership model, aimed to identify the prevailing leadership style among school principals in the Kasbah of Irbid from the teachers 'point of view according to the Golman model in command. The sample of the study consisted of (216) male and female teachers randomly chosen in the Casbah of Irbid from public and private schools to achieve the goals of the study. A questionnaire consisting of (34) paragraphs distributed over the six leadership styles of the Golman model was used, and it is the visionary, communicative, trainer, democrat, officer, and coercive. The study concluded the most important results: that the type of vision holder is the most common and highly rated, followed by communicative, trained, democratic and controlling patterns, and also with a high degree, and the forced pattern came in the middle degree. The study found that there were statistically significant differences

attributable to the school variable in favor of private schools. The variable of experience was in favor of less experienced teachers, while there were no differences for the variables of the educational qualification and gender. The study came out with several recommendations, including conducting studies to investigate the actual leadership style and not the perception of teachers, and drew attention to the theory of emotional intelligence and the definition of workers in the educational sector.

What distinguishes this study from previous studies is that it touches on the side of the impact of administrative patterns on the job performance in a government ministry, which will contribute to highlighting some practices that managers or some of them may change to change the prevailing administrative style in the ministry, and thus have a positive impact on job performance.

7. STUDY APPROACH

An analytical descriptive approach was applied in order to achieve the aim of this study, given the nature of the topic, its characteristics, and the goals that we want to reach. This study is concerned with describing and analyzing the patterns of administrative leadership and directing the behavior of human resources towards a good performance to achieve the goals, as well as studying the case of directorates of the Jordanian Ministry of Youth.



8. STUDY COMMUNITY AND SAMPLE

The number of employees, excluding directors in the directorates and sport cities of the Jordanian Ministry of Youth is 1743 employees. The required sample size was

calculated according to Stephen Thompson's equation which is:

$$n = \frac{N \times p(1-p)}{\left[\frac{N-1}{z^2} + p(1-p) \right]}$$

Where N: the size of the community.
 Z: The standard score corresponding to the significance level is 0.95 = 1.96.
 D: Error ratio = 0.05.
 p: Availability and neutral availability ratio = 0.50.
 The required sample size is at least 315

9. STUDY TOOL

A questionnaire was used as a main tool in this study, and the questionnaire was distributed electronically in addition to the personal interview method for some members of the sample that are in the center of the ministry. The questionnaire included a number of phrases that reflect the goals of the study, and a Likert pentagon scale was used. For the purposes of the analysis, SPSS will be used, as the questionnaire is divided into two parts: The first section relates to the independent variable, which is: the leadership style through three main dimensions to measure it and 20 questions which are strict autocracy, moderate autocracy, consultative democracy, and participatory democracy. The second section relates to the dependent variable, which is: job performance across four main dimensions to measure it and 12 questions: knowledge of job requirements, quality of work, amount of work done, persistence and reliability.

100 questionnaires were distributed to the employees in the directorates of the Ministry's Center, 96 of which were retrieved and 7 excluded due to their inability to analyze, 234 electronic answers were received, 25 of which were excluded and 209 approved for analysis, so the sample size subject to analysis is 298 questionnaires.

8. TOOL RELIABILITY

The study instrument was presented to five faculty members from the University of Jordan and Al-Balqa Applied University, where they reviewed the tool paragraphs (questionnaire), and made some

observations about its clarity and affiliation with the field and were modified as required, until they became in their final form as it is in Attachment No. (1).

9. TOOL STABILITY

The Alpha Cronbach scale was used to measure the stability of the tool, and the results were as follows:

Table (1):

Stability coefficient of the axes of the study tool

Questionnaire var.	Factor
strict autocracy style	0.713
moderate autocracy style	0.772
consultative democracy style	0.746
participatory democracy style	0.721
job performance	0.808
Questionnaire	0.761

According to the table above, it is shown that Alpha Cronbach coefficient is between: (0.713 and 0.808), and the scale for the whole questionnaire was: (0.761) which is considered a high measure for social studies, which is considered a good indicator of the stability of the results of this study.

10. STATISTICAL METHODS

- 1- Percentages to describe the characteristics of the demographic variables of the sample individuals.
- 2- The arithmetic mean and the standard deviations of the respondents' answers to the questionnaire, which contain the study axes, namely: leadership patterns, and job performance
- 3- Alpha Cronbach correlation coefficient to measure the stability of the instrument.
- 4- Correlation coefficient to measure the correlation between different leadership styles and job performance.
- 5- ANOVA Test analysis of variance to analyze the differences in the study results, which may be due to the demographic variables of the sample individuals.

Table (2):

Frequencies and percentages of the demographic variables for the sample population

variable	category	freq	Percentage
	Male	134	%45

sex	Female	164	%55
	Total	298	%100
	30 - 18	36	%12
Age	45 – 30	161	%54
	Older than 30	101	%34
	Total	298	%100
Experience	Five years or less	61	%30.50
	From 5 - 10	86	%29
	More than 10	151	%50.50
Category	Total	298	%100
	3rd category	69	%23
	2nd category	97	%33
District	1st category	132	%44
	Total	298	%100
	Center	89	%29.80
District	Irbid	12	%4.02
	Ajloun	10	%3.35
	Jerash	10	%3.35
	Mafraq	19	%6.37
	Zarqa	18	%6.04
	Amman	21	%7.04
	Madaba	12	%4.02
	Balqa	10	%3.35
	Maan	7	%2.30
	Tafilah	6	%2.01
	Karak	12	%4.02
	Petra	9	%3.02
	Aqaba	7	%2.30
	Hussein Youth city	20	%6.70
	Hassan Youth city	14	%4.60
	Prince Mohammad city	15	%5.03
Prince Hashim city	4	%1.30	
Prince Hamzah city	3	%1.01	
Total	298	%100	

Table (3):

Arithmetic averages and standard deviations of the responses of the sample to the branch of the strict autocratic pattern, according to its relative importance.

number	paragraph	Mean	Var
1	His subordinates are not allowed to express their thoughts	3.49	1.19
2	He often studies decisions and issues them individually. He does not care about the opinions of employees	3.37	1.14
3	He maintains himself with all powers	3.33	0.96
4	Bottom-up connections are not allowed	3.05	1.23
5	His subordinates are not allowed to make their point	2.57	1.24
Total		3.16	1.15

It is clear from the results in the above table that there is a strict autocratic pattern in the Jordanian Ministry of Youth, which is expressed with an average of (3.16) and a standard deviation of (1.15) which shows the homogeneity of the sample responses.

Table (4):

Arithmetic mean and standard deviations of the responses of the sample members to the section on the moderate autocratic style according to its relative importance

number	paragraph	Mean	Var
1	He leads with formal authority, and makes decisions alone	3.38	1.23
2	It depends on communication on one channel, which is from top to bottom, and sometimes	3.31	1.26

3	some communication is allowed from bottom to top	3.24	1.12
4	Confidence in his subordinates is relatively high	3.01	1.07
5	He does not trust his subordinates, except by a very small percentage	2.9	1.24
Total		3.17	1.18

Through the results in the above table, it is clear that the prevailing leadership pattern is toward a moderate autocratic style with an average of (3.17) and a standard deviation of (1.18). This shows the homogeneity of the sample responses.

Table (5):

Arithmetic averages and standard deviations of respondents' responses to the section on the consultative democratic pattern according to its relative importance.

number	paragraph	Mean	Var
1	The leader's confidence in the efficiency and ability of his subordinates escalates, but to certain limits, that is, the trust is not absolute and completely complete.	3.1	0.98
2	He plans broad public policies, makes alone important decisions, but gives authority to make decisions for his subordinates below	3.02	1.05
3	Two-way communication is allowed	2.97	1.26
4	Usually, he tries to benefit from the opinions and ideas of his subordinates, in a constructive way.	2.66	1.13
5	He is used to motivate his subordinates a lot of positive methods	2.6	1.19

Total	2.87	1.12
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From the results in the table above, it is clear that there is a lack of sovereignty for the consultative democratic pattern as a leadership style in the Jordanian Ministry of Youth with an average score of (2.87) and a standard deviation of (1.12).

Table (6):
 Arithmetic averages and standard deviations of respondents' responses to the section on the participatory democratic pattern according to its relative importance.

number	paragraph	Mean	Var
1	It grants rewards to its subordinates, when participating and participating in various fields, such as: setting goals, evaluating performance results	2.43	1.11
2	Believes to work as a team. He encourages the opinions and ideas of his subordinates, and uses it constructively. He takes decisions jointly with his subordinates, and at all organizational levels.	2.25	1.02
3	He has full confidence in his	2.1	1.03
4	He has full confidence in his	1.97	0.96
5	He has full confidence in his	1.61	0.88

subordinates, and in any case

Total	2.07	1
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From the results in the above table, it is clear that there was a lack of participatory democratic style as a leadership style in the Jordanian Ministry of Youth with an average score of (2.07) and a standard deviation of (1.00).

The results of the tables on the responses of the sample members to the leadership styles branch in the Ministry of Youth indicate the following: The total score for all leadership styles in the Ministry of Youth was medium, with a total average score of (2.81) and a standard deviation (1.11) indicating the homogeneity of the answers. It also indicates that the total degree of leadership patterns came in favor of the moderate autocratic style with an arithmetic average of (3.17), followed by the strict autocratic style with an arithmetic average (3.16), then the consultative democratic pattern with an arithmetic average of (2.87). The participatory democratic pattern came last, with an average score of (2.07).

Table (7):
 Arithmetic averages and standard deviations of respondents' responses to the section on job performance are arranged according to their relative importance

number	job performance and its measurements	Mean	Var
4	I can accomplish the work assigned to me in light of the resources that are identified	4.41	0.896
3	I always keep work times and complete my tasks on time	4.36	0.706
1	I did my job according to the recognized professional principles	4.32	0.638
2	I can do the work properly according	4.28	0.71

5	to the procedures set for him I always review the work I do permanently to ensure that it is done according to the specified instructions and without errors	4.27	0.88
8	I always work to establish positive relationships in the interest of working with superiors and overcoming barriers to work in management	4.27	0.791
6	I have the ability to assume greater responsibilities and fulfill my additional tasks	4.25	0.706
7	I have the ability to devise new methods that simplify work procedures and speed up their completion	4.22	0.763
9	I always keep track of the changes that are happening in my field and try to get acquainted with them and use them to serve the work	4.13	0.744
10	I have the ability to properly and objectively deal with daily emergency problems	3.98	0.854
11	I have the ability to establish effective communications with others	3.8	0.823

12	I handle wisely and in different situations (emergency, sudden and critical)	3.79	0.991
Total of Job Performance		4.17	0.79

Looking at the results in the table above, it is clear that the high level of job performance is dependent on the sample responses with an average mean of (4.17) and a standard deviation of (0.79), which indicates that the employees in the Jordanian Ministry of Youth have a positive job performance characterized by many good standards such as completing the required work on time and accurately Maintaining working time and the ability to innovate and properly handle daily problems according to the employees' own view.

11. TESTING HYPOTHESES

The first hypothesis:

Table (8):

Regression analysis results to test the effect of leadership patterns on job performance

Independent Var.	β	e	β	T value	T	R	R ²
strict autocracy	0.143	0.093	0.194	2.533	0.026	0.186	0.029
moderate autocracy	0.193	0.066	0.319	2.942	0.009	0.353	0.010
consultative democracy	0.136	0.007	0.209	2.928	0.035	0.233	0.047
participatory democracy	0.073	0.063	0.202	2.153	0.045	0.212	0.019
Leadership styles	0.195	0.086	0.251	3.206	0.026	0.232	0.011

According to the results in the table above, we can see the following:

There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the independent variable, which is: "leadership patterns" and the

dependent variable, which is: "job performance" in the Jordanian Ministry of Youth, as the calculated value of T reached (3.26) at the level of significance (0.026). The value of the correlation coefficient R was (0.323). Depending on the value of R^2 , we find that the leadership styles variable explains (11%) of the variation in the level of job performance in the Jordanian Ministry of Youth, which leads us to reject the null hypothesis and accept the alternative hypothesis, which states that there is an effect of leadership patterns on the job performance in the Jordanian Ministry of Youth when Significance level ($\alpha \leq 0.05$).

When examining the impact of each leadership style independently on job performance, it is clear from the above table that there is an effect of each leadership style on job performance in the Jordanian Ministry of Youth in terms of higher beta rates and T values below their tabular values and thus rejecting the zero hypothesis that "There is no effect of each of the leadership styles independently on the job performance in the Ministry of Youth," which means accepting the alternative hypothesis, which is: "The presence of each of the leadership styles independently on the job performance in the Jordanian Ministry of Youth at the level of significance ($\alpha \leq 0.05$).

The second hypothesis:

Table (9):

One-Way ANOVA test results to answer the second hypothesis

Variable	degree of freedom	T calculated	Sig.	Result
Sex		2.27	0.11	No differences
Age		5.02	0.04	There are differences
Experience	297	2.26	0.08	No differences
Functional category		4.36	0.09	There are differences
The Directorate		5.61	1.09	There are differences
Total		5.33	0.04	There are differences

One-Way ANOVA test results indicates that:

- There are no statistically significant differences for the responses of the sample individuals due to the gender

variable, where the calculated value of T was (2.27), which is lower than the tabular value.

- There are statistically significant differences for the answers of the sample individuals due to the age variable, where the calculated value of T was (5.02), which is higher than its tabular value.

- There are no statistically significant differences for the responses of the sample members due to the experience variable, where the calculated value of T was (2.26) which is lower than its tabular value.

- There are statistically significant differences for the responses of the sample members due to the functional category variable, where the calculated value of T reached (4.36) which is higher than its tabular value.

- There are statistically significant differences for the responses of the sample members due to the directorate variable, where the calculated value of T reached (5.61), which is higher than its tabular value.

- There are statistically significant differences for the responses of the sample members due to the demographic variables of the sample in general, where the calculated value of T (5.33), which is higher than the tabular value.

Depending on the above analysis, the hypothesis that says that there are no differences in the results due to the demographic variables of the sample is accepted, and thus we accept the alternative hypothesis, which states: "There are statistically significant differences attributable to demographic variables".

12. RESULTS

The overall degree of leadership styles came in favor of the moderate autocratic style, with a slight difference from the strict autocratic style, then the consultative democratic style, and the participatory democratic style came in the last place, which indicates that the prevailing administrative style in the Jordanian Ministry of Youth is: the moderate autocratic style.

The high level of job performance based on the answers of the sample, which indicates that the employees in the Jordanian Ministry of Youth have a positive job performance that is characterized by many good standards such as completing the required work on time and accurately and maintaining work time and ability to innovate and address daily problems properly and that from the viewpoint of workers themselves.

There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the independent variable and it is the leadership patterns and the dependent variable which is the job performance in the Jordanian Ministry of Youth.

The effect of each of the four leadership styles under study on the job performance in the Jordanian Ministry of Youth.

There are statistically significant differences for the responses of the sample members due to the following demographic variables: age, job category, and directorate.

13. RECOMMENDATIONS:

1. It is quite clear that the moderate autocratic pattern prevails in the Ministry of Youth, but depending on the results of this study and trying to develop the work environment in general and raise the level of job performance in particular, the study concluded the following recommendations:
2. Giving subordinates the authority to make some daily and unimportant decisions while making important decisions from the manager alone to maintain reference.
3. Developing communication channels from the bottom up through regular and non-periodic meetings of the director with his subordinates in the directorate, which will have a major impact on the work through the subordinate's sense of its importance, and the importance of listening to his ideas and suggestions at work.
4. Focusing on positive motivating factors from the manager to his subordinates, regardless of the material aspects, although important, but they are not the only ones in the motivation.
5. Trying to benefit from the experience and success of the private sector in the field of management and job performance, and trying to stimulate new ideas that are compatible with the nature of the Ministry of Youth, such as the concept of automation.

Emphasis on managers to find the right person in the right place for supervisory positions such as department heads and heads of people, as this has a potential impact on job performance recommended by the study as a future study. The study also recommends that the

same study be repeated, but from the viewpoint of the managers themselves, not from the viewpoint of employees as a future study.

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