



**THE IMPACT OF LEADERSHIP STYLE ON
EMPLOYEE'S PERFORMANCE IN THE IRAQ
HOSPITAL SECTOR; A FIELD STUDY IN THE
CHILDREN'S CENTRAL TEACHING HOSPITAL**

**2022
MASTER THESES
BUSINESS ADMINISTRATION**

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Prepared as

Master Thesis

KARABUK

August 2022

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THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by Mohammed AL-ABBASI titled “THE IMPACT OF LEADERSHIP STYLE ON EMPLOYEE’S PERFORMANCE IN THE IRAQ HOSPITAL SECTOR; A FIELD STUDY IN THE CHILDREN’S CENTRAL TEACHING HOSPITAL” is fully adequate in scope and in quality as a thesis for the degree of Master of Science.

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DECLARATION

I hereby declare that this thesis is the result of my own work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, materials, not original to this thesis have been cited and referenced literally.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the aforementioned statement.

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Signature:

FOREWORD

I would like to thank God Almighty for giving me the knowledge and strength to complete this thesis. I dedicate this study to the one who has supported me all my life, dear father and to my mother's soul, peace be upon on her and to all my family and friends, to everyone who taught me a letter throughout my academic study, to my supervisor, Assoc. Prof. Dr. Sirma Oya TEKVAR.

ABSTRACT

There are several different styles of leadership, and more than one correct way can be followed to lead a group of people or employees, and although some leadership styles are more acceptable than others, the choice of style that you depend on in leadership depends on the circumstances of the organization, the personality of the leader and the status of employees. There is no perfect style of leadership. The organization may eventually use all methods, and then have to switch between them as it works, and decide on the best method to use according to the situation. Organizations in Iraq, and in particular the health aspect, face problems in the leadership style used and its impact on the performance of employees, where the weak leadership affects the performance of employees, making them less productive and effective. This study focused on the leadership style in the Central Children's Teaching Hospital in Baghdad and knowing the extent of its impact on staff performance. The quantitative survey method was applied to collect the required data for the purpose of achieving the objectives of the study. A questionnaire was distributed to 456 employees from different departments of the hospital, who are the target population for the study. 310 individuals were selected using the simple random sample approach to collect primary data. The SPSS Data Analytics Assistant version (26) was used to analyze the data, where several tests were conducted to measure the accuracy and reliability of the questionnaire data, and several statistical analyzes to find out the relationship and effect between the variables.

The results of the study showed a statistical relationship as the leadership style used in the hospital affects the performance of employees.

Keywords: Leadership Style; Leadership Behavior; Transformational Leadership; Transcational Leadership; Thought Leadership; Autocratic Leadership; Employee Performance

ÖZ

Birkaç farklı liderlik tarzı vardır ve bir grup insanı veya çalışanı yönlendirmek için birden fazla doğru yol izlenebilir. Bazı liderlik tarzları diğerlerinden daha kabul edilebilir olsa, da liderlikte bağlı olduğunuz tarzın seçimi, organizasyonun koşullarına, liderin kişiliğine ve çalışanların durumuna bağlıdır. Mükemmel bir liderlik tarzı yoktur. Kuruluş tüm yöntemleri kullanabilir bunlar yöntemler arasında geçiş yapabilir ve duruma göre kullanılacak en iyi yöntemi seçebilir .Irak'taki kuruluşlar, özellikle sağlık sektörü, kullanılan liderlik tarzında ve bunun çalışanların performansı üzerindeki etkisinde sorunlarla karşı karşıyadır. Zayıf liderlik, çalışanların performansını etkileyerek onları daha az üretken ve daha etkisiz hale getirir.Bu çalışma, Bağdat'taki Merkez Çocuk Eğitim Hastanesindeki liderlik tarzına ve bunun personel performansı üzerindeki araştırmaktadır. Araştırmanın amaçlarına ulaşabilmesi gerekli verilerin toplanması için nicel anket yöntemi uygulanmıştır. Hastanenin farklı bölümlerinden 456 çalışanına anket dağıtılmıştır. Bu çalışanlar, çalışmanın hedef kitesidir. Birincil verileri toplamak için basit rastgele örnek yaklaşımı kullanılarak 310 kişi seçildi. Anket verilerinin doğruluğunu ve güvenilirliğini ölçmek için çeşitli testler ve değişkenler arasındaki ilişkiyi ve etkiyi bulmak için çeşitli istatistiksel analizlerin yapıldığı verileri, SPSS Data Analytics Assistant sürümü (26) ile analiz edildi. Araştırma sonuçları, hastanede kullanılan liderlik tarzının çalışanların performansını etkilediği için istatistiksel bir ilişki olduğunu göstermiştir.

Anahtar Kelimeleri: Liderlik Tarzı; Liderlik Davranışı; Dönüşümsel Liderlik; Etkileşimsel Liderlik; Fikir Liderliği; Otokratik Liderlik; Çalışan Performansı

ARCHIVE RECORD INFORMATION

Title of the Thesis	The Impact of Leadership Style On Employee's Performance In The Iraq Hospital Sector; A Field Study In The Children's Central Teaching Hospital
Author of the Thesis	Mohammed AL-ABBASI
Supervisor of the Thesis	Assoc. Prof. Dr. Sirma Oya TEKVAR
Status of the Thesis	Master Degree
Date of the Thesis	12\ 08 \ 2022
Field of the Thesis	Business Administration
Place of the Thesis	KBU/LEE
Total Page Number	92
Keywords	Leadership Style; Leadership Behaviour; Leadership Transformational; Leadership Transcational; Leadership Thought ,Leadership Autocratic; Emplooye Performance

ARŞİV KAYIT BİLGİLERİ (in Turkish)

Tezin Adı	Irak Hastane Sektöründe Liderlik Tarzının Çalışan Performansına Etkisi; Çocuk Merkezi Eğitim Hastanesi'nde Bir Saha Çalışması
Tezin Yazarı	Mohammed AL-ABBASI
Tezin Danışmanı	Doç. Dr. Sırma Oya TEKVAR
Tezin Derecesi	Yüksek Lisans
Tezin Tarihi	12 \ 08 \ 2022
Tezin Alanı	İşletme
Tezin Yeri	KBU/LEE
Tezin Sayfa Sayısı	92
Anahtar Kelimeler	Liderlik Tarzı; Liderlik Davranışı; Dönüşümcü; Dönüşümsel Liderlik; Liderlik Düşüncesi; Otokratik Liderlik; Çalışan Performansı

ABBREVIATIONS

HR : Human Resources

CCTH : Children's Central Teaching Hospital

SPSS : Statistical Package for the Social Sciences

H : Hypothesis

SUBJECT OF THE RESEARCH

The Impact Of Leadership Style On Employee's Performance In The Iraq Hospital Sector; A Field Study In The Children's Central Teaching Hospital.

PURPOSE AND IMPORTANCE OF THE RESEARCH

The importance of the current research lies in being one of the important topics in the field of business administration, as this study seeks to reach an understanding of the relationship between the two variables, leadership style and employee performance, and the impact of leadership style dimensions. (Leadership behavior, transformational leadership, leadership input, intellectual leadership, autocratic leadership on employee performance).

METHOD OF THE RESEARCH

This research adds to our understanding of the effects of leadership style on staff performance at Child Central Teaching Hospital. It may also be a useful indicator for managers to discover the difference between their perspective of ideal leadership style and that of their employees, and to take steps to bridge the gap, and is also intended to assist hospital management in looking at the degree of leadership style from the employees' point of view, so that managers can focus their attention on this important aspect of hospital business.

HYPOTHESIS OF THE RESEARCH / RESEARCH PROBLEM

H1a: There is a statistic band between the Behavior leadership and employee's performance in the Children's Central Teaching Hospital

H1b: There is a statistic band between the Transformational leadership and employee's performance in the Children's Central Teaching Hospital

H1c: There is a statistic bond between the Transactional leadership and employee's performance in the Children's Central Teaching Hospital

H1d: There is a statistic band between the Thought leadership and employee's performance in the Children's Central Teaching Hospital.

H1e: There is a statistic band between the Autocratic leadership and employee's performance in the Children's Central Teaching Hospital.

SCOPE OF THE STUDY

Limitations of the Objective: The study problem mainly aims to address the influence of leadership on the performance of staff in the Child Central Teaching Hospital. Spatial limits: The study was limited to Baghdad, Iraq, at the Children's Central Teaching Hospital. Human Limits: The study will distribute a questionnaire to a sample of employees in the Central Teaching Hospital of the Child to measure and analyze the level of influence of leadership and its dimensions on the performance of employees in the Central Teaching Hospital from their point of view. Time Limits: This study was conducted between the third and fourth semester of the 2021/2022 school year.

1. INTRODUCTION

1.1. Background of study

Leadership is the capacity to inspire and awaken the interests of a group of people and to channel their efforts into successfully and enthusiastically attaining the desired objectives (Lee, 2014).

The scholars and academics have characterized organizational leadership as a management style that could effectively defines the organization's vision and sets strategic objectives with encouraging the organization's working members to complete the duties that needed of them successfully (Harzing, 2016).

Leadership is a dual-focused management technique that concentrate on the best-high method stuffs that may operate ideally for both people and groups at the same time, because it has an impact on the status of the crucial organizational leadership (Nasomboon, 2014).

Organizational leadership is also a mindset and work ethic that empowers a group or individual in any defined function to lead the business from the bottom up to the top. By fusing organizational knowledge with prompt action, organizations may achieve organizational excellence (Kiani, 2017).

On the other side the organizational leadership researchers have also shown the needs of developing an awareness of individual or group perspectives on what should completely define organizational leadership as well as a worldview of the phenomenon (Schneider, 2006). Academic leaders whose leadership philosophies have been researched include vice chancellors, deans, and directors (Khan,2018). Public administration experts claim that management leadership is one of the most important qualities for government. (Surbakti, 2013).

Leadership is often considered to be an essential component in an organization's success, regardless of its corporate or commercial structure. Leadership is crucial for managing and leading human resources, facilities, funds, and other resources (sole proprietorship, partnership, corporation, and other types). Employees, who are seen as

the most valuable assets and talents of the organization, might become more productive and satisfied in their careers with the right leadership. (Mosadeghrad, 2003).

One or more persons, such as a firm, must have the ability to influence others for a group of people to move in a reliable direction. The future of the organization and, therefore, the future of its stakeholders are likely to be impacted by a competent leader's capacity to resolve issues that have an influence on the organization's short- and long-term objectives. A dedicated leader takes wise choices that benefit the organization (Sougui, 2015).

The leader's personality, behavior and ability to predict the future and influence others. In addition to this successful person who is working in his firm is an asset to a organization, and its employees are its most valuable asset. The advantages of having such a leader could be coming directly and indirectly. Employees will be direct victims of such a poor evaluation, if leader fails to anticipate the future of a for-profit or non-profit organization, and as a result of that to achieve a long-term success, every single organization needs to successful leader who can serve as a role model for all employees (Aithal, 2019).

Leaders are critical to the success of any business. Task-oriented and supportive leaders have been shown to be particularly effective by increasing staff engagement (Carasco-Saul, 2015).

According to (Tabche, 2018), new leadership styles are necessary for organizations to forecast future events and plan a course of action in order to get positive and satisfying results for the recommended organizations and organizational leaders.

According to prior research (Jaskyte, 2004), an ideal organization culture may influence creative work behavior by establishing new sets of shared values. This culture may be created, established, and perpetuated with the aid of leaders.

The leader-follower relationship is one of the most essential themes in today's corporate world. To acquire exceptional results from employees and to influence positively on their emotional aspects and a competent leader is an essential thing in the organizational leaders (Choudhary, 2013).

Based on the idea that a leader should establish a personal connection with every individual in a group, individualized leadership shows both the leader's engagement with

the employee as well as the employee's response to the leader. As a result, these distinctions could affect the relationship between the leader and the following. How effective a leader is may depend on a variety of factors, including personality, leadership style, attitudes, and other traits. A person's personality is defined as a collection of unspoken traits and behaviors that underlay a recognizable pattern of conduct in reaction to situations, things, or other people (Daft, 2008).

The growth of today's business world needs to the preservation and enhancement of work quality. So that the organization can compete with other similar enterprises on a national and international basis. Simply it is one of the most vital elements that plays a part in the development of a future workforce has a significant impact on a organization's performance (Bahari, 2018). The organization makes an effort to hire and retain motivated employees, as well as create and maintain a healthy work atmosphere and highly competitive human resources. according to Iskamto it is a difficult work since you must deal with people from varied educational backgrounds, personalities, and social backgrounds, Because the wrong policy that would have a negative impact on the whole firm, it is critical to have a policy from a leader who is qualified and guided by the agency in resolving this human resource problem (Iskamto, 2020; Khajeh, 2018; Wiandari, 2017).

In business leadership, it is necessary to focus on human resources. People who appear to be the organization's most valuable asset; "The key to employee drivers is usually the lifeblood of companies; they maintain, operate and deliver 'targets' for services (Shafie, 2013).

Since an organization's ability to achieve its goals depends on the performance of its employees, performance is one of the most crucial variables it should take into account (Shafie, 2013).

Encouraging employees is an important motivator that makes employees more loyal to the organization and this is due to the influence of leadership style, however, the availability of incentives is a different factor that affects employee performance (Pasaribu, 2008).

Otherwise, to make the most use of people resources, leaders take the required steps and build human connections, therefore these managers' leadership styles have a

big influence on employee morale, as a result, employee morale will have an impact on their output (ShirzadKebria, 2011).

Many businesses are now battling with problems including unethical business practices, high employee turnover, subpar financial results, etc. in the current business environment. It's also possible that inadequate leadership is to fault. Many firms want to accomplish their stated objectives, thus strong leaders are essential to organize and inspire the staff (Vigoda-Gadot, 2012).

Without leadership, errors are more likely to occur, and the chances of success are lowered. Leading an organization is critical for its long-term viability and growth (Al Khajeh, 2018).

The success of any industrial business or organization depends heavily on the capacity or aptitude to manage a group of individuals inside an organization that reflects current reality and future aims that try to highlight growth and development areas. Leaders may accomplish their goals more rapidly as a result of good rationalization and the efficient and effective utilization of organizational resources. (Koohang, 2017).

1.2. Problem Statement

Employees in the health sector should not be kept in the dark about major choices that might have a significant impact on them since it is a service-based sector and operates in scenarios where employees play essential roles in the service exchange (Kuria,2012; Kuria, 2016; Montes-Peón, 2017). (At all levels, they should be trusted and given the opportunity to contribute to decision-making). Consequently, a "command and control" approach should not be considered acceptable in the health sector. Instead, a more transparent and collaborative framework should be used to capitalize on the skills of all personnel (Kuria, 2016; Ibrahim, 2019).

The employee's participation in decision-making and expressing an opinion is an important thing, as it enhances the sense of responsibility and confidence in the future of work. As the weak leadership, style generates frustration in the employee and this affects the organization's long future the weak leadership, styles affect the performance of employees directly (Brown, 2008).

Low staff performance and work satisfaction among medical professionals may have an impact on their interactions with patients and may degrade the quality of treatment, citizens often express criticism or review of the public healthcare system in numerous nations, especially in relation to performance or service delivery (Kotteeswari, 2014).

Iraq's health sector performance in one of the fundamental systems in society that must operate consistently is the health sector. (Satinsky, 2019), in terms of income and employment, the healthcare industry has grown to be one of Iraq's most significant industries (Aljunid, 2015; Al Hilfi, 2013).

Hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance, and medical equipment all fall under the category of healthcare, although a lack of health care professionals and providers is linked to low quality health services, particularly in rural regions, effective leadership is necessary to manage the organization's activities (Alsahlani, 2019).

The healthcare industry is expanding quickly as a result of expanded services and coverage as well as more expenditure by both public and private entities. The performance of health professionals involves crucial elements that have a significant impact on patient satisfaction, such as timing of treatment commencement, frequent evaluation, availability, communication, explanation offered about testing, health counsel, etc, the public health care sector is subject to several critiques, including limited access to basic health care services, inconsistent policies, inadequate budget, aorganizationing infrastructure shortages, brain drain, and workplace rivalries. The Iraqi environment is no different. Continuing violations of collective bargaining agreements and the state of health care led to the need for a comprehensive strategy (Alsahlani, 2019).

Studies have shown that managing staff members and employees at a hospital is a crucial step in the management process. The importance of people to the business must be understood by leaders, who must regard people as a fundamental component of the organization's driving force. Some leaders exhibit narcissistic tendencies and neglect other people's viewpoints while making decisions. (Rosenthal, 2006; Hadad, 2021).

Some bosses think of their employees as inferior. Employees get frustrated as a result, and they stop coming up with innovative solutions. When a lackluster management approach results in disorder and carelessness (Alsahlani, 2019).

1.3. Research Question

1. What are the proper reasons for the success of a leader in a winning organization?
2. What is the impact of leadership styles on employee performance?
3. What are the necessary theories that can be developed to support the study of leadership?

1.4. Research Objectives

Three main objectives will be identified and highlighted here as suggested in the assignment instructions.

1. To identify an appropriate reason for the success of a leader in a winning organization
2. Determine the effect of leadership styles on employee performance
3. Develop an appropriate theory of leadership.

1.5. Study Significance

1.5.1. Significance of Theory

The importance of the current research lies in being one of the important topics in the field of business administration, as this study seeks to reach an understanding of the relationship between the two variables, leadership style and employee performance, and the impact of leadership style dimensions. (Leadership behavior, transformational leadership, leadership input, intellectual leadership, autocratic leadership on employee performance). This research adds to our understanding of the effects of leadership style on staff performance at Child Central Teaching Hospital. It may also be a useful

indicator for leaders to discover the difference between their perspective of ideal leadership style and that of their employees, and to take steps to bridge the gap, and is also intended to assist hospital management in looking at the degree of leadership style from the employees' point of view, so that managers can focus their attention on this important aspect of hospital business.

This way leaders may be able to attract new employees while retaining existing ones. The research will primarily focus on helping organizations develop this leadership style, which is crucial to making it profitable, and will help organizations identify the benefits of having skilled and well-behaved employees in appropriate positions. Most importantly, this research is vital for managers of Children's Central Teaching Hospital and other organizations to adopt an appropriate leadership style in order to increase staff performance and organization efficiency.

1.5.2. Significance to practice

This study also has the following significance: The results will help hospital management in understanding the impact of leadership style. Provides information about staff performance and leadership style for the Children's Central Teaching Hospital sector.

1.6. Research Scope

Limitations of the Objective: The study problem mainly aims to address the influence of leadership on the performance of staff in the Child Central Teaching Hospital. Spatial limits: The study was limited to Baghdad, Iraq, at the Children's Central Teaching Hospital. Human Limits: the study will distribute a questionnaire to a sample of employees in the Central Teaching Hospital of the Child to measure and analyze the level of influence of leadership and its dimensions on the performance of employees in the Central Teaching Hospital from their point of view. Time Limits: This study was conducted between October- August and fourth semester of the 2021/2022 school year.

1.7. Operational of key terms

Leadership: The leadership style of an organization's members ultimately decides whether it succeeds or fails. The leader's position is crucial in fostering employee motivation and concentrating on individuals who are productive and successful and have expertise, insight, and long-term vision to meet the objectives. There are several leadership philosophies, and each has unique traits that (Ngambi, 2010).

Leadership behavior: is one of the subjects that scholars from all around the globe talk about the most. In situations where leaders are influencing others to get desired outcomes, the conduct of the leaders may directly affect whether an organization succeeds or fails (Den Hartog, 2007).

Transformational leadership: is a leadership idea that describes the methods utilized to bring about desirable planned changes via the involvement of leaders and subordinates in reaching lofty objectives and coming up with solutions. It hinges on a variety of diverse methods that boost subordinates' self-motivation and morale by connecting their identity to the intended outcomes (Sun, 2017).

Transactional leadership: entails the interchange process that results in the compliance of followers Although the commander made the request, it is unlikely to inspire excitement for or devotion to the mission's goal. The leader concentrates on having internal players complete the necessary duties to enter the organization. desired outcomes (Kalsoom, 2018).

Thought leadership: Is an intellectual influence and creative or entrepreneurial thinking.” In business and entrepreneurship, it expresses an individual or group recognized as an authoritative authority in a specific field (Sessions, 2017).

Autocratic leadership: is one person controls all decisions without the participation of the rest of the group (Iqbal, 2015).

Employee Performance: Refers to the efficiency and effectiveness with which an employee completes his or her duties. Leaders may use a variety of methods to assess how well an individual employee's work contributes to the overall success of the organization (Saleem, 2013; Mensah, 2015).

1.8. Conceptual Framework

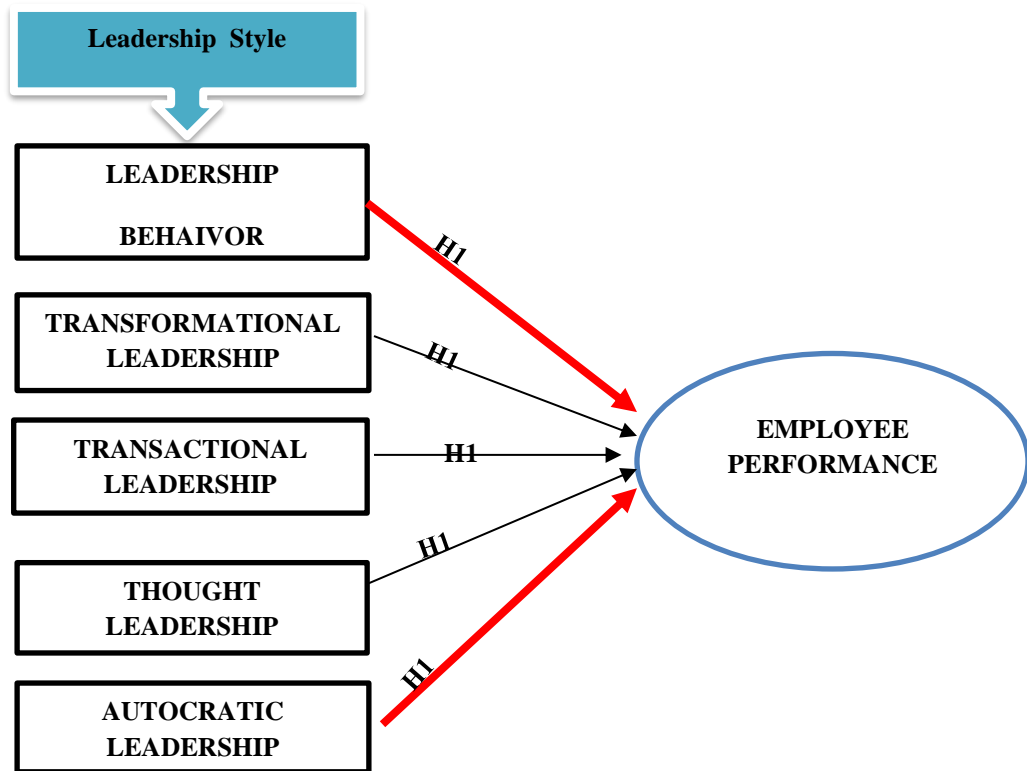


Figure 1. Conceptual Framework

1.9. Hypothesis Formulation

H1a: There is a statistic band between the Behavior leadership and employee's performance in the Children's Central Teaching Hospital

H1b: There is a statistic band between the transformational leadership and employee's performance in the Children's Central Teaching Hospital

H1c: There is a statistic bond between the Transactional leadership and employee's performance in the Children's Central Teaching Hospital

H1d: There is a statistic band between the thought leadership and employee's performance in the Children's Central Teaching Hospital.

H1e: There is a statistic band between the Autocratic leadership and employee's performance in the Children's Central Teaching Hospital.

1.10. Thesis Organization

The second chapter examines overview of the hospital sector in Iraq, reviewing the literature related to the study variables that include employee performance as a dependent variable and leadership styles and their dimensions as an independent variable, which will also include the opinions of many writers in addition to many theories related to different leadership styles and their impact on employee performance, qualities that make great leaders, as will be Create a conceptual framework. The design of the study, formulation of hypotheses, sample size and population, data collection method, secondary data, preliminary data, questionnaire design, rating scales for the responses and measurement of instruments and the technic of the data analysis will be addressed in the third chapter. The fourth chapter will include response rate and demographic profile, reliability analysis, factor analysis, descriptive findings, Pearson correlation analysis, hypotheses testing result of direct relationship of variables, summary of findings and conclusion, and in chapter five the discussion of the major findings will be discussed, implication, recommendation of the study and conclusion.

2. LITERATURE REVIEW

2.1. Introduction

This thesis' literature part will primarily cover issues related to leadership, leadership behavior, transformational leadership, transactional leadership, thought leadership, autocratic leadership, employee performance, the study's conceptual framework, and leadership theories.

2.2. Overview of the Hospital Sector of Iraq

Al-Ghuraba Hospital, or Khustah Khanat Al-Ghuraba, or Ghuraba' Hospital, was built in Baghdad during the time of Sultan Abdul Aziz I, and similar to the Ghuraba Hospital, located in Istanbul, and was linked to the administration of the municipality of Baghdad. It is the first hospital in Iraq, and is located on the shore of the Tigris On the Karkh side, it was built by the Ottoman governor, Midhat Pasha, and opened in 1872.



Figure 2. Al-Ghuraba Hospital

When Midhat Pasha received the mandate of Baghdad in 1869, he realized the deteriorating health situation in Baghdad, and planned the necessity of establishing a hospital for the people of Baghdad. He discussed the matter with the Wilayat Council, and the park affiliated to Suleiman Pasha Endowment, located on the banks of the Tigris River in Karkh, was chosen. He urged the affluent of Baghdad's merchants and wealthy to donate to this project, and like other buildings of Medhat Pasha in Baghdad, where he derived his building blocks from the remains of the Baghdad wall, and he derived the

money for construction wages and employees' wages for him, from the donations made by the rich and notables of Baghdad. This hospital was not what is now known about hospitals, but it was more like a nursing home.

The care and management of the patient in that era was carried out by the patient's family and relatives, as in those days the people did not like placing their patients in a government hospital, but it was customary to take care of their patients in their homes. And they believed that the government would kill patients, not treat them. That is why health conditions deteriorated dramatically in the nineteenth century, due to the spread of epidemics and communicable diseases, and successive flood disasters helped this, and health care places were not available at the time, except for the (Tanbelkhana) building. Which was a home for the elderly and the mentally ill, where they spent the last days of their lives. As a result of the lack of hospitals and the lack of health awareness, the majority of the community fell victim to the clutches of charlatans and charlatans. That is why the hospital built by Midhat Pasha was dedicated to strangers who were stranded and who had no relatives to take care of them in their homes, and in fact only the needy, beggars and the infirm resorted to it. A special wing was allocated for prisoners, lunatics, and prostitutes. But the building remained empty, due to the lack of medical staff, so the building was used as a preparatory school for several years, and when the medical staff was available, the hospital was opened and work began.

This hospital was neglected after Midhat Pasha, and the benefit from it gradually decreased, until it was almost non-existent and its building was damaged by cracks. But in 1879 AD, the Ottoman governor, Abd al-Rahman Pasha, worked on repairing it and providing it with tools and medicines as much as circumstances helped him in those days. On April 6 of that year, it was reopened, and a large crowd of people attended its opening ceremony. But in 1896, the government decided to dispense with him permanently, so his building was given to the Department of Education and the Royal Preparatory Office moved to it. It seems that there is another hospital that has been established in Baghdad with the same name, or perhaps this hospital has been renovated, and this is what Professor Ali Al-Wardi mentioned in his glimpse, where he said: "In 1910 Nazim Pasha held a party (Palo) on the back of a ship in order to establish the Al-Ghuraba Hospital in Baghdad, The party was mixed, attended by consuls and their wives, members of foreign communities, and some Christian families.

In 1917, necessary repairs were made in the hospital and it was provided with the necessary medical equipment to become the Obstetrics and Gynecology Hospital in Karkh. When the British occupation forces entered Baghdad, they restored the Ottoman Al-Ghuraba Hospital, and named it (Civil Hospital) and was dedicated to treating women's and children's diseases, and that was in August 1917. Then, new renovations were made to make the Iraqi Constituent Assembly take the hospital building as its headquarters from 1925 until 1935 AD. After that, the building was returned to the Public Health Department, which turned it into the Royal Karkh Hospital (turkpress, 2018).

In the 1970s, Iraq established a free, all-inclusive, centralized healthcare system based on a curative, hospital-centered, capital-based model of treatment. According to a "surveillance brief" released jointly by the World Health Organization and the United Nations Children's Fund in July 2003, the nation depended on extensive imports of nurses, medical supplies, and even drugs, which were funded by oil export income. Unlike other developing nations, which prioritized employing primary care physicians to provide treatment for groups of people (Jadoo, 2021).

Children's Central Educational Hospital, one of the most famous major hospitals in Iraq, which specializes in treating children exclusively, from the age of (one day, up to 15) years. This hospital was established in 1986 AD, with an area of (1) km², and includes in its building (5) floors for each floor (3) corridors, and according to the necessary diagnosis in each corridor, an average of (400) beds, and it provides medical and health services to all children, and from all Iraqi governorates, and displaced children. The hospital contains a building (consultation, doctors house building, medicine stores, doctors apartments, Cambro Dialysis Center. Several new departments were added to the hospital, such as the dialysis and hemodialysis department for kidney diseases, and the intensive care department. At the end of 2012, the consulting clinic building attached to (Hospital official website, 2020).

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which were funded by oil export revenues. Unlike other poor countries, which focused on care group health using primary care practitioners (Jadoo, 2021).

2.3. Employees Performance

2.3.1. Definition of Employees

Employees are a collection of individuals that do various tasks, each in accordance with their activity and area of expertise inside the firm, in order to accomplish the objectives. They are led by a leader who serves as their mentor (Edward, 2020).

Employees may be divided into three groups: actively disengaged employees, passively disengaged employees, and engaged employees. Employees that are engaged in their work continually seek to perform at the highest level in their positions. Employees that are not engaged are more concerned with the duties assigned to them than the organization's objectives. They follow instructions, as expected. Employees that are actively disengaged are risky since they not only perform poorly but also demotivate the organization's performers(Gallup, 2002).

Every organization should use employee engagement as a tool to help it compete favorably with other businesses. If managed and engaged effectively, people are a factor that cannot be replicated or reproduced by rivals and is regarded as the most precious asset (Anitha, 2014).

2.3.2. Definition of Performance

Performance is an individual's total outcome over the course of a certain amount of time in carrying out activities, such as standard outcomes work, objectives, or goals of previously established and mutually agreed-upon standards (Rivai,2013). It is the evaluation of how successfully a person does their work. Job performance is a component of human resource management that is covered in academic industrial psychology courses. Achievement is a crucial factor in determining the performance and outcomes of organizations (Ferris,2004).

Performance is a list of the outcomes from a a particular work within a given time period, an activity or assignment. Performance of an employee is ability For independence to be attained, people must take initiative Goals (Wahyuni, 2020).

The term "performance" is derived from "job performance" or "real performance," which refers to someone's actual work performance or accomplishment. The work quality and quantity that an employee achieves while performing his or her role in line with the obligations assigned to him or her is defined as performance (work performance) (Razak, 2018).

2.3.3. Definition of Employees Performance

The employee performance can be defined as a process of measuring the level of how an employee in the organization does their job either in a good way or in a poor way. Also employee's performance is focused on examining how well an individual employee performs at their job over a given period. Employee's performance is also such a critical review of the jobs that have been done and completed by an employee over some times by analyzing how the job is done either promptly or otherwise (Areiqat, 2021).

Employee performance is also a means of measuring whether an employee meets deadlines with an assigned task and also measuring the quality of output from such assigned task over some times. Evaluating and measuring employee's performance over some time is critical in the organization as it allows the organization to have a critical view of each employee's performance and to be able to quickly address any issues that may be related to low work performance from any of the employees (Kalsoom, 2018).

Appraising employee's performance also makes it possible for the organization to be able to identify the kind of training that may be needed by each employee to help improve their performance and to ensure the performance of employees as an optimal level. Employee performance appraisals also make it possible to ensure the training and re-training of employees because the employee's performance check will reveal where and where needs to be addressed as it relates to the job performance of each employee in the organization (Amegayibor, 2021).

Some factors play with such a critical role in determining the performance of employees in the organization, and some of these factors included the nature of the kind of work environment that be available to the employees if the environment is conducive. The employee is likely going to perform efficiently, but if the work environment is not good and friendly, the employee performance is likely to be lowmand bad. Another factor that can affect employee's performance in the organization is the quality of training and development programs of the organization. Employment engagement is another major factor as employees tend to perform better in the organization if they are adequately engaged compared to employees who are not well engaged (Leblebici, 2012).

If the workload is much and unbearable, the performance of such employee will be dropped sharply and if the workload is fair enough for the employee, such employee will likely perform better. Lastly, another factor that can seriously impact the performance of the employee at the workplace is the kind of organizational culture in place in the organization and the kind of reward system in place. If the organization's culture and the reward system in the organization are seen to be fair and just be the employee, such employee will be motivated to perform the assigned task, but if the organization's culture and reward system is seen to be unfair, such employee will be demotivated and performance of such employee will be impacted (Kuchinke, 2016).

Employee's performance as it has been mentioned upper plays such a critical role in the success of every organization, that because the employees are mainly responsible for the day-to-day operations of the organization and also responsible for ensuring that the set goals and objectives of the organization. Every organization must pay huge importance to the performance of the employees in the organization and ensure the right work environment is provided for the employees, as the business environment continues to change and the competition continues to grow in business. The organizations as well need to pay such a massive attention to their employees and their welfare, because happy and motivated employees are the sole channel through which organizations can become sussuceful organization (Insan, 2021; Udovita, 2020).

Most organizations rely heavily on the job performance of their employees because it is a crucial factor in achieving a sustainable competitive advantage and plays a significant role in the organization's success. An employee's performance typically depends on their knowledge, skills, experience, and necessary behavior (Syed, 2019).

The effectiveness of the workforce is a key component of every organization and is directly related to its success. Even if an institution depends greatly on its employees, a small number of them cannot drastically alter the organization's direction. The collective efforts of an organization's employees determine how well it performs. Performance is the primary multi-character component that is designed to achieve results and has a significant relationship with the planned goals of the institution (Malik, 2016).

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Employee effectiveness Any organization's major goal is to improve employee job performance so that it may thrive in this fiercely competitive climate. Performance is a dynamic benchmark with many dimensions. Employee performance is defined as the results obtained via activities with skills of employees who are competent in delivering the organizational goals and objectives. It highlights organizational successes or failures. To guarantee that the personnel of the Somali National Civil Service Commission are providing services effectively, it is crucial to assess the value that is gained from the various leadership philosophies (Mohamed,2018).

Performance is a work outcome that may be attained by a person or a group of individuals inside an organization, provided that the outcome is consistent with relevant powers and duties for lawfully attaining organizational objectives. The work product in and of itself does not break the law (Sistiyan, 2019).

Defined employee performance as behavior, with the word outcomes used to express what such behaviors lead to. In conclusion, the value of a collection of employee behaviors that contribute, either favorably or adversely, to achieving organizational objectives is characterized as job performance (Jason, 2015).

This means that employee performance is a behavior that consists of the employee's directly observable actions, as well as mental actions or products Like answers or decisions, which lead to organizational outcomes in the model of achieving goals. The main objective of any organization is to enhance the function The performance of its employees so that it can survive in this high competition environment.

Performance is a very multidimensional and dynamic build The standard that determines organizational success or failure (Obicci, 2015).

Performance is defined as an employee's final capacity to use their knowledge and abilities in a productive and efficient manner. According to study, an employee's performance is now directly tied to both his or her intellectual and physical health (Nawaz, 2016).

Performance of the workforce is particularly important in this respect to provide outcomes that meet worldwide standards. Individuals' performance totally rests on the institution's rules regarding their compensation package, incentives, bonuses, annual raises, and other benefits and privileges (Nawaz, 2010).

However, out of all the other considerations, the employees ' academic backgrounds have the greatest status. Overall, strong leadership and flexible responses from the workforce may increase and maintain output productivity (Rizwan, 2016).

2.4. Qualities That Make a Great Leader

Qualities of a successful leader A successful leader can be defined by the qualities he possesses:

→* The speech about the leader's qualities with more details then it would be endless so it have to be shorten/summarized it below in a several important points.

- It is accurate and structured, so all of the leader's activities, as well as his time, paperwork, and objectives, are organized. Making crucial choices and creating events: A good leader doesn't wait for opportunities; they seize them. impacting others (Siddique, 2011).

- A effective leader has insightful vision and is willing to take criticism of both himself and the ideas he has put forward (Yukl, 1999).

- Motivation: The effective leader incorporates motivation as a crucial component into his job in order to fill his team with energy. great faith in his skills, prowess, and ideals (De Jong, 2007; Codjoe, 2019).

- Communication: Effective interpersonal communication A leader has to be skilled at speaking and listening to others. In this instance, the worker shouldn't be assessed when he is with his bosses in a meeting (Prive, 2012).

- He utilizes the delegation process in his job, is aware of when to assign others, who to assign them to, and what duties may be delegated.

- Culture: The leader improves himself, his talents, his capacities, and his skills by reading and training courses. He is an educated person with a high level of awareness and culture.

(Akinola, 2018).

- Successful leaders uphold moral standards throughout their job and journey to achievement. As a result, they do not prioritize their morals and ideals above the pace of material accomplishment (Thomas, 2004).

- Planning is the process of creating a strategy to accomplish a certain objective by identifying the resources, activities, processes, and timelines required to do so (Barbagallo,2015).

- The capacity to interact with people and create enduring connections is referred to as social intelligence (Goleman, 2008).

May be primarily described as the qualities a somebody has within that make them a leader. This leadership style serves as a conduit for the leader to influence their followers, direct and mentor them toward accomplishing organizational goals and objectives, and also to ensure that the followers meet predetermined goals and targets (Sankar, 2003).

The study may describe leadership behavior as the way a leader acts or feels about their subordinates, particularly when it comes to reaching predetermined objectives. In an organizational environment, leadership is also understood as the means through which any leader's behavioral tendencies and patterns are communicated to and observed by their subordinates and colleagues (Littrell, 2002).

The way a leader acts toward their team members is still crucial to achieving the desired outcome, and these leaders should act in a way that inspires and motivates their team members. This kind of positive behavioral attitude is believed to boost employee performance (Insan, 2021).

Additionally, open-mindedness, setting a good example for others, strong self-assurance in the performance of one's duties, encouraging employee success, providing opportunities for employees to produce the desired results, and providing space for positive changes in the workplace and within the organizational structure have all been categorized as leadership behaviors in studies Einarsen (Clinebell, 2013).

Studies have shown that a leader's external behavior is greatly regulated and influenced by the current environmental factors. The leader must occasionally interact with these environmental factors while leading other employees, discussing the road to organizational success, and maintaining employee motivation to produce the desired results (Mohiuddin, 2017)

When leaders act in a participatory manner, their teams often take on more challenging assignments and opportunity to grow professionally and produce greater outcomes. Because more employees are aware that they will eventually be given a higher role that will require them to learn more as a result of the leader's participative nature, participation on the part of the leader typically also results in openness and transparency, which creates a motivating factor for the employees (Sougui, 2015).

Leaders can now discover employees ' talents, abilities, and core competencies thanks to participative behavior, and they can then place those individuals where they will perform at their peak to help the firm reach its goals and objectives. Some leaders are also regarded as consultative leaders who see their subordinates and employees as partners in development. These leaders take the time to speak with employees about ongoing workplace difficulties and collaborate with them to come up with feasible solutions. The use of a consultative leadership approach is also claimed to make leaders more proactive in addressing workplace problems before they become serious ones (Top, 2020).

Communication is crucial for addressing concerns of leadership behavior since it affects how well followers will understand and respond to messages from these leaders. The capacity of the leader to successfully communicate with their team members will impact how they will hear the message and how actively they will react to it. Communication may take place orally as well as in writing (Kalsoom, 2018).

2.5. Leadership Style

There are several leadership styles, according to study, which was based on the number of followers. This is the most effective leadership style depending on the scenario, the followers, and the leader's role (Tortorella,2018). Leadership style has a greater impact on a leader's effectiveness than leadership attributes. A leader's style may serve as a model for organizational conduct in certain cases. The effectiveness of the group as a whole depends on how the leader engages and communicates with its members (Amanchukwu, 2015).

Three main strategies for these encounters were defined by Lippit and White (1943) as being leadership conduct, transformational leadership, transactional leadership, thought leadership, and authoritarian leadership style. Although there are many different leadership philosophies, each has a unique effect on how well people perform in diverse circumstances and settings. The researcher investigated pertinent material for each of the five leadership philosophies in this thesis, including leadership conduct, transactional leadership, thought leadership, and autocratic leadership style (Ronald, 2014).

2.5.1. Leadership behavior

Leadership behavior is the main determinant of the success or failure of any organization. Leadership behavior is the method and approach to providing direction, implementing plans and motivating people (Ojokuku, R. M., Odetayo, T. A., & Sajuyigbe, A. S. (2012).

The idea of leadership is presently regarded as one of the concepts in management philosophy that has gained the greatest attention. A survey of many definitions offered by scholars and practitioners in the area of management from their various perspectives may also be used to define leadership. Discussions are then held in an effort to determine the general qualities that constitute the notion of leadership (Sadq, 2020).

The most popular definition of leadership is simply the skill of motivating others to use their energies toward the accomplishment of certain objectives. Additionally,

leadership is a process of motivating people to consistently take a determined approach to an organizational goal (Hariswaran, 2020).

The leadership is a very broad phenomenon that has continued to receive a huge number of attentions from scholars and researchers from various fields due to the importance of the phenomenon and the desire of these scholars and researchers to explore the phenomena from various perspectives. Periodically it also using a different measure to determine the impact of leadership on other variables of importance which has helped shaped the direction of research discuss on leadership in general (Udovita, 2020).

The leadership position or task also takes place in the formal and informal settings across the world. The formal leadership settings are usually more defined with specific rules, qualifications, and experiences to attain in such a leadership position. By other side in the informal settings, it's usually be more influential traits give the most influential person among the groups the opportunity to lead such a group as their leader (Holbert, 2021).

Leadership is also encompassing and usually reflected in every area of life and be as well in the organization and the community of business settings in politics etc. The leader that can be termed to be effective must have good communication skills, must be innovative in thinking, must have good management skills, must be open to change, and must persevere in the face of challenges to achieve success and also proactiveness in the face of crisis (Al Khajeh, 2018 & Kalsoom, 2018 ;Timotius, 2021).

The world today and almost every aspect of human lives are shaped by the competence of the kind of leaders in such an environment. Most businesses have become successful and global businesses today because of good leadership at the helm of affairs of such organizations while also, there are businesses that have collapsed due to bad decisions and inabilities of the leaders in such organizations to drive the business to success (Ciulla, 2005).

The same is seen in political settings, countries that have become great countries today were driven by visionary leaders who understand the importance of leadership, setting great vision, and providing veritable platforms for their followers to thrive and also become successful. This is a critical factor in the phenomena of leadership, leadership is not about selfish interest, but about leading followers rightly and setting

the pace for success to be achieved within and outside the organizational workplace (Amegayibor, 2021).

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Any organization's leadership is its lifeblood, and its significance cannot be overstated. There are many writers who have examined this phenomenon, but there is no explicit definition of what leadership is, and there is little consensus on the most effective methods for cultivating and practicing it (Bennis W, 2007).

2.5.2. Transformational Leadership

Transformational leadership is an ideal setting seeks to create value across the entire organization and to ensure positive changes in the organization and among employees, and also with the motive of developing skilled followers, who are capable of driving the positive changes that transformational leadership will bring on board in the organization (Chipunza, 2010).

The transformational leader is also expected to encourage, develop and build employees in the organization intelligently so that they can handle and deliver the more complex task in a more timely and cost-effective way. The transformational leader also seeks the best approach to changes that are timely, cost-effective, and capable of achieving better results across the entire (Bass, 1987).

In order to reform an organization's overall work process and assure its efficacy and efficiency, transformational leadership is the process wherein a leader is primarily focused on bringing about a change that may be described as transformative and singular (Bryant, 2003).

The method a leader uses to bring about organizational change and transformation that may provide greater and better results than at times is known as transformational leadership. The major goals of transformational leadership are to bring

about good changes across the whole organizational structure and to ensure that the proper conditions are in place for transformation to occur where it should (García-Morales, 2008).

The issue of transformational leadership and its impact across the globe and also in organizational settings has continued to receive tremendous attention as researchers, scholars, and experts in the field of organizational behavior that continues to explore this phenomenon from various perspectives (Wang, 2011).

Some of those examined studies have also continued to take a well strong place emphasis and strong importance on the role of transformational leadership and how modern-day executives have employed this leadership style to solve and transform many organizations across the world. The business environment is dynamic and changes from time to time. The studies have argued that employing's transformational leadership style is one of the antidotes needed by organizations in their policy formulations to respond effectively to constant changes in the business environment (Top, 2020).

The importance of transformational leaders in an organizational workplace that cannot be over-emphasized as this set of leaders have the capacity and needed skills to solve problems, transform the organization and take the organization to greater heights to achieve better results for the organization (Baig, 2021).

For employees who want to participate in creative work behaviors, transformational leadership fosters a supportive atmosphere, particularly given that these behaviors are difficult and dangerous owing to uncertainty regarding the idea's effectiveness (Masood, 2017).

Transformational leadership is also based on some known factors such as the idealized influence which makes it easy for the leaders to easily influence the subordinates and make them perform as expected. The intellectual stimulation which enables the leader to stimulate the brilliance and intelligence of the subordinates to be able to confidently tackle any problem that may arise from time to time. The consideration of every individual under the direct supervision of the leader since human relations is important in the transformational leadership quest to achieve positive changes in the organization, while the fourth factor is the inspirational motivation that must be possessed by the transformational leader to keep the employees motivated to achieve the desired result in the organization (Alheet, 2021).

The transformational leader is the person who engages with his connections in transcending personal interests, motivating them to move forward in the interest of the organization and persuade to ensure that all employees should have sufficient experience and those who seek for more achievement and productivity in the range of work, also he would be able to restore the activities through impacting and gravities and his interest of the bosses feeling (Paracha, 2012).

2.5.3. Transactional leadership

Transactional leadership is the process whereby the leader uses means of reward as a meaning for promoting performance among subordinates, especially when specific tasks are assigned to individuals or groups of people. Transactional leadership also focuses on the kind of role associated with group performance, organization, and supervision. Transactional leadership is also the process by which leaders put in place a reward and punishment system for their subordinates. The reward be giving for good done performance from the subordinates, and punishment is giving to the subordinates when they failed with the assigned task (Brahim, 2015).

The employees are given room to use their creative abilities and skills to get things done and this is further enhanced by transactional leadership because reward and punishment are major tools used by transactional leaders (Adwan, 2021).

In transactional leadership, the process of interaction with subordinates or employees in an organization is divided into four major subcategories. The first category focused on the contingent rewards, which focus on giving rewards to employees as the situation demands especially in a work-related setting, and the second subcategory focus on active management by exception which allows the leaders to step in when there's a deviation from the expected way (Politis, 2001).

Transactional leadership takes a place when there is resource exchange or when the parties involved in the process have something of value to exchange, this transitional exchange could be monetary. The recognition for a job well done can be praises or promotion given to those employees for doing such a good job. Transactional leadership is also a process whereby one particular goal in the organization where the exchange or substituted for another goal to increase the performance of such an organization.

Transactional leadership also seeks for transform the employees in an organization into ethical leaders who are equipped and capable of top performance that can help to address complexities in the organization (Paracha, 2012).

When transactional leadership is discussed, it is generally agreed that the principle of rewards and punishment is greatly upheld by such a leader to ensure employees are not lackadaisical in their job performance and also to make sure that the employees remain motivated all through an assigned task, because they know that reward will be given to those who have a good performance and punishment will also be giving to those who do underperformance work (Holtz, 2013).

The transactional leadership style is still very relevant in this modern-day organizational management as some leaders still use this style to achieve expected organizational goals and objectives. As motivating employees remains a more daunting task and every leader in an organizational setting is looking for the best meaning to motivate and keep employees on track in their job's performance. Nevertheless, using transactional leadership style in the organization by the leader remains a valid means to keep employees motivated and to achieve organizational goals and objective (Kanwal, 2019).

The traditional bureaucratic powers and authority have always been used to characterize and explain the transactional leadership style. Transactional leaders believed that after successfully completing tasks and assignments, incentives and advantages should be exchanged. These leaders attempt to create a system based on effort and reward (Rasool, 2015).

In a nutshell, it is stated that transformational leadership emerges and thrives in settings where leaders and their followers actively contribute to the success of the business (Burns, 2003).

A transactional leadership style focuses only on everything in terms of contractual obligations, both explicit and implicit. Due to varying terms of employment, disciplinary policies, and reward structures in addition to all work assignments, self-interest for employees' tasks is emphasized. Because most employees prefer to work alone, less cooperation may sometimes be seen within the workforce. Transactional leadership, however, enables leaders and followers to collaborate rather than operate

alone. In addition, followers get rewards for achieving goals or performance standards (Udovita, 2020).

2.5.4. Thought Leadership

Thought leaders "inspire leadership; they fire up people's imaginations, debunk long-held misconceptions, and shine a light on the way forward for others to follow (Butler,2012).

Thought leadership is defined as "the advocacy of new ideas rather than having to do with managing people or helping a group accomplish a goal," which is a significant break from conventional leadership (Alhaddi, 2014).

Thought leadership expresses a leader's experience and expertise in a particular field or in a particular area indicating that such a leader is well vast and very experience authority in such area. The thought is such a compliment of the clue of the leadership's authority. Thought leadership is a process through which a leader can be called an expert in a particular area and such a leader's opinion and ideas that have held in high esteem because such thought leaders are seen to possess expert power in such areas and can speak authoritatively on the area of the subject. Thought's leadership has also been simply defined as the process where such a leader is seen as an expert in their field and command's authority in such field (Mccrimmon, 2011).

Although the employees may not have the intentions to share their thoughts out of increasing knowledges or even wages, because the distance or fairs of the director\manager, that might be a main reason to reduce the production and work. Nevertheless, if there is an intend to define the good leader so basically it can be the one who can encourage his employees to do things that they may not can have it done out of fairs or being punished, plus the good leader must has the expert, becomes flexible and sharing out his thoughts with his employees in the range of work and even out the office. In addition the leadership's thought is such an important think that should be studying. Therefore, the staff should be encouraged to do things that they might not have otherwise occurred to them or they thought were not part of their role (McCartney, 2022).

Thought leadership involves a specialized kind of approaching where the thought leaders use their talent and acquired experiences over the years to bring positive changes

and to solve pending complex organizational matters to positioning the organization for success. Thought leaders are deeply involved in shaping the structures and dynamics of the organization and the success of the organization that remains their major priority. As the process and dynamics of running a business continue to change as the world moving more towards a knowledge economy. The organizations are also not getting lagged or being slow beyond as many organizations have embraced thought's leadership and put in place policies and mechanisms within the organizations to encourage the growth of thought's leadership (Klavans, 2008).

Communication is such a basic thing that back up the relationship between the leaders and their employees, therefore the thoughts and ideas that might be wrong or based on untreatable sources and familiar references that employees should not be an obstruction to start sharing thier ideas in front of their leaders. So the communication that links the leader and employees should rely on cooperation and coordination between them so they could share more thoughts about the organization. Doing the employees their tasks in a very well ways by sharing the thoughts between them and the leader could give better or acceptable results (Kieran, 2022).

Indeed, the leader who imposes directly his thoughts to his employees out of his character standers shall not get a successful leadership in his own firm and will start losing the respect of his employees. Therefore, the characterized isn't required in an organization where the relationship of leader an employee is an easygoing. In addition sharing thoughts and cooperation among the members of the firm always have been on the side of leaders (Zhang, 2015).

The promotion of novel concepts is thought leadership, which is an initiative rather than a position or job. Non-managerial staff members who possess revolutionary mindsets and the capacity to push novel ideas might demonstrate thought leadership traits. Additionally, thinking leadership is non-hierarchical, egalitarian, and difficult to dominate. In contrast to conventional leadership, which must continue for the duration of the organization, thought leadership begins with the genesis of a novel concept and ends with the idea's suitability for execution. Until they are implemented, a thought leader still supports innovative concepts. (Onditi, 2018).

2.5.5. Autocratic Leadership

Autocratic leadership refers to any leader who takes decisions without consulting the team and is often used when rapid decisions must be made and team consensus is not necessary to achieve desired objectives (Kalu Dolly,2018).

The "Do as I Say" types are the leaders in this percentage. Most often, it is inexperienced individuals who are given leadership responsibilities in the form of additional tasks or a new job that calls for managing others. The authoritarian leader makes all of the decisions by themselves. They often do irreparable harm to a firm by requiring their employees to carry out services and plans in a highly amateurish and unprofessional manner. There are very few common goals or motivators; all that exists is compulsion to get the subordinates to do as they are told (Michael, 2010).

Both terms refer to the kind of rulers who issue commands and demand immediate, unquestioning compliance. Policies and plans are developed apart from the group. Orders are provided without justification or indication of intended future actions. All decision-making authority is theirs; they make unreasonable demands, they punish themselves harshly, they don't let anybody else challenge their judgment or authority, they believe they are in (Iqbal, 2015).

A dominating, directive, or even forceful leader that seldom bases decisions on feedback from their subordinates is exhibiting autocratic leadership. According to another definition, autocratic leadership is "focused on personal domination and authoritarian conduct that supports the self-interest of the leader, is self-aggrandizing and exploitative of others." But "autocratic leaders are dominating, dictatorial, and vindictive." The leader communicates professionally and in writing with subordinates. The autocratic leadership style may be compared to a pyramidal structure, with the highest position at the top going to the leader and the lowest position going to the staff (Khuong, 2015).

A leader who is "power-oriented, arbitrary, closed-minded, authoritarian, and punishing" is described as an autocrat. Similar to how self-exaltation and taking advantage of others are traits of autocratic leaders, the term "autocratic leadership" refers to someone who abuses authority to establish domination. This style of leadership encourages suffocating, dictating, harboring resentments, and taking revenge. However, authoritarian leadership is not seen as an optimal leadership style that can combat the

leadership issues in a contemporary workplace where the atmosphere is becoming harsher and fiercer (Khuong, 2016).

Although autocratic leadership might be beneficial sometimes, it can also lead to passivity on many instances, which is why some leaders misuse it. A dictatorial leadership style and creative ideas that could be unattainable are often associated. On the other hand, when firms adopt an authoritarian approach, it prevents employees from contributing since they haven't been consulted yet (Chukwusa, 2018).

Autocratic leadership may result in leaders having too much authority, which can have detrimental effects on how well an organization performs. Additionally, employees are not engaged in decision-making, and whatever the top management intended to impose would always be carried out, whether or not the lower management agreed to it. However, there are benefits and drawbacks to autocratic rule. Its key benefit is that choices are made swiftly, and it ensures that the subordinates from the top to the bottom of the hierarchy are informed of and required to obey the decisions (Dalluay, 2016).

The autocratic leadership style is not necessarily terrible or negative; in certain circumstances, it is necessary to use this style to get the desired outcome, while in other circumstances, it is not. If autocratic leadership has been adopted as a leadership style in the business, the most crucial thing is to make sure it is well-regulated to reach the intended outcome (Iqbal, 2015)

In an organizational environment, autocratic leadership refers to a leadership style in which the leader always wants to be in control, sets the rules for how things should be done and makes decisions on their own without consulting the team or the workforce. Autocratic leaders are those that always want to be in command of everything, including the organization's operations, procedures, and methodologies. Because they are afraid of losing their position of authority or power, autocratic leaders seldom assign tasks to others or like giving others authority over others (Jony, 2019).

This kind of leadership involves giving commands and expecting immediate, unquestioning compliance. The group is not involved in the leader's planning or policy decisions. He or she issues directives without elaborating on the motivations or intended outcomes. Autocratic leaders just instruct their subjects rather than assimilating them into their ranks (Taylor-Ghampson, 2020).

2.6. Underpinning Theories

2.6.1. Situational Contingency Theory

This study employed the contingency (situational) theory, Leadership behavior, Transformational leadership, Transactional leadership, thought leadership, Autocratic leadership, Employee performance, for enhancing and supporting the framework. The contingency (situational) theory encapsulates the focus of the study by taking into consideration the relationship of the variables. The focus of this study is primarily on how the employee's performance can be identity to achieve the five-leadership style: Leadership behavior, Transformational Leadership, Transactional leadership, Thought Leadership, and autocratic leadership style. In this study, the contingency (situational) theory is supported the employee's performance, and the Leadership behavior, Transformational leadership, Transactional leadership, thought leadership, Autocratic leadership, Employee performance, are adopted to explaining the relationship of the independent variable.

The fundamental theories used as the basis for this study are covered in this section. The contingency (situational) theory, Leadership behavior, Transformational leadership, Transactional leadership, thought leadership, Autocratic leadership, Employee performance, are employed as the underpinning theories for this study. These theories are modified to include certain characteristics that are peculiar to consumer within the environment of the Iraq Hospital, which are further explained in the following subsections (Bolden, 2003; Advani, 2015).

The situational emergency theory states that There isn't a one leadership style that works the best for all situations, according to the scenario theory's proponent. The location, the surroundings, the history of the subordinates, and other variables are only a few instances of the numerous elements that heavily influence this leadership style. Furthermore, there are other environmental factors that must be adjusted for a certain leadership style, therefore there is no one perfect method to lead. The situational leadership approach first emerged in 1969, when it was declared that there is no one leadership style that is best suited to all situations. Instead, leaders must be flexible enough to switch between task- and relationship-oriented styles as needed. Many leaders try to alter the behavior of the people who work for them; they alter not just the organizational dynamics and environments, but also the people themselves. The ideas

of contingency lie under behavioral theory, which questions the idea that there is just one best method to lead and that a certain leadership style may not work well in some situations, as many academics and researchers have asserted and recognized in common sense (Bjugstad, 2006).

Many early situation theorists said that the relationship between the leader and the subordinate was the only thing that needed to be stressed, and they taught that the subordinate played a key part in describing the relationship. Although the focus of this leadership is mostly on the leader, it also causes subordinates to represent the emphasis on group dynamics. This theory researcher and supporter mainly said that the leadership style heavily depended on the level of maturity of the followers of the leader (House, 1996).

2.6.2. Participatory Theory and the Theory of Transactional Leadership

Transformational leadership theory is quite different from other theories examined above as transformational theory seeks to be in tune and alliance with the greater good as the transformational leader seeks to involve subordinates in the entire process and decision makings to ensure organizational goals and objectives are achieved in a timely and cost-effective manner. Transformational leadership theory does not only preach motivation and involvement of employees in decision making, the transformational leader also seeks to ensure morality across the organization while seeking positive transformation of the entire process. The transactional leader also seeks to engage with employees and followers based on shared common goals, values, and beliefs which are seen to be critical in driving the organization to success and in ensuring that goals and objectives are met while keeping the employees motivated to achieve more than expected. Transformational leadership theory is also the type of leadership theory that is mainly concerned with achieving positive changes in the entire organizational setting and ensuring the right environment is created for transformation to take place (McGregor, 2003; Anyango, 2015).

Transactional leadership theory is the theory of leadership that states that exchange usually takes place between the leader and the followers as a means to

motivate and stimulate the performance of the followers of the leader. This exchange could be financial and it could be recognition or promotion which the leader always extends to the followers to encourage them to perform better and to be effective and efficient in their work delivery. Transactional leadership theory also allows leaders to put in place a reward and punishment system for their subordinates, the reward is given for good performance from the subordinates, and punishment is given to subordinates when they failed in the assigned task (House, 1996 ; Anyango, 2015).

2.7. Summary

In this chapter, the research describes the history of health care development in Iraq. In addition, this chapter presents a study of the previous literature, where the research talked about dependent and independent variables, where employee performance was dependent variable, and leadership style and its dimensions (leadership behavior, transformational leadership, transactional leadership, thought leadership and autocratic leadership) as an independent variable. Theories that involving study variables were discussed in this chapter.

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter describes the study procedures and provides an overview of the methodology that been used. The researcher also discussed the extent of the relationship between the variables and their impact, then the researcher discusses the study population and its sample, the tools used to collect information on the subject, its validity and reliability.

3.2. Study design

Research design is the overarching plan for how the researcher will answer a question. The questions he asked to conduct his study. Processes and logistical plans must be devised in order to perform a research study. In order to ensure the validity, objectivity, and accuracy of these methods, it is also essential to underline the relevance of quality (Kumar, 2005). Using a quantitative survey method, the research investigated how the leadership styles of staff members at the Central Teaching Hospital for Children in Baghdad influenced their performance. The survey describes and examines "what is" and is concerned with current patterns, connections, or circumstances as well as widely used methods, concepts, viewpoints, or attitudes. It also looks at processes in progress as well as external influences and new trends. Because the data provided clear conclusions and identified the features of the respondents in connection to a specific study purpose, this design was selected (Ndethiu, 2014).

3.3. Hypothesis Formulation

3.3.1. The Impact of Behavior Leadership on Employee's Performance

The capacity of the leader to maximize human resources is essential for a organization to succeed. A competent leader recognizes the role that employees play in helping the firm achieve its objectives and knows how crucial it is to keep their motivation high. The employees must be motivated in order to be successful, hence

effective organizations need effective leadership. To have an effective organization, the individuals inside the organization must be inspired to invest themselves in the organization's goal (Ali, 2013).

Effective leadership encourages higher employee engagement and may have an impact on both individual and organizational success (Mullins, 1999).

H1a: There is a statistic band between the Behavior leadership and employee's performance in the Children's Central Teaching Hospital.

3.3.2. The Impact of Transformational Leadership on Employee's Performance

Relationship between leadership style and employee performance both approaches have a substantial effect on each person's performance (Lumbasi, 2016). There is a strong correlation between an employee's performance and the use of a participatory leadership style (Mullins, 2015). Leadership style has a substantial impact on staff performance to some extent (Ekaningtias, 2014).

H1b: There is a statistic band between the transformational leadership and employee's performance in the Children's Central Teaching Hospital

3.3.3. The Impact of Transactional Leadership on Employee's Performance

The degree of effort a person puts forth while doing their work is linked with the idea of motivation that is used to support and promote better employee performance. Employee performance is significantly enhanced by transactional leadership (Shahzadi, 2014)

H1c: There is a statistic bond between the Transactional leadership and employee's performance in the Children's Central Teaching Hospital.

3.3.4. The Impact of Thought Leadership on Employee's Performance

Employees are motivated to work better when they are aware of a supplier's established thought leadership (Holliman and Rowley, 2014). Particularly, the belief that the hospital is a leading authority and indispensable resource in its industry has a favorable impact on employees' performance (Barry & Girona, 2017).

No one supervises anybody in thought leadership, and there is no hierarchy. It has been defined as the capacity of an individual to inspire others to develop original ideas and revolutionize the organization. In addition to persuading individuals to adopt new ways of thinking, thought leaders provide platforms and systems that contain procedures, rules, and best practices for people to follow and influence their success. Influence and trust are created via followership. When employees are acknowledged for their thought leadership, they get inspired and push themselves to develop original ideas. This will ultimately improve employees' job performance (Wen, 2019).

H1d: There is a statistic band between the thought leadership and employee's performance in the Children's Central Teaching Hospital.

3.3.5. The Impact of Autocratic Leadership on Employee's Performance

In this task-oriented leadership style, employees are employed as a machine to achieve organizational goals and boost productivity. There is little to no group decision-making or good communication between the boss and employees, and a worker is expected to blindly execute commands (Okumbe, 1998). The benefit of autocratic leadership is that decisions are taken swiftly, communicated to the hierarchy, and implemented by subordinates at all levels (Anyango, 2015).

Describe autocratic leadership as a form where choices are decided completely by the leader and productivity is given priority above all other considerations (Amegayibor, 2021).

H1e: There is a statistic band between the Autocratic leadership and employee's performance in the Children's Central Teaching Hospital.

3.4. Population and Sample Size

3.4.1. Population size

The study population consists of all employees of the Central Child Teaching Hospital (Iraq, Baghdad), and their number is (1448), males and females which is based on the employee's HR department of the hospital.

3.4.2. Sample Size Determination

The study population consisted of all employees of the Iraqi Central Children's Teaching Hospital (Baghdad), and their number was (1448), males and females.

A total of 456 targets were used at Children's Central Teaching Hospital. Optimal sample size figures are optimal when they meet the requirements for flexibility, reliability, efficiency, and representation. The sample size chosen for this research study meets all of the above requirements. So, it is suitable for this study. A total of 310 responses were received from the sample and were analyzed during the data analysis phase. 146 questionnaires were excluded.

Table 1. Sample Size Calculation

N	S	N	S	N	S
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Source: Research Methods for Business A Skill-Building Approach By (Bougie& Sekaran, 2019).

3.5. Data Collection Method

The current study relied on the descriptive analytical approach, which aims to accurately identify certain elements of a phenomenon, by collecting the necessary data from a group of individuals associated with the phenomenon the research shop, where the researcher adopted in collecting the necessary data through two sources as follows:

1. Secondary data

The researcher used a range of resources, including periodicals, books, and other official websites, to address the theoretical framework of the study and examine the practices of leadership style and how they affect worker performance. In order to avoid issues with data duplication throughout the secondary data gathering phase, extra attention was also paid to linked sources

2. Preliminary data

The current study is based on the analytical descriptive method of answering the study questions and testing its hypotheses. To address the analytical aspects of its subject, the researcher resorted to gathering preliminary data through the design of the study tool (resolution), and after the necessary arbitration was made for its questions and paragraphs, the researcher resorted to collecting qualitative data from the analysis unit in this study staff

3.6. Questionnaire design

The questionnaire was thoughtfully created to make data collection easier and to increase the validity and reliability of the information collected from respondents. The following sections make up the questionnaire:

1 Section A: Pay close attention to the individual and organizational characteristics of the respondents, such as (gender, age, qualifications, years of service, work experience, position at work, years of experience under the supervision of a supervisor).

2. Section B (Leadership Style) consists of 8 targeted questions

3. Section C (Transformational Leadership) consists of 5 targeted questions

4. Section D (Leading Input) consists of 6 target questions
- 5: Section E (Intellectual Leadership) consists of 5 objectives
6. Section and (autocratic leadership) consists of 5 target questions
7. Section J (employee performance) consists of 8 target questions

Each paragraph of the axes is corresponding to a list bearing the following phrases: Strongly agree - Agree - Neutral – Not Agree - Strongly disagree.

3.7. Rating Scales for the Responses

The questionnaires statement is developed and evaluated on a 1-5 Likert scale, where “5” shows strongly agree with the statement and “1” shows to strongly disagree the statement, each paragraph of the axes is corresponding to a list bearing the following phrases: Strongly agree - Agree - Neutral – Not Agree - Strongly disagree. In order to measure the views of the study sample (Bougie & Sekaran , 2019). So by this measure, the answer to each question will get a value of 1 to 5, and table 3.3 explains this.

Each of the previous expressions has been given scores to be treated statistically as follows:

Table 2. Question alternative scores

Item	Scale
Strongly disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly agree	5

3.8. Measurement of Instruments

3.8.1. Leadership behavior

Leadership Behavior	
1	The behavior of my leader makes others feel good about being around them
2	Your leaders allow employees under their supervision to be creative and innovative in their approach to work.
3	Your leaders help employees and others at work to develop themselves and gain more knowledge about their work.
4	Your leader ensures employees are well rewarded for their good performance in order to keep the employees motivated.
5	Your leader is always satisfied when employees meet the agreed quality standards in workplace.
6	Your Leaders always give constructive feedback to each worker so that the employees can measure and know their level of performance.
7	Your leader gets others to rethink ideas that they had never thought of before.
8	Your leader gives personal attention to others who may seem abandoned or rejected at the workplace

Sources Adapted from (Worku, 2016; Ekpenyong, 2020).

3.8.2. Transformational Leadership

Section C: Transformational Leadership	
1	Your leader focuses on finding solutions to any problem that may arise in the organization as soon as the problem arises.
2	Your leader focuses on creating innovative ways to carry out work tasks in order to achieve efficiency and reduce waste.
3	Your leader welcomes subordinates' opinions and uses them to solve work problems.
4	Your leader provides feedback to his subordinates regarding the work performance of each worker.
5	Your leader motivates his subordinates to ensure better work performance.

Sources Adapted from (Alimo-Metcalf, 2001; Ekpenyong, 2020).

3.8.3. Transactional Leadership

Section D (Transactional Leadership)
Your leader focuses only on getting results from employees and neglects their feelings or attitudes
Your leaders have no strong relationship with their subordinates in the workplace.
Your leader is mostly committed and concerned with meeting work deadlines.
Your leader often asks for commitments via formal orders and rules from subordinates.
Your leader places more importance on work than on human relationships.
Your leader is more concerned with tracking each worker's performance and less concerned with their welfare.

Sources Adapted from (Wofford, 1998; Hinkin, 2008).

3.8.4. Thought Leadership

Section E (Thought leadership)
Your leader is very knowledgeable and also expert in his field.
Your leader has enough practical experience in his field.
Your leader has the required skills needed to lead employees under their direct supervision.
Your leader also gives room for necessary advice and contribution.
Your leader engages in training and retraining of subordinates to ensure improved performance and output from the subordinates.

Sources Adapted from (McLean-Cobban, 2014).

3.8.5. Autocratic Leadership

Section F (Autocratic Leadership)
Your leader is more interested in using authority and directing subordinates as they wish
Your leader makes all decisions and does not seek the opinion of subordinates on any issue
Your leader always wants to demonstrate their authority and acts as a leader in every discussion.
Your leader does not have strong relationships with his subordinates and does not care about that.
Your leader always speaks authoritatively when dealing with their subordinates.

Source Adapted from (Bhatti, 2012; Hogg, 2013).

3.8.6. Employee's Performance

Section G (Employee's Performance)
All the necessary tools and materials needed for me to perform well at my job are provided by the organization.
You are given all necessary support at the workplace by your manager to boost my job performance.
Your manager assesses your daily work performance to ensure efficiency
Your work performance is constrained by your manager's poor leadership style.
The performance of your team at work is high because of the good leadership role of your manager
Your manager at work assesses your daily performance and encourages you to work harder.
Your job productivity is high as a result of your manager's good leadership style.
Your supervisor motivates you to work harder and this increases your performance and output at work

Source Adapted from (Ekpenyong, 2020; Kelana, 2019).

3.9. The Technique of Data Analysis

The proportions and frequency of the variables were determined using descriptive analysis. The data analysis was facilitated by the use of the Statistical Package for Social Scientists (SPSS v.26), and correlation tests were utilized to derive conclusions about the population from the sample. Tables and figures were used to display the findings.

4. RESULTS AND FINDINGS

4.1. Introduction

The current chapter is broken into three pieces as follows: the first portion discusses the demographic traits of the respondents, and the second section discusses the psychometric features of the measuring scales used in the research, namely the Cronbach's Alpha Reliability Test. The third part discusses the examination of the research hypotheses in detail.

4.2. Response Rate and Demographic Profile

The rate of response and the demographic profile of the respondents are both essential in explaining the implications of the research findings. Therefore, in the present section, the rate of response and the respondent profiles (demographic characteristics) are presented and discussed.

4.2.1. Response Rate

The present study examined Employee's Performance of the Children's Central Teaching Hospital, were selected to distribute the questionnaires to because among the hospital categories, this is one of the best options in terms of Employee's Performance.

Following three weeks of hand-to-hand data collection and through email involving the distribution of (456) questionnaires in children's Central Teaching Hospital, (310) questionnaires were retrieved, while the remaining (146) were unreturned or incomplete.

Table 3. Summary of questionnaires distributed

Iraq	Total	Present (%)
Distributed questionnaires	456	100 %
Usable questionnaires	310	68 %
Unreturned/incomplete questionnaires	146	32 %

4.2.2. Respondents Demographic Characteristics

The demographic profiles of the respondents including gender, age, marital status, educational qualification, years of employment, working experience, level / position at work, and years of working under direct supervision are presented in Table 4.

Table 4 Frequency and percentage of demographic information

		Frequency	Percent
Gender	Female	264	85.2
	Male	46	14.8
	Total	310	100.0
Age	20 – 29 years	154	49.7
	30 - 39 years	117	37.7
	40 – 49 years	29	9.4
	50 – 65 years	10	3.2
	Total	310	100.0
Educational Qualification	Diploma	66	21.3
	Bachelor Degree	145	46.8
	Master’s Degree	90	29.0
	Doctorate Degree	9	2.9
	Total	310	100.0
Years of Employment	Below 2 years	59	19.0
	2-5 years	96	31.0
	6-8 years	69	22.3
	9 years and above	86	27.7
	Total	310	100.0
Working Experience	1- 2 years	93	30.0
	3-5 years	113	36.5
	6-10 years	38	12.3
	10 years and above	66	21.3
	Total	310	100.0
Level / Position at work	Top Level Management	47	15.2
	Middle level	145	46.8
	Lower Level	118	38.1
	Total	310	100.0
Years of working under Direct Supervision	Under 2 years	146	47.1
	2 – 3 years	80	25.8
	4 – 6 years	38	12.3
	6 years and Above	46	14.8
	Total	310	100.0

Starting from gender, it is evident from the table that in Iraq, majority of the respondents (85.2%) were female, while the remaining (14.8%) were male. This shows that male respondents dominated in Iraq. According to Figure 3;

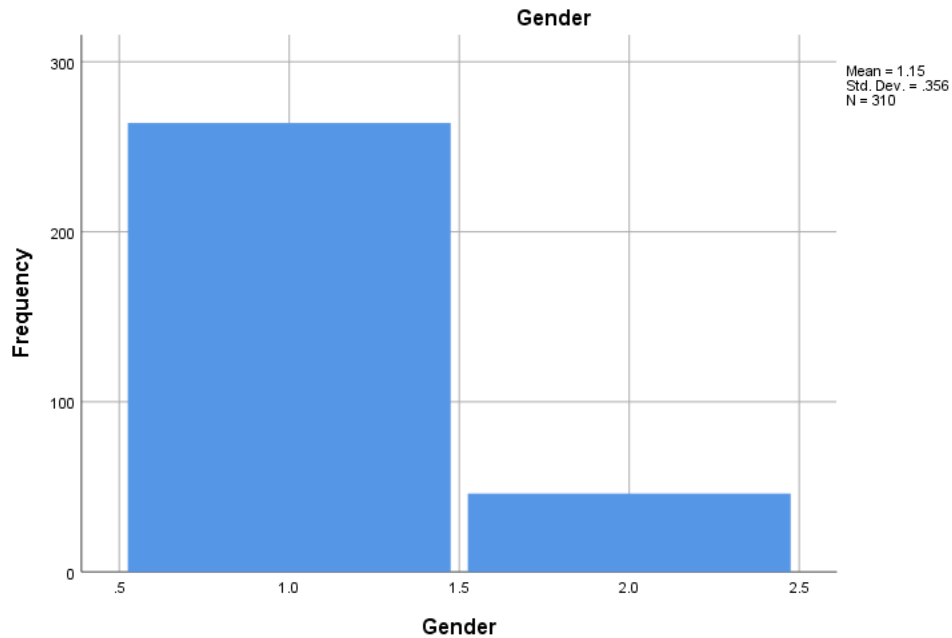


Figure 3. A comparison of the responds (Gender)

Moving on to age, majority of the respondents (49.7%) were in the age group of 20-29 years of age, while the least of them were in the age group 50-65 years old category at (3.2%).

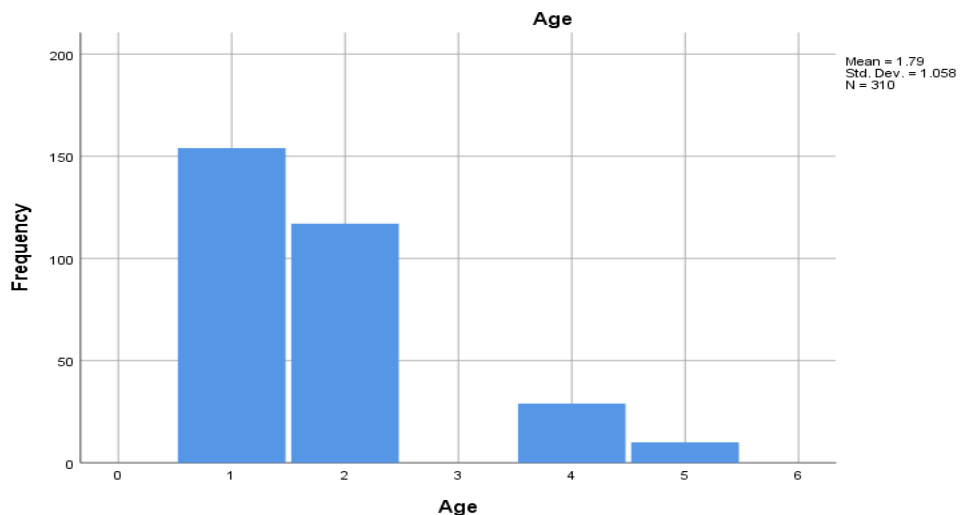


Figure 4. A comparison of the responds (Age)

On the basis of their educational qualification in Iraq, the respondents mostly (46.8%) had bachelor's degree, while the least of them (2.9 %) had Doctorate Degree education level.

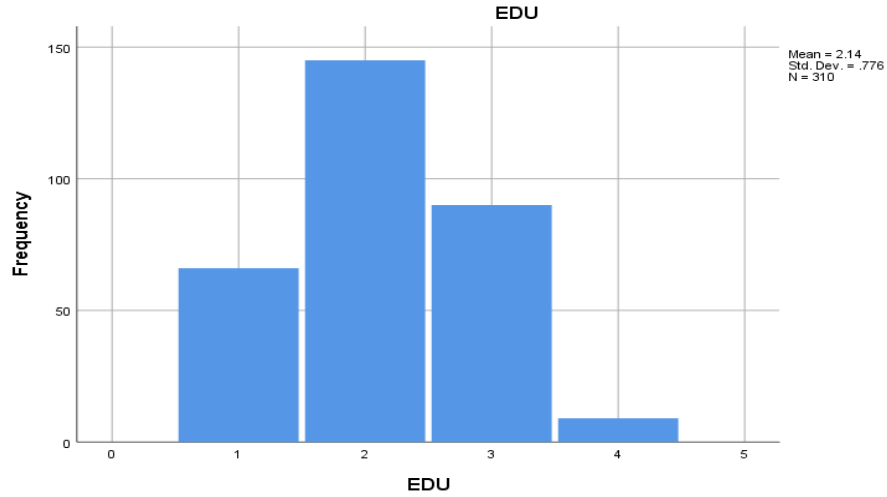


Figure 5. A comparison of the responds

As for the Years of Employment of the respondents in Iraq, most respondents (31.0%) were in the group of 2-5 years, while the least (19.0%) were in the group of below 2 years.

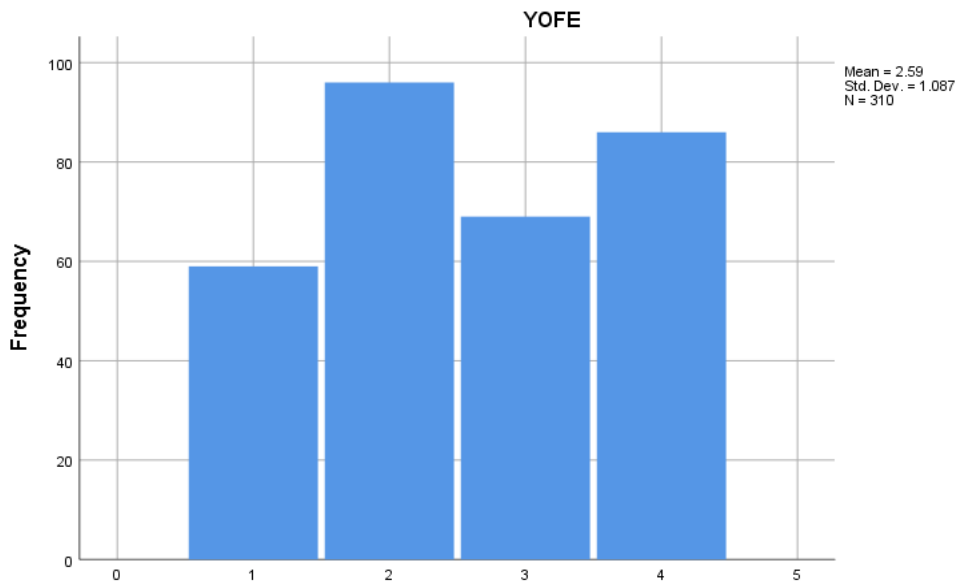


Figure 6. YOFE

On the basis of their Working Experience in Iraq, most respondents (36.5%) were in the group of 3-5 year, while the last (12.3%) were in the group of 6-10 years.

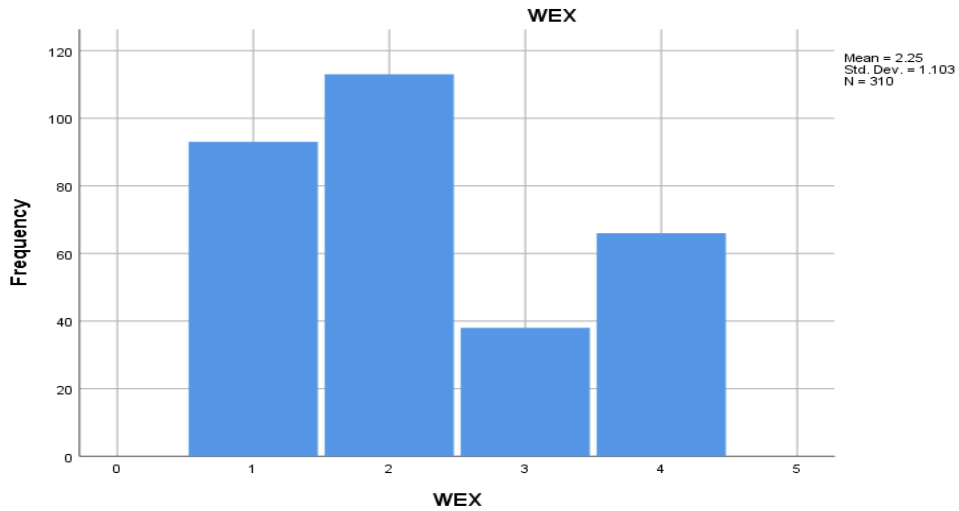


Figure 7. A comparison of the respondents' Working Experience

Moving on to Level / Position at work, majority of the respondents (46.8%) were in the Middle level, while the least of them were in the top-level management category at (15.2%).

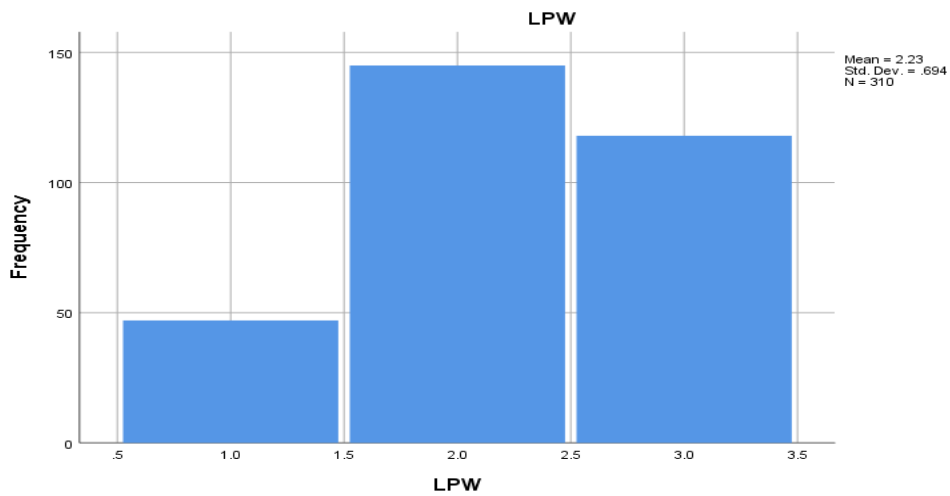


Figure 8. A comparison of the respondents' Level / Position at work

Finally, for Level / Years of working under Direct Supervision in hospital, most respondents (47.1%) were in the group of under 2 years, while the last (12.3%) were in the group of 4-6 years.

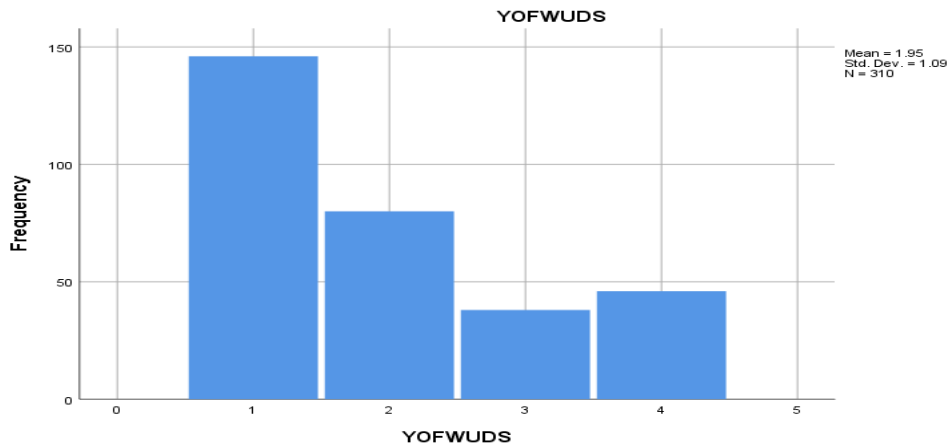


Figure 9 A comparison of the respondents' Years of working under Direct Supervision

4.3. Reliability Analysis

According to (Sekaran ,2019) The Cronbach's alpha is the primary instrument for the reliability test, which is used to determine the variables consistency and stability. A Cronbach's alpha coefficient close to 1.00 indicates improved data dependability, whereas values below 0.70 are considered bad and over 0.80 to be excellent (Sekaran, 2019).

Table 5. The stability of the instrument Cronbach's alpha for the variables

No	Study Variables	No. of item	Cronbach's alpha
1	Leadership Behavior	8	0.839
2	Transformational Leadership	5	0.822
3	Transactional Leadership	6	0.925
4	Thought leadership	5	0.773
5	Autocratic Leadership	5	0.886
6	Employee's Performance	8	0.847

In Table 5, the reliability analysis of the variables from the hospital data is presented. From the table, it is evident that the Cronbach's alpha coefficient obtained for employee's performance (dependent variable) is 0.847, as for the independent variables, the Cronbach's alpha coefficients obtained are as follows; 0.839 for Leadership Behavior, 0.822 for Transformational Leadership, 0.925 for Transactional Leadership, 0.773 for Thought leadership, and lastly 0.886 for Autocratic Leadership. All the results obtained of the Cronbach's alpha coefficients for the independent variables ranged from acceptable to good.

4.4. Factor analysis

From the following table, which shows (KMO) test, "Bartlett" the study find that the value of "Olkn" scale equal to (0.814) which is greater than (0.5) This shows the increasing reliability of the factors that the study get from factor analysis, as well as to judge the adequacy of the sample size, as the study find probability value (P-value) of "Bartlett" test equal to (0.00) and is less than (0.05) this means that the correlation matrix is not equal to the matrix unit, and that there is a link between some of the variables in the matrix, so it can make a global analysis of the data.

The following table "Kaizarr Mir UConn" measure to judge the adequacy of the sample and test "Bartlett" of the data.

Table 6. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.814
Bartlett's Test of Sphericity	Approx. Chi-Square	8260.884
	Sig.	.000

4.5. Descriptive Finding

On the basis of the descriptive analysis findings, the summary of the respondent's perceptions of variables were obtained to confirm their validity and reliability. More specifically, descriptive analyses were conducted on the entire measurement constructs of Leadership behavior, Transformational Leadership, Transactional leadership, Thought Leadership, autocratic leadership, and Employee's Performance, the results are presented in Tables 7, 8, 9, 10, 11 and 12. Scores that were less than 1.99 were considered low, while those higher than 3.50 were considered high. The values that fell in between (2.00 and 3.49)

Table 7. Results for Leadership behavior

Items	Minimum	Maximum	Mean	Std. Deviation
LB1	1	5	3.55	1.013
LB2	1	5	3.60	1.086
LB3	1	5	3.81	.986
LB4	1	5	3.60	1.175
LB5	1	5	3.95	.892
LB6	1	5	3.63	1.046
LB7	1	5	3.45	1.104
LB8	1	5	3.35	1.058

From Table 7, the mean range for Leadership behavior the falls between 3.35 and 3.95, with the highest obtained for ‘**LB5**’ (3.95 ±0.892), and the lowest for ‘**LB8**’ (3.35±1.058).

Table 8. Results for Transformational Leadership

Items	Minimum	Maximum	Mean	Std. Deviation
TFL1	1	5	3.77	.954
TFL2	1	5	3.61	1.011
TFL3	1	5	3.63	.999
TFL4	1	5	3.78	.871
TFL5	1	5	3.69	.967

Table 8 displays the mean range for Transformational Leadership. It indicates that the mean range for falls between 3.61 and 3.78, with the highest obtained mean for ‘**TFL4**’ (3.78±0.871), and the lowest for ‘**TFL2**’ (3.61±1.011).

Table 9. Results for Transactional leadership

Items	Minimum	Maximum	Mean	Std. Deviation
TL1	1	5	4.15	.871
TL2	1	5	4.17	.827
TL3	1	5	4.15	.841
TL4	1	5	4.19	.872
TL5	1	5	4.21	.803
TL6	1	5	4.19	.877

Table 9 contains the mean range for the independent variable Transactional leadership. In the Malaysian case, the mean range falls between 4.15 and 4.21, with the highest mean obtained for ‘**TL5**’ (4.21 ±0.803), and the lowest mean obtained for ‘**TL1**’ (4.15 ±0.871), and ‘**TL3**’ (4.15 ±0.841),

Table 10. Results for Thought Leadership

Items	Minimum	Maximum	Mean	Std. Deviation
THL1	2	5	3.91	.913
THL2	1	5	3.54	3.54
THL3	2	5	3.80	.954
THL4	1	5	3.77	.930
THL5	1	5	3.65	1.092

Table 1 presents the mean range of the independent variable Thought Leadership, the mean range falls between 3.54 and 3.91, with the highest obtained mean for ‘**THL1**’ (3.91±.913) and the lowest mean score for ‘**THL2**’ (3.54±3.54).

Table 11. Results for autocratic leadership

items	Minimum	Maximum	Mean	Std. Deviation
AL1	1	5	4.16	.823
AL2	1	5	4.24	.730
AL3	1	5	4.26	.692
AL4	1	5	4.33	.660
AL5	1	5	4.25	.765

Table 11 presents the mean range of the independent variable autocratic leadership, the mean range falls between 4.16 and 4.33, with the highest obtained mean for ‘**AL4**’ (4.33±.660) and the lowest mean score for ‘**AL1**’ (4.16±.823).

Table 12. Results for Employee’s Performance

	Minimum	Maximum	Mean	Std. Deviation
EP1	1	5	3.38	1.279
EP2	1	5	3.45	1.161
EP3	1	5	3.46	1.090
EP4	1	5	3.24	1.298
EP5	1	5	3.50	1.085
EP6	1	5	3.67	1.030
EP7	1	5	3.58	1.126
EP8	1	5	3.75	.961

In the above table 12, the mean ranges for the variable Employee’s Performance from 3.24 to 3.75, with the highest obtained mean for ‘**EP8**’ (3.75±.961) and the lowest for ‘**EP4**’ (3.24 ±1.298).

4.6. Pearson Correlation Analysis

In the present study, the significance of linear bivariate relationship between the independent variables of Leadership behavior, Transformational Leadership, Transactional leadership, Thought Leadership, autocratic leadership, and the dependent

variable of Employee's Performance was measured with the help of Pearson correlation analysis. Tables 13 display the results of the analysis. The correlation analysis was primarily conducted to determine the relationship strength between each independent variable and the dependent variable.

Table 13. Pearson's Correlation Analysis of Variables

	Leadership behavior	Transformational Leadership	Thought Leadership	Autocratic leadership	Transactional leadership	Employees Performance
Leadership behavior	1					
Transformational Leadership	.604**	1				
Thought Leadership	.579**	.568**	1			
Autocratic leadership	.181**	.115*	.128*	1		
Transactional leadership	.604**	.180**	.568**	.115*	1	
Employee's Performance	.612**	.629**	.634**	.231**	.629**	1
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

This study employed the rule of thumb establishing that R-value of 0.10, 0.13 and 0.50 indicate low, medium and strong relationship as recommended by Green et al. (1997). On the basis of this rule of thumb, all the correlation coefficients in the table are positive and significant. In particular, Leadership behavior, Transformational Leadership, Transactional leadership, Thought Leadership, autocratic leadership (independent variables) all registered positive and significant relationships with the Employee's Performance (dependent variable). The findings shows that the independent variables all positively correlated at the level of 0.01, with the highest correlation obtained between Thought Leadership and Employee's Performance ($r=0.63$, $p<0.01$), and the lowest between Transactional leadership and Thought Leadership ($r=0.15$, $p<0.01$).

With regards to the relationships between the independent variables and the dependent variable, the results showed the following; Leadership behavior correlated

with Employee's Performance at ($r=0.612$), Transformational Leadership correlated with Employee's Performance at ($r=0.629$), while Thought Leadership and Employee's Performance correlated at ($r=0.634$). In addition, Autocratic leadership correlated with Employee's Performance at ($r=0.231$), and lastly, Transactional leadership correlated with Employee's Performance at ($r=0.629$). In sum, all the variables positively correlated with each other.

4.7. Hypothesis Testing Result of Direct Relationship of Variables

The hypotheses were tested in the desired model through three measures, the significance of Correlation Coefficients (R), the Coefficient of Determination (R^2), and lastly, the Multiple Regression (Beta).

The considered possible correlations ranged from +1 to -1, and according to the rule of thumb r values of 0-0.2 are weak, 0.3 to 0.6 are moderate, while 0.7 to 1 are strong (Brace et al., 2000). As for the coefficient of determination (R^2), it is used to provide the proportion of variance of a variable that is predicted by the other variable. It measures the way one can make predictions from a particular model/graph. Lastly, with regards to the multiple regressions (beta), it measures the level of to which each set of predictor variables (independent variables) influence the criterion variable (dependent variable). Through the multiple regression analysis, it is possible to test theories/models regarding the way particular set of variables influence behavior. Generally speaking, the correlation coefficient (R^2) measures the relationship between two variables, while multiple regression measures the relationship between a set of variables and a variable. On the other hand, the coefficient (R^2) indicates the linearity between variables. In the present study, R was examined with the help of Pearson Correlation Coefficients calculated for variable pairs to confirm the correlation coefficients in terms of their significance. In relation to this, Beta is measured through the application of linear regression analysis. Table 14 presents the results obtained from the first major hypotheses testing. According to the first hypothesis;

H1: There is a statistic band between the Behavior leadership, transformational leadership, Transactional leadership, thought leadership, Autocratic leadership, and employee's performance in the Children's Central Teaching Hospital

Table 14. The results of the application of the regression Behavior leadership, transformational leadership, Transactional leadership, thought leadership, Autocratic leadership with the employee's performance

Variables	B	T	Sig.	R	R ²	F	Sig
Behavior leadership	0.248	4.445	0.000	0.753	0.576	79.770	0.000
transformational leadership	0.25	4.345	0.005				
Transactional leadership	0.976	2.928	0.004				
thought leadership	0.348	6.505	0.000				
Autocratic leadership	0.138	2.906	0.004				

Based on the results indicated in the table 14, there is a statistical direct significant relationship between Behavior leadership, transformational leadership, Transactional leadership, thought leadership, Autocratic leadership with the employee's performance at the significance level of ($p = 0.05$). The results indicate the correlation coefficient (R) to be 0.753, the (R^2) to be 0.576, and the value test (F) to be 79.770. Thus, the hypothesis is accepted.

4.8. Summary of Findings

According to the multiple regression analysis results, the following table summarizes the study findings.

Table 15. Summary of Hypotheses

The Hypotheses	Result	
H1a	There is a statistic band between the Behavior leadership and employee's performance in the Children's Central Teaching Hospital	Supported
H1b	There is a statistic band between the transformational leadership and employee's performance in the Children's Central Teaching Hospital	Supported
H1c	There is a statistic bond between the Transactional leadership and employee's performance in the Children's Central Teaching Hospital	Supported
H1d	There is a statistic band between the thought leadership and employee's performance in the Children's Central Teaching Hospital.	Supported
H1e	There is a statistic band between the Autocratic leadership and employee's performance in the Children's Central Teaching Hospital.	Supported

In sum, all the study hypotheses are supported, confirming the acceptability of the study's proposed model.

4.9. Conclusion

The potential hypotheses discussed in Chapter Three were looked at in this chapter. The study employed (SPSS v.26) to conduct relevant analyses including frequency table, descriptive analysis, reliability and validity. This chapter also included an illustration of the hypothesized model that tested all suggested hypotheses and confirmed the link between behavior leadership, transformational leadership, transactional leadership, thinking leadership, and autocratic leadership.

RECOMMENDATION AND CONCLUSION

Introduction

This chapter offers a summary of the study's findings, explanations of those findings, the researcher's conclusions drawn from those findings, and recommendations for improvement. The results are contrasted with those of earlier, related investigations that were also carried out. This study further exhibits the recommendations that the required organizational authorities may put into practice to ensure successful leadership, all-around efficiency, and accomplishment in the operations of the organization as a whole.

Discussion of Major Finding (Hypothesis)

In the first hypothesis of the first dimension, which was leadership behavior, the results showed that leadership behavior has a positive impact on employee performance. The correlation coefficients for the dimension (leadership behavior) have a strong positive relationship, at the level of significance, and therefore these statements can be relied upon in conducting the study.

In the second hypothesis of the second dimension, which was transformational leadership, the results showed that transformational leadership has a positive impact on employee performance. The correlation coefficients for the dimension (transformational leadership) have a strong positive relationship, at the level of significance and therefore these statements can be relied upon in conducting the study.

In the third hypothesis of the third dimension, which was transactional leadership, the results showed that leadership input has a positive impact on employee performance. Dimension correlation coefficients (transactional leadership) have a strong positive correlation, at the level of significance, and therefore these statements can be relied upon in conducting the study

In the fourth hypothesis of the fourth dimension of intellectual leadership, the results showed that thought leadership has a positive effect on employee performance. The dimension correlation coefficients (thought leadership) have a strong positive

correlation, at the level of importance, and therefore these statements can be relied upon in conducting the study.

In the fifth hypothesis of the fifth dimension which was autocratic leadership, the results showed that autocratic leadership has a positive effect on employee performance. The correlation coefficients for the dimension (autocratic leadership) have a strong positive correlation, at the level of significance, and therefore these statements can be relied upon in conducting the study.

Implication

Practical Implication

The practical side includes collecting data through a questionnaire and asking questions to the employees. These results were analyzed using the (SPSS v.26) program to reach the required results and the validity of the hypotheses. The results showed that the independent study variables (leadership style) have a statistically significant impact on the performance of employees within the organization. All the hypotheses that the leader's behavior directly affects the performance of their team members in the organization were accepted.

Theoretical Implication

The theoretical aspect of this study includes the study problem, its objectives, the questions posed, and the procedural definitions, and literary outlook. This aspect also includes previous studies and clarification of both dependent and independent variables, explanation of study methodology, summary of results and future recommendations

The practical aspect includes: collecting data through a questionnaire and asking questions to employees. These results were analyzed using the program (SPSS v.26) to reach the required results and the validity of the hypotheses.

Recommendation of the Study

The present research recommends that institutions and organizations create leadership development programs and exhorts managers to comprehend the connections

between actors, leadership style, and worker performance. The findings of the present research may be used by experts and trainers to create training curricula that promote leadership development. Employees desire to see more typical features in their supervisors; therefore, leaders should attempt to increase the trust of their subordinates. In Additionally, psychological treatments are required to educate these employees about their relationships with managers and the impact of managerial performance patterns on worker loyalty, including manager routines, managerial behaviors, and the value of feedback. The organization must have leaders, involve employees in decision-making, strengthen leadership and execution, and support collaboration and training. Organizations might adjust their remuneration or feedback policies and procedures to better suit the demands of their workforce in order to boost worker productivity. They should also inspire followers to pursue further options and prospects rather than merely meeting expectations. Leaders must make sure the system of rewards and recognition is dependable, tried-and-true, and recognizes significant and valuable employee achievement. The researcher recommends for future studies adding democratic leadership, as well as conducting a study in two sectors and comparing them.

Conclusion

From this study, it was concluded that leadership style affects the performance of employees in the hospital, as these results establish the idea of generating innovation and reasonable strategies that can lead to a better leadership style. This study sought to examine the relationship between leadership style and employee performance. The results indicate that every employee sees leadership as a key concept, and this is supported by the fact that many scholars are interested in the topic.

The study made an effort to explain and advance the subject according to its own ideas and guidelines, in addition, this study made an effort to explain the most important known concepts and methods that dealt with the study problem.

The study focused on leadership style and how it affects employee productivity. The main issue was 'Command and Control', which should not be an accepted model in institutions and organizations but should be a more open and collaborative framework for utilizing the capabilities of all individuals. In order to positively influence the behavior of the worker and help him gain the respect and trust of others, a leader must

possess a certain set of qualities and choose an appropriate leadership style. The study sought to shed light on the effects of leadership style in this research by examining its many aspects, including leadership behavior, transformational leadership, leadership inputs, intellectual leadership, and authoritarian leadership based on worker performance.

The results of the study showed that every aspect of leadership style has a statistically significant effect on how well people perform within the organization being studied. However, all the hypotheses asserting that the leader's behavior directly affects the performance of their team members in the organization under investigation and that this effect is statistically significant were accepted in this study.

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APPENDIX

Instruction

For each of the following questions, kindly tick (✓) the option that best fits your response.

Respondents Demographic Data:

Sequence	Factors	Classification	✓
1	Gender	Male	
		Female	
2	Age	20 – 29 years	
		30 - 39 years	
		31- 40 years	
		40 – 49 years	
		50 – 65 years	
3	Educational Qualification	Diploma	
		Bachelor Degree	
		Master’s Degree	
		Doctorate Degree	
4	Years of Employment	Below 2 years	
		2-5 years	
		6-8 years	
		9 years and above	
5	Working Experience:	1- 2 years	
		3-5 years	
		5-10 years	
		10 years and above	
6	Level / Position at work	Top Level Management	
		Middle level	
		Lower Level	
7	Years of working under Direct Supervision	Under 2 years	
		2 – 4 years	
		4 – 6 years	
		6 years and Above	

QUESTIONNAIRE

Instruction

This section of the questionnaire seeks to know your perception of leadership within the institution you work. For each statement, kindly tick [√] the column that best describes your thought based on the following ratings:

(1)	(2)	(3)	(4)	(5)
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Leadership Behavior		1	2	3	4	5
1	The behavior of my leader makes others feel good about being around them					
2	Your leaders allow employees under their supervision to be creative and innovative in their approach to work.					
3	Your leaders help employees and others at work to develop themselves and gain more knowledge about their work					
4	Your leader ensures employees are well rewarded for their good performance in order to keep the employees motivated.					
5	Your leader is always satisfied when employees meet the agreed quality standards in workplace.					
6	Your Leaders always give constructive feedback to each worker so that the employees can measure and know their level of performance.					
7	Your leader gets others to rethink ideas that they had never thought of before.					
8	Your leader gives personal attention to others who may seem abandoned or rejected at the workplace					
Section C: Transformational Leadership		1	2	3	4	5
1	Your leader focuses on finding solutions to any problem that may arise in the organization as soon as the problem arises.					
2	Your leader focuses on creating innovative ways to carry out work tasks in order to achieve efficiency and reduce waste.					
3	Your leader welcomes subordinates' opinions and uses them to solve work problems.					
4	Your leader provides feedback to his subordinates regarding the work performance of each worker.					

5	Your leader motivates his subordinates to ensure better work performance.					
Section D (Transactional Leadership)		1	2	3	4	5
1	Your leader focuses only on getting results from employees and neglects their feelings or attitudes					
2	Your leaders have no strong relationship with their subordinates in the workplace.					
3	Your leader is mostly committed and concerned with meeting work deadlines.					
4	Your leader often asks for commitments via formal orders and rules from subordinates.					
5	Your leader places more importance on work than on human relationships.					
6	Your leader is more concerned with tracking each worker's performance and less concerned with their welfare.					
Section E (Thought leadership)		1	2	3	4	5
1	Your leader is very knowledgeable and also expert in his field.					
2	Your leader has enough practical experience in his field.					
3	Your leader has the required skills needed to lead employees under their direct supervision.					
4	Your leader also gives room for necessary advice and contribution.					
5	Your leader engages in training and retraining of subordinates to ensure improved performance and output from the subordinates.					
Section F (Autocratic Leadership)		1	2	3	4	5
1	Your leader is more interested in using authority and directing subordinates as they wish					
2	Your leader makes all decisions and does not seek the opinion of subordinates on any issue					
3	Your leader always wants to demonstrate their authority and acts as a leader in every discussion.					
4	Your leader does not have strong relationships with his subordinates and does not care about that.					
5	Your leader always speaks authoritatively when dealing with their subordinates.					
Section G (Employee's Performance)		1	2	3	4	5
1	All the necessary tools and materials needed for me to perform well at my job are provided by the organization.					
2	You are given all necessary support at the workplace by your manager to boost my job performance.					

3	Your manager assesses your daily work performance to ensure efficiency					
4	Your work performance is constrained by your manager's poor leadership style.					
5	The performance of your team at work is high because of the good leadership role of your manager					
6	Your manager at work assesses your daily performance and encourages you to work harder.					
7	Your job productivity is high as a result of your manager's good leadership style.					
8	Your supervisor motivates you to work harder and this increases your performance and output at work					

CURRICULUM VITAE

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