

Developing the Employees' Leadership Skills and Its Relation to Job Performance

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Abstract

Leadership is the art of influencing and guiding people in a particular way by gaining interest in the community, not just caring for the leader or the manager. It means doing anything that would create a system of interaction among members of the group to help the community solve its problem (Al-Jorob, 2000).

Keywords: leadership, employees' leadership, leadership skills, job performance

1. Introduction

Leadership is one of the most important topics in the life of the institutions, where these groups find themselves looking forward to the leader. Therefore, the leadership is interested in all societies that are working to develop the competencies of the workers who need human resources with intellectual competence, in addition to adopting strategies and methods for development and support these competencies and capabilities (Zouani, 2003).

Leadership is a continuous process of efficiency; its success is linked to the continuity of the relationship between the president and the subordinate.

In addition, the transition to the information age revealed important economic variables at different levels, especially those related to the human element, which has increased its importance and has become an important economic resource for the institution. As a result of the economic changes experienced by the world, there have been significant leaps in the increasing use of different tools and technologies by the increasing human being, the most important of which is the information technology, which has had a great influence on the development of competencies through its use in the management of knowledge in modern ways, also in the field of training, Automation, the Internet, etc. Training and motivation play an important role in the development of competencies, becoming one of the most important tools for improving performance (Zouani, 2013).

3. The Concept of Leadership

Leadership is an important and necessary element in the life of the organizations and flourishing of its activity and effectiveness, and its continued existence depend on it.

The definition of the concept of leadership is governed by a range of changing factors such as environment, time, political, social and cultural factors, the national system in society and the objectives to be achieved. The most important definition added to the leadership can be summarized as follows (Darwish S., 2012):

Bass defined it as a process by which the interest of others is stimulated and their energies are channeled and directed towards the desired direction (Bass, 1993).

Lkert defined it as maintaining the spirit of responsibility among individuals and leading the community to achieve their common goals. But, Ordowi defined it as an activity by someone to influence people and make them cooperate to achieve a goal they wish to achieve.

Leadership was known by Vecnar and Bertheuth as the art of predicting individuals and groups and to reach their desired ends. It is also defined as a social activity aimed at the benefit of the Community through cooperation in drawing up the plan and allocating responsibilities according to competencies, preparations and available material resources.

It is also defined as a set of behaviors that are available in a person. It is intended to encourage individuals to cooperate in order to achieve the specific goals of the work. Some argue that it is the process of influencing the activity of an organized group towards achieving a specific goal. Others assert that the leader is the one who has greater power than the others and is the dominant and influential person of the group and emphasizes the importance and necessity of positions in leadership. From the previous set of definitions are extracted elements of the core of the leadership process are: (Zouani, 2013)

- The existence of a group of individuals engaged in a particular organization.
- A leader of the group is able to influence their behavior and guidance.
- A common goal that the group seeks to achieve.
- SOCIAL POSITION.

Administrative leadership is the ability of the leader to influence others to work with enthusiasm and confidence to accomplish the tasks they are accustomed to (Sayed Al-Hawari., 1993). In addition, it is the activity of a person to influence people and make them cooperate to achieve a goal they wish to achieve (Nawaf,

2009).

John Gardner defines the administrative leadership as the process of persuasion or exemplification used by an individual or a leadership team to serve a group of individuals to pursue the goals the leader wants or to achieve common goals between the leader and employees (Sadler P., 2008).

3. Leadership Styles

The leadership style is defined as the type of curriculum that is adopted by the leader to achieve the objectives of the organization and to guide all its activities. It is a set of behavioral traits that the leader exercises when he is doing business and making decisions in certain situations (Manaf, 2012).

The main leadership styles are as follows: (Sharif, 2004)

- Autocratic leadership style

It is called the authoritarian leadership. This type of leadership revolves around one axis: the subordination of all things in the organization to the authority of the leader who leads the organization in the sense of the presidency, monopolizes decision-making power, identifies problems, sets solutions on its own, informs subordinates of its orders, They have to listen and obey without giving any opportunity for discussion, and use a passive stimulus based on intimidation and threat

- Democratic Leadership Pattern

This style is based on three pillars: human relations, participation and delegation of authority. The democratic leadership relies mainly on the proper human relations between the leader and his subordinates, and is based on satisfying their needs, creating cooperation among them and solving their problems. Consider the feelings of individuals and dignity.

The democratic leadership is based on trust and subordination and the use of their opinions and ideas in supporting the policies adopted by the organization, allowing their initiatives in planning their work and providing an atmosphere of openness and free response to the workers.

The leadership of democracy leads to the morale of workers, to increase production capacity, to encourage entrepreneurship, creativity and innovation, to achieve harmony and integration among workers.

The democratic leader does not control his work, but rather reacts through meetings, dialogue and discussions.

This type allows employees to exchange ideas and proposals to solve these problems and involve subordinates in decision-making. And the leader

The Democratic Party enjoys the satisfaction of the subordinates of its leadership in its quest for their participation in taking responsibility for decision-making as one

Members of the group he leads, and the administration scientists such as: "May, Maslow, McGriggs" some of the justifications and assumptions that led to the emergence of this type of leadership and is:

- Human needs are what motivate people to work, not the method of distress.
- The industrial revolution has stripped the work of its value and meaning, followed by the neglect of the human element, which required softness in dealing with it.
- The worker's response to his leadership is the ability to satisfy his social needs, especially his need to belong.
- The individual's response to social pressures is more than that imposed by the hardline leader.

- Anarchist style of leadership

Also it called: "free leadership", "non-directed", "outgoing", "and lenient". This pattern gives the individual complete freedom to do what he wants and in which the commander waives his subordinates and does not affect them. The use of this type of leadership is due to the period in which the free curriculum prevailed, a way to guide individuals' efforts and activities. The use of this technique has not reached the extent that it makes it a constant.

4. Leadership skills

Leadership means the ability to influence others in order to achieve common goals. This means that leadership is a process of communication between the leader and his subordinates, where they exchange knowledge, trends, and cooperate in accomplishing the tasks assigned to them. The influence of the leading work goes in opposite directions. The leader affects and is influenced by those around him. Leadership is not a personal relationship between individuals, but its impact extends to surrounding social systems. It is not a rigid idea. It is difficult to identify or anticipate what the leader is doing, because it is difficult to identify the conditions and events in advance expected (Ulrich, 2010).

The leader must have behaviors and skills that enable him to lead the employees to improve their performance and to develop the company. The characteristics and skills of the leader are: (; Al-Assaf, N.D)

- "Innate" characteristics such as thinking, planning, creativity and the ability to visualize.
- Human "social" skills: relationships, communication and motivation.

- "Specialist" technical skills: solving problems and making decisions.

The basic skills of a leadership are: (Najm A., 2011; Avolio, J., 2013)

- **Empowerment:** The leader should involve his subordinates in authority and in the responsibility for decision-making.
- **Vision:** Ability to imagine different situations, to identify the best, and identify appropriate ways to deal with them.
- **Intuition:** The ability to know the situation, to anticipate changes, to take risks, and build trust between the leader and the subordinates.
- **Value Congruence:** The Ability to understand the principles and rules of organizations and their relevance to the values of the employees.
- **Self-Understanding:** Ability to recognize and strengthen strengths, and to recognize and overcome weaknesses



Figure 1: leadership skills (SATISH KAKRI MANGEMENT & EDUCATIONAL CONSULTANTS, 2014)

It can be said that the successful leader is characterized by a sense of the importance of the work is an organization of economic value and serves an economic goal, work is a cohesive human community serves individuals and their goals at the individual and collective level, the leader is responsible for achieving economic and social goals by working, The leader must also obtain the required results as soon as possible, taking into account the efficiency and effectiveness of the performance of the workers through others (Al-Suwaidan, 2003).

5. Leadership significance

Human societies must lead their lives and establish justice between them. The Prophet (peace and blessings of Allah be upon him) ordered the appointment of a leader in any human society. Therefore, the importance of leadership lies in: (Benner, 2003)

- Everyone should work as one team and pursue a common goal or objectives.
- The team should be able to understand its goals and how they fit into the overall goals of the organization.
- Team members support each other.
- The team is qualified to make additional efforts if necessary.
- The team aims to excel rather than complete the task.
- Everyone should know what the team should do and what their roles should be.
- To motivate the team to complete work as effectively as possible.
- The roles identified during the core task should be based on those who are more capable of completing them.
- It is the link between employees and the plans of the institution and its future visions.
- It is a melting pot that incorporates all concepts, strategies and policies.
- Strengthening the positive forces in the institution and reducing the negative aspects as much as possible.
- Control and resolve work problems and resolve differences and weighting between opinions.
- Development, training and care of individuals as the most important resource for the institution and individuals take the lead role model.
- Keeping abreast of the surrounding variables and employing them to serve the institution.
- It works to achieve the goals set for the institution.

To achieve these results, the leadership needs the ability to form a future image that everyone seeks to reach. It is a kind of foresight. Leaders have a vision and a comprehensive vision based on research. The leader sees the whole picture and explains it to subordinates. This contributes to find a general goal that everyone seeks to achieve. The events of an order, which is linked to the capabilities of the self and not the status of the function, must be used abilities and experience at the right time and place, i.e. depending on the nature of the situation and according to need, the power element is also the task of availability in the leader, giving the right to the leader in the act and obey, he also must remember that he has always said that if he wants to prepare himself well for future challenges, the leader should look to the workers as human beings seek to gain their respect and appreciation (Gesell, 2010).

In order for the leadership to be called by this name, there must be three important elements: the existence of a group of individuals, agreement on specific objectives to be pursued, and the presence of a leader with influence and good thinking and positively affect the group (Gesell, 2010).

6. Performance of Leadership

In order to improve the human resources, the leader must be qualified and efficient, in addition to his awareness of the importance of employees in achieving the goals of the organization. By improving these employees, most of the objectives of the institutions are achieved, i.e. effective organizations require effective leadership not negligence (Fiedler, 1988).

The effects of leadership styles are felt both in small businesses and in the largest companies in the world, and affect everyone from senior management to new employees and companies. The leadership style refers to the behavior of the leader and the position of governance and supervision. It is a result of the personal qualities of the leader, his experience, his position, and his philosophy of leadership. Literary specialists also developed a framework for understanding leadership (David, 2004; Adair, 2005; Bodmin, 2004).

The diversity of situations requires a variety of driving styles. When there is not enough time to cover the agreement, and the need for quick action arises with the expertise of the designated authority or much more experience than the rest of the team, authoritarian leadership may be more effective, but the need for a homogeneous level of expertise and a more participatory approach is more effective. A method that achieves the team's goals should be more effective with a balance between the attention of its followers and team members of that group led by an effective leader.

There is an agreement that leadership is an important factor in achieving the success or failure of organizations. Effective leaders lead their organizations towards success and to achieve the evolution of organizational performance in a competitive market (Jones, 2000).

The ability of the leader to influence the staff which is arises outside the formal structure of the organization and the informal structure of leadership is very important. Leadership can be seen as a key element of effectiveness and organization. Thus, leadership is clearly involved in the success and progress of the Organization or its failure. They tend to rely on power, position, and seniority; for example, loyalty to the highest coach in China is linked (Chen and Francesco, 2000). Effective leadership in the organization thus leads to taking into account the legitimate interest of the parties involved in the organization to incorporate a strategy to achieve that vision, and calls for staff support to produce movement and motivate staff to implement the strategy (Goleman, 2002).

7. Conclusion

Leadership is closely linked to improving employee performance, thus improving the organization's performance and increasing its competitive level in the labor market. No one can take the lead. There are qualities that must be developed to be able to rehabilitate those who are responsible for them, such as the ability to predict future results, control staff, etc. There are also many leadership styles that vary according to the desired outcome, such as democracy, anarchist, etc.

Each organization must examine leadership strategies and prioritize them, due to its big importance in enhancing employees' performance.

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