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Administrative Leadership Requirements

متطلبات القيادة الإدارية

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Abstract:

Administrative leadership is crucial for the operation and enhancement of a firm, as it directs and inspires employees' endeavors towards optimal performance beneficial to the organization. Consequently, the administrative leader must exercise caution in selecting the manner in which he aligns with his subordinates and in his interactions with them. The circumstances of the institution and the leader's attributes dictate this. Consequently, it is the responsibility of managerial leaders to elucidate the objectives for subordinates, facilitate the decision-making and communication processes within the institution, and initiate innovation and change to attain the desired development and objectives.

Keywords: Administrative leadership, Leader, Subordinates, Organization, Decisions.

الملخص:

تلعب القيادة الإدارية دور مهم في سير أعمال المؤسسة وتحسينها، حيث أنها تقوم بتوجيه جهود العاملين وتحفيزهم نحو تحقيق أداء مرتفع يعود بالإيجاب على المؤسسة، وبذلك يمكن القول بأن القائد الإداري يجب أن يكون حريصاً في اختيار الأسلوب الذي يتماشى به مع مرؤوسيه وكذا الطريقة التي يتبعها في التعامل معهم، وهذا يتحدد من خلال الظروف التي تعيشها المؤسسة وكذلك من خلال القائد نفسه، وبالتالي فمن واجب القادة الإداريين توضيح الأهداف للمرؤوسين وتفعيل عملية اتخاذ القرارات والاتصال داخل المؤسسة، بالإضافة إلى الشروع نحو الابتكار والتغيير وذلك لتحقيق التطوير والأهداف المطلوبة.

الكلمات المفتاحية: القيادة الإدارية، القائد، المرؤوسين، المؤسسة، القرارات.

1. INTRODUCTION

Addressing challenges and mitigating barriers encountered by leaders and managers is integral to the success and efficacy of management, which is inherently connected to the effectiveness of administrative leadership. This, thus, relies on the manager's personal attributes, competencies, and expertise. Consequently, the inquiry pertains to the attributes of effective leadership and its correlation with administrative efficiency and efficacy.

2. Efficiency in Decision-Making

2.1 Decision-Making Strategies ¹:

Decision-making techniques are the methodologies employed by humans to investigate, deliberate, and pick among several courses of action. They are perceived as a sequence of cognitive processes and actions occurring within the environment, intended to transition from an initial cognitive state to a final cognitive state in which the decision-maker acknowledges that the problem has been resolved. Administrative decision-making techniques possess several attributes, including:

I. They emphasize the methodology or approach employed in decision-making, rather than the conclusion itself. In other words, decision-making techniques address the inquiry: How is the administrative choice formulated in this particular context?

II. A notable result of employing decision-making strategies is the uniformity with which an individual applies several strategies according to the attributes of the choice context, particularly the quantity of accessible alternatives, the effort necessitated for the decision, and the required accuracy.

III. The objective of employing decision-making techniques is to achieve the preferred conclusion with limited knowledge, in the shortest duration, with lowest exertion, the most assurance, and the least inaccuracy in the results of the decision-making process.

2.2 Leadership Styles and Decision-Making Strategies² :

Leadership styles adopted by administrative leaders have a significant impact on the various decision-making strategies, as follows:

Directive Style: The manager who uses the directive style places special value on making decisions independently, rarely influenced by others' opinions. This approach is based on the belief that the manager possesses the necessary information, experience, and power to make decisions, and that there is no need to consult others, especially subordinates.

Supportive Style: Managers using the supportive style make decisions by giving considerable attention to both the situation and the individuals involved. When a decision affects many people in the organization, these managers seek mutual understanding, agreement, and consensus among the concerned parties.

Participative Style: Managers using this style view decision-making situations as opportunities for participation, especially with subordinates. They often hold meetings to discuss situations and make decisions collectively.

Delegative Style: Managers who use the delegative style delegate decision-making responsibility to others. This may take the form of participative or avoidance strategies, depending on the nature of the situation and others' willingness to take responsibility.

Authoritarian Style: Managers who adopt an authoritarian style tend to be rigid, and once a decision is made, they rarely reconsider it. They usually invest more resources to correct mistakes rather than admitting a wrong decision.

Empowerment Style: Managers who use the empowerment style view decision-making as an opportunity for subordinates' growth and development. They focus on exploiting decision-making situations to develop subordinates' abilities.

3. Effectiveness in Communication

3.1. Importance and Objectives of Communication in Organizations³ :

The communication process is purposeful and essential in any organization. Effective

communication is key to organizational success. Without communication, employees do not know what their colleagues are doing, management cannot receive necessary information, and individuals cannot express their needs and emotions to others.

some objectives of communication in any administrative organization, regardless of its type, include:

- Facilitating decision-making by providing individuals and groups with necessary information.
- Informing subordinates of the goals and objectives to be achieved, as well as the information related to task execution.
- Understanding the extent of task completion and the obstacles faced by subordinates.

Communication serves organizational management in several ways:

- It helps regulate organizational behavior by requiring employees to follow instructions in their communications with superiors.
- It enhances motivation by clarifying what needs to be done and how to improve performance.
- It serves as a medium for expressing emotions, needs, achievements, and frustrations.

Scott and Mitchell describe the primary functions of communication within organizations as follows:

Emotions (Feelings): Communication allows workers to express frustrations and opinions to their leaders and colleagues.

Motivation: Communication functions to motivate, guide, supervise, and evaluate the performance of organizational members.

Information: Communication is vital for decision-making by providing necessary information to individuals and groups.

Control: Organizations attempt to control individuals' activities through formal communication channels.

3.2 Requirements for Successful Communication ⁴:

Effective communication occurs when the meaning in the sender's mind matches the meaning interpreted by the receiver.

Therefore, the key factors for successful communication include:

Clarity: The message must be clear and understandable.

Simplicity: Communication should be simple and free of complexity.

Integrity of the medium: The communication medium must be free of faults and capable of delivering the message accurately.

Consistency: Multiple communication channels should align without contradicting each other.

Appropriateness: Communication should be suitable in terms of goal, timing, and implementation.

Honesty and Integrity: There is no value in an inaccurate message.

3.3 The Role of an Effective Manager in Communication:

The manager is pivotal to the effectiveness of the communication process. The guidelines facilitating effective communication for managers can be stated as follows ⁵:

- Communicate information clearly and accurately.
- Listen attentively to others, as their expressions and tone provide valuable insights.
- Use the most suitable communication methods based on the understanding of the audience.
- Encourage feedback and provide space for clarifications.
- Organize messages clearly to aid understanding.
- Ensure simplicity in language to avoid confusion.
- Consider the needs and backgrounds of the audience for more effective communication.
- Recognize non-verbal cues as an essential part of communication.
- Participate in committees effectively to hear others' views, thereby broadening perspectives.
- Avoid quick conclusions and take time for reflection.

Administrative communication is thus seen as a useful instrument for directing

subordinates' performance and influencing their conduct. A leader's efficacy is now mostly based on how well they communicate with their staff, which is based on their capacity to build mutual understanding and make sure that everyone is aware of the objectives. The following elements are used to do this: listening, explanation, discussion and questioning, feedback, and reaction.

Effective leaders are able to overcome organizational and psychological hurdles that may impede effective communication by building strong human connections ⁶.

4. Leadership and Innovation in Administration

4.1 Advancements in Management and Efficiency ⁷

Innovation is unequivocally the one notion that remains timeless, embodying a perpetual commitment to the exploration of novel ideas, products, services, or markets. Administrative innovation is the catalyst for introducing novelty in management, enhancing aim effectiveness and technique efficiency.

Management innovation presents novel methodologies for enhancing responses to a company's products and services, thereby addressing customer needs and augmenting performance, whether significantly or incrementally. This is exemplified by concepts such as reengineering, continuous improvement, work study, motion analysis, teamwork, and the enhancement of the company's external relationships through principles like corporate social responsibility and ethics.

Administrative innovation entails the formulation of novel ideas that may be converted into policies, structures, and methodologies to enhance organizational performance. The primary objective of this innovation is to enhance resource usage and attain superior outcomes relative to historical performance or leading rivals. Consequently, we may assert that administrative innovation, in its fundamental

objective and genuine result, is shown in productivity innovation: administrative innovation equals productivity innovation.

The advancement and implementation of novel administrative ideas to enhance efficiency are inherently connected to productivity innovation.

4.2 The Function of Administrative Leadership in the Innovation Process ⁸

Leadership has transitioned from a task-oriented approach, where work takes precedence over persons, to a style that prioritizes individuals, since many firms now benefit from the scientific and technological competencies of their personnel.

Nevertheless, this was insufficient, since the complexities of the business landscape, marked by fierce rivalry and rivals using innovative principles and methodologies from other contexts, necessitated a leadership strategy more adept at embracing change and constructively interacting with novel concepts.

Innovative leadership is essential for an innovative firm. Leadership has the capacity to inspire and organize personnel to convert the company into an innovative entity. Innovative leadership is characterized by fundamental traits, which may be encapsulated as follows:

- The conviction that each person has the potential for innovation.
- Enabling people to envision and aspire, even towards objectives that seem unachievable.
- Facilitating time for workers to contemplate, so enabling the expression of their creativity and competencies in the workplace.
- Disputing the notion that inventors are exceptional persons.

The function of leadership in an innovative business beyond the mere establishment of a creative vision. It entails transforming that goal into an inspiring corporate atmosphere conducive to innovation and innovators.

The responsibilities of proficient leadership in creative firms encompass:

- Transforming the conventional corporate culture to foster an innovative environment that promotes creativity and acknowledges new ideas, positioning leadership as a catalyst for change.
- Establishing and enhancing a feeling of urgency throughout the firm, motivating all workers to exert extraordinary effort instead of just adequate effort.
- Maintaining skilled and efficient personnel is essential for sustaining the organization's fundamental strengths.
- Implementing metrics and criteria for assessing innovation inside the firm, utilizing them regularly to evaluate advancements in inventive capability relative to leading rivals in the sector.

Consequently, administrative leadership is seen as the principal catalyst for change, bolstered by the contributions of all organizational personnel. This transforms change and innovation into a personal endeavor for every employee, representing the essence of successful leadership achievement.

5.Collaboration Focus

A team is a mechanism that allows people to collaborate as a unified entity.

A collective of individuals who jointly undertake the duty of executing an ongoing activity or mission with shared aims or goals.

5.1 Factors that Facilitate the Formation of Teamwork ⁹

Social Status : This denotes an individual's rank or position relative to others within a social hierarchy.

Fulfillment of Human Needs within the Group: Individuals possess several needs they want to fulfill, including fundamental physiological requirements, protection, and a feeling of security within the group.

They want to experience appreciation and affection, to belong to a community, and to attain self-actualization.

Group Satisfaction: This denotes an individual's sentiments on their role within the group.

Satisfaction emerges from the comparison between the group's actual offerings and its expected provisions.

A smaller disparity between the two correlates with increased work satisfaction.

Articulation of Objectives and Role Specification: Dedication to collaborative efforts intensifies when objectives are well-defined. Clearly articulated objectives and well-defined roles facilitate the avoidance of disputes arising from uncertainty in individual responsibilities within the organization.

The incentive system is vital for enhancing ties between people and the group. They inspire people to attain collective objectives, facilitate the effective completion of activities, and fulfill personal wants and aspirations within the confines of available resources.

Establishing Collective Trust: This entails influencing individual expectations and harmonizing their actions to benefit the group's interests. Collective trust is the conviction that commitments made by people or organizations, regardless of being written or spoken, will be honored.

Group Socialization: This is the process by which people assimilate the values, attitudes, norms, and behavioral patterns that correspond with the group's goals and aims. Socialization significantly influences the efficiency and effectiveness of a group, with the pace of socialization impacting individual productivity, loyalty, and dedication to the collective.

Individual Participation in the Group: This entails people personally investing in, administering, supervising, and directing their initiatives.

Elevated Morale: Morale refers to the emotional preparedness that motivates people to commit fervently to their tasks, making them less vulnerable to external distractions. Research indicates that group loyalty significantly enhances morale, fostering a deeper connection between people and their job as well as their affiliated group.

5.2 The Significance of Leadership Competencies in Fostering Team Collaboration

Forming a team requires consensus among its members about job allocation, defining individual contributions to the workload, scheduling activities, cultivating requisite abilities, addressing disagreements, and formulating and modifying decisions.

Additionally, it entails matching the talents of individual members with the demands of their roles. This need effective administrative leadership that unites and orchestrates team members despite their diverse abilities and values. The leader must comprehend each team member enough to use their varied strengths in attaining the collective objective.¹⁰

Team-building policies facilitate the functioning of organizations as cohesive production units. Collaborative efforts improve morale and cohesiveness within the company, resulting in¹¹:

- Novel solutions to challenges encountered by the team and judicious judgments.
- Resolution of problems or disputes among team members.
- Assessment of team performance collectively and individually, evaluating the organization's overall efficacy as a cohesive entity.
- Promoting collaboration among team members.
- Offering incentives and prizes.

5.3 The Leader's Role in Enhancing Team Performance

An competent team leader establishes work regulations and performance criteria, use their expertise to aid the team in resolving issues to enhance overall performance. This may be accomplished by adhering to the following steps¹²:

- Offering collective incentives for the team, including cash prizes, commendation, and recognition, with individual incentives for team members, encourages enhanced collaboration to achieve both personal and collective gains.
- Providing the team with enough autonomy, delegating significant choices to them, or at

a minimum, engaging them in the decision-making process. This fosters internal drive to attain ambitious performance objectives, which need to include a suitable degree of difficulty that stimulates collective effort.

- Establishing behavioral and conduct guidelines as the paramount variables influencing team success, including the promotion of open idea expression and constructive performance critique rather than personal disparagement.

- Identifying and incentivizing exceptional performance, together with other behavioral principles that stimulate productivity. The leader must allocate time to review these regulations with the team and choose which to implement.

Enhancing leadership abilities increases team efficacy and facilitates the attainment of organizational objectives. By means of collaboration, the leader will be capable to¹³:

- Evaluate their leadership characteristics and competencies.
- Articulate the duties of leadership and the leader's role in enhancing team performance.
- Elucidate strategies for enhancing the team's efficiency and effectiveness.

6. Administrative Leadership and the Motivational Strategy for Improving Employee Performance

Motivation significantly and directly influences productivity and improves employee happiness. Job satisfaction is a crucial component associated with motivation and enhancing employee confidence. Consequently, the administrative leader must implement variables that attain the utmost level of motivation.

6.1 Definition of Incentives¹⁴

Incentives are seen as a recompense for exceptional achievement. Although price or salaries are anticipated to correspond with the worth of a position, incentives are designed to reward employees for outstanding performance. Consequently, the performance meriting incentives transcends the usual or fulfills certain conditions that warrant further remuneration. Incentives that promote good performance satisfy human

needs, instilling a sense of importance and recognition in people inside their company.

6.2 Pragmatic Theories of Incentives ¹⁵

- **Performance Management:** This procedure guarantees that staff actions are in accordance with company objectives. Performance management delineates the behaviors, outputs, and actions required from employees to align with the organization's strategic objectives. It is utilized in several administrative choices, including wage increments, incentive identification, promotions, and performance assessments. Performance management systems have three elements: performance identification, performance measurement, and feedback provision to employees on their performance.

- **Organizational Behavior Modification:** This technique serves as a motivational mechanism grounded in reinforcement theory, equipping managers with behavioral assessment tools to identify, evaluate, and alter employee behavior to enhance performance. The **O.B Model** has five stages:

Identification: Acknowledging the behavior requiring modification, ensuring it is discernible.

Measurement: Documenting the frequency of the behavior's manifestation.

Assessment: Appraising the results of the conduct.

Intervention for Change: Implementing tactics for influence or change, perhaps encompassing diverse reinforcing mechanisms.

Behavior Evaluation: Analyzing the efficacy of influence or change tactics to see if they result in the intended behavioral modification.

Management by Objectives (MBO): This method entails managers and staff establishing objectives for each department or project and subsequently assessing performance. To guarantee the efficacy of management by objectives, four essential measures must be adhered to:

* **Establishing Objectives:** Goals must engage personnel across all tiers, taking into

account everyday operations. An effectively articulated objective must be pragmatic, temporally constrained, and distinctly organized.

* **Formulating Performance Plans:** These plans delineate the necessary performance standards to attain established objectives, applicable to both people and departments.

* **Conducting Evaluations:** Regular evaluations of progress are crucial to ascertain the efficacy of performance strategies. These evaluations may be performed formally between supervisors and subordinates.

* **Performance Evaluation:** This entails evaluating accomplishments in relation to annual objectives at both the individual and departmental tiers. Success or failure in meeting targets can be included into the performance evaluation system, affecting wage increments, bonuses, and overall business performance assessments, so informing goals for the subsequent year.

7. Conclusion

Administrative leadership is essential in management as it synthesizes organizational, human, and social dimensions of the administrative process. It improves managerial efficacy, facilitating the attainment of both institutional and organizational objectives. Thus, administrative leadership plays a crucial role in optimizing institutional operations, elevating individual performance, inspiring personnel, and cultivating creativity, innovation, and renewal inside the company.

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