



The Effect of Leadership Styles On Achieving Organizational Effectiveness, Field Study: On The Nursing Staff At Al-Shifa Medical Complex in Gaza.

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Abstract : The impact of leadership styles in achieving organizational effectiveness is clarified. The descriptive analytical approach and questionnaire were used as main tool for data collection. The study society was (776) nurses where the simple random samples for selecting the study items (280 items) was adopted, the study results were: the availability of the dimensions of leadership patterns in Al-Shifa Medical Complex in Gaza as well as achieving organizational effectiveness was of medium degree. These dimensions came of ascending order as follows: free pattern, transformational pattern, democratic pattern and authoritarian pattern. No differences about leadership styles and organizational effectiveness due to gender, while there were differences due to academic qualification, years of service and job title, The study advised of the importance of developing nurses' creativity and innovation, enacting laws to protect nurses, motivating them financially and morally, providing them with the opportunity to participate in decision-making, and holding conferences and providing training courses periodically for all the nursing staff.

Key words: leadership patterns, organizational effectiveness

المخلص: هدفت الدراسة لتوضيح أثر الانماط القيادية في تحقيق الفاعلية التنظيمية، واستخدمت المنهج الوصفي التحليلي، والاستبانة كأداة رئيسية لجمع البيانات، وبلغ مجتمع الدراسة (776) ممرضاً واعتمدت الدراسة على العينة العشوائية البسيطة في اختيار مفردات الدراسة، حيث بلغ حجمها (280) مفردة، وتوصلت الدراسة إلى عدة نتائج أهمها: توافر أبعاد أنماط القيادة في مجمع الشفاء الطبي بغزة، بدرجة متوسطة، حيث جاء ترتيب الأبعاد تصاعدياً على النحو التالي (بعد النمط الحر، بعد النمط التحويلي، بعد النمط الديمقراطي، بعد النمط الاستبدادي)، كما وجاءت درجة تحقيق الفاعلية التنظيمية بدرجة متوسطة، وتوصلت لوجود علاقة بين أنماط القيادة والفاعلية التنظيمية، كما وتوصلت لعدم وجود فروق حول أنماط القيادة تعزى لمتغير الجنس، بينما توجد فروق تعزى للمؤهل العلمي، سنوات الخدمة، المسمى الوظيفي، وتوصلت لعدم وجود فروق حول الفاعلية التنظيمية تعزى لمتغير الجنس، بينما توجد فروق تعزى للمؤهل العلمي، سنوات الخدمة، المسمى الوظيفي، وأوصت الدراسة بأهمية: تنمية ابداع وابتكار الممرضين، وسن قوانين لحمايتهم، وتحفيزهم مادياً ومعنوياً، وإتاحة الفرصة لهم للمشاركة في اتخاذ القرارات، وعقد المؤتمرات والدورات التدريبية بشكل دوري لجميع الهيئة التمريضية.

الكلمات الدالة: الأنماط القيادية، الفاعلية التنظيمية.

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**Introduction:**

The successive organizational and administrative changes in the business environment have put the organizations in front of an important stage of competition among them, whether those organizations are production or service, In light of this change and development, organizations had to coexist with this change through the presence of an administrative leadership that possesses the skill, ability and flexibility that qualifies it to recognize and adopt this change in its philosophy and style of management of administrative and organizational processes within organizations, Which is considered the entrance and leadership pattern that seeks to invest the resources of the organization, which comes in the forefront of human resources, on which the survival and continuity of the organization depends in light of the successive changes that the business environment is witnessing (Asfa and Abu Mustafa 2018: 16), Ideal organizations with precise methods and procedures will not succeed in achieving their goals or ensuring their continuity unless they have a leadership style commensurate with their size and nature of activity and capable of facing the environmental challenges surrounding them, which enhances their organizational effectiveness and achieves their goals efficiently and effectively (Asfa, Abu Mustafa, Shurab, 2019 : 23), The organizational effectiveness of any organization is achieved only through the leadership style, which is one of the topics that continue to receive remarkable attention by organizations, researchers, and those concerned with management science, especially with regard to organizational behavior, This prompted them to search for leadership styles that suit the orientations and needs of the workers and the organization alike, through which the required organizational effectiveness can be achieved, Given the importance of the role of leadership styles in creating the desired behavior prevailing in them, the researchers considered studying the impact of leadership styles (autocratic, democratic, free, transformative) in achieving organizational effectiveness on the nursing staff at Al-Shifa Medical Complex in Gaza, It is one of the governmental and health hospitals operating in the southern governorates of Palestine, which seeks to provide an appropriate leadership style capable of influencing the behavior and behavior of workers and their psychological and intellectual attitudes while practicing their functional work, in light of the expansion and diversity of health services provided to the public, and in light of the change in the methods and patterns of administrative work imposed by the Corona pandemic (Covid 19), which achieves organizational effectiveness.

First : The problem of the study:

Workers in the health sector, especially the nursing staff at Al-Shifa Medical Complex, live in an organizational environment characterized by contradictions as a result of the continuous changes in the work environment and the pressures that the nursing staff has become as a result of the spread of the Covid 19 pandemic, Which, in one way or another, affects the organizational effectiveness of Al-Shifa Medical Complex, and affects the quality of service provided to the public and the nursing staff with all its components and they work in light of many policies, procedures, laws, orders and directives that put psychological pressures on him, and for this they need a leadership style that guides them and guides them to the right path, This was confirmed by the study (Akanji,

Mordi & Others, 2018), the study (Abu Shawish, H. 2014) and the study (Manzoor, 2012) that the leader is responsible for directing and guiding workers, and is also responsible for motivating them and pushing them to work with all their energy, which has an impact on organizational effectiveness, After reviewing the literature included in the study, the researchers realized that there is a research gap that must be studied, Where previous studies have proven that the leadership styles adopted by the senior management in any organization contribute to achieving organizational effectiveness, such as the study (Al-Helou, 2020), the study (Nasser, 2010) and the study (Bassam, 2019), Accordingly, the problem of the study emerged, which came to fill the research gap that previous studies called for dealing with it in some detail, especially in the absence of a study - according to the researchers' knowledge - linking leadership styles and organizational effectiveness, And it seeks to discover the impact of leadership styles in achieving organizational effectiveness among the nursing staff at Al-Shifa Medical Complex in Gaza, Based on the foregoing, the study problem was formulated through the following main question: **"What is the impact of leadership styles in achieving organizational effectiveness among the nursing staff working at Al-Shifa Medical Complex in Gaza"?**

1. What kind of leadership styles prevail in Al-Shifa Medical Complex in Gaza?
2. What is the level of organizational effectiveness achieved at Al-Shifa Medical Complex in Gaza?
3. Is there an effect of leadership styles in achieving organizational effectiveness in Al-Shifa Medical Complex in Gaza?
4. Are there differences in the respondents' responses towards the impact of leadership styles in achieving organizational effectiveness due to personal variables (gender, educational qualification, years of service, job title) of the nursing staff at Al-Shifa Medical Complex in Gaza?

Second: Study variables:

In determining the variables and dimensions of the study, the researchers relied on some previous studies and research, and they can be clarified as follows:

- The independent variable: leadership styles, which are represented in the following dimensions: (autocratic, democratic, free leadership, transformational).
- Dependent variable: organizational effectiveness
- Personal variables: gender, educational qualification, years of service, job title.

Fourth: The hypotheses of the study:

Based on the relationship and impact included in the study model, the researchers found the formulation of the main and subsidiary hypotheses of the study emanating from it, through previous studies that dealt with the conceptual framework of the variables.

The first main hypothesis:



There is no statistically significant effect at the level of significance ($0.05 \geq \alpha$) between leadership styles (autocratic, democratic, free leadership, transformational) and organizational effectiveness of the nursing staff at Al-Shifa Medical Complex in Gaza.

The second main hypothesis:

There are no statistically significant differences at the level of significance ($\alpha 0.05 \geq$) in the average responses of the respondents towards the effect of leadership styles in achieving organizational effectiveness due to the following personal variables (gender, academic qualification, years of service, job title) in the nursing staff at Al-Shifa Medical Complex in Gaza.

Fifth: Objectives of the study:

The main objective of the study was to find out the impact of leadership styles in achieving organizational effectiveness at Al-Shifa Medical Complex through the following:

1. Identifying the prevailing leadership patterns in Al-Shifa Medical Complex in Gaza.
2. Detecting of the level of organizational effectiveness achieved by the nursing staff at Al-Shifa Medical Complex in Gaza.
3. Detecting the impact of leadership styles in achieving organizational effectiveness at Al-Shifa Medical Complex in Gaza.
4. Detecting the differences in the respondents' responses about the impact of leadership styles in achieving organizational effectiveness due to personal variables (gender, educational qualification, years of service, job title) of the nursing staff at Al-Shifa Medical Complex in Gaza.
5. Presenting recommendations to the management of Al-Shifa Medical Complex about the leadership patterns that are necessary, support and consolidation, and the negative patterns that must be avoided in influencing the workers, in order to contribute to achieving organizational effectiveness.

Sixth: The importance of the study:

The importance of the study lies in the following:

A: Scientific importance:

1. This study derives its importance from the importance of the topic of leadership styles, which are still receiving special attention and popularity in recent years; Because of its importance in achieving organizational effectiveness.
2. This study derives its importance from being the first Arab and local study to the knowledge of the researchers, which sought to measure the impact of leadership styles in achieving organizational effectiveness for the nursing staff at Al-Shifa Medical Complex in Gaza.
3. It is hoped that this study will contribute to directing the attention of researchers to conduct more applied studies in the administrative and behavioral field, which constitutes an addition to the administrative literature.
4. Contribute to improving knowledge in the field of leadership styles and organizational effectiveness for researchers, scholars and owners of productive, institutional and profitable businesses.

B: Practical importance:

1. This study derives its importance from the fact that it is conducted on an important and vital sector for the Palestinian people, which is the health sector, which is the cornerstone in preserving the life of the individual.
2. This study contributes to presenting an updated study on leadership styles and their impact on achieving organizational effectiveness for the nursing staff at Al-Shifa Medical Complex; Which helps the officials in the complex to determine the appropriate leadership style in achieving organizational effectiveness.
3. It is expected to benefit from the results of the study and its recommendations to be submitted to the higher administrations working in the health sectors, whether public or private, to implement those recommendations to improve the performance level of the nursing staff.

Seventh: Study Limits:

1. **The objective limit:** Knowing the impact of leadership styles in achieving organizational effectiveness.
2. **The human limit:** represented by the nursing staff. The reason for choosing them, from the researchers' point of view, is the importance of their role in providing health services to patients, and that they are among the most workers in the Al-Shifa Medical Complex who need continuous guidance and counseling. Because of their direct relationship with health service recipients, the constant work pressures, and the interest in the spread of the Corona pandemic (Covid 19) has also increased.
3. **The Spatial limit:** Al-Shifa Medical Complex in Gaza.
4. **The Time limit:** The study vocabulary was applied during the year 2022 AD.

Theoretical framework:

First: The concept of leadership:

There are many approaches to leadership interest in many branches of scientific research, whether in the field of sociology, management science, managerial psychology or political science, the term leadership has also been used in many fields, whether the military field, the administrative field, the political field, and others, hence, the concepts and definitions of leadership varied with the multiplicity of these approaches and fields, and through this the concept of leadership can be clarified as "raising a person's insight to deeper insights, and raising his level of performance to the highest levels" (Khairy, 2014: 15), It is also defined as "the process of influence that the leader carries out on his subordinates to persuade and urge them to contribute effectively with their efforts to carry out a cooperative activity" (Al Kalaldehy, 2013: 185), and the researchers defined leadership procedurally as: "the art and skill of influencing others by directing their efforts and energies, which leads to them striving with enthusiasm and commitment to a fruitful performance that achieves the desired goals as effectively as possible."

Second: Dimensions of leadership styles:



The study of leadership styles has attracted the attention of many researchers and scholars in the field of management, and these leadership styles have been multiplied by the multiplicity of thinkers and the multiplicity of leadership theories that explain the reality of leadership we can clarify the leadership dimensions on which the study relied, and which constitute the most dimensions addressed by previous studies and research, as follows:

1. **Autocratic leadership style:** It is the pattern in which the organization runs and decisions are often issued by the leader or the manager himself, and he is tyrannical in his opinion and does not accept dialogue or discussion about the order and method of workflow, and he constantly directs others and interferes in the details of the work (Al-Husseini, 2013: 8), and this pattern lacks the leader To delegate his powers, and always make every effort to expand his powers and extend them so that all matters are under control, and he does all of this because he is convinced that his subordinates should have only a small amount of freedom to act without his consent (Al-Sakarana, 2010: 145).
2. **Democratic leadership style:** This style limits exclusivity of opinion, allows group members to effectively participate in decisions related to them, delegates authority to his subordinates (Al-Alaq, 2010: 22), and is characterized by interaction between the manager and workers and takes into account the human aspects of work.
3. **Freestyle driving style:** This pattern leaves the rope to others without interfering in their affairs, and the correspondent leader communicates information to the members of the group and leaves them the freedom to act without any interference from him (Al-Ajami, 2010: 158), in the course of affairs and does not give his directions or instructions to the workers at all unless requested Thus, this pattern is the opposite of the autocratic pattern.
4. **Transformational leadership style:** It is the ability to persuade working individuals to change and improve, as it evaluates the performance of subordinates and motivates individuals; To improve performance, meet their needs, and notify them of the importance of their contribution to achieving the goals of the organization (Al Shanti, 2016: 35), and focuses on values, ethics, standards and long-term goals, and this style falls within the charismatic leadership and future vision (Abu El Nour, 2012: 16).

Third: The concept of organizational effectiveness:

It is “the organization’s ability to produce more and of higher quality, and its ability to adapt effectively to the surrounding environmental problems, as compared to other organizations” (Dogerliogln, & Basol 2014: 3), as it is defined as: “the organization’s ability to use its limited resources to achieve its goals and to satisfy All relevant parties” (2012: 2, Quratul), and organizational effectiveness has an entrance to measure it developed by some interested in studying organizational effectiveness, which varied in its nature and components, and can be clarified as follows:

1. **Ability to Achieving Objectives:** It is the oldest and most common approach, as it focuses on the organization's ability to achieve its predetermined goals: profitability, social responsibility, innovation, increasing market share, return on investment and product quality. This approach is based on two basic assumptions: that each organization has a goal or goals that it seeks to achieve

And the capabilities necessary to achieve these goals or objectives, and although this approach focuses on the goals, it must be noted that the goals change with the change in the surrounding circumstances of the organization, and that setting their priorities varies from time to time, which leads to the difficulty of measuring organizational effectiveness using this approach (Al-Rikabi, 2014: 321).

2. **System Operations Entrance:** It is based on the processes through which inputs are converted into outputs, and accordingly it considers organizations that carry out harmonious, efficient, flexible and harmonious internal processes, to achieve a high level of productivity and employee satisfaction as being more effective than other organizations, and it is noted that this approach suffers from certain shortcomings , such as the difficulty of measuring the relationship of the organization with its external environment, and looking at effectiveness from one side, and neglecting the rest of the other aspects such as resources, outputs, and customer satisfaction (Al-Qaryouti, 2013: 119).
3. **System resource entrance:** This entry indicates that organizational effectiveness is the organization's ability to obtain the necessary resources from the external environment, where the organization is effective in the event that there is a good and vital relationship between the resources that it obtains, and the products that it produces, meaning in the case of obtaining the largest outputs from the least Possible input (Robbins, 2013: 54).
4. **Stakeholder input:** This entrance is called the entrance of the strategic departments, which emphasizes achieving integration between the inputs, operations and outputs of the organization and all the organizational activities that it undertakes, by focusing on the various stakeholders and achieving their satisfaction, and the organizational effectiveness here is the ability to achieve the minimum satisfaction of all stakeholders, namely (Shareholders, working individuals, customers, suppliers, government agencies, creditors, consumer and environmental protection associations, and society) (Al-Kasasbeh, 2011: 100).
5. **Societal Environmental Model Entrance:** This model indicates that organizations seek to understand their environment, and have different relationships with it; to maintain its viability and continuity in the long term, and that organizations that cannot do so will be unable to survive; Which leads to its annihilation, and three basic elements related to this model were presented, which limit the organization's ability to survive and continue (Al-Anzi, 2013: 107).
6. **Competitive Value Entrance:** This approach is based on the assumption that there is no ideal and single criterion for measuring effectiveness that everyone agrees on, and there is no consensus on the goals that the organization aims to achieve, nor on the priority of some over others, because the effectiveness criterion according to this approach is a personal matter that depends on personal values when carrying out a process Evaluation, so the organization must identify all priorities and objectives and arrange them in one list. Here it must be noted that the criteria for measuring organizational effectiveness differ from one organization to another due to the different nature of its work (Jelbawi, 2011: 78).



Fourth: The relationship between effectiveness and leadership styles:

Leadership is of great importance to scientists and researchers since a long time ago, and the lives of people, organizations and projects will not be straightened without leadership that directs the efforts of the workers, and pushes them to perform tasks according to the plans drawn to achieve the goals. Leadership has an impact on the level of general performance in the organization, because the effective leader is the one who motivates efforts and directs energies to achieve the best levels of achievement. Between employees and the organization's plans and future visions, and without leadership, it is difficult for the organization to deal with external environmental variables that directly or indirectly affect the organization's achievement of its set goals.

Previous studies:

First: Studies that dealt with leadership styles:

- 1. Study (Al-Kilani, 2022):** The study aimed to identify the prevailing leadership styles among government secondary school principals in the Amman University District and its relationship to improving the level of job satisfaction among workers. The study relied on the descriptive analytical approach, and the study sample consisted of (323) individuals. The questionnaire was used as a main tool for collecting study data, and the study relied on the random separation method, and the study reached a set of results, the most important of which are: that the dominant leadership styles are in the following order (democratic leadership, positional leadership, autocratic leadership, strategic leadership, permissive leadership), and that satisfaction The job may provide satisfaction with the style of leadership and supervision well, and showed satisfaction with the work environment to a moderate degree, and a strong positive relationship of job satisfaction with democratic leadership, positional leadership and strategic leadership, while the relationship of job satisfaction with authoritarian and permissive leadership was a negative relationship, in addition to the absence of significant differences Statistical at the job level due to the educational qualification variable, and there are statistically significant differences at the job level due to the gender and age variable.
- 2. Study (Bassam, 2019):** The study aimed to find out the nature of the leadership styles used within the institution and their role in achieving the organizational effectiveness of the Civil Protection Institution, Ain Melilla Unit. The study relied on the descriptive analytical approach, and the sample size was (62) individuals, and the questionnaire was used as a main tool for collecting The study data, and the study reached a set of results, the most important of which are: that the nature of the leadership style has a role in enhancing organizational effectiveness, and that successful leadership is the one that works to meet the various human needs of employees, and the organization's leadership takes into account the personal circumstances of the employees, so the success of leadership and work can only be achieved by workers.

3. **Study (Abasilim. Gbervbie, & Osibanjo, 2019):** The study aimed to determine the relationship between leadership styles and employee commitment in the Lagos State Civil Service Commission, Nigeria. No attention was paid to the impact of demographic variables on this relationship, and therefore a research gap arose and this research article examined leadership styles. The study adopted the cross-sectional survey method for a sample of (140) individuals, who were selected by the systematic sampling method, and the questionnaire was used as a tool for the study. , while the reciprocal leadership style showed a low negative impact, while the non-intervention style showed a weak positive effect on job commitment.
4. **Study (Al-Jamal, 2018):** The study aimed to reveal patterns of leadership in managing health crises among health care providers in government hospitals in the Gaza Strip. The study relied on the analytical observational approach, and the sample size was (270) participants from the three major hospitals in the Gaza Strip. Gaza (Al-Shifa Complex, Nasser Complex, European Hospital), and the questionnaire was used as a main tool for collecting study data, and the study relied on the stratified sampling method. They are attributed to the variables (gender, age, and educational qualification), and that there are statistically significant differences between all leadership styles and health crisis management due to training courses, and there are differences between the inspirational leadership style and job description in favor of the nursing profession, and according to the results, all leadership styles (transformative, reciprocal and inspiring) Effective during health crisis management in hospitals.
5. **Study (Islam, Jantan & Others: 2018):** The study aimed to identify the impact of administrative leadership styles (reciprocal, transformative, non-interference) on empowering workers in the Malaysian retail industry in Selangor, Malaysia, and which one has the most impact on empowerment, and the study adopted the approach Quantitative, descriptive, analytical, and the questionnaire was adopted as a main tool in data collection, and the sample size was (100) individuals. of the non-interference pattern on empowerment, while there was a negative impact of the reciprocal pattern on the empowerment of workers in the Malaysian retail industry.
6. **Study (Abdullah, 2016):** The study aimed to identify the impact of leadership styles on the effectiveness of job performance in the public sector in the Al-Jawf region. The study relied on the descriptive analytical approach, and the sample size was (120) individuals. The study found the most important results: that the most prevalent leadership styles among administrative leaders in government agencies in Al-Jouf region, and with a clear positive impact on job performance rates, is the democratic style, and this is an indicator that indicates the spread of the concept of participation, delegation and team spirit, and this in turn reflects positively on the performance of government institutions. The democratic style is characterized by absolute inflexibility and sharpness, and it is blamed for neglecting the human aspects of workers with an exaggerated focus on productivity. The autocratic style



is considered in terms of the degree of practice and application of administrative leaders in government agencies and in terms of impact on job performance.

Second: Studies that dealt with the dimension of organizational effectiveness:

1. **Study (Al-Qassas, 2018):** The study aimed to identify the impact of the application of social responsibility towards human resources on organizational effectiveness in its various dimensions, including job performance, organizational affiliation, adherence to regulations and laws, and organizational citizenship behavior. The study relied on the descriptive analytical approach, and a questionnaire was used As a main tool for collecting study data, the study relied on the stratified random sampling method, and the sample size was (370) individuals. Great approval by university employees on organizational effectiveness, and citizenship behavior came first, then organizational affiliation, then adherence to regulations and laws, and finally job performance, and I also found a positive impact of applying social responsibility towards human resources on organizational effectiveness, and there are no significant differences Statistical significance between the average estimates of the study sample about the impact of the application of responsibility in human resources on the organizational height in the Palestinian universities in the Gaza Strip is attributed to gender, educational qualification and occupational category, while there were differences due to age group, years of service and place of work.
2. **Study (Al-Othmani, 2017):** The study aimed to identify the reality of the practice of transformational leadership in private schools. The study relied on the descriptive analytical approach. The questionnaire was used as a main tool for collecting study data. The study relied on the stratified random sample method, and the sample size was (274). The study found a set of results, the most important of which are: the principals of private schools in the Gaza Strip governorates practice transformational leadership behavior to a large extent, and there is a positive significant correlation between transformational leadership and organizational effectiveness, and there is a statistically significant relationship between transformational leadership and organizational effectiveness in private schools in Gaza governorates. And there is a statistically significant effect of the dimensions of transformational leadership on the organizational effectiveness of workers in private schools in the governorates of the Gaza Strip, and there are no statistically significant differences between the average responses of the respondents about the role of transformational leadership due to the variables (gender and years of experience), while there are differences due to the variable (age). and academic qualification).
3. **Study (Al-Ajalin, 2015):** The study aimed to identify the impact of entrepreneurial characteristics with their dimensions (self-confidence, self-control, desire for achievement, independence, creativity, energy level, initiative, and risk tolerance) on organizational effectiveness, in the presence of an intermediate variable, Which is the strategic directions, and the study relied on the descriptive analytical approach, and the study population consisted of general managers and their representatives, who numbered (141) directors and deputy directors. Among the results, the most important of them were: the presence of a statistically

significant effect of the entrepreneurial characteristics with its various dimensions in achieving organizational effectiveness, in addition to the presence of an impact of the entrepreneurial characteristics on organizational effectiveness with the presence of strategic directions as an intermediate variable.

4. **Study (Lakhnesh, 2015):** The current study aimed to reveal the impact of the process of delegation of authority on organizational effectiveness in the public hospital institution in the state of Djelfa. The study relied on the descriptive analytical approach and the questionnaire was used as a main tool for collecting study data, and it was distributed to (62) individuals. The study reached a set of results, the most important of which are: that the compatibility of the delegated tasks and powers with the employee's competencies leads to an increase in the delegation of more responsibilities and fewer powers to the lower organizational levels, and that delegation gives the employee an appropriate opportunity to acquire skills, highlight the abilities to make better use of the available resources, increase the speed of implementation and avoid Organizational conflicts, and that efficiency in the workplace contributes to increasing the speed in making the right decisions, and the speed of obtaining information and tasks delegated according to the specialization contributes to increasing the capabilities of employees to diagnose daily problems and increasing the speed of access to information.
5. **Study (Abu Shawish, H. 2014):** The study aimed to highlight the problem of low organizational effectiveness in Palestinian universities, by revealing the link between transformational leadership, organizational culture, strategic change and organizational effectiveness. The study relied on the descriptive analytical approach, and the case study method was used. And employing the mixed successive research method, where quantitative and qualitative methods were used in collecting and analyzing data, and the study relied on the intentional qualitative sampling method, and the sample size was (437) employees. They are the most prominent indicators of organizational effectiveness in higher education in Palestine. It also concluded that transformational leadership, organizational culture and strategic change are the main factors of organizational effectiveness in higher education in Palestine, and university leaders should turn their attention to these promising factors for university effectiveness.
6. **Study (Manzoor, 2012):** The study aimed to determine the impact of the following factors (motivation of employees, empowerment and recognition of performance on organizational effectiveness in industrial companies in Pakistan, and the study relied on the descriptive analytical approach, and the study population consisted of all workers, and the questionnaire was used as a main tool for collecting The data, and the study reached a set of results, the most important of which are: that the higher the rate of employee empowerment and distinction, this will lead to an increase in their motivation, which leads to achieving organizational effectiveness. It also found that the organization should set its instructions, policies and organizational structure, in a way that allows workers to work well; This increases their appreciation for their work and tasks, which



will surely lead to organizational growth.

Commenting on previous studies:

After our review of the previous studies, it was found that they varied in their objectives, tools, and the environment in which they were applied, and we had great interest in the issue of leadership styles and organizational effectiveness in many countries through the studies in which they were applied, believing in the importance of these two topics and their reflection on the scientific and practical environment, where researchers found This study agrees with the previous studies in many aspects, including the approach used, the study tool, and the method of data collection, while this study differed with previous studies in the dimensions of leadership styles that it dealt with, as the current study focused on four dimensions, which are (autocracy, Democratic, free leadership, transformational) and its impact on achieving organizational effectiveness, and it turns out that this study is distinguished from other previous studies, in that it was applied to the nursing staff working in Al-Shifa Medical Complex in Gaza Governorate - Palestine, which was not addressed by previous studies that were applied in different environments. Various, some of them were applied to the education sector in schools, some were applied to the education sector in universities, others to the health services sector, and some were applied to industrial, medium and small companies. Including it has been applied by the Civil Protection Corporation, the Civil Service Commission and government agencies, and we can identify the research gap between the current study and previous studies in the following form:

Determining the research gap through the results of previous studies and the current study

The current study	Research gap	The results of previous studies
-The current study focused on linking the dimensions of leadership styles to achieving organizational effectiveness. -Clarify the effect between leadership styles and organizational effectiveness. -Statement of the impact of each dimension of leadership styles in achieving organizational effectiveness. -This study was characterized by its application to the nursing staff	-Through the results of previous studies and the current study, the researchers see that the research gap is as follows: -The lack of studies that dealt with the issue of leadership styles and their impact on achieving organizational effectiveness, according to the researchers' knowledge. - The different methods, methods, and research tools on which the current study relied,	- Previous studies focused on leadership styles and their relationship to other variables such as: employee empowerment, crisis management, job performance, job satisfaction, organizational commitment, and performance effectiveness. -As well as organizational effectiveness and its relationship to variables, such as: employee motivation, empowerment, recognition of performance, transformational leadership,

working in the health services sector in Gaza.

-Highlighting the prevailing leadership styles within Al-Shifa Medical Complex and identifying the most influential ones in organizational effectiveness within the complex.

-Standing on the shortcomings and weaknesses in the degree of organizational effectiveness at Al-Shifa Medical Complex to help the hospital administration in improving the effectiveness of its performance.

-The study population was selected from the health services sector operating in Gaza (Al-Shifa Medical Complex), which provides its services to a large segment of the Palestinian community.

which differs from what was used in previous studies.

-The study dealt with the health sector, especially the Shifa Medical Complex, which is one of the largest health institutions operating in Gaza, and which is considered one of the most important service sectors that contribute to preserving human life.

-The current study dealt with four leadership styles (autocratic style, democratic style, free style, and transformational leadership style), which were not addressed by previous studies.

organizational culture, strategic change, delegation of authority, self-confidence, self-control, desire for achievement, independence, creativity, energy level, initiative, and social responsibility.

- Previous studies were applied to samples working in the field of universities, hospital public institutions, private and government schools, retail industry companies, government agencies, health care, civil service, modern protection, universities.

-Previous studies did not address the nursing staff working in Al-Shifa Medical Complex as a community to study, and did not even link the two variables of the current study (leadership styles, organizational effectiveness).

Figure (1) :The research gap between previous studies and the current study Source: Inventory by researchers

Field study:

First: Study methodology: Based on the nature of the study and the goals it seeks to achieve, the researchers relied on the descriptive-analytical approach, which “studies the phenomenon as it exists in reality, and is concerned with describing it accurately, and expressing it qualitatively and quantitatively. The qualitative expression describes the phenomenon and clarifies its characteristics. The quantitative expression gives it a numerical description that clarifies the amount of this phenomenon, its size, or the degree of its connection with other phenomena” (Al-Dulaimi 2014: 190). The study relied on two main sources of information gathering:

1. Secondary sources: The researchers addressed the theoretical framework of the study by reviewing the secondary data, which are represented in books, periodicals, publications, previous studies, articles, research, and reports that dealt with the subject of the study; With the aim of enriching the subject of the study in a scientific way, in order to identify the foundations



and sound scientific methods in writing studies, as well as taking a perception of the latest developments that occurred in the field of study.

2. **Primary Sources:** In collecting primary data to address the field aspect of the study, the researchers relied on a questionnaire as a study tool designed specifically for that. The questionnaire was distributed to the study vocabulary, and the necessary information was collected and collected on the subject of the study, and then unloaded and analyzed using the SPSS statistical program, and the appropriate statistical tests were used; In order to reach valuable indications and indicators that support the subject of the study.

Second: The study population and the sample:

The study population consists of all employees working in the nursing staff at Al-Shifa Medical Complex, and the size of the study population was (776) individuals. (Personnel Affairs: 2021).

Third: The study sample:

Questionnaires were distributed in a simple random sampling method to the target study population of the nursing staff at Al-Shifa Medical Complex in Gaza, and to determine the size of the study sample, the Stephen Thompson equation was used.

Although the size of the study sample according to the equation is (258) employees, the researchers distributed (280) questionnaires to members of the community, and (270) questionnaires were retrieved with a percentage of (96.42 %), which is considered a high percentage and can be relied upon in generalizing the results of the study, The study sample was distributed according to the following table:

Table No. (1) Characteristics of the study sample

Percentage	Repetition	Statement	Variable
56.7%	153	Male	Sex
43.3%	117	Female	
18.9%	51	Diploma and less	Qualification
74.1%	200	Bachelor	
7.0%	19	Postgraduate	
48.5%	131	Less than 5 years old	Years of service
24.4%	66	From 5 years to less than 10 years	
16.7%	45	From 10 years and under 15	
10.4%	28	15 years and over	
5.9%	24	Head of the Department	Job title
67.4%	182	Wise	
24.1%	65	nurse	
2.6%	7	Administrative	
100%	270	the total number	

The previous table shows that the percentage of males is higher than the percentage of females, reaching (56.7%) compared to the percentage of females, which amounted to (43.3%), this disparity

between males and females in favor of males is due to the fact that Palestinian society is a patriarchal society, it also goes back to the employment policy adopted by Al-Shifa Complex in selecting the nursing staff, which attaches importance to the employment of males compared to females, due to the nature of the work of nursing staff, and the amount of work pressures placed on them, especially in light of the Corona pandemic, it is also due to the presence of nursing departments in which females are not employed because they require skills and physical abilities specific to males that qualifies them to perform them, such as bearing the night shift and working for long periods without the need for long and frequent vacations such as females, it is also clear that the scientific qualification with a bachelor's degree in the study sample was (74.1%), which is the largest percentage compared to other academic qualifications, this is due to the selection and appointment policy adopted by the Ministry of Health in selecting the nursing staff, which is characterized by sensitivity and difficult tasks that require the employee to obtain a university degree not less than a bachelor's degree, so that he can exercise his job duties efficiently and effectively, with some jobs and tasks that require different degrees, it is also due to special considerations that university graduates need to work, given that this category is one of the most important groups that must be taken into account when approving the employment policy, in order to reduce the unemployment volume of Palestinian university graduates, the above table also shows that most of the nursing staff have worked for less than 5 years, at a rate of (48.5%) of the total number of workers, this is due to the great need to employ nursing staff after the repeated wars on the Gaza Strip, and the opening of new buildings and departments in Al-Shifa Medical Complex, which requires the recruitment of new nursing cadres, it is also attributed to the retirement of a number of employees who reached the retirement age, and others who resigned or moved to self-employment away from public employment, as for the job title, it was found that most of the job titles of the study sample are limited to the "Hakim" title with a percentage of (67.4%) compared to the rest of the job titles, this is due to the nature of the vital role assigned to the nursing staff's job, which is based on the implementation of service works of a specialized nature that require specific medical technical skills and capabilities.

Fourth: The study tool and its components:

The study relied on the questionnaire as a main tool for collecting study data due to the importance of this tool in collecting information from a large number of people, And because it gives enough space for the sample members to think when filling out the questionnaire, for this reason, the researchers prepared a questionnaire for the study, using previous studies and the opinions of the arbitrators, where the questionnaire consisted of three main sections, the first section represents the personal variables of the study sample members, which are (gender, educational qualification, years of service, job title), the second section expresses the independent variable and includes (24) paragraphs distributed over the dimensions of the independent variable, the third section expresses the dependent variable and includes (20) paragraphs, A five-step scale was used to determine the degree of agreement (strongly disagree, disagree, neutral, agree, strongly agree).



Fifth: The validity and reliability of the study tool:

The validity and reliability of the study tool were verified according to the following procedures:

- 1. Apparent honesty (the sincerity of arbitrators):** The questionnaire was presented to (6) specialized arbitrators to ensure the integrity of the linguistic formulation of the questionnaire, the clarity of the questionnaire's instructions, and the affiliation of the paragraphs with the dimensions of the questionnaire, and the validity of this tool to measure the objectives associated with the study.
- 2. Internal consistency: Internal consistency of the dimensions of the first axis: leadership styles:**

The validity of the internal consistency of the first dimension "autocratic style":

Table No. (2) Internal consistency validity coefficients for the first dimension "autocratic style".

Pearson test results		Paragraph	N
moral level	correlation coefficient		
0.000	0.714**	Your boss believes in the importance of holding meetings with employees.	1
0.005	0.501**	Your manager handles urgent problems based on his or her own perspective and experience of the situation.	2
0.000	0.618**	Your manager controls the way work is done.	3
0.013	0.448*	All work power and authority is concentrated in the hands of your manager only.	4
0.000	0.825**	Your boss cares more about work than employees.	5
0.006	0.494**	Your manager cares about achieving his goals regardless of the employees' needs.	6
0.001	0.569**	Total response to the first dimension "autocratic style"	

It is clear from the above table that the correlation coefficients between each paragraph of the second dimension and the total average of its paragraphs, where the values of the consistency validity coefficients of the dimension paragraphs ranged between (0.448-0.825) and the calculated (r) value is greater than the tabular (r) value, which is equal to (0.361), and these results indicate the availability of internal consistency for this dimension in general.

The internal consistency of the second dimension, the "Democratic Pattern":

Table No. (3) Internal consistency validity coefficients for the second dimension "Democratic Style".

Pearson test results		Paragraph	N
moral level	correlation coefficient		

0.000	0.743**	Your manager allows you to participate in the formulation of business policies and procedures.	1
0.000	0.543**	Your manager is keen to know the desires and tendencies of subordinates that lead to improved performance.	2
0.000	0.677**	Your manager seeks to instill the values of cooperation among employees.	3
0.000	0.697**	Your manager allows you to be involved in solving business problems	4
0.000	0.738**	Your manager keeps you updated on workflow procedures.	5
0.000	0.777**	Your manager gives you specific powers to exercise your job duties.	6
0.000	0.755**	The overall response to the second dimension "the democratic style"	

It is clear from the above table that the correlation coefficients between each paragraph of the second dimension and the total average of its paragraphs, where the values of the consistency validity coefficients of the dimension paragraphs ranged between (0.543-0.777) and the calculated (r) value is greater than the tabular (r) value, which is equal to (0.361), These results indicate that there is an internal consistency for this dimension in general.

The validity of the internal consistency of the third dimension "free pattern":

Table No. (4) Internal consistency validity coefficients for the third dimension "free pattern"

Pearson test results		Paragraph	N
morale level	correlation coefficient		
0.000	0.663**	Your boss gives you excessive independence in your job duties.	1
0.001	0.571**	Your boss accepts the changes you introduce in the way they work.	2
0.000	0.791**	Your manager leaves employees the freedom to discuss business problems and only explains the problem and its components.	3
0.002	0.539**	Your manager leaves employees the freedom to discuss business problems and only explains the problem and its components.	4
0.000	0.778**	Your manager leaves employees the freedom to choose job assignments that fit their abilities.	5
0.000	0.731**	Your manager gives employees freedom to set their goals within the hospital's overall goals.	6
0.000	0.763**	Total response to the third dimension "free mode"	



It is clear from the above table that the correlation coefficients between each paragraph of the third dimension and the total average of its paragraphs, where the values of the consistency validity coefficients of the dimension paragraphs ranged between (0.539-0.791) and the calculated (r) value is greater than the tabular (r) value, which is equal to (0.361), These results indicate the availability of internal consistency for this dimension in general.

The internal consistency of the fourth dimension "Transformational Leadership":
Table No. (5) Internal consistency validity coefficients for the fourth dimension
"Transformational Leadership"

Pearson test results		Paragraph	N
morale level	correlation coefficient		
0.002	**0.548	Your boss has personal characteristics that make him a role model.	1
0.000	**0.711	Your boss has the ability to elicit your abilities to get work done.	2
0.000	**0.681	Your boss reinforces your work beliefs	3
0.000	**0.801	Your manager considers ethical considerations when making a decision	4
0.000	**0.760	Your manager encourages employees to share knowledge and experience with you.	5
0.000	**0.645	Your manager pushes employees to participate in the processes of change and development.	6
0.000	**0.653	The overall response to the fourth dimension "Transformational leadership"	

It is clear from the above table that the correlation coefficients between each paragraph of the fourth dimension and the total average of its paragraphs, where the values of the consistency validity coefficients of the dimension paragraphs ranged between (0.548-0.801) and the calculated (r) value is greater than the tabular (r) value, which is equal to (0.361), These results indicate the availability of internal consistency for this dimension in general.

The validity of the internal consistency of the dependent variable "organizational effectiveness":

Table No. (6) Internal consistency validity coefficients for the dependent variable
"organizational effectiveness"

Pearson test results		Paragraph	N
morale level	correlation coefficient		
0.000	**0.735	The hospital encourages and develops employees' special talents and constructive ideas.	1

0.000	**0.622	Hospital management keeps pace with environmental changes and the changing needs of society.	2
0.001	**0.597	The hospital's organizational structure provides a seamless flow of information between all departments, sections and departments.	3
0.000	**0.803	The hospital administration is keen to put the right person in the right place.	4
0.000	**0.710	Harmony and interaction prevail among the hospital departments.	5
0.000	**0.786	Job roles are distributed to employees in a manner that takes into account their qualifications and capabilities.	6
0.000	**0.783	The hospital management objectives are based on the needs of the surrounding community.	7
0.001	**0.579	The hospital has a highly specialized medical staff that is able to cover the needs of patients.	8
0.000	**0.615	The hospital management seeks to develop the employee's job performance, enabling them to achieve the hospital's goals.	9
0.000	**0.884	Staff within the hospital are satisfied with the way the hospital is run.	10
0.000	**0.732	The hospital has a good reputation in the surrounding community.	11
0.000	**0.797	The lines of communication and information exchange are clear within the hospital.	12
0.000	**0.733	The hospital management can achieve its previously set goals efficiently and effectively.	13
0.001	**0.585	The hospital administration has the ability to attract qualified, scientific and professional human cadres.	14
0.000	**0.738	The hospital has an effective system to monitor and follow up the quality of health services provided.	15
0.000	**0.697	The hospital administration constantly measures the patient's attitudes towards the services it provides to him to determine the percentage of their satisfaction with the service provided.	16
0.000	**0.871	The hospital administration possesses the required skill in managing work crises and pressures efficiently and effectively.	17
0.000	**0.799	The financial capabilities of the hospital management that qualify it to achieve its goals are available effectively.	18
0.000	**0.679	The hospital administration has a clear plan that is flexible and commensurate with the needs and requirements of the work.	19
0.000	**0.829	Within the hospital, there is a healthy work environment that encourages employees to be more efficient in performance.	20
0.000	**0.676	Total response to the dependent variable "organizational effectiveness"	

It is clear from the above table that the correlation coefficients between each paragraph of the variable and the total rate of its paragraphs, where the values of the consistency validity coefficients of the variable paragraphs ranged between (0.579- 0.884) and the calculated (r) value is greater than the tabular (r) value, which is equal to (0.361), indicating These results indicate the availability of the internal consistency of this variable in general, and thus the paragraphs of the dependent variable are considered true for what they were designed to measure.



Structural validity of the study tool axes:

Table No. (7) Structural validity and internal consistency validity for the dimensions and axes of the study

Indication level	correlation coefficient	Axis content	Variables
Theme one: leadership styles			
0.001	**0.569	The first dimension: the autocratic style	independent variables
0.000	**0.755	The second dimension: the democratic style	
0.000	**0.763	The third dimension: free style	
0.000	**0.653	Fourth Dimension: Transformational Leadership	
The second axis: organizational effectiveness			
0.000	**0.676	organizational effectiveness	dependent variable

Through the above table, it is clear that the structural validity coefficients for this axis ranged between (0.569 - 0.763), and these values indicate the presence of structural validity and statistical significance at the level of significance (0.05), as it was found that the correlation coefficient of the dependent variable “organizational effectiveness” was (0.676), which is statistically significant at the level of significance (0.05), and thus all the axes of the questionnaire are true to what was designed to be measured.

Alpha Cronbach method:

The study was based on the Alpha Cronbach method; To measure the stability of the resolution, in the following table:

Table No. (8) Stability coefficient (Alpha Cronbach method)

Cronbach's alpha coefficient	number of paragraphs	Axis	Variables
0.650	6	The first dimension: the autocratic style	independent variables
0.784	6	The second dimension: the democratic style	
0.759	6	The third dimension: free style	
0.781	6	Fourth Dimension: Transformational Leadership	
0.835	24	The overall score for the leadership styles questionnaire	
0.953	20	The overall score for the organizational effectiveness questionnaire	

It is clear from the above table that the general stability coefficient of the accuracy of driving patterns (0.835), and the general stability coefficient of the decision of organizational effectiveness (0.953), and this indicates that the accuracy has a high degree of stability, which reassures the researchers to apply it with confidence to the study sample.

Statistical methods used:

To answer the study questions, the statistical package for the social sciences (SPSS) was used, where the descriptive and inferential statistical methods were: (Cronbach's alpha method, Pearson correlation coefficients, internal consistency validity, structural validity, frequency tables and percentages, arithmetic mean and relative weight, standard deviation, One way ANOVA (Independent Samples T-test, Test of Difference, Simple Regression.

Presentation and discussion of the study questions:

1. Analyzing the results of the answer to the first question: "What kind of leadership styles prevail in Al-Shifa Medical Complex in Gaza?"

To answer this question, the researchers analyzed and arranged the dimensions of the independent variable (leadership patterns): through the use of the arithmetic mean, standard deviation, the relative weight of each paragraph of the independent variable (leadership patterns) and the overall response to the variable, as follows:

Table No. (9): Shows the order of dimensions of the independent variable

Approval	Classification	Relative Weight	Standard Deviation	Arithmetic Mean	Paragraph	N
The Independent Variable: Leadership Styles						
High	1	%69.46	0.622	3.473	The first dimension: the autocratic style	1
High	2	%68.14	0.794	3.407	The second dimension: the democratic style	2
Medium	4	%61.86	0.747	3.093	The third dimension: free style	3
Medium	3	%66.90	0.825	3.345	The fourth dimension: transformational leadership	4
Medium		%66.58	0.578	3.329	The independent variable as a whole "leadership styles"	

It is clear from the above table that the autocratic style came in the first place with an arithmetic mean (3.473) and a relative weight (69.46%), followed by the democratic style, which came in the second place with an arithmetic average (3.407) and a relative weight (68.14%), while the transformational leadership dimension It came in the third place with an arithmetic mean (3.345) and a relative weight (66.90%), and the free style dimension came in the fourth and last rank with



an arithmetic average (3.093) and a relative weight (61.86%). From the above, it appears that there is a medium degree of approval of the dimensions of leadership styles in the Authority. Nursing at Al-Shifa Medical Complex with an average of (3.329) and a relative weight of (66.58%), the researchers attribute the highest percentage of the (autocratic style) to the feeling of many nurses of frustration, grumbling, complaining or discontentment with the autocratic leaders, especially those who are characterized by giving instructions, orders and directives in the way they want or using the position to implement more authoritarianism due to their desire to be alone in making the decision with the lack of confidence among them, He also attributes the (free pattern) to obtaining the least value to the fact that the employment of this pattern in our institutions, especially in government institutions, is carried out in a small percentage due to the lack of leadership that gives full authority to employees, due to its tendency to be unique in decisions. They get frustrated with what forces them to use this style while not caring about the results, This result is consistent with the study (Al-Kilani 2022), the study (Al-Jamal 2018), and the study (Abdullah 2016), in the order of leadership styles, where previous studies showed that the democratic style is the dominant style among public school principals, followed by the autocratic style and finally the free style. Thus, the researchers have achieved the first goal of the study, which states to "recognize the types of leadership styles prevalent among the nursing staff at Al-Shifa Medical Complex in Gaza." Thus, the researchers have achieved the first goal of the study, which states to "recognize the types of leadership styles prevalent among the nursing staff at Al-Shifa Medical Complex in Gaza."

2. Analyzing the results of the answer to the second question, which states, "What is the level of organizational effectiveness achieved at Al-Shifa Medical Complex in Gaza?"

To answer this question, the researchers analyzed the dependent variable (organizational effectiveness): by using the arithmetic mean, standard deviation, the relative weight of each paragraph of the dependent variable (organizational effectiveness) and the overall response to the variable, as follows:

Table No. (10): The level of organizational effectiveness achieved at Al-Shifa Medical Complex in Gaza shows

Approval	Classification	Relative Weight	Standard Deviation	Arithmetic Mean	Paragraph	N
medium	10	%59.92	1.158	2.996	The hospital encourages and develops employees' special talents and constructive ideas.	1
medium	16	%57.26	1.020	2.863	Hospital management keeps pace with environmental changes and the changing needs of society.	2
medium	17	%57.18	1.091	2.859	The hospital's organizational structure provides a seamless flow of information between all	3

					departments, sections and departments.	
medium	12	%59.70	1.234	2.985	The hospital administration is keen to put the right person in the right place.	4
medium	2	%62.74	0.998	3.137	Harmony and interaction prevail among the hospital departments.	5
medium	6	%62.14	1.055	3.107	Job roles are distributed to employees in a manner that takes into account their qualifications and capabilities.	6
medium	3	%62.66	1.007	3.133	The hospital management objectives are based on the needs of the surrounding community.	7
medium	1	%65.04	1.071	3.252	The hospital has a highly specialized medical staff that is able to cover the needs of patients.	8
medium	4	%62.52	1.073	3.126	The hospital management seeks to develop the employee's job performance, enabling them to achieve the hospital's goals.	9
medium	20	%55.26	1.253	2.763	Staff within the hospital are satisfied with the way the hospital is run.	10
medium	11	%59.86	1.246	2.993	The hospital has a good reputation in the surrounding community.	11
medium	7	%61.78	1.076	3.089	The lines of communication and information exchange are clear within the hospital.	12
medium	8	%60.58	1.076	3.029	The hospital management can achieve its previously set goals efficiently and effectively.	13
medium	14	%59.40	1.169	2.970	The hospital administration has the ability to attract qualified, scientific and professional human cadres.	14
medium	15	%57.78	1.183	2.889	The hospital has an effective system to monitor and follow up the quality of health services provided.	15
medium	5	%62.36	1.182	3.118	The hospital administration constantly measures the patient's	16



					attitudes towards the services it provides to him to determine the percentage of their satisfaction with the service provided.	
medium	9	%60.22	1.115	3.011	The hospital administration possesses the required skill in managing work crises and pressures efficiently and effectively.	17
medium	18	%55.86	1.201	2.793	The financial capabilities of the hospital management that qualify it to achieve its goals are available effectively.	18
medium	13	%59.56	1.066	2.978	The hospital administration has a clear plan that is flexible and commensurate with the needs and requirements of the work.	19
medium	19	%55.56	1.259	2.778	Within the hospital, there is a healthy work environment that encourages employees to be more efficient in performance.	20
medium		%59.88	0.797	2.994	The general average of the dependent variable is organizational effectiveness	

It is evident from the above table that the paragraph that states “the hospital has a medical staff with subspecialties capable of covering the needs of patients” ranked first with an average of (3.252) and a relative weight of (65.04%), and this is due to the ability of the medical complex to achieve its goals To reach the required results lies in the type of specialties owned by the medical staff in the medical complex, which guarantees an effective system of activities, internal processes and procedures for performing the required work, and is also due to the complex’s attempt to maintain its survival and continuity with the same required effectiveness from the point of view of patients and their families, which is achieved through the possession of human cadres with precise specializations, while paragraph No. (10) which states “the staff inside the hospital feel satisfied with the way the hospital is managed” ranked last with an arithmetic average (2.763) and a relative weight (55.26%), and this is due that the degree of job satisfaction measure cannot be determined or evaluated by everyone with a similar view; Because it is subject according to the subjective factors of the responsible leaders in the medical complex, and it is also attributed to the dissatisfaction with the management style, its leadership style and its way of working. From the above, it appears that there is a medium degree of approval on the level of achieving organizational effectiveness in the Al-Shifa Medical Complex in Gaza with an arithmetic average (2.994) and a relative weight (59.88%). This result is consistent with the study (Al-Ajalin 2015), the study (Lakhnesh 2015) and the study (Al-Qassas 2018), where there is a very large degree of

Indica tion level	T Calcu lated	Regression Coefficient		Indi catio n level	F Calcula ted	Degree of Freedom Df		The Coeffi cient of Determ ination R ²	Correlat ion Coefficie nt R	Depende nt Variable
0.000	6.429	1.700	Consta nt a	0.00 0	24.712	1	Between Groups	0.084	0.291	Organiz ational Effective ness
0.000	4.971	0.373	Autocra tic style b			26 8	Within Groups			
						26 9	The Total			

organizational effectiveness and that technical colleges in the governorates of the Gaza Strip have achieved High levels of organizational effectiveness.

Thus, the researchers have achieved the second goal of the study, which states "the extent to which organizational effectiveness is achieved at Al-Shifa Medical Complex in Gaza".

3. Analysis of the results of the answer to the third question: It states, "Is there an impact of leadership patterns in achieving organizational effectiveness at Al-Shifa Medical Complex in Gaza?"

To answer this question, the researchers formulated the following main hypothesis: "There is no statistically significant effect at the level of significance ($0.05 \geq \alpha$) between leadership styles (autocratic, democratic, free leadership, transformational) and organizational effectiveness of the nursing staff at Al-Shifa Medical Complex in Gaza.

- *For an autocratic leadership style:*

Table No. (11): Explains the impact of the autocratic leadership style on achieving organizational effectiveness

It is clear from the above table that the results of the Pearson correlation coefficient ((r) between the autocratic leadership style as one of the dimensions of leadership styles and organizational effectiveness at Al-Shifa Medical Complex reached its value (0.291), which is a strong direct relationship from the value of the correlation square (R Square), that is, the independent variable (The autocratic leadership style explains (8.40%) of the dependent variable (organizational effectiveness), and it is clear that the value of (F) equals (24,712) at the level of significance (0.000) which is less than (0.05), and that the value of (t) for the independent variable (Autocratic leadership style) equals (4.971), at a significance level of (0.000) which is less than (0.05), this confirms the effect of the independent variable (the autocratic leadership style) in the regression line equation, so the null hypothesis is rejected, and the alternative hypothesis is accepted, which states: "There is an effect between the autocratic leadership style and organizational effectiveness," and this indicates a statistically significant effect when Significance level ($0.05 \geq \alpha$) between the independent variable (autocratic leadership style) and the dependent variable (organizational effectiveness), This is due to the fact that: organizational effectiveness is affected by the autocratic

Indica tion level	T Calcu lated	Regression Coefficient		Indic ation level	F Calculat ed	Degree of Freedom Df		The Coefficien t of Determin R ² ation	Corre lation Coeffi cient R	Dependent Variable
0.000	5.623	0.973	Const ant a	0.000	143.561	1	Between Groups	0.349	0.591	Organizational Effectiveness
0.000	11.982	0.593	Demo cratic style			268	Within Groups			
						269	The Total			

pattern followed in the medical complex; It is characterized by sharpness and inflexibility in implementing the administrative decisions issued by the autocratic leader and following them up at the time of implementation by the employees, and putting pressure on them by forcing them to implement them and even holding them accountable for the failure or delay in their completion. This result is consistent with the study (Al-Kilani 2022), the study (Haddad 2019), the study (Abdulmutallab 2018), and the study (Abdullah 2016).

- For the Democratic leadership style:

Table No. (12): Explains the impact of the democratic leadership style in achieving organizational effectiveness

It is clear from the above table that the results of the Pearson correlation coefficient (r) between the democratic leadership style as one of the dimensions of leadership styles and organizational effectiveness at Al-Shifa Medical Complex reached its value (0.591), which is a strong direct relationship from the value of the correlation square (R Square), that is, the independent variable (The democratic leadership style) explains its percentage (34.90%) of the dependent variable (organizational effectiveness), and it becomes clear that the value of (F) is equal to (143.561), at the level of significance (0.000) which is less than (0.05), and that the value of (t) for the independent variable (Democratic leadership style) equals (11.982), at a level of significance (0.000) which is less than (0.05), this confirms the effect of the independent variable (the democratic leadership style) in the regression line equation, so the null hypothesis is rejected, and the alternative hypothesis is accepted, which states: "There is an effect between the democratic leadership style and organizational effectiveness," and this indicates the existence of a statistically significant effect when Significance level ($0.05 \geq \alpha$) between the independent variable (democratic leadership style) and the dependent variable (organizational effectiveness), This is due to the fact that: organizational effectiveness is affected by the democratic pattern followed in the medical complex; Because the democratic leader works to meet the various human needs of the employees, takes into account their special circumstances, and maintains the good relationship between him and them through mutual respect, appreciation of effort, and flexibility in carrying out the required

tasks; This motivates employees to increase performance effectively, adhere to the decisions they

Indi cati on level	T Calcula ted	Regression Coefficient		Indicatio n level	F Calculat ed	Degree of Freedom Df		The Coefficient of Determinat R ² ion	Correlati on Coefficie nt R	Dependent Variable
0.00 o	7.029	1.2 33	Consta nt a	0.000	106.515	1	Between n Group s	0.284	0.533	Organizational Effectiveness
0.00 o	0.569	0.5 69	free style b			268	Within Group s			
						269	The Total			

took part in, and work to implement them in a positive manner. This result is consistent with the study (Al-Kilani 2022), the study (Abdulmutallab 2018), the study (Abdullah 2016), and the study (Bouzid 2015). And the study (Belkarmi 2013), and the study (Nasser 2010) in that the most prevalent leadership styles among administrative leaders in government agencies in the Al-Jouf region and with a clear positive impact on job performance rates is the democratic style, and this is an indicator that indicates the spread of the concept of participation, delegation and team spirit, and this in turn is reflected Positively on the performance of governmental institutions. The democratic style is characterized by sharpness and absolute inflexibility, and it is blamed for neglecting the human aspects of workers with an exaggerated focus on productivity. The autocratic style is considered in terms of the degree of practice and application of administrative leaders in government agencies and in terms of affecting job performance rates.

- ***For the free leadership style:***

Table No. (13): Explains the effect of the free leadership style on achieving organizational effectiveness

It is clear from the above table that the results of the Pearson correlation coefficient (r) between the free leadership style as one of the dimensions of leadership styles and organizational effectiveness at Al-Shifa Medical Complex reached (0.533), which is a strong direct relationship from the value of the correlation square (R Square), that is, the independent variable (The free leadership style explains its percentage (28.40%) of the dependent variable (organizational effectiveness), and it is clear that the value of (F) is equal to (106.515), at the level of significance (0.000) which is less than (0.05), and that the value of (t) for the independent variable (Free Leadership Style) equals (10.321), at a significance level of (0.000) which is less than (0.05), This confirms the effect of the independent variable (the free leadership pattern) on the regression line equation, so the null hypothesis is rejected, and the alternative hypothesis is accepted, which states: "There is an effect between the free leadership pattern and organizational effectiveness," and this indicates the



existence of a statistically significant effect when Significance level ($0.05 \geq \alpha$) between the independent variable (freestyle leadership) and the dependent variable (organizational effectiveness), This is due to the fact that: The organizational effectiveness is affected by the free leadership style followed in the medical complex; Because the free leader distributes roles and assignments to employees with great freedom with minimal interference from his side; Its role is limited to providing the necessary services and supplies to accomplish the tasks required of the employees, and this result is consistent with the study (Abdul Muttalib 2018), the study (Bouزيد 2015), the study (Abu Al-Hajj 2015), and the study (Nasser 2010).

- For the Transformational leadership style:

Table No. (14): Explains the impact of the transformational leadership style on achieving organizational effectiveness:

Indication level	T Calculated	Regression Coefficient		Indication level	F Calculated	Degree of Freedom Df		The Coefficient of Determination R^2	Correlation Coefficient R	Dependent Variable
0.000	8.408	1.524	Constant a	0.000	69.77	1	Between Groups	0.207	0.454	Organizational Effectiveness
0.000	8.353	0.439	Transformational leadership style b			268	Within Groups			
						269	The Total			

It is clear from the above table that the results of the Pearson correlation coefficient (r) between the transformational leadership style as one of the dimensions of leadership styles and organizational effectiveness at Al-Shifa Medical Complex reached (0.454), which is a strong direct relationship from the value of the correlation square (R Square), that is, the independent variable (The transformational leadership style explains its percentage (20.70%) of the dependent variable (organizational effectiveness), and it is clear that the value of (F) is equal to (69,770), at the level of significance (0.000) which is less than (0.05), and that the value of (t) for the independent variable (Transformational leadership style) equals (8.353), at a significance level of (0.000) which is less than (0.05), this confirms the effect of the independent variable (transformational leadership style) in the regression line equation, so the null hypothesis is rejected, and the alternative hypothesis is accepted, which states: "There is an effect between the transformational leadership style and organizational effectiveness," and this indicates the existence of a statistically significant

effect when Significance level ($0.05 \geq \alpha$) between the independent variable (transformational leadership style) and the dependent variable (organizational effectiveness), This is due to the fact that: organizational effectiveness is affected by the transformational pattern followed in the medical complex; Because the transformational leader employs his decisions by dealing with his employees to accomplish the tasks assigned to them by instilling values and beliefs and not on the principle of exchanging interests. The researcher also attributes the transformational leader to distributing tasks to employees according to their abilities and needs and working to train and guide them to achieve further growth Which holds the employees a degree of responsibility and bear the consequences of their actions, and this result agrees with the study (Bassam 2019), the study of (Abasilim.), the study of (Islam, Jantan & Others: 2018), the study (Al-Othmani 2017) and the study (Abu Shawish, H. 2014).

Thus, the researchers have answered the third question of the study through the first main hypothesis, which states: "There is no statistically significant effect at the level of significance ($\alpha 0.05 \geq$) between leadership styles (autocratic, democratic, free leadership, transformational) and organizational effectiveness in the authority. Nursing at Al-Shifa Medical Complex in Gaza.

1. Analysis of the results of the answer to the fourth question: It states: "Are there differences in the respondents' responses towards the impact of leadership styles in achieving organizational effectiveness due to personal variables (gender, educational qualification, years of service, job title) among the nursing staff at Al-Shifa Medical Complex in Gaza?

In order to answer this question, the researchers formulated the second main hypothesis, which states: "There are no statistically significant differences at the level of significance ($0.05 \geq \alpha$) in the average responses of the respondents towards the impact of leadership styles in achieving organizational effectiveness due to the following personal variables (gender, Academic qualification, years of service, job title) with the nursing staff at Al-Shifa Medical Complex in Gaza".

- *For the gender variable:*

Table NO. (15) of results for the "T-test for two independent samples" for the sex variable

The Result	Indication level	Values t	Standard Deviation	Average Account	The Number	Gender	Variable
Not a Function 0.05 of	0.473	-0.718	0.542	3.307	153	Male	Leadership Styles
			0.622	3.358	117	Female	
Not a Function 0.05 of	0.493	-0.686	0.811	2.964	153	Male	Organizational Effectiveness
			0.780	3.031	117	Female	
Not a Function 0.05 of	0.443	-0.769	0.543	3.238	153	Male	All Study Variables
			0.614	3.293	117	Female	



It is clear from the above table that the value of (t) calculated for all axes is equal to (-0.769), which is less than the tabular value of (t) which is equal to (1.97), and the value of the significance level is (0.443) which is greater than (0.05), which means that there is no Statistically significant differences about the average responses of the respondents towards the impact of leadership styles in achieving organizational effectiveness due to the gender variable. This result agreed with the study (Al-Othmani 2017), the study (Al-Qassas 2018) and the study (Al-Jamal 2018), and it differed with the study (Al-Kilani 2022).

- For The Educational Qualification Variable:

Table NO. (16) of results of the "one-way variance" test for the educational qualification variable

The Result	Probability Value	"Values "F	Mean Squares	Degree Of Freedom	Sum of Squares	Contrast Source	Variable
Not a Function of 0.05	0.007	5.066	1.643	2	3.286	Between Groups	Leadership Styles
			0.324	267	86.592	Within Groups	
				269	89.878	The Total	
Not a Function of 0.05	0.000	7.963	5.831	2	11.663	Between Groups	Organizational Effectiveness
			0.597	267	159.479	Within Groups	
				269	171.141	The Total	
Not a Function of 0.05	0.001	6.800	2.152	2	4.304	Between Groups	All Study Variables
			0.316	267	84.501	Within Groups	
				269	88.805	The Total	

It is clear from the above table that the value of (F) calculated for the direction of the leadership patterns is equal to (5.066), which is greater than the value of the tabular (F) which is equal to (3.03), and the value of the significance level is (0.007) which is less than (0.05), and this means that there are differences Statistically significant about the average responses of the respondents towards leadership styles attributed to the educational qualification variable. This result agreed with the study (Al-Othmani 2017), and differed with the study (Al-Kilani 2022), the study (Al-Jamal 2018) and the study (Al-Qassas 2018). To clarify the direction of the differences, the researchers used a test Least Significant Difference (LSD), and the following table illustrates this:

Table NO. (17) LSD test table for the differences between the averages, the direction of the impact of leadership styles on achieving organizational effectiveness due to the educational qualification variable

Postgraduate		Bachelor		Diploma and Less		The Difference Between the Averages
Sig	M.D	Sig	M.D	Sig	M.D	
0.001	0.516	0.005	0.249	-	-	Diploma and Less
-	-	-	-	-	-	Bachelor
-	-	-	-	-	-	Postgraduate

It is clear from the above table that there are differences between "diploma and less" and "bachelor's", in favor of the bachelor, and there are differences between "diploma and less" and "postgraduate studies" and the differences in favor of higher studies.

- **For the variable years of service:**

Table NO. (18) Table of results for the "one-way variance" test for the variable "number of years of experience"

The Result	Probability Value	"Values "F	Mean Squares	Degree Of Freedom	Sum of Squares	Contrast Source	Variable
Not a Function of 0.05	0.000	7.161	2.239	3	6.716	Between Groups	Leadership Styles
			0.313	266	83.162	Within Groups	
				269	89.878	The Total	
Not a Function of 0.05	0.000	6.648	3.979	3	11.936	Between Groups	Organizational Effectiveness
			0.599	267	159.205	Within Groups	
				269	171.141	The Total	
Not a Function of 0.05	0.001	8.217	2.510	3	7.531	Between Groups	All Study Variables
			0.306	266	81.273	Within Groups	
				269	88.805	The Total	

It is clear from the above table that the value of (F) calculated for the direction of the leadership patterns is (3.258), which is greater than the value of the tabular (F) which is (2.635), and the value of the significance level is (0.022), which is less than (0.05), and this means that there are differences Statistically significant about the average responses of the respondents towards leadership styles attributed to the variable of the job title, and this result agreed with the study (Al-Gamal 2018), and differed with the study (Retribution), and to clarify the direction of the differences, the researchers used the least significant difference (LSD) test, and the following table shows that.



Table NO. (21) LSD test table for the differences between the averages for all axes according to the variable of the job title

Administrative		Nurse		Wise		Head of the Department		The Difference Between the Averages
Sig	M.D	Sig	M.D	Sig	M.D	Sig	M.D	
0.004	0.750	-	-	0.029	0.323	-	-	Head of the Department
-	-	-	-	-	-	-	-	Wise
0.010	0.579	-	-	-	-	-	-	Nurse
-	-	-	-	-	-	-	-	Administrative

It is clear from the previous table that there are differences between "section head" and "sage" in favor of "section head", and there are differences between "section head" and "administrator" in favor of "section head", and there are differences between "nurse" and "administrative" in favor of "nurse".

Results:

The results of the study can be presented as follows:

1. The dimensions of leadership styles are available in Al-Shifa Medical Complex in Gaza to a moderate degree, and these dimensions are arranged in ascending order according to their relative weight as follows: the dimension of the free style with a relative weight (61.86%), the dimension of transformational leadership with a relative weight (66.90%), the dimension of the democratic style with a relative weight (68.14%).), the autocratic style was dimensioned with a relative weight (69.46%).
2. There is a medium degree of approval of the level of achieving organizational effectiveness in Al-Shifa Medical Complex in Gaza.
3. There is a statistically significant effect at a significant level ($0.05 \geq \alpha$) between leadership styles (autocratic, democratic, free leadership, transformational) and organizational effectiveness of the nursing staff at Al-Shifa Medical Complex in Gaza.
4. There are no statistically significant differences at the level of significance ($\alpha 0.05$) in the average responses of the respondents to the effect of leadership styles in achieving organizational effectiveness due to the gender variable, while there are differences attributable to (scientific qualification, years of service, job title) among the nursing staff at Al-Shifa Medical Complex in Gaza

5. .Recommendations:

In light of the results of the study, the researchers recommend the following:

1. Work on developing an effective system to monitor and follow up the quality of health services provided in the hospital.
2. The management of Al-Shifa Medical Complex must put the right person in the right place away from bias and favoritism. The administration is a caretaker and responsible for the

employees and must listen to them and help solve their problems and meet their requirements and rights.

3. Working on developing creativity and innovation among nurses and reducing fears of making mistakes through the age of marriage that protects nurses, increasing material and moral stimulation, and providing them with the opportunity to participate in the processes of change and development and making decisions related to their work in the complex, and this will affect their achievement in their work positively and increase the extent of their work. Their acceptance, satisfaction, response and commitment to implement the decision with open arms.
4. Holding courses, conferences and training workshops periodically for all nurses in the complex on leadership styles and organizational effectiveness, encouraging them to communicate effectively among them, exchanging ideas and opinions and cooperating with them, and this increases trust between them, respect and acceptance of opinions and suggestions.
5. The hospital management should pay attention to organizational effectiveness and apply it correctly, and this will lead to development and appropriate and correct decisions that will move the work better.

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