

Journal of legal and social studies

Issn: 2507-7333

Eissn: 2676-1742

**The Role of Organizational Leadership in Enhancing Team Performance in
Economic Enterprises: A Field Study at Algeria Telecom in Adrar**

Salem Aissa*

University of Ghardaia (Algeria), aissa.salem@univ-ghardaia.dz

Date of send: 01 / 09 / 2024	date of acceptance: 01 / 10 /2024	Date of Publication: 01/12/2024
------------------------------	-----------------------------------	---------------------------------

***Corresponding author**

Abstract :

This study aimed to highlight the role of organizational leadership in enhancing the performance of work teams within Algerian economic enterprises. It achieved this by examining the relationship between organizational leadership and performance. To achieve the study's objectives, the researcher employed a descriptive approach to describe the study variables and analyze the research population, which consisted of 150 male and female employees from commercial teams responsible for marketing and selling fixed-line and internet services within the enterprise, the study utilized a comprehensive survey method to select the research sample, the findings indicate that organizational leadership plays a significant role in enhancing the performance of work teams within the studied enterprise, this is achieved through team leaders employing human, intellectual, organizational, and technical skills to activate the performance of commercial work teams, Effective teams also exhibit distinguishing characteristics compared to other work teams.

Keywords: Organizational leadership, Organizational skills, Team performance, Economic enterprise.

1. Introduction:

Organizations, regardless of their types and sizes, strive to achieve their objectives and enhance their status through their available capabilities, the rapid development we witness today across all levels and in various social, cultural, economic and administrative fields is clear evidence of this, This evolution has driven organizations to seek the best administrative methods and approaches that can ensure their superiority, success and leadership.

Undoubtedly, one of the most critical factors for the success of any organization in achieving its goals is wise leadership, the practiced leadership style and the personal attributes and skills possessed by the leaders of this organization, Modern perspectives on effective leadership today consider it a condition or practice that can be carried out by a leader who possesses the necessary skills, whether acquired or innate. **(Ghabain, 2009, p. 138)**

In light of this, the success of leadership in achieving the organization's goals depends on the effective management and utilization of human and material resources, as well as managing the changes that confront various activities and operations of the organization, Establishing work teams by dividing tasks, activities and operations is considered one of the modern methods through which organizations aim to specialize in order to excel and adapt to internal and external environmental changes.

Based on this premise, it is imperative for organizations to adopt the work team approach as a systematic strategy aimed at leveraging their human resources, the importance of leadership is highlighted in effectively organizing, directing and monitoring work teams by enhancing their performance, motivating them, coordinating efforts and boosting morale to achieve both the team's specific goals and the organization's overall objectives, this can only be accomplished if the leader possesses the characteristics and skills necessary to manage and improve the team's performance, this involves creating favorable working conditions and

fostering a conducive work environment that encourages innovation, creativity, team spirit, and the pursuit of set goals by increasing performance and improving achievements.

Based on the aforementioned points and our belief in the importance of organizational leadership in improving the performance of work teams within the organization, the study problem is defined by the following main question: **Does organizational leadership play a role in improving the performance of work teams at the Algerian Telecommunications Company in Adrar?**

From this main question, the following sub-questions of the study emerge:

- **Do leadership skills play a role in enhancing the performance of work teams within the studied organization?**
- **Does an effective work team have characteristics that distinguish it from other work teams within the studied organization?**

2. Study Objectives:

Every researcher has a goal or set of goals they aim to achieve through their study, with the intent of providing the human community with more insights about the lived reality, this begins with identifying the problems faced by economic institutions in particular and public institutions in general, in order to propose effective solutions, this study aims to:

- Understand the relationship between organizational leadership and the performance of work teams,
- Highlight the importance of organizational leadership in enhancing the performance of work teams,
- Determine the extent to which leadership skills impact the improvement of work team performance to achieve their specific goals and the organization's overall objectives,
- Identify the main methods and approaches leaders use to encourage social interaction between themselves and their followers.

3. Study Concepts

3.1 Concept of Leadership

Leadership has several definitions, most of which can be summarized as follows:

Leadership is defined as: "The process through which the interest of others is aroused, their energies are unleashed and directed towards the desired direction". (Al-Ajmi, 2015, p. 57)

Leadership is also defined as the ability to issue commands, make decisions, and supervise others through the leader's activities and the influence they exert on others. (Abawi, 2008, p. 26)

According to Lickert, it is a type of ability to guide a group, provide direction, and influence them to gain their cooperation by motivating them to work harder to achieve the set objectives. (Hareem, 2004, p. 193)

Newman defines it as the ability to influence an individual or group by stimulating their motivation and directing their behavior to gain their satisfaction and convince them of achieving the desired goals. (Bilal, 2005, p. 227)

Operationally, it is defined as a process based on the ability to influence subordinates through the leader's activities in directing and enhancing the performance of employees and supervising them in order to achieve the desired objectives.

3.2 Organizational Leadership

Organizational leadership refers to the extent to which a manager or leader can utilize the various types of legally conferred authority and the power granted to them by the organization, it also involves the use of personal skills that enable them to influence followers or subordinates by motivating, encouraging, guiding and communicating with them to perform their tasks optimally and achieve the specified and expected objectives with high efficiency. **(Kandil, 2010, p. 105)**

In general, organizational leadership requires achieving specific administrative goals by influencing subordinates, guiding their behavior, earning their trust and involving them in the pursuit of common objectives, Therefore an administrative leader is considered to be any manager or official capable of influencing others and possessing administrative authority granted by the organization. **(Abu Zeid & Othman, 2003, p. 105)**

Operationally, it is defined as both an organizational and human process, whose primary role is centered on the ability to influence subordinates in order to guide their behavior, stimulate their motivation, and encourage them by improving social interaction among them and maintaining their cohesion to achieve their goals and the objectives of the organization as a whole.

3.3 concept of performance

The concept of performance has several definitions, including:

Performance is the effort exerted by an individual in performing a specific task, whether mandated or voluntary, to bring about a change in the work environment. This is achieved by transforming inputs, such as raw materials, into outputs, which are goods and services with specific technical specifications and predetermined rates. **(Al-Mutrafi, 2005, p. 38)**

According to Thomas Gilbert, it is "the interaction between behavior and accomplishment, meaning it is the sum of behavior and the results achieved together, provided that these results are measurable." **(Dorra, 2003, p. 26)**

It is also defined as the behavior of the individual, which is reinforced and supported by the organization's management through training, contributing to achieving the organization's objectives with the required quality and standards. **(Al-Khennaq, 2005, p. 10)**

Operationally, it is defined as the effort exerted by an individual in performing a specific task or function with the aim of achieving objectives set by the management, performance is influenced by the individual's desire to perform, as well as their abilities, capabilities, and personal energies.

3.4 Concept of a team

The concept of a team has several definitions, including some of the most important ones provided by researchers:

Khdeir Kazem Hamoud and Rawan Muneer define it as a group of individuals who share common goals and strive to achieve them through

collaborative work and integration among themselves, with a significant degree of empowerment in decision-making. **(Khaidar & Rowan, 2010, p. 161)**

According to Batt, a team is "a group of workers who have significant freedom in their work and the ability to make changes in production, they undertake many tasks traditionally performed by frontline supervisors, such as allocating and coordinating work among different workers." **(Khalil, 2014, p. 156)**

Ivancevich and Matteson define it as "a group of individuals with a common and agreed-upon goal to which they are committed, achieved through reliance on each other and cooperation among themselves." **(Ibrahim & Al-Jamil, 2009, p. 190)**

Operationally, it is defined as an organizational unit consisting of a limited number of individuals who are characterized by cooperation, solidarity, and integration among themselves, under a sense of unity and social responsibility, they work together to achieve a specific and common goal through collaborative effort.

4. Methodological Procedures for Field Studies

4.1 Study Methodology

The methodology is the approach that the researcher relies on in their study to enrich scientific knowledge. Scientific knowledge cannot exist without methodology. For this study, the descriptive method has been adopted, as it is suitable for the nature of this research. This method is used to obtain sufficient and accurate information about the role of leadership in improving the performance of work teams at Algeria Telecom in Adrar, the descriptive method is considered one of the approaches in social and psychological sciences, focusing on studying issues related to human and social aspects.

The descriptive method aims to collect information and facts about the phenomenon under study in order to determine its characteristics and dimensions and to describe the relationship between these elements within a specific framework. It involves analyzing the data collected about the phenomenon to identify its causes, the factors that influence it, measure and interpret it, and compare it. The goal is to arrive at results that can be generalized.

4.2 Data Collection Tools

To achieve the study's results, the researcher must use specific methods to collect data, information and details about the phenomenon under investigation. The choice of these data collection methods depends on the nature of the topic and the researcher's resources, for this study the following tools were used to gather information and data:

- Questionnaire

The questionnaire is one of the most widely used and extensively applied tools for data and information collection, the questions in the questionnaire were developed based on the study's problem and by reviewing a range of previous research studies relevant to the topic. The questionnaire was reviewed by a panel of expert professors to ensure its accuracy, validity, and effectiveness in

measuring the study variables, the feedback from the professors led to several modifications and adjustments to the questionnaire, resulting in its final version.

4.3 Location of the Study

This study was conducted within the commercial work teams of Algeria Telecom in Adrar, which are distributed across the Adrar province. Algeria Telecom is a member of the telecommunications group that includes Mobilis (mobile telephony), Algeria Telecom Satellite and Algeria Telecom (fixed-line telephony and internet) it is a public economic institution established under Law 2000/03 in August 2000, and it comprises 58 operational units spread across all the country's provinces.

4.4 Study Sample and Research Population

The research population consists of all employees working in the commercial agencies, totaling 150 male and female workers who are responsible for monitoring the telephone network, selling fixed-line and internet services and installing new subscriptions at Algeria Telecom in Adrar. A comprehensive survey method was employed in selecting the research sample, whereby the questionnaire was distributed to all members of the research population, and all distributed forms were successfully retrieved.

The research questionnaire included the first section, which pertains to personal data and consists of (4) questions from statements (1 to 4), the second section is related to the independent variable, which is organizational leadership in its leadership skills dimension. This section contains (8) questions from statements (5 to 12), the third section is related to the dependent variable (team performance) in its team characteristics dimension, which includes (6) questions from statements (13 to 18).

- Characteristics of the Research Sample

Table 1: Characteristics of the Study Sample

Variable		Frequency	Percentage	Variable		Frequency	Percentage
Gender	Male	100	66.67%	Educational Level	Primary	-	-
					middle	9	5.71%
	Female	50	33.33%		Secondary	76	50.48%
					University	65	43.81%
Age	[20-30[	36	24%	Work seniority	1 to 4 years	30	20%
	[31-40[	72	48%		5 to 12 years	60	40%
	[41-50[	30	20%		13 to 20 years	39	26%
	[51-60[	12	8%		More than 20 years	21	14%

Source: Prepared by the researcher

The table above illustrates that the majority of the research sample consists of males, reflecting the nature of work in economic institutions which involves field operations such as cable monitoring, telephone fault repairs and installation

of new telephone lines, Meanwhile (33.33%) of the workforce comprises females, a significant proportion indicating societal progress in recognizing women's roles in the workforce and their integration into the economic sphere, Previously female employment was viewed narrowly and was not widely accepted in conservative societies.

The same table shows that the age group [31-40] has the highest percentage reaching (48%), this indicates that the majority of employees in the commercial teams are in their prime, at a stage of youth where productivity and contribution are at their peak. It also suggests that the company employed new workers following its separation from the parent company in 2003, the next highest age group is [20-30] with (24%), which reflects the company's expansion strategy by establishing new sales points and production and maintenance centers close to its customers, this strategy aims to increase the customer base and ensure quality service, especially given the growing importance of communication technologies in today's society, where the internet and communication networks have become essential in both individual and societal life. Following this, the age group [41-50] represents (20%) and finally, the age group [51-60] accounts for (8%).

As observed from Table (1), the majority of team members and employees in the commercial departments have a secondary education level, accounting for (50.48%) this percentage suggests that the nature of work in these centers requires a reasonable level of education that aligns with the techniques used in the promotion and commercial marketing of various telecommunications products. These individuals are considered commercial advisors. Meanwhile, (43.81%) of the sample has a university education level and consists of senior executives who lead and supervise these teams, serving as heads of divisions and commercial agencies. Finally, (5.71%) of the respondents have an intermediate educational qualification and are classified as executive agents.

Table 1, which details the distribution of the sample according to years of service, shows that the majority of the sample has been in the profession for 5 to 12 years representing (40%), this indicates that most workers who were employed in these centers chose to remain with Algeria Post, prompting the company to recruit new employees through hiring. Following this, (26%) of the sample has a tenure of 13 to 20 years, with these employees preferring to integrate into Algeria Telecom due to their specialization and the nature of their duties in the telecommunications field, where their integration was previously mandated. Meanwhile, (20%) of the sample has between 1 to 4 years of service, and those with over 20 years of service total only 30 individuals, which is reflected by the (14%) figure.

4.5 Presentation and Analysis of the Data for the Second Axis Related to Leadership Skill

After obtaining the data and entering it into statistical tables, we proceed to analyze and discuss the results. Below is the presentation and analysis of the leadership skills data based on the information provided in the following tables.

Table 2: Distribution of Sample Responses Based on Their Opinion of Their Leader and the Degree of His Empowerment in Work

	Researchers' Opinion	Frequency	Percentage
Team Leader's Effectiveness as Perceived by Team Members	Good	87	58%
	Average	45	30%
	Poor	18	12%
Degree of Leader's Empowerment in Work	Good	81	54%
	Average	51	34%
	Poor	18	12%
Total		150	100%

Source: Prepared by the researcher

It is evident from the above table that (58%) of the sample respondents expressed their opinion about their team leaders, stating that they perceive them as good leaders. They feel comfortable and enjoy working within the team, as the leaders strive to provide favorable working conditions, including good relationships, trust, and cooperation. Additionally, they are willing to perform their tasks under their leaders' guidance, which indicates a high level of acceptance of the leader by the team. This acceptance contributes to job satisfaction and is a testament to their love and trust for their leader, as well as the good reputation and positive relationship they share with them. These are signs of a successful leader who effectively influences followers and fosters a cohesive and cooperative team.

Furthermore (54%) of the respondents acknowledged their leader's empowerment in work, affirming that their leader is highly competent in their role by having a comprehensive understanding of all aspects of the work and being aware of the strengths and weaknesses of team members. This indicates that these leaders are well-versed in the tasks of their subordinates and understand the nature of the work being performed. It also reflects the use of technical skills in leading the team. (Tayeb & Al-Otaibi, 2016, p. 396)

Table 3: Distribution of Sample Responses Based on the Ability to Perform Tasks and the Leader's Attention to Developing Their Team

	Researchers' Opinion	Frequency	Percentage
The ability to perform tasks	Yes	114	76%
	No	36	24%
The leader's attention to developing and enhancing the team's capabilities	Good	78	52%
	Average	45	30%
	Poor	27	18%
Total		150	100%

Source: Prepared by the researcher

Concerning the nature of the tasks performed by team members and their ability to carry them out, we observe from Table 3 that 76% of the sample indicated that the tasks they perform are within their capabilities and capacities. This suggests that the leaders of these teams assign tasks according to the qualifications and abilities of their members. These leaders demonstrate high

technical knowledge and the ability to analyze and simplify the procedures followed in task performance by utilizing the necessary tools and technical means to complete the work. This reflects the **technical skill** employed in influencing followers. (Abdel Khaleq & Mohamed, 2009, p. 89)

Furthermore, 52% of the sample believe that their leader consistently works on developing and improving their capabilities in task execution. This is due to the demands of technical work, which relies on modern technologies and equipment that evolve from one generation to another. The respondents also stated that their leaders provide them with support and assistance in performing tasks and completing work, aiming to increase team empowerment. This reflects the leaders' concern for their subordinates, their ability to study, analyze, and draw conclusions, their willingness to collaborate, and their mental readiness to accept others' ideas and support them in achieving both personal and organizational goals. This demonstrates the leaders' use of **intellectual skills**. (Ayasrah & Al-Fadil, 2006, pp. 66-67)

Table4: Distribution of Sample Responses According to Common Communication Practices and Incentives Provided to the Team

	Researchers' Opinion	Frequency	Percentage
Nature of Communication Between the Leader and Their Team	Formal	81	54%
	Informal	42	28%
	Formal and Informal	27	18%
Type of Incentives Provided to the Team	Material	6	4%
	Moral	84	56%
	Material and Moral	12	8%
	No Incentives	48	32%
Total		150	100%

Source: Prepared by the researcher

From Table 4, we observe that (54%) of the sample reported relying more on formal relationships in their interactions and communication with their leaders, this is primarily due to the technical nature of the work and its conditions. Additionally, (28%) of the respondents indicated that the predominant communication within the team is informal, stemming from relationships formed among team members and between different teams. Meanwhile, (18%) of the respondents stated that the prevailing communications within the team are both formal, according to official organization, and informal, due to the social relationships that develop among members.

The same table also reveals that (56%) of the respondents believe that the incentives provided to them are more moral than material. These moral incentives are considered less motivating, with leaders attempting to use expressions of thanks, praise and commendation to boost the team's morale and drive to work. Moreover, there is a focus on the human and social aspects of the team, such as assisting with professional and social issues faced by subordinates. All these efforts aim to build organizational trust and foster a relationship based on mutual

respect among employees, ultimately to motivate them to work harder—this being a part of human skill. (El-Hawary, 1999, p. 231)

Table 5: Distribution of Sample Responses According to the Prevailing Information System Within the Team and the Leader's Encouragement of Creativity and Innovation in Work.

	Researchers' Opinion	Frequency	Percentage
The Prevailing Information System Within the Team	Always	81	54%
	Sometimes	42	28%
	Never	27	18%
Encouragement of Creativity and Innovation	Always	75	50%
	Sometimes	45	30%
	Never	30	20%
Total		150	100%

Source: Prepared by the researcher

From Table 5, we observe that (54%) of the sample confirm that their leaders always keep them informed about all new information and news related to the company, both internally and externally, including competitors and customers. This reflects the leaders' belief that the company is an integrated system internally and externally, operating within an unstable environment, which necessitates openness and adaptation to the external environment—this being part of organizational skill. (Abu Al-Nasr, 2007, p. 324)

Additionally, the Commercial team leaders always encourage their team members to be creative and innovative in their work to improve performance, enhance competitive position and develop the organization's culture. This is supported by (50%) of the respondents, indicating that leaders are using organizational skills in managing their teams. These skills include viewing the organization as an integrated system interacting with its environment and society, which requires leaders to understand the organization's goals, systems, and plans and to reinforce organizational values within the internal environment. Moreover, this involves establishing a distinct organizational culture that gives the company a unique identity, as well as organizing work, distributing duties and coordinating efforts.

Through the overall analysis of the various tables, we observe that the leaders of the technical work teams at Algeria Telecom rely on the use of leadership skills to improve and enhance their teams' performance, albeit to varying degrees, in order to influence the behavior of their subordinates or followers. These skills include intellectual skills, technical skills, human skills, as well as organizational skills, all of which contribute to improving performance and achieving both their goals and the company's objectives.

4.6 Presentation and Analysis of Data on the Third Axis: Characteristics of Effective Work Teams

After obtaining and tabulating the data in the statistical table, we proceed to analyze and discuss its results. The following is a presentation and analysis of data

regarding the characteristics of effective work teams based on the data from the following tables:

Table 6: Distribution of Respondents' Answers Based on Their Opinions on the Clarity of the Objectives to Be Achieved and Their Relationship with Their Leader

	Researchers' Opinion	Frequency	Percentage
The clarity of the objectives to be achieved	Yes	108	72%
	No	42	28%
The nature of the relationship prevailing within the team	Yes	138	92%
	No	12	8%
Total		150	100%

Source: Prepared by the researcher

It is evident from the above table that (72%) of the sample believe that the objectives they are required to achieve are characterized by clarity and specificity. This clarity and precise definition of objectives result in a clear understanding of the role assigned to each member and their acceptance of this role, which in turn fosters a sense of responsibility to execute and realize these objectives in practice. On the other hand (92%) of the research sample confirmed the nature of the relationship prevailing within the team and their connection with their leader. The response indicated that this relationship is strong, built on commitment, affection, respect and cooperation. This is an indicator of the degree of cohesion and unity among team members and the existence of a strong relationship that connects the members with their leader, which motivates them towards collective support and cooperation in achieving their goals and the company's objectives. (Al-Arabid, 2010, p. 51)

Table 7: Distribution of Respondents' Answers Based on Their Opinions on the Prevailing Atmosphere in the Team and the Decision-Making Process

	Researchers' Opinion	Frequency	Percentage
The prevailing work atmosphere within the team	Formal	39	26%
	Informal	111	74%
Participation in decision-making	Collective participation	108	72%
	By the leader only	42	28%
Total		150	100%

Source: Prepared by the researcher

Regarding the nature of the prevailing atmosphere within the team, data from Table 7 indicate that (74%) of the respondents perceive the work environment as comfortable and informal. This suggests the presence of a conducive work climate where individuals are free from stress, hostility and formality. Such an atmosphere encourages team members to enjoy camaraderie and collaboration while performing the required tasks, which leads to improved team performance and increased motivation among its members. A successful technical team operates in

a comfortable, informal work environment that allows members to work freely, away from the formalities that can sometimes lead to boredom and routine.

Additionally (72%) of the research population report that they participate in the decision-making process affecting the team's work, with most decisions being made collectively. This promotes initiative, innovation, and a sense of importance among members, as each individual has a role and significance in achieving the team's overall goals. An effective team relies on collective participation in decision-making, as this involvement fosters a sense of belonging and responsibility among members, which in turn leads to a commitment to implement the decisions made. (shah & jahan, 2020, p. 46)

Table 8: Distribution of respondents' answers according to their opinion on the control system implemented in the team and conflict resolution methods

	Researchers' Opinion	Frequency	Percentage
The prevailing control system within the team	Self-monitoring	78	52%
	Formal monitoring	72	48%
Handling conflicts and disputes within the team	Collaboration in resolving them	126	84%
	Ignoring them	24	16%
Total		150	100%

Source: Prepared by the researcher

Based on the data from Table 8, it is observed that team leaders focus more on individual self-monitoring than on administrative monitoring. They achieve this by instilling a sense of ethical, professional and religious responsibility in the team's work and by reinforcing organizational values. This is reflected in the responses of (52%) of the research sample. Additionally (84%) of the sample confirmed that everyone collaborates in resolving disputes and rejecting conflicts within the team. Successful teams are those that adopt a collaborative approach to resolving conflicts and disputes, as this helps to prevent conflicts that can undermine team cohesion and unity. Such conflicts can lead to a divergence in achieving the team's specific objectives and the overall goals of the company.

(Jaghlooli, 2011, p. 98)

4.6 General Results

From the overall analysis of the various responses, it can be concluded that the leaders of the commercial work teams at Algeria Telecom rely on using leadership skills to improve and enhance their team's performance to varying degrees. These skills, which include intellectual, technical, human and organizational abilities, are employed to influence the behavior of subordinates. These leadership skills enhance the team's performance and contribute to achieving both their individual goals and the company's objectives.

A team can be considered effective if it exhibits the following characteristics:

- Clear objectives with a full understanding and acceptance of roles by team members,

- Awareness of the team's strengths and weaknesses, along with a comprehensive understanding of external environmental opportunities and threats,
- A comfortable and informal working environment,
- Collective participation in decision-making,
- Organizational trust among team members,
- Cooperation and participation in task performance,
- Commitment to achieving goals,
- Support for creativity and innovation,
- Ease and openness in communication,
- Practice of self-monitoring,
- Management of conflicts before they escalate into crises that hinder activities and work.

Thus, effective teams are distinguished by certain characteristics that set them apart from others. These include relationships based on trust, respect, cooperation, and minimal conflict, as well as the free flow of accurate and clear information among all team members.

5. Conclusion

Organizational leadership plays a fundamental and essential role in activating management elements and improving employees' performance. This role is closely linked to leaders' possession of leadership skills and the methods they employ to positively and effectively influence subordinates and team members, aiming to enhance performance and achieve both their own and the organization's goals. Teamwork is considered a modern trend in contemporary organizations, emphasizing the importance of teams in empowering individuals, engaging them in decision-making, continuously motivating them and instilling organizational values and culture. This can only be achieved through skilled and effective leadership possessing a range of leadership skills and qualities that distinguish and empower the team.

This study has concluded several findings:

- Organizational leadership contributes to improving team performance.
- Leadership skills impact team performance through the use of technical skills related to the work itself, human skills involving effective interpersonal relations, and cognitive skills such as planning, analysis, problem-solving, understanding dimensions and wise decision-making. Additionally, organizational skills include developing strategies, policies, plans, and organizing and coordinating employees' efforts.
- Effective teams are distinguished by skilled and effective team leadership, trust and collaboration among team members, participation in decision-making, commitment to goal achievement and open communication.

Based on these findings, it is imperative to propose the following recommendations:

- Conduct training programs for team leaders to enhance their skills and capabilities, positively impacting the skills and abilities of subordinates within the organization.

- Continuously encourage collaboration among employees to foster trust, cultivate a love for work, and inspire them to strive for development and improved performance.
- Emphasize the adoption of modern leadership styles such as participative leadership, which positively impacts performance improvement and reinforces the organization's culture.

References :

- Abawi, Z. M. (2008). Leadership and Its Role in the Leadership Process (éd. 1). Amman: Dar Al-Bidaya.
- Abdel Khaleq, F. M., & Mohamed, M. M. (2009). Educational Administration and Planning (éd. 3). Saudi Arabia: Al-Mutanabbi Publishing.
- Abu Al-Nasr, M. M. (2007). Human Resource Management: Contemporary Trends (éd. 1). Cairo: Al-Nile Arabic Group.
- Abu Zeid, F. M., & Othman, H. (2003). Public Administration (éd. 1). Cairo: Dar Al-Gharb for Publishing and Distribution.
- Al-Ajmi, M. H. (2015). Modern Trends in Administrative Leadership (éd. 1). Amman: Dar Al-Maseera.
- Al-Arabid, N. A. (2010). The Role of Participatory Leadership in the Directorates of Education in Solving the Problems of Secondary School Principals in Gaza Governorate(Unpublished Master's Thesis). Department of Educational Foundations, Gaza: Al-Azhar University.
- Al-Khennaq, S. A. (2005, 3 8-9). spectrs of Strategic Performance and Competitive Advantage. International Scientific Forum on Distinguished Performance of Organizations and Governments . Ouargla, of Law and Economic Sciences, Algeria: Faculty of Law and Economic Sciences.
- Al-Mutrafi, B. B. (2005). Job Alienation and Its Relationship with Performance: A Survey Study in the Passport Administration of the Makkah Region. Administrative Sciences, Riyadh: Naif Arab University for Security Sciences.
- Ayasrah, A., & Al-Fadil, M. M.-O. (2006). Administrative Communication and Leadership Methods in the Educational Institution (éd. 1). Jordan: Dar Al-Hamed Publishing and Distribution.
- Bilal, M. I. (2005). Organizational Behavior Between Theory and Practice. Cairo: Dar Al-Jami'a Al-Jadida.
- Dorra, A. B. (2003). Human Performance Technologies in Organizations. Cairo: Publications of the Arab Organization for Administrative Development.
- El-Hawary, S. (1999). The Transformational Leader for Guiding Organizations into the 21st Century (éd. 2). Egypt: Dar Al-Jeel.
- Ghabain, O. M. (2009). Effective Leadership and the Effective Leader (éd. 1). Jordan: Ithraa for Publishing and Distribution
- Hareem, H. (2004). Organizational Behavior: Behavior of Individuals and Groups in Business Organizations. Amman: Dar Hamed.

- Ibrahim, L. S., & Al-Jamil, R. S. (2009). Intellectual Capital and Its Impact on Types of Work Teams. *Al-Rafidain Journal* , 31 (93), pp. 181-201.
- Jaghlooli, Y. (2011). Middle Administrative Leadership and Its Relationship with Developing Organizational Culture in Administrative Organizations: A Field Study in the Executive Directorates of M'sila Province (Doctoral Dissertation in Sociology of Organization and Work). Department of Sociology, Algiers : University of Algiers 2.
- Kandil, A. M. (2010). Administrative Leadership and Innovation Management (éd. 1). Amman: Dar Al-Fikr for Publishing and Distribution.
- Khaidar, K. H., & Rowan, M. A.-S. (2010). Quality Management in Excellent Organizations (éd. 1). Amman: Dar Safaa for Publishing and Distribution.
- Khalil, I. N. (2014). the Role of the Learning Organization in Applying Teamwork Behaviors: An Exploratory Study in Al-Rasheed Bank. *Journal of Economic and Administrative Sciences* , 20 (70), pp. 146-180.
- shah, m. u., & jahan, f. (2020). exploring the challenges of organizational leadership and management. *journal of ELT and education* , 3 (2), pp. 44-50.
- Tayeb, A. A., & Al-Otaibi, N. M. (2016). Team Leadership Skills of Department Heads in the Education Administration of Al-Mithnab Governorate. *Journal of Science and Education* , 1 (2), pp. 387-437.