

Leadership styles and their relationship to incentives in Algerian institutions.

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Abstract: This study addresses two important topics in the field of management, namely leadership styles and incentives (material and moral). Hence, it is important to study the leadership styles prevalent in the practices of managers in the public sector in Algerian administrations, The questionnaire was distributed in person to 52 employees, and the data was then processed statistically. The data was used to answer the research question. We relied on the descriptive approach in our study, as it is the most appropriate approach for our study. Among the most important results reached by the study are the following, There is a correlation between the prevailing leadership style and the most important incentives (material and moral), The correlation coefficient between democratic leadership style and incentives was estimated at (0.45)a, indicating a positive correlation between democratic style and incentives, which is a weak positive relationship and statistically significant.

Keywords: Leadership styles ; Incentives ; Institutions .

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1-Introduction

This study is important because it addresses two important topics in the field of management, namely leadership styles and incentives (material and moral). Hence, it is important to study the leadership styles prevalent in the practices of managers in the public sector in Algerian administrations.

Leadership is the process of stimulating the interest of others, unleashing their energies and directing them in the desired direction. The success of a leader depends mainly on his use of the appropriate leadership style that influences the employees under his supervision. The leadership style is one of the most important variables affecting employee performance and motivation, and this stems primarily from the leader's or boss's influence on the technical and professional abilities of their subordinates.

Therefore, the importance of leadership and its impact on service institutions is considered a fundamental axis in various activities within organizations towards achieving effectiveness and performance, the most important of which is the human element, which is the core of the administrative process and its main source. For this reason, the appropriate style that a leader produces in dealing with his employees has a significant impact on their level of performance and effectiveness. A positive attitude on the part of the leader towards employees, making them aware of the importance of the role they play for the public interest, based on respect, appreciation, praise, encouragement and participation, are all motivating factors that drive employees to exert more effort, give more and love stability in their work. Therefore, choosing the optimal leadership style that is consistent with the capabilities, experiences and aspirations of employees and achieving the goals of both individuals and organizations is indicative of success.

Through our study on the nature of leadership styles and their relationship to motivation, we will attempt to shed light on these leadership styles, which are an important process that is one of the fundamental processes that institutional management focuses on in leading and motivating employees.

2-The problem:

Algerian public and private organisations, like other international organisations, are exposed to rapid developments and transformations in their surrounding environment. As organisations are open to the outside world, they are not isolated from it, but rather are social entities. For this reason, organisations are important to individuals and society. They are characterised by efficiency and constant change. The development of communications and technology has led to an increase in the quality of services provided to customers and a change in their needs and expectations. It is essential to focus on the human element, which is the core of the administrative process and its main source. (Tashtaoush,2009,132)

Therefore, this study is extremely important as it addresses two important topics in the field of management, namely leadership styles and incentives (material and moral). Public and private institutions carry out their work through human resources in order to achieve their short- and long-term goals. In order for these institutions to achieve their desired

goals, they must find human resources capable of leading the institution to that desired goal. To achieve the organisation's goals, incentives must be provided to employees, whether material or moral, as they play a major role in influencing employee performance, positively or negatively in achieving the desired goals of the organisation. In order to achieve the steps and ambitions of the organisation's goals, conscious leadership capable of shouldering responsibility is essential, as leadership plays an important and fundamental role in organisations. This is why it is important to study the leadership styles prevalent in the practices of managers in the public sector at the Directorate of Youth and Sports in eloued, as leadership is a fundamental axis in various activities within the public sector in order to achieve effectiveness and efficiency in the services provided, the most important of which is the human element, which is its core and main source. Therefore, the choice of leadership style . Optimal alignment with the capabilities, experiences and aspirations of employees and the achievement of both individual and organisational goals is indicative of successful management and organisational effectiveness.

3- The general question

Is there a correlation between the prevailing leadership style and the most important incentives (material and moral) at the Directorate of Youth and Sports?

4- General hypothesis

There is a correlation between the prevailing leadership style and statistical significance.

The most important incentives (material and moral) at the Directorate of Youth and Sports.

5-The importance of the study

Leadership and its relationship to incentives (material and moral) are among the most important topics worthy of study and of great importance to thinkers and specialists in administrative behaviour, especially since we are in an era of globalisation, characterised by constant change, which requires organisations to keep pace with the times, whether in material, human or technological terms.

The importance of this study lies in the fact that it will provide researchers, decision-makers and interested parties with a scientific perspective on the subject of leadership and incentives.

Incentives have a significant impact on guiding employee behaviour.

6- Objectives of the study

- Identify the different leadership styles used by leaders in the organisation and determine which style is most commonly used.
- Identify the most important incentives (material and moral) offered to employees.

- Determine whether there is a correlation between leadership styles and incentives (material and moral).

7- Study terms

7.1- Procedural definition of leadership

In this study, leadership refers to the process by which managers of private youth and sports organisations influence employees within the organisation and encourage them to perform their assigned tasks and duties.

7.2- Procedural definition of leadership style

In this study, leadership style refers to a set of recurring actions taken by managers at the Youth and Sports Organisation in eloud that influence employees and motivate them to achieve the organisation's goals. (Al-Ajmi,2008,69)

7.3-Procedural definition of incentives

In this study, incentives refer to the material and moral incentives used by the management of an institution or organisation to motivate and encourage employees to improve the quality and quantity of their service and achieve the institution's objectives.

7.4- Leadership styles

- Autocratic leadership (dictatorship): This type of leadership believes in centralised authority and decision-making, whereby all subordinates must refer to their boss before taking any action, and the boss in turn provides them with all the detailed information they need to perform their duties. The autocratic leader, who is called a 'dictator,' believes in a policy of reward and punishment, and therefore believes in the content of McGregor's Theory X, which is linked to the concept that individuals are lazy and must be motivated to work through both rewards and punishments, and that they must be strictly supervised and obey what is asked of them. Studies have shown that this style of leadership has a negative impact on employee morale, as it makes them feel restricted at work and managed like machines without having a say in the work .(Badawi, 2001,132)

- Free (chaotic) leadership: This is the opposite of the previous style, whereby employees are given considerable freedom in performing their work. They are provided with all the information and resources required for the job, and then left to act without interference. Studies have shown that despite the positive impact of this leadership style on employee morale, it can lead to a degree of disorder and chaos in the workplace, and the possibility of employees abusing this freedom for their own purposes. In general, it can be said that this leadership style is appropriate for dealing with senior employees who hold administrative positions in the organisation, or with university professors, doctors, scientific researchers, etc., who have high intellectual and scientific levels that allow this leadership style to be used with them in guidance and supervision.

- Democratic leadership (participatory): This is a middle ground between the two previous styles, whereby the leader sets the goals and develops the plan and means to achieve them,

with the participation of his subordinates, i.e. in agreement with them. This makes them feel important and valued for their role in the work and in achieving the goals, This has a positive effect on the morale of subordinates. (Al-Hareem,2004,114)

After reviewing the prevailing leadership styles, we can say that the democratic leadership style, which relies on participation in decision-making, is the best style in practical application, as indicated by studies and experiences in reality and practice.

7.5-Types of incentives

Table No. (01): Shows: Breakdown of incentives.

Type of Incentives	Individual Incentives	Group Incentives
Material Incentives	Positive / Negative	Positive / Negative
Moral Incentives	Positive / Negative	Positive / Negative

8-Study methodology

This is a descriptive methodology because the subject of the study revolves around leadership styles and their relationship to incentives (material and moral). This approach is defined as ‘a type of research method that can be used to determine whether there is a relationship between two or more variables and then to understand the nature of that relationship.’ This approach was chosen because it is appropriate for the subject of the study, which focuses on examining the correlational relationships between the two variables in our study.

8.1-Study tools

These are the techniques and methods used in the study. When relying on the methodology in any research, the researcher must rely on tools and aids that enable him to obtain the necessary data for the research. These tools took the form of a questionnaire, which was divided into two sections:

- The first section: represents leadership styles and consists of 28 statements divided into three axes and dimensions, as shown in the following table.

Table (02): Distribution of items across leadership style dimensions:

Questionnaire	Dimension	Items	Number of Items
Leadership Styles	Free Style	From 01 to 08	08
	Bureaucratic Style	From 09 to 17	09
	Democratic Style	From 18 to 28	11
Total			28

- Section II: Incentives (material and moral), consisting of 16 statements divided into two axes and two dimensions, as shown in the following table:

Table No. (03): Distribution of items across incentive dimensions:

Questionnaire	Dimension	Items	Number of Items
Incentives	Material Incentives	From 01 to 08	08
	Moral Incentives	From 09 to 16	08
Total			16

- Questionnaire scores:

Table No. (04): Represents the questionnaire scores for leadership styles:

Response	Always	Sometimes	Never
Score	03	02	01

- Table No. (05): Represents the questionnaire scores for incentives:

Response	Yes	No
Score	02	01

8.2-Psychometric characteristics of the study tool

- Validity of the study tool: It was presented to a group of five referees from the Department of Psychology at Mohamed Khaider University in Biskra, and the validity of the questionnaire for leadership styles was 0.80.

- The reliability of the incentive questionnaire was estimated at 0.76. Source of this tool: Student Sumaya Tarsha, entitled 'The Role of Incentive Systems in Improving the Performance of Public Institutions.'

- Validation of the study tool: To ensure the validity of the tool, we distributed the questionnaire to a preliminary sample of 30 employees at the Youth and Sports Directorate. To calculate the validity coefficient, we used the half-split method with SPSS software.

- The reliability target for leadership styles was 0.49.

- The reliability target for incentives was 0.54.

8.3-Statistical methods used in the study

Statistical Package for the Social Sciences (SPSS) was used for the following statistical analyses:

- Arithmetic mean: for sample responses to leadership styles.

- Pearson's coefficient: to calculate the relationship between leadership styles and their relationship to incentives (material and moral).

- Standard deviation: for the sample's responses to incentives.

9- Presentation of study results

9.1- Presentation of results in light of the hypothesis

There is a correlation between prevailing leadership growth and the most important incentives (material and moral) at the Directorate of Youth and Sports in eloued.

Table No. (06) shows the correlation coefficients between the study variables.

Leadership Style	Correlation Coefficient (r)	Sample Size (N)	Significance Level (Sig)	Significant at $\alpha = 0.01$	Significant at $\alpha = 0.05$
Chaotic Style	0.49	52	0.73	Not significant	Not significant
Autocratic Style	-0.17	52	0.20	Not significant	Not significant
Democratic Style	0.45	52	0.01	Statistically significant	Statistically significant

Source: Prepared by the student using (SPSS) software.

- From the table above, we conclude that the correlation coefficient between chaotic behaviour and incentives is estimated at (0.49) with a significance level (sig) of (0.73), which indicates that there is no correlation between chaotic behaviour and incentives.

As for the correlation coefficient between authoritarian style and incentives, we find that it is estimated at (0.17-) with a significance level (sig) of (0.20), which indicates that there is no correlation between authoritarian style and incentives.

The correlation coefficient between the democratic leadership style and incentives was estimated at (0.45)a, which indicates that there is a positive correlation between the democratic style and incentives, which is a weak positive and statistically significant relationship.

9.2-Discussion and interpretation of study results for the hypothesis

- There is a correlation between the prevailing leadership style and the most important incentives (material and moral) at the Youth and Sports Directorate.

Table 2 shows that there is no statistically significant correlation between the chaotic leadership style and incentives.

- This can be interpreted as meaning that the more chaotic the leadership style, the less motivated the workers are, because this style causes a kind of chaos and negligence at

work, and workers exploit their freedom to achieve personal goals. This style is suitable for those with high levels of education, as stated in the study by Samati Hatem (2011), which found that there were no statistically significant differences in the sample's responses to the study's themes (free, authoritarian, and democratic leadership styles).

- Table 2 shows that there is no correlation between authoritarian (dictatorial) leadership style and incentives.

This can be explained by the fact that the more authoritarian the leadership style, the less incentive workers have, because this style is not conducive to incentives.

9.3-Results of this study

Based on statistical analysis of the study data:

- It was found that the leadership style adopted by the Youth and Sports Directorate is democratic.

- It was found that the most important incentives offered to employees are moral incentives.

- It was found that there is no correlation between the chaotic leadership style and incentives (material and moral).

- It was found that there is no correlation between the prevailing democratic leadership style and incentives (material and moral).

- It was found that there is a correlation between the prevailing democratic leadership style and incentives (material and moral).

9.4-Proposals for consideration

In light of the study's findings, the following proposals can be summarised:

- The results showed that the prevailing leadership style is democratic, indicating that the majority of employees view their leader as democratic and positive towards them. Therefore, it is important to strengthen the relationship between the leader and the employees, as this has a positive impact on employee morale.

- The study showed that moral incentives are provided to employees because of their positive impact on employee behaviour and in order to achieve the organisation's objectives and raise its performance level. Therefore, the organisation must strive to improve and develop incentives and activate material incentives.

- Leaders should be made aware of the need to practise democratic leadership, given its positive relationship with incentives.

- Officials at the Youth and Sports Directorate must be careful to focus on, develop, improve and activate leadership styles and incentives, as these are important elements in

achieving the institution's short- and long-term goals, as well as being important elements in the administrative process.

- The institution's leaders must work to activate the spirit of community, which is one of the greatest reasons for the success of both individuals and the institution.

General conclusion:

This study began with a question about the nature of the relationship between leadership styles and incentives (material and moral) at the Youth and Sports Directorate in eloued. In addition to reviewing studies related to the subject of the study, the researcher assumed that there is a relationship between leadership styles and incentives among employees of the Youth and Sports Directorate.

In order to verify the study's hypotheses, the researcher relied on a descriptive correlational approach and a questionnaire containing a set of items that measure the subject of the study.

The exploratory study allowed for the identification of the community on which the research would be conducted, namely the employees of the Youth and Sports Directorate, with a study population of 52 employees.

The data was entered and statistically processed using SPSS software to verify the initial assumptions.

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