

Management Leadership Strategies and Their Impact on Organizational Commitment: A Field Study

Fatima Zohra Lachabi¹

University of Ain Temouchent, Belhadj Bouchaib, Algeria

Laboratory of Markets, Employment, Legislation, and Simulation in Maghreb Countries

fatima.lachabi@univ-temouchent.edu.dz

Zahra Derriche²

University of Ain Temouchent, Belhadj Bouchaib Ain Temouchent, Algiera

Laboratory of Development Strategies for the Agricultural and Tourism Sectors.

zahra.derriche@univ-temouchent.edu.dz

Received: 04/11/2024

Accepted: 03/12/2024

Published : 05/06/2025

Abstract:

This research aims to study the impact of managerial leadership on organizational commitment at the National Electronics Industries Company (ENIE) in the province of Sidi Bel Abbès. A questionnaire was used as a tool for data collection, which was then analyzed using the SPSS statistical software. The results revealed a statistically significant impact of managerial leadership on organizational commitment, reinforcing the relationship between the leader and subordinates to achieve the institution's goals. The research addressed three types of commitment: affective, normative, and continuance, concluding that effective leadership is a key factor in enhancing organizational commitment.

Keywords: managerial leadership; organizational commitment; affective commitment; normative commitment; continuance commitment.

Jel Classification Codes : J28 ;M54 ; M5.

Résumé:

Cette recherche vise à étudier l'impact du leadership administratif sur l'engagement organisationnel au sein de l'Établissement des Industries Électroniques dans la province de Sidi Bel Abbès (ENIE), en utilisant le questionnaire comme outil de collecte des données, lesquelles ont été analysées à l'aide du programme statistique SPSS. Les résultats ont révélé qu'il existe un impact statistiquement significatif du leadership administratif sur l'engagement organisationnel, ce qui renforce la relation entre le leader et ses subordonnés pour atteindre les objectifs de l'organisation. La recherche a abordé trois types d'engagement : affectif, normatif et de continuité, et a conclu que le leadership efficace constitue un facteur fondamental dans le renforcement de l'engagement organisationnel.

Mots clés: leadership administrative; engagement organisationnel; engagement affectif; engagement normatif; engagement continu.

Jel Classification Codes : J28 ; M54 ; M5.

¹Corresponding author: Fatima Zahra Lachabi, e-mail address: fatima.lachabi@univ-temouchent.edu.dz



I. Introduction

The success of an organization requires wise and responsible leadership, as an organization's ability to accomplish its goals depends on how well its leadership performs since the effectiveness of an organization's leadership determines how well it achieves its goals. Leadership is regarded as the heartbeat of the management process. An administrative leader is the person who supervises, directs the behavior of working individuals, coordinates their efforts, and manages differences in their perspectives. Therefore, the leader plays two primary roles: administrator and leader, both of which require integration. The focus on the concept of organizational commitment has also become a prominent topic, as numerous Arab and international research has demonstrated that raising employee organizational commitment is one of the key components of raising an organization's productivity, thereby improving its performance and achieving its objectives. By fostering this commitment, the organization can instill a culture of belonging among employees, making them believe in its values, objectives, and mission, and motivating them to put in greater effort to ensure work quality.

I.1 Study Problem:

Based on the above, and to achieve the desired goal of this study, the following research problem is presented:

How does the style of administrative leadership impact levels of organizational commitment among employees in the National Electronic Industries Corporation?

From this main problem, several sub-questions can be formulated as follows:

- How does leadership style impact employee loyalty?
- Do personal relationships between leaders and employees affect commitment?
- How do motivational methods influence employees' level of commitment?

I.2 Study Hypotheses:

The following theories are intended to be tested by the study:

- Null hypothesis (H0): There is no statistically significant effect of administrative leadership on organizational commitment in the organization under study.
- Alternative hypothesis (H1): There is a statistically significant effect of administrative leadership on organizational commitment in the organization under study.
- From these hypotheses, several sub-hypotheses can be derived as follows:
- A positive, statistically significant effect of administrative leadership on affective commitment.
- A positive, statistically significant effect of administrative leadership on normative commitment.

- A positive, statistically significant effect of administrative leadership on continuance commitment.

1.3 Study Importance:

The importance of this study lies in:

- Understanding how leadership influences commitment, which enhances institutional effectiveness.
- Emphasizing the connection between organizational commitment and administrative leadership in institutions.

1.4 Objectives of the Study:

The following goals are intended to be accomplished by the study:

- Determine the level of skills possessed by administrative leadership in its various forms (intellectual, human, administrative) in the researched organization.
- Determine the level of organizational commitment in its affective, normative, and continuance forms within the National Electronic Industries Corporation.
- Examine the association between organizational commitment characteristics and administrative leadership qualities in the studied organization.

1.5 Literature Review:

Numerous studies have shown how administrative leadership affects organizational commitment inside organizations and how the two are related. The most significant research on the topic, whether they focus on organizational commitment in institutions (the dependent variable) or administrative leadership (the independent variable), are included below:

- Radhia Yousfi and Boukhatsha Moussa, "The Impact of Administrative Leadership Styles on Employees' Organizational Commitment from Their Perspective – A Field Study at the Public Hospital Institution 'Brahimiyya Massoud' in Bouchagouf" (2018): The researchers aimed to achieve the following objectives through this study: understanding the perceptions of the study sample about the prevailing leadership style at the public hospital institution "Brahimiyya Massoud" in Bouchagouf; additionally, identifying the type of organizational commitment that employees exhibit at this institution. The study examined and analyzed the effect of each type of administrative leadership style (autocratic, democratic, and laissez-faire) on various dimensions of organizational commitment and determined which style has the most significant impact on employee commitment within the institution under study. The study concluded that the democratic style is predominant, applied at a moderate level with a mean score of (46.3), followed by the autocratic style to a lesser extent, and

lastly the laissez-faire style at a low level. The overall availability of administrative leadership styles was moderate. Normative commitment ranked highest among employees with a mean score of (67.3), followed by affective commitment and continuance commitment. All dimensions scored at a moderate level, with the general level of organizational commitment also being moderate. A statistically significant effect was found for the democratic style on organizational commitment, while there was no significant effect for the autocratic or laissez-faire styles.

- Yahya Abdel Razzaq Al-Sousa's Study, "Leadership Styles and Their Relationship with Employee Job Performance in the Health Services Administration in Benghazi," Department of Health Administration, University of Benghazi, Libya (2011): The purpose of this study was to look into how employee job performance at the Health Services Administration in Benghazi related to the dominant leadership styles. According to the survey, the democratic style of leadership is the one that is most commonly used, followed by the autocratic style, and then the laissez-faire style to a moderate degree. Additionally, the study found a positive correlation between the democratic leadership style and job performance, while a negative relationship was observed between the autocratic and laissez-faire styles and job performance.
- Ebtisam Ashouri's Study, "Organizational Commitment within the Institution and Its Relationship with Organizational Culture" (2015): Using surveys and interviews, the study sought to investigate the connection between organizational culture and organizational commitment inside the organization. The study sample included 70 employees. It concluded that achieving employee commitment is one of the objectives institutions strive for due to its positive impact on their success. This commitment is fostered through the organization's culture, which it instills among its employees, involving respect and appreciation among colleagues and management, providing opportunities for employees to express complaints, suggestions, and opinions, and involving them in decision-making. The institution also emphasizes positive values such as work focus and achievement. These values, norms, and organizational expectations influence employees' behavior, manifested in their loyalty to the institution, sense of belonging, pride, and responsibility. This is reflected in their task completion, avoidance of delays, and compliance with work orders and instructions, as well as in their willingness to continue working with satisfaction and to avoid absenteeism and tardiness. All these factors serve as variables that can increase or decrease the level of organizational commitment. Thus, organizational culture has a strong

positive relationship with organizational commitment, as it represents the driving force behind employee commitment, ultimately leading to the success of any organization.

- Chien-Wen Tsai's Study, titled "Leadership Style and Employee's Job Satisfaction in International Tourist Hotels" (2009): This study aimed to examine leadership style and job satisfaction within tourism services, specifically in hotel management. The study examined how administrative leadership style relates to work description, job satisfaction, initiative, and understanding and taking into account others' feelings in the context of international hotel tourism. A questionnaire was used to collect data from employees working in international tourist hotels, with 500 questionnaires distributed to the study sample, of which 300 were retrieved, representing a 73% response rate. One of the main findings was that employees are more satisfied with a leadership style where the leader respects subordinates and emphasizes relationship development. The preferred leadership style among employees was one that fosters relationships with them. Apart from leadership style, no relationship was found between employee satisfaction and their colleagues at work.

1.6 Study Methodology:

Considering the significance of the subject and in order to fully comprehend the essential components of the research, the descriptive method was adopted to cover the fundamental concepts of administrative leadership and organizational behavior. Additionally, the analytical method was employed to analyze the questionnaire distributed to employees of the National Electronic Industries Corporation in Sidi Bel Abbès.

1.7 Structure of the Study:

In light of the aforementioned, the study was split into the following two major sections:

- Section One: An introduction to the study of administrative leadership and organizational behavior.
- Section Two: A field study on how administrative leadership affects organizational commitment.

II. An Introduction to the Study of Administrative Leadership and Organizational Behavior

II.1 Administrative Leadership:

Administrative leadership is the art of directing and motivating individuals toward efficiently and effectively achieving organizational goals while fostering a positive work environment that encourages innovation and collaboration.

II.1.1 Definition of Leadership:

- Linguistic Definition of Leadership: Ibn al-Mundhir defines leadership as "guidance," the opposite of driving. It is said that one "guides" an animal from the front and "drives" it from behind; thus, guidance is from the front and driving from behind, and the term for all of this is leadership (Youssef, Al-Atoom, & Al-Kufahi, 2011, p. 87).
- Terminological Definition of Leadership: Leadership definitions vary depending on scholars' areas of focus. Some notable definitions include:
 - Kanaan Salem Nawaf defines leadership as a rational process involving a person who directs and guides, and another who receives this guidance to achieve specific purposes (Boularbah & Zarquat, 2017, p. 236).
 - Leadership is also defined as a type of relationship between a person and their followers, wherein the leader's will, emotions, and concepts influence the followers. This influence stems from the leader's attempt to target others' behavior and emotions (Rashwan, 2010, p. 14).
 - Leadership is the bridge connecting the achievement of organizational and individual goals. It is used by officials to influence their subordinates' behavior and attitudes (Al-Adlouni, 2000, p. 18).

II.1.2 Definition of Administrative Leadership:

Administrative leadership differs from general leadership in that it derives its strength from the leader's personal traits and qualities, whereas administrative leadership relies primarily on general authority and, secondarily, on personal attributes when performing its functions. Additionally, administrative leadership is the process by which individuals within an organizational structure, with defined standards, activities, and competencies, are influenced.

- Bass defines it as a process that stimulates others' interest, energizes them, releases their potential, and directs them in the desired direction (Qandeel, 2010, p. 19).
- It is also defined as the ability of managers to use various types of authority, power, and skills to influence subordinates, earn their trust based on the situation and requirements, motivate, direct, and communicate with them. This leadership style provides direction and a vision to help employees perform their duties within the organization in the most efficient way possible to achieve specified goals (Kareedi, 2010, p. 29).

II.1.3 Styles of Administrative Leadership:

There is a close relationship between leadership style and the effectiveness

and success of an organization in fulfilling its mission. Therefore, those responsible for developing business organizations and achieving accreditation and quality must first focus on leadership, then work on enhancing it. Effective leadership contributes to organizational effectiveness and vice versa.

The most common classification categorizes leaders based on their style and exercise of influence, typically dividing leadership into three styles: autocratic, democratic, and laissez-faire.

- First: Autocratic Leadership Style: In this style, the leader acts authoritatively and makes decisions alone, without involving others, even if only for consultation. Authoritarian leaders believe they can make better decisions than others due to their position and authority.
- Second: Democratic or Participative Leadership Style: Leaders of this type encourage the participation of others and grant them the authority needed to facilitate task performance. This style relies on expertise and consultation in managing others, instilling in subordinates a sense of being an important part of the decision-making process by fostering a team spirit, which in turn ensures their loyalty and the achievement of goals through collaborative efforts (Al-Nuaimi, 2008, p. 104).
- Third: Laissez-faire or Free-rein Leadership Style: This style is the opposite of democratic leadership, as it is not governed by rules, policies, or specific procedures. This style often reflects a confused and passive leader, characterized by a lack of involvement in ongoing activities and absence of instructions or guidance for employees. It grants subordinates more freedom and independence in performing their tasks. However, this independence often feels illusory due to the significant lack of follow-up by their leaders (Qasemi, 2013, p. 277).

II.1.4 Types of Leadership Skills:

Skills are defined as acquired abilities or capacities developed through knowledge and education and refined through training, enabling a person to perform certain actions or activities that influence others' behavior to achieve a specific objective. Leadership skills are a combination of technical, human, and intellectual skills that an individual possesses or applies, enabling them to influence subordinates to achieve organizational goals. Al-Salami defined leadership skills as the ability to perform tasks, implement procedures, and achieve results using effective and distinctive methods and techniques to attain higher and better outcomes (Al-Salmi, 1999, p. 23).

Among academics and professionals involved in administrative work, there is a consensus on the competencies that organizational leaders should possess, regardless of their managerial level. Based on a substantial body of literature and previous research, three essential competencies for organizational employees



have been identified and classified as follows: intellectual skills, human skills, and technical skills.

- First: Intellectual Skills: The ability to use analytical thinking to carry out tasks and complete them. These competencies are reflected in the manager's capacity to formulate a clear vision regarding the issues and situations that need to be addressed based on a holistic understanding of the problems and contexts surrounding the organization, which can be tackled from a broad perspective by studying the relationships among parts within the organization (Al-Nuaimi, 2008, p. 40).
- Second: Technical Skills: These are skills related to leadership qualities, competence in specific tasks, familiarity with subordinates' work, the ability to process, use, and analyze information, and awareness of methods to ensure work is excellently accomplished. Thus, leaders must have sufficient knowledge of their field of work, with skills acquired through knowledge, experience, and training (Al-Zaydayeen, 2013, p. 55).
- Third: Human Skills: Unlike technical skills, which involve dealing with objects, human skills refer to a leader's ability to interact with individuals and groups. Human skills indicate a leader's ability to engage with subordinates, coordinate their efforts, and foster a team spirit. This requires mutual understanding, awareness of their opinions, tendencies, and attitudes, as dealing with people is more challenging than dealing with objects (Rezeq, 2017, p. 12).

II.2. Organizational Commitment:

Organizational commitment is one of the most significant contemporary organizational concepts that captures considerable attention from organizations, and it is among the most widely recognized behavioral variables. Committed employees are more devoted to their organization and strive to achieve organizational goals. Therefore, organizations aim to retain employees by creating suitable conditions to enhance their commitment, thus ensuring employee continuity, loyalty to the organization, and channeling their efforts toward superior performance.

Many researchers have defined organizational commitment from their perspectives. Among them:

- (Abbas, 2008, p. 117) defines organizational commitment as the degree of loyalty or commitment an individual has toward the organization or company in which they work.
- (Mohammed, Al-Mubaideen, & Al-Aklabi, 2012, p. 185) define it as a process where individual and organizational goals increasingly align or integrate comprehensively.

Based on these definitions, organizational commitment can be understood

as the readiness of employees in an organization to exert maximum effort at work, originating from a deep desire to be associated with the organization in order to guarantee its survival and expansion, as well as a strong belief in its ideals and objectives.

Within the concept of organizational commitment arises an important question: What is the difference between organizational loyalty and organizational commitment?

Some scholars consider organizational loyalty and organizational commitment to be synonymous concepts. Others, Nonetheless, think that there is a part-to-whole relationship between organizational commitment and loyalty, where loyalty is not synonymous with commitment but rather a component of it. In this view, individuals who feel loyal and affectionate toward the organization but do not translate this emotional and sentimental commitment into actual work, despite their loyalty, are not regarded as having organizational commitment.

According to (Meyer, 1991), organizational commitment can be distinguished across three main dimensions:

II.2.1 Affective Commitment:

This dimension represents emotional commitment toward the organization, where there is an alignment between personal goals and values and those of the organization, along with immersion in its activities and work. Strong emotional commitment employees stay with the company because they sincerely want to put in the work necessary to reap the rewards of their employment.

II.2.2 Normative Commitment:

The extent to which a person's values and views coincide with those of the organization is reflected in their normative commitment. This type of commitment is influenced by social, cultural, and religious values, leading to improvements in organizational activities, job satisfaction, employee engagement, and performance, as well as better organizational citizenship behavior, stronger organizational penetration, lower turnover, higher involvement, and more opportunities for employees to develop their leadership skills.

II.2.3 Continuance Commitment:

Employee awareness of the costs of quitting the company is referred to as continuity commitment. Employees committed on this basis stay because of their need for work and their recognition of the relative benefits of remaining with the organization versus leaving. Employees' assessments of the importance of staying with the organization are influenced by their work experience, age, and the value of personal relationships with coworkers.



III. A Field Study on the Impact of Administrative Leadership on Organizational Commitment

III.1 Methodological Procedures of the Study:

III.1.1 Statistical Analysis:

Statistical methods were employed to analyze the questionnaire data using the SPSS statistical package. Various statistical methods were used to obtain the required results and analyze the correlation between study variables:

- Cronbach's Alpha Coefficient: Used to verify the reliability of the study instrument.
- Pearson Correlation Coefficient: Used to measure the strength of correlation between the scores of each item in the questionnaire related to the two study axes—administrative leadership and organizational commitment—and the overall score of the axis to which it belongs, ensuring internal consistency.
- Arithmetic Means and Standard Deviations: These were used to determine the tendencies of the study sample toward the questionnaire items measuring the variables, while standard deviations indicated the dispersion or convergence of the sample responses.
- Frequencies and Percentages: These were used to display the response rates of the study sample members.
- ANOVA Analysis: Employed to test the relationship between the independent and dependent variables.
- Simple Linear Regression Analysis: Used to understand the relationship between the independent variable and the dependent variable.

III.1.2 Study Population:

The first step in data collection was to define the study population, which consisted of all employees working at the National Electronic Industries Corporation in Sidi Bel Abbès.

III.1.3 Study Sample:

To conduct the study, a questionnaire was distributed to a subset of the study population, totaling 42 employees, of which 40 responses were retrieved, representing a response rate of 95.23%. After examining the responses, 10 questionnaires were found unsuitable for analysis, resulting in 30 valid questionnaires, representing 71.4% of the sample. The table below illustrates the distribution of the questionnaire among the study sample.

Table (01): Distribution of the Study Sample

	Distributed Questionnaires	Retrieved Questionnaires	Unretrieved Questionnaires	Invalid Questionnaires	Valid Questionnaires for Analysis
N.	42	40	2	10	30
P.	100	95.23	4.76	23.8	71.4

N = Number; P = Percentage (%).

Source: Prepared by the researchers based on the distributed and retrieved questionnaires.

III.1.4 Data Collection Tool:

Data were collected during the field study using a questionnaire, which included a set of personal information (such as gender, age group, education level, position, and work seniority) and 34 closed-ended questions. The questionnaire covered two main axes: administrative leadership and organizational commitment, aimed at addressing the research problem and encompassing all aspects of the study.

III.1.5 Internal Consistency Validity of the Questionnaire:

Internal consistency validity measures the correctness of the questions on the questionnaire and the clarity of the items and sections within each axis (Al-Manara for Consultations, 2023). The internal consistency of the questionnaire items was calculated based on a sample of 34 items through correlation coefficients between each item and the overall score for each axis, as follows:

- Testing the internal consistency of the items in the first axis, which pertains to the brand:

Table (02): Internal Consistency Test of the Items in the First Axis – Administrative Leadership

Items	Pearson Correlation Coefficient	Significance Value (sig)
1	0,658	0,000
2	0,638	0,000
3	0,836	0,000
4	0,814	0,000
5	0,553	0,002
6	0,552	0,002
7	0,575	0,001
8	0,795	0,000
9	0,565	0,001
10	0,792	0,000
11	0,745	0,000
12	0,675	0,000
13	0,436	0,016
14	0,657	0,000
15	0,547	0,002
16	0,591	0,003
Overall Axis Average	0,651	0,001

Source: Prepared by the researchers based on SPSS26 outputs.

From the previous table, it appears that the correlation coefficient between each item in the first axis and the overall axis average ranges from 0.436 to 0.836, with significance levels of 0.001, which are less than 0.05. This indicates a significant correlation, confirming the internal consistency validity of the items in the first axis.

- Assessing the internal coherence of the Organizational Commitment measures in the second axis:

Table (03): Internal Consistency Test of the Dimensions in the Second Axis – Organizational Commitment

Variable		Affective Commitment	Normative Commitment	Continuance Commitment
	Pearson Correlation Coefficient	0,920 **	0,877 **	0,790 **
Organizational Commitment	Significance Level	0,000	0,000	0,000
	N	30	30	30

(**) Significant correlation at a 0.01 significance level.

Source: Prepared by the researchers based on SPSS26 outputs.

From Table (03), it is evident that the correlation coefficient between each dimension of the second axis (affective commitment, normative commitment, and continuance commitment) ranges from 0.790 to 0.920, with significance levels of 0.000, which are less than 0.05. This indicates a significant correlation, confirming the internal consistency validity of the dimensions in the second axis.

- Testing the internal consistency of the items in the second axis, Organizational Commitment:

Table (04): Internal Consistency Test of the Items in the Second Axis – Organizational Commitment

Items	Pearson Correlation Coefficient	Significance Value (sig)
1	0,658	0,000
2	0,638	0,000
3	0,836	0,000
4	0,814	0,000
5	0,553	0,002
6	0,552	0,002
7	0,575	0,001
8	0,795	0,000
9	0,565	0,001
10	0,792	0,000
11	0,745	0,000
12	0,675	0,000
13	0,436	0,016
14	0,657	0,000
15	0,547	0,002
16	0,591	0,003
17	0,651	0,001
18	0,575	0,001
Overall Axis Average	0,652	0,001

Source: Prepared by the researchers based on SPSS26 outputs.

From the previous table (04), it is evident that the correlation coefficient

between each item in the second axis and the overall axis average ranges from 0.436 to 0.836, with significance levels of 0.001, which are less than 0.05. This indicates a significant correlation, confirming the internal consistency validity of the items in the second axis.

III.1.6 Questionnaire Reliability:

The values of the Cronbach's alpha coefficient, which range from 0 to 1, were employed. Higher dependability is indicated by values nearer 1, whilst lower reliability is shown by values nearer 0.

To test the reliability of the questionnaire, we used the SPSS26 statistical analysis software. A reliability test was conducted on the responses of the studied sample, yielding the following results:

Table (05): Results of the Reliability Test for the Items in the First Axis

	Number of Items	Alpha Cronbach Value
First Axis	16	0,894
Second Axis	18	0,904
Total Axes	34	0,925

Source: Prepared by the researchers based on SPSS26 outputs.

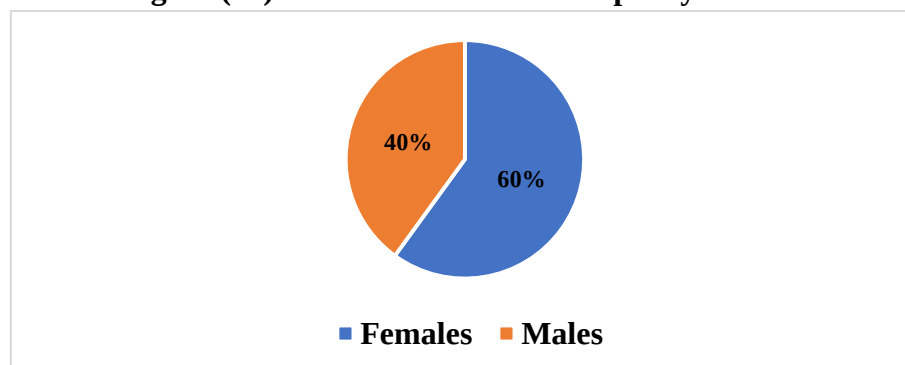
From Table (05), it is observed that the Cronbach's alpha coefficient reached 0.894 for all items in the first axis and 0.904 for all items in the second axis, while it reached 0.925 for the total items in the questionnaire across both axes. This value is higher than 0.6, indicating that the questionnaire is reliable and can be trusted for study purposes.

III.2 Presentation and Discussion of Results:

III.2.1 Presentation and Discussion of Personal Data:

- Distribution of Sample Members by Gender:As seen in Figure (01), the percentage of males is 40%, while the percentage of females is 60%. This indicates that the proportion of female respondents is higher than that of males.

Figure (01): Distribution of the Sample by Gender



Source: Prepared by the researchers based on SPSS26 outputs.

- Distribution of Sample Members by Age:From table (06), it is noted that the age group under 20 years is nonexistent. This is due to the absence of young workers under 20 in the institution under study. The age group 20-

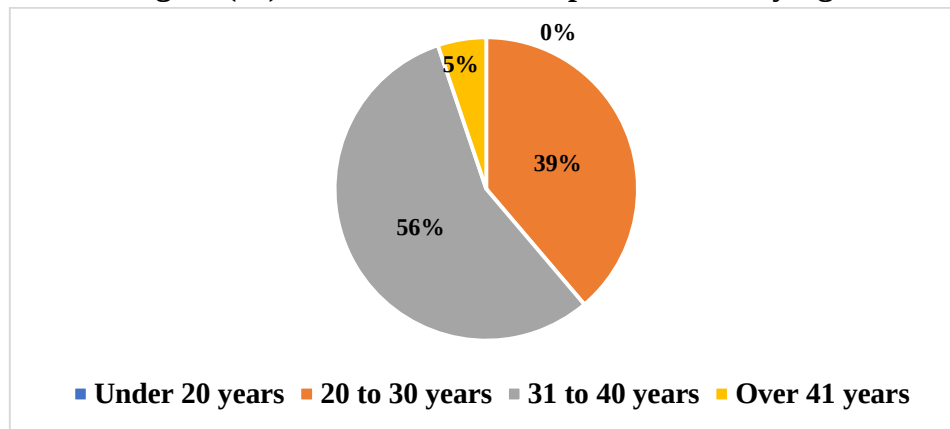
30 years follows, representing 26.7%, making it the smallest category in terms of workforce numbers. The 31-40 age group accounts for 30%, while the highest proportion of employees falls in the age group above 41 years, at 43.3%. This predominance is attributed to the extensive experience and knowledge held by individuals in this age category.

Table (06): Distribution of Sample Members by Age

No.	Age	Frequency	Percentage
1	Under 20 years	0	0%
2	20 to 30 years	8	26.70%
3	31 to 40 years	9	30.00%
4	Over 41 years	13	43.30%
Total		30	100%

Source: Prepared by the researchers based on SPSS26 outputs.

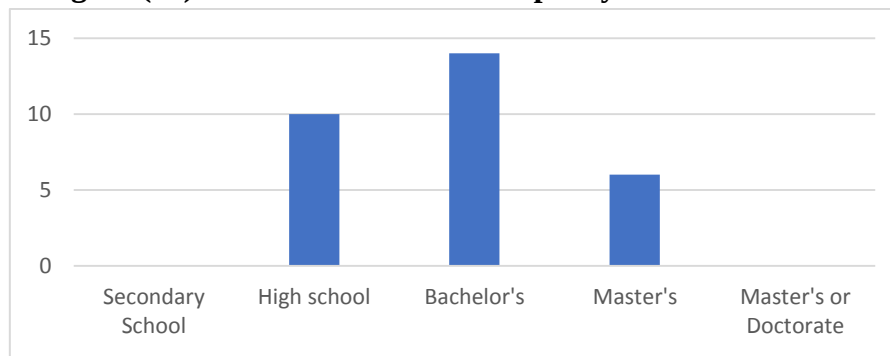
Figure (02): Distribution of Sample Members by Age



Source: Prepared by the researchers based on SPSS26 outputs.

- Sample Distribution by Educational Level: From figure (03), it is evident that the majority of workers hold a bachelor's degree (14), representing 46.7% of the sample. This is followed by those with a master's degree (06), accounting for 20.0%. Respondents with a high school education (10) make up 33.3%. There are no workers with only a middle school education, nor are there any with a magister or doctoral degree. Thus, it can be concluded that high school and university education levels dominate within the study sample, which is responsible for the nature of the work. The institution requires employees with an educational background to ensure efficient and effective management.

Figure (03): Distribution of the Sample by Educational Level



Source: Prepared by researchers based on SPSS26 outputs

- Sample Distribution by Position: The table reveals that assistants hold the first rank in occupying positions with a frequency of 13, representing 43.3%. The position of administrator ranks second with a frequency of 10, accounting for 33.3%, while the executive position ranks last with 23.3% and a frequency of 07. This suggests that the National Electronics Industries Company relies more on assistants in its management.

Table (07): Distribution of the study sample by position

Position	Frequency	Percentage
Assistant	13	43.30%
Administrator	10	33.30%
Executive	7	23.30%
Total	30	100%

Source: Prepared by researchers based on SPSS26 outputs.

- Sample Distribution by Years of Service: Table (08) shows that the categories with work experience between 1 and 6 years and between 7 and 12 years constitute 36.7% each. They are followed by the category with 13 to 18 years of experience at 16.7%, and finally, the last category, with over 19 years of experience, represents only 10%, a small percentage. This indicates that young employees with moderate experience are the dominant group within the National Electronics Industries Company.

Table (08): Distribution of the study sample by years of service

Years of Service	Frequency	Percentage
Between 1 and 6 years	11	36.70%
Between 7 and 12 years	11	36.70%
Between 13 and 18 years	5	16.70%
More than 19 years	3	10.00%
Total	30	100%

Source: Prepared by researchers based on SPSS26 outputs

III.2.2. Presentation and Discussion of the Responses from the Study Sample:

III.2.2.1 Analysis of Statements in the First Dimension (Administrative Leadership):

Table (09) indicates that the responses in the first dimension received a high level of agreement, as reflected by an overall mean of 3.75 and a standard deviation of 0.990. Most of the statements (from 01 to 14, as well as statement 16)



showed high ratings, with their means ranging between 4 and 3.40, respectively, and standard deviations between 0.587 and 1.037, respectively. This suggests that the respondents tend to agree that the leader possesses the ability to influence others, directs subordinates to solve problems encountered during work, discusses ideas presented by employees with objectivity and precision, and encourages employees to foster a spirit of research, development, and innovation in their work field, according to the respondents. However, statement 15 received a moderate level of agreement, as it relates to avoiding the use of threats of punishment in leadership.

Table (09): Analysis of statements in the first dimension on administrative leadership

S.N	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	S. D	P.	R.I	R.L
	F	F	F	F	F					
	%	%	%	%	%					
S1	9	10	5	5	1	3.7	1.179	74	9	High
	%30	%33.30	%16.70	%16.70	%3.30					
S2	10	13	4	1	2	3.93	1.112	78.6	3	High
	%33.30	%43.30	%13.30	%3.30	%6.70					
S3	4	19	3	4	0	3.77	0.858	75.4	7	High
	%13.30	%63.30	%10	%13.30	%0					
S4	5	20	2	3	0	3.9	0.803	78	4	High
	16.7	%66.70	%6.70	%10	%0					
S5	6	12	2	10	0	3.47	1.167	69.4	14	High
	%20	%40	%6.70	%33.30	%0					
S6	4	23	2	1	0	4	0.587	80	1	High
	13.3	76.6	6.7	%3.30	%0					
S7	7	11	3	9	0	3.53	1.167	70.6	13	High
	%23.30	%36.70	%10	%30	%0					
S8	4	20	2	3	1	3.77	0.935	75.4	8	High
	%13.30	%66.70	%6.70	%10	%3.30					
S9	8	16	4	2	0	4	0.83	80	2	High
	%26.70	%53.30	%13.30	%6.70	%0					
S10	2	23	2	2	1	3.77	0.817	75.4	6	High
	%6.70	%76.70	%6.70	%6.70	%3.30					
S11	5	15	6	3	1	3.67	0.994	73.4	11	High
	%16.70	%50	%20	%10	%3.30					
S12	2	18	8	2	0	3.67	0.711	73.4	10	High
	%6.70	%60	%26.70	%6.70	%0					
S13	3	15	3	9	0	3,40	1,037	68	15	High
	%10	%50	%10	%30	%0					
S14	2	22	5	1	0	3,83	0.592	76.6	5	High
	%6.70	%73.30	%16.70	%3.30	%0					
S15	2	8	10	10	0	3.07	0,944	61.4	16	Medium

	%6.70	%26.70	%33.30	%33.30	%0					
S16	1	21	4	3	1	3,60	0.855	72	12	High
	%3.30	%70	%13.30	%10	%3.30					
Total phrases of the first axis						3,75	0,9905			High

Statement Number = S.N; F= frequency; S.D = Standard Deviation; P = Percentage; Ranking by Importance = R.I; R.L = Ranking by Importance.

Source: Prepared by researchers based on SPSS26 outputs.

III.2.2.2 Analysis of Statements in the Second Dimension (Organizational Behavior in its Three Aspects: Affective Commitment, Normative Commitment, and Continuance Commitment):

A. Affective Commitment:

With a mean of 3.59 and a standard deviation of 1.109, the results of the first section of Table (10) show a high reaction for this factor. With a mean of 3.97 and a standard deviation of 0.964, question (20), which asks respondents if they feel like they work in a family within the company, is the most important item influencing this variable. With a mean score of 3.23 and a standard deviation of 1.431, question (22), which asks whether discussing the organization outside of work brings pleasure, has the lowest score in this variable.

A.1 Normative Commitment:

With a mean of 3.55 and a standard deviation of 0.876, the results of the second section of Table (10) show a high response for this factor. With a mean of 4.17 and a standard deviation of 0.648, question (25), which asks respondents if they feel compelled to protect the reputation of the company they work for, is the most important item influencing this variable. Question (26), which asks respondents if they believe it is unethical to leave their work for a better position in another firm, has the lowest score in this category, with a mean of 2.87 and a standard deviation of 1.074.

A.2 Continuance Commitment:

With a mean of 3.47 and a standard deviation of 1.13, the results of the final section of Table (10) show a high response for this factor. With a mean of 4.00 and a standard deviation of 1.287, question (29), which deals with chances for professional advancement for individuals with unique skills and abilities, is the most significant item influencing this variable. Question (33), which asks about the detrimental effect leaving this company will have on respondents' career chances, had the lowest score in this variable, with a mean of 3.07 and a standard deviation of 1.202.

Table (10): Analysis of statements in the second dimension on organizational behavior

S.N	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	S.D	P.	R.I	R.L
	F	F	F	F	F					
	%	%	%	%	%					
S17	3	9	15	2	1	3,37	0,890	67.4	4	High
	0.1	0.3	0.5	0.067	0.033					
S18	3	13	5	8	1	3,30	1.088	66	5	High
	0.1	0.1	16,7%	0.267	0.033					



S19	33.3	33.3	8	2	0	3,87	1106	77.4	2	High
	0.35	38,3%	0.267	0.067	0					
S20	10	12	5	3	0	3.97	0,964	79.4	1	High
	33,3%	0.4	0.167	0.1	0					
S21	10	12	2	5	1	3.83	1177	76.6	3	High
	33,3%	0.4	0.067	0.167	0.033					
S22	9	4	5	9	3	3.23	1.431	64.6	6	High
	0.3	13,3%	0.167	0.3	0.1					
Overall Mean for Normative Commitment Items						3.59	1.109	/	/	High
S23	6	17	5	1	1	3.87	0.9	77.4	2	High
	0.2	0.567	0.167	0.033	0.033					
S24	2	11	13	3	1	3.33	0.884	66.6	5	High
	0.067	0.367	0.433	0.1	0.033					
S25	9	17	4	0	0	4.17	0.648	83.4	1	High
	0.3	0.567	13,3%	0	0					
S26	1	10	5	12	2	2.87	1.074	57.4	6	Medium
	0.033	33,3%	0.167	0.4	0.067					
S27	4	19	2	3	2	3.67	1.061	73.4	3	High
	13,3%	63,3%	0.067	0.1	0.067					
S28	3	17	0	1	0	3.37	0.691	67.4	4	Medium
	0.1	0.567	0.3	0.033	0					
Overall Mean for Affective (Emotional) Commitment Items						3.55	0.876	/	/	High
S29	14	9	3	1	1	4	1.287	80	1	High
	0.467	0.3	0.1	0.033	0.033					
S30	4	17	3	3	3	3.53	3.53	70.6	3	High
	13,3%	0.567	0.1	0.1	0.1					
S31	4	19	2	4	1	3.7	3.7	74	2	High
	13,3%	63,3%	0.067	13,3%	0.033					
S32	4	11	5	10	0	3.3	3.3	66	4	Medium
	13,3%	0.367	0.167	0.334	0					
S33	4	9	3	13	1	3.07	3.07	61.4	6	Medium
	13,3%	0.3	0.1	0.433	0.033					
S34	4	8	11	6	1	3.27	3.27	65.4	5	Medium
	13,3%	0.267	0.367	0.2	0.033					
Total phrases of the first axis						3.47	1.13	/	/	High

Statement Number = S.N; F= frequency; S.D = Standard Deviation; P = Percentage; Ranking by Importance = R.I; R.L = Ranking by Importance.

Source: Prepared by researchers based on SPSS26 outputs.

III.3 Hypothesis Testing:

III.3.1 Testing the First Sub-Hypothesis:

The first sub-hypothesis, which sought to determine the impact of the independent variable on the first dimension of the dependent variable—that is, the existence of a significant correlation between administrative leadership and affective commitment—was tested using simple regression, as shown in Table (11).

Table (11): Regression analysis results for testing the first sub-hypothesis

0,427		R Correlation Coefficient
0,183		R ² Determination Coefficient
0,01		Model Significance
Significance (Sig)	B Coefficient	Variable
0,316	1050	Constant
0,019	0,689	Administrative Leadership

Source: Prepared by researchers based on SPSS26 outputs.

From the table above, we observe that the correlation coefficient reached 42.7%, indicating a moderate relationship between the first dimension of organizational commitment, represented by affective commitment, and administrative leadership. Meanwhile, the determination coefficient (R²) was 0.183, which also reflects a moderate relationship between the two variables. This is evident from the analysis of the sample members' tendencies towards administrative leadership, which shows a somewhat moderate effect, implying a role and impact of affective commitment on administrative leadership. The dependent variable's regression coefficient, as determined using regression analysis, is 0.316, greater than 0.005, indicating that the two variables do not significantly correlate. Based on the aforementioned, we thus reject the first sub-hypothesis, according to which administrative leadership has a statistically significant positive impact on affective commitment, and we accept the alternative hypothesis, according to which administrative leadership has no statistically significant positive impact on affective commitment.

III.3.2 Testing the Second Sub-Hypothesis:

Table (12) presents the results of using simple regression to test the second sub-hypothesis, aimed at discovering the effect of the independent variable on the second dimension of the dependent variable, which is the existence of a significant correlation between administrative leadership and normative commitment.

Table (12): Regression analysis results for testing the second sub-hypothesis

0,621		R Correlation Coefficient
0,383		R ² Determination Coefficient
0,000		Model Significance
Significance (Sig)	B Coefficient	Variable
0,000	0,931	Constant
0,000	0,724	Administrative Leadership

Source: Prepared by researchers based on SPSS26 outputs.

From the table, we observe that the correlation coefficient reached 62%, indicating a strong relationship between the second dimension of organizational commitment, represented by normative commitment, and the administrative leadership dimension. Meanwhile, the determination coefficient (R²) was 0.383, which also reflects a strong relationship between the two variables. This is evident from the analysis of the sample members' attitudes towards administrative leadership, showing a substantial effect, implying a significant role and impact of normative commitment on administrative leadership. Through regression analysis, we find that the regression coefficient for the dependent

variable is 0.000, which is less than 0.005, confirming the existence of a relationship between the two variables. Therefore, based on the above, we accept the second sub-hypothesis, which states that there is a statistically significant positive effect of administrative leadership on normative commitment, according to the following equation:

$$Y = 0,931 + 0,742X_1$$

III.3.2.1 Testing the Third Sub-Hypothesis:

In order to determine the impact of the independent variable on the third dimension of the dependent variable—that is, whether there is a significant correlation between administrative leadership and continuance commitment—the third sub-hypothesis was tested using simple regression, as shown in Table (13).

Table (13): Regression analysis results for testing the third sub-hypothesis

0,225		R Correlation Coefficient
0,050		R ² Determination Coefficient
0,003		Model Significance
Significance (Sig)	B Coefficient	Variable
0,003	2528	Constant
0,233	0,257	Administrative Leadership

Source: Prepared by researchers based on SPSS26 outputs.

From the table, we observe that the correlation coefficient reached 22%, indicating a weak relationship between the third dimension of organizational commitment, represented by continuance commitment, and the administrative leadership dimension. Meanwhile, the determination coefficient (R²) was 0.050, which reflects a poor relationship between the two variables. This was evident from the analysis of the sample members' attitudes toward administrative leadership, where the effect was weak, suggesting that continuance commitment does not have a significant role or impact on administrative leadership. Through regression analysis, we find that the regression coefficient for the dependent variable is 0.003, which is smaller than 0.005, confirming the existence of a relationship between the two variables. Therefore, based on the above, we accept the third sub-hypothesis, which states that there is a statistically significant positive effect of administrative leadership on continuance commitment, according to the following equation:

$$Y = 1,503 + 0,557X_1$$

III.3.2.2 Testing the Main Hypothesis:

- Null Hypothesis H0H_0H0: There is no statistically significant effect of administrative leadership on organizational commitment in the organization under study.
- Alternative Hypothesis H1H_1H1: There is a statistically significant effect of administrative leadership on organizational commitment in the organization under study.

Table (14) presents the results of using simple regression to test the main hypothesis, aimed at discovering the effect of the independent variable on the dependent variable, which is the existence of a significant correlation between administrative leadership and organizational commitment.

Table (14): Regression analysis results for testing the main hypothesis

0,490		R Correlation Coefficient
0,240		R ² Determination Coefficient
0,001		Model Significance
Significance (Sig)	B Coefficient	Variable
0,001	1503	Constant
0,001	0,557	Administrative Leadership

Source: Prepared by researchers based on SPSS26 outputs.

According to the table, there is a moderate association between administrative leadership and organizational commitment, with the correlation coefficient reaching 49%. Meanwhile, the determination coefficient (R²) was 0.240, which also reflects a moderate relationship between the two variables. This was evident from the analysis of the sample members' attitudes toward administrative leadership, where the effect was somewhat moderate, suggesting that organizational commitment has an impact and a role in administrative leadership. Through regression analysis, we discover that the dependent variable's regression coefficient is 0.001, which is less than 0.005, indicating that the two variables are related. Thus, in light of the aforementioned, we reject the null hypothesis and accept the alternative hypothesis, which holds that administrative leadership has a statistically significant positive impact on organizational commitment as indicated by the equation that follows:

$$Y = 1,503 + 0,557X_1$$

IV. Conclusion

The success of organizations is not limited to their possession of various resources (financial, informational, and human); it also depends on having effective administrative leadership that enables them to manage their affairs and focus on the right factors to achieve their goals. This success is based on scientific knowledge and skills (intellectual, technical, and human). However, a successful administrative leader does not focus solely on the organization's affairs and goals; they also prioritize the human support system and balance between the organization's goals and employees' objectives. No organization, whether public or private, can achieve high performance in a competitive business environment without focusing on human resources and competencies. Therefore, administrative leaders devote their efforts and apply their skills to retain their workforce and enhance their organizational commitment, fostering loyalty and achieving desired goals.

Among the most important findings is that administrative leadership positively influences organizational commitment in its three dimensions:

- Affective Commitment: Exhibits a moderate impact, reflecting employees' emotional attachment to the National Electronics Industries Company.
- Normative Commitment: Shows a positive effect, indicating alignment between employees' beliefs and the values of the National Electronics Industries Company.
- Continuance Commitment: Has a positive but relatively weaker impact, reflecting the importance of personal relationships and experience in job continuity.

IV.1 Study Suggestions:

- Focus on developing administrative leadership skills to enhance organizational commitment levels.
- Promote effective communication and build positive relationships between leaders and employees to prevent conflicts.
- To guarantee peak performance, make an investment in developing a workplace that encourages emotive, normative, and continuous dedication.
- Strengthen the role of organizational commitment by creating effective, responsible leadership to ensure smooth operations.

IV.2 Future Study Directions:

Numerous research and practical viewpoints might be suggested for future development and enhancement in the academic and administrative domains in light of the study's findings about the influence of administrative leadership on organizational commitment:

- In-depth Analysis of Different Leadership Styles and Their Impact on Performance:
 - Conduct comparative studies on leadership styles (e.g., democratic, autocratic, and laissez-faire) to determine which is best suited for different types of institutions, whether educational, healthcare, or economic.
 - Analyze the impact of leadership transitions (e.g., from autocratic to democratic style) on commitment and job performance.
- Expanding the Study to Other Sectors and Institutions:
 - Apply the same study methodology to various institutions such as education, healthcare, and the public sector to observe differences in results.
 - To investigate how organizational size influences the relationship between commitment and leadership, concentrate on small and medium-sized businesses.
- Integration of Technology and Administrative Leadership:
 - Explore how technology (such as digital human resources management systems) can support administrative leadership and enhance organizational commitment.
 - Examine how organizational commitment is affected by virtual leadership in distant work settings.
- Longitudinal Studies to Measure Long-term Effects:
 - Conduct longitudinal studies over several years to assess the sustainability of administrative leadership's impact on organizational commitment over time.
 - Analyze how the relationship between leadership and commitment evolves with changing economic and social conditions.

V. References:

Abbas, A. (2008). *International Human Resource Management* (1st ed.). Jordan: Ithraa for Publishing and Distribution.

- Al-Adlouni, M. A. (2000). *The Effective Leader*. Riyadh, Saudi Arabia: King Saud University.
- Al-Manara for Consultations. (2023, 01 10). Internal Consistency of the Questionnaire. Retrieved from Scientific Research Model: <https://shorturl.at/aDGq4>
- Al-Nuaimi, S. A. (2008). *The Manager... The Leader and Strategic Thinker (The Art and Skills of Interaction with Others)* (1st ed.). Jordan: Ithraa for Publishing and Distribution.
- Al-Salmi, A. (1999). *Administrative and Leadership Skills for the Outstanding Manager*. Cairo: Dar Ghareeb.
- Al-Zaydayeen, K. A. (2013). *Administrative Leadership and the Development of Higher Education Organizations (Arabic Edition)*. Amman: Dar Al-Ayyam for Publishing and Distribution.
- Boularbah, A.-A., & Zarquat, H. (2017, 09). Administrative Leadership Styles and Their Theories. *Journal of Social Sciences*.
- Kareedi, B. A. (2010). Leadership Styles and Their Impact on Organizational Commitment: A Field Study in the College of Administration and Economics, University of Al-Qadisiyah. *Al-Qadisiyah Journal for Administrative and Economic Sciences*, 12(12).
- Meyer, J. A. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1).
- Mohammed, S., Al-Mubaideen, A. b., & Al-Aklabi. (2012). *Employment and Retention of Human Resources*. Jordan: Dar Al-Yazouri Scientific Publishing and Distribution.
- Qandeel, A. M. (2010). *Administrative Leadership and Innovation Management* (1st ed.). Amman: Dar Al-Fikr Publishers and Distributors.
- Qasemi, N. (2013). *Conflict within the Organization and the Effectiveness of Administrative Management*. Cairo: Dar Al-Kitab Al-Hadith.
- Rashwan, H. A. (2010). *Leadership: A Study in Psychological, Administrative, and Organizational Sociology*. Alexandria, Egypt: University Youth Foundation.
- Rezeq, A. K. (2017). *The Reality of Leadership Skills Among Graduates of Leadership Programs in Higher Education Institutions and Ways to Develop Them*. Gaza, Palestine: Al-Aqsa University.
- Youssef, A., Al-Atoom, Q. M., & Al-Kufahi. (2011). *Leadership and Change: The Path to Success*. Ithraa for Publishing and Distribution.