

The Effect of Leadership Patterns on the Productivity of Employees in Educational Administration in Jordan

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Abstract: this study aimed at identify the impact of the leadership patterns on the productivity of the employees in the educational administration in Jordan, as all institutions are generally linked directly to organizational commitment and its success. This study was conducted on employees of the Ministry of Education in Amman, by using the quantitative survey methods for its appropriateness to the research nature, and it seeks to accomplish the administrative Leadership patterns and its impact on the productivity of the employees. Results have revealed that there is a significant relationship between transactional leadership and productivity at the P- Value of 0.000 which is below (0.05). In contrary, there is no relationship between transformational leadership and productivity as the P- Value is above (0.05). Results also recommended the leadership patterns in institutions in general and the education sector in particular by promoting effective and positive patterns to increase the productivity of institutions. Moreover, this study recommended conducting future studies on other institutions in order to further examining the role of leadership patterns with other variables on commercial and governmental institutions and organizations.

Keywords: Leadership Patterns, the Productivity of Employees, Educational Administration, Transformational Leadership, Transactional Leadership

أثر أنماط القيادة على إنتاجية العاملين في الإدارة التربوية في الأردن

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المستخلص: هدفت هذه الدراسة إلى التعرف على أثر أنماط القيادة في إنتاجية الموظفين في الإدارة التربوية في الأردن، ويرجع ذلك إلى الأهمية الكبيرة لأنماط القيادة، إذ ترتبط جميع المؤسسات بشكل عام ارتباطاً مباشراً بالالتزام التنظيمي ونجاحه. تم إجراء هذه الدراسة على العاملين في وزارة التربية والتعليم في العاصمة عمان، باستخدام المنهج المسحي الكمي، وأظهرت نتائج الدراسة أن هناك علاقة ذات دلالة إحصائية بين القيادة التبادلية والإنتاجية إذ إن القيمة الاحتمالية أقل من (0.05)، أما بالنسبة للعلاقة بين القيادة التحويلية والإنتاجية فتوصلت الدراسة إلى عدم وجود علاقة بينهما بحسب تصورات الباحثين إذ كانت القيمة الاحتمالية أعلى من (0.05). واستناداً لنتائج الدراسة أوصى الباحثون بتعزيز أنماط فاعلة وإيجابية لزيادة إنتاجية المؤسسات، إضافة لمقترحات بإجراء دراسات مستقبلية مشابهة لهذه الدراسة على المؤسسات الأخرى من أجل الاستمرار في التعرف على دور أنماط القيادة مع المتغيرات الأخرى في المؤسسات والمنظمات التجارية والحكومية.

1. Introduction.

Since the twentieth century, many large organizations began working to improve and develop the process of selecting senior executives and leaders. Indeed, the early identification of leadership talents is related to their impact on the behaviors of individuals and groups and their level of performance in the organization. Hence, management has become obligated to ensure that those who handle administrative organizations are more than just practitioners of authority (Amal, 2016, Abdel Sanad, 2016). Organizations have become in need of more than to be managed, as they need to be led, because the right human relations between the leader and employees have become more obligatory to achieve a response from official orders and communications in particular to achieve the goals directly, and that all programs and methods of managing the human element and solving the problems resulting from its use and management, are coupled with an understanding of the nature of this element, and knowing the factors driving and determining its behavior and influencing its trends. Thus, individuals and work communities can be directed and led to achieve the goals of the organization, and accordingly, the organization can measure its success and efficiency through its treatment of individuals, where whenever leadership is efficient and good, this is reflected positively on the organization, so the effect of leadership on the behavior of individuals is to mobilize energies and stimulate the activity latent among employees, and this comes through moral and tangible rewards, so this has a positive effect in linking their tendencies and attitudes towards the career goal that the manager or the organization seeks to achieve, whereas leaders are creative people looking for taking risks to gain opportunities and rewards (Amal, 2016).

Leadership is the art of motivating people to direct their efforts towards achieving a specific goal. It is a vital part of the administrative process of planning, directing, coordinating and controlling all activities in the organization in order to ensure the achievement of the organization's goals, and thus as a leader who has the knowledge about how to use different leadership patterns in a different environment will help the employees to be motivated, and thus increase their productivity, and subsequently the organizational goals of the organization can be easily achieved. On the other hand, if the adopted leadership pattern does not satisfy the employees or suppress their way of working, they will end up not contributing positively to the goal of the organization, which means that the productivity of the employees and the organization will be low (Lusutu, & Lango, 2020).

In fact, the success of an organization is determined by many things, including the leadership patterns that are adopted within the organization. It is known that leadership becomes successful by creating a work atmosphere that can stimulate the growth and development of employee performance. In fact, leaders have the ability to positively influence their employees to do appropriate action directed towards achieving the stated goals. Leadership behavior affects the performance of employees, as shown

in several studies, where many findings concluded that leadership patterns are positively related to group performance and organizational performance and then productivity (Guterresa, Armanu, &Rofiaty, 2020).

The topic of leadership has gained great attention from researchers. This is due to the role that human plays in the organization, which is justified through the responsibility of the leader in achieving integration between the organizational and humanitarian aspects to fulfill effectiveness and reach goals, considering the ultimate goal is to realistically achieve the vision on the basis for a specific pattern of behavior in the context of the conditions faced by both employees and the facility itself. Also, successful leadership must generate belonging to employees, so it will motivate them to develop themselves, put forward their ideas and discuss what would raise their level of work and productivity, as leadership is one of the most important topics in the life of societies, and wherever these groups are found, they work to explain and understand many problems, and it is also considered as one of the most important elements of human behavior, as it has become an important factor in defining civilization over the ages. Accordingly, the management is always looking for different motives and how to influence the employees, relying on a set of various procedures with scientific foundations related to the human factor in order to direct its desired job performance (Temizar, 2014).

Management scholars and researchers agree that leadership is of great importance in our current era, due to scientific progress and development in various areas of life and change in concepts, where the need has become urgent for leadership characterized by efficiency, skill, experience and adaptation to what is new and developed to fulfill the required leadership role, especially with the growth of institutions and their multiple roles, and leadership is not underestimated because it is the most important component of management (Cortellazzo, Bruni, & Zampieri, 2019).

In fact, leadership patterns can motivate employees to perform, and product to achieve the goals of the organization and its plans for growth (Wallace, Torres, &Zaccaro, 2021.).

Leadership in the organization is not considered a fixed phenomenon and strategy, and easy to obtain for any organization, and this matter makes studying leadership management with its different types of challenges that always face researchers and institutions of all kinds (Acton, Foti, Lord, &Gladfelter, 2019), especially, the educational administration sector, as it faces a perpetual need under all normal and emergency conditions and a turbulent environment. The emergence of leadership is more than an attribute, exchange, or symbol- leadership emerges through dynamic interactions on multiple levels (Auvinen, Huhtala, Rantanen, &Feldt, 2021).

Thus, the perspective of the leadership emergence process deserves more attention than was previously given, and what has been observed in light of previous studies has so far eliminated notions of leadership emergence and the role of leader which is one of the important human behaviors, to maintain and improve the productivity of employees. (Tuncdogan, Acar, &Stam, 2017; Zaccaro, Green, Dubrow, &Kolze, 2018; Auvinen et al., 2021).

Accordingly, this study attempts to identify the role of leadership pattern in its dimensions (transformational leadership and transactional leadership affect the productivity of employees in educational administration sector in developing country.

2. Study Problem:

Leadership in various sectors is an important factor affecting the productivity of employees, in turn; such effective relationship can significantly impact the organization's productivity. Therefore, many studies focused on identifying the factors that may weaken the productivity of employees and/or their job affiliation. Such studies attempt to address the challenges and effective factors in order to increase productivity by enhancing the sustainability of competitive advantage of organizations and confirming its success and development. This study mainly focuses on education sector as it is one of the vital and indispensable sectors; accordingly, more attention is needed to enhance its productivity and then its continuity. Hence, this study aims to examine the impact of transformational and transactional leadership styles on employee productivity in educational administration in Jordan.

3. Study Hypotheses:

In order to accomplish the research main objective, the following main hypothesis is presented:

H0: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) for the role of leadership patterns including transformational leadership and transactional leadership on the productivity of employees in the educational administration sector in Jordan, and the following sub- hypotheses are derived out:

H0- 1: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) for the transformational leadership on the productivity of employees at the educational administration sector in Jordan.

H0- 2: There is statistically significant effect at the level of ($\alpha \leq 0.05$) for the transactional leadership on the productivity of employees at the educational administration sector in Jordan.

4. Objectives of the study:

This study aims to identify the impact of leadership styles on employee productivity among employees who work in educational administration in Jordan, by examining the following factors: the transformative and transactional leadership influence leadership patterns.

Theoretical significance.

The study derives its theoretical importance from the fact that it enriches management research and develops management science and administrative patterns with practical studies of the impact of leadership patterns (negatively or positively) on the productivity of employees. Add to that, this study:

1. Reveals the level of productivity of Employees in the educational administration sector in Jordan.

2. Enables the verification of factors and leadership patterns and enhance or avoid the leadership elements that affect the educational administration sector in Jordan, and the productivity of its employees.
3. Developing and deepening the interactive national curriculum to consider a new vision of the reality of the educational administration sector, especially in light of the current circumstances
4. Putting this study in the hands of subsequent researchers in knowing the leadership factors that help to increase the productivity of employees in the educational sectors.
5. Promoting the field of Arab and Jordanian studies and research with a recent study in identifying the leadership patterns that in turn affect the educational sectors in Jordan in particular and the Arab countries in general, or any environment characterized by a similar environment.

Practical Significance:

The study derives its applied importance from the fact that it focuses on achieving a higher level of employees' productivity in The Educational Administration sector in Jordan by:

1. Identifying the leadership patterns affecting the productivity of employees in the educational administration sector in light of the variables and patterns studied in this research.
2. Clarifying the level of leadership patterns among employees in the health sector in the educational administration sector in developing country particularly in Jordan.
3. Studying the results of this study and giving recommendations to enhance the positive effectiveness of leadership with its patterns among educational administration sector employees.
4. Disseminating the results of the study, guiding the leadership and making them aware of the importance of influencing leadership patterns and their application among educational administration sector employees
5. Carrying out many programs that enhance the effectiveness of positive leadership among educational administration sector employees.

Literature Review:

A study by Nuaijat (2018) aimed to identify the effect of leadership patterns (transformational leadership pattern- reciprocal leadership pattern- permissive leadership pattern) on the performance of employees in Ammoori factory in Algeria. In order to achieve the objectives of the study, the model was developed according to its problematic based on previous studies, where a questionnaire was distributed to a sample of (142) employee and the statistical program SPSS was used to analyze its data. The results showed the absence of a moral effect of the Laissez- Faire leadership pattern and performance, as well as the absence of a significant effect of the leadership pattern. The study recommended the need to give more attention and clarification to the pioneering role of leadership in the organization by providing

employees in the factory with theoretical knowledge that highlights the importance of leadership and its patterns to achieve the objectives of the institution.

Barakat (2015) studied leadership patterns and their impact on job performance among workers in Ain- Defla, so that the correlation between these two variables was addressed, by determining the prevailing leadership pattern within the local institute and the extent of its impact on job performance. And to achieve the objectives of the study, the researcher tested the raised problem and the impact of the leadership pattern on job performance. In order to achieve the objectives of the study, the researcher examined the problem posed, and the effect of the leadership pattern on job performance. The hypotheses testing has been proven that administrative leadership has a high impact on modifying job performance, and trying to identify the nature of the relationship between the leadership pattern in the organization and the job performance of employees.

The study by Muhammad and Muhammad (2017) examined the effect of transformational leadership on performance role through organizational policy, where the research sample was 200 employees of state- owned companies (SOEs) who worked for at least one year. The method of analysis used structural equation modeling (SEM), and the result of the research showed that transformational leadership has a positive and significant impact on organizational policy, and organizational policy has a positive and significant effect on role performance and transformational leadership has a positive and significant impact on role performance through organizational policy.

Ohemeng et al., (2018) aimed at developing critical theoretical insights into the idea of "bureaucratic leadership" and its implications for public administration in developing countries, and by doing so; the study outlines new public service governance agendas in developing countries that recognize the changing nature and emerging complexities of both public service and society. It is an exploratory study that brings together literature in management, human resources, leadership and public administration studies to understand the limitations of the prevailing approaches to bureaucratic leadership in developing countries, especially Africa- South of the Sahara, aiming to identify alternative practices. Findings from the study indicated that public service governance in developing countries is embedded in complex dynamics between power relations, complexity, and social norms and thus bureaucratic leaders should focus on building relationships as a way to deepen trust and enhance cooperation between critical actors. The issue of the shift in focus reflects the relationship of variables in the broader global political economy, including emerging vicious and multifaceted political problems that require unconventional and context- sensitive responses from governments and greater cooperation between key stakeholders.

There is no doubt that the topic of administrative leadership patterns is not a new topic that is being addressed in the fields of scientific research. The topic of administrative leadership patterns is one of the most important topics in any country that seeks to build a future for its notion and future generations,

hence the emergence of a new variable, which in turn changed the traditional and recognized teaching system to a new form that was not foreseen, especially in the Third World countries, including the Kingdom of Jordan, as previous studies focused on democratic leadership, dictatorial, and other factors and therefore, this study focuses on the administrative leadership patterns with its following dimensions: transformational leadership and transactional regarding the productivity of employees in the education sector of Jordan.

Conceptual framework:

The researcher prepared the study model consisting of the independent and dependent variables, and the dimensions of both variables were determined based on the theoretical framework and previous studies, and the following form illustrates the conceptual framework and the dimensions of the variables:

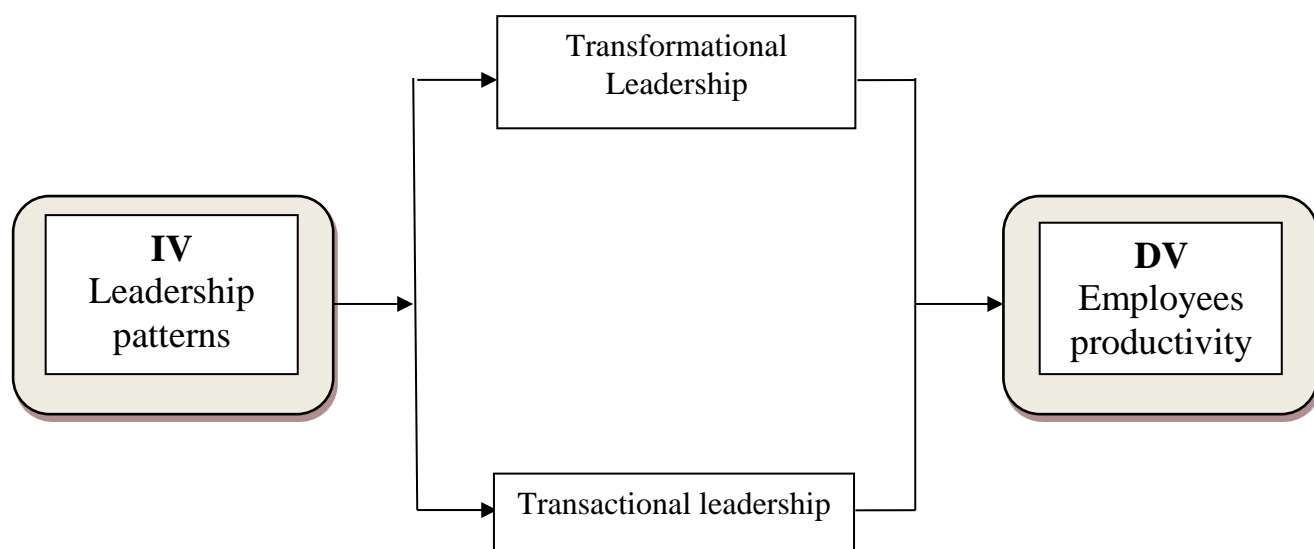


Figure (1) Conceptual framework

The Methodology.

This study uses quantitative approaches using a questionnaire in order to reach to a large number of respondents (Wilkinson & Birmingham, 2003). In this vein, it was stated by Wellington and Szczerbinski (2007) that the quantitative approach purpose is to explain, control, and predict social phenomena. In addition, Sekaran (2003) indicated that a quantitative approach attempts to contribute to explain as well as solve complex issues. Besides, a quantitative approach is able to address the study's objectives by implementing empirical valuations including numerical measurements as well as analysis (ZikmundBabin, Carr, and Griffin, (2013). They also pointed out that the common quantitative research purpose is to test specific research questions or hypotheses.

Furthermore, it was also mentioned by Sekaran (2003) that a quantitative research design enables researchers to focus on a particular issue, to pursuing a rigorous method, and to generating valid

conclusions. Awang (2010) defined "Questionnaire as a set of structured questions designed to collect the data required for research" (p.131). Questionnaire is considered to be one of the instruments which is most popular and applied in social sciences (Dörnyei, 2007), because it is easy to construct, and it is capable of gathering quickly a large amount of the required information, hence, this study employs the quantitative survey methods for its appropriateness to the research nature. (See Appendix A)

Population and Sample:

The study population includes the employees who work in the Ministry of Education in Amman, in the first semester of the academic year 2021- 2022. The sample was taken from the following departments: human resources, education quality and accountability, education management, and private education management. The exact number of sample size is 264 employees, according to the Statistical report for the academic year 2019- 2020 in the Ministry of Education- Distribution of employees in the Ministry's center in Amman. The analyzed questionnaires were 200.

Result and Discussion.

The results of this study are presented for analysis due to these the research objective. Based on the nature of the study, the data have been collected based on a questionnaire that was distributed to the sample of the target population. This section attempts to present the data analysis results implementing SPSS. The section begins with the descriptive statistics for the demographic information and variables; and then the effective relationship between variables.

Reliability test is conducted to in order to see the instrument reliability. In this regard, Hair, Hult, Ringle and Sarstedt (2014) state that to look at the values of the reliability (Cronbach's alpha) if the values will be between 0.60 and 0.70 it will be acceptable, and if they will be between 0.70 and 0.90 it will be considered satisfactory. The Cronbach's alpha test showed that the instrument of the present study was satisfactory. The internal consistencies of the variables are displayed in the following tables and they are seen to be internally consistent.

Table (1) Reliability Statistics of the three main variables

Cronbach's Alpha	N of Items	Variables
.75	19	Transformational Leadership
.65	7	Transactional Leadership
.62	9	Productivity

Descriptive Statistics:

This step of descriptive statistics is deemed to be the first statistical analysis step.

Descriptive statistics, in the present study, were carried out on demographic information and variables of the study as presented in the following subsections.

Descriptive Statistics of Demographic Information:

Descriptive analysis was utilized to describe the demographic information that are related to the respondents to the questionnaire, in terms of the highest level of educational degree; gender, age, and work experience. More precisely, this part provides the characteristics and information concerning the background of respondents.

Table (2) The educational level of the respondents

		Frequency	Percent
Valid	Diploma	5	2.5
	Bachelor	107	53.5
	Master	78	39.0
	Ph.D.	10	5.0
	Total	200	100.0

Table 2 shows that the highest percentage was for the respondents who have Bachelor degree rated to be 53.5% and the lowest one was for the ones who have diploma rated as 2.5% followed by master degree rated as 39% and then, doctorate degree that was rated 5%.

Table (3) the gender of the respondents.

		Frequency	Percent
Valid	Male	133	66.5
	Female	67	33.5
	Total	200	100.0

This table shows that females were rated to be less than male as for the females, the percentage was 33.5% and the males were 66.5%

Table (4) the age of the respondents

		Frequency	Percent
Valid	Below 30	29	14.5
	30- 40	56	28.0
	41- 50	41	20.5
	51 and above	74	37.0
	Total	200	100.0

This table illustrates the age of the respondents and it shows that the highest percentage was for those whose age is between 51 and above years old rating as 37%, and the lowest rating was 14.5% for the respondents whose age were below 30 years old. As for the people who were between 30 to 40 years old, their percentage was 28 %, followed by the ones whose age between 41 to 50 years old and they were rated to be 20.5%.

Table (5) the work experience of the respondents

		Frequency	Percent
Valid	Below 5	27	13.5
	5- 10	33	16.5
	11- 15	104	52.0
	16 and above	36	18.0
	Total	200	100.0

Table 5 shows that people whose experience was between 11 to 15 years were 52% and it is seen to be the highest, followed by the ones whose experience was between 16 years and above were 18%. Then, people whose experience was above 5- 10 years were 16.5% and lastly, the employees whose experience was below 5 years and they were 13.5%.

Descriptive Statistics of the Study Variables

In this section, the descriptive analysis was utilized to describe the studies variables as well as the items that are used in this study. More precisely, this part provides the characteristics and information concerning the transformational leadership items, transactional leadership items, and then, productivity's items as follows:

Table (6) Descriptive Statistics of Transformational Leadership Items

phrases	Mean	Std. Deviation	Rank
The leader studies matters from multiple angles and directions to solve problems and issues	4.16	1.126	High
The leader speaks enthusiastically about achieving goals and milestones	3.98	.995	High
The leader is keen to achieve the interest of the group in return for his/her personal interests	3.90	.997	High
The leader makes an effort to guide the workers in the education sector	3.76	1.308	High
The leader believes that I have special capabilities that distinguish me from others	3.75	1.239	High
The leader talks about the future with hope and optimism.	3.65	.788	Moderate
The leader deals in ways that generate mutual respect	3.59	1.003	Moderate
The leader promotes long- term planning	3.59	1.086	Moderate
The leader reviews the work- related procedures to make sure they are the most appropriate	3.58	1.332	Moderate
The leader helps me develop my professional skills	3.56	1.214	Moderate
The leader accounts for ethical considerations when making decisions	3.48	.839	Moderate
The leader emphasizes the importance of having a strong direction towards the goals and objectives to be achieved	3.48	1.012	Moderate

phrases	Mean	Std. Deviation	Rank
The leader raises my sense of self- esteem as I'm dealing with him	3.48	.913	Moderate
The leader shows confidence that the goals will be achieved	3.38	1.255	Moderate
The leader shows confidence in him/herself and the strength of his/her character	3.35	.912	Moderate
The leader emphasizes the importance of having a common sense of purpose between management and employees	3.31	1.063	Moderate
The leader encourages me to look at things and problems from many angles and directions	3.28	1.121	Moderate
The leader suggests new ways to look at the fulfillment of the tasks in the education sector where I work	3.21	1.065	Moderate
The leader declares his/her values and beliefs to the employees	3.04	1.318	Moderate

This table shows the items of the transformational leadership. Indeed, it is important to see which item has taken the highest mean in order to highlight how respondents respond to the questionnaire. Hence, this study arranged the items according to the mean from the highest to the lowest one. "The leader declares his/her values and beliefs to the employees" has scored the lowest mean with 3.04 and the highest one was "The leader studies matter from multiple angles and directions to solve problems and issues" with 4.16 indicating that the responses of the participants were in between these two means and this can also indicate that the respondents were more closed to be agreed.

Table (7) Descriptive Statistics of Transactional leadership's Items

phrases	Mean	Std. Deviation	Rank
The leader expresses his/her satisfaction and pleasure when the required work is done	3.83	1.005	High
The leader focuses his/her attention on anomalies and mistakes	3.82	1.159	High
The leader articulates the incentives expected when goals are achieved	3.79	1.298	High
The leader reinforces the idea "if something is working don't fix it"	3.76	1.200	High
The leader is helping me in exchanging for my efforts	3.71	1.077	High
The leader directs my attention when I fail to meet goals and standards	3.61	1.133	Moderate
The leader discusses the responsibilities entrusted to the individual to reach the desired goal	3.60	1.151	Moderate

Table 7 shows the items of the transactional leadership. "The leader discusses the responsibilities entrusted to the individual to reach the desired goal" has scored the lowest mean with 3.60 and the highest one was "The leader expresses his/her satisfaction and pleasure when the required work is done" with 3.83 indicating that the responses of the participants were in between these two means.

Table (8) Descriptive Statistics of Productivity Items

phrases	Mean	Std. Deviation	Rank
I create new ideas for improvements.	3.90	1.095	High

phrases	Mean	Std. Deviation	Rank
I consistently fulfill my obligations to do my job.	3.87	1.149	High
I am looking for new business methods, techniques, or tools.	3.85	1.011	High
I fulfill all the responsibilities that my job demands.	3.83	1.071	High
The management approval for innovative ideas.	3.83	1.158	High
I turn innovative ideas into useful applications.	3.81	1.168	High
I consistently, complete the duties specified in my job description.	3.77	1.021	High
I consistently meet job performance requirements.	3.73	1.279	High
I generate original solutions to problems	3.59	1.244	Moderate

Table 8 displays the items of the hygiene. "I generate original solutions to problems" has scored the lowest mean with 3.59 and the highest one was "I create new ideas for improvements" with 3.90 indicating that the responses of the participants were in between these two means.

Inferential Statistics:

The correlation test is conducted to see the relationship between factors and testify the hypotheses.

- Hypothesis 1

H0: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) for the role of leadership patterns including transformational leadership and transactional leadership on the productivity of employees in the educational administration sector in Jordan, and the following sub- hypotheses are derived out:

- Sub- Hypothesis 1

There is a statistically significant effect at the level of ($\alpha \leq 0.05$) for the transformational leadership on the productivity of employees at the educational administration sector in Jordan.

- Sub- Hypothesis 2

There is statistically significant effect at the level of ($\alpha \leq 0.05$) for the transactional leadership on the productivity of employees at the educational administration sector in Jordan.

Table (9) Correlation Matrix for the Variables of the Study

		Transformational Leadership	Transactional Leadership	Productivity
Transformational Leadership	Pearson Correlation	1	.077	.008
	Sig. (2- tailed)		.277	.909
	N	200	200	200

		Transformational Leadership	Transactional Leadership	Productivity
Transactional Leadership	Pearson Correlation	.077	1	.637**
	Sig. (2- tailed)	.277		.000
	N	200	200	200
Productivity	Pearson Correlation	.008	.637**	1
	Sig. (2- tailed)	.909	.000	
	N	200	200	200

**** . Correlation is significant at the 0.01 level (2- tailed).**

Table 9 illustrates the correlation shows that there is a significant relationship between transactional leadership and productivity as the P- Value is below (0.05), and as for the relationship between transformational leadership and productivity there is no relationship due to the perceptions of the respondents as the P- Value is above (0.05).

Conclusions.

This study is seeking to explore how the following factors influence leadership patterns: The two types of leadership are transformative and transactional leadership. In order to achieve the objectives of the study, the researcher used a questionnaire to collect information from the respondents and then perform statistical measurement to test hypotheses and answer them. This study reached some conclusions including knowing the effect of these patterns positively on the productivity of employees in educational administration in Jordan. It is concluded that transactional leadership affects significantly the productivity of employees. However, the transformational leadership did not affect productivity as seen by the respondents of the questionnaire.

This study suggests that institutions, in general, and the education sector in particular, examine leadership patterns in order to promote effective and positive patterns that boost institution productivity. For example, institutions should strengthen transformational leadership patterns and remove barriers, as well as avoid any negative leadership patterns. This studies have also suggested that further studies be conducted on other institutions to examine the function of leadership patterns in relation to other variables in commercial and governmental institutions and organizations.

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Appendix A Questionnaire

Please choose the answer that suits you

Part one: Demographic Information				
Gender	Male		Female	
Age	Below 30	30- 40	41- 50	51 and above
Qualifications	Diploma	Bachelor	Master	Ph.D.
Experience	Below 5	5- 10	11- 15	16 and above

Part Two: Items of Variables

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Transformational Leadership						
1	The leader talks about the future with hope and optimism.	5	4	3	2	1
2	The leader shows confidence in him/herself and the strength of his/her character	5	4	3	2	1
3	The leader raises my sense of self- esteem as I'm dealing with him	5	4	3	2	1
4	The leader speaks enthusiastically about achieving goals and milestones	5	4	3	2	1
5	The leader emphasizes the importance of having a strong direction towards the goals and objectives to be achieved	5	4	3	2	1
6	The leader promotes long- term planning	5	4	3	2	1
7	The leader is keen to achieve the interest of the group in return for his/her personal interests	5	4	3	2	1
8	The leader deals in ways that generate mutual respect	5	4	3	2	1
9	The leader reviews the work- related procedures to make sure they are the most appropriate	5	4	3	2	1
10	The leader shows confidence that the goals will be achieved	5	4	3	2	1
11	The leader studies matters from multiple angles and directions to solve problems and issues	5	4	3	2	1
12	The leader accounts for ethical considerations when making decisions	5	4	3	2	1
13	The leader declares his/her values and beliefs to the employees	5	4	3	2	1
14	The leader makes an effort to guide the workers in the education sector	5	4	3	2	1

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
15	The leader emphasizes the importance of having a common sense of purpose between management and employees	5	4	3	2	1
16	The leader encourages me to look at things and problems from many angles and directions	5	4	3	2	1
17	The leader suggests new ways to look at the fulfillment of the tasks in the education sector where I work	5	4	3	2	1
18	The leader believes that I have special capabilities that distinguish me from others	5	4	3	2	1
19	The leader helps me develop my professional skills	5	4	3	2	1
Transactional Leadership						
1	The leader is helping me in exchanging for my efforts	5	4	3	2	1
2	The leader discusses the responsibilities entrusted to the individual to reach the desired goal	5	4	3	2	1
3	The leader articulates the incentives expected when goals are achieved	5	4	3	2	1
4	The leader expresses his/her satisfaction and pleasure when the required work is done	5	4	3	2	1
5	The leader focuses his/her attention on anomalies and mistakes	5	4	3	2	1
6	The leader reinforces the idea "if something is working don't fix it"	5	4	3	2	1
7	The leader directs my attention when I fail to meet goals and standards	5	4	3	2	1
Productivity of Employees						
1	I consistently, complete the duties specified in my job description.	5	4	3	2	1
2	I consistently meet job performance requirements.	5	4	3	2	1
3	I fulfill all the responsibilities that my job demands.	5	4	3	2	1
4	I consistently fulfill my obligations to do my job.	5	4	3	2	1
5	I create new ideas for improvements.	5	4	3	2	1
6	I am looking for new business methods, techniques, or tools.	5	4	3	2	1
7	I turn innovative ideas into useful applications.	5	4	3	2	1
8	The management approval for innovative ideas.	5	4	3	2	1
9	I generate original solutions to problems	5	4	3	2	1