

Organizational Energy as a Mediator of the Relationship Between Modern Leadership Styles & Employees Performance

الطاقة التنظيمية كوسيط في العلاقة بين الأنماط القيادية الحديثة وأداء الموظفين

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Abstract:

This study was designed with an objective to find out the mediation effect of Organizational energy in between Modern leadership styles and Employees Performance. There were 141 participants from various branches of SARL Hodna Lait in M'sila selected by means of simple random sampling. Results indicate that there exist a significant positive relationship between Employees Performance and Organizational energy, Employees Performance and Modern leadership styles and Organizational energy and Modern leadership styles. The result of mediation analysis indicated that Organizational energy mediates the relationship between Modern leadership styles and Employees Performance.

Keywords: Organizational Energy; Modern Leadership Styles; Employees Performance; Mediator.

Jel Classification Codes: M12, C80, I10.

ملخص:

تهدف الدراسة الحالية اختبار الدور الوسيط للطاقة التنظيمية في العلاقة بين الأنماط القيادية الحديثة وأداء الموظفين بالتطبيق على عينة عشوائية بلغت (141) عاملاً في مختلف فروع مؤسسة ملبنة الحضنة بالمسيلة. توصلت النتائج إلى: وجود علاقة إيجابية كبيرة بين أداء الموظفين والطاقة التنظيمية، وأداء الموظفين والأنماط القيادية الحديثة، وأنماط القيادة التنظيمية والأنماط القيادية الحديثة. كما أشارت نتائج تحليل الوساطة إلى أن الطاقة التنظيمية تتوسط العلاقة بين الأنماط القيادية الحديثة وأداء الموظفين. كلمات مفتاحية: الطاقة التنظيمية، الأنماط القيادية الحديثة، أداء الموظفين، الدور الوسيط.

تصنيفات JEL: M12، C80، I10

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I. INTRODUCTION

In the 21st century, the success of organizations depends on the enthusiasm of their employees to achieve performance beyond specific goals and objectives. The focus of this concept is on the employee, who is the most important organizational resource at all and in his disappearance, there is no organizational basis. The human element is a necessary foundation for the performance of any important organization and source of competitive power.

In a world of competition, the subject of positive psychological state of the employee has become a subject of great interest to researchers and practitioners alike (Alienizi & Alatwi, 2014, p. 2). The researchers embodied this theme by introducing several related concepts. One of these concepts is the concept of organizational energy and its implications for individual and organizational performance of employees.

There has been a growing interest in organizational energy, together with an increasing emphasis on promoting a positive psychological state at work rather than trying to prevent only negative mental states (Luthans & Avolio, 2009).

Where it was found to make important contributions to enhance organizational effectiveness, help to increase and maximize individual and organizational performance, impact the Organization's success, and achieve organizational objectives (Bruch & Ghoshal, 2003); (Cole, Bruch, & Vogel, 2005); (Kunze & Bruch, 2010); (Schudy C. J., 2010); (Schudy & Bruch, 2010). Today's orientation by all academics and administrators alike does not go beyond the role played by emotions in shaping the behavior of the organization. The fundamental challenge is to link feelings to the goals and objectives of the organization's performance (Alienizi & Alatwi, 2014, p. 5).

Therefore, it is essential for the leadership in the organizations to ensure the vision and strategy of the organization acquires the emotional enthusiasm of the workers and the exploitation of their intellectual abilities and show the meaning of determination to complete the work, in essence is the task of unleashing regulatory energy and guidance & harness to support the main strategic objectives (Bruch & Ghoshal, 2003).

Organizational behavior researchers have long been interested in

studying how subordinates' perceptions of their bosses affect their work beliefs, behavior, and work outcomes (Taghrid , Ayman , & Hannah , 2016) (Suliman & Al Obaidli, 2013). Where subordinates became more sensitive and responsive to the behavior and behavior of their leaders than ever before (Abdallah, Obeidat, Aqqad, Al Janini, & Dahiyat, 2017). Leadership creates an organizational environment in which staff develops and implement relationships (Amah, 2018).

Which makes the leadership role more important? It is therefore necessary to work to stimulate, motivate and influence subordinates because of their positive results for the Organization. Leaders also play a vital role in the effectiveness of the group and the behavioral attitudes of individuals (Anwar, Islam, Khan, & Ungku , 2012), and affect them directly, and subordinates may exhibit different behaviors under different types of leadership (Tai, Chang, Hong, & Chen, 2012, p. 513).

Previous studies have shown that in order to improve performance, the personal characteristics of the leader and the type of leadership play an important role and this is due to the fact that the leaders have direct contact with the staff and therefore directly affect them (Tai, Chang, Hong, & Chen, 2012, p. 515).

Since effective leadership strategies in the past may not be effective in the present or future because of constant and rapid change (Piel , 2008), new models of leadership are needed. Recent patterns of leadership that emerged at the end of the last century and the beginning of the present century are patterns of transformational, transactional, passive avoidant & ethical leadership (Burns, 1978) ; (Bass, 1985) ; (Avolio & Bass, 2004) ; (Brown, Treviño, & Harrison, 2005).

According to what is stated above, the current study attempts to investigate the impact of the regulatory energy as an intermediary role in the relationship between modern leadership styles and employees performance. The research methods and the theoretical framework will be discussed in order to justify consideration of the relevant concepts, analyze the data collected through the questionnaire on the agenda, discuss the results & discuss the recommendations related to the results of the research.

a) *Significance*

This study will be useful for understanding the relationship between modern leadership styles and staff performance through the intermediary role of the organizational energy of employees in the SARL Hodna Lait in M'sila. This study is important in the sense that it will provide results that can help HR managers develop and implement an effective strategy given the importance of organizational energy and its implications for individual and organizational performance of employees. This study will help to introduce human resource officers to the role of modern leadership styles and the most important in enhancing the employees performance, in addition to the study to reach a set of recommendations that can benefit the institution in particular and the Algerian institutions in general.

b) *study Questions*

On the basis of researches and previous studies the following study questions are formulated:

- Are leaders in the studied organization aware of the level of organizational energy and how it reflects on employees' lives and performance?
- What is the level of leadership practice in the institution studied for modern leadership styles: transformational, transactional, passive avoidant, ethical?
- What is the level of employees performance in the institution studied?
- What is the relationship between modern leadership styles and employees performance?
- What is the role of organizational energy in the relationship between modern leadership styles and employees performance?

c) *study Objectives*

- Demonstrate the level of organizational energy, the modern leadership styles and the performance of employees in the studied institution.
- To scrutinize the relationship between modern leadership styles and employee performance.
- Find out which of the most recent leadership styles are most influential on the performance of employees in the institution being studied.
- Test the role of organizational energy on the relationship between

modern leadership styles and performance of employees.

- Make practical recommendations based on the findings of the study for decision makers, which will improve individual and organizational performance in general.

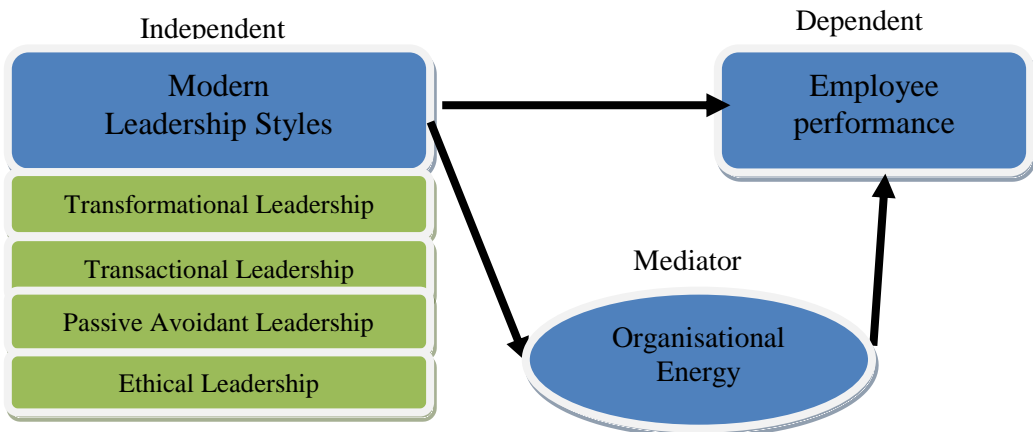
d) Contribution

The contribution of our Study is to give guidance to leadership in the SARL Hodna lait in M'sila and various institutions in Algeria to develop the existing practices allied to Modern leadership styles that are most important in enhancing employee’s performance & to highlight the role of organizational energy in motivating employees & raising their performance to high levels.

e) Conceptual Framework of the Study

Figure (1) illustrates the Conceptual Framework of the Study. The model assumed a correlation and an impact of modern leadership styles (Transformational, Transactional, Passive Avoidant, Ethical) "Independent Variables" on employees performance "Dependent Variable". The model also shows organizational energy as a "Moderating Variable" in the relationship between modern leadership styles and employees performance.

Figure.1. Conceptual Framework



Source: By author from previous studies.

f) Hypotheses Framework

Based on a review of the literature and objectives of the study, two main hypotheses and a number of sub-hypotheses were formulated:

- **H1: There is a positive correlation and influence between modern leadership styles and employees performance.**
- **H2: Organizational energy mediates the relationship between modern leadership styles and employees performance.**

Three sub-hypotheses emerged:

- **H_{2a}**: Organizational energy mediates the relationship between transformational leadership and employees performance
- **H_{2b}**: Organizational energy mediates the relationship between transactional leadership and employee's performance.
- **H_{2c}**: The energy of the regulatory relationship is related to passive avoidant and employee's performance.
- **H_{2d}**: Organizational energy mediates the relationship between ethical leadership and employee's performance.

II. LITERATURE REVIEW

a) *Modern Leadership Styles:*

The leadership is very attractive to a large number of researchers because it has an impact in all areas of life. Leadership is everywhere, in our daily lives, in our schools, in our work, in social groups, in religious organizations and public bodies, in communities and national governments (Bass & Bass, 2008) Leadership is an influence process; therefore, leaders are people who, by their actions, encourage a group of people to move toward a common or shared goal (Kumar, 2011). A leadership can be defined as a process of influencing people towards achieving goals (Robbins, Coulter , & De Cenzo , 2016). One of the most important features of a good leader is his ability to actively motivate subordinates to encourage them to acquire behaviors that have positive results for the organization (Humphrey, 2012). In this context, (House, et al., 1999) defined leadership as the ability of the individual to influence, motivate, and empower others to contribute to the effectiveness and success of the organization. Given the importance of leadership in organizations and the importance of leaders. They can influence individuals to direct their behavior and interest towards improving performance and thereby achieving the organization's goals, Effective leadership strategies in the past may not be effective at present or in the future because of constant and rapid change, as modern models of

leadership are needed. Modern patterns of leadership that emerged at the end of the last century and the beginning of the present century are transformational, reciprocal, constant and ethical leadership patterns (Burns, 1978); (Bass, 1985); (Avolio & Bass, 2004); (Brown, Treviño, & Harrison, 2005); (Kumar, 2011); (Nanjundeswaraswamy & Swamy , 2014)Which is the focus of the present study.

a.1) Transformational leadership

Transformational leadership blends the behavioral theories with a little dab of trait theories (Kumar, 2011, p. 7). Transformational leadership style concentrates on the development of followers as well as their needs (Nanjundeswaraswamy & Swamy , 2014, p. 59).

(Bass & Riggio, 2006) Point out that transformational leadership involves inspiring subordinates to commit to the common vision and goals of the organization, motivate them to address problems in innovative ways, and develop their leadership abilities through training, mentoring, support, and challenge. Also, transformational leadership can motivate subordinates to exceed expected performance. Transformational leaders motivate others to do more than they aim at, and even more than they think possible, & may lead to high levels of subordinates' satisfaction & commitment to the group & organization (Avolio & Bass, Multifactor Leadership Questionnaire: Third Edition Manual and Sampler Set. (3rd ed.), 2004); (Bass, 1998); (Bass & Riggio, 2006).

a.2) Transactional leadership

Transactional leadership in organizations plays an exchange role between managers and subordinates (Jung , 2001). In the transactional leadership style, leadership amounts to a social exchange process involving a series of transactions between the leader and the led (Frooman, Mendelson, & Murphy, 2012).

The transactional leadership is defined as the process of exchange between leaders and subordinates, where the commander shows the things required of subordinates and sets specific goals, and monitor progress, and identify the rewards that can be expected when achieving the goals and will be given to the subordinate when the completion of the requirements, and

punish subordinates who do not do the work well (Bass & Bass, 2008); (Avolio & Bass, 2004).

a.3) Passive Avoidant leadership

Passive avoidant leadership is either waiting for the leader to have problems before taking any action or not taking any action at all (Bass, Avolio, Jung, & Berson, 2003); (Avolio & Bass, 2004); (Avolio, Bass, & Jung, 1999). Such leaders avoid identifying conventions, clarifying expectations, and setting goals and standards to be achieved by subordinates (Bass, Avolio, Jung, & Berson, 2003).

(Avolio & Bass, 2004) Identified two dimensions of passive avoidant leadership: (MBE-passive) passive management by exception and laissez-faire. Where passive management by exception is meant to wait for the leader to have distractions or errors that attract his attention before taking corrective action (Bass & Riggio, 2006). While laissez-faire leadership expresses the absence of leadership, avoidance of responsibility and decision-making, and avoid intervention when important issues arise, and lack thereof when needed (Bass, 1998); (Avolio & Bass, 2004); (Bass & Riggio, 2006).

a.4) Ethical leadership

Ethical Leadership refers to demonstrating appropriate leadership behavior in terms of adhering to accepted norms of interpersonal behavior and interpersonal relationships, and promoting that behavior among subordinates and subordinates (Brown, Treviño, & Harrison, 2005). (Brown et al., 2005) defined ethical leadership as: to demonstrate, and to promote, behavior that is normatively appropriate through personal behaviors and interactive relationships. The ethical leaders are honest, fair and caring for others, as well as principled people who make fair and balanced decisions, communicate ethically with their followers, set clear ethical standards, use rewards and punishments to ensure that these standards are followed and apply & practice what they preach, They are role models of ethical behavior (Brown, Treviño, & Harrison, 2005) (Jordan, Brown, Treviño, & Finkelstein, 2013).

b) Employees Performance

Employee's performance is of major concern in any economy

worldwide. Performance depicts behaviors and behaviors managed by staff that contributes to the organization's goals (Rotundo & Sackett, 2002). The performance is defined as the attained outcome of actions with the skills of employees who perform in some situations (Prasetya & Kato, 2011). In this regard (Campbell, McCloy, Oppler, & Sager, 1993) assert that, Performance is not the outcome of behaviour, but rather behaviours themselves. Simply put, performance comprises behaviours that employees truly engaged which are observable.

According to (Alnidawy, 2015), Employees performance is the result of a process resulting from the events, achievements or work of employees within the organization. In the sense of the mutual outcome of efforts, abilities and perception of tasks. Thus there is a need for more effort to improve Employees performance.

c) *Organizational Energy*

The concept of energy has assumed a prominent role in the theories of psychology and psychology within the scope of human performance, and increased attention to the issue of organizational energy along with the increasing emphasis on promoting positive psychological situation at work rather than trying to prevent only negative psychological states (Cole, Bruch, & Vogel, 2012). (Bruch & Ghoshal, 2003) Explained the concept of organizational energy and stated that this concept is very important for understanding the tools and methods that help organizations to reach their maximum potential, and thus they are one of the most important aspects and focus points in studies focusing on organizational behavior & performance.

Organizational energy is a multi-fact concept and is defined as a common practice or demonstration of positive emotion, cognitive alertness and collective behavior among members of a business unit who jointly follow important organizational objectives (Cole, Bruch, & Vogel, 2012). It is the positive and intense force in which collective action involves emotional, cognitive and behavioral aspects (Kunze & Bruch, 2010).

II. Methodology

This study is based on secondary data and primary data. In secondary data, information has been collected depending on studies and books close

to the present study.

In primary data, The low and mid-level employees would be surveyed of SARL Hodna lait in M'sila and the top management is not being included in the study because the top management claims to implement and adopt specific types of leadership style, which may not be of interest for the study and thus their responses can probably lead to bias in the overall findings.

Employees from SARL Hodna lait in M'sila has been selected as participants for the study sample. There are approximately 584 employees except top management employees, and all of them were approached to data collecting. 150 questionnaires distributed directly to employees and only 141 were returned back (response rate= 94%) which have been used to analyze as well as to draw interpretations.

a) Instrument & Measurement

The measurement of Transformational, Transactional and Passive Avoidant Leadership was based on the latest version of Multifactor Leadership Questionnaire (MLQ-5X) developed by the researchers (**Avolio & Bass, 2004**). To measure the pattern of Ethical Leadership, the scale adopted by (**Brown et al., 2005**). Employees performance was also measured by the scale adopted (**Pradhan & Jena, 2014**). The organizational energy was also measured by the scale used (**Cole et al., 2012**).

All the terms and conditions of the study questionnaire were from a closed questionnaire that identifies the possible responses to each question. Responses were taken on a five point scale ranging from 1 = strongly disagree to 5 = strongly agree. The purpose behind using already developed scale was that they provide more reliable information related to this kind of study. Respondents who did not complete the questionnaire were not included in our study.

Furthermore, the values of mean of variables were measured according to Univariate analysis (Table 1) for the purpose of evaluating the attributes of variables individually based on the responses.

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Table 1. Univariate Analysis

Range	Decision rule
1.00-2.49	Low Level
2.50-3.49	Moderate Level
3.50-5.00	High Level

Source: By author from previous studies.

b) Validity and Reliability

Factor analysis was firstly used to assess the underlying relationships of a large number of items and to determine whether they can be reduced to a smaller set of factor. The validity test relies on face and content validity, where both the questionnaire and the study model has been distributed to a number of professors in Mohamed BOUDIAF University-M'sila, Algeria. Based on their valuable notes, adjustments to the questionnaire were made.

Cronbach alpha coefficient was used to test the reliability, the results show that the overall instruments Cronbach alpha coefficient is 0.871, the Modern Leadership Styles practices coefficient is 0.880, the Employees Performance coefficient is 0.875, and Organizational Energy coefficient is 0.893. (Table 2). Which are highly reliable (Sekaran & Bougie, 2009).

Table 2. Reliability Statistics

	Cronbach's alpha	N ^o of Item
Modern Leadership Styles (MLS)	.880	40
Transformational Leadership (TRL)	.843	14
Transactional Leadership (TL)	.895	8
Passive Avoidant Leadership (PAL)	.861	8
Ethical Leadership (EL)	.866	10
Employees Performance (EP)	.875	15
Organizational Energy (OE)	.893	13
All items	.871	

Source: By author from Spss.V.23 Output.

c) Data Analysis

Collected data has been analyzed and test hypotheses through SPSS program version 23. Descriptive statistics, Mean, S.D, Correlation and Regression Analysis tools was used to analyze the data.

d) Results

The descriptive statistics and correlation matrix for all variables represented in (Table 3). Multiple regression analysis was used to evaluate the effect of the practice of modern leadership styles (Transformational, Transactional, Passive Avoidant and Ethical) on employee’s performance (Table 4), and organizational energy as a Moderate Variable between the practices of modern leadership styles on employee’s performance used Hierarchy regression analysis (Table 5).

Table 3. Descriptive Statistics and Correlation Matrix

Variables	MLS	TRL	TL	PAL	EL	EP	OE
Mean	3.725	3.941	3.995	2.278	3.851	3.879	2.917
S.D	.842	.725	.684	.625	.745	.758	.893
MLS	1						
TRL	.589**	1					
TL	.634**	.658**	1				
PAL	-.531**	.487**	.505**	1			
EL	.547**	.562**	.614**	.693**	1		
EP	.561**	.685**	.754**	.410**	.574**	1	
OE	.683**	.521**	.652**	.541**	.771**	.629**	1

**correlation is significant at the 0.05 level (2-tailed).

Source: By author from Spss.V.23 Output.

Table (3) shows that the relative importance of independent study variables was high except for (PAL) which was low. This shows that employees see that their managers practice (TRL, TL and EL) patterns high. And (PAL) style is weakly practiced. As for the dependent variable of the employee’s performance, the results showed that the arithmetic average of the responses of the sample to the terms of this variable amounted to 3.729 indicating the high relative importance of it, which in turn indicates the high performance of the employees at work.

In addition, the results showed that the mean of the responses of the sample on the terms of the medium variable the organizational energy was 2.917, indicating a moderate acceptance by the sample members of the trend of the studied institution with organizational energy.

The basic purpose of correlation was to find the relationship between variables. The result showed that there is a positive and significant

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relationship between modern leadership styles and employees performance (**R=.554; p<.05**). So it mean that modern leadership styles have significant relationship with employee’s performance. The result also showed that there was a positive relationship between the modern driving patterns (TRL, TL and EL) except negative passive driving (PAL). The relationship was negative (**R= -.531; p<.05**).

Table 4. Multi Regression Results: effect the practice of modern leadership styles on employees performance

Variables	Beta	t	R	R²	R²_{Adj}	F value	Sig.*
TRL	.398	1.152	.574	.438	.191	102.711	.000*
TL	.343	1.019					.002*
PAL	-.106	-2.127					.083
EL	.401	2.316					.001*

Source: By author from Spss.V.23 Output.

Table (4) showed the model summary of Multi Regression Analysis of independent variable (modern leadership styles) and dependent variable (employees performance), R the value of table showed multiple correlation coefficient (R) for analysis (**R =.574**). The value of R square (R²) showed the amount of change in dependent variable due to independent variable. Value R square (**R²=.438**) in this table showed 43.8% of change in employees performance due to practice of modern leadership styles, and the rest could be attributed to other factors causes change. Table (4) also shows that there is a statistically significant overall effect of the modern leadership styles on the performance of employees, with calculated F (**F = 102.667**), which is statistically significant.

The results in Table 4 also show that ethical leadership has the highest impact on employees performance (**β=.401**), followed by transformational, then transactional leadership, and then passive avoidant leadership with its negative effect (**β= -.106**). The previous results in Tables (3 and 4) partially support the first main hypothesis **H₁**.

Table 5. Hierarchy Regression Results: organizational energy as a moderate variable between modern leadership styles and employees performance

Variables	Employees Performance			Result
	Step 1	Step 2	Step 3	
TRL	.099*	.115*	.074	Full mediation
TL	.179*	.106*	.093**	Full mediation
PAL	-.301*	-.254*	-.217**	Partial mediation
EL	.112*	.127*	.105	Full mediation
Mediators: OE	-	-	.461**	-
R ²	0.284	0.471	0.388	-
R ² _{adj}	0.279	0.466	0.379	-
F value	33.79*	127.95**	86.33**	-

N=141. Entries are standardized beta weights. *p<0.05 (two-tailed). **p<0.01 (two-tailed).

Source: By author from Spss.V.23 Output.

Table (5) shows:

- **Step 1:** modern leadership styles (TRL, TL and EL) have a statistically significant positive effect on the dependent variable (**p<.05**), with the exception of Passive Avoidant leadership (PVL), they negatively affect employees performance.
- **Step 2:** After the addition of the median variable to the organizational energy of the hierarchical regression equation, it was found that the modern leadership styles (TRL, TL and EL) have a statistically significant positive effect on the median variable. Organizational energy (**F=106.82; p<.05**) Except for the negative impact of (PVL). The mean variable also has a statistically significant positive effect on the dependent variable of employees performance (**F=42.98; p<.05**).
- **Step 3:** In addition to the intermediate variable, organizational energy has a statistically significant positive effect on employee’s performance (**F= 46; p<.05**).

Based on the results of Table (5), we can say:

- The organizational energy variable completely mediates the relationship between transformational leadership and employees performance, because the direct relationship between them after the introduction of the median variable decreased to (.074), and the relation became

statistically insignificant at a significant level ($p < .05$).

- And that the organizational energy variable completely mediates the relationship between the Transactional leadership and employees performance. The degree of effect decreased but is still statistically significant (.093) at a significant level ($p < .01$).
- And that the organizational energy variable fully mediates the relationship between ethical leadership and employees performance. Where the degree of effect decreased to (.105). The relationship was not statistically significant at a significant level ($p < .05$).
- And that the organizational energy variable partially mediates the relationship between Passive Avoidant leadership and employees performance. The degree of effect decreased, but is still statistically significant (-.217**) at a significant level ($p < .01$).
- The previous results in Table (5) partially support the second major hypothesis H_2 .

III. Conclusions and Recommendations

The research model revealed important results with regard to the relationship and influence between modern leadership styles on employees performance and the intermediate role of organizational energy.

Results proved that the relative importance of the transformational leadership, transactional leadership, and ethical leadership is high, with the exception of passive avoidant leadership.

As for the variable of employee performance, the results showed that its relative importance is high. In addition, the results showed moderate acceptance by sample members of the study trend of an organizational energy presence in the studied institution.

This study revealed that modern leadership styles (transformational leadership, transactional leadership, and ethical leadership) have a positive correlation and impact on employees performance. With the exception of the passive avoidant leadership, it has a negative correlation and effect.

The results of the study showed that organizational energy fully mediates the relationship between (transformational, transactional and ethical leadership) and employees performance at a significant level

($p < .05$), and partly mediates the relationship between inertial leadership and employees performance at a significant level ($p < .01$).

This study recommends that the management of SARL Hodna Lait in M'sila or any other organization focus on improving organizational justice and increasing the focus on procedural justice in its institutions because human relations are one of the most important factors behind the success of an organization. As with any research, this study provides useful insights, however, it is not without limitations; these limitations indicate directions for future research.

First, the study is limited to the private economic sector for data collection. Second, although the size of the sample is large, it depends on one organizational unit; therefore, the generality of results is limited.

For future studies, they can be linked to other variables, or other origin sectors can be used to identify the role of organizational energy in promoting positive employee behavior as well as the impact of different leadership styles on employee behavior.

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