Leadership Styles among the Administrative Heads of Departments at Irbid University College and its Relationship with Employees' Motivation Toward Work

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Abstract
The present study aimed to detect the type of leadership for heads of departments administrators in Irbid University College and its relationship with employees' motivation toward work, and to achieve these objectives administrated leadership style scale, and motivation towards work scale on a sample of 123 workers in Irbid University College for the academic year 2015 / 2016, after its achieved validity and reliability, the results showed that (Democratic) style from the standpoint of workers in Irbid university College and the workers have high level of motivation towards work, and there is statistically significant negative relationship at the level of statistical (α = 0.05) between the leadership style (dictatorship) and motivation of workers in Irbid university College towards the work, and there is statistically significant positive relationship at the level of statistical (α = 0.05) between the leadership style (Democratic) and motivation of workers in Irbid university College towards the work.
Keywords: leadership style, department heads, Irbid University College, motivation towards work

Introduction
Human resources constitute an important and essential element in all types of organizations, which is also necessary for the achievement of their goals, which requires paying attention to this element, and understanding its vital role in the life of the organization, as well as understanding its behavior and various activities, as a way to improve their performance.

In order toachieve the aims of organizations efficiently and effectively, they ought to provide their employees with an important element, which is leadership. Administrative leadership has become the precondition and the standard which determines the success of any organization in terms of achieving its aims. And in order to channel the energies of individuals towards the best investment of the available potentials, the administrative leader ought to be objective, fair, tolerant, respectful and attentive to the attitudes and inclinations of employees, who acts also as a unifying force which unifies them, and as a counselor, a reference, and motivator for them so that they can develop and act creatively in an atmosphere of freedom and safety (Al-Osaily, 1999). The effective leadership of any organization,Whether it works in security, trading, industrial or educational, is the important basis for development and progress, through what it provides in terms of conditions and potentials, which may raise or lower the level of the satisfaction of employees (Rashid, 2010).

Al-Omar (2000) listed five factors which increase the work motivation of employees, which include the system of leadership, which defines the way through which administrators manage their work.

There is a relationship between motivation and behavior; because the behavior of individuals is related to their motivations and needs, and every behavior has its goal, which is related to satisfying the needs of the individuals. The need is a state of tension and imbalance which requires some kind of activity in order to satisfy it, as a consequence of the internal tension, the motivation to behavior emerges. Motivation can be defined as the set of internal and external conditions, which moves the individual towards seeking to regain the balance which is lost. Thus, motivation refers to the inclination to achieve a certain goal, which may be related to internal needs or goals(Al-Ayasrah, 2011, 170).

Problem and Questions of the Study
The importance of a university is related to its role in the process of development and change. The achievement of this role requires considering the needs of its employees, including faculty and staff, though the provision of all their requirements, both physiological and psychological, in order to increase their motivation to work. This requires an effective leadership style which contributes to the development of the performance at the university

as well as the achievement of its goals, which might be reflected in the behavior and performance of employees, as well as their spirits and job satisfaction. So, this study explores the leadership style employed among the heads of administrative departments at Irbid University College, and its relationship to work motivation. The problem of the study is defined through the following questions:

1- What is the style of leadership employed among the heads of administrative departments at Irbid University College from the perspective of its employees?
2- What is the level of work motivation among the employees at Irbid University College?
3- Is there a statistically significant relationship between the style of leadership employed by the heads of administrative departments and the work motivation of employees at Irbid university college?

Importance of the Study

The importance of this study is related to its topic, which is related to the style of leadership, and exploring the theoretical categorization of leadership styles, the characteristics of each style, so that the advantages of each style might be enhanced, and identifying the disadvantages so that they can be eliminated, or alleviated at least. The study is related also to the importance of work motivation among employees. The applied importance of the study is related to explaining the role of the style of leadership on increasing the work motivation among the employees.

Aims of the Study

This study seeks to explore the style of leadership employed among the heads of administrative departments at Irbid University College from the perspective of employees, to investigate the levels of work motivation among the latter, and to explore the relationship between the leadership style of the head of department to the work motivation among the employees.

Theoretical and Operational Definitions of Terms:

Leadership Style: is a leader's style of providing direction, implementing plans, and motivating people in order to arrive at a common understanding and agreement on the activities to be performed, as well as the methods of performing them. It is also a process which facilitates individual and collective efforts (Yuki, 2002). For the purposes of the present study, leadership styles include:The Autocratic, the democratic, and Laissez-faire.

Laissez-faire: leaders give their team members a lot of freedom in how they do their work, and how they set their deadlines. They provide support Add to My Personal Learning Plan with resources and advice if needed, but otherwise they don't get involved. This autonomy can lead to high job satisfaction, but it can be damaging if team members don't manage their time well, or if they don't have the knowledge, skills, or self-motivation to do their work effectively (Obaidat, 2004). Operationally, it is defined as the score of the respondent in the relevant items (1-7) in the scale of leadership styles.

Autocratic leadership: the style in which the leader makes decisions without consulting their team members, even if their input would be useful. This can be appropriate when you need to make decisions quickly, when there's no need for team input, and when team agreement isn't necessary for a successful outcome. However, this style can be demoralizing, and it can lead to high levels of absenteeism and staff turnover (Obaidat, 2004). Operationally defined, it is the score of the respondent in the relevant items (8-13) in the scale of leadership styles.

Democratic leadership: the style in which leaders make the final decisions, but they include team members in the decision-making process. They encourage creativity, and people are often highly engaged in projects and decisions. As a result, team members tend to have high job satisfaction and high productivity. it is not always an effective style to use, though, when you need to make a quick decision (Obaidat, 2004). Operationally defined, it is the score of the respondent in the relevant items (14-19) in the scale of leadership styles.

Work Motivation: is the set of energetic forces employed by the individual in order to achieve his goals, and which originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration. Motivation is a person's internal disposition to be concerned with and approach positive incentives and avoid negative incentives (Al-Naji& Al-Mugaidi, 1995), Operationally defined, it is the score of the respondent in the items of the scale of work motivation which consists of (16) items.

Limitations of the Study:

The participants of the study were restricted to employees at Irbid University College, in the second semester of the academic year (2015/2016). The tools of the study were restricted to the scale of leadership styles, and the scale of work motivation, the validity and reliability of which were tested.

Review of Literature:

Lurton (2010) conducted a study in USA to explore the relationship between the leadership styles of undergraduate business school chairpersons as perceived by their faculty and the self-reported organizational commitment of their faculty. The study utilized the descriptive analytical method, through the data collected from a sample of (119) faculty members. Results of the study showed a statistically significant relationship between the level of leadership style, and the level of organizational commitment among the faculty members.

Abu Al-Haj (2010) conducted a study which aimed to identify the prevailing leadership styles (Democratic, Autocratic, Laissez-Faire) used by the directors of education in the northern provinces from the viewpoints of head departments and the relationship of these styles to their work motivation and also to demonstrate the impact of the following variables: experience as head of section, sex, qualification, specialization, and directorate on the leadership style. On the other hand, the study also aimed to identify the relationship between the leading style and level of motivation of head departments towards their work. The researcher used two study tools, which were distributed to the study sample which consisted of head departments in directorates of education in the northern governorates. The sample contained (149) head departments. Results of the study showed that the democratic leading style was the prevailing kind among the directors of education in the northern governorates, followed by the autocratic style and then the laissez-faire style. Concerning the level of work motivation for head departments towards their work, results showed that it was medium average. There were no statistically significant differences in means for head departments regarding the leadership styles that education managers use (democratic, autocratic, and laissezfaire), according to the variables of sex, qualifications, and work experience, while there were significant differences in leadership styles: autocratic, and laissez-faire patterns, the difference between the categories was in the two categories (less than 5 years) and (5-10 years) in favor of the second categories for both leading styles. e. Availability of significant statistical differences for head departments regarding the use of leading styles according to the variable of Directorate. f. No statistically significant differences at the level of scientific heads towards work attributed to variable (sex education, and specialization). g. Availability of significant statistical differences for the sample study responses regarding the variables of experience between categories (less than 5 years) and category (5-10 years) on behalf of the first category. Presence of significant differences for head departments regarding work motivation levels attributed to the variable of Directorate. Results showed also that there is a positive correlation between the democratic style and work motivation level for the heads of sections, a negative correlation between the use of the autocratic style and the laissez-faire style and the work motivation level for the heads of sections.

Alshammari (2012) explored how leadership styles impact and influence the development of faculty members, in order to explain the impact of leadership on the development of faculty members, and identify the suitable leadership styles for the three heads of departments at Hail University from the perspective of the faculty, as well as the impact of the variables of age, qualification and experience on the leadership styles. Results showed that leadership styles provide the academic setting with creativity, and the goal of knowledge enrichment, and that the leadership styles are the main factors in the development of the faculty, for which it is a precondition.

Kleine(2014) conducted a study in Germany which aimed at closing the gap between both strands of literature and examines how leadership and management control systems interact in the process of creating organizational commitment. Building on structural equation modeling, the study extends existing knowledge by analyzing whether the relations between top management's leadership styles, i.e., initiating structure and consideration, and organizational commitment are mediated by the use of formal and informal management control elements. Based on a sample of 294 German firms, the results suggest that informal control elements, such as personnel and cultural controls, act as hinges through which top management is able to positively transmit leadership behaviors and affect the development of organizational commitment.

Al-Bawwat (2015) aimed at identifying the psychological stresses and their relationship with motivation to work among the counselors in the public schools in Al-Karak governorate, as well identifying its variance according to the variables of gender, years of experience and educational qualification. The study sample consisted of 103 male and female counselors in Al-Karak governorate. In order to achieve the objective of the study, two scaled were developed and used by the researcher. The results of the study showed that the level of the psychological stresses and their relationship with motivation to work among the counselors in public schools in Al-Karak governorate was medium, in which the dimension of (salary and incentive)was in the first place, followed by (work load), then (the relationship with the students' parents), and finally (the relationship with the students). The results also revealed that there is an effect for the dimension of (salary and incentive) on the motivation to work among the counselors, and there are no statistically significant differences due to the impact of gender (except for the dimension of salary and incentive), and the variable of academic qualification as well as the variable of years of experience as well as the interaction between them on the scale of the psychological stresses and the scale of motivation to work among the counselors in public schools in Al-Karak governorate. While the results showed that there are statistically significant differences due to the impact of gender on the dimension (of salary and incentive) in the psychological stresses scale among the counselors in

public schools in Al- Karak governorate in favor of the female counselors.

Al-Nwaigah (2015) explored the level of leadership patterns at Ministry of Interior in Jordan and its impact on achieving organizational commitment through an applied study of employees at ministry center on Amman, who are (240) employee. Results of the study showed that there was a high level of leadership patterns and organizational commitment according respondents' estimation. The study also showed that there was a positive impact of leadership patterns in reinforcing organizational commitment dimensions.

Methods and Procedures
Method of the Study
The researchers employed the correlational descriptive method, which is considered appropriate for the purposes of the study. The descriptive method was used in exploring the prevailing leadership style among the heads of departments at Irbid University College, and the level of work motivation among their employees at the college. The correlational method was used in order to explore the type of the relationship between the leadership styles and work motivation.

Population and Sample of the Study
The population of the study consisted of all the administrative staff at Irbid university college, whose number is (147) employees. Within a period of one week, the researchers distributed the tools of the study to all the members of the population of the study, of which (129) questionnaires were collected, of which (123) were suitable for statistical analysis (95.3). Thus, the population of the study was used as its sample.

Tools of the study
In order to achieve the aims of the study, the researchers used the following two tools:

The First Tool: Scale of leadership Style
The researchers developed the scale of leadership styles, based on the relevant literature. the first version of the scale consisted of (25) items, distributed among three subscales, the first of which is related to Laissez-faire style, which included (9) items, and the autocratic style subscale, which included (8) items, and the democratic style subscale, which consisted of (8) items. Likert Scale was used for the scaling the responses to the items, in which (strongly agree), was given a numerical value of (5) points, "agree" with a value of (4) points, neutral, with a value of (3) points, and disagree, with a value of (2) points, and "strongly disagree" with a value of (1) point. And in order to identify the leadership style among the heads of departments from the perspective of the employees at Irbid university college, the researchers calculated the scores of each employee on all the items related to each of the three leadership styles, so that the total score represents the leadership styles of the heads of departments.

Validity and Reliability of the Scale of Leadership Style
In order to test the validity of the scale of leadership style, it was reviewed through a panel of (8) experts, from among the faculty members at Irbid University College, who are specialized in Business, General Management, and Arabic, who were asked to comment on the items of the scale, in terms of the degree to which the scale appears to measure the variable or construct that it is supposed to measure. Based on the comments of the experts, some modifications were carried out, which included the reformulation of some of the items, and blending of three items in one item (Laissez Faire Subscale) removal of two items in the (Autocratic leadership style subscale), blending two items in one item, and the removal of one item (Democratic Subscale), so that the final version of the scale consisted of (119) items, distributed as follows: (7) items for the Laissez-Faire style subscale, (6) items for the Autocratic style subscale, and (6) items for the democratic style subscale.

In order to test the reliability of the scale of leadership styles, Cronbach-Alpha coefficients of internal consistency were calculated for each dimension of the scale, and for the scale as a whole, and the value for the scale as a whole was (0.93), and (0.81) for the democratic style, (0.81) for the autocratic style, and (0.81) for the Laissez-Faire style, which are considered acceptable for the purposes of the current study. The researchers calculated also the corrected correlation coefficients for the items correlation to the constructs they represent, and the values ranged between (0.33) and (0.75), while the values of the items' corrected correlations to the scale as a whole ranged between (0.41) and (0.82).

The Second Tool: The Scale of Work Motivation
Based on the relevant literature, the researchers developed the work motivation scale, which consisted of () items, each of which has five multiple choices response, the first choice was given one point, the second two points, the third three points, the fourth four points, and the fifth choice was given five points.

Validity and Reliability of the Scale of Leadership Style

In order to test the validity of the scale of work motivation, it was reviewed through a panel of (8) experts, from among the faculty members at Irbid University College, who are specialized in Business, General Management, and Arabic, who were asked to comment on the items of the scale, in terms of the degree to which the scale appears to measure the variable or construct that it is supposed to measure. In order to test the reliability of the scale, Cronbach-Alpha coefficients of internal consistency were calculated for the scale as a whole, and the value for the items of the scale as a whole was (0.91), which is considered acceptable for the purposes of the current study. The researchers calculated also the corrected correlation coefficients for the items' corrected correlations to the scale as a whole ranged between (0.38) and -(0.71).

In order to identify the level of work motivation, the statistical scale in table (1) was used.

Table (1): the statistical measure used for identifying the level of work motivation among the employees at Irbid University College:

Mean	Level of Work Motivation
From 1- less than 2.34	Low
From 2.34- 3.67	Medium
From 3.67- 5.00	High

Variables of the study:

The variables of the study included the following:

Leadership style: which has three categories: the autocratic style, the democratic style, and the laissez Faire style, and is measured through the responses of the employees to the items related to each of the three styles.

Work motivation: which id measured through the responses of each of the employees to the items of the scale of work motivation used in the study.

Statistical Analyses

In order to answer the first question of the study, frequencies, means and percentages were calculated for the items related to the three leadership styles. And in order to answer the second question of the study, means and standard deviations for the items of the scale of work motivation were calculated, and for the purposes of answering the third question off the study, Pearson correlation coefficients were calculated for the responses to the items related to the leadership styles, and the responses to the scale of work motivation.

Discussion of the Results of the Study

Results for the first question: "What is the style of leadership employed among the heads of administrative departments at Irbid University College from the perspective of its employees?

In order to answer this question, frequencies and percentages for the leadership styles among the managers, and table (2), shows the results.

Table (2): frequencies and percentages for the three leadership styles:

Leadership styles	Frequency	Percentage
Autocratic Style	18	14.6
Democratic Style	95	77.2
Laissez Faire Style	10	8.1

Table (2), shows that that the prevailing leadership style from the perspective of the employees at Irbid University College, is the democratic style, with a frequency of (95), and a percentage of (77.2%), a result which agrees with the findings of several studies, such as A'jeeem (2008), Abu Al-Haj (2010), and Al-Nwaigeh(2015), which is ascribed by the researcher to nature of work among the employees at the college, as well as the participation of the employees in decision making, and providing them with freedom in performance and expression of opinion, which contributes to the development of strong work and achievement motivations among them, which contributes consequently to the achievement of goals. The democratic leader has an important role in influencing his followers, directing their thoughts and behaviors for the purposes sought by the management of the college, through the interactions he facilitates between the employees, maintaining their integrity, seeking to solve the problems which arise from this interaction. He seeks also to maintain human relations, and engages employees in decision making, and seeks to create the atmosphere which motivates the employees to make their best efforts in order to achieve the desired goals.

Results for the second question: "What is the level of work motivation among the employees at Irbid University College?"

In order to answer this question, mean for the responses of the participants to the items of the scale of work motivation, which was (3.71), and a standard deviation of –(1.07), which is within the statistical range (3.67- 5.00), which indicates a high level of work motivation. This result agrees with the results of Al-Bawwat,

and Abu-Al-Hajj (2010).

This result is ascribed by the nature of comfortable work conditions at Irbid University College, which is related to the large number of the employees in comparison to the work requirements, as well as the location of the college and its distance from the residence of the employees, which contribute to increasing their work motivation. The high salaries of employees in comparison to those at other public institutions have also an important rolein increasing their work motivation, and lastly the benefits provided to the employees, such as health insurance, part time wages have also an impact on increasing their work motivation.

Results for the third question: Is there a statistically significant relationship between the style of leadership employed by the heads of administrative departments and the work motivation of employees at Irbid University College?

In order to answer this question, Pearson correlation coefficients were calculated for each of the three leadership styles and the responses to the items of work motivation scale, as shown in table (3).

Table (3): Pearson Correlation Coefficients between each of the three leadership styles, and the responses of the participants to the items of work motivation scaleas a whole:

Leadership Styles		Work Motivation as a Whole
Autocratic Style	Pearson Correlation Coefficient	0.50*
	Statistical Significance	0.034
Democratic Style	Pearson Correlation Coefficient	0.62*
	Statistical Significance	0.000
Laissez Faire	PearsonCorrelation Coefficient	-0.11
	Statistical Significance	0.757

- Significant at the level (α=0.05)

The table (3) shows the following:

− The presence of a negative statistically significant relationship at the level (α=0.05) between the autocratic leadership style and work motivation among the employees at Irbid university college, with Pearson Correlation coefficient at (-0.50), and a sig. level (0.034).

− The result agrees with the results of Abu Al-Haj (2010), which can be ascribed to the nature of autocratic style, which is characterized by an atmosphere of commands and punishments in cases of disobedience, and in which the leader enforces his opinions, and doesn't allow followers t\o express their opinions, or to participate in decision making, so that they lack loyalty to him and to their organization, so that commitment to hs commands is not guaranteed when he is absent.

− The presence of a positive statistically significant relationship at the level (α=0.05), between the democratic leadership style, and work motivation among the employees at Irbid university college, with Pearson correlation coefficient at (0.62) with a statistical significance of (0.000). this result agrees with Abu Al-Haj (2010), which is ascribed to the nature of democratic leadershipstyle and its features and their impacts on the employees. The democratic style facilitates human relationships, so that employees have dignity and the ability to work as a team. The advantages of the democratic style include also its impacts on motivating the employees and the development of desired positive attitudes and inclinations towards the leader among them as suggested by literature, as well as decreasing the absenteeism, improving the spirits of the group, encouraging employees to develop, and work creatively, as well as the commitment to work when the leader is absent.

− The presence of a negative and statistically non-significant relationship at the level (α=0.05), between the laissez faire style and work motivation among the employees at Irbid university college, with Pearson correlation coefficient at (-0.11), and a statistical significance of (0.757).

Recommendations:

Based on the results of the study, the researchers recommend the following:

− Employing the advantages of the democratic leadership style among the heads of departments in a way that improves the role of employees.

− Results of the study showed that the democratic style is the prevailing the leadership style among the heads of departments at irbid university college, so that the researchers recommend paying more attention to this style, and encouraging the heads of departments to increase their using of the democratic style, due to its great positive impacts on the followers. The democratic style is positively related to the activation of the performance of followers, as well as decreasing the autocratic and laissez faire styles, due to their negative impacts on followers.

− Improving the administrative atmosphere for the employees at Irbid University College, in order to increase their work motivation.

- Using the appropriate leadership style among the heads of departments at Irbid University College, in addition to the maturity of the followers, results in increased job satisfaction which is reflected consequently on their performance and work.
- Organizing workshops and providing courses related to the topic of leadership styles, and raising awareness about the advantages and disadvantages of each style,

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