

The Role of Administrative Leadership in Achieving Organizational Commitment in Algerian Institutions - A Case Study of Some Economic Institutions

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Abstract:

This study aimed to examine the role of administrative leadership styles—namely, autocratic, democratic, and laissez-faire—in fostering organizational commitment from the perspective of employees within public institutions in the Wilaya of El Oued. The research focused on a sample comprising four public institutions (two administrative and two economic) with a total of 81 participants. Data were collected using a structured questionnaire consisting of 43 items divided into two sections representing the study variables. The Statistical Package for the Social Sciences (SPSS) was utilized to analyze the data, employing various statistical techniques suitable for the study variables. The findings revealed that participants had a clear understanding of the different administrative leadership styles and the concept of organizational commitment within their institutions. Furthermore, the study identified a statistically significant impact of leadership styles, specifically autocratic and democratic leadership, on organizational commitment in public institutions in the Wilaya of El Oued.

Keywords: Administrative Leadership Styles, Autocratic Leadership, Democratic Leadership, Laissez-Faire Leadership, Organizational Commitment

Introduction:

Organizational commitment and its influencing factors have garnered significant attention from researchers, highlighting numerous factors that directly or indirectly affect organizational commitment. Among these factors, effective leadership within an organization plays a crucial role. Leadership is essential for organizational success as it directs all resources towards achieving goals. If organizational resources are provided abundantly but lack effective leadership capable of guiding and coordinating human resources, the organization will likely struggle to achieve its objectives. The level of goal attainment correlates with the strength of leadership in harnessing employees' potential by stimulating their motivation, fostering desire, and enthusiasm to contribute maximally towards organizational goals. This reveals latent potentials for achieving high levels of organizational commitment. Hence, administrative leaders strive to retain employees within the organization, recognizing them as pivotal to any success achieved. Despite advancements in knowledge and technology, preserving human resources and enhancing their commitment to organizations remain among the ongoing challenges faced by leadership.

To successfully achieve this commitment, administrative leaders must choose an appropriate leadership style that directly impacts employee effectiveness. Leadership style is the culmination of a series of activities and behaviors exhibited by a leader in the workplace, forming a general pattern of leadership. Opinions vary on leadership styles, their characteristics, and the criteria for evaluating their effectiveness. Likewise, opinions diverge on the impact of leadership styles on organizational commitment. Therefore, this study aims to analyze the role of administrative leadership styles in achieving organizational commitment within public institutions.

To further clarify aspects of the topic, the following problem statement is presented:

Problem Statement:

Do administrative leadership styles play a role in achieving organizational commitment in public institutions in the Wilaya of El Oued?

From this primary problem, subsidiary questions emerge as follows:

- What is meant by administrative leadership and its styles?
- What is organizational commitment?
- Is there a relationship between administrative leadership styles and organizational commitment?
- Does administrative leadership style influence organizational commitment?

Study Hypotheses:

Based on the problem statement and preceding questions, the following hypotheses were formulated:

- Administrative leadership involves influencing others and making them enthusiastic and diligent in achieving organizational goals.
- Organizational commitment is the degree of an employee's emotional attachment to their work, the amount of time and effort they dedicate to it, and the extent to which they consider their work a central aspect of their lives.
- There is a relationship between administrative leadership styles and organizational commitment.
- Administrative leadership styles have an impact on organizational commitment at a significance level of 5%.

Research Objectives:

The study aims to:

- Identify the prevailing leadership style adopted by public institutions.
- Clarify the relationship between the adopted leadership style and organizational commitment.
- Determine which dimensions of leadership styles most significantly influence organizational commitment in public institutions.
- Define the nature of the relationship between administrative leadership styles and organizational commitment.
- Attempt to explore types of organizational commitment and ascertain which are closest to subordinate behaviors.

Significance of the Study:

This study achieves both practical and scientific significance:

Practical Significance:

- Striving to identify the effective leadership style that best enhances employee commitment within the institution.
- Attempting to find results, recommendations, and solutions to assist leaders in achieving organizational commitment.
- Understanding the actual behavior of managers within the institution.
- Recognizing the importance of organizational commitment and its impact on improving performance and its quality.

Scientific Significance:

- Affirms the role of administrative leadership styles in achieving organizational commitment, reflecting the level of collective behavior in performance and task accomplishment, thereby enhancing employee satisfaction and institutional performance.

Previous Studies:

Firstly, we will present some previous studies that addressed the same subject as our study, covering both variables together but with notable differences between them and our study. We will discuss the similarities and differences, considering the chronological sequence of the studies from the most recent to the least recent, mindful of the study's source or language.

1. **Study by Zawi and Lunas (2022) (1):** Titled "Leadership Styles and Their Relationship with Organizational Commitment Among Sports Administration Workers: A Field Study of the Youth and Sports Directorate in the Wilaya of M'Sila." This study aimed to identify the relationship between leadership styles and organizational commitment in the Youth and Sports Directorate of the Wilaya of M'Sila through an applied study involving employees (41 in total). The study used a descriptive research methodology, designing a questionnaire to collect data on study variables distributed among all employees in the directorate. After data collection, appropriate statistical methods were used for analysis. The study found a high level of leadership styles and organizational commitment as perceived by respondents. Based on these results, the study provided several recommendations aimed at enhancing organizational commitment within the directorate.

This study aligns with ours in terms of addressing the same independent and dependent variables, utilizing the same descriptive analytical approach and data collection tool (questionnaire). However, differences include the scope of our current study, which focuses on understanding the impact of administrative leadership styles on organizational commitment.

2. **Abdullah Kazem's study (2018) (2),** titled "The Impact of Leadership Styles on Organizational Commitment," aimed to test the effect of leadership styles on organizational commitment through a questionnaire comprising sixty questions specifically prepared for this purpose. Statistical Package for the Social Sciences (SPSS) was used for data analysis. The research started with a problem statement investigating to what extent the adopted leadership style in the organization impacts the organizational commitment of employees in its three forms (affective, continuance, normative) at Shatt Al-Arab University College. The study concluded with several findings, notably that task-oriented or production-oriented leadership style does not significantly increase organizational commitment in its three forms, particularly affective commitment among individuals working within the organization. Furthermore, the research found that different leadership styles within the work environment serve as an important indicator for various organizational outcomes, notably organizational commitment in its three forms. The research provided several recommendations, including management support for all styles that align with the nature of the situation being faced.

This study aligns with our own in terms of both independent and dependent variables, as well as the similarity in study tool and methodology. However, the main difference lies in the spatial and temporal dimension of the two studies, which differ from each other.

3. **Benounas Sabah's study (2016) (3),** titled "The Impact of Administrative Leadership Styles on Organizational Commitment: A Case Study of the Banking Sector in Biskra State," aimed to explore the impact of administrative leadership styles on organizational commitment in the banking sector of Biskra State. Three leadership styles were identified: transformational leadership, transactional leadership, and laissez-faire leadership. A questionnaire was used as the data collection tool, with organizational commitment measured across three dimensions: affective commitment, normative commitment, and continuance commitment. The study included 137 respondents, and for data analysis, the Statistical Package for Social Sciences was employed. The study concluded with several significant findings:
 - The most practiced leadership style in the banking sector of Biskra State is transformational leadership, followed by transactional leadership and laissez-faire leadership.

- The level of affective commitment among employees in the banking sector of Biskra State is higher than normative commitment and continuance commitment levels.

This study shares similarities with ours in terms of having the same independent and dependent variables, in addition to adopting the same descriptive-analytical methodology and data collection tool (questionnaire). However, the researcher adopted different leadership styles compared to those selected in our study.

Secondly: Theoretical Literature

1. **Concept of Administrative Leadership:** Leadership has been defined in various ways by researchers using scales to interpret and analyze it. The reason for the diversity of these concepts lies in the different perspectives from which researchers view the concept of administrative leadership, in addition to the evolution that scientific research on the concept of leadership has witnessed over time. Leadership depends on the cultural background of the leader, and it has been defined as: the ability to influence others to achieve common goals. This means that leadership is a communication process between the leader or manager and their subordinates, exchanging knowledge and attitudes, and collaborating to accomplish assigned tasks (4).

Leadership has also been defined as: the exceptional capabilities and potentials present in the person occupying a leadership position, through which they can direct their subordinates and influence them to achieve the desired goal (5).

Richard Likert defined leadership as: the ability of an individual to influence a person or group and guide them to cooperate and motivate them to work with the highest level of efficiency to achieve set goals (6) (7).

The author "Rensis Likert" proposed a more detailed definition, which is (the ability to influence, through communication, individuals or groups to achieve meaningful and valuable goals). This means:

- The existence of a leader.
- The existence of a group of individuals to be led.
- Practicing influence skills.
- Using these skills with the intention of achieving a goal.

Richard Itel defined leadership as: the interaction of the leader's personal characteristics, the characteristics of the subordinates, and the situations that individuals or groups pass through towards achieving desired goals (8).

2. Leadership Styles: There are differences in leadership styles and their characteristics, yet they share common traits. Leadership is distinguished by a strong belief in the goal, diligence, and determination to achieve the desired outcome through a group of individuals who believe in their mission and are aware of their responsibilities.

Leadership types vary based on the relationship between the leader and the employees. These types can be represented on a spectrum, with authoritarian leadership on one end and democratic leadership on the other. These styles can be classified into three types:

- I. **Autocratic Leadership:** This leadership style is characterized by a love for power. The leader controls everything, decides what each employee should do and how it should be done. They formulate policies, define duties and tasks for all employees, personally monitor the execution of their orders, and prefer to be the center of all management matters and a reference for all employees to receive and strictly implement orders and instructions. They criticize their subordinates severely and dislike being criticized themselves. Work stops when they are absent, and their success criterion is control (9).

In this style, the leader always seeks to expand their authority and powers. Autocratic leadership can be categorized into two types: erratic leadership and just leadership. In both cases, autocratic leadership is inherently authoritative, creating a gap between the leader and their subordinates. This autocratic leadership leads to misunderstanding, which sometimes

causes conflict and animosity. The autocratic leader believes in non-participation and that they are always right, which generates resistance that hinders proper change and innovation among subordinates (10).

- II. **Democratic Leadership:** This style relies on human relationships and participation. Democratic leadership is based primarily on sound human relations between the leader and their subordinates, satisfying their needs, fostering cooperation, solving their problems. Democratic leadership employs persuasion techniques, relies on facts, considers individuals' feelings and dignity in achieving goals, and involves them in decision-making to encourage cooperation. Therefore, the democratic leader empathizes with their followers' opinions, expresses their ideas, cares about them, provides them with necessary information and guidance, and plays an active role in developing creativity, innovation, achieving cooperation, and unleashing the potential and capabilities of their subordinates. Democratic leadership is distributed power between the leader and their subordinates. The most effective leaders are those who use collective guidance rather than individual guidance and use the principle of participation in decision-making (11).

Democratic leadership depends on instilling a sense of responsibility in subordinates through the decision-making process. This participation enhances individuals' morale, increases their loyalty to the organization they work for, and their commitment to their responsibilities. By affirming themselves as individuals, according to this style, the leader presents the problem facing them to their subordinates to give them the opportunity to express their opinions and propose solutions. Then, the decision is made based on that, and this style branches into various styles ranging from democracy to moderate democracy (12).

- III. **Laissez-Faire Leadership:** Laissez-faire leadership focuses on individual freedom to the point of excess, with concern only for human relations without regard for work and productivity. Leadership in this style is considered lenient and soft, and its followers enjoy a high degree of independence in performing their tasks. It relies on subordinates in formulating and implementing goals and decisions related to them. This leadership type is characterized by humor, negligence, and decreased performance. Leaving the decision-making authority to subordinates, it becomes advisory, meaning leadership in this style is only formal. Decisions are always delayed with no feedback, and there are no attempts to motivate or realize the needs of subordinates and satisfy them (13).

Laissez-faire leadership is unlike autocratic leadership, as this style gives subordinates limitless freedom to determine their plans, implement them, and make decisions related to them (14).

3. Concept of Organizational Commitment: Organizational commitment has been defined by researchers from different perspectives, which differ in defining a specific concept. Organizational commitment involves the attachment of individuals to the organization and entails a relationship between the worker and the organization (15). Major et al. pointed out that despite the proliferation of definitions, commitment primarily tends to attach the individual to the organization or social system (16).

Buchanan (1974) defined organizational commitment as the integration of the individual and their belonging to the institution, adopting its goals and values (17). Herbst described organizational commitment quantitatively using linear modeling techniques, indicating that committed employees always remain with the organization until they weaken due to health reasons, death, or retirement (18). When an individual enters an organization, they become permanently committed to it gradually, and the longer the employee stays with the organization, the more committed they become.

Orailly & Chatman (1986) define it as: The psychological attachment an individual feels towards their institution, reflecting their level of adoption of the organization's attitudes and values (19).

Wiener (Year not specified) describes it as: The set of internal normative pressures an individual endures in their work to achieve organizational goals in exchange for perceived benefits and returns (20).

Al-Amri defines organizational commitment as: The functional attachment that binds an individual to the organization they work for, motivating their integration into work and adoption of the organization's values (21).

Third: Discussion of Analysis Results and Hypothesis Testing: Before testing hypotheses and applying statistical tools and tests, it is necessary to first determine whether the data follows a normal distribution. Given that the sample size exceeds

30, the data tends towards a normal distribution. This will be confirmed through Shapiro-Wilk and Kolmogorov-Smirnov tests to ascertain the appropriate tests for application.

1. Normal Distribution Test: This test is used to determine whether the data follows a normal distribution. To verify this, we employ two well-known tests: Kolmogorov-Smirnov and Shapiro-Wilk tests, setting the following hypotheses at a significance level of 0.05:

- H0: The data follows a normal distribution.
- H1: The data does not follow a normal distribution.

In our study, the first axis encompasses styles of administrative leadership overall, while the second axis focuses on organizational commitment. After inputting the data into the statistical software SPSS, the following results were obtained:

Table 01: Normal Distribution Test

	Second chapter: Organizational Commitment	
	Significance Level	Correlation Coefficient
Autocratic Leadership	0.000	0.751
Democratic Leadership	0.000	0.767
Laissez-Faire Leadership	0.001	0.349
Total of Leadership Styles Axis	0.000	0.754

Source: the table prepared by the researchers based on SPSS outputs.

From the previous table, we found the following:

- We found that the correlation coefficient between autocratic leadership style and organizational commitment equals (0.751), indicating a strong positive correlation. This correlation is statistically significant at the 5% level, as the sig value is less than 0.05, thus rejecting the null hypothesis.
- We found that the correlation coefficient between democratic leadership style and organizational commitment equals (0.767), indicating a strong positive correlation. Since the sig value is less than 0.05, we accept the null hypothesis and state that there is a statistically significant relationship between democratic leadership style and organizational commitment at the 5% significance level.
- We found that the correlation coefficient between laissez-faire leadership style and organizational commitment equals (0.349), indicating a weak positive correlation. Since the sig value is less than 0.05, we accept the null hypothesis and state that there is a statistically significant relationship between laissez-faire leadership style and organizational commitment at the 5% significance level.
- We found that the correlation coefficient between the total of leadership styles axis and organizational commitment equals (0.754), indicating a strong positive correlation. Since the sig value is less than 0.05, we accept the null hypothesis and state that there is a statistically significant relationship between leadership styles and organizational commitment at the 5% significance level.

As a final result, we conclude that there is a statistically significant relationship between leadership styles and organizational commitment in public institutions in El Oued at a significance level of 5%.

2-2/ Hypothesis of Influence: Through the influence hypotheses, we will attempt to answer the study's hypotheses, focusing on the main hypotheses using the simple regression equation between the total of leadership styles axis as the independent variable and organizational commitment axis as the dependent variable, and the multiple regression among the three leadership styles as independent variables and the total of organizational commitment axis as the dependent variable.

1-2-2/ Testing the Effect using Simple Regression between Leadership and Organizational Commitment: We will find the simple regression equation between the total of leadership styles axis as the independent variable and organizational commitment axis as the dependent variable, addressing the following main hypothesis:

Null Hypothesis H0: There is no statistically significant effect of leadership on organizational commitment in public institutions in El Oued at the 0.05 significance level.

To test this hypothesis, simple regression analysis was used, as illustrated in the following table:

Table 3: Results of Testing the Effect of Leadership on Organizational Commitment"

Dependent variable	Sig Significance Level	β Regression Coefficient	Sig Significance Level	DF Degrees of Freedom	F Calculated	(R²) Coefficient of Determination	(R) Correlation
Organizational Commitment	0.000	0.901	0.000	1	104.006	0.568	0.754
				79			
				80			

Source: the table prepared by the researchers based on SPSS outputs

Simple Regression Equation was as follows: $Y = \alpha + \beta x$ $Y = 0.312 + 0.901 X$

According to the results from the previous table and based on the opinions of the study sample, there is a statistically significant effect of administrative leadership on organizational commitment in public institutions in El Oued. The correlation coefficient ($r = 0.754$) indicates a strong positive correlation at a significance level of 5%. The coefficient of determination ($R^2 = 0.568$) shows that 56.8% of the variation in administrative leadership styles leads to an increase in organizational commitment in public institutions in El Oued. The regression coefficient ($\beta = 0.901$) is significant at a significance level of 5% ($\text{sig} = 0.000$), indicating that a one-unit increase in attention to leadership styles leads to a 90.1% increase in organizational commitment in public institutions in El Oued. The calculated F-value ($F = 104.006$) is statistically significant at a 5% significance level ($\text{sig} = 0.000$), confirming the rejection of the null hypothesis. Therefore, there is a statistically significant effect of administrative leadership on organizational commitment in public institutions in El Oued at a significance level of 5%.

2-2-2/ Multiple Regression Test on the Impact of Administrative Leadership Styles on Organizational Commitment:

To determine the degree of influence of each administrative leadership style, multiple regression was used with each style as an independent variable and the total organizational commitment axis as the dependent variable, following the main hypothesis:

Primary Null Hypothesis H0: There is no statistically significant effect of administrative leadership styles as independent variables (Autocratic Leadership X1, Democratic Leadership X2, Free Leadership X3) on organizational commitment in public institutions in El Oued at a significance level of 0.05.

The test results are shown in the following table:

Table 04: Results of Multiple Regression of Administrative Leadership Styles on Organizational Commitment

Dependent variable	Sig	B	Sig	DF	F	(R ²)	(R)
Organizational Commitment	0.009	Autocratic Leadership $\beta_1 = 0.349$	0.000	3	44.542	0.634	0.797
	0.000	Democratic Leadership $\beta_2 = 0.448$		77			
	0.744	Free Leadership $\beta_3 = 0.028$		80			

Source: the table prepared by the researchers based on SPSS outputs

Multiple Regression Equation was as follows: $Y = 0.556 + 0.349X_1 + 0.448X_2 + 0.028X_3$

According to the results in the previous table, based on the opinions of the study sample, there is a statistically significant effect for two leadership styles, namely Autocratic Leadership and Democratic Leadership, on organizational commitment in public institutions in Wadi state. The correlation coefficient (r) reached 0.797, indicating a strong positive correlation at a significance level of 5%. The coefficient of determination (R²) was 0.634, meaning that 63.4% of the variation in organizational commitment is explained by leadership styles, with the remaining attributable to other factors.

The impact value ($\beta_1 = 0.349$) for Autocratic Leadership was statistically significant at a significance level of 0.05, with a significance value (sig) of 0.009, which is less than 0.05. Therefore, this effect should be considered significant in the model. This regression coefficient is important in the model because it is statistically significant at a significance level of 0.05, indicating that an increase of one unit in this leadership style leads to a 34.9% increase in organizational commitment in public institutions in Wadi state.

Similarly, the impact value ($\beta_2 = 0.448$) for Democratic Leadership was statistically significant at a significance level of 0.05, with a similar interpretation that an increase of one unit in this leadership style leads to a 44.8% increase in organizational commitment in public institutions in Wadi state.

However, the impact value ($\beta_3 = 0.028$) for the third leadership style was not statistically significant at a significance level of 0.05. Therefore, this effect is not considered significant in the model, and this regression coefficient is not important and can be removed from the model.

Since both Autocratic and Democratic leadership styles showed statistical significance in the standard model at a significance level of 5%, we will test each separately to determine which has a greater impact on organizational commitment.

Table 05: Results of Simple Regression Testing Between Leadership Styles and Organizational Commitment

Dependent variable	Independent variables	Sig	β	Sig	F	(R ²)	(R)	المتغير التابع
Organizational Commitment	Autocratic Leadership	0.000	0.739	0.000	102.219	0.56	0.751	الالتزام التنظيمي
	Democratic Leadership	0.000	0.734	0.000	113.068	0.58	0.767	

Source: the table prepared by the researchers based on SPSS outputs

Through the regression relationship of each style individually with organizational commitment, as summarized in the previous table, we observe that the impact is nearly equal. Specifically, autocratic leadership influences organizational commitment by 73.9%, and democratic leadership influences it by 73.4%. Thus, both styles are important in the model and have the same degree of influence.

In conclusion, there is a statistically significant impact of leadership styles (autocratic and democratic) on organizational commitment in public institutions in Wadi State at a 5% significance level. The quality of the model is confirmed by the Fisher test, estimated at 44.542 ($F=44.542$), which is significant at the 5% level because its significance value was 0.000, less than 0.05. This indicates that the model is valid for prediction.

Conclusion

The leadership style chosen by the leader is the key factor in the success or failure of institutions and plays a crucial role in influencing individual behavior, achieving activation of discussion and effective participation in decision-making by individuals. This positively impacts their organizational commitment. The more effectively the organization provides leadership, the greater the capacity for commitment, rationality in organization, and clarity of rules. The theoretical and empirical study has shown the multidimensionality of leadership styles, reflecting the diversity of perspectives among scholars and researchers on this concept and its importance within organizations and its impact on individual behavior. Leadership is a result of a blend of talent and knowledge, a means to enhance organizational commitment, which significantly contributes to the success of institutions—a goal that organizations strive to achieve. The more opportunities employees are given to voice their complaints, opinions, and participate in decision-making, the more their commitment and loyalty are earned. Through the study, we can derive both theoretical and empirical results.

Hypothesis Testing Results

1. Administrative leadership is the activity practiced by the administrative leader in decision-making, issuing orders, and administrative supervision of others using formal authority, influencing and persuading them to collaborate to achieve a specific goal. Administrative leadership in this concept combines the use of formal authority with influencing the behavior of others and persuading them to cooperate to achieve the goal.
2. Organizational commitment is the individual's sense of commitment to staying in the organization and participating in achieving its goals.
3. Organizational commitment expresses the readiness of the individual to exert maximum effort for the organization's benefit and their strong desire to remain in it, and thus their acceptance and belief in its goals and values.
4. The hypothesis stating that there is a relationship between administrative leadership styles and organizational commitment has been proven.
5. The hypothesis stating that administrative leadership styles have an impact on organizational commitment at a 5% significance level has been proven.

Study Results

Through theoretical and applied study, several results were reached:

1. Sample individuals are aware of the concept of autocratic leadership style as one of the administrative leadership styles in public institutions in Wadi State, whether administrative or economic institutions.
2. Sample individuals are aware of the concept of organizational commitment within their institution in public institutions in Wadi State.
3. There is a statistically significant relationship between administrative leadership styles and organizational commitment in public institutions in Wadi State at a 5% significance level.

4. There is a statistically significant impact of administrative leadership styles (autocratic and democratic) on organizational commitment in public institutions in Wadi State at a 5% significance level.

Study Recommendations

Based on the results obtained at the end of this study, it is incumbent upon us to present a series of recommendations that we deem necessary and closely related to the subject of study, as follows:

- Educate employees on the importance of participating in decision-making processes to give them a sense of care from management.
- Attempt to bring managers closer to employees during visits to workplaces by offering advice and guidance.
- Conduct training courses for leaders in handling human resources within the organization.
- Provide a social environment and ensure that administrative leadership controls it, using human relations because the social environment at work is fundamental in influencing employee commitment within the organization.
- Attempt to bring managers closer to employees during visits to workplaces by offering advice and guidance.

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