

## **The Impact of Leadership Models on the Performance of Employees in the Private Sector in the Eastern Province in Kingdom of Saudi Arabia.**

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### **Abstract**

This paper looks for leadership models on the performance of workers in the private sector in the eastern region, and whether leadership models in the private sector can be considered a catalyst for creating a good environment or not. Listing and classifying the character, characteristics and impact of leadership models was one of our top priorities in this research. The results showed that there are many leadership models on the performance of workers in the private sector in the eastern region, because of the suspicions it bears and the lack of centralization to predict the increase in productivity and increase efficiency. Furthermore, these findings can help supervisors identify which leadership style suits their situation, allowing them to adjust their leadership styles to be more successful and results-oriented. According to the results of this study, democratic leadership styles are superior to autocratic and laissez-faire leadership styles for boosting organizational performance and employee retention. The business may achieve its goals by keeping talented and experienced service people through a suitable leadership style lastly, the study's findings have several consequences for research and practice.

The results may aid in improving corporate practices by giving executives knowledge on retaining the best employees and increasing employee performance. A manager in the manufacturing business might utilize the information to enhance individual employee performance, investigate probable reasons for employee turnover, and adopt retention initiatives.

**Keywords:** Leadership models, Employees' performance, Job satisfaction, Private Sector, Eastern region.

## 1. Introduction

Leadership models provide the essence of the administrative process in all organizations, whether in the public or private sectors, because of their effective role in achieving excellence and institutional success through effective influence on the performance of workers in the private sector. Leadership models can be referred to as a positive activity through which the boss influences the control of the behavior of his subordinates to achieve administrative goals more effectively while making sure to put the goals of the organization and the group in the first place. Leadership has become the criterion for the success of any administrative organization, and this is the case in successful organizations therefore, the study of leadership models and understanding their impact on the performance of workers in the private sector has become a major topic in the study of management scholars. Management scholars and entrepreneurs have discussed in many books in business administration, psychology and public administration the role of leadership models to raise the level of employee performance by adopting leadership methods in a manner that suits each organization and allows it to reach the highest rates of performance and employee satisfaction. Leadership models have an effective impact on the performance of employees, as well as on raising the level of performance in the organization.

We have divided our research, which includes the title of The Impact of Leadership Models on the Performance of Employees in the Private Sector in the Eastern Region, into four chapters, including the first chapter, introduction. In the second chapter, we talked about the theoretical framework of the study. The third chapter is Practical study and its methodological procedures. Chapter Four is the study Appendices. Then we concluded the study with a conclusion and a list of references (Qumash2020 ◌).

The leadership model is an essential axis on which various activities and projects in the sectors are based; In light of the growth of institutions and their large size, the expansion of projects and investments, and the ramification and complexity of corporate business, there has become an urgent need to bring about change and development in leadership models in a way that guarantees to obtain the highest quality in the performance of employees and ensures the company, in general, a high level of continuity, development, and excellence (Joana Costa et al, 2022) and indeed, this matter still needs to be done. It can only be achieved under a strong and effective leadership model. Therefore, those in charge of projects must have a lot of leadership skills, enabling them to mobilize efforts and energies to achieve the best quality of achievement and achieve the highest performance of workers in the sectors within the Eastern Region (Bark, 2020).

### 1.1. Study problem

The problem of the study lies in the fact that there is a great interest in the transformational leadership style by the private sector in the eastern region, realizing that the transformational leader has an insightful vision and can influence workers, increase their motivation, motivate them, and encourage creativity, which makes the sectors in the region able to compete and face challenges on the other hand, the study problem directs the reader to research questions or hypotheses that must be followed up, and the study problem also puts the study topic in a specific context that defines the parameters of what must be investigated and the study problem indicates the motives for conducting the study (Altheeb, 2020) in this research on the impact of leadership models on employee performance, the study problem provides a framework for searching for results and explains how they will be presented. The issue of the study is defined clearly and explicitly, which represents a strong impetus and great support for the content of the research, as this importance is described in defining the problem of the study in the following points:

1. The problem of the study in this research is about the impact of the leadership style on the implementation and quality of the performance of the employees, and this is the central axis around which the study revolves.
2. The problem of the study about the impact of leadership models on the implementation and quality of the performance of employees and the questions that stem from them within the

framework of this research is considered as a means of arousing the researcher's passion for research—his love to reach the best results on the scientific and academic level.

3. In this research related to the study of the multiple effects of different leadership models on the performance of employees, the process of formulating the problem of the survey assists the scientific researcher in his endeavor to determine every step he takes from the stages of scientific research, so the researcher studies this aspect in detail to reach the correct basis for building scientific research (Beshay2019 ◊).

## 1.2. Study objectives

- 1- The study object is to shed the light on the efforts of many researchers who called for the need to shift towards more effective and efficient leadership models and a positive return on the performance of employees and to reach the highest quality in management to achieve the overall goals of the private sectors;
- 2- This research aims to clarify the importance of leadership models as what the manager or single person possesses in terms of the ability to affect others to inspire and encourage them to succeed in a set of goals and infrastructure improvements wanted for the foundation. It can also be defined as a set of activities the managerial leader performs in sectors requiring issuance.
- 3- Focus on the decisions that serve the implementation of project management and thus issuing orders to subordinates from the work team.
- 4- This research aims to clarify the concepts of leadership by mentioning the leadership models that are circulated in the field of private sector management;
- 5- This research aims to discuss and explain how effective leadership models play an important role in harnessing employees' efforts in the required direction in line with the desired goals (محمد، 2020).
- 6- This research aims to present and analyze how effective leadership models play a significant role in controlling the workflow's problems and finding the necessary solutions for them (Shahmir Abdullah et al, 2018).

### 1.3. Study importance

In this research on the impact of the leadership model on the implementation and quality of the performance of the employees, the importance of the study also provides an opportunity for the researcher to highlight the strengths in his research by looking at the weaknesses and shortcomings in similar research in the same field, and through the applied approach and methodological solutions, which highlight the importance of the study in the subject of leadership models and their role on the performance of employees through the following:

1. The great importance of this research lies in the fact that it deals with the concept of leadership models and their impact on the performance of employees in the private sector in the Kingdom of Saudi Arabia, which is considered one of the modern management concepts that researchers in the Arab environment began to discuss and research in recent years.
2. The scientific addition of the research is that it deals with a modern point of view on the different leadership models that are still in the process of analysis and verification of their effectiveness in many areas of the private sector within the eastern region.
3. The expected practical importance of this research lies in drawing the attention of the administrations of Arab organizations in general to the need to know the relationship between leadership models and the quality of employee performance in the light of the results that this study will reach and benefit from in the applied field (Khan, 2016).
4. Of the great importance of this research is its endeavor to provide applied results in this subject by presenting some of the points of view of those in charge of evaluating the performance of workers and researchers in this field in the Arab environment and in the Kingdom of Saudi Arabia in particular.
5. The importance of this research is to review some of the points of view presented by researchers in non-Arab environments, which would support and enhance the results reached and give them a more accurate and implementable manner within the sectors that aspire to reach employee performance rates of the highest possible quality and accuracy.
6. This research sought to explain that with the increasing pressures and great challenges facing the sectors at the present time, the need for effective leadership appeared in all fields,

which will have a major role in shaping the performance of employees within the private sector, which helped the sectors within the eastern region to survive and grow. and increase its competitiveness (Dastane, 2020).

#### **1.4. Study Hypothesis:**

The leadership models impact employees' performance.

Leadership styles have a significant influence on employee motivation.

There is a positive association between laissez-faire leadership style and individual performance.

#### **1.5. Study contents**

This study contains a number of chapters through which the researchers seek to clarify the impact of leadership models on the performance of employees in the private sector in the eastern province in kingdom of Saudi Arabia.

- 1) Abstract
- 2) Introduction.
- 3) Study Problem.
- 4) Objectives of the study.
- 5) The importance of the study.
- 6) Study contents.
- 7) Conclusion.
- 8) Results.
- 9) Recommendations.
- 10) Sources and references.
- 11) appendices.

## **2. Research Methodology**

### **2.1. Research Methodology**

The quantitative methodology of this research was followed as the most widely used methodology in collecting and analyzing data in administrative sciences in order to reach the desired results. Quantitative research refers to the systematic investigation of social phenomena through statistical,

mathematical or computational methods. Quantitative research aims to develop and employ mathematical models, theories and/or hypotheses related to phenomena.

The measurement process is the focus of quantitative research because it forms an effective link between experimental observation and the mathematical expression of quantitative relationships (Shidur, 2020).

## **2.2. Research community**

It is all the individuals, things or persons who constitute the subject of the research problem. In this research, the research community will consist of those in charge and workers in the private sector in the Kingdom of Saudi Arabia in general and in the Eastern Province in a way where the Impact of Leadership Models on the Performance of Employees in the Private Sector in the Eastern Province in the Kingdom of Saudi Arabia is studied.

## **2.3. Research tool**

The research tool used is the questionnaire, The questionnaire was collected electronically with a total of 309 responses.

## **2.4. Statistical analysis**

Depending on the SPSS program as an effective tool in data analysis and with the help of the great capabilities of data analysis through what the SPSS program offers in that there is not much effort that the researcher needs to use this program. In addition, the time required to analyze data with the help of SPSS is comparatively less than any other statistical tool, which makes it useful for researchers to conduct in-depth critical analysis by successfully including huge numbers of data and numerical information. SPSS is a very useful software system used by researchers, scientists, and others to process important data. In a simple way (Julie, 2015).

The SPSS program was used to analyze the data collected through a survey of (309) employees and administrators in the private sector in the Kingdom of Saudi Arabia in the Eastern Province.

## **3. Analysis of research data and results**

In this section, we will review the results of the analysis of the collected data, as we will proceed to study the questionnaire responses.

### 3.1. The company gives rewards and recognizes according to job performance.

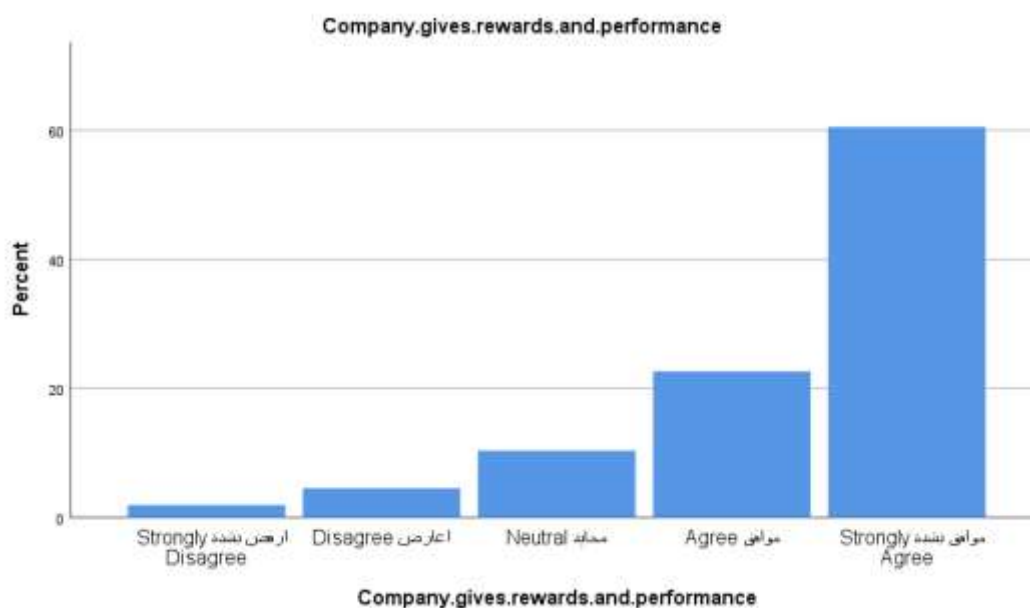
By asking whether the company gives rewards and recognizes according to job performance or not? we will find a strong approval rate of 60.5% for providing incentives and encouragement to employees based on their performance and developments at work.

**Table 1: Rewards and recognizes according to job performance**

#### Company gives rewards and performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly ارفض بشدة Disagree	6	1.9	1.9	1.9
Disagree اعارض	14	4.5	4.5	6.5
Neutral محايد	32	10.4	10.4	16.8
Agree موافق	70	22.7	22.7	39.5
Strongly Agree موافق بشدة	187	60.5	60.5	100.0
Total	309	100.0	100.0	

**Figure 1: rewards and recognizes according to job performance**





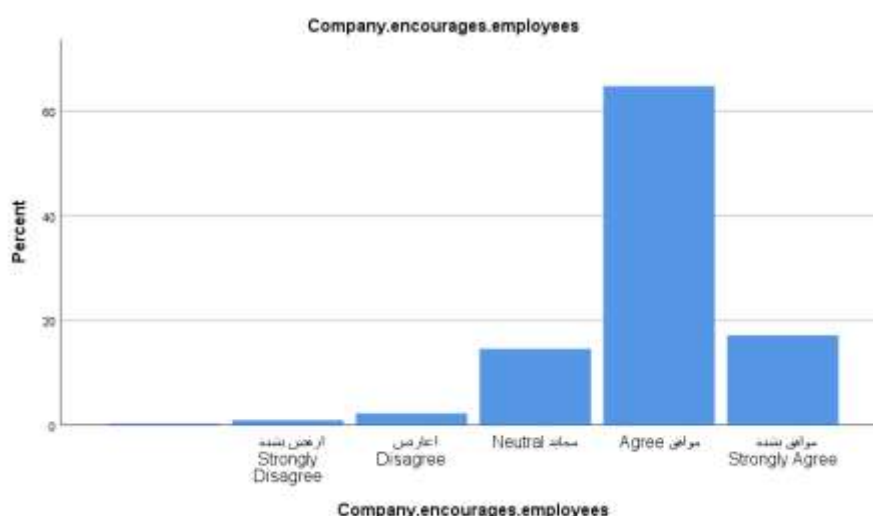
### 3.2. The Company encourages employees to work to the best of their abilities.

The company should encourage employees to work to the best of their capabilities to increase their productivity and improve their job performance. There was an approval rate of 64.7%.

**Table 2: The Company encourages employees to work to the best of their abilities**

Company encourages employees				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
ارفض بشدة Strongly Disagree	3	1.0	1.0	1.3
Disagree				
اعارض Disagree	7	2.3	2.3	3.6
محايد Neutral	45	14.6	14.6	18.1
موافق Agree	200	64.7	64.7	82.8
موافق بشدة Strongly Agree	53	17.2	17.2	100.0
Total	309	100.0	100.0	

**Figure 2: The Company encourages employees to work to the best of their abilities**



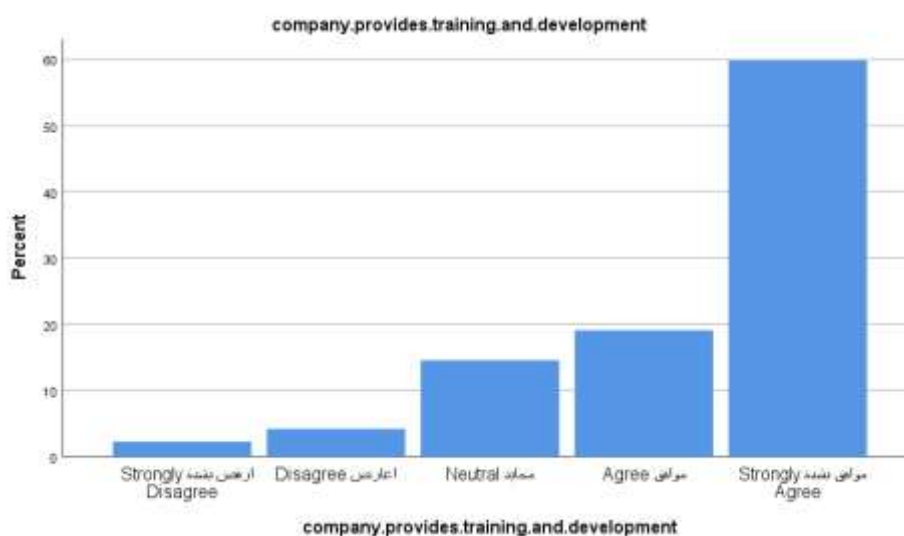
### 3.3. The company provides adequate training and development opportunities to improve my performance.

The company provides appropriate training and development opportunities to improve employee performance. Continuous training of employees to develop their performance and raise their productivity. There was a strong approval of 59.9% for this decision.

**Table 3: The Company provides adequate training and development opportunities to improve my performance**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ارفض بشدة Strongly Disagree	7	2.3	2.3	2.3
	اعارض Disagree	13	4.2	4.2	6.5
	محايد Neutral	45	14.6	14.6	21.0
	موافق Agree	59	19.1	19.1	40.1
	موافق بشدة Strongly Agree	185	59.9	59.9	100.0
	Total	309	100.0	100.0	

**Figure 3: The Company provides adequate training and development opportunities to improve my performance**



### 3.4. My performance has improved than before

By moving to the question, my performance has improved than before. There was an approval rate of 32.7% and an opposition rate of 37.9%.

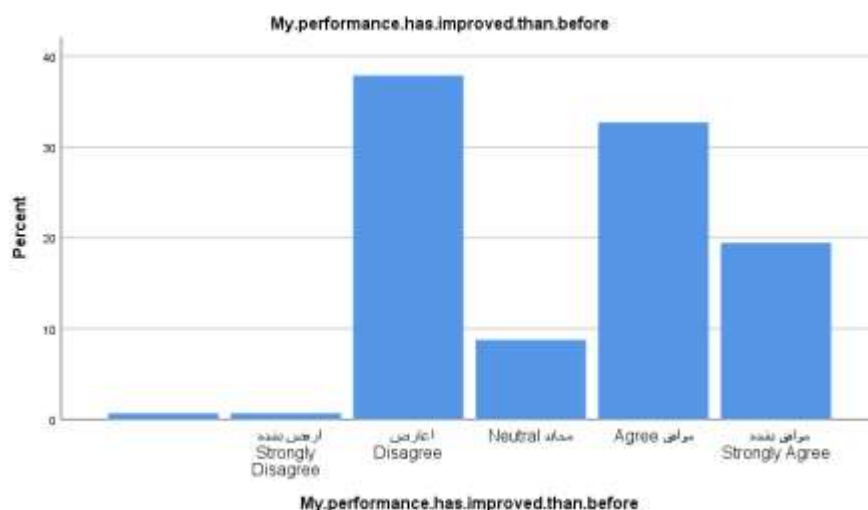
We can detail the approval and opposition of each of them on the methodology of performance development and motivation of managers to raise employees' experience and transform them from routine employees into talents.

**Table 4: performance development and motivation of managers to raise employees' experience**

**My. performance has improved than before**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
ارفض بشدة Strongly Disagree	2	.6	.6	1.3
اعارض Disagree	117	37.9	37.9	39.2
محايد Neutral	27	8.7	8.7	47.9
موافق Agree	101	32.7	32.7	80.6
موافق بشدة Strongly Agree	60	19.4	19.4	100.0
Total	309	100.0	100.0	

**Figure 4: performance development and motivation of managers to raise employees' experience**



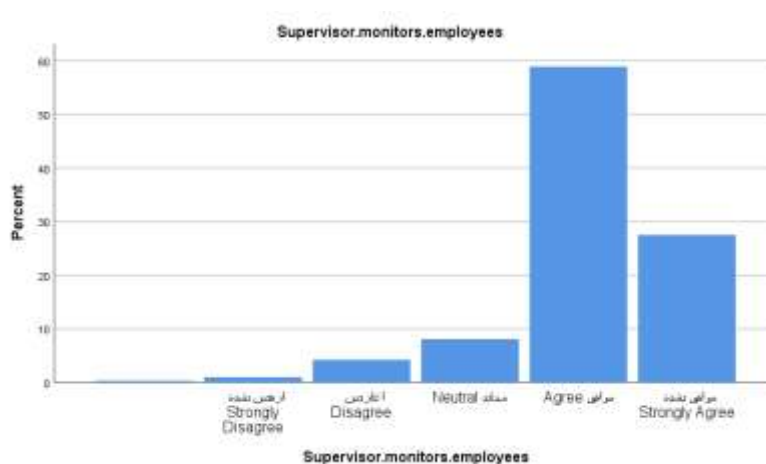
### 3.5. My supervisor closely monitors employees to ensure that they are performing correctly.

Moving on to the question, the supervisor closely monitors the employees to ensure they perform correctly. The approval rate was 58.9%, and the strong approval rate was 27.5%. The significant trend toward approval is to complete the internal audit process and continuous review to discover errors, correct them, and put employees on the right track. These results confirm the first research hypothesis states that the leadership models impacting employees' performance.

**Table 5: Supervisor closely monitors employees to ensure that they are performing correctly**

Supervisor monitors employees				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
ارفض بشدة Strongly Disagree	3	1.0	1.0	1.3
اعارض Disagree	13	4.2	4.2	5.5
محايد Neutral	25	8.1	8.1	13.6
موافق Agree	182	58.9	58.9	72.5
موافق بشدة Strongly Agree	85	27.5	27.5	100.0
Total	309	100.0	100.0	

**Figure 5: supervisor closely monitors employees to ensure that they are performing correctly**



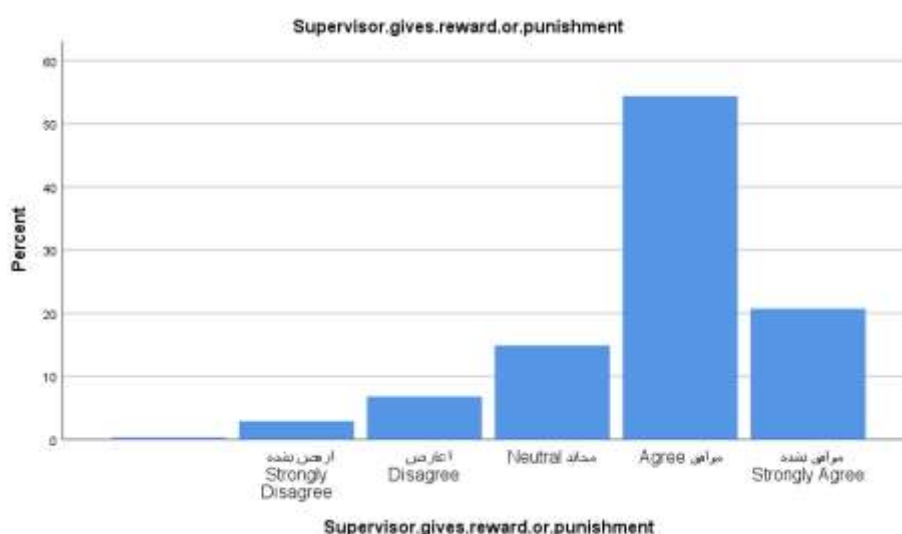
### 3.6. My supervisor gives a reward or punishment to motivate and improve performance.

My supervisor gives rewards or punishments to motivate and improve performance. The best way to raise the efficiency of employees is to provide them with a bonus, and when failing, there must be a penalty. The approval rate for this question was 54.4%, and the approval rate was 20.7%. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

**Table 6: supervisor gives a reward or punishment to motivate and improve performance**

Supervisor gives reward or punishment				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
ارفض بشدة Strongly Disagree	9	2.9	2.9	3.2
ارفض Disagree	21	6.8	6.8	10.0
محايد Neutral	46	14.9	14.9	24.9
موافق Agree	168	54.4	54.4	79.3
موافق بشدة Strongly Agree	64	20.7	20.7	100.0
Total	309	100.0	100.0	

**Figure 6: supervisor gives a reward or punishment to motivate and improve performance**



### 3.7. My supervisor does not readily accept new ideas.

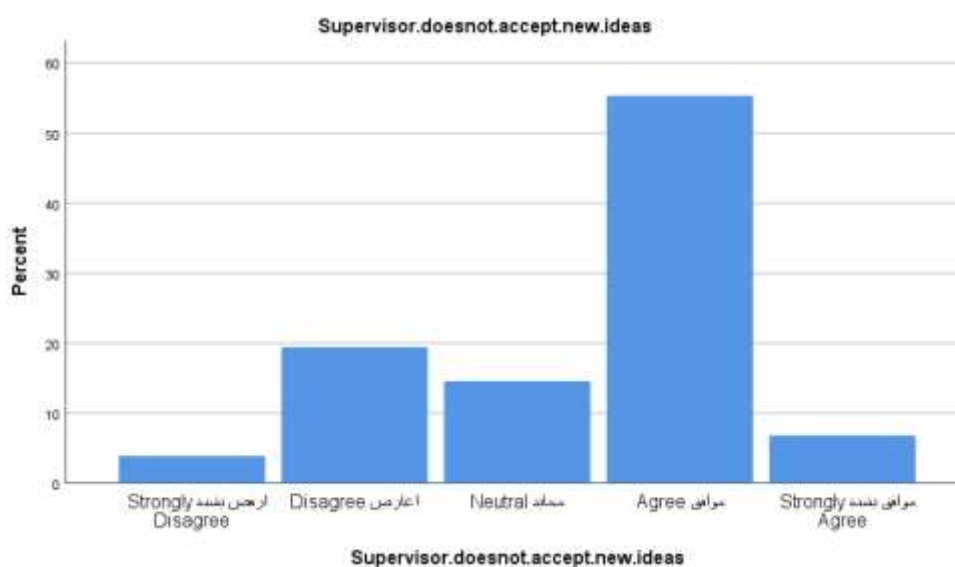
When discussing that, the supervisor does not accept new ideas quickly. The approval rate was 55.3%, which may stem from the participants' interactions in the experiment with their current managers. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

**Table 7: supervisor does not readily accept new ideas**

#### Supervisor does not accept new ideas

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	12	3.9	3.9	3.9
Disagree	60	19.4	19.4	23.3
Neutral	45	14.6	14.6	37.9
Agree	171	55.3	55.3	93.2
Strongly Agree	21	6.8	6.8	100.0
Total	309	100.0	100.0	

**Figure 7: supervisor does not readily accept new ideas**



### 3.8. My supervisor retains decision-making authority within the department.

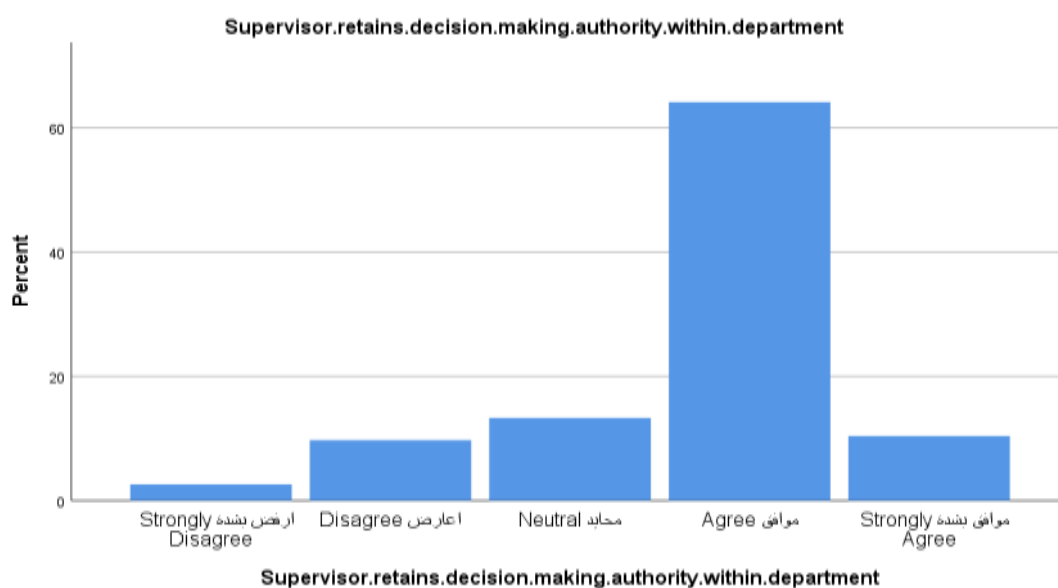
When discussing the supervisor's retention of decision-making authority within the department. The approval rate was 64.1%, indicating the control and authoritarian style of leadership in the management and decision-making process. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

**Table 8: supervisor retains decision-making authority within the department**

**Supervisor retains decision making authority within department**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid ارفض بشدة Strongly Disagree	8	2.6	2.6	2.6
اعارض Disagree	30	9.7	9.7	12.3
محايد Neutral	41	13.3	13.3	25.6
موافق Agree	198	64.1	64.1	89.6
موافق بشدة Strongly Agree	32	10.4	10.4	100.0
Total	309	100.0	100.0	

**Figure 8: supervisor retains decision-making authority within the department**



### 3.9. I feel stressed when I work with my supervisor

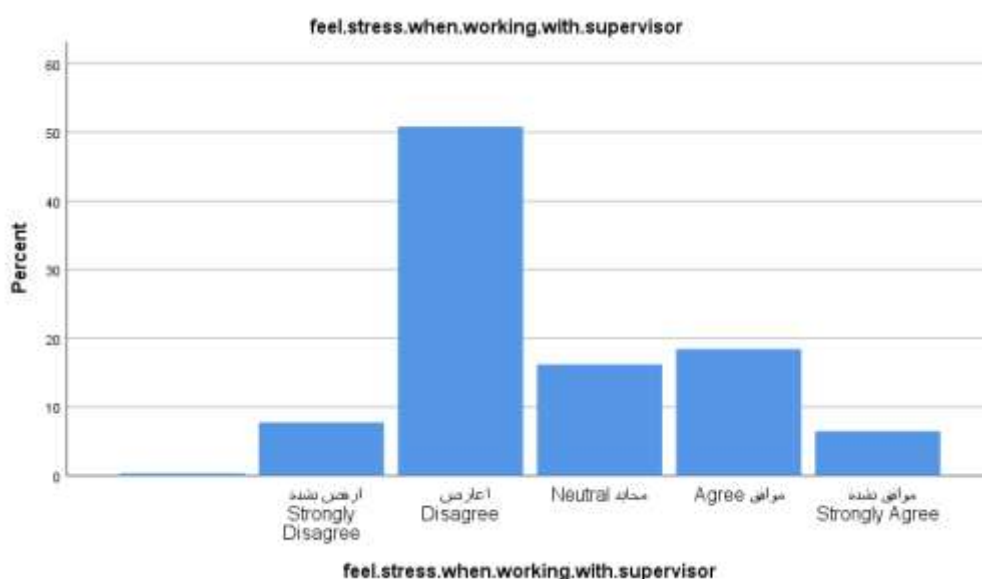
Feeling nervous when dealing directly with the supervisor. The opposition rate was 50.8%. That large percentage tends to oppose because of the strong personality of the managers and the strict way in which the manager deals with the subordinates. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

**Table 9: feeling stressed when working with supervisor**

**feel stress when working with supervisor**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
ارفض بشدة Strongly Disagree	24	7.8	7.8	8.1
اعارض Disagree	157	50.8	50.8	58.9
محايد Neutral	50	16.2	16.2	75.1
موافق Agree	57	18.4	18.4	93.5
موافق بشدة Strongly Agree	20	6.5	6.5	100.0
Total	309	100.0	100.0	

**Figure 9: feeling stressed when working with supervisor:**





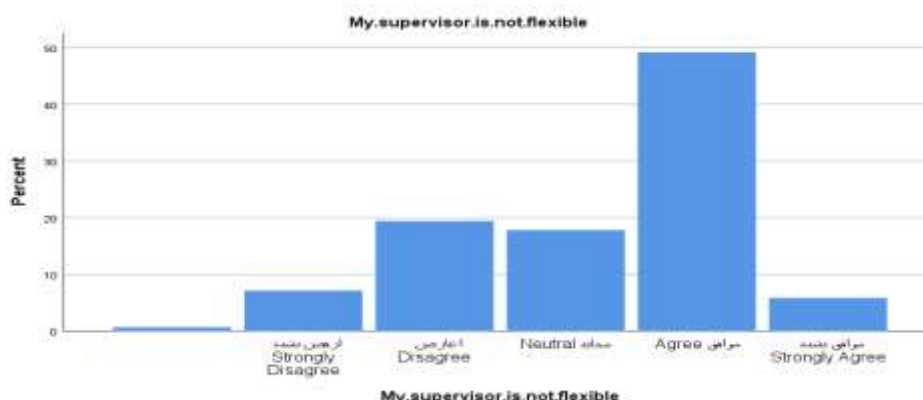
### 3.10. My supervisor is not flexible in recognizing, understanding and adapting to individual needs and views

My supervisor needs to be more flexible in recognizing, understanding, and adapting to individual needs and opinions. The approval was equal to 49.2%, and this large percentage comes towards the acceptance of identifying the employees' needs and understanding their personal views to meet their needs and raise their job efficiency. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

**Table 10: supervisor is not flexible in recognizing, understanding and adapting to individual needs and views**

My supervisor is not flexible				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	.6	.6	.6
ارفض بشدة Strongly Disagree	22	7.1	7.1	7.8
اعارض Disagree	60	19.4	19.4	27.2
محايد Neutral	55	17.8	17.8	45.0
موافق Agree	152	49.2	49.2	94.2
موافق بشدة Strongly Agree	18	5.8	5.8	100.0
Total	309	100.0	100.0	

**Figure 10: supervisor is not flexible in recognizing, understanding and adapting to individual needs and views**



**3.11. My supervisor involves employees to determine what to do and how to do it. However, he maintains the final decision-making authority.**

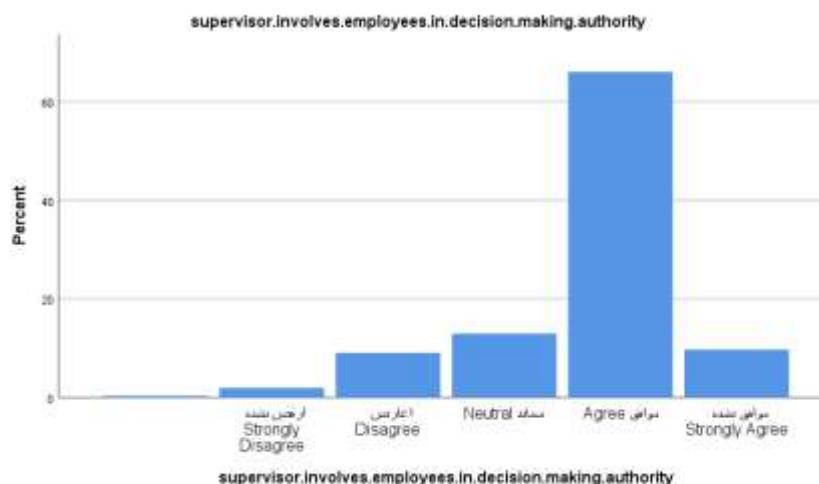
My supervisor involves employees in determining what to do and how to do it. However, he retains the power to make the final decision. The approval rate was 66.0%. The idea of supervision is fundamental to monitoring and developing performance and correcting errors. These results confirm the research hypothesis states that the leadership models impacting employees' performance.

**Table 11: supervisor involves employees to determine what to do and how to do it**

**Supervisor involves employees in decision making authority**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	.3	.3	.3
ارفض بشدة Strongly Disagree	6	1.9	1.9	2.3
اعارض Disagree	28	9.1	9.1	11.3
محايد Neutral	40	12.9	12.9	24.3
موافق Agree	204	66.0	66.0	90.3
موافق بشدة Strongly Agree	30	9.7	9.7	100.0
Total	309	100.0	100.0	

**Figure 11: supervisor involves employees to determine what to do and how to do it**



### 3.12. Relationship between years of experience and satisfying with the supervisor

When establishing the relationship between years of experience and satisfaction with the supervisor, when the number of years of experience was between 1-10, there was a significant trend toward satisfaction with the supervisors' treatment, that is, at the beginning of the number of years of experience. And when the number of years of experience increases, the employees feel bored and the continuous routine.

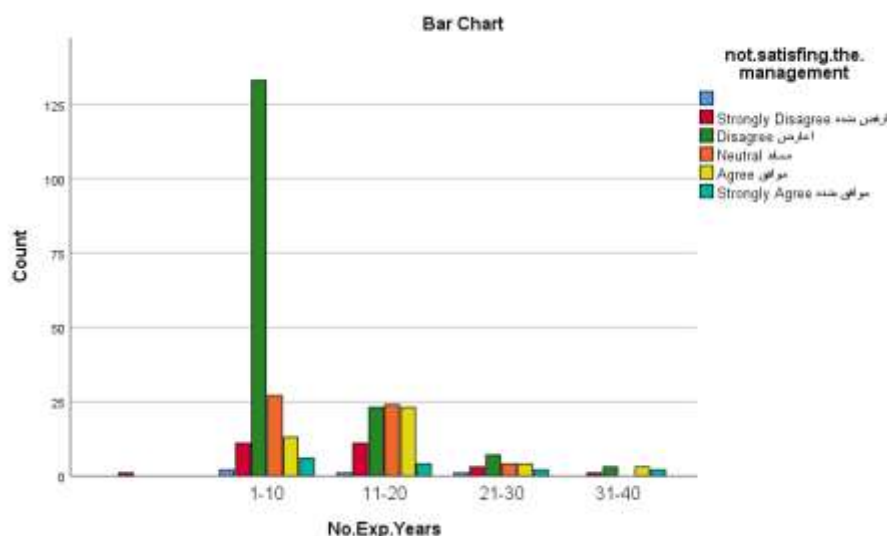
**Table 12: Relationship between years of experience and satisfying with the supervisor**

#### No. Exp Years \* not satisfying the management Crosstabulation

Count

	not satisfying the management					Total
	ارفض بشدة Strongly Disagree	اعارض Disagree	محايد Neutral	موافق Agree	موافق بشدة Strongly Agree	
No.Exp.Y ears	0	1	0	0	0	1
1-10	2	11	133	27	13	192
11-20	1	11	23	24	23	86
21-30	1	3	7	4	4	21
31-40	0	1	3	0	3	9
Total	4	27	166	55	43	309

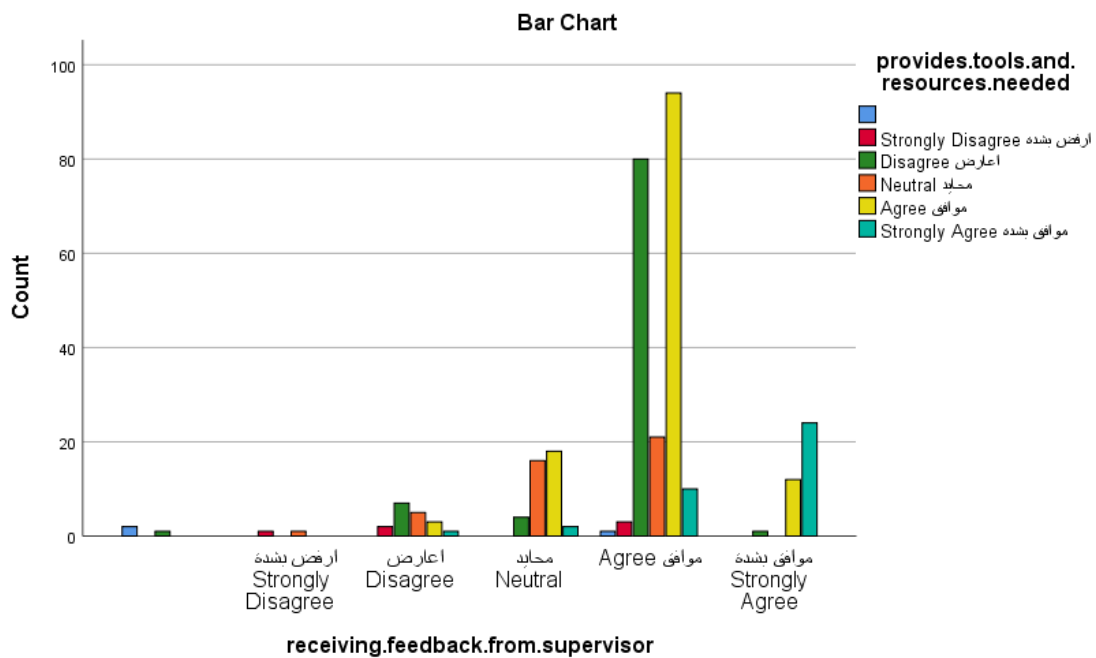
**Figure 12: Relationship between years of experience and satisfying with the supervisor**



**Relationship between providing tools and resources from supervisors and receiving feedback from supervisors.**

The most significant approval percentage was receiving feedback from supervisors, who receive materials and work mechanisms that qualify them to complete the work as quickly as possible.

**Figure 13: Relationship between providing tools and resources from supervisors and receiving feedback from supervisors**



**Bayes Factor**

**Table 13: Bayes Factor**

**Bayes Factor Inference on Pairwise Correlations<sup>a</sup>**

		Years.exp erience	encourag es.emplo yees	performance. improved.tha n.before	not.satisfied
Years.experience	Pearson Correlation	1	-.090	.238	.140

	Bayes Factor		6.339	.003	1.077
	N	309	309	309	309
encourages.employees	Pearson Correlation	-.090	1	.015	-.083
	Bayes Factor	6.339		21.342	7.759
	N	309	309	309	309
performance.improved.than.before	Pearson Correlation	.238	.015	1	.154
	Bayes Factor	.003	21.342		.571
	N	309	309	309	309
not.satisfied	Pearson Correlation	.140	-.083	.154	1
	Bayes Factor	1.077	7.759	.571	
	N	309	309	309	309

a. Bayes factor: Null versus alternative hypothesis.

#### 4. Conclusion

In this study, the researcher measured the impact of different leadership styles on individual employee performance by analyzing the overlapping effect of employee retention on leadership styles and employee performance. The employees were selected in the private sector in the Eastern Province of the Kingdom of Saudi Arabia.

The internal consistency of the variables is of an average and acceptable level. Seven hypotheses were tested in this study to evaluate how authoritarian, democratic, and leadership styles affect employee performance and retention. According to the correlation and regression analysis results, Hypothesis 1 is not supported, and there is no supporting evidence that an autocratic leadership style influences an employee's individual performance. As a result, no authoritarian leadership style exists in that company.

According to the correlation and regression research results, there is a statistically significant positive association between democratic leadership and employee performance. This finding supports the study hypothesis.

The democratic leadership style empowers employees by forming teams and delegating some power and authority. Employees will spark their potential, feel a part of an organization, and work to the utmost extent of the company in this manner according to the research, there was a negative association between laissez-faire leadership style and individual performance. Laissez-faire leadership is when leaders step back and enable group members to make judgments. When group members need more expertise or experience to execute duties and make choices, laissez-faire leadership is not optimal.

When the retention rate rises, so will performance. Yet, the findings of this investigation point to a somewhat different conclusion. According to the results of this study, there is no association between staff retention and performance. This is because, by definition, the private sector, particularly the manufacturing employees, has no intention of retaining them for an extended period. Leadership styles and other social elements like facilities, social background, and family issues may influence employee retention.

## 5. Research Results

To clarify the results of this study, we will review the results of the analysis of the data that were collected, as 309 responses of employees and management of the private sector in the Kingdom of Saudi Arabia, especially in the eastern region were analyzed in the questionnaire and we reached the following results:

- There is a strong approval rate of 60.5% that companies in the private sector providing incentives and encouragement to employees based on their performance and developments at work.
- In the Kingdom of Saudi Arabia, there is a strong approval of 59.9% that companies in the private sector are providing appropriate training and development opportunities to improve employee performance.
- There was an approval rate of 32.7% that the employees in the private sector in the eastern region have improved performance rates.
- The approval rate was 58.9%, and the strong approval rate was 27.5% related to whether supervisor in the private sector closely monitors the employees to ensure they perform correctly.

- Supervisor gives rewards or punishments to motivate and improve performance, the approval rate was 54.4%.
- Supervisors in the private sector don't accept new ideas quickly. The approval rate was 55.3%, which may stem from the participants' interactions in the experiment with their current managers.
- Most of the supervisor in the private sector retain decision-making authority within the department, the approval rate was 64.1%.
- Most of employees in the private sector feel nervous when dealing directly with their supervisors.
- Some supervisors in the private sector are not flexible in recognizing, understanding and adapting to individual needs and views.
- In the private sector, supervisors involve employees in determining what to do and how to do it. The approval rate was 66.0%.
- There was an approval rate of 61.5% that supervisors in the easter region recognize and rewards innovative employees.
- When asking employees whether they are treated fairly by their supervisors. Opposition equals 39.8%, and approval equals 29.8%.
- In the private sector, most employees believe that supervisors give them complete freedom to make decisions. The approval rate was 62.8%.

## 6. Recommendations

- Companies in the private sectors should encourage employees to work to the best of their capabilities to increase their productivity and improve their job performance.
- Companies should provide appropriate training and development opportunities to improve employee performance.
- Companies should complete internal audit process and continuous review to discover errors, correct them, and put employees on the right track.
- It is recommended to apply a reward system as he best way to raise the efficiency of employees is to provide them with a bonus.

- It is recommended that supervisor in the private sector to be more flexible in recognizing, understanding, and adapting to individual needs and opinions.
- Companies should work on identifying the employees' needs and understanding their personal views to meet their needs and raise their job efficiency.
- Supervisors in the private sector need to consult group members before making decisions.
- Supervisors should involve employees to determine what to do and how to do it.
- supervisor can increase the value of quality and efficiency by being supportive to employees.
- It is recommended that supervisor in the private sector should provide adequate feedback and guidance to employees.
- It is recommended that supervisor in the private sector welcomes and appreciates employee suggestions and new ideas presented by employees.
- It is recommended that supervisor should provide employees with the tools and resources needed to perform their duties

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## 8. Appendices

### Survey questions:

- 1) What is your age?
- 2) What is your gender?
- 3) What are the number of years in experience in the present job?
- 4) Does the company give rewards and recognizes according to your performance?
- 5) Does the Company encourage employees to work to the best of their abilities?
- 6) Does the company provide adequate training and development opportunities to improve your performance?
- 7) Does your performance have improved than before?
- 8) Do you have the opportunities to work in the best way you think?
- 9) Does your supervisor closely monitor employees to ensure that they are performing correctly?
- 10) Does your supervisor give a reward or punishment to motivate and improve performance?
- 11) Does your supervisor not readily accept new ideas?

- 12) Does your supervisor retain decision making authority within the department?
- 13) Do you feel stress when you work with your supervisor?
- 14) Does your supervisor is not flexible in recognizing, understanding and adapting to individual needs and views?
- 15) Does your supervisor make decisions without consulting the group members?
- 16) Does your supervisor involve employees to determine what to do and how to do it?  
However, he maintains the final decision-making authority.
- 17) Does your supervisor recognize and rewards innovative employees?
- 18) Does your supervisor consult with others before making decisions?
- 19) Do you feel your supervisor is supportive of your work?
- 20) Do you receive adequate feedback and guidance from your supervisor?
- 21) Are you treated fairly by your supervisor?
- 22) Do you feel that your suggestions are welcomed and valued by your supervisor?
- 23) Does your supervisor give me complete freedom to make decisions?
- 24) In most situations, does your supervisor give little or no guidance to group members?
- 25) Does your supervisor give me complete freedom to solve problems on your own?
- 26) Do you feel that my supervisor provides the tools and resources needed to perform my duties?
- 27) Does your supervisor avoid giving feedback to the questions/problems raised while performing my duties?
- 28) Are you not satisfied with the management of your supervisor?
- 29) Do you think your supervisor should take responsibility to his/her employee performance?

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