



**Arab American University**  
**Faculty of Graduate Studies**

**The Impact of Leadership Styles on Employee  
Performance During Crises in the Ministry of  
Finance- Palestine**

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**This thesis was submitted in partial fulfilment of the  
requirements for the Master's degree in quality  
management**

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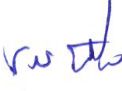
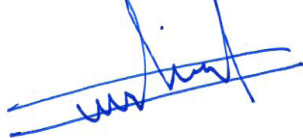
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This thesis was defended successfully on 29/06/2022. and approved by:

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## **Declaration**

I declare that the work in this study titled “**The impact of leadership styles on employee performance during crises in the Ministry of Finance-Palestine**” was carried out by me under the supervision of Prof. Fathallah Ghanem, in the Department of Leadership. Also, I declare that the information in this study is the result of my own work, and it has not been presented before in another degree, diploma, or university

**Student's Name**

**Fedaa Taha**

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**Date**

**10.10.2022**

## Dedication

*I dedicate this thesis to my family and friends, who have always been a source of support, encouragement, and inspiration in overcoming the challenges of life and during the completion stage of my master's degree.*

*I also dedicate this thesis to my academic supervisor, who guided, inspired, and supported me throughout this process.*

## Acknowledgments

*I would like to convey my sincere thanks to my thesis supervisor, Professor Fathallah Ghanem, for his valuable input, feedback, and suggestions throughout my thesis process. It would not have been possible to successfully complete this study without his guidance and persistent help.*

*I would also like to send my kindest regards, thanks, and appreciation to my parents, my husband, my sister, and my children for supporting me throughout this period of study.*

*Above all, my special thanks to Almighty God.*

*Thank you all,*

## Abstract

This study aimed to determine the Impact of Leadership Styles on employees' performance during crises in the Ministry of Finance- Palestine. The study employed mixed methods (Quantitative and Qualitative) by constructing a survey questionnaire and conducting interviews to collect the necessary primary data. Since the problem of the study is exposed to an apparent reality, which is the variation in employee performance due to the leadership style (poor performance to good performance), in the MOF; the findings of this study might contribute to developing a vision that serves the Ministry in determining the best leadership style in order to achieve better performance during crises. The study's findings represent the sample conducted in the research dated May 5, 2022, which covers 177 participants working in the Ministry of Finance- Ramallah, it showed that the transformational style of leadership is the most effective in working during crises in the MOF, as it had the most significant impact on the performance of employees as well. It was concluded that the credibility and consistency of this study are almost acceptable and that the relationship between the characteristics of transformational leadership and employee performance during crises is the strongest. The researcher recommends that the Ministry of Finance encourage the transformational leadership style to be the most prevalent style in the MOF. Such a style not only provides comfort to employees and develops their performance but also empowers them and gives them a leadership role by delegating some powers.

**Keywords: Leadership styles (Transformational, Transactional, laissez-Faire), Employee performance, Crisis, Ministry of Finance.**

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**List of Abbreviations**

MOF	Ministry Of Finance

## **Chapter 1: Introduction**

This chapter provides an overview of the research study. includes background and understanding of leadership styles and their impact on employee performance during crises. Then, it moves to the research problem, its significance, and its justification. It also contains research objectives, questions, hypotheses, limitations, and delimitations.

Finally, this chapter also concludes with the scope of the study, delimitations, and the structure of the study.

### **1.1 Background**

We had become in a time when crises or disasters frequently happened. Therefore, it is necessary to prepare ourselves to face such crises and disasters. Recently, a global pandemic covid-19 occurred that affected the whole world, and according to Schar (2009), the fact is that no country in the world is protected from crises affecting many organizations, especially in Palestine, which has many crises at the same time, such as pandemics, financial crises, wars .... etc. In order to overcome these crises, we need influential leaders who support the continuity of organizations during crises because these crises affect the performance of employees and thus, the achievement of the organization's goals.

Leadership, according to Armstrong (2002), is the process of influencing and motivating others to work hard toward a common objective. Leadership, according to Lawal (1993), is the process of encouraging people to work willingly and confidently toward a common objective. According to McGowan and Miller (2004), leadership entails both individual leaders and interactions among the company's many leaders.

Warrick (1981), stated that leadership has control over interpersonal, material rewards, and punishments, which regularly shape employee behavior and have a positive or negative impact on performance, motivation, attitude, and self-image. As a result, an organization's efficiency is determined by its efficient leader. Thus, leadership is a critical component of every organization. According to Lussier, (2010) Leaders influence to move followers with their leadership style by communicating, coaching, and motivating them to achieve target goals.

According to Bass and Avolio (1994), leadership style is a constant combination of employee behaviors and every leader in the organization uses a certain leadership style in his management.

Furthermore, Hasan, (2017), and Alzoubi & Jaaffar, (2020) stated leadership styles are vital for organizations to attain high levels of employee performance in crises. On the other hand, Ogbonna & Harris, (2000) concluded that performance and leadership are very significant in any organization and highly interrelated. Therefore, the performance of employees can be affected by leadership style and this will positively or negatively affect the achievement of the organization's goals (Robescu and Iancu, 2016). Thus, employee performance is a fundamental component for every organization and the most significant factor of the firm's success and performance.

According to Darden and Babin (1994), a rise in customer perceptions of service quality is linked to good employee performance, while a rise in customer complaints and brand switching is linked to low staff performance. Employee performance must be demonstrated in order to acknowledge each employee's personal growth and achievement (Hendrey, 2005). Increased employee performance, according to Mayer, Bardes, and Piccolo (2008), leads to a greater focus on customer satisfaction.

According to Johnson, (2017), A crisis can be defined as a major event that occurs unexpectedly and causes substantial threats. Such events rarely occur, are uncertain, and are difficult to predict and resolve. Therefore, preparing and responding to such events is difficult. Examples of a crisis include war, pandemic, and financial crisis.

A crisis happens when a sudden, unexpected incident occurs, producing significant disruption among the organization's workforce. As a result, employee performance suffers, and the organization becomes unstable. By serving as a leader, crisis management has been employed to allow for organizational performance planning and rapid response.

## **1.2. Research Problem**

The problem of the study is exposed to an apparent reality, the variation in employee's performance due to the leadership style (poor performance to good performance) in the Ministry of Finance. This study aims to demonstrate the impact of Leadership Styles on employees' performance during crises in the Ministry of Finance, Therefore, to get a closer look at examining the leadership styles and employees' performance, the researcher conducted some interviews with employees and executives in date of November 1, 2021, to identify the extent of leadership styles impact on various administrative processes, especially the processes related to senior management and the processes related to employees in lower-level of management. In addition to that, the researcher tried to find out the possibility of distinguishing between various leadership styles and the degree of employees' performance, by asking several employees if their performance can be affected by the type of style the leader use. The answer was yes, when leaders listen to us and have the ability to influence us; this will easily move employees

to do their job smoothly, whereas some leaders are strict and order employees by the power they have to do their job, which in return affects their performance negatively.

Leadership is a dynamic, adaptable, and nuanced concept with no commonly accepted definition (Peretomode, 2015). According to Johnson, (2017), Leadership is the skill of influence, which involves both the influencer and the person who is influenced, and moral concerns should govern leaders' decision-making the components that interact to form an effective leader include not only the abilities and characteristics of the group he is leading but also the characteristics of the situation in which he is leading. This concept comprises not just a desire to work, but also zeal and assurance (Igbaekemen, 2014).

To increase employee's interest and dedication to the organization, a company's leadership is critical (Obiwuru, Okwu, Akpa, & Nwankere, 2011). It helps employees in meeting organizational objectives; it encourages followers to be communicative and adaptive to new and improved ways and environmental changes (Azka, Tahir, Aslam, & Syed, 2011). Strong leadership, according to Mills (2005), it aids employees in times of crisis and helps corporations succeed.

Thus, this study will address the following main question: which of leadership styles has an impact on employee's performance in the MOF?

To answer this question, the study will employ a mixed methods (Quantitative and Qualitative) by constructing survey questionnaires and conducting interviews to collect the necessary primary data.

### **1.3. Research Significance**

Leadership styles and employee's performance are becoming increasingly crucial to business success because they contribute to the success of the business, and provide a

platform for continuous performance improvements (Valle & Ruz, 2015). A common issue for leadership styles is employees' ability to meet performance goals and satisfy customers consistently (Chicu et al., 2016). In education, leadership style is closely associated with work performance and morale (Stewart-Banks et al., 2015). By understanding the relationship between leadership style and the average performance, the management may gain insight on employee's performance, this study's significance stems from the objective to determine the relationship between leadership styles and the average performance of MOF employees. This knowledge may promote positive social change by helping companies to determine the most effective leadership style that have positive effect to maximize the performance and thus improve overall business, and customers' satisfaction.

### **Why Ministry of Finance?**

The Ministry of Finance (MOF) was chosen for this study due to the size of the organization, its age, and the fact that the researcher works there and this study is important to know the best leadership style to increase the performance of employees during crises in MOF so that they are in line with the crises and aware of the reality of things and to achieve the desired goals.

The results of the study will be of great benefit to the following:

- Top Management: The results of this study will contribute to setting important standards for determining and distinguishing the best leadership style that have positive impact on employees' performance during crises.

- Employees: As for the employees; this study will be of great importance in motivating them to enhance and develop themselves and their performance, so that they have a positive impact in the organization in which they work.

- Ministry of Finance: The researcher hopes that this research paper will contribute to giving results and suggestions to the Ministry of Finance in the importance of relationship between employees and their leaders in work and developing performance for the ministry, as well as in developing the best leadership style that the ministry must seek and motivate them to work and participate in decision-making, and make them part of it, and improve overall performance during crises.

- For other researchers: The researcher hopes that this study will be an important reference for researchers after that, to benefit from the steps of scientific research and from the theoretical and applied study that will be carried out. And the future researchers conduct complementary studies from where this study ended.

Through the objective of the study related to knowing the importance of leadership styles and employees' performance, through development, training, and improving employees' performance during crises in the Palestinian Ministry of Finance, this study has theoretical and practical justifications as follows: -

Theoretical justifications: The researcher seeks to develop a new study that contributes to clarifying the relationship and importance of leadership styles and employee's performance in the Palestinian Ministry of Finance, where the theoretical dimension of leadership styles will be limited to three styles namely (Transformational, Transactional, and Laissez-faire).

Practical justification: The current study will contribute to highlighting the strengths and weaknesses in the work performance during crises in the Palestinian Ministry of Finance

in terms of determining the best leadership style that has a positive impact on employees' performance during crises.

Finally, the study's conclusions will serve as a reference for government organizations, especially the Ministry of Finance, in terms of leadership style and staff performance during times of crisis.

#### **1.4. Research Objectives**

The main objective of the study is to understand the differences among leadership styles while dealing with crises and have an impact on employee's performance in the Ministry of Finance.

The sub-objectives are as follows:

RSO1: To investigate the impact of the Transformational leadership style on employees' performance in the MOF during crises.

RSO2: To investigate the impact of the Transactional leadership style on employee performance in the MOF during crises.

RSO3: To investigate the impact of the laissez-faire leadership style on employee performance in the Ministry of Finance during crises.

#### **1.5. Research Questions**

##### **Main question:**

Which of the leadership styles is most likely to influence the employee performance during crises in the MOF?

**Sub Questions:**

**Q1:** What is the impact of the transformational leadership style on employee performance in the Ministry of Finance during crises?

**Q2:** What is the impact of the transactional leadership style on employee performance in the Ministry of Finance during crises?

**Q3:** What is the impact of the laissez-faire leadership style on employee performance in the Ministry of Finance during crises?

**1.6. Research Hypotheses****Main Hypothesis**

Leadership Styles have a positive impact on employees' performance during crises in the Ministry of Finance

**Sub Hypothesis**

**H1:** Transformational leadership style has a positive impact on employees' performance in the Ministry of Finance during crises.

**H2:** Transactional leadership style has a positive impact on employees' performance in the Ministry of Finance during crises

**H3:** Laissez-faire leadership style has a positive impact on employees' performance in the Ministry of Finance during crises.

**1.7 Definition of Terms****1.7.1 Leadership Styles:**

Leadership is defined as the process of persuading people to focus their efforts on achieving a certain objective or set of goals and leadership styles refer to the behaviors that leaders use to interact with their employees. And that includes many things, including

how they motivate their team, direct it, empower it and achieve goals. (Asika, 2004). Among the leadership styles are transformational leadership, transactional leadership, and Laissez-faire leadership.

- A transformational leader motivates, inspires, and assists the employee in understanding the task's importance and the value that the employee brings to the task's achievement. And the transformational leader guides employees to realize their most significant potential. (Amanchukwu et al. 2015).
- A transactional leader has a 'give and take' connection with employees. The leader awards the employee in exchange for their efforts. The awards the leader gives to the employee are intended to incentivize the employee to meet the leader's performance goals.( Jiang et al, 2019)
- Laissez-Faire leadership entails the absence and non-existence of leadership. The leader avoids taking responsibility and avoids making decisions. As a result, the laissez-faire leader lets people carry out their responsibilities without regard for the outcome. (Samanta and Lamprakis, 2018).

### **1.7.2 Employee Performance**

Employee Performance is defined as an employee's implementation of the duties and responsibilities assigned to her/him by the organization to achieve its goals and expectations and achieve the best results. (Mathias and Jackson, (2000) and Bohlander et al, (2001)).

### 1.7.3 Crises

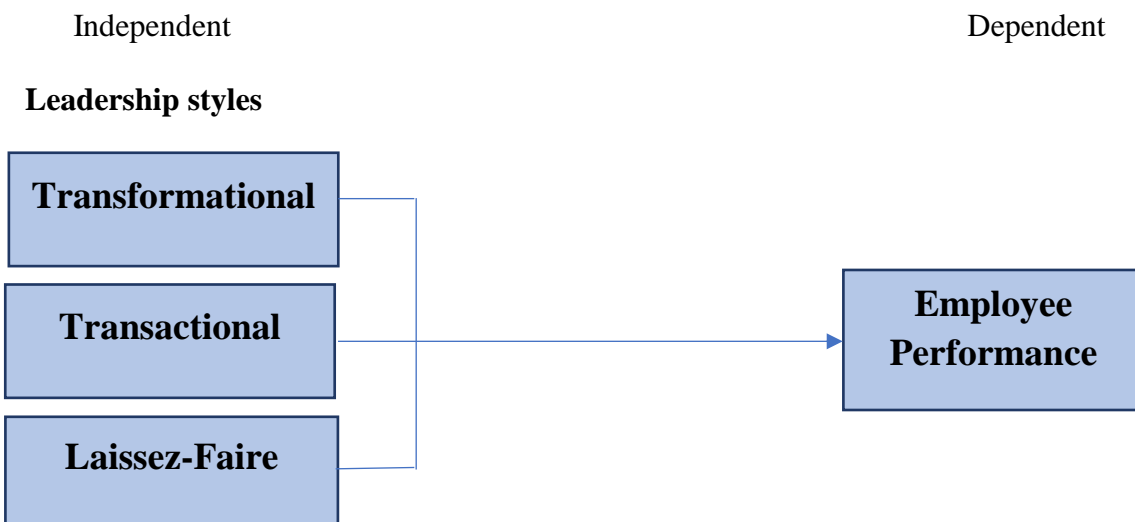
A crisis is defined as a sudden situation or event that causes a problem in the organization and requires a quick reaction to address it to rebalance the organization. (Luecke & Barton, 2004)

### 1.7.4 Ministry of Finance (MOF)

The Ministry of Finance is the governmental institution responsible for directing fiscal policy. Thus, it is responsible for tax collection and the planning and implementation public spending. (Pmof.ps, 2016)

## 1.8. Scope of the Study

Conceptual Framework



**Figure 1. 1: Leadership Style And Employees' Performance During Crises**

The conceptual framework in Figure 1.1 above shows that the independent variables of leadership styles (Transformational, Transactional, Laissez-Faire) impact employees'

performance (Dependent variable). Both independent (Transformational, Transactional, Laissez-Faire) and dependent (Employees' performance) variables are interdependent. Furthermore, through the conceptual framework, the researcher has wanted to clarify that leadership styles impact employees' performance during crises.

### **1.9. Limitations of the Study**

- Within the limit of the researcher's knowledge there is no previous research on this combination (Leadership styles and employees' performance during crises locally or in the Arab world.
- Employee awareness: employees are not accurately familiar with the terminology transformational, transactional, and laissez-faire leadership styles.
- Management awareness: management is not familiar with combining leadership styles with employees' performance during crises.
- The obstacle to data collection; large Palestinian organizations give acceptance only to a small number of questionnaires for distribution.
- Difficulty to access data due to some Palestinian organizations that prefer to withhold needed data for the purpose of the study.

### **1.10. Delimitations of the Study**

**Geographical:** The study has covered the Employees' Ministry of Finance in Palestine (West Bank) in Ramallah.

**Population and sample:** The population of this study is represented by the total number of employees of the Ministry of Finance at the headquarters (500 employees)

approximately. The researcher administered the questionnaires to 220 employees, and the researcher collected 177 participants. However, the valid questionnaires were 177.

**Knowledge:** The study focuses on leadership styles (Transformational, Transactional, Laissez-Faire) and their impact on employee performance during crises. Therefore, helping the MOF to determine the best styles to Positively impact employee performance during crises

**Approach and Instrument:** The researcher used quantitative and qualitative methods to measure the desired objectives. Techniques used in this study are questionnaires and interviews. The primary purpose of the questionnaire and interview is to meet the research objectives, answer the study questions, and collect data for the findings, discussion, and recommendations.

**Time:** The questionnaires were distributed to the employees on May 5, 2022 and collected after two weeks.

### **1.11. Structure of the Study**

The researcher divides this thesis into five chapters to create a good flow of information.

The outline of the thesis will be as the following:

#### **Chapter 1: Introduction**

This chapter explains the background of the research. It will provide the introduction with information to guide the reader into the research topic. The introduction will include the problem statement and justification of the study, research objectives, questions, hypotheses, research delimitations, research design, research

limitations, and research contribution to knowledge as well as the outline of the thesis that the researcher will include in this chapter.

**Chapter 2: Literature Review**

This chapter reviews the literature relevant to the study's research problem. The first section dives deep into the definition of the targeted knowledge management practices for this study; these are leadership styles, employees' performance, and crises.

**Chapter 3: Research Methodology**

This chapter presents the detailed research design in addition to the methods used. The chapter will also explain the used techniques in the analysis and the issues related to the data collection process.

**Chapter 4: Data Analysis and Interpretation**

This chapter (the findings) presents the data analysis, discusses the results, and links the findings with previous studies in order to develop discussions and arguments.

**Chapter 5: Conclusion and Recommendations**

This chapter discusses and debates the recommendations and conclusions of this research.

**References**

## **Chapter 2: Literature Review**

This literature review explores the different leadership styles (transformational and transactional, laissez-faire) concerning the impact of these styles on employee performance during crises. Indeed, even though there are positive and negative perspectives on each leadership style, beneficial results for crises can be accomplished by utilizing the foremost appropriate leadership styles for the given context.

### **2.1 Leadership**

According to Saffar and Obeidat (2020), leaders must determine vision, values, directions, and high forecasts. Leaders are imperative personalities and effective sources of influencing others (Bass & Riggio, 2006). Recently, there has been engagement in studying the impact of leadership styles on organizations' performance, given their conspicuous positions inside organizations, where senior leaders can recognize natural patterns and changes to initiate innovative measures to characterize risks and respond to emergencies. (Hughes et al, 2018)

Leadership style can help organizations be gradually competitive and help individuals impact a group of individuals to realize a common goal (Northouse, 2015, P.6).

### **2.2 Leadership Styles**

According to Asrar and Kuchinke (2016), leadership style impacts organizations with aspects such as low employee turnover, customer satisfaction, low absenteeism, and organizational effectiveness, and a lot of factors influence employee behavior, attitude,

and motivation, such as leadership styles and that can impact the performance in the organization.

Leadership style is the most important factor influencing employee behaviors and practices. And also, can affect the employees' set of decisions, behavior, recognition of purpose, work with confidence, and the style of leader can create a long-term development vision, motivate organizational individuals, achieve visions, and advance performance. (Adair, 2002).

No matter the leadership style leaders embrace, leaders are not the same; what remains consistent is that leadership is both an obligation and a responsibility. Many people do not differentiate between “position” and leadership. Not all people in “position” are leaders, and not all leaders hold workplaces. The genuine worth of leaders is in their reaction to challenges and crises. The crisis brings out the best or the worst in our character and leadership ability. (Aguinis, & Burgi, 2021).

The leadership style is how a leader applies impact to the followers. There are many styles of leadership, including transformational, transactional, and laissez-faire.

### **2.2.1 Transformational Leadership Style**

Transformational leadership theory was created by James Burns and later by Bernard Bass. The transformational leadership hypothesis, according to Yammarino and Dubinsky (1994), explained the relationship between leaders and their employees, which accounted for an organization's exceptional performance and achievements. The employee is driven to reach higher personal and organizational goals in addition to short-term objectives. According to transformational leadership theory, a leader recognizes a

need for change, inspires a vision, and then implements the change with the help of people (Yammarino & Dubinsky, 1994).

Transformational leadership theory, according to Zwingmann et al. (2014), was the most prominent leadership theory that emphasized leaders' impact on individual followers. Employee emotional attachment to the leader is a result of transformational leadership theory, according to Asrar-ul-Haq and Kuchinke (2016). The transformational leader earns the employee's trust and respect. The employee is truly eager to perform the measures or steps required to meet the leader's expectations. According to the study, transformational leadership conduct has a favourable relationship with outcome variables. According to Barbinta et al. (2017), transformational leadership theory is founded on the transformational leadership style of the leader. The leader and his or her team of employees have a strong bond or relationship. The transformational leadership style has five qualities, according to Barbinta et al. (2017). To begin, a transformational leader establishes long-term objectives for team members that are greater than the interests of the team members. The leader and the team must both be committed to achieving long-term goals and seeing beyond their interests. Motivate and inspire your coworkers. Fourth, a transformative leader encourages team innovation to find solutions. Fifth, a transformative leader is concerned not only with the team as a whole but also with individual team members.

The transformational leadership style has picked up more publicity and consideration among diverse leadership styles due to its rationale. In addition, it looks to develop innovative and inspiring thinking in which the public interest is over the personal interest (Shah & Nisar, 2011).

According to Rowold and Heinitz (2007), a transformative leader's charismatic attributes and behaviors enable followers to identify with him. The emotional linkages formed between the transformational leader and the follower, according to Rowold and Heinitz (2007), enable the follower to modify their beliefs and attitudes. As a result, the follower adapts to the transformational leader's ideals and performance requirements.

A transformational leader strives to build connections or relationships with his or her personnel to inspire dedication to achieving goals. Increased commitment leads to increased employee productivity as a result of the extra effort put in by the employee (Hooper & Potter, 2011). If an employee fails to meet goals, a transformational leader embraces failure and uses it as an opportunity for employee growth to meet goals. A transformational leader, according to Agotnes et al. (2019), gets their followers to see situations from a different perspective. The transformational leader gives the follower a new perspective and encourages active learning and problem-solving alongside them. In addition, by challenging the follower to overcome hurdles, the transformational leader encourages and inspires them.

According to Boonzaier (2008), transformational leaders create deep ties with their employees by providing personalized attention, vision, inspiration, and orienting employees to the future in order to create growth and change-oriented organizational culture. By serving as role models for their staff, transformational leaders are more proactive and involved in aiding and leading them. Employees are inclined to imitate transformational leaders' proactive actions because they inspire trust and function as role models (Den Hartog & Belschak, 2012; Sadeghi & Pihie, 2012).

Transformational leaders, according to Phong et al. (2018), assist individuals to attain their maximum potential within the organization by motivating them to work above their

expectations. A transformative leader ensures that employees are aware of the organization's vision and guides them down the path to success. A transformational leader, according to Wade (2019), encourages followers to become dedicated to and part of the shared vision. The transformative leader motivates the followers to pursue goals greater than their self-interest.

Transformational leaders, according to DuBois et al. (2015), transform the workplace by inspiring and developing people and motivating individuals to achieve high levels of performance. By demonstrating integrity and strong ideals, a transformative leader earns respect and trust of his or her employees. A transformative leader, as a role model, walks the walk even in the most challenging situations. Transformational leaders, according to Campbell (2018), build strong, loyal, and productive teams. Because of the organization's communication and implementation by the transformational leader, the teams are extremely effective.

According to Bass and Avolio (2004), transformational leaders use one or more of the four I's to get better results from their followers. The following are the four I's: 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation, and 4) individualized consideration are all important factors to consider. By serving as role models for their followers, transformational leaders use idealized influence. The followers of a transformational leader appreciate, respect, and trust him or her, and they want to be like him or her. Transformational leaders employ inspirational motivation to raise team spirit and dedication to goals and a shared vision by motivating and inspiring followers. Intellectual stimulation is used by transformational leaders to solve challenges and develop answers utilizing fresh ways and creative ideas. Finally, transformational leaders employ customized consideration by creating a supportive atmosphere that recognizes

individual followers' needs and differences, ensuring that their interactions are tailored to them.

According to Arbaiza and Guillen (2016), a transformational leader may recognize a need and build a vision that motivates people to adopt new goals and take the steps necessary to achieve them. According to Arbaiza and Guillen (2016), a transformative leader may excite staff and connect them with activities to improve their performance. The transformative leader can increase the performance of his or her team by recognizing their strengths and shortcomings.

A transformational leader serves as a role model for his or her people, earning their trust and esteem. This leader recognizes a need for change, inspires a vision, and implements the change with employees. The employee is driven to reach higher personal and organizational goals in addition to short-term objectives. The transformative leader can push their subordinates to achieve more than they want to do, regardless of the industry (hospital, academic, or corporate). As a result, the subordinates put the organization's needs ahead of their own.

### **2.2.2 Transactional Leadership Style**

James Burns and later Bernard Bass created transactional leadership theory. When a manager focuses on results and gives staff something to help them achieve their goals, this is known as transactional leadership theory (Zareen et al., 2015). Transactional leadership, according to Asrar-ul-Haq and Kuchinke (2016), is beneficial when the leader's primary interest is attaining goals. Employees are rewarded based on the tasks they have completed. As a result, transactional leaders are concerned with the accomplishment of a given task as well as staff performance. Positive and negative

reinforcements will be used by the transactional leader to help the employee accomplish the expected results. Positive reinforcement could be in the form of incentive pay, in which the employee receives a monetary reward for their efforts. Negative reinforcements can include discipline or termination, in which the employee faces disciplinary action or termination due to poor performance.

Transactional leadership, according to Hannah et al. (2020), is based on economic exchanges between leaders and followers, in which the leader determines the goals and objectives for the follower to achieve. According to the study, the transactional leader defines the work roles of the followers and gives them specific tasks. As a result of the leader's varied work assignments, the followers' confidence in themselves rises as the various allocated duties are completed successfully. As a result, the researchers propose that completing tasks helps followers gain self-acceptance and self-esteem. The leader might compliment the follower, which boosts the follower's self-esteem. In addition to the rise in confidence, the follower is rewarded with cash, titles, and office space, which signify that the follower is respected.

The goal of transactional leadership and dependent rewards, according to Saeed and Mughal (2019), is to maintain high performance and quality control. According to the researcher, this is management by exception style, according to the researcher, the manager maintains an active role and intervenes if a potential problem arises. Transactional leaders, according to Donkor and Zhou (2020), compensate employees for fulfilling tasks and maintaining or improving organizational performance. When an employee can meet or exceed the organization's performance, the manager is seen as valuable.

Transactional leaders, according to Boonzaier (2008), encourage people by using goal setting and offering rewards depending on the achievement of those goals. Employees will embrace a transactional leader only if the leader can deliver benefits such as status and money, according to McCleskey (2014). A transactional leader will keep an eye on their people and reward them for good work. Transactional leadership conduct, according to Asrarul-Haq and Kuchinke (2016), is usually negatively associated with long-term performance.

Transactional leaders, according to Zareen et al. (2015), explain expectations and how to meet them to their people, and then closely monitor them. The employee is rewarded if he or she completes the expectation. However, if the employee fails to meet the expectation, he or she is penalized for poor performance, which may include disciplinary action.

Zareen et al. (2015) also recognized dependent rewards, active management by exception, and passive management by exception as three characteristics of transactional leaders. When management establishes expectations for employees and rewards them for satisfying those expectations, this is known as contingent rewards. The leader employs bonuses or promotions to get the desired results from staff. According to Kamisan and King (2013), leaders reward employees depending on their performance, and employees are penalized if they do not perform. When management predicts difficulties, monitors progress, and takes corrective action, this is known as active management by exception. According to Kamisan and King (2013), leaders evaluate employee performance and take disciplinary action if requirements are not fulfilled. According to Asrar-ul-Haq and Kuchinke (2016), the leader foresees the behavior and tries to remedy the problem before it happens. By exception, passive management occurs when management does not

meddle with workflow unless a problem arises. According to Kamisan and King (2013), leaders will intervene only when there is a deviation from the standard and mistakes have happened. According to Asrar-ul-Haq and Kuchinke (2016), the leader does not foresee crises and responds appropriately when they arise.

A leader who uses a transactional leadership style motivates staff by giving them rewards and penalties. The conditions are mentioned, along with the benefits that go along with them. According to Amanchukwu et al. (2015), a transactional type leader rewards employees for their hard work and compliance. However, according to the researchers, if an employee does not meet the minimum standards, he or she will be disciplined. If the employee fails to meet such requirements, he or she will be subjected to the appropriate punishment. As a result, the connection between the boss and the employee is transactional. Both the individual and the business win since the employee benefits from the salary, and the organization benefits from fulfilling the leader's minimum requirement.

The transactional leader is more in control than the transformational and laissez-faire leaders. Such as, the results of a military organization in an unstable environment showed that the performance of soldiers working under the leadership of the transactional style was increased (Bass et al., 2003).

According to Hamstra et al, (2014), the transactional leader focuses on the reward system, and cooperation to get the work done reduces the reward level. This style gives the impression that this style does not encourage teamwork. Transactional leaders use their strengths in work through their styles to reward and benefit to influence the performance of their employees (Meyer and Botha, 2000)

Transactions leadership may be preferred when specialized expertise exists and a high degree of accuracy is needed. This leadership style uses external motivation strategies to accomplish a particular task. In addition, leaders must consider employees' feelings and appreciate their convictions and values (Nawaz, Kinan, Khan, 2016). According to Hassan and Rajoub (2017), transformational and transactional leadership styles are not the same but are interconnected.

### **2.2.3 Laissez-faire Leadership Style**

Kurt Lewin proposed the Laissez-faire leadership philosophy, in which a boss delegates decision-making authority to an employee without consulting him (Basit et al., 2017). All rights and power are provided to the employee to make decisions, according to Lewin and Lippitt (1938). According to Sadeghi and Pihie (2012), a laissez-faire leader uses the least effort possible. The boss delegated authority to the individual to find the optimal method for achieving corporate objectives on their own. The laissez-faire leader is uninvolved with his or her employees and unresponsive to their needs. It might be troublesome when an employee is unable to establish the best strategy to fulfill company goals because no one is taking responsibility. According to Saeed and Mughal (2019), a laissez-faire leader does not play an active part in a company, which explains why the banking industry does not use this leadership style.

According to Diebig and Bormann (2020), laissez-faire leaders postpone making decisions, ignore workplace difficulties, and not model proper behaviors. According to the researchers, staff must handle problems on their own, which often results in the problem remaining unsolved. The laissez-faire boss is uninvolved with his or her employees and engages in non-supportive, hands-off behavior. The employee becomes

insecure and unsure how to resolve the problem, causing stress. According to Piccolo et al. (2010), the laissez-faire leadership style avoids making judgments and provides little problem-solving guidance.

According to Amanchukwu et al. (2015), laissez-faire is a French term for "leave it be." When "laissez-faire" is used in leadership, it refers to executives who allow staff to work at their speed and without supervision. According to Amanchukwu et al. (2015), laissez-faire leaders avoid making judgments and abdicate all responsibility. However, if the leader monitors the employee's work and provides regular feedback, a laissez-faire leadership style can benefit. According to Amanchukwu et al. (2015), a laissez-faire leadership style gives employees the flexibility to make decisions without the leader's input, leading to higher job satisfaction and productivity. However, the researchers stated that if individuals cannot manage their time, and lack knowledge, desire, or the essential abilities to complete their work efficiently, a laissez-faire leadership style might negatively impact employee performance and job satisfaction.

Laissez-faire leaders, according to Arbaiza and Guillen (2016), do not guide their personnel. Laissez-faire CEOs take a hands-off approach, delegating work to subordinates without guidance. According to the experts, if an employee has a laissez-faire boss, the employee's performance may show a lack of productivity, cohesion, and contentment.

According to Northouse (2018), laissez-faire leadership or non-transactional leadership embraces the hands-off or let-things-ride, absence of response to followers' problems and needs, and a failure to supervise their performance

Furthermore, according to Gameda and Lee (2020), laissez-faire leaders are known for their lack of involvement and absence when needed. A laissez-faire boss, according to

Gemeda and Lee (2020), would overlook employees' accomplishments and issues. According to the findings, a laissez-faire leader has a negative impact on employee performance, leader effectiveness, and organizational performance.

According to Asrar-ul-Haq and Kuchinke (2016), laissez-faire leaders are hesitant to make the required efforts to avoid circumstances where issues may arise. Rewards are not used to placate staff by laissez-faire executives. As a result, laissez-faire bosses may have teams who are inefficient, unproductive, and dissatisfied with their work.

According to Skogstad et al. (2007), a laissez-faire leader's lack of leadership may result in poor performance and lower employee work satisfaction. According to Skogstad et al. (2007), some employees may be unsure of their function and lack the necessary knowledge to accomplish responsibilities. As a result, employees' performance and job satisfaction may suffer. Employees may become frustrated, their performance may suffer, and their job happiness may suffer as a result of the laissez-faire leader's lack of leadership (Judge & Piccolo, 2004; Skogstad et al., 2007).

According to Breevaart and Zacher (2019), non-leadership is a term used to describe laissez-faire leadership. The leadership is the most passive and ineffectual because employees do not receive information or feedback to perform satisfactorily in their professions, when an employee refuses to follow a laissez-faire leader's advice, the employee must rely on their judgment to make judgments. According to Judge and Piccolo (2004), the absence of leadership has a detrimental influence on employees, resulting in lower job satisfaction, leader satisfaction, and leader effectiveness. The employee lacks the information or expertise necessary to make the right judgments to succeed. The laissez-faire leader does not provide the necessary advice to the employee, which has a good impact on job satisfaction, leader satisfaction, and leader effectiveness.

On the other hand, Pahi and Hamid (2016) found a link between a laissez-faire leadership style and employee commitment. Due to the leader's ability to allow employees to work autonomously, a laissez-faire leader can create confidence and motivate them to achieve a goal or target. According to the study, a self-motivated, highly talented, experienced, and the educated person might thrive and succeed under a laissez-faire supervisor.

When a boss is hands-off and lets people make decisions, this is known as laissez-faire leadership. This personnel has complete autonomy in terms of fulfilling performance goals. Employees will be able to achieve their performance targets with this leadership style. However, in order to meet performance goals, the employee must specifically request assistance and support from the boss. Aside from that, the manager is completely uninvolved.

#### **2.2.4 Employee's Performance**

Performance is one of the criteria used to determine whether a job is being done well or not. Employee performance is the result of work-related success and success in the organization. (Sopiah, et al, 2020).

Performance of employees According to Sharma et al, (2016), employee performance determines the productivity and success of businesses. Employee efficiency is critical to a company's growth in this environment (Sharma et al., 2016). As a result, it is critical to build a clear and analytical technique for measuring a person's contribution to the progress of a company to discover their strengths and weaknesses, as well as any potential management vulnerabilities that obstruct good results (Sharma et al., 2016). Having a clear understanding of each employee's level of success makes it much easier to determine an appropriate plan of action to follow throughout the crisis.

Employee performance is defined by Iqbal et al. (2015) as the execution of well-defined roles, meeting deadlines, employee competency, and job proficiency. The authors went on to say that different companies require different leadership styles that encourage employees to perform better. In order to better understand how leadership affects performance, Iqbal et al. (2015) conducted research on a tractor manufacturing company to see how it deals with employee performance. In essence, some organizations' unwillingness to innovate has been blamed for failing to fulfill specified targets, resulting in low productivity.

According to a prior study, employee performance is critical in determining organizational success (Mangkunegara, 2016). Nonetheless, in order to achieve the objectives, companies must implement effective performance measurements. Furthermore, this study found that an employee's performance is comprised of their productivity and behavior in achieving the desired objective (Mangkunegara, 2016). The author also demonstrated how transformative leadership and a healthy work environment are linked to positive employee performance. Organizations also look for ways to improve employee performance to acquire a competitive advantage.

As a result, by defining corporate ideals, giving intellectual stimulation, setting high-performance goals, and providing the necessary support, transformational leaders contribute to improved staff performance (Mangkunegara, 2016). According to Mangkunegara (2016), transformational leaders emphasize the value of self-development, encourage employees to think creatively, and solve challenges to reach organizational goals.

Performance is a standard used to evaluate the quality of work and whether the result achieves the organization's goals or not. Further, employee performance is the

productivity that the employee provides to the organization, evaluating individual work and teamwork and the results achieved by the employee in the organization (Sopiah, et al, 2020).

To evaluate employee performance in organizations, there are four criteria, including employee behavior, quality and quantity of work, and reliability in implementation. (Mangkunegara, 2015).

According to Farooq, et al, (2021), The crisis occurs as a result of an unexpected problem that leads to the instability of the organization and employees and their performance. In order to maintain and improve performance, the criteria must be considered for evaluating and improving performance during crises. This study helps organizations evaluate and improve performance and eliminate weaknesses during crises by creating a multi-dimensional framework to systematically assess performance during crises and provide a communication tool to discuss stakeholders to obtain the desired results through strategic planning.

### **2.2.5 Crises Management**

Crisis: An unusual and abnormal situation that threatens the organization, its image, and reputation, and constitutes a threat to its operations. Also, the crisis creates an unbalanced environment. Crises are also divided into two types: natural or industrial disasters, such as earthquakes, volcanoes, and floods, which come from sudden weather, and others, such as human-made disasters, environmental destruction, and human-made conflicts, such as wars. Most crises come unexpectedly, and any organization can discover that they are not ready for any crisis, which prompts them to respond quickly in order to alleviate the negative impact due to the crisis, which attracts the attention of the media and consumers.

Therefore, the crisis must be controlled to reduce losses and protect the organization in order to return to their work routine as usual and prevent future crises. (Giorgetto, S. A, 2021).

The crisis is an unplanned change process, rendering the whole organization into a state of disintegration by debilitating its resources, objectives, and assets, putting pressure on the part of the organization due to instabilities and time weight, as well as covering a restricted period for expelling or minimizing the impacts using essential safety measures. According to (Canhoto et al., 2015), a crisis occurs when the fundamental structures and standards are influenced contrarily due to unforeseen developments.

According to Alvintzi and Eder (2010), Adopting the preparation of a crisis management plan is very important for organizations to deal appropriately with crises in the future. The crisis management team in large organizations should prepare before the crisis and study the problems and risks that could harm the organization to deal with the crisis in the best way.

According to Hackman, M. Z., & Johnson, C. E. (2013) regarding leadership in crises the stages and roles of leaders are the first Stages is the pre-crisis stage is a period of normalcy when the group should be alert to warning signs that signal that a crisis is developing, and the roles of leaders in the stage are the recognizing danger signs through scanning the external and internal environments, identifying trouble spots or vulnerabilities, developing crisis management, and building organizational credibility.

The second stage is the crisis event stage begins when trouble breaks out and ends when the immediate danger is over and the role of the stage is to implement the crisis management plan, act as a spokesperson during the crisis, appear before the media, and provide information to protect victims, Resist the temptation to reach decisions quickly

and seek out new information instead, reevaluating your choices based on what you discover and connect with the organization's ethical foundation, encouraging followers to use shared vision and values as operating principles during the crisis.

The third stage is the post-crisis phase of evaluation and analysis starts when the immediate danger is past and the organization has resumed normal operations and the roles of leaders by helping the organization restore its reputation, learn from the experience, and promote healing. Commonly used image restoration strategies include denial, evading responsibility, reducing offensiveness, corrective action to repair the damage and prevent a reoccurrence of the problem, and admitting guilt and apologizing. Crises management has been used for organizational performance planning and rapid response by serving as a leader. Due to poor informatics, information management has been a market crisis (Christensen et al., 2016). This has created a critical scenario in safeguarding the company's brand. Early threat exposure, mitigation, and product life cycle control are all part of crisis management's goal of improving performance (Christensen et al., 2016). In addition, In crisis management, the crisis team members intervene before, during, and after to solve the crisis to protect the institution and reduce its losses.

In essence, crisis management is a rational and methodical approach to defining the context, determining, evaluating, treating, checking, and relaying threats connected to any operation to allow businesses to reduce losses and improve prospects (Crandall, Parnell, & Spillan, 2013). Crisis management increases the value of companies, but it also has the potential to reduce financial pain (Jundt et al., 2015). Crisis management aims to ensure that all stakeholders understand and agree on the true threats and how to deal with them (Bundy et al., 2016).

According to Mehr and Jahanian (2016), crisis management is a method used while dealing with crises to minimize the negative impact the crises may have on the firm and its stakeholders. Because crisis management is a process, it may be divided into three stages: pre-crisis, crisis response, and post-crisis. Furthermore, Bujak and Topolski (2015) described crisis management as a three-step method for preventing or reducing the consequences of a conflict.

According to Williams et al. (2017), crisis management is the process of establishing and implementing a business strategy that can be implemented quickly in the event of a crisis. Natural disasters, terror attacks, power outages, violence, and cybercrime are all examples of events that qualify as crises. According to Bundy et al. (2016), crisis management uses tools to assist an organization in dealing with unforeseen circumstances that can disrupt the company's everyday operations. According to the author, a crisis might occur as a result of unanticipated repercussions of an incident that could be viewed as a potential threat.

### **Ministry of Finance**

The Ministry of Finance (MOF) is responsible for drafting the Palestinian National Authority's financial policy and overseeing its implementation in a way that ensures an effective contribution to achieving integration between economic, financial, and monetary policies, as well as consistency between its tools, in order to create a system for economic stability and growth that contributes to achieving sustainable development goals and raising the standard of living in all Palestinian communities. It also works to finance the Palestinian National Authority's budget through local revenues generated from taxes, manage revenues from external funding sources, and carry out the work and

responsibilities entrusted to it through an action plan supporting the reform plan and Palestinian development within a transparent approach. (Pmof.ps, 2016)

The Ministry of Finance includes 24 departments working to implement and achieve this vision, which is to contribute to the stability and growth of the national economy to reach prosperity through sustainable development and provide a decent life for citizens. Furthermore, its mission is to manage public money efficiently and effectively by developing revenues and rationalizing expenditures, using transparent and fair financial systems, supported by control procedures.

Moreover, the Ministry's work summary is Drawing financial policies that support the achievement of the higher goals of the Palestinian National Authority, Preparing and implementing the budget, and developing the means for its preparation, Collection, and development of revenue from taxes and customs, Property tax collection on behalf of municipalities and local councils, Managing and increasing grants to the authority, Computerization of work in taxes, Cash management, bookkeeping, and government debt, Public Expenditure Management, Government property management, Providing government supplies and purchases, salaries, Financial control of expenses and records, Internal audit of ministries and public institutions, Legislation and financial laws, Administrative and service works, public awareness.

The Ministry of Finance has strategic goals, including maximizing tax revenue collection, raising the level of services provided, meeting needs, formulating comprehensive fiscal policy, and managing public spending within a medium-term spending framework, developing mechanisms for preparing and implementing program and performance budgets accurately and effectively, adopting a comprehensive institutional, legal framework for managing public money, managing public spending according to high-

quality accounting, the financial and administrative system is supported by regulations, laws, and a periodic reporting system, organizing and controlling government purchases and property, applying financial and administrative control procedures and enhancing the effective role of internal auditing, and developing the effective use and distribution of human and material resources in the Ministry. (Pmof.ps, 2016)

## **Chapter 3: Research Methodology**

This chapter is discussed the detailed research design, population, instruments, demographic profile, sample size, pilot study, reliability, validity, questionnaire and interview design, and content, in addition to the methods used. The chapter also explains the used techniques in the analysis and the issues related to the data collection process.

### **3.1 Research Strategy**

The research strategy is the steps that the researcher follows from the beginning of the study and after determining the objectives or purpose of the study until the completion of achieving all the goals of the study, which may be by testing a hypothesis or finding solutions to a problem studied by the researcher (Bilau et al., 2018). The researcher has used the quantitative (Questionnaires) and qualitative (Unstructured Interviews) approach to answer the questions and hypotheses of the study titled the impact of leadership styles on employee performance during crises in the Ministry of Finance.

### **3.2 Research Time Frame**

The researcher submitted the research proposal on November 15, 2021, received the approval of the research proposal on February 10, 2022, and then started conducting the study in February 2022. However, the researcher completed the literature review at the end of February 2022.

Testing validity and reliability of the pilot test and collection data were at the end of April 2022. Data analysis, findings, conclusion, and recommendation were completed at the end of May 2022.

### **3.3 Framework of the Research Methodology**

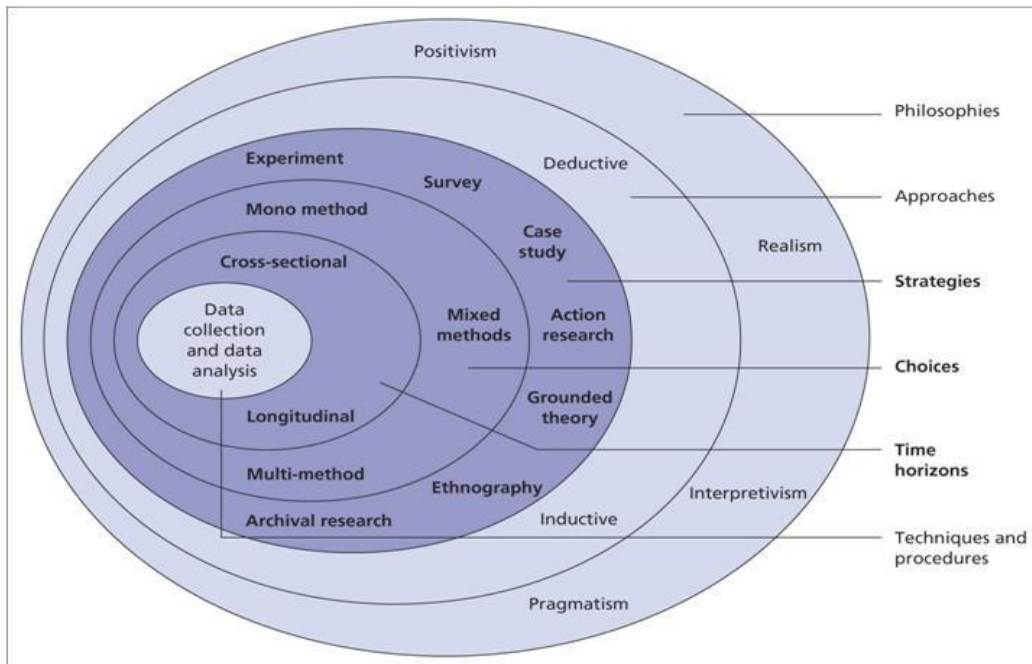
The methodological framework of the study is a kind of scientific research framework, which is a set of organized steps, all of these steps help the researcher to display all of the elements of the research plan, such as the problem, objectives, and importance of research. (Eid & Asutay,. 2019). In addition, the strategy is followed when conducting research or a scientific thesis, and the researcher must choose the most appropriate methods that help him carry out the research. The legislator has facilitated this by setting up procedures for organizing the research. The study methodology is carefully considered steps; To access the facts related to the topic of scientific research. (Bagaskara,. 2018).

A scientific paper should be understandable, definite, and concise—this is a rule that is repeated like a mantra in many handbooks and by university professors alike (Guides, 2020). This research must prove this truth through good planning and organizing, in addition to choosing the most suitable method for data collection and research strategy. As stated by McMeekin et al., the advantages of using methodological frameworks are numerous: they can improve activity consistency, reliability, and reporting; improve the quality of the research; standardize approaches; and optimize the truthfulness of study results (McMeekin et al., 2020).

Saunders et al. (2007) labeled a model the "Research Onion Model"; the model classifies research into six layers. It entails philosophies, methodologies, strategies, options, timeframes, techniques, and processes (MacLean, 2013).

At the beginning of the research, this "Research Onion Model" provided a clear path to outline the best methods and strategies to use. Research is important as it stimulates knowledge and generates ideas for finding an answer to research questions. The

researcher applied the principles of the Research Onion Model broadly to each research question.



**Figure 1.2: Research Onion Model**

**Source: Saunders Et Al. (2007)**

The research onion was designed to depict the steps a researcher must go through while creating an effective approach (Saunders et al, 2007)

This study's methodology, which includes the development of questionnaires, the validation of structured questionnaires, and data collection, can be expansively divided into six major stages, as explained below:

Stage one – Theme Development

The first stage included problem definition, objective development, hypotheses development, and conceptual model development.

Stage two – Literature Review

Identified literature on the impact of leadership styles on employee's performance during crises in the Ministry of Finance

foundation to develop the research framework for this study. The literature review yielded a set of factors related to each component, and a pilot study modified those components afterward.

#### Stage three – Pilot Study

The researcher conducted and administered a pilot study to 30 employees in order to pre-test the survey and adjust it before producing the final version of it. The pilot study helped ensure the clarity of the questionnaire before distributing the primary survey. It also showed that the questionnaire items contribute to the study objectives. Thus, according to the pilot study findings, the researcher modified the survey. However, the modification was minor.

#### Stage four – The Main Questionnaire

Reaching this stage, the researcher used a quantitative approach as the main component of this study. The questionnaire was administered to the Ministry of Finance In Ramallah To acquire reliable and reflective quantitative results.

#### Stage five – Statistical Analysis and Research Findings

The researcher analyzed the collected data using both descriptive and analytical tools (SPSS). The descriptive tools used were percentages, means, and standard deviations. The researcher also used the Pearson correlation coefficient for validity, Cronbach's alpha for reliability statistics, and nonparametric tests.

#### Stage six – Conclusions and Recommendations

### **3.4. Design of the Study**

Research design is a conceptual scheme through which the research is conducted. The researcher prepares an action plan for data collection and analysis. The research design is

not related to a specific type of data or a specific method for collecting it. Finally, the research is valid when the conclusion is correct and accurate. (Akhtar, I, 2016)

This study also covers the quantitative and qualitative analysis of the questionnaire, testing of the research questions and research hypotheses, and interviews. The researcher used the quantitative method by administering the questionnaire to randomly selected individuals. and also used the method of collecting qualitative data through interviews. However, the primary difference between qualitative and quantitative data is that quantitative data is about the numbers, and qualitative data is descriptive. In addition, Qualitative research is used to gain an in-depth understanding of human behavior, experience, attitudes, intentions, and motives based on observation and interpretation, to discover the way people think and feel. (Hunter, .McCallum, and Howes, 2019). On the other hand, Quantitative research aims to establish a causal and practical relationship between two variables using mathematical, statistical, and statistical methods. Quantitative research is known as experimental research as it can be precisely measured. (Nenty, H. J, 2009).

### **3.5. Research Location**

The research was conducted in the Ministry of Finance in Palestine Ramallah and the questionnaires were distributed electronically, Also, was conducted at the headquarters of the MOF in Ramallah, Palestine. Groups of employees of both (Males and Females), working in the departments of the MOF, were randomly chosen to participate in this study.

The Ministry of Finance includes 24 departments working to implement and achieve this vision, which is to contribute to the stability and growth of the national economy to reach

prosperity through sustainable development and provide a decent life for citizens. Furthermore, its mission is to manage public money efficiently and effectively by developing revenues and rationalizing expenditures, using transparent and fair financial systems, supported by control procedures.

Employees of both genders working in the departments were randomly chosen to participate in this study.

### **3.6. Research population, Sample, and Sample Procedures**

The population and the sample are fundamental in scientific research because they help the researcher collect valuable information needed to conclude. According to De Vaus, (2001), it is improbable that the researcher collected data from all situations to answer the study questions. As a result, a sample must be chosen. The population refers to the whole set of instances from which the researcher's sample is taken. The population of the study has consisted of the Employees' Ministry of Finance in Palestine.

The population in this research comprised of all employees working in the headquarters of the Ministry of Finance. Simple random sampling is a type of probability sampling that allows the researcher to choose a sample at random from the sampling frame. Simple random sampling (SRS) is a fundamental form of sampling that is frequently used as a sampling approach itself or as a foundation for more complicated sampling methods. SRS, on the other hand, is frequently mentioned in the literature without a precise definition. The SRS principle states that every potential sample has the same chance of being picked, however the concept of "possible sample" varies across diverse sampling methods (Meng, 2013). Herbert Arkin provided a reasonable formula for obtaining an

accurate number of samples using the basic random approach (1974). It is used to compute and get the smallest sample size. The population of this study is represented by the total number of headquarters of the MOF in Ramallah (500 employees), However, in order to obtain a desired and a correct sample size with reliable results, the researcher has distributed 220 questionnaires, based on the below equation: Herbert Arkin (1974) suggested that the best sample size for population 500 should be between 218 and 220; therefore, the sample size was limited to 220 employees but because there were a missing data in some questionnaires the researcher can collect 177 valid questionnaires, so the sample size was limited to 177.

Herbert equation to compute the sample size:  $n = P(1-P) / (E/Z)^2 + [P(1-P)/N]$  n = required sample size. Z = Confidence coefficient used to determine the precision interval, represents the number of standard errors along the horizontal axis about the mean under the normal distribution (1.96) N = the population size. P = the population proportion (assumed to be .50 since this would provide the maximum sample size). E = the degree of accuracy expressed as a proportion (.05). Additionally, the researcher employed a qualitative method, conducting numerous unplanned interviews while delivering the questionnaire. To acquaint the staff with this topic, the researcher had to discuss certain topics such as the challenges that may face it during crises and the suggestion. This sample strategy eventually assisted the researcher in answering all of the research questions as well as meeting the study's objectives.

### **3.7. Instruments of the Study**

The instruments that were used in this study were two tools as follows:

1. Quantitative method (Questionnaire dated May 5, 2022).

2. Qualitative method (Unstructured Interviews dated May 10, 2022).

### **3.7.1. Questionnaire Design**

This study's instruments were based on both quantitative and qualitative research techniques.

- i. A questionnaire based on the study's goals
- ii. Unstructured Interviews: a series of questions that are less formal, as the interviewer changed the sequence and wording of the questions.

### **3.7.2. The Questionnaire**

The first questionnaire draft was intended to be changed in response to the pilot findings. The supervisor and four reviewers updated and enhanced the questionnaire structure. The questionnaire came with a cover letter that explained the purpose of the study, the confidentiality of the information to promote a high response rate, and the method of answering.

The diversity of questions aimed at achieving the research objectives, covered the key domains of the investigation, and enabled the researcher to obtain all of the required data to support the study findings, discussion, conclusions and suggestions.

The questionnaire was divided into four sections: Section A, Section B, Section C and Section D.

#### ***Section A: Demographic Information***

Section A was primarily concerned with the demographic characteristics of the participants, background information. This section had five items: gender, Age of employee, Education level, Number of years of experience and Position.

***Section B: Leadership Styles***

This section is divided into four subsections. The researcher utilized the five-point Likert Scale in this section to determine the participant's preferences or degree of agreement with a series of statements established in the questionnaire. Furthermore, this provided the participants with a broader range of possible responses. When a participant is unsure of the statement that is constructed in the questionnaire set, the neutral choice might be viewed as an easy alternative to select.

- The first subsection consisted of eight statements that assessed the transformational style.
- The second subsection consisted of eight statements, which assessed the transactional style
- The third subsection consisted of eight statements, which assessed the Laissez-faire leadership style.

***Section C: the impact of leadership styles on employees' performance during crises***

- The section subsection consisted of ten statements, which assessed the impact of leadership style on employees' performance during crises.

***Section D: Open-ended Question (optional)***

The use of open questions was intended to encourage participants to offer a comprehensive and developing response.

**Table 3.1: Sample Of The Likert Scale Used In The Questionnaire**

<b>Score</b>	<b>Responses</b>
<b>1</b>	<b>Strongly Disagree</b>
<b>2</b>	<b>Disagree</b>
<b>3</b>	<b>Neutral</b>
<b>4</b>	<b>Agree</b>
<b>5</b>	<b>Strongly Agree</b>

This type of questionnaire has the following advantages:

1. Because the questions have been constructed, it is simple to compare the results or outcomes of the research across personnel from different departments.
2. The researcher did not have any influence on the respondents.
3. It is easy to analyze the collected data, using the Statistical Package for Social Sciences.
4. The questionnaire covers every aspect of the topic.
5. The questionnaire provides meaningful and actionable data.

Unfortunately, there was a disadvantage:

1. It was difficult to fully capture emotional responses of respondents through a questionnaire.
2. Fear of filling out the questionnaire was obvious in the fact that 50 respondents were excluded because it was not completely filled out.

### 3.7.3. Pilot Test

A pilot study can be defined as a small experiment designed to gather information before a more extensive study and test logistics to develop the latter's quality and efficiency (Schriger et al., 2006).

For the quantitative data, the purpose of conducting a pilot study is to ensure that the expectations of the researcher, in terms of the information that will be obtained from the questionnaire, are met (Aaker & Day, 1995, as cited in Rusli & Hasbee, 2011, p.141). In addition, piloting the questionnaire will also help the researcher identify the reliability of the measurement scale used before doing the actual study and measure the validity of the data or scores. According to Foster and Cone (2006), the validity of scores is the extent to which scores on a measure are related to scores on other criteria.

A pilot study was conducted in this research after the supervisor and referees had approved the survey questionnaire. The questionnaire in this study was verified in terms of the language or statements used, their appropriateness, and suitability. In other words, the statements should be formulated in a polite and soft language (Ghauri et al., 1995, as cited in Rusli & Hasbee, 2011, p 137). In addition, the questionnaire had two versions: Arabic and English. It is believed that translation can iron out errors and distortions (Rusli & Hasbee, 2011, p.141).

The researcher administered a questionnaire to 30 participants to conduct the pilot study. This means that 30 employees' have been involved in determining the reliability of the study questionnaire.

The reliability and validity of the questionnaire were analyzed using the Cronbach Alpha technique and Statistical Package for Social Science (SPSS) Version 21. According to Santos (1999), Cronbach Alpha measures the squared correlation between observed and

actual scores. Cronbach's Alpha is also a measure of internal consistency. It is well known that a reliability alpha coefficient of 0.70 or higher is considered acceptable in most social science research situations (Santos, 1999). The purpose was to ensure the items in the questionnaires were consistent and to measure the study's variables (Sekaran, 2000).

Based on the Cronbach's Alpha values, as Table 3.1 below shows, it can be said that all subsections in the questionnaire exceeded the value of 0.7. This indicates that these subsections had met the reliability standard, and all the statements constructed within these subsections were reliable.

Thereby, it can be said that the researcher has proved that the questionnaire was reliable, valid, and ready for administration to the population sample.

**Table 3.7.2: Cronbach's Alpha Value**

<b>Sections</b>	<b>Cronbach's Alpha Coefficient Values</b>
Transformational Leader Style	.881
Transaction Leader Style	.870
Laissez-faire leadership Style	.899
Performance during a crisis	.934
All items	.946

#### **3.7.4. Data Collection Method and Procedures**

The researcher used primary and secondary data to collect data. Preliminary data was collected using questionnaires and unstructured interviews—the secondary data was collected using journal articles and books.

Quantitative method, the researcher distributed the questionnaire electronically by e-mail to the employees in the Ministry of Finance in Palestine (West Bank), The researcher's workplace. And the researcher collected the questionnaire after two weeks from distribution.

For the qualitative method, the researcher conducted many unstructured interviews with different employees in the Ministry of Finance in Palestine (West Bank).

### **3.7.5. Data Analysis Technique**

To test the research hypotheses, the researcher used inferential statistics. The researcher also used the Pearson Correlation test to determine whether there was a significant relationship between the two variables (Coakes & Steed, 2007, p.58). In identifying whether the research hypotheses tested using this technique were significant or not, the researcher was primarily concerned with the significance level represented in the “correlation” column output. If the significant “Sig.” value was equal to  $p = 0.00$  or less than  $0.05$  ( $p < 0.05$ ), then the researcher could conclude that the alternative research hypotheses were accepted or failed to be rejected.

So, to identify the strength of the relationship between the variables, the Pearson Correlation coefficient was used. When using Pearson Correlation in analyzing the data, the power of the relationship was identified by looking at the value of “r” as shown in the Pearson Correlation table. Usually, the sign of the correlation coefficient indicates the strength of the relationship or the degree of association between two variables. However, if there is no relationship, the correlation coefficient shows zero value.

Table 3.7.4: Adapted from Muchinsky (1993), this table shows the strength of the relationship between the independent and dependent variables.

**Table 3.7.4: Pearson Correlation Value**

<b>Value of “r.”</b>	<b>Strength of relationship between variables</b>
<b>0.00-0.20</b>	Very low or no relationship
<b>0.21-0.40</b>	Low relationship
<b>0.41-0.60</b>	Moderate relationship
<b>0.61-0.80</b>	High relationship
<b>0.81-1.00</b>	Very high relationship

(Source: Muchinsky, 1993)

### **3.8. Demographic Characteristics of Participants**

The study questionnaire was administered to 220 employees working in the MOF on the West Bank. The researcher was able to collect 200 copies questionnaire; 177 were fully completed,

<b>Items</b>	<b>Valid</b>	<b>Missing</b>
<b>Gender</b>	177	0
<b>Age</b>	177	0
<b>Educational Level</b>	177	0
<b>Experience</b>	177	0
<b>Position</b>	177	0

All the demographic variables were valid, with no missing values.

Table 3.8 shows the demographic characteristics of the participants.

<b>Demographic Data</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>		
Male	96	54.2%
Female	81	45.8%

Total	177	100.0%
<b>Age</b>		
Less 31yrs	52	29.4%
31yr – less than 50yrs	105	59.3%
More than 50yrs	20	11.3%
Total	177	100.0%
<b>Educational level</b>		
Bachelor	155	87.6%
Master's degree	19	10.7%
Doctorate	3	1.7%
Total	177	100.0%
<b>Experience</b>		
Less than 5yrs	44	24.9%
5-15yrs	81	45.8%
More than 15yrs	52	29.4%
Total	177	100.0%
<b>Position</b>		
Employee	85	48.0%
Head of a department	63	35.6%
Director of a department	29	16.4%
Total	177	100.0%

Table 3.8 is a summary of the demographic characteristics of the participants. It contains five variables. The first variable is gender; Male employees are represented by (54.2%) of the participants. Around (59.3%) of them were between 31 to 50 years old. This table also shows that (87.6%) of the participants had a bachelor's degree; on the other side, almost half of the participants (45.8%) had 5 to 15 years of experience, while the employees had a high rate of participation (48%).

It can be seen that male and female participants are almost the same, which indicates diversity in the MOF, and it is a healthy situation that is not a male ministry. Also, most of the participants are young people and have bachelor's degrees

### **3.9. Non-parametric Test**

The non-parametric methods are commonly used for studying populations that take on a ranked order. The use of non-parametric methods may be essential when data on an ordinal scale or data have a ranking but no clear numeric clarification. Non-parametric methods make fewer assumptions; their applicability is much broader than the corresponding parametric methods. (Hoeffding, 1948). In particular, they may be practical in situations where little is known about the application in question. Also, due to the dependence on fewer assumptions, non-parametric methods are more successful. Another reason for using non-parametric methods is simplicity; when the researcher analyzes the data, it was non-normally distributed, so the researcher uses a non-parametric test in this study.

#### **3.9.1 Sign Test**

This test was used to determine if the mean of a statement was significantly different from a hypothesized value of 3 (The median value of the Likert scale). If the P-value (Sig.) were smaller than or equal to the level of significance,  $\alpha = 0.05$ , then the mean of the statement would be significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than a hypothesized value 3. However, if the P-value (Sig.) were more significant than the level of significance,  $\alpha = 0.05$ , then the mean of the statement would be insignificantly different

from a hypothesized value 3. However, in this study, the level of significance was less than 0,5 which means all statements were significantly different from a hypothesized value of 3. (Dixon et al.,1946)

### **3.9.2 Mann-Whitney Test**

This test was used to examine if there was a statistically significant difference between two means among the participants (Mann & Whitney, 1947; Wilcoxon, 1945) about Transformational leadership style, transactional leadership style, Laissez-Faire leadership style, and employees Performance during crises in MOF which could be attributed to gender variable

### **3.9.3 Kruskal-Wallis Test**

According to (Kruskal & Wallis 1952), This test was used to find out if there was a statistically significant difference between several means among the participants, transformational leadership style, transactional leadership style, Laissez-Faire leadership style, and employees' Performance during crises in the MOF, which could be attributed to age, educational level, experience and position variables.

**Table 3.9.4: Transformational Leadership Style According To Demographic Data:**

<b>Transformational leadership style</b>	<b><i>M</i></b>	<b><i>S.D</i></b>
<b>Gender</b>		
Male	3.92	.81
Female	3.83	.87
<b>Age</b>		
Less 31yrs	4.18	.71
31yr – less than 50yrs	3.75	.91
More than 50yrs	3.76	.47
<b>Educational level</b>		
Bachelor	3.93	.61
Master’s degree	3.45	.97
Doctorate	4.20	.31
<b>Experience</b>		
Less than 5yrs	4.16	.61
5-15yrs	3.96	.88
More than 15yrs	3.51	.81
<b>Position</b>		
Employee	4.10	.78
Head of the department	3.65	.86
Director of the department	3.72	.81

Table 3.9.4 showed the Transformational leadership style based on gender, age, educational level, experience, and position. From the MOF employees' perspective, the ‘mean value’ column was used to determine which category observed their leader’s style as the transformational leader.

The researcher noticed that the male employees in the MOF had a high mean ( $M=3.92$ ), indicating that they see their leader's style as a transformational leader more than the female employees.

However, we can see that the employees of age less than 31 years old see their leader's style as a transformational leader. In contrast, the researcher found that employees who hold Bachelor's and doctorate degrees see their leader's style as transformational leaders at the educational level. The researcher also found that employees who had the experience of less than 15 years see their leader's style as a transformational leader, simultaneously the position, and the employees that don't have managerial positions believed that their leader's style is a transformational leader.

**Table 3.9.5: Transactional Leadership Style According To Demographic Data:**

<b>Transactional leadership style</b>	<b><i>M</i></b>	<b><i>S.D</i></b>
<b>Gender</b>		
Male	3.21	.78
Female	3.05	.57
<b>Age</b>		
Less 31yrs	3.01	.68
31yr – less than 50yrs	3.21	.73
More than 50yrs	3.07	.44
<b>Educational level</b>		
Bachelor	3.14	.68
Master's degree	3.02	.81
Doctorate	3.71	.85
<b>Experience</b>		
Less than 5yrs	3.22	.72
5-15yrs	3.00	.67

More than 15yrs	3.28	.68
<b>Position</b>		
Employee	3.06	.70
Head of the department	3.14	.67
Director of the department	3.34	.70

Table 3.9.5 showed that the transactional leadership style is based on gender, age, educational level, experience, and position. The ‘mean value’ column was used to determine which category observed their leader’s style as a Transactional leader from the MOF employees' perspective.

The researcher noticed that the male employees in the MOF had a mean ( $M=3.21$ ) which indicates that they gave a neutral perspective about their leader’s style; so, the MOF employees neither agreed nor disagreed about seeing their leader had a transactional leadership style. The researcher concludes that, as was observed through the interviews she conducted with some of the participants in the MOF, they are neutral in their opinion regarding their leader with a transactional leadership style. Most of their answers were the dominant bureaucracy in making decisions, and difficulty in accepting others’ opinions, suggestions, or decisions at work because the leader believes that any decision or suggestion that comes from another person is evidence of weakness and the fear of failure. Bearing in mind that transactional leadership focuses on offering rewards and punishments for the efforts of his/her employees, this leader is a bureaucratic and the only one on his team (Boonzaier, A, 2008).

However, we can see that the employees of age between 31 to 50 years old give a neutral perspective about their leader’s style as a transactional leader; regarding the educational level, the researcher found that the participants that held doctoral degree see their leader’s

style as a Transactional leader while other participants (holding less than Master's degree) give a neutral perspective, that means the holders of higher degree do not need guidance, unlike those holding below the master's degree. Similarly, also it was found that employees, regardless of their experience and position, give a neutral perspective of using their leader's style as a transactional leader.

**Table 3.9.6 Laissez-Faire Leadership Style According To Demographic Data:**

<b>Laissez-Faire leadership style</b>	<b><i>M</i></b>	<b><i>S.D</i></b>
<b>Gender</b>		
Male	3.27	.76
Female	2.85	.70
<b>Age</b>		
Less 31yrs	2.89	.75
31yr – less than 50yrs	3.16	.81
More than 50yrs	3.08	.39
<b>Educational level</b>		
Bachelor	3.07	.75
Master's degree	3.06	.91
Doctorate	3.62	.69
<b>Experience</b>		
Less than 5yrs	3.02	.72
5-15yrs	2.95	.78
More than 15yrs	3.31	.72
<b>Position</b>		
Employee	2.92	.76
Head of the department	3.13	.78
Director of the department	3.42	.61

Table 3.9.6 Showed that the Laissez-Faire leadership style is based on gender, age, educational level, experience, and position. The ‘mean value’ column was used to determine which category observed their leader’s style had a high level as a Laissez-Faire leader from the MOF employees' perspective.

The researcher noticed that the employees in the MOF, regardless of their gender, age, educational level, experience, and position, had given neutral responses concerning their leader’s style, so the MOF employees neither agreed nor disagreed about seeing their leaders that had Laissez-Faire leadership style, this means the leaders in MOF don’t give their employees the complete freedom to decide on the completion of the work without consulting him. Similarly, the researcher reached the same result in the participants’ responses during the interviews that they do not prefer their leader at work because they want guidance, especially during crises.

According to Basit et al., (2017), the laissez-Faire leader gives the subordinate freedom to make decisions and solve problems without consulting him.

**Table: 3.9.7 Performance During Crises According To Demographic Data:**

<b>Performance During Crises</b>	<b><i>M</i></b>	<b><i>S.D</i></b>
<b>Gender</b>		
Male	3.79	.71
Female	3.52	.94
<b>Age</b>		
Less 31yrs	3.91	.86
31yr – Less Than 50yrs	3.55	.86
More Than 50yrs	3.65	.36
<b>Educational Level</b>		
Bachelor	3.72	.83
Master’s Degree	3.22	.81

Doctorate	3.96	.40
<b>Experience</b>		
Less Than 5yrs	3.91	.69
5-15yrs	3.63	.97
More Than 15yrs	3.52	.67
<b>Position</b>		
Employee	3.82	.92
Head Of The Department	3.47	.79
Director Of The Department	3.64	.56

Table 3.9.7 showed the impact of leadership style on employees' performance based on gender, age, educational level, experience, and position. From the MOF employees' perspective, the 'mean value' column determined which category observed their leader's style as a transformational leader.

The researcher noticed that the male employees in the MOF had a high mean ( $M=3.92$ ), indicating that they see their leaders as transformational leaders more than female employees.

However, we can see that the employees of age less than 31 years old, who had experienced less than 15yrs, and the employees that don't have managerial positions believed that their leader's style as a transformational leader, concerning the educational level, the researcher found that the employees that hold Bachelor's and doctorate degree see their leadership style as a transformational leader-coming to the conclusion that good performance depends on the style of the leader especially, during crises (Simms. J, 1997). Combining how the transformational leadership style act during crises and the according to the responses came from the interviews, the transformational style ranked as the best style among other styles, as this kind of leadership gives space for creativity without

blaming employees for mistakes, developing the employees' skills and giving them freedom of their opinion, and providing a comfortable atmosphere inside the work and building healthy relations between leaders and the team.

### **3.10 Validity of the Study Questionnaire**

The statistical validity of the questionnaire indicates the degree to which an instrument measures what it is assumed to be measuring (Poilt, 1985). Validity has several different aspects, and assessment approaches.

To check the validity of the questionnaire, two statistical tests were used.

The first test was the Criterion-related Validity Test. This test measured the correlation coefficient between each statement in one field and the whole field; the researcher uses this type of validity because the researcher needs to measure the concrete outcome they are designed to measure. The second test was the Structure Validity Test (**Pearson** test). This was used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measured the correlation coefficient between one field and all the questionnaire fields with the same level. (Obilor, E. I., & Amadi, E. C. (2018)).

#### **3.10.1 Criterion-related Validity**

Internal consistency of the questionnaire was measured by a scouting sample, which consisted of 30 copies of the questionnaires. It measured the correlation coefficients between each statement in one domain and the whole domain. The tables in **Appendix A** illustrate the correlation coefficient for each statement in each domain and the total domains. The p-values (Sig.) were found to be less than 0.05, so the correlation

coefficients of this domain were significant at  $\alpha = 0.05$ . Therefore, the statement or item of each domain was consistent and valid to measure what it was set for.

### 3.10.2 Structure Validity of the Study Questionnaire

Structure validity was the second statistical test used to test the validity of the questionnaire's structure, besting the validity of each domain, and the validity of the whole questionnaire was tested. It measured the correlation coefficient between one domain and all the questionnaire domains that had the same level on the Likert scale. Table (3.10.2) shows the correlation coefficient for each domain and the whole questionnaire. The p-values (Sig.) were found to be less than 0.05. Therefore, the correlation coefficients of all the domains were significant at  $\alpha = 0.05$ . Accordingly, the domains were valid to measure what they were to set measure.

**Table 3.10.2: Correlation Coefficient Of Each Domain And The Whole Questionnaire**

Item	Correlation Coefficient (Pearson)	P-Value
Transformational leadership style	0.731**	.000
Transactional leadership style	0.767**	.000
Laissez-Faire leadership style	0.712**	.000
The effect of leader style on performance during crises	0.785**	.000

### 3.11 Reliability Analysis

Reliability aims at examining the quality of measurement. It is the "consistency" or "repeatability" of the analysis. The primary goal is the accuracy of the measures of the dependent variable. Both the dependent and independent variables should be examined in a correlation study. Reducing sources of measurement error is the key to enhancing the reliability of the data.

The reliability of an instrument is the degree of consistency that measures the attribute it was supposed to measure (Poilt, 1985). The less variation an instrument generates in repeated measurements of an attribute, the higher its reliability.

Reliability can be equated with a measuring tool's consistency, stability, or dependability.

The test is administered twice to the same sample of people on two occasions, and then the scores obtained are compared by computing a reliability coefficient (Poilt, 1985).

This method was used to measure the reliability of the questionnaire between each domain and the mean of the whole domains of the questionnaire. The normal range of Cronbach's coefficient alpha value is between 0.0 and + 1.0 (Richard and Anita, 2008), and the higher values reflect a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each domain of the questionnaire.

Table (3.11) shows the values of Cronbach's Alpha for each domain of the questionnaire and the entire questionnaire. For the domains, values of Cronbach's Alpha were in the range of 0.826 and 0.950. This range is considered high; the result ensured the reliability of each questionnaire domain. Cronbach's Alpha equaled 0.886 for the entire questionnaire. This indicates the excellent reliability of the whole questionnaire.

**Table 3.11: Cronbach's Alpha Value**

<b>Sections</b>	<b>Cronbach's Alpha Coefficient Values</b>
Transformational leadership style	0.947
Transactional leadership style	0.894
Laissez-Faire leadership style	0.927
The effect of leader style on performance during crises	0.965
All items	0.951

## Chapter 4: Data Analysis and Discussion

### 4.1. Overview

This chapter is devoted to data analysis, hypotheses testing, and discussion of the study findings. Data have been analyzed, using SPSS V.21 including descriptive and inferential statistical tools.

This chapter also covers the quantitative and qualitative analysis of the questionnaire, testing of the research questions and research hypotheses, and interviews.

### 4.2 Analysis of Research Questions:

The research questions have been set to study the impact of leadership styles (Transformational leadership style, transactional leadership style, and Laissez-Faire leadership style) on employee performance during crises in the Ministry of finance.

The descriptive statistics, i.e. Means ( $M$ ), Standard Deviations ( $SD$ ), and finally, Degree of Agreement ( $DOA$ ) were established and presented in the research questions.

As the table below shows, the researcher has used the range of the Likert scale to describe the agreement on each item in the questionnaire.

**Table 4.1: Scoring Range Of Likert Scale**

Range	Description of Range	Acronyms
1.00-1.80	Strongly Disagree	S.D.A
1.81-2.60	Disagree	D.A
2.61-3.40	Neutral/Nor Agree	N
3.41-4.20	Agree	A
4.21-5.00	Strongly Agree	S.A

(Al-Khadash, 2015)

**Q1: What is the impact of the transformational leadership style on employee performance in the MOF during crises?**

To answer this question, the researcher developed eight statements to assess the impact of transformational leadership style on employee performance in the MOF during crises; these statements were subjected to the participants' views. The results of the analysis are shown in the table below:

**Table 4.2: Descriptive Statistics Of Transformational Leadership Style**

NO	Statement	M	SD	DOA
<b>My manager in this style:</b>				
1	Involve me in decision making	3.96	.98	A
2	He cares about my opinion and my thoughts.	3.95	.93	A
3	Initiates change and development.	3.93	.94	A
4	Seeks to achieve goals that override expectations	3.87	.99	A
5	Grants permissions to employees	3.85	.97	A
6	Manages employees by setting standards that everyone agrees to.	3.89	.96	A
7	Provide training regularly	3.85	.96	A
8	Continue to provide feedback.	3.82	.98	A
Overall Average		3.89	.96	A

The researcher found that the overall mean of the impact of transformational leadership style on employee performance in the MOF during crises was ( $M=3.89$   $S.D=0.96$ ). This means the employees had **agreed that the transformational leadership style affects employee performance during crises**. The researcher also found that most of the participants agreed with all statements. The conclusion could be drawn, that most employees agreed that their leader's style motivates and inspires employees to perform their tasks and encourages innovation and change by charisma and enthusiasm to

influence them. Also, the transformational leader changes the organization's current conditions, emphasizes his followers' values, beliefs, and needs, and builds other leaders in his team. Transformational leadership is a type of leadership that involves bringing about transformation in both individuals and social institutions. It promotes valuable and good change in followers in its ideal form, with the eventual goal of growing followers into leaders. (Bass and Avolio, 1994).

**Q2: What is the impact of the transactional leadership style on employee performance in the MOF during crises?**

To answer this question, the researcher developed eight statements to assess the impact of transactional leadership style on employee performance in the MOF during crises; these statements were subjected to the views of the participant's analysis results are shown in **Table 4.3**.

**Table 4.3: Descriptive Statistics Of Transactional Leadership Style**

NO	Statement	M	SD	DOA
<b>My manager in this style:</b>				
1	Tell me the criteria to implement the work	3.13	.90	N
2	Keep an eye on employee performance	3.32	.89	N
3	Focuses on not deviating from standards	3.47	.88	A
4	Offers innovative suggestions to improve management	3.29	.82	N
5	Offers rewards for efforts.	3.29	.86	N
6	Does not oppose change	2.77	.96	N
7	There is flexibility in dealing	2.91	.96	N
8	Organized policies and procedures are preferred	2.96	.98	N
Overall Average		3.14	.91	N

The researcher found that the overall mean of the impact of transactional leadership style on employee performance was ( $M=3.14$ ,  $S.D=0.91$ ). This means the employees' neither agreed nor disagreed on the impact of transactional leadership style on employee performance during crises, the researcher also found that most of the participants gave a neutral perspective with most statements, this means employees did not agree nor disagree about these statements:

The conclusion could be drawn, that most employees disagreed that their leader's style with the employees is implemented in work, track the employees' performance, offer suggestions to improve performance, leaders don't oppose change, organize policies and procedures, and deal with employees with flexibility). And according to Jamali et al., (2022) The transactional leader has a negative impact on performance

**Q3: What is the impact of the laissez-faire leadership style on employee performance in the MOF during crises?**

To answer this question, the researcher developed eight statements to assess the impact of the laissez-faire leadership style on employee performance in the MOF during crises; these statements were subjected to the participants' views. The results of the analysis are shown in **Table 4.4**.

**Table 4.4: Descriptive Statistics Of Laissez-Faire Leadership Style**

NO	Statement	M	SD	DOA
<b>My manager in this style:</b>				
1	Allows me to evaluate performance.	3.17	.99	N
2	He gives me complete freedom to solve problems	2.95	.91	N

3	Creates an environment that facilitates growth and development.	3.01	.86	N
4	I feel relaxed while working.	3.03	.99	N
5	His style encourages me for personal growth and development.	2.99	.98	N
6	He does not interfere in personal affairs	2.99	.98	N
7	It makes me feel independent to make decisions on my own without waiting for approval.	3.23	.90	N
8	Recognize my efforts	3.26	.93	N
Overall Average		3.08	.94	N

The researcher found that the overall mean of the impact of the laissez-faire leadership style on employee performance was ( $M=3.08$ ,  $S.D=0.94$ ). **This means the employees' neither agreed nor disagreed about the impact of the laissez-faire leadership style on employee performance during crises**, the researcher also found that most of the participants gave a neutral perspective with most statements, this means employees did not agree nor disagree about these statements:

It can be concluded that most of the employees did not agree that the style of their leader at work is laissez-Faire. This leader allows employees to evaluate performance, gives employees complete freedom to solve problems, creates an environment that facilitates growth and development, lets employees feel relaxed during work, lets employees make a decision, the leader does not interfere in personal affairs, and Recognizes employees' efforts. According to (Lundmark et al, 2020). Laissez-faire leadership style has a negative impact on performance during crises.

### **What is the Impact of Leadership Styles on employees' performance during crises in the MOF?**

To answer this question, the researcher developed ten statements to assess the impact of leadership style on employees' performance during crises, these statements were subjected to the views of the participants. The results of the analysis are shown in **Table 4.5**.

**Table 4.5: Descriptive Statistics Of The Effect Of Leadership Style On Employee Performance During Crises**

<b>NO</b>	<b>Statement</b>	<b>M</b>	<b>SD</b>	<b>DOA</b>
1	The Style maintains the status quo in crises (working within the current situation rather than changing it)	3.44	.90	A
2	The Style focuses on maximizing employee performance during crises	3.70	.95	A
3	The style focuses on training staff for crises management	3.71	.97	A
4	The style focuses on providing a plan to alert employees during crises	3.73	.95	A
5	The style analyzes the crisis to learn further and avoid similar events	3.74	.94	A
6	The style makes me feel safe in my job during crises	3.56	.96	A
7	The style focuses on the strategic policies of my organization	3.73	.94	A
8	Conducting effective employee evaluations during crises	3.67	.98	A
9	The style determines comprehensive crises management plans	3.71	.95	A
10	The style determines the crises management team	3.72	.93	A
<b>Overall Average</b>		<b>3.67</b>	<b>.95</b>	<b>A</b>

The researcher found that the overall mean of the impact of leadership style on employees' performance during crises was ( $M=3.67$ ,  $S.D=0.95$ ). **This means the employees had agreed that there is an impact of leadership style on employees' performance during crises.** The researcher also found that most of the participants agreed with all statements. This means most employees agreed that (The leadership Style maintains the status quo in crises, focuses on maximizing employee performance during crises, focuses on training staff for crises management, analyzes the crisis to learn further and avoid similar events, and makes employees feel safe in their job during crises, focuses on the strategic policies of the organization, determines comprehensive crises management plans and determines the crises management team). The literature can support this that leadership styles impact employee performance and leaders should support employees to retain talent and maintain job security during crises (McIlvaine, A. 2020).

#### **4.3 Testing of Research Hypotheses**

Hypotheses have been formulated to study relationships between variables; four hypotheses have been tested, using the Pearson correlation coefficient. Pearson's Correlation coefficient was used to measure the strength and direction of the relationship (linear correlation) between two quantitative variables, where the value ( $r = 1$ ) means a perfect positive correlation and the value ( $r = -1$ ) means a perfect negative correlation. Each hypothesis was tested separately.

**H1: Transformational leadership style positively impacts employees' performance in the MOF during crises.**

**Impact The Transformational Leadership Style On Employees' Performance During Crises.**

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**Variables**

<b>Transformational leadership style</b>	<b>r = .641**</b>
<b>Employees' performance during crises</b>	<b>p = .000</b>

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The result of Pearson Correlation between the impact of Transformational leadership style and employees' performance during crises showed that the test was **significant**, where the correlation value,  $r = 0.641$ , and significant value,  $p = 0.000$  or  $p < 0.05$ . Thus, the first hypothesis (H1) was accepted, assuming a significant relationship between the impact of Transformational leadership style and employees' performance during crises.

The closer ( $r$ ) is to +1, the stronger the positive correlation, while the closer ( $r$ ) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship between the impact of Transformational leadership style and employees' performance during crises was **(high) positive** because  $r = 0.641$ . This result means when one variable increases in value, the second variable also increases in value. In other words, increasing the use of the Transformational leadership style would mean an increase in employees' performance during crises in the MOF.

However, many previous studies assured the same result, which is the effect of leadership style on employee performance, (Santoso et al 2019; Asbari et al 2019; and Cheng et al., 2019); indicating that the transformational leader has a significant positive impact on

employee performance. However, Purwanto et al (2020) argued that the transformational leadership style has less impact on employee performance.

The transformational style includes the efforts made by the leader to make changes, strengthen the organization, increase efficiency, improve performance, and give employees a leadership role by delegating some of the powers to them. (Al Husseini et al, 2019)

**H2: Transactional leadership style positively impacts employees' performance in the MOF during crises.**

### **Impact Of The Transactional Leadership Style On Employees' Performance During Crises**

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#### **Variables**

<b>Transactional leadership style</b>	<b>r = .344**</b>
<b>Employees' performance during crises</b>	<b>p = .000</b>

The result of Pearson Correlation between the impact of Transactional leadership style and employees' performance during crises showed that the test was **significant**, where the correlation value,  $r = 0.344$  and significant value,  $p = 0.000$  or  $p < 0.05$ . Thus, the second hypothesis (H2) was accepted, assuming a significant relationship between the impact of Transactional leadership style and employees' performance during crises.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship between the impact of Transactional leadership style and employees' performance during crises was **(low) positive** because  $r = 0.344$ . This result means when

one variable increases in value, the second variable also increases in value. In other words, increasing the use of the Transactional leadership style would mean an increase in employees' performance during crises in the MOF.

As evidenced in several studies (Asbari et al., 2019, Purwanto et al., 2020, Škudienė, et al., 2018, Santoso et al., 2019), transactional leadership style has a negative impact on employee performance.

**H3: Laissez-faire leadership style positively impacts employees' performance in the MOF during crises.**

#### **Impact Of The Laissez-Faire Leadership Style On Employees' Performance During Crises**

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##### **Variables**

<b>Laissez-faire leadership style</b>	<b>r = .302**</b>
<b>Employees' performance during crises</b>	<b>p = .000</b>

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The result of the Pearson Correlation between the impact of Laissez-faire leadership style and employees' performance during crises showed that the test was **significant**, where the correlation value,  $r = 0.302$ , and significant value,  $p = 0.000$  or  $p < 0.05$ . Thus, the third hypothesis (H3) was accepted, assuming a significant relationship between the impact of the Laissez-faire leadership style and employees' performance during crises.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship between the impact of the Laissez-faire leadership style and employees'

performance during crises was **(low) positive** because  $r = 0.302$ . This result means when one variable increases in value, the second variable also increases in value. In other words, increasing the use of the Laissez-faire leadership style would mean an increase in employees' performance during crises in the MOF.

According to a previous study by Naqvi et al. (2017), it was found that the laissez-Faire leadership style has less impact on employee performance, similarly, Al Malki and Juan, (2018), argued that this style impacts performance negatively and increases tension between the leader and employees (Baig et al, 2019)

### **Leadership Styles have a positive impact on employees' performance during crises in the MOF**

#### **Impact The Leadership Style On Employees' Performance During Crises**

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##### **Variables**

<b>Leadership Styles</b>	<b><math>r = .614^{**}</math></b>
<b>Employees' performance during crises</b>	<b><math>p = .000</math></b>

---

The result of Pearson Correlation between the impact of leadership style and employees' performance during crises showed that the test was **significant**, where the correlation value,  $r = 0.614$  and significant value,  $p = 0.000$  or  $p < 0.05$ . Thus, the fourth hypothesis (H4) was accepted, assuming a significant relationship between the impact of leadership style and employees' performance during crises.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the

relationship between the impact of leadership styles and employees' performance during crises was **(high) positive** because  $r = 0.614$ . This result means when one variable increases in value, the second variable also increases in value. In other words, increasing the use of leadership style would mean an increase in employees' performance during crises in the MOF.

Based on the result of the above analysis that is the Leadership styles have a significant impact on employee performance during crises in MOF, and the following previous studies, such as those of Adarkar et al. (2019), and Škudienė et al. (2018), also confirm the impact of leadership styles on performance.

According to Advani and Abbas, (2015), the motivation and support of employees by the leader has a significant impact on performance in order to achieve the goals of the organization and the researcher believes that the leader's style has a significant role in influencing and improving employee performance

<b>Research Hypothesis</b>	<b>Measures</b>	<b>Significance</b>
<b>1. Transformational leadership style positively impacts employees' performance in the MOF during crises.</b>	Pearson Correlation ( $r = 0.641$ )	$p < 0.05$ (Accepted, where $p = 0.000$ )
<b>2. Transactional leadership style positively impacts employees' performance in the MOF during crises.</b>	Pearson Correlation ( $r = 0.344$ )	$p < 0.05$ (Accepted, where $p = 0.000$ )
<b>3. Laissez-faire leadership style positively impacts employees' performance in the MOF during crises.</b>	Pearson Correlation ( $r = 0.302$ )	$p < 0.05$ (Accepted, where $p = 0.000$ )
<b>4. Leadership Styles have a positive impact on employees' performance during crises in the MOF</b>	Pearson Correlation ( $r = 0.614$ )	$p < 0.05$ (Accepted, where $p = 0.000$ )

### **Hypothesis Related to Participants' Profiles (Analysis of responses)**

**There are statistically significant differences at  $\alpha \leq 0.05$  in the responses of the research sample according to the demographic profile (Gender, Age, Educational level, Experience, and Position).**

This hypothesis predicted differences in the participants' opinions toward the impact of leadership style on employees' performance during crises in the MOF according to the demographic variable.

The Mann-Whitney and the Kruskal-Wallis test are nonparametric methods used to detect whether two or more samples come from the same distribution or whether medians between comparison groups are different, under the assumption that the shapes of the underlying distributions are the same.

**1: There are statistically significant differences at  $\alpha \leq 0.05$  in the responses of the research sample due to gender.**

**Table 4.7:Kruskal Wallis Test Grouping By Gender**

<b>Constructs</b>	<b>Sig</b>
Transformational leadership style	0.499
Transactional leadership style	0.326
Laissez-Faire leadership style	0.000
The impact of leadership style on performance during crises	0.024

**Table 4.7** showed that the p-value (Sig.) was smaller than the level of significance  $\alpha = 0.05$  for the domain: **Laissez-Faire leadership style, and Employee performance during crises**. There was also a significant difference among the participants in the domain due to gender. The researcher concluded that gender affected these domains. About the other domains, the p-value (Sig.) was greater than the level of significance  $\alpha$

=0.05. No significant difference was found among the participants in this domain due to gender. The researcher concludes that gender did not affect the other domains.

**2: There are statistically significant differences at  $\alpha \leq 0.05$  in the responses of the research sample due to Age.**

**Table 4.8:Kruskal Wallis Test Grouping By Age**

Constructs	Sig
Transformational leadership style	0.001
Transactional leadership style	0.172
Laissez-Faire leadership style	0.070
The impact of leadership style on performance during crises	0.044

**Table 4.8** showed that the p-value (Sig.) was smaller than the level of significance  $\alpha = 0.05$  for the domain: **Transformational leadership style, Employee performance during crises**. There was also a significant difference among the participants in the domain due to age. The researcher concluded that age affected these domains. About the other domains, the p-value (Sig.) was greater than the level of significance  $\alpha = 0.05$ . No significant difference was found among the participants in this domain due to age. The researcher concludes that age did not affect the other domains.

**3: There are statistically significant differences at  $\alpha \leq 0.05$  in the responses of the research sample due to educational level.**

**Table 4.9:Kruskal Wallis Test Grouping By Educational Level**

Constructs	Sig
Transformational leadership style	0.161

Transactional leadership style	0.365
Laissez-Faire leadership style	0.368
The impact of leadership style on performance during crises	0.026

**Table 4.9** showed that the p-value (Sig.) was smaller than the level of significance  $\alpha = 0.05$  for the domain: **Employees performance during crises**. There was also a significant difference among the participants due to educational level. The researcher concluded that the educational level affected this domain. About the other domains, the p-value (Sig.) was greater than the level of significance  $\alpha = 0.05$ . No significant difference was found among the participants in this domain due to educational level. The researcher concludes that the educational level did not affect the other domains.

**4: There are statistically significant differences at  $\alpha \leq 0.05$  in the responses of the research sample due to experience.**

**Table 4.10:Kruskal Wallis Test Grouping By Experience**

Constructs	Sig
Transformational leadership style	0.000
Transactional leadership style	0.065
Laissez-Faire leadership style	0.024
The Impact of leadership style on performance during crises	0.067

**Table 4.10** showed that the p-value (Sig.) was smaller than the level of significance  $\alpha = 0.05$  for the domain: **Transformational leadership style and Laissez-Faire leadership style**. There was also a significant difference among the participants due to experience. The researcher concluded that the experience affected these domains. About the other domains, the p-value (Sig.) was greater than the level of significance  $\alpha = 0.05$ . No

significant difference was found among the participants in this domain due to experience. The researcher concludes that the experience did not affect the other domains.

**5: There are statistically significant differences at  $\alpha \leq 0.05$  in the responses of the research sample due to position.**

**Table 4.11: Kruskal Wallis Test Grouping By Position**

<b>Constructs</b>	<b>Sig</b>
Transformational leadership style	0.002
Transactional leadership style	0.230
Laissez-Faire leadership style	0.003
The impact of leadership style on performance during crises	0.018

**Table 4.11** showed that the p-value (Sig.) was smaller than the level of significance  $\alpha = 0.05$  for the domain: **Transformational leadership style, Laissez-Faire leadership style, and Employee performance during crises**. There was also a significant difference among the participants in the domain due to position. The researcher concluded that the position affected these domains. In the other domain, the p-value (Sig.) was greater than the level of significance  $\alpha = 0.05$ , indicating no significant difference was found among the participants in this domain due to position. The researcher concludes that the position did not affect the other domains.

**The Transformational, Transactional, Laissez leadership style positively explains the variation of employees' performance in the MOF during crises.**

**Table 4.12: Multiple Regressions Analysis**

<b>Constructs</b>	<b>Beta</b>	<b>T</b>	<b>Sig</b>	<b>R<sup>2</sup></b>
Transformational leadership style	.601	10.12	.000	
Transactional leadership style	.036	0.42	.673	0.450
Laissez-Faire leadership style	.172	2.07	.040	

Predictors: (Transformational, Transactional, Laissez-Faire) leadership style

Multiple Regressions have been conducted to test the variance in the dependent variable on whether the independent variables could explain the impact of the leadership style on employees' performance during crises. The result shows that 45% of the variance (R-Square) in the impact of the leadership style on employees' performance during crises could be significantly explained by independent variables. By looking at the Beta value, the highest number in the beta was 0.601 for the Transformational leadership style, which is significant at the 0.001 level. This means that the Transformational leadership style influenced most of the variance in the impact of the leadership style on employees' performance during crises. In contrast, the Transactional leadership style did not influence the impact of the leadership style on employees' performance during crises because its significant value was greater than the significant level.

This result implies that the independent variable (Transformational leadership style) positively explained the variance in the dependent variable (Employees' performance during crises). This supports hypothesis six. In contrast, the Transactional leadership style did not explain the variance in Employees' performance during crises. It also did not support hypothesis six.

## **Chapter 5: Conclusion and Recommendations**

This chapter discusses and debates the recommendations and the conclusions of this research.

The main objective of this study is to research the impact of leadership styles on employee's performance during crises in the Ministry of Finance.

After the data analysis extracted the results, this chapter is devoted to concluding questions and hypotheses.

### **5.1. Conclusion of the Study Findings, Questions, and Hypotheses**

This study has researched the impact of leadership styles (transformational, transactional, laissez-Faire) on employee's performance during crises.

The researcher conducted a comprehensive literature review as part of the investigation to help achieve the study's objectives. In addition, a thorough understanding of the leadership styles and their impact on employee's performance during crises.

The study population was the Ministry of Finance employees in Ramallah, and the sample was a random sample dated May 5, 2022. The results of the questionnaire analysis were quantitative; in addition to that, it was the descriptive method for qualitative data analysis main result showed that the transformational leadership style is the most effective in working during crises in the MOF, as it had the most significant impact on the performance of employees as well.

To achieve the objective of this study, the researcher analyzed the questions and hypotheses to conclude this study's findings.

### **5.1.1 Findings Related to First Question.**

The first question was to assess the impact of the transformational leadership style on employee performance in the MOF during crises

The researcher found that the overall mean of the impact of transformational leadership style on employee performance in the MOF during crises was ( $M=3.89$ ). This means the employees had agreed that the transformational leadership style impacts employee performance during crises. Also, the researcher found that the relationship between the impact of Transformational leadership style and employees' performance during crises was **(high) positive**.

On the other hand, the result of Pearson Correlation between the impact of Transformational leadership style and employees' performance during crises showed that the test was significant, Thus, the first hypothesis (H1) was accepted, assuming a significant impact of Transformational leadership style and employees' performance during crises.

The researcher found that the employees of age less than 31 years old, who hold Bachelor's and doctorate degrees, experience less than 15 years, and the employees who don't have managerial positions see their leader's style as a transformational leader, also the males see their leader's style as a transformational leader more than the female employees that according to demographic data.

### **5.1.2 Findings related to Second Question**

The second question was to assess the impact of the transactional leadership style on employee performance in the MOF during crises.

The researcher found that the overall mean of the impact of transactional leadership style on employee performance was ( $M=3.14$ ). This means the employees' neither agreed nor disagreed on the impact of transactional leadership style on employee performance during crises.

In addition, The Pearson Correlation between the impact of Transactional leadership style and employees' performance during crises showed that the test was significant; the second hypothesis (H2) was accepted, assuming a significant relationship between the impact of Transactional leadership style and employees' performance during crises.

According to demographic data, the employees of age between 31 to 50 years and regardless of their experience and position, give a neutral perspective about their leader's style as a transactional leader; regarding the educational level, the researcher found that the participants that held doctoral degree see their leader's style as a Transactional leader while other participants (having less than Master's degree) give a neutral perspective.

### **5.1.3 Findings Related to Third Question**

The third question was to assess the impact of the laissez-Faire leadership style on employee performance in the MOF during crises.

The researcher found that the overall mean of the impact of the laissez-faire leadership style on employee performance was ( $M=3.08$ ). This means the employees' neither agreed nor disagreed about the impact of the laissez-faire leadership style on employee performance during crises. In addition, the Pearson Correlation between the impact of Laissez-faire leadership style and employees' performance during crises showed that the test was significant. Thus, the third hypothesis (H3) was accepted, and the researcher

found that the impact of the Laissez-faire leadership style on employees' performance during crises was (low) positive.

On the other hand, according to demographic data, the Laissez-Faire leadership style is based on gender, age, educational level, experience, and position. The researcher observed their leader's style had a high level as a Laissez-Faire leader from the MOF employees' perspective.

## **5.2. Recommendations**

- Encouraging the transformational leadership style to be the most prevalent style in the MOF. Such a style does not only provide comfort to employees and develop their performance but goes beyond that to empower them and give them a leadership role by delegating some powers to them.
- The leadership styles play a significant role in influencing and directing employees in the workplace, and thus the leadership styles impact employee performance. Furthermore, Choosing the right style in the workplace helps improve the productivity of employees. In addition, the leadership improves employee performance through continuous support and encouragement, paying attention to employee well-being, and providing ongoing feedback.
- Effective communication and coordination between employees and leaders, and the adoption of teamwork spirit, promote good relationships. This help improves employee performance during crises.
- Continuous training of employees as it contributes to improving their performance in the workplace; By addressing deficiencies in some skills and weaknesses of employees to face any crisis, as training works to enhance and improve the skills that

each employee needs and develops training from the level of employees by giving them similar skills and knowledge, which helps to increase the achievement of the organization, as well as Training prepares a highly qualified team of employees to confront any future crises.

- Risk management departments must be activated in every public or private institution to reduce as much as possible the impact of crises in the event of their occurrence. In addition, the department Prepares studies before or after losses occur in order to prevent or reduce potential casualties, with an attempt to identify any risks that need to be controlled and don't use tools that push their occurrence or the recurrence of such risks.

### **5.3 Recommendations for Further Study**

The researcher proposes conducting more research:

- Impact of leadership style on Employee performance during crises in the Private sector.
- Conducting Comparative Studies on the other Ministries
- Studying other leadership styles.

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# Appendix

## Appendix A: List of Academic and Professional Referees

### List of Academic and Professional Referees:

NO	Referee	Place of Work
1	Dr. Mohammad Tawfiq Hasan Abusharbeh	Arab American University
2	Dr.Raed Ali Mahmoud Iriqat	Arab American University
3	Dr.Amal Nazal	Birzeit University
4	Dr.Ahamd Herzallah	Alquds University

## **Appendix B: Questionnaire-English**

Dear employees,

### **Questionnaire**

The researcher is conducting a study entitled “The impact of leadership styles on employee performance during crises in the Ministry of Finance” to determine how these styles affect employee performance in the Ministry of Finance.

Therefore, I ask you to cooperate with the researcher in filling out the questionnaire objectively, as the data collected is essential and effective for the success of the research and the completion of the requirements for obtaining a master’s degree in leadership.

Note: The data collected through you will only be used for the research service and in strict confidence, and there is no need to provide any personal information about you. If you have any questions, you can email the researcher at [F.taha4@student.aaup.edu](mailto:F.taha4@student.aaup.edu) or call the following number: 0594223573

**Thankful, and I appreciate your cooperation .with respect**

**Researcher: Fedaa Taha**

## First: Demographic information

Please answer this information by ticking "√" in the right place.

- No Gender  Male  Female
1. Age of employee  30 & less  31-50  51& above
2. Education level  Bachelor's degree  Master's degree  Doctoral degree
3. Number of years of experience  Less than 5 years  From 5 -15 year  More than 15 year
4. Position  Employee  Head of a department  Director of a department

## Second: Leadership styles

Please determine the extent to which the following statements apply to the leadership styles in the organization in which you work by expressing the degree of your approval of the feature in it, which you can reflect through the reality of your personal experience. Note that the answer will be according to the Likert Scale (where the maximum value of the scale = 5, meaning strongly agree, and the minimum value of the scale = 1, meaning strongly disagree)

<b>Transformational leadership style</b>						
A transformational leader motivates and inspires employees to perform their tasks and encourages innovation and change by using his or her charisma and enthusiasm to influence them.						
The leader changes the organization's current conditions, emphasizes his followers' values, beliefs, and needs, and builds other leaders in his team.						
<b>My manager in this style</b>						
No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Involve me in decision making					
2	He cares about my opinion and my thoughts.					
3	Initiates change and development.					
4	Seeks to achieve goals that override expectations					
5	Grants permissions to employees					
6	Manages employees by setting standards that everyone agrees to.					
7	Provide training regularly					
8	Continue to provide feedback.					

### Transactional leadership style

The leader of reward and punishment transactions leadership was to plan, execute, start work and achieve their goals. He is a bureaucratic leader and the only one on his team.

My manager in this style

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Tell me the criteria to implement the work.					
2	Keep an eye on employee performance.					
3	Focuses on not deviating from standards					
4	Offers innovative suggestions to improve management					
5	Offers rewards and punishments for efforts.					
6	Does not oppose change					
7	Dealing is Flexible					
8	Organized policies and procedures are preferred.					

### Laissez-Faire leadership style

The philosophy of the laissez-faire policy is to give the employee complete freedom to decide on the completion of the work without consulting him.

My manager in this style

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Allows me to evaluate performance.					
2	He gives me complete freedom to solve problems.					
3	Creates an environment that facilitates growth and development.					
4	I feel relaxed while working.					
5	His style encourages me for personal growth and development.					
6	He does not interfere in personal affairs.					
7	It makes me feel independent to make decisions independently without waiting for approval.					
8	Recognize my efforts					

### Third: Performance during crises

The effect of my manager style on performance during crises						
No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The Style maintains the status quo in crises (working within the current situation rather than changing it)					
2	The Style focuses on maximizing employee performance during crises.					
3	The style focuses on training staff for crisis management.					
4	The style focuses on providing a plan to alert employees during crises.					
5	The style analyses the crisis to learn further and avoid similar events.					
6	The style makes me feel safe in my job during crises.					
7	The style focuses on the strategic policies of my organization.					
8	Conducting effective employee evaluations during crises					
9	The style determines comprehensive crisis management plans.					
10	The style determines the crisis management team.					

**Fourth: This part is optional, and you can answer it according to your desire:**

**What most critical challenges have you faced during the crisis that may negatively affect your performance?**

**What are the essential suggestions you would suggest for overcoming your challenges?**

**Any additions you see adding, please write them here, and I'll be happy to see them.**

**Questionnaire paragraphs ended**

**Sincerely thank you**

## Appendix C: Questionnaire-Arabic

السلام عليكم ورحمة الله وبركاته،

الموظفون الأعزّاء،

### الموضوع: استبانة

تجري الباحثة دراسة بعنوان "أثر الأساليب القيادية على أداء الموظف خلال الأزمات في وزارة المالية الفلسطينية"، الهدف منها تحديد إلى أي درجة تؤثر هذه الأساليب على أداء الموظف في وزارة المالية.

وعليه فإنني أرجو منكم التعاون مع الباحثة في تعبئة الاستبانة بموضوعية، إذ أنّ البيانات التي سيتم جمعها هامة وفاعلة لإنجاح البحث واستكمال متطلبات نيل شهادة الماجستير في تخصص القيادة.

ملحوظة: البيانات التي سيتم جمعها من خلالكم لن تُستخدم إلا لخدمة البحث وبسريّة تامة، ولا حاجة للإدلاء بأي معلومة شخصية تخصكم. في حال وجود أي استفسار، يمكنكم مراسلة الباحثة على البريد الإلكتروني [F.taha4@student.aaup.edu](mailto:F.taha4@student.aaup.edu) أو الاتصال على الرقم التّالي: 0594223573

شاكرين ومُقدّرين حُسن تعاونكم

مع الاحترام

الباحثة: فداء طه

أولاً: البيانات الديموغرافية للمبحوثين: برجاء الاجابة على هذه البيانات من خلال وضع اشارة  
"√"

عزيمي الموظف/ة: يحتوي هذا القسم على المعلومات الشخصية الخاصة بك، من فضلك ضع إشارة  
"√" في المكان المناسب لكل متغير من المتغيرات الشخصية التالية:

الرقم	الجنس	[] ذكر	[] انثى
1	الفئة العمرية	[] 30 عام فأقل	[] 3150 – فأكثر 51 []
2	المؤهل العلمي	[] فأقل بكالوريوس []	[] ماجستير [] دكتوراه
3	سنوات الخبرة	[] سنوات 5 أقل من	[] من 5 - 15 سنة [] أكثر من 15 سنة
4	المنصب	[] موظف []	[] مدير دائرة []

ثانياً: الأساليب القيادية:

الرجاء تحديد مدى انطباق العبارات الاتية على الأساليب القيادية في المؤسسة التي تعمل بها من خلال التعبير عن درجة موافقتك على توفر السمة فيها، ما يمكنك أن تعكس ذلك من خلال واقع (Likert Scale) تجربتك الشخصية. علماً أن الإجابة ستكون وفقاً لمقياس ليكارت الخماسي (حيث القيمة العظمى للسلم = 5 وتعني موافق بشدة، والقيمة الصغرى للسلم = 1 وتعني غير موافق بشدة)، فيما يلي توضيح لرموز السلم:

موافق بشدة	موافق	إلى حد ما	غير موافق	غير موافق بشدة
م.ب	م	الى حد ما	غ.م	غ.م.ب

#### أسلوب القائد التحويلي –

القائد التحويلي يحفز الموظفين ويلهمهم في أداء مهامهم ويشجعهم على الابتكار والتغيير وذلك باستخدام جاذبيته وحماسه للتأثير عليهم.

حيث يقوم القائد على تغيير الظروف الحالية للمنظمة ويشدد على القيم والمعتقدات واحتياجات أتباعه وبناء قاده آخرين في فريقه. مديري في هذا الأسلوب ...

#	البيان	م.ب	م	الى حد ما	غ.م	غ.م.ب
1	في صنع القرار. يشركني					
2	يهتم بالموظفين وبآرائهم وأفكارهم.					
3	يبادر بالتغيير والتطوير					

4	يسعى لتحقيق أهداف تتجاوز التوقعات.				
5	يتحدى الوضع الراهن ويستمر على الرغم من العقبات.				
6	يمنح الصلاحيات للموظفين.				
7	يشجع الموظفين على قيادة المهام الصعبة لتحقيق أفضل النتائج.				
8	يدير الموظفين من خلال وضع معايير يتفق معها الجميع				
9	تقديم التدريب باستمرار.				
10	الاستمرار بتقديم التغذية الراجعة.				

### أسلوب قائد المعاملات –

قائد المعاملات المكافأة والعقاب أساس قيادته حيث يركز على التخطيط والتنفيذ وتحسين الظروف الحالية للمنظمة وتحقيق أهدافها. فهو قائد بيروقراطي والوحيد في فريقه. مديري في هذا الأسلوب ...

#	البيان	م.ب	م	الى حد ما	غ.م	غ.م.ب
1	يتخذ الإجراءات خلال الأزمة					
2	يخبرني بالمعايير لتنفيذ العمل					
3	يراقب أداء الموظفين.					
4	يركز على عدم الانحراف عن المعايير.					
5	يقدم اقتراحات مبتكرة لتحسين الإدارة					
6	يقدم المكافآت مقابل الجهود					
7	لا يعارض التغيير.					
8	يوجد مرونة بالتعامل					
9	يفضل السياسات والإجراءات المنظمة					
10	يركز على أهداف قصيرة المدى					

### أسلوب قيادة سياسة عدم التدخل –

فلسفة قيادة سياسة عدم التدخل هي اعطاء الحرية الكاملة للموظف لاتخاذ القرار المتعلق بإنجاز العمل دون استشارته مديري في هذا الأسلوب ...

#	البيان	م.ب	م	الى حد ما	غ.م	غ.م.ب
1	يتدخل خلال تنفيذ العمل.					
2	يسمح لي بتقييم الأداء.					
3	يعطيني الحرية الكاملة في حل المشاكل					
4	يخلق بيئة تسهل النمو والتنمية.					
5	يشعرني بالاسترخاء خلال العمل.					
6	أسلوبه يشجعني على النمو الشخصي والتطور.					
7	يقدم الارشادات والتوجيه في العمل.					

					لا يتدخل في شؤون الموظفين.	8
					يشعري بالاستقلالية باتخاذ القرار بنفسى دون انتظار الموافقة.	9
					يعترف بجهودي	10

### ثالثاً: الأداء خلال الأزمات

تأثير أسلوب مديري على الأداء خلال الأزمات						
#	البيان	م.ب	م	الى حد ما	غ.م	غ.م.ب
1	يعزز إدارة الأزمات خلال مواجهة الأزمة					
2	الأسلوب له تأثير إيجابي كبير على الأداء خلال الأزمات					
3	الأسلوب يحافظ على الوضع الراهن في الازمات (العمل ضمن الوضع الحالي بدلا من تغييره)					
4	الأسلوب يركز على تعظيم أداء الموظف خلال الأزمات					
5	الأسلوب يركز على تدريب الموظفين لإدارة الأزمات					
6	الأسلوب يركز على توفير خطة لتنبيه الموظفين خلال الأزمات					
7	يحلل الاسلوب الأزمة من أجل مزيد من التعلم وتجنب حدوث أحداث مماثلة					
8	الأسلوب يشعري بالأمان الوظيفي خلال الأزمات					
9	الأسلوب يركز على السياسات الاستراتيجية لمنظمتي					
10	إجراء تقييمات فعالة للموظفين خلال الازمات					
11	يحدد الأسلوب الخطط الشاملة لإدارة الأزمات					
12	يحدد الأسلوب فريق لإدارة الأزمات					

رابعاً: هذا الجزء اختياري، يمكنكم الإجابة عنه بناء على رغبتكم:

ما أهم التحديات التي تواجهك خلال الأزمة، وقد تؤثر على أدائك سلباً؟

ما أهم المقترحات التي قد تقترحها للتغلب على ما يواجهك من تحديات؟

أي إضافات ترى في إضافتها، من فضلك أكتبها هنا وسأكون سعيدة برويتها:



انتهت فقرات الاستبانة

مع خالص الشكر لكم

## Appendix D: Correlation Coefficient

### *Correlation Coefficient Of Each Item Of “Transformational Leadership Style” And The Total Domain.*

Item	Correlation Coefficient (Pearson)	P-Value
Involve Me In Decision Making	.653**	.000
He Cares About My Opinion And My Thoughts.	.647**	.000
Initiates Change And Development.	.666**	.000
Seeks To Achieve Goals That Override Expectations	.590**	.000
Grants Permissions To Employees	.586**	.000
Manages Employees By Setting Standards That Everyone Agrees To.	.674**	.000
Provide Training Regularly	.595**	.000
Continue To Provide Feedback.	.591**	.000

\*\* . Correlation Is Significant At 0.01 Level (2-Tailed).

### *Correlation Coefficient Of Each Item Of “Transactional Leadership Style” And The Total Domain.*

Item	Correlation Coefficient (Pearson)	P-Value
Involve Me In Decision Making	.585**	.000
He Cares About My Opinion And My Thoughts.	.684**	.000
Initiates Change And Development.	.605**	.000
Seeks To Achieve Goals That Override Expectations	.569**	.000

Grants Permissions To Employees	.597**	.000
Manages Employees By Setting Standards That Everyone Agrees To.	.464**	.000
Provide Training Regularly	.571**	.000
Continue To Provide Feedback.	.520**	.000

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\*\* . Correlation Is Significant At 0.01 Level (2-Tailed).

***Correlation Coefficient Of Each Item Of “Laissez-Faire Leadership Style” And The Total Domain.***

Item	Correlation Coefficient (Pearson)	P-Value
Involve Me In Decision Making	.541**	.000
He Cares About My Opinion And My Thoughts.	.625**	.000
Initiates Change And Development.	.515**	.000
Seeks To Achieve Goals That Override Expectations	.589**	.000
Grants Permissions To Employees	.558**	.000
Manages Employees By Setting Standards That Everyone Agrees To.	.679**	.000
Provide Training Regularly	.536**	.000
Continue To Provide Feedback.	.571**	.000

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\*\* . Correlation Is Significant At 0.01 Level (2-Tailed).

***Correlation Coefficient Of Each Item Of “The Effect Of Leader Style On Performance During Crises ” And The Total Domain.***

Item	Correlation Coefficient(Pearson)	P-Value
The Style Maintains The Status Quo In Crises (Working Within The Current Situation Rather Than Changing It)	.456**	.000
The Style Focuses On Maximizing Employee Performance During Crises	.663**	.000
The Style Focuses On Training Staff For Crises Management	.673**	.000
The Style Focuses On Providing A Plan To Alert Employees During Crises	.731**	.000
The Style Analyzes The Crisis To Further Learn And Avoid Similar Events	.769**	.000
The Style Makes Me Feel Safe In My Job During Crises	.674**	.000
The Style Focuses On The Strategic Policies Of My Organization	.742**	.000
Conducting Effective Employee Evaluations During Crises	.688**	.000
The Style Determines Comprehensive Crises Management Plans	.699**	.000
The Style Determines The Crises Management Team	.745**	.000

\*\* . Correlation Is Significant At 0.01 Level (2-Tailed).

## الملخص

هدفت هذه الدراسة إلى تحديد أثر أنماط القيادة على أداء الموظفين خلال الأزمات في وزارة المالية- فلسطين. ولتحقيق ذلك استخدمت الدراسة منهجية مختلطة (كمية ونوعية) من خلال بناء استبيان مسح ومقابلات لجمع البيانات الأولية اللازمة. بما أن مشكلة الدراسة تتعرض لواقع واضح وهو التباين في أداء الموظفين بسبب أسلوب القيادة (أداء ضعيف إلى أداء جيد) في وزارة المالية. فقد لوحظ أن هذه الدراسة ساهمت في وضع رؤية تخدم الوزارة في تحديد الأسلوب القيادي الأفضل من أجل تحقيق أداء أفضل خلال الأزمات. تمثل نتائج الدراسة عينة البحث التي شملت 177 مشاركاً يعملون في وزارة المالية- رام الله بتاريخ 5 أيار 2022، حيث أظهرت نتائج الدراسة أن أسلوب القيادة التحويلية هو الأسلوب الأكثر فاعلية في العمل خلال الأزمات بوزارة المالية، حيث كان له الأثر الأكبر على أداء الموظفين. وخلصت الدراسة الى ان العلاقة بين متغيرات أسلوب القيادة وهو الأسلوب التحويلي وأداء الموظفين خلال الأزمات هي الأقوى. وكان من اهم التوصيات التي خرجت بها الباحثة ضرورة قيام وزارة المالية بتشجيع أسلوب القيادة التحويلية ليكون الأسلوب الأكثر انتشاراً في وزارة المالية، كون هذا الاسلوب يوفر الراحة للموظفين ويطور من أدائهم، بل يتعدى ذلك لتمكينهم ومنحهم دوراً قيادياً من خلال تفويض بعض الصلاحيات لهم.

**الكلمات المفتاحية:** الأساليب القيادية (التحويلية، المعاملات وسياسة عدم التدخل)، أداء الموظف، الأزمة، وزارة المالية.