
ADMINISTRATIVE LEADERSHIP (INFORMAL RELATIONSHIPS) AND ITS IMPACT ON EMPLOYEES CASE STUDY (AT LEBANESE PUBLIC SCHOOL)

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Abstract

Business and service organizations are part of the society in which they work. Hence, any organization deals with the human element as the most important element in any organization. Therefore, human relations, especially informal ones, have a major role in how to deal with this element. Therefore, focusing on the existence of these informal relations between the manager and employees will serve the interest of any organization in achieving job satisfaction for its employees, and motivating them to achieve the objectives of the organization. Therefore, in our research, we highlighted the importance of human and informal relations that the manager must enjoy and deal with the members of his organization.

Introduction

The Aim of the Research:

The aim of the research here is to convey to private sector institutions the importance of informal relations and their great and positive role in motivating working individuals and raising their morale, thus creating an atmosphere free of problems and obstacles that occur between individuals and between individuals and the leader, which leads to the achievement of the desired goals.

Research Problem:

The research subject of the study was based on two basic aspects: administrative leadership and leadership skills development in the institution. Therefore, in order to reach an integrated and clear research, questions must be answered:

- 1- What is the impact of leadership skills (informal relationships) by the manager on employees and productivity at work?
- 2- How does the leadership style affect the nature of the work?

Research Hypothesis

Relationships are often formal between the leader and the individuals working in the organization, so we assume that informal relations have a great positive impact

Research importance.

The importance of the research highlights that it is one of the new topics as there are no previous studies on it, and that informal relations have a clear and significant impact on the performance of workers and increase mutual trust with the leader, as well as this school is one of the very old schools in this region and it is one of the first to pay attention to education before education.

The research limits:

The limits of the research are the difficulty of obtaining official approvals to enter institutions and the lack of time as well as the lack of previous studies on this subject

Research Methodology

The descriptive approach was used to study the research hypothesis and reach the expected results by adopting the questionnaire form and analyzing the answers reached statistically using percentages and linking the results with the hypothesis of the study.

Leadership is one of the most prominent and important topics of modern management, because of its great importance as it represents the process of transferring the plan from senior management to implementation by the individuals working in the institution , whether by directing, motivating and coordinating work within the organization . Therefore, the issue of administrative leadership is of great importance and has been subject to many studies in order to explain and know the reasons for being able to lead these individuals in a way that leads to achieving the objectives of that institution . Therefore, we point out in this research that effective leadership undoubtedly requires building strong relationships with others. The leader must have collaborators, and his solid base of collaborators cannot be formed without having the ability to form strong and balanced relationships.Strong relationships have many foundations, the most important of which is trust, mutual respect and understanding. With these elements in place, leadership becomes more meaningful and effective.

The first chapter dealt with a methodology, which includes the introduction, the problem of research, its importance, objectives, hypotheses and limits of research .As for the second chapter of this research, it dealt with administrative leadership, as it dealt with the definition of administrative leadership, its concept, its most important types, and how it is acquired by the leading manager.

And the last of the third chapter, which is the practical and applied aspect of the research subject of the study , and we will study this information and how to apply it to one of the small private institutions in the country of the study and we analyze that data and information to reach the results through the adoption of the descriptive approach to the study of the case in question, based on the information and data obtained through the questionnaire form that will be distributed to the study community and then analyze the results and sort the answers to reach and ensure the validity of the hypothesis of the study .

Many studies have dealt with the issue of administrative leadership because of its importance and impact on the functioning of the work system in order to achieve the goals and achieve the best results in the desired and correct manner, that is, with the lowest possible costs and the least administrative problems found through the leader's coordination between the group and the ability to influence them, which leads to motivating them and emptying their energies towards achieving the goals set. There are many definitions that explain the concept of leadership, but no single definition has been reached, so we must mention some special definitions of administrative leadership as follows :

- Administrative leadership is defined as “a person who coordinates the group, directs their efforts and supervises the implementation of their work to achieve the set goals” (Bilal , 2005 , p. 225).
- He defined administrative leadership as " motivating and directing individuals working in the direction that serves the individuals benefiting from the service or commodity " (Al-Nuaimi , 2008 , p. 139) .
- As defined by (Mansour ,1999, p. 211), the art of influencing working individuals and subordinates to accomplish tasks in a high spirit and clear sincerity.
- As for Raoua , he defined administrative leadership as that process that influences the group and that is used by a person who influences them to achieve common goals.(raouaa , p .213)
- Arthur Demer defines leadership as (the ability to influence others but at the same time differentiates between a manager and a leader)

From the previous definitions, we can say that administrative leadership(**is the process that affects the manager's relationship with subordinates and the extent to which that manager influences them to achieve better work results**) .

The ability to influence others to achieve common goals.

(**A set of qualities possessed by a person through which he can influence others by making individuals perform better and at more efficient levels**)

The importance of administrative leadership:

The importance of managerial leadership can be demonstrated by the following : (Zaki, 2001,p. 45)

- 1- Administrative leadership is a link between employees on the one hand and senior management on the other hand to achieve future plans related to achieving goals .
- 2- The importance of managerial leadership is highlighted by the leader distinguishing between the strengths and weaknesses of subordinates, enhancing and strengthening strengths, and avoiding the second .
- 3- Resolving the differences that arise between the members of the group and developing appropriate and quick solutions.
- 4- Establishing human relations with subordinates based on mutual understanding. (Tariq and Faisal ,2004,p. 42)
- 5- Paying attention to human resources as the most important element of the organization and giving them due care. (Khairy ,2013,p. 21)

Types of Leadership Skills:

Leadership skills are defined as (special abilities that result from actual knowledge and practices in addition to the personal abilities and readiness of the manager) . The management scholars agreed that there are leadership skills that must be available to the management (manager , leader) to perform the tasks and work assigned to them accurately and quickly. Leadership Encyclopedia (Ab0he .co.uk)

- 1- Self-skills: The set of abilities necessary and necessary to build the personality of the leader, such as mental skills, the ability to self-control, creativity and innovation .
- 2- Technical skills: The set of methods and techniques used by the manager to solve and address the problems and situations he encounters. You can wish for the manager through training, study and experience, and it is an important element for the success of the administrative work.
- 3- Mental skills: The leader 's ability to organize the group he leads, his farsightedness, his understanding of the interdependence between members , and understanding the multiple relationships that his activities have with them and with society. These skills are used through creating ideas , sensing, identifying problems, finding solutions to them, analyzing situations, and eliciting opinions .
- 4- Human skills: These are the abilities that are concerned with how to deal with subordinate individuals through the spirit of teamwork, coordination of work and positive interactions between team members , thus reaching the objectives of the organization and being important and necessary at all administrative levels.

It is divided into :

- 1- Artistic skills
- 2- Human skills.
- 3- Cognitive and managerial skills

There is another classification of the types of leadership skills according to the opinion of (Redam Khatib , 1984)

- 1- Technical skills: These are all related to concepts, scientific principles and technology .
- 2- Intellectual skills: It means the ability of the leading manager to devise ideas and proposals, sense problems, develop appropriate solutions through plans, arrange work and prioritize.
- 3- Human Skills: (Al-Khatib , 1984) sees how to deal with other individuals and the quality of this dealing with each individual according to his circumstances and relationship to society .

We conclude from the previous divisions of types of leadership skills and by referring to some sources that most researchers and writers have agreed that the human skills that the leader (the manager) must have are one of the most important skills and conditions that must be available in that leader, which must be prominent and clear to him and have the ability to develop them. Therefore, we must take the appropriate and comprehensive definition of the concept of human relations and study it to reach the results we aspire to in this research :

Human skills : These are the abilities of the manager (leader), through which he can deal with individuals , whether by creating a spirit of cooperation or by coordinating and dividing

work or by creating positive working conditions and dealing with them as one team cooperating with each other to reach the goals set by senior management .

Adly Ahmed Farid defined human relations as those interactions between people and the many different communications that affect and are affected by people, whether they are from a responsible person or an ordinary individual.

As for (Scott), he defined it as motivating individuals in a specific situation that leads to achieving better results in a balanced way, which achieves human satisfaction, that is, the existence of human relations to achieve better productivity (Al-Shanawani , 1990, p. 5)

As for Sabri, he defined human relations as (the ways in which the manager can successfully deal with others and make them cooperate and dedicate themselves to work to increase their ability to produce and give

(Al-Asadi , 1997) mentioned the ability of the manager to create a spirit of teamwork, coordinate efforts, build human relations, and understand the trust, feelings, and needs of individuals .

Another definition of Gaddafi is the integration of individuals with their work environment, which motivates them to work with better productivity, which helps to achieve the best satisfaction of their needs and desires in society . (Gaddafi , 1997 , p . 60)

Kamel points out that human relations are painkilling doses of work, fatigue and pressure . Desouky , p. 457) .

Human Relations Sections:

Human relations are divided into two basic parts:

Internal Section: It is the most important aspect of the subject of the study (i.e. the internal staff relationship)

External department: i.e. staff communication with the community .

Internal Section : Human relations within the organization (work environment) can be defined as the integration and fusion of individuals working within the organization. This is done in any work situation that leads to their motivation and the explosion of their energies to achieve the highest productivity and thus satisfy their economic, psychological and social needs. Therefore, we can conclude from this previous definition that human relations aim to:

- 1- Achieving cooperation between working individuals .
- 2- Increasing production by exerting the greatest effort.
- 3- Satisfying their needs, whether social, psychological or economic . Al-Qahtani , p. 226)

External human relations : It is the general product of the social situation through dealing with a group of people when there are common goals .(Mansour , p. 236)

The human skills requirements that must be met by the leader or manager : (Al-Ghanam , 1434AH , p. 9)

- 1- The manager or leader must be aware of the trends, tendencies and motives of the employees within his organization .
- 2- To be human , that is, to be appreciative of human feelings and understand the feelings of working individuals .

- 3- To be creative and creative and allow the members of the group to bring out their innovations and potential .
- 4- It should have a high work spirit and be more understanding and receptive to all constructive proposals submitted by working individuals .
- 5- To be able to meet the needs and requirements of psychological and social workers and a source of reassurance in them .

Informal Relationships

Informal relationships: Informal relationships are the nature of the relationships that arise between the manager (leader) and subordinates within the organization. Therefore, it can be said that these relationships differ from one manager to another . As they are relationships that can be good and positive and can be the opposite. Therefore, they must be directed towards achieving the objectives of the institution. We must define informal relationships. We can say that they are a set of humanitarian activities that the manager creates and develops with individuals inside or outside the organization that are not related to work, but they help to achieve the objectives of the organization. Or (Ways and art of communicating with working individuals, whether inside or outside the work to enhance the spirit of teamwork to feel that they are human beings and not just machines to perform the tasks required of them) . Therefore, it can be said that informal relations are represented in building a network and communication links between all types of people within the organization. The manager determines the type of this relationship and how to deal with these individuals. Therefore, the leading manager must be good at attracting individuals to him, as well as being able to communicate his ideas to them and be a good listener to them , that is, to cultivate confidence in subordinates and gain their full respect. This will therefore be reflected in the work atmosphere in general and many positive things will be built on it, all of which are in the field of achieving the goals of the organization.

The hypothesis of the study is consistent with the survey conducted by Gallup Management magazine in 2004 that 51% of employees are satisfied with their work and jobs to a large extent as long as the organizations and institutions in which they work encourage informal relationships (handouts) and close handouts in the field of work . Friendship relationships in the workplace) (sudaneseonline.com)

I agree with Freidetta for the study (Sias,p.m,(2003)), which stressed that there should be friendships within the work and they must be related to different aspects. The quality of successful relationships and the extent of adherence to the job is often based on the existence of informal relationships within the work, whether between the manager or even if they are between individuals within the organization. Friendships here play the main role between individuals significantly .

A study conducted online by the website <http://alamaliktisaad.com> showed that three years ago, a study was conducted on the emails of 180 work teams, who worked in one Canadian company, to track the effectiveness of the team in a number of work circles.

If informal channels of communication are created between the team leader and the group and between the members of the group themselves, and with the presence of that confidence granted to them, if there is a conflict in tasks or work problems, these relations take over this

matter with merit. Perhaps the process of dialogue and harmonization cultivated in the team members can produce coherent and harmonious relations other than those that are far apart and competitive, and this is very important in the work .

The importance of informal relationships at work :

Friendship at work is directly related to various aspects, some of which are subject to study and some of which are not, including cohesion , job satisfaction, job and organizational commitment, and even the desire to leave work is committed to these relationships and ways of dealing with workers, even if the wages are low compared to the rest of the wages in other jobs. Career success as well as achieving job satisfaction find them interconnected in the workplace through the quality of successful relationships, and even the degree of adherence to the job is often based on informal relationships within the work, whether between the manager or between the members of the organization. Friendships within the work play this main role among highly employed individuals. Sias, p.m, (2003) “p 322-340.)

Therefore, feeling people, and complimenting them, are important in social life, and on this basis, informal relationships are built. We feel people's pain, share their feelings, feel our love for them, and do not abandon them in their distress. Providing condolences, visiting the patient, or providing help for good or bad, or any problem that affects them, and this emotional participation with your colleague or boss, they feel that you are loyal to others and the organization . (Miscellaneous articles of His Holiness Pope Shenouda III - the importance of good relations)

The nature of the relationship between the administrator and the subord

It can be said that a good leader is one who takes care of his interests and the interests of his employees alike , so the interest in the individuals working by the manager through the ability of this manager, especially to understand their own problems or work to solve those problems or provide assistance in any of the many different areas of life. All these aspects, qualities and demands mean that the administration today needs a personality with special qualities, such as softness of temperament, good dealing and good pronunciation , ease of expression and influence, and uses intelligence in all the matters it faces, freedom and frankness during dialogue, discussion and in the decision-making process, in addition to being a combination of severity and firmness in situations that require it, smartness and savvy and trying to contribute and participate in solving the problems facing workers, promoting them and increasing their wages and encouraging incentives in a timely manner, if necessary. Nasrallah ,p. 208)

Dr. Mohamed Badr stressed the need for the administration to take into account the psychological, social and economic aspects, as well as the individual differences of the employee and work to qualify him to carry out responsibilities and tasks greater than the tasks previously assigned to him and make him feel confident in himself and his subordinates. He said: This will affect productivity at work and will contribute to his backwardness and inability in his field of work. Dr. Mohamed Badr concludes by saying: Questions remain about the problem of lack of trust between the employee and the management without an objective answer; as we all realize that our collapsed situations are not due to weakness..

Capabilities ,scarce resources and lack of experience, but sometimes there is no trust between the employee and the management and the absence of self-censorship on the one hand and the loyal supreme control of its homeland on the other.

(Al-Zagharourpublished in the Republic on 03/04/2013)

Analysis of data results:

- 1- The percentage of the answer to the first question of the opinion questionnaire that was presented in the Lebanese Public School was 11.1 of the answers, and the answer agreed was 55.5 percent , and 27.7 were neutral answers, and only 55.5 were on the presence of this atmosphere of familiarity in this school .
- 2- As for the second question of the questionnaire, it was about job security in the school, the answer was as follows : 5.5 They are strongly agreed, 55.5% are also in agreement, and the neutrals in this answer to this question were 22.2%, and those who do not agree are only 11.1% .
- 3- I like working in the field of education. The answer to this question was 100%, distributed between 77.7 strongly disagree, which is a reassuring percentage for the administration and the manager, and 22.2% agree
- 4- The answers were distributed to the question related to the fact that the manager treats employees as employees only, so the percentage of respondents strongly agree is 5.5% and 22.2% agree with the way the manager deals with them as employees and 16.6% are neutral in the answer and 11.1% disagree with the way the manager deals with them, but the largest percentage of answers was 33.3 They strongly disagree.
- 5- 55.5 The answer was strongly agreed that the manager treats employees as human beings and not only employees. 33.3% agreed with the same previous answer, while 11.1% did not answer this question .
- 6- 11.1 It is the percentage that was strongly agreed and whose answer was the same as 11.1 that the manager treats them with more respect than the rest of the employees. As for the neutral answers, their percentage was 22.2. As for the higher percentage, it was for an answer that was not agreed 38.8 and the percentage of 11.1 for those who do not agree strongly , knowing that there is a percentage of 5.5 They did not answer this question .
- 7- One of my colleagues was preferred by my managers. The answer was 11.1% agree, 22.2% are neutral, 27.7% disagree, and 22.2% strongly disagree.
- 8- The answer to the question we asked was that the exceptional effort is appreciated by the employee in an exceptional way. The answer to the strongly agreed was 11.1 and the agreed 61.1, which is the highest percentage. The percentage of neutral people was 11.1. Those whose answers did not agree were 16.6.
- 9- Do they work in a team spirit in this institution? The answer was 27.7% strongly agree and the good percentage was 61.1 with this question. 5.5% were neutral and 5.5% did not agree with this question .
- 10- 50% were strongly in agreement with the fact that the manager allows employees to participate in decision-making in the institution, 27.7% are also in agreement and 11.1% are neutral in this answer .

- 11- The response rate was 100% distributed between 77.7 to agree strongly and 22.2 to agree, although they feel a better incentive to perform the work with the appreciation and respect provided by the manager to the employees .
- 12- The percentage of the answer to this question was 11.1% for those who strongly agree, 44.4% are neutral, 26.6% disagree with this question, 11.1% strongly disagree, and 5.5% did not answer this question .
- 13- Human relations are important in any institution. The answer was 22.2% strongly agree, 38.8% agree, 27.7% disagree, and 16.6% disagree .
- 14- 55.5 is the percentage of the answers to the question that the employee is linked to the institution and achieves better results and not only the linkage of the work relationship, the strongly agreed were 33.3 and 33.3 are in agreement and 11.1 are neutral .
- 15- The answer to this question was 44.4% strongly agree, 33.3% agree and 22.2% disagree .
- 16- Compulsory entertainment is good in the institution, and the answer to question 38.8 was strongly agreed and 33.3 percent agreed as well , while the neutral people had only 16.6 percent of their answers, 5.5 percent disagreed with this, and 5.5 percent did not answer the question .
- 17- The response rate to this question was 16.6 for those who strongly agree, 22.2 for those who agree, 38.8 for those who are neutral, 16.6 and 5.5 for those who did not answer this question .
- 18- Raising the cost between me and the manager was strongly agreed 5.5 percent and 22.2 percent are agreed and the same percentage of neutrals 22.2 and 33.3 percent do not agree and 11.1 percent if they answer the question .

Conclusions and Recommendations

First: Conclusions :

- 1- One of the most important conclusions reached by the research is that the principal in this school has leadership skills that qualify him to be a leader in work management.
- 2- The manager's focus and emphasis on the humanitarian aspect in dealing with the members of his group within the organization through the sense of job security and the presence of familiarity within the work environment.
- 3- The principal in this school relies on informal relations in his way of dealing with employees and thus motivating them to provide the best. He has linked them to informal human relations, so they feel an atmosphere of familiarity, respect and appreciation, thus achieving the plans and goals assigned to them by him .

Second, recommendations:

- 1- The most important recommendations we have reached are the need to emphasize and focus on the existence of informal relations between the director and employees, for example, the establishment of recreational periods from time to time and the establishment of lunch or dinner invitations that are not related to work and this will pour and increase the degree of adherence of employees to work in this school or other organizations .

- 2- The research recommends the need for informal human relationships within any organization to motivate individuals and make them feel good .
- 3- One of the recommendations that must be circulated is that the manager must have human skills and strive to develop those skills well, whether through training or acquiring from dealing .

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