

Investigating the moderating role of employees' leadership style expectations ...

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Investigating the moderating role of employees' leadership style expectations on the relationship between actual leadership style used and performance levels. An Empirical study on the Egyptian Private Sector Pre and During Covid pandemic.

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بحث الدور الوسيط لأساليب القيادة المختلفة حول العلاقة بين أسلوب القيادة الفعلي المستخدم ومستويات الأداء. دراسة تطبيقية على القطاع الخاص المصري قبل وأثناء جائحة كوفيد.

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الملخص

يتناول هذا البحث اختبار مدي تأثير توقعات الموظفين لإدارة أسلوب القيادة كعامل معتدل على مستويات أدائهم. أيضًا ، هل يمكن للقيادة سد الفجوة بين هذه التوقعات وتقديمهم الفعلي لأسلوب القيادة. أجريت الدراسة على القطاع الخاص في مصر. تمت دراسة اثنتي عشرة منظمة تمثل مختلف القطاعات. كان عدد سكاننا ١٥٥٠ موظفًا ، وتم استخدام عينة عشوائية طبقية غير متناسبة. تم تقديم ٣٥٠ وحدة عينة فقط بشكل صحيح. الدراسة عبارة عن دراسة طولية مقارنة ، تقارن ردود كل من القادة والموظفين في الفترة الزمنية التي سبقت جائحة كوفيد مباشرة. وضعت الورقة ثلاث فرضيات رئيسية للتحقيق في كلا الوقتين. تم استخدام

الأداة الإحصائية SPSS لتحليل البيانات. تمكنا من رفض تأثير أسلوب القيادة عند استخدامه كأسلوب معاملات للتأثير بشكل إيجابي على أداء الموظفين. ومع ذلك ، فقد قبلنا أن توقعات الموظفين تعمل كمتغير معتدل ويمكن للقادة أيضاً سد الفجوة بين التوقعات والتطبيق الفعلي لأسلوب القيادة المقصود.

من المفترض أن تكون هذه الدراسة فريدة من نوعها فيما يتعلق بفهم التغييرات التي حدثت في أساليب القيادة التنظيمية بسبب فيروس كورونا. وخلصت الورقة إلى أن المنظمات تتجه نحو تطبيق مفاهيم القيادة الرشيقة أكثر من أساليب القيادة الأخرى من أجل تحقيق نتائج أفضل وإدارة المنظمات متعددة الاستخدامات.

الكلمات المفتاحية:

أساليب القيادة ، أداء الموظفين ، قيادة المعاملات ، توقعات الموظفين ، التطبيق الفعلي للقيادة ، الثقافة ، المنظمات المرنة ..

Abstract

In this paper we are attempting to test the impact of employees' expectations of administrators leadership style as a moderating factor on their performance levels. Also, can leaders close the gap between these expectations and their actual delivery of leadership style. The study has been conducted on the private sector in Egypt. Twelve organizations representing various sectors have been studied. Our population was 1550 employees, and a disproportionate stratified random sample has been used. Only 350 sample units have been correctly submitted. The study is a comparative longitudinal study, comparing the responses of both leaders and employees in the time duration just before covid and during covid pandemic. The paper constructed three main

hypotheses for investigation in both timings. SPSS statistical tool has been used to analyze the data. We managed to reject the impact of leadership style when used as a transactional one to positively impact the employees' performance. However, we accepted that employees' expectancy acts as a moderating variable and also leaders can close the gap between expectations and actual application of the intended leadership style.

This study is supposed to be one of a kind regarding understanding the changes that happened in organizational leadership styles due to covid. And the paper concluded that organizations are going towards applying the concepts of Agile leadership more than other leadership styles in order to achieve better results and versatilely manage organizations.

Key Terms:

Leadership Styles, Employees' Performance, Transactional Leadership, Employees' Expectancy, Actual Application of Leadership, Culture, Agile Organizations.

I. Introduction:

In his opening case of Chapter 13 Leadership, Culture and Globalization (Dickson, 2018) illustrated the leadership challenges facing today's leaders through the case of Natalie.

Natalie is a professional manager who worked for a multinational auto part manufacturer based in Berlin while she worked from

Colombia. The first challenge faced by leaders and what type of leadership style should be used according to this case is Globalization. Globalization does not only affect the proximity of work through conflicting working hours as he referred to in the case; as she managed a team working while she was sleeping. But also, the culture associated with how the work is done. This culture referred to in the case by how teams are formed a per in Berlin forming teams was different than what she had expected from her work in Colombia. The end result of the case was not a smooth transition for her as she expected based on her long-term professional career suggests.

(Cinnoglu, 2020) spotted the light on how globalization and information systems affect the way leaders make decisions and how they choose the leadership style most suited for their situation. He also, said that building a new mind set and emerging technologies affected leadership styles. In his work regarding the concept of industry 4.0 he suggested that classic leadership concepts a proven to be less effective in today's business environment. Accordingly, the way leaders share information, convey messages, pass on values should be changing facing this evolution of the communication era.

In his work (Dipboy, 2018) the attention to leaders' role falls beyond the full comprehension of the psychological concept leaders play in today's changing world. These changes force organizations to reconsider much of traditional ways of

leadership. For example; bureaucracy and strict hierarchy organizations are no more existing. Employees should be given clear and well-defined duties. Reports should be well executed and revised by leaders.

In the following section we are going to discuss the literature associated with such topic from more than one point of view:

- A. Classic vs. Modern Leadership Theories.
- B. Leadership Performance Levels.
- C. The psychology of understanding Leadership Styles.

II. Literature Review:

A. Classic Vs. Modern Leadership Theories:

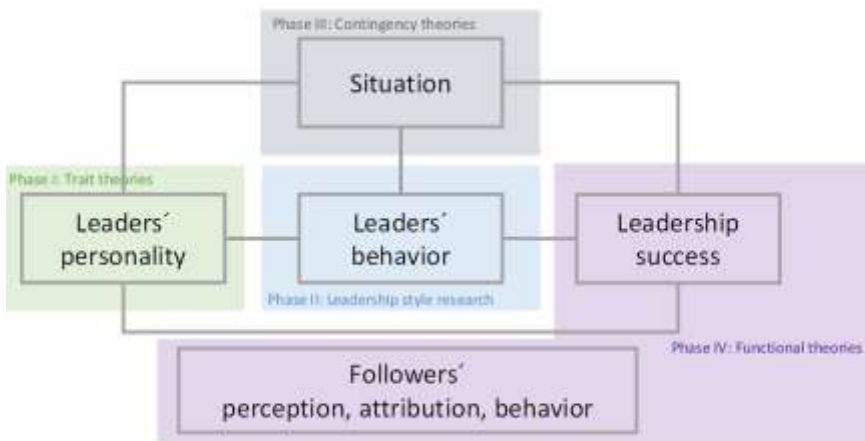


Figure 1: History of Leadership Research (Boos, 2022)

(Dipboy, 2018) identified leadership as the direct influence of behaviors and attitudes of individuals. He also, said that there is a difference between leadership and leadership roles such as management and supervision.

Also, he asserted that leaders interact within and outside the organization; building teams to facilitate the teamwork.

Then, he concluded that leader is “someone who is proactive, and who goes beyond the use of rewards, punishment and authority to inspire, to motivate, and to solve problems”.

In his review of modern leadership styles (Cinnoglu, 2020) asserted on the importance of leadership in a changing environment surrounded with technology and competitors. He also, pinpointed the importance of using information and communication technologies in decision making.

In his review he classified modern leadership into:

a. Classic Theories of leadership:

In this section (Cinnoglu, 2020) built his methodology on the following:

i. Trait theory:

According to this theory leaders' traits are the most important factor that determines leadership efficacy. Traits should include not only physical traits of the leader but also, psychological ones. The main criticism of this theory arises

when group members' traits shine as better than leaders, yet not acknowledged as leaders.

ii. Behavioral theories:

The main concept in this approach are the behaviors adopted by leaders rather than his/her personal characteristics. Such behaviors like attentiveness, listening, communication, delegation, planning and control are the determinants of how effective the leadership process can be. There are some important studies that should be mentioned in this theory:

The Ohio State study: this study focused on dividing leadership behaviors in two main categories; one stressed on individuals such as feelings, needs and wishes. While, the other stressed on businesses like, performance, procedures and standards. (Yukl, G., 2013)

University of Michigan study (Quinn, et al., 2021) used the competing values framework to develop its own leadership model. This model adopted four main categories: Empathy, Courage, Drive and Integrity. Each category emerged from it subcategories where they finally meet in strategic ideas: Collaborative Community, Creating Change, Robust Results and Strategic Structures. The model is illustrated in the following figure.



Figure 2: The Michigan Model (Quinn, et al., 2021)

iii. Contingency Theories:

According to (Tuai, 2012) “Contingency theory seeks to optimize organizational performance by proposing a positive relationship between the degree of workflow interdependence and the complexity of coordinative structures necessary to integrate these workflows.”

In this context (Cinnoglu, 2020) argued that the most appropriate leadership style varies according to the organizational situation and leaders' behaviors are going to vary depending on changing circumstances. Also, contradicting with behavioral theories which only differentiate leaders' characteristics into either people oriented or business

oriented. Contingency theories assumes that leaders can use both aspects and can be of complete efficiency according to prevailing circumstance.

From this we can say that this work is based on expectancy theory of Vroom (Vroom, 1973) where people's behaviors are affected by two factors: Expectations of a specific outcome and valuation process of the benefit out of it. Therefore, leaders are affected by his own qualities as well as the specific properties of the situation.

According to (Boos, 2022) many of these factors either associated with leader's character or situation circumstances can moderate or mediate the process of leadership behavior, employee's expectancy and motivation, and the overall organizational performance.

b. Modern Leadership Theories:

According to (Cinnoglu, 2020) review he classified Modern Leadership theories to:

A. Transactional Leader:

According to (Dipboy, 2018) transactional leaders affect the behavior of their followers through tangible and nontangible methods. For example, (Cinnoglu, 2020) illustrated that transactional leadership focuses on reward and punishment, also fulfilling goals, controlling and monitoring results. He referred to Laissez-Faire leadership as the most passive leadership style. He mentioned that leaders do not interfere in the decision-making

process unless a problem arises. Then he added that in this case transactional leadership style would be effective in carrying out day to day activities and improve performance.

B. Transformational Leader:

(Bos, et al., 2019) in their review stated that a transformational leader contributes positively to employee talent management by engaging with one-to-one relationship with employees. Also, through conveying the mission and provides commitment to its components.

Then according to (Cinnoglu, 2020) we can define transformational leadership as: "The person motivates followers to achieve the goals that people create independently or mutually by using economics, political or similar power values." In this context he also, referred to the impact these leaders have on their subordinates in terms of self-evolvement and personal development. This impact happens as a result of their natural charisma and their ability to improve both work environment and employee capabilities.

(Yukl, G., 2013) identified 9 ways that transformational leaders where he referred to as charismatic leads affect their followers: 1) conveying a preferable vision, 2) communicating his vision in a convincing and clear form, 3) clearly standing by his vision and holds himself responsible for his actions, 4) sets the ceiling high and the sky is the limit, 5) optimistic and trusting, 6) does what he preaches, 7)

accepts feedback communication, 8) builds connections with groups and teams, 9) builds employee self-esteem.

iv. Agile Leadership:

(Attar, et al., 2020) defined organizational agility as “Organizational agility (OA) is basically an organization-wide capability to proactively and relentlessly anticipate, respond, react and capture unique market opportunities in the quest to thrive in this current unpredictable, volatile and global competitive business environment. Organizations need to effectively use dynamic and flexible agile abilities. It has become inevitable for enterprises to change the organizational structure and become more flexible.” They also, linked the emergence of agile leadership as a result of a highly volatile environment due to globalization and high competition. Thus, they related the ability of leaders to respond to the dynamic changes around them to being agile in nature.

According to (Lovich, et al., 2020) there are six behaviors that determine successful agile and digitally transformational leaders:

1. Empowerment and Alignment: meaning; setting and explaining the organizational vision; then letting go.
2. Continuous learning. Learning is not a phase it is a journey.
3. One team. They play as a whole not as individuals.

4. Always helping. To keep everything in order you need to give a hand.
5. Action Orientation. They are doers. Planning comes next. This context provides their followers with a head start.
6. Feedback Cycle. Customers are the shortest path to understand what you need to keep and what you need to change.

In order to know which behaviors are more appropriate to which situation; (Joiner, 2019) classified six levels of organizational agility; they are:

- Expert: This is the first level in the agile hierarchy. Here leaders are more focused on analytical problem-solving techniques. This level of agile leadership is good to provide sustainability to an already existing strategy. Also, their leadership power comes from their hierarchy in the organization as they are seen as experts in what they do.
- Achiever: This is the second level in the agile hierarchy. These leaders are seen as goal oriented. Outcomes are the determinators to their power in an organization. They serve along with their subordinates as teams in which they develop strategies and action plans. This level of agile leadership can change the organizational strategy.
- Catalyst: Starting the third level; agile leaders tend to work more in the vision of the organization. They are seen as stakeholders rather than just employees of the organization.

These leaders are extremely important if you are working in an extremely volatile environment.

- **Co-creator:** In the fourth level of agile leadership hierarchy; leaders are an entity of their own. They can form their own organizations and serve in the corporate social responsibility as well. In this stage leaders are seen as collaborators and they can affect the culture of the organization. Here, leaders are mentors and subordinates are emotionally attached to them as well.
- **Synergist:** This is the fifth and the last stage of agile leadership hierarchy; leaders here as seen as influencers in the organization. They have the ability to change leadership styles and adjust his/her leadership response according to his/her foreseeing to the situation. Here the synergy between leaders and subordinates goes beyond the general hierarchal relationship; rather they serve as a whole body together.

And from here, we need to understand how performance levels are achieved under different leadership styles.

B. Leadership and Performance Levels.

If we start to look at the relationship between leadership styles and organizational performance the work of (Carter, et al., 2013) focused their work on describing how strategic leaders influenced organizational performance. Their work cited studies done as early as 1970's and how the understanding of the crucial impact

of leadership influence over employee performance. They concluded that although it is very important for a leader to meet financial obligations and look after stockholders' interests; it takes more to the personality of the leader and his leadership style to impact employee performance positively. All the cases that they mentioned in my opinion had only one consequence to go further the idea of agile leadership. Their work concluded that leaders need to use different leadership styles that suite each situation and thus getting the best out of employees.

In their work (Jaroliya, et al., 2021) argued the role leaders play in organizational growth. The model they suggested tested how leadership style represented in transformational leadership affected the employee performance levels. They had to take into consideration multiple levels of impact on employee performance levels. Their results showed a strong positive correlation between applying transformational leadership style and increased employee performance levels. However, they showed in their results that increased leader experience is a key factor in improving employee performance. That was in linkage with the results provided by (Abdulkadir, 2012) cited in (Jaroliya, et al., 2021) which showed an insignificant negative impact of transformational leadership style on employee performance. This negative impact was due to the lack of leadership experience in this level. Their conclusion indicated that experienced transformational leadership has the ability to motivate, balance

and direct employees to go beyond their self-interest and thus improving their performance levels.

Also, in their work (Ambad, et al., 2021) identified that only psychological empowerment is positively related to higher task performance. Their adaptation was performed on academic staff in Malaysia, and their results showed that for only those leaders regardless of their used style who mediates psychological empowerment get better results with task performance levels. Therefore, they theorized the indirect relationship between leadership style used and task performance levels mediated by psychological empowerment.

If we were talking about psychological empowerment, we cannot overlook job engagement as well. In their work (Shemueli, et al., 2020) investigated the effect of leadership styles on role performance through feedback seeking behavior and by using job demands resource theory to measure degree of job engagement.

The work of (San Lam, et al., 2012) in their work on large organizations in China where they subjected managers and employees to the test. They tested employee emotional intelligence, leadership style and employee performance. The study found out that transformational leadership style mediated the relationship between employee's emotional intelligence and their degree of job satisfaction. On the contrary they found no mediation effect between using transformational leadership and

emotional manager's emotional intelligence and job performance. Also, it did not mediate the relationship between employee's organizational commitment and related job stress.

This will lead us to know more about the psychology of how employees respond and cope with different leadership styles.

C. The Psychology of Understanding Leadership Styles:

In their attempt to study the effect of leadership styles on organizational commitment (Raja, et al., 2011) performed their study on both senior and trainee engineers. Their findings proved that leadership style (transformational) had an impact on both samples organizational commitment where salaries did not.

However, the work of (Abasliim, et al., 2019) mentioned that the right application of required leadership style will lead a better organizational commitment. Also, they highlighted that there is one right style to be used to increase organizational commitment but it depends on the situation and the demographics under investigation.

Moreover, in their study (Abdullahi, et al., 2020) investigated the moderating role of leader's emotional intelligence between the leadership style used and organizational citizenship behavior. Their results highlighted that both democratic and transformational leadership styles had positive results on the degree of employees' organizational citizenship behavior. In addition, they proved that transformational leadership style had even more significance. Whereas, in the case of using autocratic leadership style; leaders'

emotional intelligence played a positive role on increasing employees' organizational citizenship behavior.

The study of (خليفة، ٢٠٢١) said that there was a relationship between the degree of innovation and creativity and job alienation, meaning that the more they feel related to the job their degree of innovation and creativity increased statistically.

Also, the study of (جمعه، ٢٠٢٠) discussed the relationship between entrepreneurship and organizational creativity; where they found a significant positive relationship between both. This study also discussed the impact of agile leadership on employee creativity and there was a positive relation between both.

Whereas, (الخولى، ٢٠١٩) argued that organizational corruption hinders the economic development and sustainability an empirical case of Egypt. Where he defined the elements of corruption as follows: enduring inappropriate behavior, the target of behavior, type of employee especially public ones, the side effects of this behavior. The study concluded that the type of leadership affects all of these elements. Also, they highlighted that the bureaucratic corruption in leadership had a negative impact on employee's behavior.

Adding to that, the work of (Soomro, et al., 2021) on employees' voice and creativity. They discussed two types of leadership styles moral and autocratic. Their findings showed that moral leadership had significant impact on giving employees a voice

whereas autocratic style had no significance. Consequently, when an employee gets voice becomes creative.

Literature Research Gap:

From the above context the research gap that we will discuss in this paper will be regarding using agility as a leadership style in increasing employees' performance.

In addition, we are going to see how employee's expectation from leader's application is impacting their performance levels.

Also, the degree of the effect of a crisis on both employees' acceptance of a certain leadership style and how managers are going to adapt in order to get the ultimate performance.

III. Methodology:

A.Aim of the study

In this paper we are aiming to study the moderating effect of employees' expectancy of leaders' behavior and the actual application is impacting their degree of performance. The study is going also to test if undergoing a crisis like the covid impacted the behavior of leaders and altered their way of management. Also, the reaction of employees to different leadership styles and how do they prefer to be treated under unprecedented circumstances. The types of leadership styles tested in this paper are transformational, transactional and agile. The employee

behavior towards different leadership styles is going to be analyzed and addressed using open end questions.

B. Research Questions and Hypothesis:

In this paper we are going to attempt to examine the following for the comparison between pre and during Covid pandemic:

H₁: There is a positive correlation between leadership styles and employee performance measurement techniques.

Q₁: How can a leader impact the way performance of his/her employees is measured using the correct leadership style?

H₂: As a leader is able to close the gap between his choice of leadership style and the expectancy of his employees towards what they expect out of him/her as a leader; their degree of performance is going to be affected positively.

Q₂: What are the measures that should be used by a leader in order to choose the meet with the expected leadership style preferred by his/her employees?

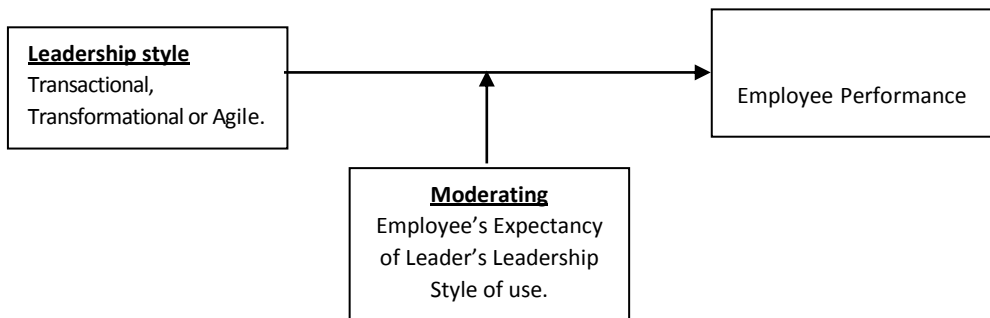
H₃: Without meeting the expected leadership style preferred by his/her employees; a manager is not going to be able to increase their performance.

Q₃: Why does a manager need to meet his employees' choice of leadership style?

C. Theoretical Frame Work Diagram:

In this paper we are going to use three main variables: employee's expectation levels; leadership style of choice and employee performance. The importance of this study is mainly concerned with timing and expectancy. Timing of choice of leadership style and timing of application as well. Also, the difference between applying same leadership style on employees in different situations in contrast to their expected leadership style they thought leaders are going to use. The expectancy of leadership style employees' thought leaders is going to adopt is supposed to be a moderating variable. The referred timing in this case before and during covid pandemic where the first situation was where employees used to work in offices and the second situation where the remotely work from their premises of choice due to social distancing.

Figure 3: Theoretical Frame Work Diagram. Source: Author.



IV. Research Design:

A. Research Setting:

This study has been conducted using electronic survey forms circulated on sample units under investigation in two main governorates in Egypt; Cairo and Giza. The study is longitudinal in nature where the researcher used two different surveys on the same sample individuals in two-time horizons; just before covid and during the pandemic. The research is descriptive hypothesis testing in nature. The identity of the sample units kept anonymous.

B. Sampling:

The unit of sample is employees in private organizations in Egypt. The nature of organizations varied between pharmaceuticals, health, educational and petroleum sectors. The study has been conducted on 12 organizations from the above pool. The population of these organizations was 1550 employee. The population has been represented using disproportionate stratified random sampling technique. The sample has been detected using regular methods with confidence rate of 90 percent. Only 350 sample individuals responded correctly to both surveys. Out of which 75 sample units represented leaders and 275 sample units represented employees. Regarding the purpose of this paper the researcher did not differentiate between employees regarding seniority levels, job description, age or gender.

Both surveys consisted of 31 questions and phrases distributed among 4 sections; for the purpose of this research demographics were exclude.

Section A was discussing demographics: Age, Gender, Seniority levels these aspects were detected using dichotomous scaling technique.

Section B discussed performance measures used in these organizations. This section composed of six likert style phrases, with 5 points scaling where 1 represented strongly disagree and 5 represented strongly agree. The elements under measurement were: employees' actual evaluation regarding task completion, collaboration, coordination and meeting targets.

Section C discussed the types of leadership styles used by leaders in organizations. This section consisted of 16 likert style phrases with 5 points scale, where 1 represented strongly disagree and 5 represented strongly agree. In this section the elements discussed were: versatility of leaders, degree of delegation, enhancement of employee capability, leadership commitment to improve employees' skills and qualities, response and culture clarity and encouragement of creative thinking.

Section D is the final section and the elements targeted were: the difference between real leadership techniques used by organizations, employees' expectancy and type of leadership style conveyed to employees' using culture, mission and vision.

This section consisted of 7 questions 5 of which adopted dichotomous scaling technique and 2 were open end questions.

C. **Reliability and Validity of Survey:**

The survey has been constructed and scaled by the researcher in order to make proper comparisons regarding usage of leadership techniques, timing, employees' expectancy and delivery of these styles used. A complete Cronbach alpha analysis for all question using SPSS software to ensure the reliability of the survey through measuring the degree of internal consistency of answers. Data are supposed to be valid if coefficient of validity exceeds 0.6.

Tables 2 and 4 represent the value that Cronbach's alpha would be if that particular item was deleted from the scale. We can see that removal of any question, almost gives the same value for Cronbach's alpha. Therefore, we would not want to remove any of the questions.

Table 1: Cronbach alpha for pre-covid questionnaire Source: Author.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.835	.819	31

Table 2: Cronbach's Alpha “if Item Deleted” for pre-covid questionnaire: Source: Author.

Item Statistics				
	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted	Decision
Gender	1.75	.439	.838	Reliable
Age	3.23	.698	.840	Reliable
Position	3.20	.791	.838	Reliable
Key Performance Indicators	4.45	.846	.826	Reliable
Collaborate	4.15	.700	.828	Reliable
Timely	4.03	.733	.826	Reliable
Encourage	3.93	.888	.820	Reliable
Per Regulations	3.83	.594	.836	Reliable
Meeting organizational Standards	3.85	.662	.828	Reliable
Rewards	3.20	.853	.819	Reliable
Meetings	3.25	.707	.828	Reliable
Delegation	3.43	.903	.827	Reliable
Planning	3.25	.742	.828	Reliable
Evaluation	3.28	.784	.832	Reliable
Update	3.20	.883	.831	Reliable
Encourage Creative Thinking	3.05	.876	.824	Reliable
Reward Creative Thinking	2.83	.712	.831	Reliable
Express Opinion	3.33	.944	.828	Reliable
Structured Culture	3.75	.809	.835	Reliable
Trust	3.28	.716	.828	Reliable
Change	2.75	.809	.832	Reliable
Suitable Leadership Styles	3.88	1.159	.823	Reliable

Item Statistics				
	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted	Decision
Leadership Styles Enhanced Preference.	3.90	1.257	.819	Reliable
Direct Management Leadership Style coherent with Head Management.	4.22	.947	.824	Reliable
Direct Management Leadership Style enhanced Preference	4.15	1.075	.815	Reliable
Organizational Type	1.23	.577	.839	Reliable
Leadership Style Organization Claim using.	2.78	1.025	.841	Reliable
Leadership Style Organization Actual usage	2.42	1.357	.833	Reliable
Ensured Feelings	1.08	.350	.840	Reliable
Contracts	3.40	.955	.844	Reliable
Opinion on Best Leadership Style used.	3.08	.917	.841	Reliable

Table 3: Cronbach alpha for post-covid questionnaire Source: Author.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.844	.839	31

Table 4: Cronbach's Alpha “if Item Deleted” for post-covid questionnaire. Source: Author.

Item Statistics				
	Mean	Standard Deviation	Cronbach's Alpha if Item Deleted	Decision
Key Performance Indicators	4.15	1.001	.834	Reliable
Collaborate	3.63	.705	.837	Reliable
Timely	3.83	.712	.838	Reliable
Encourage	3.58	.844	.835	Reliable
Per Regulations	3.83	.675	.841	Reliable
Meeting standards	3.58	.781	.836	Reliable
Rewards	3.08	.944	.838	Reliable
Meetings	3.00	.751	.834	Reliable
Delegation	3.20	.723	.836	Reliable
Plan	3.03	.800	.836	Reliable
Evaluation	3.10	.778	.835	Reliable
Update leadership style	3.10	.709	.836	Reliable
Encourage Creative Thinking	2.95	1.011	.833	Reliable
Reward Creative Thinking	2.70	.758	.838	Reliable
Express Opinion	3.05	.932	.831	Reliable
Structured Culture	3.70	.791	.832	Reliable
Trust	3.30	.758	.836	Reliable
Change	2.88	.853	.836	Reliable
Suitable Leadership Style	4.00	1.086	.833	Reliable
Leadership Style Enhance preference	3.93	1.228	.833	Reliable
Direct Management Leadership Style coherent with head management	4.22	.920	.841	Reliable
Direct Management Leadership Style enhanced Preference	3.93	1.207	.830	Reliable
Organizational Type	1.30	.648	.851	Reliable
Leadership Style Organizational Claim	2.60	1.105	.852	Reliable

Item Statistics				
	Mean	Standard Deviation	Cronbach's Alpha if Item Deleted	Decision
Leadership Style Organizational Actual application	2.60	1.236	.838	Reliable
Ensured Feeling	1.08	.350	.845	Reliable
Contracts	3.48	.960	.855	Reliable
Opinion on Best Leadership Style used	3.18	.958	.846	Reliable

Regarding the above analysis we can say that with absolute confidence that the survey statements and corresponding results are both valid and reliable.

V. Results and Discussions:

H₁: There is a positive correlation between leadership styles and employee performance measurement levels.

Q₁: How can a leader impact the performance of his/her employees using the correct leadership style?

The relationship between using the appropriate leadership style and employee performance was tested using chi-square test for independence, also called Pearson's chi-square test or the chi-square test of association. It is used to assess the hypothesis of this research.

Table 5: Chi-square test for pre-covid questionnaire leadership style against Performance Levels: Source: Author.

Leadership style vs. Performance	Pearson	Phi	Cramer's	Significance
	n		s	
Type of leadership used in your organization (Transactional)	0.000	1.076	0.621	Significant
Management relies on Key Performance Indicators (KPI) to construct performance appraisal.	0.272	0.424	0.300	Non-significant
There is a good sense of collaboration between employees when conducting defined duties.	0.795	0.272	0.192	Non-significant
Employees in your department complete their assigned duties on time.	0.723	0.295	0.209	Non-significant
Managers encourage team work.	0.229	0.501	0.354	Non-significant
Employees usually perform their duties as per regulations.	0.734	0.219	0.155	Non-significant
The work performed by employees usually meet organizational standards.	0.440	0.373	0.264	Non-significant
Your organization has a well-constructed reward system.	0.014	0.616	0.435	Significant

The results showed significant relationship between using transactional leadership and no increase in employees' performance levels. However, employees were working because these organizations had a coherent reward system as the results showed significance with having a coherent reward system.

Table 6: Chi-square test for during-covid questionnaire Leadership style against performance levels: Source: Author.

Leadership style vs. Performance	Pears on	Phi	Cramer`s	Significance
Type of Leadership style used in your organization (Transactional)	0.304	0.515	0.297	Non-significant
Management relies on Key Performance Indicators (KPI) to construct performance appraisal.	0.008	0.745	0.430	Significant
There is a good sense of collaboration between employees when conducting defined duties.	0.292	0.519	0.300	Non-significant
Employees in your department complete their assigned duties on time.	0.250	0.534	0.308	Non-significant
Managers encourage team work.	0.678	0.482	0.278	Non-significant
Employees usually perform their duties as per regulations.	0.490	0.459	0.265	Non-significant
The work performed by employees usually meet organizational standards.	0.369	0.494	0.285	Non-significant
Your organization has a well-constructed reward system.	0.006	0.835	0.482	Significant

The results showed no significance relationship on using transactional leadership style for the specific organization and increasing employee's performance levels. However, the results showed significance on relying more on key performance indicators along with a well-constructed reward system shows more meaning in the personal relationship between leaders and increasing performance of employees.

H₂: As a leader is able to close the gap between his choice of leadership style and the expectancy of his employees towards

what they expect out of him/her as a leader; their degree of performance is going to be affected positively.

Q₂: What are the measures that should be used by a leader in order to choose the meet with the expected leadership style preferred by his/her employees?

Table 7: Chi-square test for pre-covid questionnaire employees' expectancy against performance levels: Source: Author.

Employees' expectancy vs. performance	Pearson	Phi	Cramer's	Significance
Type of leadership used in your organization (Transactional)	0.000	1.076	0.621	Significant
Meetings between managers and employees are usually conducted to report performance.	0.124	0.489	0.345	Non-significant
Managers use delegation to complete assigned tasks.	0.360	0.458	0.324	Non-significant
There is a predefined strategic plan for your organization that every employee is aware of.	0.204	0.511	0.361	Non-significant
Employees are completely aware of the evaluation criteria they are subjected to.	0.953	0.195	0.138	Non-significant
Meetings are regularly held to update employees with organizational performance.	0.381	0.451	0.319	Non-significant
Managers encourage creative thinking.	0.697	0.364	0.257	Non-significant
Managers reward creative thinking.	0.531	0.410	0.290	Non-significant
Leaders give subordinates the freedom to express their opinion on work related items.	0.354	0.460	0.325	Non-significant
Your organization has a clear structured culture.	0.159	0.470	0.332	Non-significant
There is a strong bond of trust in general between managers and subordinates.	0.565	0.339	0.240	Non-significant
Organizational structure allows the culture of change easily.	0.579	0.335	0.237	Non-significant
The leadership style used by higher management suits the type of industry that your organization operate in.	0.609	0.389	0.275	Non-significant
The leadership style used by higher management enhances the performance levels of employees.	0.623	0.385	0.272	Non-significant
The leadership style used by direct manager is coherent with the leadership style adopted by higher management.	0.876	0.240	0.170	Non-significant
The leadership style used by direct manager enhances the performance levels of employees.	0.766	0.342	0.242	Non-significant
What type of leadership does your organization claim to be practicing?	0.000	1.281	0.740	Significant

The results showed significance relationship between using transactional leadership and no employee expectancy accordingly no increase in performance levels. However, there is a coherence

in using the expected type of leadership conveyed to employees' pre-pandemic.

Table 8: Chi-square test for during-covid questionnaire employees' expectancy against performance levels: Source: Author.

Employees' expectancy vs. performance	Pearson	Phi	Cramer's	Significance
Type of leadership used in your organization (Transactional)	0.304	0.515	0.297	Non-significant
Managers use delegation to complete assigned tasks.	0.572	0.512	0.296	Non-significant
There is a predefined strategic plan for your organization that every employee is aware of.	0.270	0.602	0.348	Significant
Employees are completely aware of the evaluation criteria they are subjected to.	0.426	0.553	0.320	Non-significant
Meetings are regularly held to update employees with organizational performance.	0.640	0.493	0.285	Non-significant
Managers encourage creative thinking.	0.157	0.648	0.374	Significant
Managers reward creative thinking.	0.635	0.494	0.285	Non-significant
Leaders give subordinates the freedom to express their opinion on work related items.	0.414	0.557	0.322	Non-significant
Your organization has a clear structured culture.	0.464	0.542	0.313	Non-significant
There is a strong bond of trust in general between managers and subordinates.	0.155	0.649	0.375	Significant
Organizational structure allows the culture of change easily.	0.208	0.625	0.361	Significant
The leadership style used by higher management suits the type of industry that your organization operate in.	0.003	0.789	0.455	Significant
The leadership style used by higher management enhances the performance levels of employees.	0.014	0.793	0.458	Significant
The leadership style used by direct manager is coherent with the leadership style adopted by higher management.	0.028	0.684	0.395	Significant
The leadership style used by direct manager enhances the performance levels of employees.	0.012	0.802	0.463	Significant
What is the type of your organization?	0.001	0.740	0.524	Significant
What type of leadership does your organization claim to be practicing?	0.004	0.782	0.452	Significant

The during covid results showed that as the organization being transactional had no significance on expectancy of employees. However, employees' performance had significance when the type of leadership changed in the during pandemic. The leadership style had been altered and more significance in the part of performance enhancement, coherence and direct relation

between leaders and employees, creative thinking, change in strategy and bond in leadership.

H₃: Without meeting the expected leadership style preferred by his/her employees; a manager is not going to be able to increase their performance.

Q₃: Why does a manager need to meet his employees' choice of leadership style?

Here the results of the questions were open end questions; thus we are going to discuss it in details.

When asked about meeting expectations in the pre-covid survey: 72.35% of respondents answered that they did not expect any specific leadership style to be used out of their management. They also highlighted that the main style to be used was transactional. Thus, they felt safe in their position as long as they meet the minimum requirements of the job which also showed significance in the closed end questions. Also, although they were assured position wise this did not increase their performance levels.

Table 9: Chi-square test for pre-covid questionnaire employees' assurance against performance levels: Source: Author.

Does employees in your organization feel ensured in their positions?	0.000	1.039	0.600	Significant
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However, when asking the same question during covid: 61.8% of respondents said that they expected the same style of leadership (which is mostly transactional) however, the actual leadership

style used has been changed. The new leadership style that has been adopted was more versatile, creative, delegative and related to performance levels. The shocking result is that although employees did not feel secure in their jobs, they showed increase in their levels of performance.

Table 10: Chi-square test for during-covid questionnaire employees' assurance against performance levels: Source: Author.

Does employees in your organization feel ensured in their positions?	0.613	0.334	0.236	Non-significant
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VI. Conclusion:

This paper discussed an issue that is so important to managerial systems; leadership and performance. However, it is not discussed only in regular context it has been analyzed during unprecedented circumstances of covid pandemic.

This paper concluded the following:

- **H₁:** The researcher rejected the hypothesis that there is a positive relationship between using transactional leadership and increased employee performance. That is because this significance changed after pandemic that is when not using transactional leadership style performance levels increased. (Cinnoglu, 2020), (Dipboy, 2018).
- **H₂:** The researcher is going to accept the hypothesis that there is a relationship between meeting the employees' expectancy by closing the gap between expectation and actual application and increasing performance levels. That is because when comparing

the results between pre-covid practices and during covid practices; when changing transactional practices to more versatile one encouraging creative thinking and delegation; employee performance increased. (Raja, et al., 2011), (Abasliim, et al., 2019), (Soomro, et al., 2021).

- **H₃:** The researcher is going to accept the moderation of the expectancy of employees in order to increase performance levels. This part is depending on not only including reward but changing the organizational practices to more agile organizations. This change in practices during the pandemic changed the performance of the employees due to more trust and giving them more voice and power. (Ambad, et al., 2021), (San Lam, et al., 2012), and (Shemueli, et al., 2020). Finally, covid pandemic changed the way organizations practice leadership in Egypt. Organizations became more challenging; leaders gave voices to employees. However, employees were no more secure in their jobs; covid proved that agile organizations are the ones that are going to survive in the face of hard times. (Attar, et al., 2020), (Lovich, et al., 2020).

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