

The Role of Leadership in Supporting Employee Performance during COVID19 Quarantine

Dr. Salameh S. AL-Nawafah

Associate Professor, Princess Alia University College, AL-Balqa Applied University, AL-Sult Jordan

Dr. Muhammad Ahmad Nigresh

Assistant Professor, Princess Alia University College, AL-Balqa Applied University, AL-Sult Jordan

Dr. Ahmad. F. M. AL-Amaera

Associate Professor, Dean of Mimmar, Madaba, Jordan

Article Info Volume 83

Page Number: 3304 -3319

Publication Issue:

July - August 2020

Abstract:

Organizations were put under a lot of pressure during the COVID19 pandemic in 2019-2020. Many countries imposed quarantine for the sake of its citizens which made many organizations to close down and harmed its profitability and overall performance.

Current study examined the influence of leadership on employees' performance within the Jordan public service sector during the quarantine. A questionnaire was distributed on (392) individuals within governmental public sector in Jordan. Results of study indicated an influence of leadership styles on employees' performance that is attributed to the nature of traits and characteristics that leaders have shown to leading performance of the team during the quarantine. Also, results indicated that servant leadership was the most adopted and the most influential style of leadership compared to other leadership styles, this was attributed to the fact that servant leadership appeared to be more helpful in performance management from distance. Study recommended training and empowering leaders to help them gather the skills and leadership styles needed to manage employees during exceptional circumstances

Keywords: Leadership Style, Leader, Quarantine, Employee Performance, Supervision, COVID19

Article History

Article Received: 25 April 2020

Revised: 29 May 2020

Accepted: 20 June 2020

Publication: 10 August 2020

INTRODUCTION

The influence of the leadership factor runs in opposite directions. The leader affects his followers and is affected by them, and this leads to modification of the behavior of the leader and subordinates and their behavior (Opoku et al, 2015). It is known that the leadership work, if repeated several times, leaves a significant (impression) effect on the behavior of the subordinates and their customs (role models) as the leader's work (implicitly or publicly) works to explain the plans and policies pursued by the administration of the official institution and thus becomes an example to follow the subordinates in Their behavior and behavior (Rathore et al, 2017).

There is no doubt that leadership is not just a personal relationship between two people, but its impact extends to the social systems that exist in the company (the institution). The successful leader is characterized as working hard to improve their ability to know and be aware of the conditions of the individuals he works with, and this requires them to

behave in a specific manner such as embracing self-awareness and objectivity (Asrar-ul-Haq and Kuchinke, 2016).

Whatever the case, there is an urgent need for competent leaders, especially the period of pandemics, burns, and political and health instability, which calls for more leaders with special competencies, and if the changes that occurred in the world during the 2019-2020 are very important, they are Not measured by anything in relation to the changes expected to happen in the future, these continuous changes have increased the importance of preparing leaders and providing them with the skills and competencies necessary to face this changing world.

Current study seeks to examine the influence of leadership style (supportive leadership, participative leadership, servant leadership, transactional leadership, transformational leadership and laissez-faire leadership) among public sector organization in Jordan during COVID19 quarantine which was imposed on the country during the first half of 2020.

From study aim and the aforementioned previous studies; researcher was able to develop the relationship between variables into the following model:

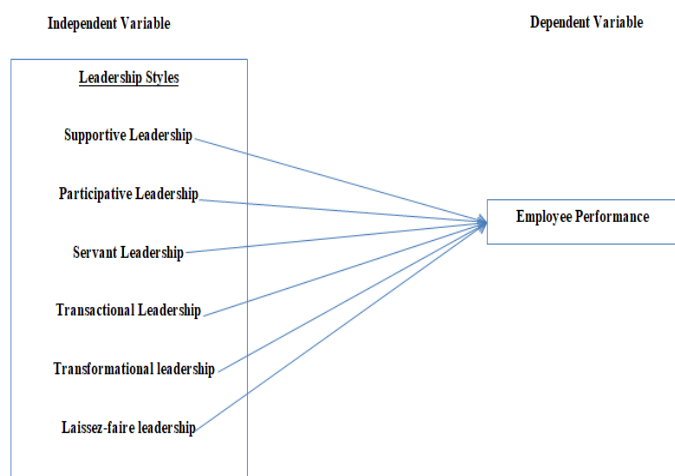


Figure (1): Study Model (Lor and Hassan, 2017; Rathore et al, 2017; Asrar-ul-HaqaK and Kuchinkeb, 2016)

Hypotheses Development

As according to model of study, the following hypotheses took place:

Main hypothesis

H: Leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

In a study by Lor and Hassan (2017), researchers aimed at examining the influence of leadership (supportive, participative, servant, transactional and transformational leadership) on employee performance. Study was applied on (115) individuals within the jewelry industry. Results of study indicated that supportive and transformational leadership behavior positively and significantly influences employee performance at workplace.

Another study by Rathore et al (2017) also examined the role of leadership on employee performance within Pakistani organizations. A sample of (349) individuals within Pakistani telecom companies, results of study indicated a positive influence of transformational leadership on employee performance through the mediating influence of organizational politics, while transformational leadership was seen to be insignificant on employee performance.

Asrar-ul-HaqaK and Kuchinkeb (2016) also examined the role of managers' leadership style on

subordinates' performance within Pakistani banks. Study was applied on (224) full-time employees in the banking sector of Pakistan. Results of study indicated that transformational leadership is positively influential on employees' performance compared to laissez-faire leadership style which showed negative relationship with employee performance outcomes in terms of effectiveness.

Sub-Hypotheses

H1: Supportive Leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

Khalid et al (2012) stated in their study that Supportive leadership is an important factor enhancing employee performance in organizations, and Baxter (2013) agreed with the same idea. Heerema et al (2013) agreed on the fact that supportive leadership can help in increasing employees' performance and assist employees in alleviating the distress, and thereby increasing their well-being, Nasab and Afshari (2019) had the same idea on supportive leadership in terms of decreasing the level of stress through work which also helps in increasing the level of their performance.

H2: Participative Leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

Hayat Bhatti et al (2019) argued that participative leadership can be of great positive influence on employees' performance due to its influence on organizational citizenship behavior and organizational commitment which leads employee to present more suited work to their organization and achieve a high level of performance. Miao et al (2014) saw that participative leadership is influential due to the interpersonal interactions between the supervisors and subordinate for engendering subordinate work outcomes. Nemaie (2012) also found out that participative leadership is important and influential due to its ability to manage performance of teams through motivation and innovation, while Sinani (2016) stated that participative leadership style can increase better performance through increasing the level of employees' satisfaction towards their job. Zandi et al (2019) saw an influence of participative leadership launching from the fact that a participative leader is more able to deliver employees to understanding

mission and vision of the organization through taking part with them in all their activities leading them to perform better.

H3: Servant Leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

Eliyana and Ma'arif (2019) noted that servant leadership is one of the influential leadership styles on employees' performance due to the ability of the leader to be close to the employees, feel them and support them through giving them services that help them to do the job in a right way. Saleem et al (2020) saw that servant leadership can help in supporting individual performance through contributing to firms' sustainable performance as it promotes affective trust, organizational citizenship behaviors.

Alafeshat and Aboud (2019) argued that servant leadership can be of positive influence on employees' performance in case it was linked to a high level of employee satisfaction and retention considering them as indicators of good performance. On the same track, Melchar and Bosco (2010) asw an influence of servant leadership that is positive on performance through influencing the organizational performance as a whole which indicates a positive performance among employees.

H4: Transactional Leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

This leadership is built on the basis of dealings between the leader and the subordinates. The leader sees human relations as a set of interactions (Girei, 2015). Thus rewards, penalties, exchanges, exchanges (economic, emotional, and physical), and other such "dealings" form the basis for leadership. In simpler terms, I lead this organization by paying your wages and telling you what to do (Jiang et al, 2017). Kalsoom et al (2018); and Shah et al (2015) appeared to have the same idea arguing that transactional leadership style can have a positive influence on employee performance because it is characterized by a reward system for subordinates that motivate them to meet organizational goals. On the other hand, Wei et al (2010) argued that transactional leadership is positively influential on employees' performance if leadership empowerment was one of its characteristics. Asiimwe and Sikalieh (2016) also supported the positive influence of

transactional leadership under the condition of applying this type of leadership only on employees who are hired for a short term within the organization.

H5: Transformational leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

The transformational leader understood leadership as helping people develop a shared vision, and then striving for that vision to be realized (Buil et al, 2019). It derives this vision from the needs and aspirations of others, gives it a shape, and makes it an end to the struggle for. The vision is not his vision. It is a shared vision that everyone sees as their own vision (Apoi and Latip, 2019). Girei (2015) examined the influence of transformational, transactional, laissez-faire and servant leadership on employee performance. Results of study indicated that transformational leadership style, transactional leadership style and servant leadership style have positive, strong and significant relationship with performance however Laissez-Faire leadership appeared to have a negative influence on employee performance compared to other leadership styles. Also Priarso et al (2019); Senthilmurugan and Mohan (2020); Hayat Bhatti et al (2019) appeared to have the same attitude regarding the influence of transformational leadership on employee performance.

H6: Laissez-faire leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

Basit et al (2018) stated that in a comparison between leadership styles they proved that there is a significant and positive impact of democratic and laissez-faire leadership styles on employee performance, and Laissez-faire appeared to be influential, while Asrar-ul-HaqK and Kuchinkeb (2016) noted in their study that laissez-faire leadership style showed negative relationship with employee performance outcomes in terms of effectiveness, and employee satisfaction. Juan and Al-Malki (2018) also had the same idea arguing that Laissez-Faire leadership isn't positively influential on employee performance due to its role in increasing conflict and ambiguity of members within an organization. Baig et al (2019) also appeared to have the same view when they reached results in their study indicating that laissez-faire leadership has

a significant but negative impact on employee's performance.

LITERATURE REVIEW

Leadership in Organizational Setting

Leadership is a necessity in all organizations, regardless of the type of activity they perform. In administrative fields such as planning, organization, motivation and control, leadership is "the essence of administrative science and its beating heart, and it is the key to management" (Harwiki, 2016). According to Rathore et al, (2017), leadership is defined as coordination of cooperation between the members of the group and making everyone do their best, while Asrar-ul-Haq and Kuchinke (2016) referred to leadership as the power to influence the activity of an individual or group in order to achieve the goal. Lor and Hassan (2017) also defined leadership as the process of moving a group of people in a specific and planned direction by motivating them to work by choice. However, there hasn't been a specific definition for leadership as it might be subjected to many thoughts and ideas of definition, but it can be said that leadership is the ability of a person to influence others to make them accept his leadership voluntarily and without legal obligation, because they recognize his role in achieving their goals and that he is expressing their hopes and aspirations, which gives him the ability to lead the members of the group as he deems appropriate (Harwiki, 2016).

According to Jimoh et al (2012), the importance of leadership is in what it leads to motivate subordinates, direct them and unify their efforts, which leads to achieving the desired goals, and since the basis for the existence of organizations is to achieve certain goals, the presence of sound leadership capable of carrying out this task is of great importance, through its role in clarifying these Goals and setting them for subordinates, maintaining a balance in achieving these goals, and reducing contradictions between them by reconciling situations and satisfying the needs and requirements of the organization, and the ability of the leadership to face the problems resulting from the diversification and complexity of organizational goals, and alleviating these contradictions are clear indicators of the success and effectiveness of the leadership as Xu and Thomas (2011) stated before.

Leadership Styles and Characteristics

An organization's leadership style finds its reflection

in the nature of this organization as well as in its relations with the community (Lor and Hassan, 2017), when the leader is skeptical and clinging to his authority, others in the organization will likely act similarly when dealing with colleagues and the community (Koo and Park, 2018); when a leader is cooperative and open, he will likely encourage employees to follow the same positions, and he will work in cooperation with other organizations (Fahlevi et al, 2019).

So, what contributes to defining the organization, in many ways, is the style of its leader. When the organization wants to be faithful to its philosophy and mission, its leader's style must be consistent with them. A democratic organization may be in chaos if its leader is an autocrat - or despotic (Tortorella et al, 2018). A leader, who only cares about profits in an organization based on the importance of human values, may undermine the goal of its work. For this reason, it may be essential to recognize our own style as leaders and the methods of others we recruit as leaders, in order to keep our organization on the right track (Sperber and Linder, 2018).

Employee Performance

Organizations strive to obtain comprehensive information about what is related to the employee and his performance in his profession, to ensure improvement and development in their performance in weaknesses, through the evaluation of periodic performance of employees, as this is usually done through a number of methods and strategies (Salas-Vallina et al, 2020). Performance Management is the supervision and control of employees, departments and organizations with the goal of achieving goals efficiently and effectively. This distinct aspect of public administration includes defining the form and characteristics of effective performance, as well as developing tools and procedures to measure this performance (Ilham, 2018).

Performance management includes how managers evaluate employees, how employees evaluate their managers and co-workers, and how employees assess themselves. The ultimate goal of performance management is to improve the quality of work in the most efficient way possible. Managers can make adjustments or suggest new courses of action to better understand and achieve the desired goals by setting the current position of employee work,

structuring goals and expectations, and measuring the time and effort spent to achieve the stated goals (Para-González et al, 2018). According to Andriani et al (2018), in some organizations, managers are expected to provide detailed instructions that explain how employees handle a specific task. This type of management approach is referred to as "high power distance". An indication of the practical distance between decision makers and its implementers, this type reduces the independence of employees in the performance of their work as they have to follow management instructions. On the other hand, the opposite approach allows employees to work more independently in achieving a specific goal and this type of management approach are referred to as "low power distance". Managers should become familiar with the approach that works best according to the situation and organizational culture (Buil et al, 2019).

Methods

Current study adopted the quantitative approach as a research strategy to collect data. Researcher in that sense adopted a questionnaire and it was distributed on (400) individuals within governmental service sectors in Jordan. After applications process; (392)

individuals responded to the questionnaire which highlighted a response rate of (98%) as statistically accepted.

The questionnaire (tool of study) was built in two main sections; the first collected data regarding demographics of study sample (age, gender, qualification and experience), while the other section presented statements related to questionnaire dependent and independent variables including (leadership styles and employee performance). The following statistical tests were employed:

- Descriptive statistics
- Multiple regression
- Simple regression
- ANOVA

Researcher used the Cronbach Alpha in order to verify the study reliability. The alpha value = 0.958, which is an excellent ratio, being higher than the acceptable percentage 0.60.

ANALYSIS AND DISCUSSION

Demographics

Table (1): Characteristics of Study Sample

Sex					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	259	66.1	66.1	66.1
	Female	133	33.9	33.9	100.0
	Total	392	100.0	100.0	
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	65	16.6	16.6	16.6
	31-36	143	36.5	36.5	53.1
	37-42	95	24.2	24.2	77.3
	+43	89	22.7	22.7	100.0
	Total	392	100.0	100.0	
Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA	307	78.3	78.3	78.3
	MA	62	15.8	15.8	94.1
	PhD	23	5.9	5.9	100.0
	Total	392	100.0	100.0	
Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-4	36	9.2	9.2	9.2
	5-7	65	16.6	16.6	25.8
	8-10	148	37.8	37.8	63.5

	+11	143	36.5	36.5	100.0
	Total	392	100.0	100.0	

Table (2): Questionnaire Statements Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Styles					
Supportive Leadership					
I help team members to cope with stress during the quarantine	392	1	5	3.52	1.403
I think that sometimes I'm weak and informal in authority during the quarantine	392	1	5	3.47	1.295
I'm very predictable during the quarantine	392	1	5	3.42	1.194
I always support group work during the lockdown	392	1	5	3.44	1.195
I make sure that employees finish all tasks through being supportive	392	1	5	3.40	1.157
Participative Leadership					
I try to avoid unstructured tasks in order not to complicate work during the quarantine	392	1	5	3.26	1.187
I tried my best to manage my team from distance	392	1	5	3.20	.973
I always try to have clear and formal authority	392	1	5	3.17	.913
AS a leader, I make sure that group cohesion is very good and strong	392	1	5	3.29	.924
The participative nature of me as a leader made work more structured and doable through the quarantine	392	1	5	3.45	.939
Servant Leadership					
I tend to serve employees voluntarily	392	1	5	3.34	.975
I empower team members a lot during the quarantine	392	1	5	3.38	.989
I try to be cooperative and understanding through distance working	392	1	5	3.40	.959
My aim was to preserve employees' performance through quarantine	392	1	5	3.16	1.185
I try to support organizational culture and citizenship behavior through the lockdown	392	1	5	3.14	1.207
Transactional Leadership					
I give a special recognition at good performance (contingent reward)	392	1	5	3.49	1.155
I try to be a teacher (contingent reward)	392	1	5	3.46	1.062
I give good appreciation of good performance (contingent reward)	392	1	5	3.38	1.097
I expect the best and won't settle for a second chance (Management by exception)	392	1	5	3.35	1.012
I give standards on how the work should be done (Management by exception)	392	1	5	3.55	.931
Transformational leadership					
I always encourage others to become good employee (inspirational motivation)	392	1	5	3.34	.924
I always care about values and beliefs (idealized influence)	392	1	5	3.27	1.175
I always stimulate others to look at things in a new way (intellectual stimulation)	392	1	5	3.28	1.101

I'm understanding and I inspires people around me (inspirational motivation)	392	1	5	3.46	1.041
I always try to be facilitator as a leader	392	1	5	3.23	.993
Laissez-faire leadership					
Sometimes I see myself careless in general unless the work is essential	392	1	5	3.35	1.238
I tend to avoid challenging work	392	1	5	3.38	1.235
I don't prefer to make decisions	392	1	5	3.33	1.196
I see myself reluctant to take actions and avoid situations	392	1	5	3.19	1.222
I avoid facing problems and dilemmas	392	1	5	3.13	1.012
Employee Performance					
Considering everything, I was happy about my team during the quarantine	392	1	5	3.10	.963
I am totally satisfied about my team during the quarantine	392	1	5	3.22	.979
Even I was working from distance, I offered many opportunities to develop my team	392	1	5	3.39	1.005
I think my team performance wasn't harmed during the lockdown	392	1	5	3.29	1.034
I learned from quarantine that my team can also be productive through distance working	392	1	5	3.32	1.041
I am so satisfied with my team and the performance they presented to me during the quarantine	392	1	5	3.33	1.005
Valid N (listwise)	392				

Table (2) presented means of sample responses on statements; it appeared that respondents held a positive attitude toward above statements as their means were greater than mean of the scale 3.00. As in table (3) below, it was seen through descriptive

statistics of variables that there was a positive attitude towards variable of study as their mean scored higher than mean of scale 3.00 which was seen to be a positive result.

Table (3): Descriptive Statistics of Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Supportive Leadership	392	1.00	5.00	3.4490	1.05600
Participative Leadership	392	1.20	5.00	3.2714	.82567
Servant Leadership	392	1.20	5.00	3.2816	.88388
Transactional Leadership	392	1.00	5.00	3.4454	.91382
Transformational Leadership	392	1.00	5.00	3.3148	.88082
Laissez-faire Leadership	392	1.00	5.00	3.2755	.98459
Employee Performance	392	1.00	5.00	3.2759	.81093

Hypotheses Testing

Leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

Table (4): Testing Main Hypothesis

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.928 ^a	.861	.859	.30414	
ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	221.512	6	36.919	399.109	.000 ^b
	Residual	35.613	385	.093		
	Total	257.125	391			
Coefficients						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.808	.076		10.696	.000
	Supportive	-.412	.025	-.537	-16.681	.000
	Participative	.019	.031	.020	.622	.534
	Servant	.686	.025	.748	27.949	.000
	Transactional	-.085	.036	-.095	-2.353	.019
	Transformational	-.116	.033	-.126	-3.507	.001
	Laissez-faire	.687	.031	.834	22.067	.000

Multiple regression test was used to show that F value =22.067 was statistically significant at level 0.05, R value = 0.861 referring to the strength of the relationship between the independent variables and the dependent variable, and confirming that Leadership positively influence employee performance during 2020 quarantine in Jordanian

public sector

Sub-Hypotheses Testing

H1: Supportive Leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

Table (5): Testing 1st Hypothesis

Table (5): Testing 1 Hypothesis						
Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.310 ^a	.096	.094	.77197		
ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.712	1	24.712	41.468	.000 ^b
	Residual	232.413	390	.596		
	Total	257.125	391			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.455	.133		18.411	.000
	Supportive	.238	.037	.310	6.440	.000

Simple regression test was used to show that T value =6.44 was statistically significant at level 0.05, R value = 0.31 referring to the strength of the relationship between the independent variable and the dependent variable, and confirming that Supportive Leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

H2: Participative Leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

Table (6): Testing 2nd Hypothesis

Table (6). Testing 2 Hypotheses

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.658 ^a	.433	.432	.61131		
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.381	1	111.381	298.047	.000 ^b
	Residual	145.744	390	.374		
	Total	257.125	391			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.161	.126		9.193	.000
	Participative	.646	.037	.658	17.264	.000

Simple regression test was used to show that T value =17.264 was statistically significant at level 0.05, R value = 0.658 referring to the strength of the relationship between the independent variable and the dependent variable, and confirming that Participative Leadership positively influence

employee performance during 2020 quarantine in Jordanian public sector

H3: Servant Leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

Table (7): Testing 3rd Hypothesis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.771 ^a	.594	.593	.51723		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	152.788	1	152.788	571.105	.000 ^b
	Residual	104.337	390	.268		
	Total	257.125	391			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.955	.101		9.497	.000
	Servant	.707	.030	.771	23.898	.000

Simple regression test was used to show that T value =23.898 was statistically significant at level 0.05, R value = 0.771 referring to the strength of the relationship between the independent variable and the dependent variable, and confirming that Servant Leadership positively influence employee

performance during 2020 quarantine in Jordanian public sector

H4: Transactional Leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

Table (8): Testing 4th Hypothesis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.417 ^a	.174	.172	.73784

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.807	1	44.807	82.305	.000 ^b
	Residual	212.318	390	.544		
	Total	257.125	391			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.000	.146		13.739	.000
	Transactional	.370	.041	.417	9.072	.000

Simple regression test was used to show that T value =9.072 was statistically significant at level 0.05, R value = 0.417 referring to the strength of the relationship between the independent variable and the dependent variable, and confirming that Transactional Leadership positively influence

employee performance during 2020 quarantine in Jordanian public sector.

H5: Transformational leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

Table (9): Testing 5th Hypothesis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.304 ^a	.092	.090	.77353		
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.770	1	23.770	39.726	.000 ^b
	Residual	233.355	390	.598		
	Total	257.125	391			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.348	.152		15.416	.000
	Transformational	.280	.044	.304	6.303	.000

Simple regression test was used to show that T value =6.303 was statistically significant at level 0.05, R value = 0.304 referring to the strength of the relationship between the independent variable and the dependent variable, and confirming that Transformational leadership positively influence

employee performance during 2020 quarantine in Jordanian public sector.

H6: Laissez-faire leadership positively influence employee performance during 2020 quarantine in Jordanian public sector

Table (10): Testing 6th Hypothesis

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.619 ^a	.383	.382	.63767		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	98.541	1	98.541	242.340	.000 ^b
	Residual	158.584	390	.407		
	Total	257.125	391			
Coefficients ^a						

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.606	.112	14.336	.000
	Laissez_faire	.510	.033	.619	.000

Simple regression test was used to show that T value =15.567 was statistically significant at level 0.05, R value = 0.619 referring to the strength of the relationship between the independent variable and the dependent variable, and confirming that Laissez-faire leadership positively influence employee performance during 2020 quarantine in Jordanian public sector.

DISCUSSION

Current study aimed at examining the role of leadership in preserving a high employees' performance during the quarantine. In order to achieve that aim, researcher adopted the quantitative approach through depending on a questionnaire. The questionnaire was distributed on (392) employees within governmental sector in Jordan. Results of study indicated the following:

- Respondents of study appeared to have the needed awareness regarding leadership styles and traits and its influence in leading teams and managing performance as all responses appeared to score higher than mean of scale 3.00 referring to participants' attitudes as statistically good.
- The main hypothesis was accepted referring to the existence of influence of leadership on employee performance with an R value of 0.928 through using multiple regressions analysis.
- Study adopted sub-variables extracted from leadership styles which included (Supportive Leadership, Participative Leadership, Servant Leadership, Transactional Leadership, Transformational leadership, Laissez-faire leadership), results accepted all presented hypotheses and indicated an influence of all leadership styles on employee's performance with different ranks and influence levels.
- The most influential leadership style during the COVID19 quarantine appeared to be servant leadership which scored an R value of (0.771) compared to the least influential leadership style which appeared to be transformational

leadership which scored the least of all as an R value (0.304).

From above results, it was seen that leadership was influential in leading teams during quarantine in order to preserve the best performance that may lead to influencing organizational performance. It was seen through the results that all leadership styles were influential in different levels and ranks but none of them appeared to be influential in a negative way.

The most influential leadership style according to results of current study appeared to be servant leadership. This means that servant leadership helped more in managing teams' performance during the lockdown and specifically in the circumstances of distance working. This can be attributed to the fact that servant leadership is based on a smart idea that it is when a leader leads individuals to serve them so that they are more willing to serve others. Also, the fact that servant leadership appeared to be most influential due to the exceptional situations which controlled the scene (covid19 lockdown), in those exceptional situations; servant leadership encourages individuals to strike a balance in their lives between exercising leadership and serving others (based on the idea of working from distance), it urges leaders that their first priority is to serve their followers, and at the same time encourages followers to invest situational opportunities to practice leadership, as the purpose of servant leadership is to improve the lives of individuals themselves then upgrade the level of their organizations after them.

Looking at the fact that leaders were needed to lead teams from distance, then it can be explained why servant leadership appeared to be more influential; the contemporary scientific concept of the word leader emphasizes that leadership represents the ability or willing by which an individual can direct the efforts of others towards achieving the goal to be accomplished efficiently and effectively. The leaders in this are the servant leaders who provide the model that they serve first and then drive or can lead so that they can serve the workers and be motivated and

encouraged to do the service to others. At first glance it seems strange when you say that the leader is a servant, but the objective truth that is manifested through this makes this concept more embodied in the reality of leadership and its role in achieving the goals of working humanitarian organizations.

In presenting servant leadership as the most influential leadership styles; then study results rhymed with what came along with Eliyana and Ma'arif (2019); Saleem et al (2020) and Alafeshat and Aboud (2019) who argued that servant leadership can be of positive influence on employees' performance in case it was linked to a high level of employee satisfaction and retention considering them as indicators of good performance.

In the second rank, there appeared an influence of participative leadership scoring an R value of 0.658 and referring to an influence on teams' performance during the quarantine. This was also logical given that the circumstances of lockdown required individuals who can lead teams and members in participative approaches. This was also approved on by Hayat Bhatti et al (2019) who noted that participative leadership has the ability to manage and strengthen organizational citizenship behavior and organizational commitment in exceptional situations which leads employees to present more suited work to their organization and achieve a high level of performance. This was also approved on by Miao et al (2014); Nemaie (2012) and Sinani (2016).

In the 3rd rank of influence – surprisingly – appeared Laissez-faire leadership as influential scoring an R value of 0.619 and presenting the fact that Laissez-Faire leadership can positively influence team performance agreeing with Basit et al (2018), but disagreeing with Asrar-ul-HaqK and Kuchinkeb (2016); Malki (2018) and Baig et al (2019) who appeared to have a different idea when they argued that laissez-faire leadership has a significant but negative impact on employee's performance.

Other styles of leadership also appeared to have a positive influence on teams' performance specifically during the quarantine. Transactional Leadership, supportive Leadership and transformational leadership scored an R value of (0.417, 0.310, 0.304) respectively which rhymed with many studies adopted in previously mentioned literature review (Kalsoom et al, 2018; Shah et al, 2015; Priarso et al, 2019; Senthilmurugan and

Mohan, 2020) who all saw an influence of such leadership styles on teams' performance.

CONCLUSION AND RECOMMENDATIONS

The human resource is one of the most important elements found in organizations, considering that the human factor is the dynamic factor that influences and controls the rest of the elements in the organization. Leadership and its style are considered one of the most influential processes in the behavior of the human element and a major axis of the relationship between leaders and subordinates, and it is the engine that can improve the performance of employees through the enjoyment of leadership characteristics, whether innate or acquired.

Through the study, the importance of leadership during the period of crises and the exceptional situations of the organizations and countries in which they operate has been highlighted. The study demonstrated that leadership had a clear impact during the Corona pandemic period on organizations by employing sound leadership foundations that included following a democratic, participatory and participatory administrative leadership style, in addition to the leadership's flexibility and law enforcement without neglect, and contributed effectively to maintaining An acceptable level of employee performance during the pandemic period, given that they were working remotely.

Remote work had exacerbated the difficulties that the leadership could face in managing the performance of the two worlds, but the study demonstrated that leadership contributed effectively to maintaining an acceptable level of performance coupled with accurate diagnosis of the problem and identifying the parties that could contribute to treat it, and then begin to solve it. In general, there is a positive correlation between the leadership line and the performance of workers in organizations, especially that the conditions addressed in the study were not the ideal conditions for leadership in all its forms.

Based on previously presented analysis and discussion, and in accordance with the conclusion reached; current study recommends the following:

- Reconsidering the methods and priorities for appointing leaders to the task forces

- Focusing on punishing the low level of performance and at the same time honoring and appreciating the high performance
- Training and empowering leaders to help them gather the skills and leadership styles needed to manage employees during exceptional circumstances

REFERENCES

- Alafeshat, R., & Aboud, F. (2019). Servant Leadership Impact on Organizational Performance: The Mediating Role of Employee Engagement. *International Journal of Human Resource Studies*, 9(3), 85-100.
- Andriani, S., Kesumawati, N., & Kristiawan, M. (2018). The Influence of the Transformational Leadership and Work Motivation on Teachers Performance. *International Journal of Scientific & Technology Research*, 7(7), 19-29.
- Apoi, A., & Latip, H. B. A. (2019). The impact of transformational leadership on employee reactions towards individual work performance: A conceptual paper. *International Journal of Academic Research in Business and Social Sciences*, 9(8), 47-60.
- Asiimwe, J. B., & Sikalieh, D. (2016). The Relationship between Transactional Leadership Style and SMEs Growth in the Top 100 SMEs in Kenya. *International Journal of Business and Social Science*, 7(7).
- Asrar-ul-Haq, M., & Kuchinke, K. P. (2016). Impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from Pakistani banks. *Future Business Journal*, 2(1), 54-64.
- Asrar-ul-Haq, M., & Kuchinke, K. P. (2016). Impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from Pakistani banks. *Future Business Journal*, 2(1), 54-64.
- Baig, S. A., Iqbal, S., Abrar, M., Baig, I. A., Amjad, F., Zia-ur-Rehman, M., & Awan, M. U. (2019). Impact of leadership styles on employees' performance with moderating role of positive psychological capital. *Total Quality Management & Business Excellence*, 1-21.
- Basit, A. Sebastian, V and Hassan, Z. (2018). Impact of Leadership Style on Employee Performance: A Case Study on a Private Organization in Malaysia, *International Journal of Accounting & Business Management*, 5(2)
- Baxter, L. E. (2013). Supportive leadership, employee engagement and occupational safety: A field study. PhD Dissertation, University of Tennessee
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64-75.
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64-75.
- Eliyana, A., & Ma'arif, S. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144-150.
- Fahlevi, M., Zuhri, S., Parashakti, R., & Ekhsan, M. (2019). Leadership Styles Of Food Truck Businesses. *Journal of Research in Business, Economics and Management*, 13(2), 2437-2442.
- Girei, A. (2015). Perceived Effects Of Leadership Styles On Workers' Performance In Package Water Producing Industry In Adamawa State, Nigeria, *International Journal for Innovation Education and Research*, 3(12)
- Harwiki, W. (2016). The impact of servant leadership on organization culture, organizational commitment, organizational citizenship behaviour (OCB) and employee performance in women cooperatives. *Procedia-Social and Behavioral Sciences*, 219(1), 283-290.
- Harwiki, W. (2016). The impact of servant leadership on organization culture, organizational commitment, organizational

citizenship behaviour (OCB) and employee performance in women cooperatives. *Procedia-Social and Behavioral Sciences*, 219(1), 283-290.

- Hayat Bhatti, M., Ju, Y., Akram, U., Hasnat Bhatti, M., Akram, Z., & Bilal, M. (2019). Impact of participative leadership on organizational citizenship behavior: Mediating role of trust and moderating role of continuance commitment: Evidence from the Pakistan hotel industry. *Sustainability*, 11(4), 1170.
- Hayat Bhatti, M., Ju, Y., Akram, U., Hasnat Bhatti, M., Akram, Z., & Bilal, M. (2019). Impact of participative leadership on organizational citizenship behavior: Mediating role of trust and moderating role of continuance commitment: Evidence from the Pakistan hotel industry. *Sustainability*, 11(4), 1170.
- Heerema, M. (2013). *The Influence of Autonomy and Supportive Leadership on Employee Vitality: a Multi-method Study in the Public Sector*. Erasmus Universities.
- Ilham, R. (2018). The impact of organizational culture and leadership style on job satisfaction and employee performance. *Journal of Advanced Management Science*, 6(1), 50-53.
- Jiang, W. Zhao, X. and Ni, J. (2017). The Impact of Transformational Leadership on Employee Sustainable Performance: The Mediating Role of Organizational Citizenship Behavior, *Journal of Sustainability*, 15(67)
- Jimoh, Y. A., Olayide, R., & Saheed, O. (2012). Influence of Leadership Styles and Emotional Intelligence on Job Performance of Local Government Workers in Osun State, Nigeria. *Journal of alternative perspectives in the social sciences*, 3(4).
- Juan, W and Al-Malki, M. (2018). Impact of Laissez-Faire Leadership on Role Ambiguity and Role Conflict: Implications for Job Performance, *International Journal of Innovation and Economic Development*, 4(1), 29-43
- Kalsoom, Z. Khan, M. Zubair, S. (2018). Impact of Transactional Leadership and Transformational Leadership on Employee Performance: A Case of FMCG Industry of Pakistan, *Industrial Engineering Letters*, 8(3)
- Khalid, A., Zafar, A., Zafar, M. A., Saqib, L., & Mushtaq, R. (2012). Role of supportive leadership as a moderator between job stress and job performance. *Information Management and Business Review*, 4(9), 487-495.
- Khalid, A., Zafar, A., Zafar, M. A., Saqib, L., & Mushtaq, R. (2012). Role of supportive leadership as a moderator between job stress and job performance. *Information Management and Business Review*, 4(9), 487-495.
- Koo, H., & Park, C. (2018). Foundation of leadership in Asia: Leader characteristics and leadership styles review and research agenda. *Asia Pacific Journal of Management*, 35(3), 697-718.
- Lor, W., & Hassan, Z. (2017). The influence of leadership on employee performance among jewellery artisans in Malaysia. *Lor, W & Hassan*, (2017), 14-33.
- Manzoor, F., Wei, L., Nurunnabi, M., Subhan, Q. A., Shah, S. I. A., & Fallatah, S. (2019). The impact of transformational leadership on job performance and CSR as mediator in SMEs. *Sustainability*, 11(2), 436.
- Melchar, D. E., & Bosco, S. M. (2010). Achieving high organization performance through servant leadership. *The Journal of Business Inquiry*, 9(1)
- Miao, Q., Newman, A., & Huang, X. (2014). The impact of participative leadership on job performance and organizational citizenship behavior: Distinguishing between the mediating effects of affective and cognitive trust. *The International Journal of Human Resource Management*, 25(20), 2796-2810.
- Miao, Q., Newman, A., & Huang, X. (2014). The impact of participative leadership on job performance and organizational citizenship behavior: Distinguishing between the mediating effects of affective and cognitive trust. *The International Journal of Human Resource Management*, 25(20), 2796-2810.
- Nasab, A. H., & Afshari, L. (2019). Authentic leadership and employee performance:

- mediating role of organizational commitment. *Leadership & Organization Development Journal*.
- Nemaiei, B. (2012). *The Impact of participative leadership on employee's motivation, job satisfaction and innovation* (Doctoral dissertation, The British University in Dubai (BUiD)).
 - Nemaiei, B. (2012). *The Impact of participative leadership on employee's motivation, job satisfaction and innovation* (Doctoral dissertation, The British University in Dubai (BUiD)).
 - Oino, I., & Asghar, S. (2018). Leadership Styles and Job Satisfaction. *Market Forces, Journal of Management, Business and Economics*, 13(1).
 - Opoku, A., Ahmed, V., & Cruickshank, H. (2015). Leadership style of sustainability professionals in the UK construction industry. *Built Environment Project and Asset Management*.
 - Para-González, L., Jiménez-Jiménez, D., & Martínez-Lorente, A. R. (2018). Exploring the mediating effects between transformational leadership and organizational performance. *Employee Relations*.
 - Priarso, M. T., Diatmono, P., & Mariam, S. (2019). The Effect Of Transformational Leadership Style, Work Motivation, And Work Environment On Employee Performance That In Mediation By Job Satisfaction Variables In Pt. Gynura Consulindo. *Business and Entrepreneurial Review*, 18(2), 165-176.
 - Rathore, K., Khaliq, C. A., & Aslam, N. (2017). The Influence of Leadership Styles on Employees Performance under Perceptions of Organizational Politics: A Study of Telecom Sector in Pakistan. *International Journal of Management Research and Emerging*, 7(1), 106-140.
 - Salas-Vallina, A., Simone, C., & Fernández-Guerrero, R. (2020). The human side of leadership: Inspirational leadership effects on follower characteristics and happiness at work (HAW). *Journal of Business Research*, 107, 162-171.
 - Saleem, F., Zhang, Y. Z., Gopinath, C., & Adeel, A. (2020). Impact of Servant Leadership on Performance: The Mediating Role of Affective and Cognitive Trust. *SAGE Open*, 10(1), 2158244019900562.
 - Senthilmurugan, P., & Mohan, N. (2020). Impact of Transformational Leadership on Followers Development On The Basis Of Their Hierarchy In The Service Sectors. *Studies in Indian Place Names*, 40(40), 387-394.
 - Shah, S. Shah, M. and Abhmaid, K. (2015). Transactional Leadership and Job Performance: An Empirical Investigation, *Journal of Management and Business*, 2(2)
 - Sinani, F. (2016). The effects of participative leadership practices on job satisfaction for highly skilled virtual teams.
 - Sinani, F. (2016). The effects of participative leadership practices on job satisfaction for highly skilled virtual teams.
 - Sperber, S., & Linder, C. (2018). The impact of top management teams on firm innovativeness: a configurational analysis of demographic characteristics, leadership style and team power distribution. *Review of Managerial Science*, 12(1), 285-316.
 - Tortorella, G. L., de Castro Fettermann, D., Frank, A., & Marodin, G. (2018). Lean manufacturing implementation: leadership styles and contextual variables. *International Journal of Operations & Production Management*.
 - Wei, F. Yuan, X and Di, Y. (2010). Effects of Transactional Leadership, Psychological Empowerment and Empowerment Climate on Creative Performance of Subordinates: A Cross-level Study, *Front Business Research*, 4(1)
 - Xu, J., & Thomas, H. C. (2011). How can leaders achieve high employee engagement?. *Leadership and Organization Development Journal*, 32(4), 399-416.
 - Zandi, G., Aslam, A., Selamat, M. H., & Nasir, M. U. (2019). Effect of Participative Leadership and Employees Training On Organizational Productivity: A Study of E&E Sector in

Malaysia. Academy of Entrepreneurship
Journal, 25(2)

- Zandi, G., Aslam, A., Selamat, M. H., & Nasir, M. U. Effect of Participative Leadership and Employees Training On Organizational Productivity: A Study of E&E Sector in Malaysia,