THE RELATIONSHIP BETWEEN THE LEADERSHIP AND ORGANIZATIONAL PERFORMANCE A REVIEW

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ABSTRACT
This study aimed to research the topic of leadership and it is considered one of the topics of increasing importance across business organizations, and this interest comes from the premise of the important role that the strategic leader plays with the high ability to face the challenges and modern developments witnessed by the current century, and to provide the appropriate environment to encourage subordinates and find creative people. Therefore, the main objective of this study is to review studies regarding the impact leadership and organizational performance This study contributes to providing practical results for decision-makers and workers in leadership positions with the most important strategic methods of leadership, which affect the organizational performance of business Institutions ,Further discussions and implications are also presented in the study.

KEYWORDS: leadership, organizational performance, business organizations, human resources

INTRODUCTION
Global competitiveness and changing surrounding circumstances have made institutions more aware and prone to adopting change on an ongoing basis as it requires that there be effective participation from every level of the organization, and within all levels in institutions, in addition to land, labor and capital, as human resources are also an asset.(Lau Chin 2011; Muhaisen, Habes, and Alghizzawi 2020) The mission is to organize institutional work and develop the performance of institutions, as it plays a major role in the smooth management of the organization and the achievement of its goals.(Sarrab, Elbasir, and Elgamel 2013) Consequently, in this changing and competitive global environment, human resources can become the competitive advantage of the organization, if it is managed effectively, and from here it becomes clear that leaders have a great influence on subordinates, so that the importance of the leadership standard in the institutions and organizations sector increases because of its direct impact on economic development.(Habes, Alghizzawi, Salloum, et al. 2020) The development of performance, therefore, the development and growth in the sector of institutions and organizations ensures the comprehensive growth of the national economy, especially in developing countries, and achieves the advantage of global competitiveness and methods of institutional innovation.(Habes, Alghizzawi, Ali, et al. 2020) Studies have also shown that there is a close relationship between the leadership standard and the achievement of performance results among individuals and institutions, because the leader who instills in the souls of his subordinates the spirit of cooperation, support and participation in the work earns the satisfaction of subordinates more than other leaders, as human relations and mutual communication between the two parties and bearing responsibility and participation in making decisions Delegating authority and paying attention to the needs and desires of employees are all reasons that increase productivity and positively affect the effectiveness of performance.(Bakan et al. 2014), and the results of the study (Moradi Korejan and Shahbazi 2016) also proved that when the leader allocates time and capabilities to discuss and experiment with new creative ideas of employees, this leads to achieving an atmosphere of trust and cooperation to solve problems, raise productivity and develop work outputs. (Al-Weshah, Al-Manasrah, and Al-Qatawneh 2018).

The leader's understanding and awareness of the employees' motivations in the areas of work and their job satisfaction is an important factor that helps managers to create a suitable work environment and an effective incentive system, to increase the effectiveness of employees and their job performance as the most important resources owned by work organizations, in order to maintain growth and achieve better goals, in addition to that the top management in organizations, particularly, needs to understand the problems and develop strategies to motivate and retain employees and motivate them to make additional efforts. In other words, organizations need leadership at various levels that can achieve organizational goals efficiently and

effectively, and which should have the ability to motivate their employees to make additional efforts to achieve goals, and furthermore, the current leadership in organizations (managers) must adopt leadership styles that help Increase the performance of the institutions in addition to the subordinates, their efforts and their performance. (Alhawamdeh, Alghizzawi, and Habes 2020; Asim 2013).

JUSTIFICATION TO STUDY

According to the Full Range Model of Leadership by (Tepret and Tuna 2015) and (Lindquist 1940) the most effective leadership styles are transformational and transactional leadership styles, if adopted collectively, to motivate subordinates, influence their behaviors and attitudes and improve their performance. Although many settings have been made to measure the impact of both transformational leadership styles and leadership styles, researchers are unable to reach some final conclusions that the types of leadership styles that should be used at different levels of leadership may be due to the different culture (organizational and practical) and thus Leadership styles may be viewed differently in different environments, hence the study problem combines with the urgent need to study this concept in the organizational context to examine the effectiveness of the leadership standard and its impact on performance excellence. Moreover, it will help leaders to know how subordinates perceive their leadership styles and how they affect their performance, and how it can help them change their leadership styles according to achieving better and more accomplished goals.

LITERATURE VIEW

Leadership practice varied in various sectors with the acceleration of technological progress, the expansion of office management, the increase in working hours and modern work methods that imposed a new reality for leadership styles in the current era, leaving an impact on the way employees work and accomplish their work, not to mention the career creativity of employees, and the influence on the level of Their performance and their work and on the success and progress of the educational institution, new trends appeared in managerial thought, which were called transformational leadership or strategic leadership, and changed the usual concepts of management as it was a newly established term, and it provided the real and actual meaning for managers to communicate with employees by moving and moving to the place and location of work implementation,(Alghizzawi et al. 2019; Berger et al. 2019)To determine the progress of performance, to know the real value of work and employees on the ground, and to use modern management and leadership methods such as: Administrative empowerment, which is collective participation in the decision-making industry. (Darwish 2019) The American Management Association collected data on the effectiveness of the leader in transformational leadership on 46 leaders in different centers who have multiple competencies to distinguish the best-performing leaders. The association, according to its study, devoted itself to a set of factors that contribute to the success and distinction of leadership and its reflection on the performance of the employees and the institutions they lead. These summarized these the factors are as follows, (Park and Kim 2003) :

➢ The leader's ability to direct action (implement business goals)
➢ The leader's ability to build trust and demonstrate personal accountability (fulfilling promises and commitments, accepting responsibility)
➢ The leader's ability to build teams (encourage cooperation and coordination within the work unit)
➢ The leader's capacity for flexibility and agility (modifying the individual's behavior to changing circumstances, and responding to change)
➢ A leader's ability to influence (using techniques that appeal to reason, values, or emotion to generate enthusiasm or commitment)
➢ The leader's ability to communicate (effectively convey ideas)
➢ The leader's ability to have self-confidence (having an accurate sense of one's abilities without being arrogant).

As the study shows, the most effective leaders are leaders who are able to balance implementation-oriented behaviors with the interpersonal skills required to build trust, cooperation, and balance performance between their leadership and their employees. (Salloum, Al-Emran, Habes, et al. 2019) Consequently, the leader influences employee and institutional performance and the performance of work in general after the effective elements of leadership are available in it and is distinguished in it and influence is not only a factor

distinguishing between the best-performing leaders, but also has a strong influence on the perception of potentials for both the leader and the subordinate. This underlines the need for leaders of innovation and excellence to master influence skills to create alignment and build commitment. (Al-Shibly et al. 2019; Moradi Korejan and Shahbazi 2016) On Point research found that the most effective leaders benefit from four basic tactics to gain commitment and participate in their leadership plans: rational persuasion (using facts and logic), inspiration (appealing to values and beliefs), counseling (engaging people to "shape" an idea), and cooperation (reducing Difficulty implementing the request). (Lee, Hunter, and Chung 2020) Consequently, successful leadership styles and methods are characterized, but from the researcher's point of view, one of the reasons for the leader's success and distinct factors is his ability to define goals, choose his priorities, choose the appropriate means, and realize the various dimensions of the situations facing the organization he leads, in addition to the leader's ability to diagnose problems that he may face and make decisions. Which are leaders in diagnosing these problems, solving them and mitigating their impact.(Hester 2013)

ORGANIZATIONAL PERFORMANCE

The definitions differed on the definition of Organizational performance results in human resources, which is considered one of the most important functions and tasks of human resources departments in organizations and institutions. (Bakan et al. 2014) However, most of the definitions emphasized in their content that performance is very important and effective for the continuity and guarantee of the institution's work and survival, and there are a set of definitions that dealt with what performance results are: (Arif 2018)

Abelha, Carneiro, and Cavazotte (2018) defines Organizational performance as the ability to achieve and complete the tasks that make up the job description of the employee or the elements of human resources that reflect how the employee or human force performs its work and achieve results that are consistent with these tasks and thus the individual satisfies the requirements of his job and is measurable on the basis of Results achieved. It also defines Organizational performance as the results that individuals achieve as a result of performing a specific work that is required of them according to their skills, experiences and scientific competencies and corresponds to the positions they occupy and the tasks that they perform in the completion of their work, and (Hanaysha 2016) defines it as the administrative activities related to the organization's obtaining of its human resource needs Among the goals achieved, and these results contribute to achieving its needs and maintaining the continuity of its work, enabling it to achieve organizational goals at the highest levels of efficiency and effectiveness. (Alnawafleh, Alghizzawi, and Habes 2019) Performance appraisal is also defined as a formal and productive procedure for measuring the employee's work and results based on the responsibilities of his job and it is used to measure the amount of value added by the employee in terms of increasing business revenue, compared to work standards and the total return for employees on achieving goals.
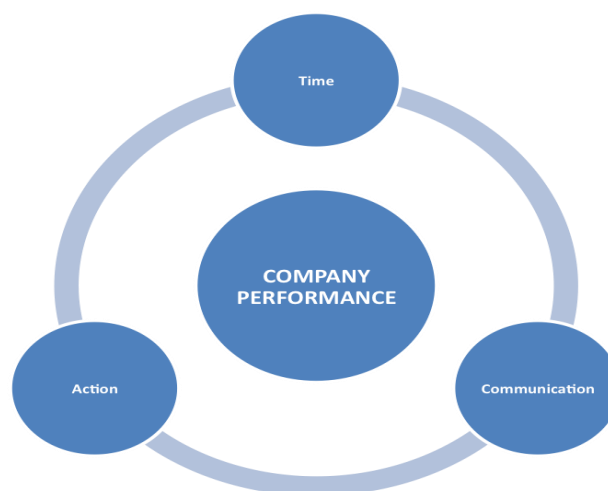
Consequently, all organizations rely on evaluating Organizational performance by following a methodology for measuring and evaluating employee performance regularly. Ideally, employees are also ranked annually

on the anniversary of their work based on their promotion or giving them an appropriate distribution of salary increases. Performance evaluation also plays a direct role in providing periodic feedback to employees, so that they are more aware of themselves in terms of their performance measures and there are several points mentioned (Roberts and Zahay 2012) On the importance of performance results for leaders as illustrated in Figure (1) The performance results enable the employer to provide consistent feedback on the employee's strengths and strive for improvement in the areas in which employees need to work.(Neupane, A., Soar, J., & Vaidya 2012) The results of an integrated platform for both the employee and the employer to reach common ground about what both believed it matched the high-end performance. This helps in improving communication, which usually leads to better and more accurate team metrics, and thus improved performance results. (Alghizzawi, Habes, and Salloum 2019) The goal of performance results is to improve the way the team or organization works, to achieve higher levels of customer satisfaction. Finally, leader performance results enable avoiding new and unexpected problems with continuous work being done to improve efficiency and productivity.

THE RELATIONSHIP BETWEEN LEADERSHIP AND ORGANIZATIONAL PERFORMANCE
The leadership process is considered one of the most influential processes on organizational behavior and it affects the motivation of individuals. It is considered for their performance, psychological attitudes, and satisfaction with work. Leadership is considered a major axis of the relationship between superiors and subordinates, and it is also one of the aspects of mutual influence between individuals and the group. (Iwata et al. 2017; Mirkamali, Thani, and Alami 2011)The leader extends Members of the group by means that help them to satisfy their needs and achieve their goals as well as provide them rewards, take care of their problems, and defend their interests, and in return, the subordinates in turn offer the leader loyalty, acceptance and appreciation. 2013). Hence, leadership is linked to organizational performance in an effective and strong way under the name of administrative leadership, which means the activity that the administrative leader practices in the field of decision-making, issuing orders and supervising others by using formal authority and by influencing and appealing with the aim of achieving a specific goal and administrative leadership. (Karada Ğ 2015) Using power in organizations, influencing the behavior of others, and achieving the results of the leadership exercised by the leader (Alghizzawi et al. 2018; Belias and Koustelios 2014).
Consequently, leadership is the basis of every administrative process concerned with the organizational performance assessment steps and is of great importance in influencing and directing human resources. (Elhajj 2013) Hence, the problem of selecting administrative leaders, preparing them and developing them has become one of the most important problems that modern countries suffer from differently and it was not a solution (Habes et al. 2019; Iwata et al. 2017) This problem in an easy way is due to the difficulty of defining the essential requirements for successful leadership and on the other hand because these requirements differ from one job to another during regular periods of time according to the performance results achieved. (Theeb, 2016) Figure 2 showing the relationship between leadership and organizational performance as (Suryaningtyas et al. 2019)
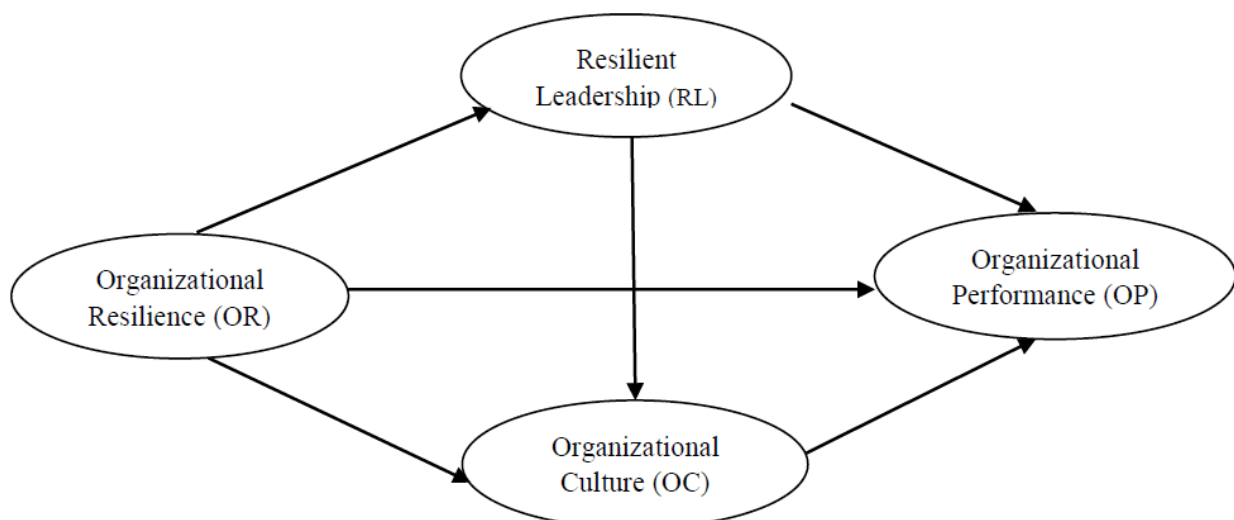
Figure 2 relationship between leadership and organizational performance as (Suryaningtyas et al. 2019)

Consequently, there are a set of standards and conditions that are linked between the concept of leadership and the methods used in evaluating performance results and by which the leader measures the goals set and the results achieved according to (Hester 2013; Karada Ğ 2015) :

➢ Transferring performance expectations to working individuals: After determining the necessary standards for effective performance, it must be set up for working individuals to know what should be done and what is expected of them, and that is by transferring information from the manager to his subordinates, discussing it with them and making sure of it, and thus it must be Feedback from subordinates to their manager in order to inquire about aspects that are not clear to them.
➢ Tool Measurement: This step is to collect information about actual performance. There are four sources of information that are often used to measure actual performance: verbal reports, individual observations, statistical reports, and written reports.
➢ Comparing the actual performance with the performance standard: It is considered necessary for the knowledge and detection of deviations between the standard performance and the actual performance. One of the important matters in this step is the possibility of the evaluator in reaching a real and honest result that reflects the actual performance of the individual worker.
➢ Discussing the evaluation results: The actual leader is not satisfied that working individuals know the results of the process of evaluating their performance, but rather it is necessary to have a discussion of all the positive and negative aspects between them and between the evaluator or the direct supervisor to clarify some negative aspects in his performance.

From here we conclude that the standard of leadership or a successful leader is directly related to the results of the actual performance of the employees and the way he exercises his leadership authority is reflected in the level and type of performance and the results of the performance of the employees in the organization or institution, and that the performance results achieved from the leadership standard contribute directly to drawing the approach and method of the leader and his vision The future work of the organization in which it exercises its leadership powers, as well as the performance results achieved by the employees contribute to the leader in redrawing the objectives of the activity and work of the organization he leads and gives a space to avoid the errors that may face the organization during the performance of its current and future work, (Alghizzawi, Habes, and Salloum 2019; Karaca, Kapucu, and Wart 2013).

THE RELATIONSHIP OF LEADERSHIP STANDARD TO ORGANIZATIONAL PERFORMANCE EXCELLENCE

Leadership is dealt with for excellence in performance from different perspectives, and among these elements is to consider the contribution of gender differences, the importance of values and ethics, the balance of core values and competencies, the identification and dissemination of values at the organization level and their application in different sectors, whether it is a public sector or a sector. (Tafvelin 2013; Tikk, Kaska, and Vihul 2010) Special Excellence in leadership depends on many factors, environments and circumstances that organizations go through. Each organization faces its own challenges associated with the activity in which it operates, its core competencies and the talent it employs (Grunig and Grunig 2000; Habes, Alghizzawi, et al. 2018) However, what governs the nature of organizations 'work and measures the excellence of their performance results (regardless of these factors) is that the standard of effective leadership is the only major driver for greater organizational output and performance, and the distinction of workers and human resources in it. It is logical that it is at the heart of the organization's ability to attract and retain talent, satisfy its customers, develop innovative products and services, and ultimately achieve your growth, as any institution governs its leadership strength, therefore effective leadership gives distinction to organizations to be able to engage their employees and develop them and strive towards a strategic goal of the organization. (Arif 2018; Habes et al. 2019; Salloum, Al-Emran, Khalaf, et al. 2019)

The leadership criterion is also an essential and important factor for distinguishing business organizations in general and improving performance in them, and it represents the common denominator between the leader's excellence and the excellence of performance in his organization on the leader's distinguished performance as a reflection of the business organization's ability and ability to achieve its goals through distinguished management,(Alghizzawi, Salloum, and Habes 2018; Karada Ğ 2015) and from the perspective of the resource-based view, the distinguished performance is the outcome of any organization and its standard scale in its ability to exploit its resources and direct it through the aim sought by the leader, thus distinguishing performance (Hay 2006; Tone Hosmer 1982) A reflection of how the organization uses its financial, human and intellectual resources and uses them in a way that makes the organization able to achieve the desired goal and implement its strategy. (Sodeman and Gibson 2015).

CONCLUSION AND FUTURE WORK

From the above, we can conclude that the distinguished organizational performance is crystallized through the complementarity between the standard of effective and distinguished leadership and the successful management of any organization, and this is reflected in the human forces in the organization and the surrounding environment and the available technology in a framework directed and effective towards achieving effective excellence in performance and at the level of the organization as a whole. An important criterion in linking the leadership standard in the level of distinguished performance through the leader's undertaking of a group of improvement and administrative development in the application of successful leadership standards and the adoption of best international practices in the field of excellence for his organization, which creates competitive capabilities and distinct institutional organizational in performance, results, capabilities and available capabilities.(Alghizzawi, Habes, and Salloum 2019; Alhumaid et al. 2020; Habes 2019; Habes, Alghizzawi, et al. 2018; Habes, Salloum, et al. 2018; Lee, Hunter, and Chung 2020; Mindy Fivush Levine 2000; Mirkamali, Thani, and Alami 2011) Leadership in achieving performance by achieving an atmosphere of trust and cooperation to solve problems, raise productivity, and develop work outcomes that give better results. The most effective leaders are leaders who are able to balance implementation-oriented behaviors with the personal skills required to build trust, cooperation and balance performance between their leadership and their employees as characteristic of leadership styles. Successful methods and their adoption as a success of the leader and distinguishing factors as well as his ability to define goals, choose his priorities, choose the appropriate means, and realize the different dimensions of the situations facing the organization he leads finally that the standard of leadership or a successful leader is directly related to the results of the actual performance of the workers and the way he exercises his leadership powers is reflected in the level and type of performance and the results of the performance of workers in the organization or institution . As a future work organizations must carry out the process of evaluating the organizational performance, because they are thus evaluating their performance by adopting practical methods that link the technical and psychological side of the leader and according to the organizations excellence system, as this issue still needs further examination.

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