

**THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND EMPLOYEE
PERFORMANCE AT IRAQI INSTITUTION OF TECHNICAL EDUCATIONS**

By

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Declaration

I, hereby, declare that this thesis is my own work and effort and that it has not been submitted anywhere for any award. Where other sources of information have been used, they have been acknowledged.



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Abstract

Employee performance is one of the most researched variables in the literature. However, there is lack of studies related to the leadership style and employee performance. The purpose of this study is to identify the relationship between leadership style and employee performance. Building on the literature, this study incorporated three leadership styles as independent variables. This includes transformational, transactional, and interactive leadership. Employee performance is the dependent variable of this study. To fulfill the objectives of this study, a quantitative approach is employed to collect the data. A total of 118 employees at the Institution of technical education participated in this study. The findings indicated that correlation of 0.505 between interactive leadership and employee performance is the highest. This is followed by the correlation of 0.447 between transactional leadership and employee performance and the correlation of 0.402 between transformational leadership and employee performance. The three hypotheses of the study were supported. Practical recommendations were given and directions of future work were highlighted.

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CHAPTER 1

INTRODUCTION

1.0 Background of the Study

Employee performance has gained the interest of researchers and practitioners during the last decades. Organizations today are forced to compete and to act professionally in those harsh times; therefore, it is very important to have capable employees who can account on them to create competitive advantage. The importance of having effective and hardworking employees in the company is vital for its survival. Employee performance is one of the most important dependent variables and has been studied for decades (Wall et al., 2004; Beck, Behr, & Güttler, 2009; Ng & Feldman, 2008; Ittner, Larcker, & Pizzini, 2007; Hourani, Williams, & Kress, 2006; Wang, 2011; Sultana, 2013; Alvesson, 2012).

The importance of employee performance for the success of organizations cannot be overstated. Employees are the human capital of organizations and their performance is a key indicator for organization to achieve its goals. Employee performance is one of the most important constructs in both organizational behavior and human resource management (Campbell, McHenry, & Wise, 1990). The term is defined as a function that an individual can successfully perform within framework of normal constraints and available resources (Jamal, 2007).

Education in Iraq consists of six main stages that include early childhood, elementary, secondary, vocational, teacher training institutes, and higher education. According to the E-government website (2014), the Iraqi education sector is facing many challenges. The shortcomings in the abilities of administrative and educational staff are one of the main challenges. The weakness of lecturer training and programs, and the academic staff's lack of motivation and efforts to develop, polish, and renew their skills are considered as a vital challenges for the educational sector in Iraq. More importantly, the skills and capabilities of

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