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The Role of the Leadership Personality in Promoting the Positive Behaviour of Employees

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Abstract---This research discusses the role of the leadership personality in promoting the positive behaviour of employees. The importance of this study lies in its presentation of the role of the leader in managing the institutions and bodies in which he works. The study aims to identify the role played by the leader to enhance the positive behaviour of employees in the workplace he heads. To achieve the objective of the study, the researcher adopts the descriptive-analytical approach. The study reaches several results, the most important of which is that we live in an era of knowledge and technology explosion, which calls for the urgent need for the individual to have many vital leadership skills to be able to deal positively with the variables and challenges of this era. The study concludes with a set of recommendations, the most important of which is that the individual assigned to lead should be characterized by distinguished traits such as humility, flexibility with the people he leads, and patience in the face of adversity.

Keywords---leadership personality, promoting positive behaviour among employees, leadership traits.

Introduction

The current era of knowledge and technology and its variables and challenges urgently demand individuals to have many vital leadership skills. Therefore, leadership skills are one of the most important skills of the twenty-first century. Consequently, it has become necessary for institutions of all kinds to work on enhancing the personal leadership skills of their employees. This can only happen if the workers have those skills that are reflected in the performance of their work. Leadership is a very important phenomenon in the life of society.

In addition, the presence of the leader is a prerequisite for the structure of the group. There is no doubt that the personal traits of individuals play a clear and important role in leadership. However, it is specific situations that shape these personality traits into characteristics and traits of the leader's role (Ahmed, 2013: 287). Leadership personality skills play an important role in a person's life on which a person builds his future and hopes.

It is important to learn how to use leadership personality skills and benefit from them in practice. Possession of these personal skills also affects the level of thinking and personality of the individual (Al-Shawy, 2015: 609). Many factors help in refining leadership personality skills. However, some individuals can acquire and learn these qualities because leadership is something that can be learned and practiced. The institution or the workplace has the most important role in providing employees with leadership skills through the means and experiences it offers them to develop their capabilities (Al-Subaie, 2019: 310).

The study addresses leadership personality skills and their impact on job performance. The objective of the study is to identify the most important leadership skills that affect job performance. The researcher uses the descriptive-analytical method to achieve the objective of the study, as it addresses skills that can be inherited or acquired. One of the important studies that addressed this topic is Muhammad's study (2010) entitled: "The Elements of Leadership Personality and Its Impact on the Behaviour of Workers." The study highlights the components of the leader's personality and their impact on the behaviour of employees. The researcher uses the descriptive-analytical method. The study reaches a set of recommendations, the most important of which is the need for subordinates to feel the importance of their participation in decision-making. The researcher also concludes that the leader should pay attention to the needs of his subordinates and strive to satisfy them and take the feelings of his subordinates into account, in addition to the need for the leader to adopt methods of citation and persuasion when activating the channels of communication between him and his subordinates. Moreover, the researcher also concludes that the leader should have physical fitness, good appearance, ability to persuade, honesty, good behaviour, ability to analyse situations, and firmness when making decisions.

One of the important studies on the subject of the study is Saleem's study (2016) entitled: "The Effectiveness of the Leaders Preparation Program in Building the Leadership Character, Ibdaa Foundation as a Case Study." The study aimed to reveal the effectiveness of leadership development programs at Ibdaa Foundation from the perspective of the trainees in building the leadership personality. In

addition, the study aimed to reveal the strengths and weaknesses of leadership training programs. The study uses the descriptive survey method based on a questionnaire. The study population consists of all graduates of the leadership development programs of the IbdAA Foundation. (227) graduates were randomly selected from among the graduates of the leadership development programs. The study reached a set of results related to the training content provided by the IbdAA Foundation. The most important of which is the effectiveness of leadership development programs in building the leadership personality in IbdAA Foundation. According to the educational qualification variable (bachelor's holders, master's holders, and above), there are statistically significant differences between the mean scores of the trainees concerning the effectiveness of leaders' preparation programs on building the leading personality in IbdAA Foundation. The study addresses only the topic of leadership personality skills and their impact on job performance, describing and analysing them.

The researcher presents the definition of the leadership personality, its traits, and the most important skills needed. Then, the researcher addresses the relationship of that personality with job performance.

Types of leadership personality

There is consensus that the leadership personality and the unique qualities associated with each individual contribute strongly to determining the quality of that leadership personality. The types of leadership personalities are as follows:

- Analytical leader

Analytical leaders create and adjust systems according to the nature of the organization. They are rational and realistic. Besides, they have little patience for anything too emotional or illogical and they value creativity.

- Diplomatic leader

Visionary diplomat leaders engage ideas and perceptions often associated with higher issues and values. Although they may be active in their organizations and workplaces, they will shine most for their ability to inspire and share a greater vision. They look to the future instead of the past and the present (Al-Shahrani and Yaqoub, 2015: 84).

- Supervisory leader

Supervisory leaders act as an official who gets all the details right and meticulously handle matters. They respect the past and are also strict about rules and protocols for caring for the common good and protecting and preserving society (Al-Sharif, 2002: 42).

- Explorer leader

This type of leaders is best able to find quick solutions to any problems that arise.

They lead the organization on a new and exciting path. This type of leader does not mind taking risks when they feel there is a good chance that the risks may pay off. They also don't care about the way other people have done things in the past and just focus on the next big thing. Additionally, They are action-oriented leaders rather than planning and analysis.

Traits of the leadership personality

The leadership personality is characterized by a set of traits and characteristics that distinguish it from other personalities, which is presented as follows:

- A talent that distinguishes it from others.
- A role model, does not forbid something and does it.
- Respect and appreciation from others.
- Extensive knowledge and broad-mindedness.
- Experience in managing matters and crises.
- Maintain self-control and cohesion.

Dedication to continuous work.

- Kindness in dealing with others (Al-Ashqar and Al-Hadidi, 2013: 1055)
- Punctuality and punctuality.
- High moral traits.
- Understand the requirements of public administration.
- Maintaining general health and elegant form.
- The ability to manage dialogue and discussion.
- Enjoy a sense of humour and fun away from strictness.
- Constant focus on the objectives.
- Always telling the truth and not being unfair.
- The necessary and lasting enthusiasm to complete tasks.
- Constant attention to the details of things.
- The ability to persuade because data, information, and ideas can be easily transferred.
- Courage and decisiveness in making decisions (Mutawe, 2003: 126).

Making leadership personality

Based on the characteristics and traits that characterize the leadership, making leadership personality requires:

- a. Achieving balance: it is the key to build a leadership personality. One of the most important leadership skills is knowing how to make a balance between things. Things are separated by intertwined lines that only need balance so that the most significant traits and skills can be acquired, and thus build a leadership personality that knows how to separate and balance between firmness and flexibility and between arrogance and self-confidence, and between adventure and recklessness, and this is what gives wisdom to the leader and makes him a wise personality in different situations (Bakhlouh, Qamo, 2015: 213).
- b. Creativity: One of the most important leadership skills is creativity. Therefore, it is always advised when building a leadership personality to enhance creativity and innovation skills, as the leader is required to provide different, creative, and innovative solutions to the problems that he may encounter at work, as well as to achieve his goals in unconventional ways.
- c. Self-confidence: A leader has to be self-confident. No leadership personality does not trust his abilities and skills and knows the strengths of his personality, and tries to get rid of weaknesses. Therefore, when building a leadership personality, it is important to enhance self-confidence and trust in the capabilities to develop the personality permanently. The development

resulting from self-confidence builds and makes leading personalities (Al-Rabeeq, 2004: 53).

- d. Initiator: It is one of the most important leadership skills that a personality needs. There is no benefit for the personality to possess creativity and innovation skills, have self-confidence while standing still without taking control of matters in life, and without starting to move towards what it wants. The absence of initiatives in the personality makes it submissive, controlled by circumstances and life changes. But when possessing initiative, it creates a leadership personality capable of leading its life and directing it towards success (Al-Sharif, 2004: 51).

The role of the leader in reinforcing the positive behaviour of employees

Reinforcement of positive behaviour is defined as the addition of the appearance of a particular stimulus immediately after the behaviour, which leads to an increase in the likelihood that the behaviour will occur in the future in similar situations (Boulese, 203: 2014). Positive reinforcement of behaviour is support for doing good and positive action, and reinforcement is defined functionally through its consequences on behaviour. He has already strengthened the behaviour (Ali, 2019: 16).

It is worth noting that the positive reinforcement of behaviour and its application in the workplace is closely related to many concepts as it is one of the mechanisms of performance management. Performance management is defined in modern organizations as the process through which managers ensure that the employee's activities and outputs contribute to the achievement of the organization's goals (Darwish, 2010: 114).

This concept is also closely related to the concept of incentive management or reward management. An incentive can be defined as a process that depends on the external influence (financial – moral) to show the potential capabilities of the individual to complete his work. Incentives can be defined as methods and means used by the organization to urge workers to show an outstanding performance with high morale (Al-Eidan, 2011: 329).

From this concept, incentives represent one of the most prominent tools or mechanisms of positive behaviour reinforcement. Incentives management works in an integrated system for institutional performance to achieve excellence, and therefore it is constantly striving to achieve the following:

- A. Linking stimulus plans to goals achievement.
- B. It helps, affirms, and reinforces the organization's values.
- C. Meet business needs.
- D. Taking into account the available resources.
- E. Develop achievable plans that take into account priorities and that achieve cumulative gains over time (Darwish, 2010: 117).

Incentives are divided into financial and moral incentives, as well as internal and external incentives. They are presented as follows:

- Financial incentives: There are many forms of these incentives. They are financial rewards, as this type is one of the most important methods of

incentives at this time because money satisfies almost all human needs. Money is the wage that an individual receives in return for the work he does. This wage is distributed to the worker or employee in various methods, and each of these methods has a great impact in motivating and pushing the employee to increase performance and continue to work.

- Moral incentives: Moral incentives are one of the most important pillars in the incentive system set by the institution, without which the image of incentives that encourages work and increases performance within the organization cannot be complete because humans are social by nature and instinct, and they cannot live far from being respected and appreciated by others. This is because the employee has many non-financial demands and needs that differ from one person to another, but they can be limited to the need for security, belonging, social status, and good relations with his superiors and colleagues as well.
- Internal incentives: These are associated with the job itself, such as a sense of personal responsibility at work, and the provision of information related to the amount and quality of work from a reliable source.
- External incentives: they are not related to the work itself, but are linked to other sources in the institution, and are represented in the following: financial incentives such as monthly wage or salary, and additional benefits such as paid leave, health insurance allowances, meal allowances, and discretionary bonus, Appreciation of co-workers and the profession such as respect from colleagues in the profession, job promotions e.g. promotion in positions and appointment to new jobs, friendship relationships that create the opportunity to mingle and interact with others, play leadership roles, and receive a salary after retirement (Al-Eidan, 2011: 331).

Discussion and Conclusion

The study concludes that we live in an era of knowledge and technology explosion, which calls for the urgent need for the individual to have many vital leadership skills to be able to deal positively with the variables and challenges of this era.

The study also concludes that the skills of leadership personality have an important role in people's life. It is the basis on which people build their future and hopes. The importance of these skills does not only stem from the presence of the level of leadership personality skills, but in how to use and benefit from them in people's practical life. The study concludes that several factors help refine leadership personality skills, some of which are inherited and some are acquired. The study also concludes that leadership personality occurs when a person exercises the processes of influencing others and pushing them to do actions without coercion.

The study concludes that there are four types of leadership personality, which are: analyst, diplomat, supervisor, and explorer. The study concludes that the leader is distinguished by several characteristics and traits. The study concludes that the leader has an obvious positive role in enhancing employees' behaviour. The study concludes that incentives have a significant role in enhancing employee activity and positivity. At the end of the study, the researcher recommends the following:

- 1 The leader should be flexible, have good reasoning and manners with the employees to be a moral motivator for them to achieve more.
2. The individual in charge of leadership should be characterized by distinguished traits such as humility, flexibility with the people he leads, and patience in the face of adversity.
3. The financial incentive should be permanently activated because of its role in motivating employees.

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