



## **Review the Literature of Administrative Leadership and Its Impact on Job Performance in the Context of Higher Education**

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### **Abstract:**

Effective administrative leadership plays a crucial role in higher education, however less study has examined the characteristics that contribute to it in developing countries. Administrative leadership involves the supervision and coordination of an organization's many resources, including staff, funds, and materials, in order to achieve specific goals efficiently and effectively. Prior studies have indicated that even when various leadership styles are implemented in diverse settings, the influence of administrative leadership on job performance remains limited within the realm of higher education. Research examining the relationship between administrative leadership and employee performance makes up the bulk of this literature review. However, the previous assessment methods for administrative leadership do not include the necessary elements and aspects that influence job performance. Thus, the present study aims to (1) determine the contexts of the studies and in which context the leadership styles the studies focused more compared to other contexts (2) Investigate the correlation between administrative leadership and job performance within the higher education setting. (3) to identify the specific type of administrative leadership that has the greatest impact on job performance in comparison to other styles within higher education. This evaluation encompasses a range of works produced from 2019 to 2023. The study reached a set of results, including the lack of studies conducted in the context of higher education. It also turned out that the transformational leadership style is one of the most used leadership styles in the context of this study. The study recommended conducting more studies on the subject of administrative leadership. The study also recommended the use of many elements and variables that would increase understanding of the role of other leadership styles, such as the autocratic, democratic, and laissez-faire in the context of higher education.

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## **1. Introduction**

The subject of leadership has garnered significant scholarly interest due to its pivotal role as the human component within an organization. Leadership distinguishes itself through the leader's accountability in attaining integration between the organizational and humanitarian dimensions, ultimately ensuring effectiveness and the attainment of established objectives (Macfarlane, 2013). Administrative leadership, as defined by (Terry, 1998), interpersonal communication is the ongoing and successful exchange of information between individuals, which reflects their connection and interaction with one other. Relationships between superiors and subordinates allow the former to exert direct control over the latter's actions on the job. This is the role of the administrative leader when it comes to making decisions and giving commands. An administrative leader exercises formal power to oversee and guide others in order to accomplish a specified objective (Lundstedt, 1965). Inspiring people to perform to the best of their abilities in order to accomplish the outcomes that are sought and directing individuals to go in the right direction by inspiring them to meet the objectives of the organization is this process (Coleman, 1982). According to (Locke & Latham, 2006), administrative leadership refers to "a collection of individual qualities that contribute to the effective management and supervision of others". At its core, administrative leadership involves the management and coordination of an organization's resources, including human, financial, and material, to achieve specific goals effectively and efficiently. On the other hand, effective administrative leaders set clear goals and expectations for their team members. This clarity helps employees understand their roles and responsibilities, leading to better focus and performance. Skilled leaders ensure that their teams have the necessary resources to complete their tasks. This includes proper staffing, budgeting, and access to required tools and technology. Leaders who communicate effectively can provide timely feedback, address concerns, and keep their team informed about organizational changes and goals. Leaders contribute significantly to the work culture. By fostering an environment of respect, trust, and collaboration, they can enhance employee motivation and satisfaction, which directly impacts performance (Clampitt, 2016).

In today's fast-paced business world, leaders must be able to adapt to change and guide their teams through transitions smoothly, minimizing disruptions to performance. Regularly assessing job performance and providing constructive feedback helps employees understand how they are doing and what improvements are needed. The importance of administrative leadership in an organization cannot be overstated, especially when considering its profound impact on job performance. Leaders influence virtually every aspect of an employee's experience at work, from their day-to-day tasks to their long-term career development. Consequently, the quality of administrative leadership can have a substantial impact on the overall performance and success of an organization (Horvat & Filipovic, 2018).

Various academics have examined the concept of administrative leadership, for example (Amer & Kunos, 2021). Meanwhile, some scholars have endeavoured to investigate the influence of leadership on students' academic performance. (Shen et al., 2020). Despite the fact that a great number of research have been carried out to assess leadership, the vast majority of these studies have focused on leadership styles, such as transformational and transactional leadership, such as (Adeniji et al., 2020; Baig et al., 2021). While some have attempted to assess the effect of administrative leadership on academic success, very few have actually done so. An alternative approach to evaluating the effectiveness of leadership styles is to analyze the techniques employed by administrative leaders in implementing their administrative leadership style (Jamali, Bhutto, Khaskhely, & Sethar, 2022). Additionally, this method has demonstrated potential for future administrative leadership. Unfortunately, there is a dearth of research that examines administrative leadership and how it affects performance on the job. Furthermore, researchers have started employing general methodologies to assess these characteristics.

Consequently, it is challenging to ascertain the appropriateness of these models for administrative leadership (Uhl-Bien, Marion, & McKelvey, 2007).

Thus, the main goals of this literature review are to (1) determine the contexts of the studies and in which context the leadership styles the studies focused more compared to other contexts, and (2) determine the influence of administrative leadership on job performance within the higher education setting and (3) to assess the relative influence of different styles of administrative leadership on job performance in the higher education setting. After outlining the steps involved in conducting a review, we will move on to examine the literature relevant to issues such as managerial leadership and job performance. The next section consists of some final thoughts and discussions. In fact, this study only examines the effect of managerial leadership on job performance. Studies that focused on other aspects of diverse leadership styles in the context of higher education are not addressed.

## **2. Method**

This study adopted narrative analysis of relevant literature as a methodology to address previous studies. Common driving factors in narrative analysis literature include a dearth of pertinent material or the author's personal impetus to explore specific research on a given topic (Bae & Kim, 2015). Several steps make up the current study review procedure. Researchers used phrases like "administrative leaders," "administrative leadership," "leadership styles," "job performance," "worker performance," and "higher education" in their analysis. The utilization of Boolean operators, specifically "OR" and "AND", proved to be highly beneficial in the search process. It was through the use of Google Scholar as the search engine that the scholarly articles were discovered. During the initial phase of our research, we acquired a total of 17,000 records. The second phase focuses on papers that have been included in the Scopus index. The reason for this is because Scopus is a dependable database. For instance, certain papers are from a sustainable journal, while others are sourced from Taylor & Francis or Sage publisher. Hence, we limited our focus to academic works that were published in the English language throughout the time frame of 2019 to 2023. Prior to reading the entire texts, the titles and abstracts of the articles that were received were examined. Any articles were not taken into consideration since they had no connection to administrative leadership in any way. Following a rigorous selection procedure that took into account specific criteria for inclusion and exclusion, several papers were identified as relevant to the study of implementing administrative leadership within the context of job performance.

## **3. Literature review**

This review would explore various theories, empirical studies, and conceptual analyses to provide a comprehensive understanding of how administrative leadership influences job performance. For example a study by Masoud (2022) aimed to clarify the criteria for selecting senior administrative leaders and test the nature of the relationship between them and the level of job performance in oil companies in the city of Benghazi. Some previous studies related to the scope of the current study were discussed and benefited from in constructing the study tool. Whereas the study discussed its theoretical aspect, it is more important that the study addressed the topics and concepts related to the problem of the current study and shedding light on the issue of standards and selection and the nature of the relationship between them and the level of job performance. The study population consisted of all departments in the companies affiliated with the National Oil Corporation in the city of Benghazi. This industry includes (10) Libyan companies. 124 participants include the chairmen of the councils, the members, the general directors, and the directors of the departments operating in the companies contributed in this study. To analyze the study data and achieve its objectives, the Statistical Packages

for the Social Sciences (SPSS) program was used. The results of the current study indicated that there were changes in the choice of criteria. There are fundamental differences between the scientific criteria that must be chosen and the real application of the criteria in the senior management leadership of the companies under study.

A study by Ghanem Kamel Ghanem (2023) aimed to determine the nature of the relationship between leadership and values among food and beverages department managers and supervisors in five-star hotels in Egypt and the extent of their impact on the level of job performance of employees in these hotels departments. To achieve this goal, several sub-goals emerged, namely: identifying the components of a leadership approach based on value and provide a useful model to enhance the leadership approach in the field of management in hotels. And also, to know the degree practicing value-based leadership among managers and supervisors of food and beverage departments in five-star hotels in Cairo, Egypt. To achieve these goals, a special survey form was designed and distributed to employees. A random sample was utilized and 413 questionnaires were analyzed. The results of the study showed that there is a positive impact of ethics functional values affect job performance within hotels through commitment to ethics within the work environment. The study also showed that there is a positive impact of the manager/supervisor's personal characteristics on job performance. Leadership that is not based on values negatively affects employees, and this may lead to employees feeling frustrated. Leadership does not affect behavior. Lack of enthusiasm at work, and all of this creates a work environment that does not enhance the well-being of society. In light of these results, the study recommended a set of recommendations to strengthen the relationship between value-based leadership and job performance for hotel workers in Egypt.

A recent study conducted by Raime, Shamsudin, and Hashim (2022) examined the relationship between servant leadership, leadership competency, self-efficacy, and work performance among leaders in public universities in Malaysia. The findings demonstrate a significant correlation between servant leadership, leadership competency, self-efficacy, and the work performance of university executives. This is supported by a p-value of 0.000 and all t-values exceeding 1.675. While all assumptions are corroborated and the model demonstrates a satisfactory fit with the data, a significant drawback of this study is its limited generalizability due to its exclusive focus on leaders from public colleges. Subsequent scholars may contemplate expanding comparable investigations by engaging the leaders of private institutions or other leaders from diverse businesses. However, this research does offer a significant contribution to policymakers, university leaders, students, and other professionals in the human resources and management industry.

A study conducted by Amer and Kunos (2021) aimed to illustrate the impact of administrative leadership on the performance of workers at the Ministry of Education Centre in Jordan is a pivotal determinant of the organization's success. The effective execution of administrative leadership responsibilities and the appropriate treatment of the personnel are essential for attaining the organization's objectives. The study investigated the influence of administrative leadership on organizational performance, with a specific emphasis on the dimensions of administrative innovation and decision-making capacity. The assessment of this performance was carried out using the standards of operational efficiency and personnel satisfaction. The survey collected viewpoints from individuals employed at the Ministry of Education Centre in Jordan. A grand total of 420 questionnaires were disseminated to the study cohort, and 381 were later collected and scrutinized. This suggests that 93% of the questions in this study cover the data that was collected. Diverse statistical metrics and procedures were utilized to analyze the data. The study findings indicate that the leader exerts a significant influence on enhancing the performance of individual workers inside the ministry. Moreover, the Ministry of Education Centre in Jordan

experiences a direct influence from administrative leadership, particularly in relation to their innovation and decision-making capabilities, which ultimately affects the entire performance of the organization. This impact is seen in the operational efficiency and employee satisfaction levels.

The study conducted by Baig et al. (2021) examined the leadership style that best improves employee performance in the workplace. Furthermore, the study analyzed the influence of different leadership styles (Laissez-faire leadership, Transformational leadership, Transactional leadership) on employee performance within Pakistan's textile industry. The study investigated the influence of positive psychological capital on the correlation between leadership styles and employee performance. A quantitative research methodology was employed, and data were gathered from managers occupying positions in the lower to middle levels of the textile industry. The results indicate that laissez-faire leadership exerts a substantial, albeit adverse, influence on staff performance. Nevertheless, the existence of psychological capital has lessened this connection, leading to a noteworthy yet adverse effect. Transformational leadership has a significant impact on staff performance. Furthermore, the impact of transactional leadership on employee performance is minimal when considering psychological capital as a moderator. Nevertheless, this link has now become very advantageous. Pakistan's textile organizations are currently grappling with numerous issues, such as diminished employee satisfaction and performance. The study presented empirical data supporting the notion that organizations can improve employees' performance by adopting transformational leadership styles. The findings would have concrete implications for lawmakers, staff, and executives. The study has enhanced our understanding of the correlation between leadership styles and employee performance by introducing a hitherto unexamined moderator, namely Positive psychological capital, in the overlooked social setting of the textile organization.

A study conducted by Raman, Peng, and Chi (2021) explored the possible impact of academic leaders' idealized effect on the connection between their emotional intelligence and subordinates' job performance. A total of 386 questionnaires were collected from five Malaysian public research universities. The measurements were dichotomized using the partial least squares structural equation model. Based on attribution theory and social exchange theory, it was hypothesized that the impact of academic leaders, as perceived by their subordinates, would serve as a mediator between the emotional intelligence of academic leaders and the job performance of their subordinates. Nevertheless, the study indicates that there was no intermediary role played by academic leaders' idealized influence in the connection between their emotional intelligence and their subordinates' job performance. This study has practical implications for government and higher institutions, as it provides valuable insights for planning, designing, and implementing programmes or policies aimed at producing exceptionally skilled academic leaders in Malaysian research universities.

A study conducted by Byun, Rhie, Lee, and Dai (2023) examined the effects of leaders' influence tactics on the psychological well-being and job performance of employees in a telecommuting setting amid the COVID-19 pandemic. Furthermore, according to the theory of leadership replacements, this study suggests that the level of support experienced by teleworkers from their organization plays a role in mitigating the connection between leaders' influence methods and their job stress in telework environments. Data was collected from a cohort of 208 full-time employees in South Korean organizations who transitioned to teleworking during the onset of the COVID-19 epidemic using time-lagged surveys. The findings indicated that the utilization of soft tactics by leaders, which involve employing behaviors to elicit voluntary acceptance of requests from followers, The utilization of rational strategies, which entail exerting influence through the presentation of scientific facts grounded in reason or logic, has a notable effect in diminishing job stress among teleworkers. Consequently, this

reduction in job stress led to a decrease in turnover intention and an increase in task performance among teleworkers. Furthermore, the combination of these strategies and the perceived support from the organization of remote workers have an impact on their level of job-related stress. This study expands the existing influence tactics literature by analyzing the impact of leaders' influence techniques on teleworkers' psychological stress, task performance, and turnover intention during the COVID-19 epidemic. Previous research in this area has predominantly focused on workers who interact in person. The study finishes by examining the ramifications of the findings and acknowledging any constraints, as well as identifying potential avenues for further research. However, this study does have a few constraints. Initially, it may be challenging to draw broad conclusions from our findings due to the limited number of industries included in our data. However, this study presents a novel approach to collecting responses from worker-coworker pairs, which contributes to the field of methodology. The present study marks the preliminary stage in examining the influence of temporal leadership on improving employees' innovative job performance. Future research should consider additional leadership concepts and the relationship-focused aspect of temporal leadership. It should also investigate other possible processes that explain the connection between temporal leadership and employees' innovative job performance.

In a recent study conducted by Alotaibi (2022), analyzed the difficulties faced by academic administrators in supervising the ethical behavior of faculty members at Prince Sattam Abdulaziz University (PSAU). The study specifically examined three key phases of the performance management system: planning, reviewing, and evaluation. Moreover, the study examined whether there were any disparities in challenges based on the gender, academic position, and job designation of the academic leaders. The study employed a demographic summary survey method and utilized a questionnaire to gather data. The study sample comprised 67 department heads and Deans from various faculties of PSAU, situated in Saudi Arabia. The findings revealed that the evaluation phase poses the most prominent obstacles in job performance management, followed by the review phase and, ultimately, the planning phase. Responses from the sample group did not differ significantly by gender or degree of education, according to the study. Different job titles did, however, produce significantly different answers. The study also recommends rewarding good performance on the workplace with incentives to keep workers motivated. It also suggests other metrics for faculty evaluation, including research, community service, and quality and development. According to the results, academic leaders at PSAU had a hard time keeping employees accountable for their work. The study proposes several recommendations, such as connecting job performance with incentives, bonuses, annual bonuses, and rewards to enhance motivation among members; emphasizing the importance of the review phase in monitoring and correcting underperforming members; focusing on achieving objectives of both quantity and quality, rather than solely on implementation; and evaluating faculty members based on their performance in additional tasks related to development, quality, excellence, participation in committees, and administrative duties, in addition to their primary responsibilities in scientific research, community service, and teaching.

A study by Lai, Tang, Lu, Li, and Lin (2020) suggested Transformational leaders employ a range of behaviors to prompt desirable behaviors in followers within the organization, such as improved task performance and helpful actions, by boosting the involvement of followers in their job. Employees who are motivated by transformational leadership are more inclined to be fully engaged in their work, resulting in improved task performance and a greater willingness to assist others. This study utilized a research approach that incorporated various time periods and diverse sources to mitigate the influence of common method variance. The hypotheses were tested by analyzing a sample of 507 nurses who

were engaged in 44 teams. The hierarchical linear regression analysis revealed that, after considering many relevant variables such as leader-member exchange, role-based self-efficacy, and transactional leadership, along with demographic variables like gender, age, and marital status of the participants. Work engagement acts as an intermediary in the positive relationship between transformational leadership, job performance, and helping behavior, even when taking into account the impact of education. The study suggested that future research should priorities investigating the impact of the transformational leadership style. The study also recommended conducting many studies in fields other than the medical field, taking into account contextual factors that have the ability to influence (such as modification in the organizational structure or policy).

Adeniji et al. (2020) examined the several facets of leadership, staff involvement, and job productivity. The study analyzed fundamental academic literature based on theoretical frameworks. The research was carried out in Nigeria and entailed administering a survey to 422 employees employed at selected operational Consumer-Packaged Goods (CPGs) companies. The objective of the study was to furnish an elaborate depiction of the situation. The study employed the Partial Least Square (PLS) path modelling technique to illustrate the interconnectedness and comprehensive interaction among three components: leadership dimensions (Transformational, Transactional, and Laissez-faire), employee engagement, and job performance. The study's findings indicate that leadership characteristics and staff engagement exert a substantial influence on job performance. The engagement of leadership dimension facilitates the motivation of employees, enhances their degree of involvement, and improves the level of innovation and performance. The study indicates that transformational leadership has a more significant influence on attaining elevated levels of workers' performance compared to transactional and laissez-faire leadership. The transformative style of leadership ensures that employees receive individualized attention from the leader. Consequently, they exhibit a supportive attitude towards the leader's objectives and demonstrate exceptional performance. Given that businesses significantly contribute to the achievement of Sustainable Development Goal 8 (SDG 8) by generating the majority of a country's GDP and employment opportunities, companies have the capacity to improve job performance and increase labor productivity by addressing their own effects on employees and workers within their value chains. Therefore, it is imperative for managers to analyze the circumstances and use different leadership approaches in order to elevate the current level of motivation, job engagement, and performance. The managers of the chosen companies hold a significant position in shaping employee behavior. Having a comprehensive awareness of different leadership styles enables a manager to determine the most effective leadership style to adopt for the organization.

A study conducted by Saleem, Aslam, Yin, and Rao (2020) investigated how the management styles of private secondary school administrators affected the efficiency with which teachers completed their assignments. For the purpose of this study, four different leadership styles that are outlined in the path-goal theory were chosen, along with five key performance indicators (KPIs) that measure how well teachers accomplish their jobs. This subject has been extensively documented in numerous previous studies. However, they evaluated the work performance of teachers as a cohesive unit. Therefore, it was important to make an effort to study how different principal leadership styles affected the five most important markers of teacher effectiveness on the job. A total of 253 middle management personnel participated in this empirical investigation. The findings from the structural equation modelling indicate that the leadership style with the highest level of direction had a notable impact on the performance of the teachers in the studied schools. Following that, the leadership styles of support and achievement were put into practice. While participative leadership was found to be a significant factor, it was not deemed a dependable indicator of teacher job effectiveness. The study was carried out in a non-Western

society, where adopting an assertive leadership style proves advantageous in improving teacher job performance. This claim is strongly substantiated by the enormous and meticulous body of literature. This continuing investigation is mostly concerned with non-Western Asian private secondary schools located in developing nations. Therefore, to confirm the possible reasons for the unexpected outcome of participatory leadership seen in this study, it is essential to have a thorough grasp of the influence of cultural and contextual elements. This research specifically focuses on the five elements of teacher effectiveness and the four leadership styles described in the path-goal theory. No other components or styles are addressed in this study. Key Performance Indicators (KPIs) for assessing teachers' effectiveness in the classroom, as well as other supplemental variables, fall under this category. It is feasible that the mediating aspects of task features and follower (teacher) attributes in path-goal theory (PGT) could provide useful insights in future research. This research looks at how middle managers in private secondary schools view various path-goal theory-based leadership styles affecting teachers' ability to do their jobs well. The investigation yielded multiple auspicious findings. However, it is important to note that this research was confined to a specific setting: private secondary schools located in a developing country distant from Western nations. At summary, the results suggest that principals at private schools mostly exhibit directive, achievement-oriented, and supportive leadership styles. These leadership styles have a beneficial impact on teachers' performance, empowering them to effectively fulfil their duties, including lesson planning, classroom management, supervision and assessment, cultivating a positive learning environment, enforcing discipline, and promoting teacher leadership. Although PGT approaches worked well in that particular setting, the overall impact of participatory leadership on teachers' work was shown to be negative. Therefore, principals should benefit from training on how to effectively carry out their roles as participatory leaders. Participatory leadership is useful for studying how different leadership styles of principals affect teachers' work effectiveness. This method promotes instructors' independence and autonomy by incorporating them into decision-making processes. This is a surefire way to boost secondary school teachers' efficiency and effectiveness on the job.

#### **4. Discussion and future work**

The review clearly indicates that a substantial proportion of the articles submitted for evaluation are focused on leadership methods and styles. The primary objective of this study is to ascertain the various styles of administrative leadership prevalent in higher education. From this perspective, it is necessary to expedite, enhance, and optimize the processes of education and training by implementing an exemplary administrative leadership. According to the research, different situations called for different leadership styles and approaches. For example, (Alotaibi, 2022; Raime, Shamsudin, & Hashim, 2022; Raman, Peng, & Chi, 2021) were conducted in the context of higher education. The other studies were conducted in the context of organizations. For instance, (Adeniji et al., 2020; Amer & Kunos, 2021; Baig et al., 2021; Byun, Rhie, Lee, & Dai, 2023; Ghanem Kamel Ghanem, 2023; Lai, Tang, Lu, Lee, & Lin, 2020; Masoud, 2022). Only one study is in the context of schools (Saleem, Aslam, Yin, & Rao, 2020). Given the striking disparity between the two rankings of research in this paper—one focusing on leadership in organizations and the other on leadership in higher education—it is clear that schools have received comparatively less attention. Universities are undergoing significant changes due to the need to educate a growing number of students from varied origins, with varying ages and educational needs.

On the other hand, conducting evaluations of leadership styles and practices can assist academic institutions in improving the educational environment. As the second objective is to determine the influence of administrative leadership on job performance within the higher education setting, a study



by (Amer & Kunos, 2021) revealed that the dimensions of administrative leadership such as creativity and decision making have an effective impact on employees' skills and then on job performance. As the third objective of the current review, which is to identify the leadership styles and indicate which styles are more prevalent than others, the literature is reviewed. For example, transformational leadership style is the more prevalent style as it was evaluated in (Adeniji et al., 2020; Baig et al., 2021; Lai et al., 2020) studies. While the transactional and Laissez faire leadership come in second place in terms of application in the contexts of the current review (Adeniji et al., 2020). The other leadership styles which come in the third rank, are supportive, participative, directive, achievement-oriented leadership, servant leadership and temporal leadership (Byun et al., 2023; Raime et al., 2022; Saleem et al., 2020).

A discussion of the literature review on administrative leadership and its impact on job performance involves delving deeper into the findings, synthesizing the key themes, and addressing the implications, contradictions, and gaps identified in the existing literature. The literature consistently shows that leadership style (e.g., transformational, transactional, Laissez faire) significantly impacts job performance. Transformational leadership, characterized by inspiration and motivation, tends to have a positive effect on job performance by fostering a high level of employee engagement and commitment. Studies underscore the importance of leaders in resource allocation and creating a supportive environment. Leaders who efficiently manage resources and provide support are found to enhance team performance. On the other hand, the role of leaders in shaping and maintaining organizational culture is a recurring theme. A positive culture, often a reflection of effective leadership, correlates with higher job satisfaction and performance. The findings indicate that organizations should allocate resources towards leadership development programmes that prioritize the enhancement of both technical and interpersonal as well as strategic abilities. This trend was confirmed by Amer & Kunos, (2021) study which examined the influence of administrative leadership on the organization resources and employees' skills. Given the impact of different leadership styles, there's an implication that leaders should adapt their style to the context and needs of their team and organization. Focus on Employee Engagement: The strong link between leadership and employee engagement implies that leaders should prioritize engagement strategies to enhance job performance. Contradictions and Debates Transactional vs. Transformational Leadership: While transformational leadership is generally seen as superior in fostering high performance, some studies argue that transactional elements (like clear rewards and penalties) are essential in certain contexts.

Research often shows a positive correlation between effective administrative leadership and employee performance. Leaders who set clear goals, provide necessary resources, and foster a supportive environment tend to have teams with higher productivity (Amer & Kunos, 2021). The literature shows a strong link between leadership styles and employee engagement levels (Lai et al., 2020). Some literature critically examines the challenges faced by administrative leaders, such as managing diverse teams, adapting to technological changes, and maintaining ethical standards. Emerging trends in leadership, like digital leadership, remote team management, and global leadership, are increasingly relevant and are being explored in recent studies.

## **5. Conclusion**

The study sought to ascertain the influence of administrative leadership on job performance within the higher education setting. In order to obtain answers, this study was done as a comprehensive examination of pertinent literature. Considerable scholarly emphasis has been devoted to studying the impact of administrative leadership. However, there is a dearth of research specifically examining the

measurement of administrative leadership in relation to job performance within the university setting. Because they point decision-makers in the direction of places to focus their efforts to improve service quality, the study's results have practical implications. The study does possess several intrinsic flaws. A few of the highlighted elements might not fit in with the bigger picture of the expanded study, though. The bulk of investigations examined the interaction between the different components of the model through the use of a survey questionnaire and quantitative analysis. Extra evaluation research can focus on how satisfied users are; a mixed-methods strategy (qualitative and quantitative) could yield more reliable findings. Academic journals' neglect of reports, grey literature, and internet pieces, together with a lack of relevant material in these areas, has stymied research into administrative leadership styles. Despite the inherent limits of this study, it has made a deliberate and concerted effort to achieve the highest level of conclusiveness. Hence, it is advisable for future researchers to prioritize the improvement of data-gathering models by integrating novel leadership styles, including authoritarian, democratic, and laissez-faire. This would greatly contribute to the significance of future study. Given that universities are continuously improving many aspects related to optional usage, such as the integration of technology, it is crucial to regularly evaluate administrative leadership in the higher education setting. More empirical research on the evaluation of administrative leadership styles using multiple methodologies and models is encouraged by the study's authors, who believe their findings will do just that. To gain a better understanding, the utilization of more efficient assessment techniques could improve the evaluation of leadership and its impact on job performance.

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