Wise Administrative Leadership and Its Role in Developing Positive Organizational Behavior among Administrative Employees

Lakhdar BELAIDOUNI [1], Billel FELLAHI [2*]

[1] *University of Oran2 (Algeria), lakhdar_79@outlook.fr.*
[2] *University of Constantine 2, Algeria. billel.fellahi@univ-constantine2.dz*

Abstract

Management in organizations faces significant challenges in achieving quality, stability, and sustainability. Leaders, therefore, bear the responsibility of fostering an effective organizational climate that combines the art and science of guiding human behavior in the workplace. Administrative leadership is not merely a position; it is a duty that necessitates decision-making and efficient resource management.

A successful leader must possess essential qualities and skills to manage individuals effectively. Wise leadership is crucial for maximizing the potential of human resources, as it directly influences key organizational functions such as planning, organizing, coordinating, and directing, driving institutional growth and resilience.

Furthermore, wise leadership enhances institutional sustainability by fostering employee commitment and loyalty. By creating a collaborative and supportive environment, leadership becomes a cornerstone for achieving organizational goals, adapting to current challenges, and ensuring institutional stability and excellence.

القيادة الإدارية الرشيدة ودورها في تطوير السلوك التنظيمي الإيجابي لدى الموظفين الإداريين

ملخص

تواجه الإدارة في المؤسسات تحديات كبيرة لتحقيق الجودة والاستقرار والاستدامة، لذا يتحمل القادة مسؤولية تعزيز مناخ تنظيمي فعال، يجمع بين فن وعلم توجيه السلوك البشري في بيئة العمل، فالقيادة الإدارية ليست مجرد منصب، بل هي واجب يتطلب إصدار القرارات وإدارة الموارد بكفاءة.

يتطلب من القائد الناجح امتلاك صفات ومهارات أساسية لإدارة الأفراد بفعالية، حيث تُعد القيادة الحكيمة أمرًا ضروريًا للاستفادة من الموارد البشرية، بحيث تؤثر هذه القيادة على الوظائف التنظيمية الأساسية مثل التخطيط والتنظيم والتنسيق والتوجيه، مما يدفع نحو نمو المؤسسة ومرونتها.

علاوة على ذلك، تعزز القيادة الحكيمة استدامة المؤسسة من خلال تعزيز الإلتزام التنظيمي للموظفين وولائهم، بخلق بيئة تعاونية وداعمة، لتصبح القيادة ركيزة أساسية لتحقيق أهداف المؤسسة والتكيف مع التحديات الراهنة وضمان الاستقرار والتفوق المؤسسي.

الكلمات المفتاحية

I- Introduction :

Organizations and institutions face intense competition in their operational life, striving to achieve leadership and dominance. The focus has shifted beyond merely attracting talents and human resources to encompass other aspects that are crucial for their stability and entrenchment, as well as the stability of their workforce. This has manifested in the establishment and adoption of an important strategy known as wise administrative leadership, which facilitates the creation of an effective organizational and performance environment that promotes security, stability, and reassurance, while enhancing organizational commitment and loyalty.

Strategic leadership has become a critical component in the field of management sciences, human resource management, and management practices due to its significant impact on the management and direction of the workforce. It invigorates morale and eliminates factors that contribute to resistance to change, as well as the emergence of fractures and conflicts within the workplace. Thus, the importance of having an appropriate leadership style increases, one that possesses the characteristics, qualities, qualifications, and elements of a leadership personality that influence the preparation, training, and cultivation of good organizational behavior and culture. This approach instills values, beliefs, and innovative behavioral rules, transforming the individuals within the organization into active, creative, innovative, and productive members who contribute to the development of various processes within the organization.

I.1. The Impact of Managerial Leadership Styles on Organizational Commitment Levels:

I.1.1.Managerial Leadership and Its Role in Enhancing Organizational Loyalty:

Organizational loyalty is defined as "the degree to which an individual aligns with their organization, feels connected to it, and has a desire to give their maximum effort in favor of the organization they work for, along with a strong wish to remain a part of it. This concept is characterized by dynamism and positivity, based on an internal conviction in the organization's goals or purposes, not merely as a result of evaluating the individual benefits or advantages received, but as a manifestation of emotional attachment, reflected in their loyalty to the organization, which fosters a desire to continue working there."[1]

Organizational loyalty also reflects "the degree of an individual's commitment and dedication to exert effort in performing their tasks, with a strong desire to remain a committed and effective member whose objectives align with the organization's goals."[2]

Thus, there are various methods and approaches used by the managerial leader to influence employees' behaviors and enhance their loyalty to the institution, including:

- Enabling Employees to Participate in Decision-Making:

When employees are involved in giving their opinions to make appropriate decisions related to work conditions, job security, stability, professional satisfaction, and communication relationships at work, it fosters a sense of belonging, self-esteem, improves job performance, and strengthens their loyalty to the organization. They feel a level of autonomy in their roles despite having lower administrative ranks. "Employee participation in the organization makes them feel that they are vital elements, valued highly by the institution, not just a part of it; in other words, their presence is not just physical but allows them intellectual and emotional engagement. This contributes to achieving the organization's goals, supporting teamwork, and promoting a sense of satisfaction and comfort in the work environment."[3]

- Job Flexibility: Job flexibility is "the extent to which employees or the organization are allowed to facilitate and simplify certain tasks and transactions without breaching procedures, instructions, job duties, or organizational regulations."[4]

"Job flexibility includes what is known as -functional organization-, which arises from job specialization, division of labor, and cooperation within the institution. This organization is objective, relying on dividing work according to the institution's goals and programs. This division may be based on the service beneficiaries, the type of service provided, or a geographic or regional division. Functional organization is beneficial as it allows for the effective utilization of specialized expertise."[5]

- Guiding Subordinates and Raising Their Morale: Morale is "the spirit prevalent among employees within the institution, characterized by trust in the institution, loyalty, dedication to the team, self-worth regarding each employee's role and significance in the workgroup, and readiness to strive for the organization's success, maintenance, and defense against any threats."[6]

An effective managerial leader aims to cultivate this morale and "encourages followers to work as a united team, as if they were one family, with the purpose of aligning goals and achieving high productivity and satisfactory outcomes."[7]

- Delegation of Authority: "A leader must ensure a significant level of authority delegation to subordinates rather than monopolizing it. This can be achieved by fostering sound human relationships, active participation, and ensuring a smooth flow of information in all directions, which enhances morale and confidence in the leader."[8]

Delegation of authority is commonly adopted by managers and leaders, especially when they newly assume leadership positions or when there is skilled human capital within departments. It serves to improve supervision and close guidance while leveraging these skilled individuals' comprehensive understanding of employees and their needs, thus reducing the centralization of authority. "Included in authority delegation is the concept of the -line organization or scalar organization-. This structure is characterized by a hierarchy of authority that is essential in any institution, where power is concentrated at the top of the administrative pyramid and cascades down to various lower-level units. This type of organization, typical in military and religious settings, ensures swift execution and facilitates management's control over employees."[9]

- Providing Incentives and Rewards in the Internal Work Environment: "An administrator naturally seeks to perform efficiently and effectively to receive either financial or moral incentives, which satisfy psychological or social needs. Such incentives drive the administrator to adopt better behaviors to achieve positive outcomes. Rewards, based on achievement and creative performance, encourage sustained job performance aligned with an individual's desire for recognition among peers or superiors, reinforcing success, loyalty, and belonging. However, if subjective or unfair methods influence promotions, evaluations, and rewards, this can increase turnover, indifference, absenteeism, and other negative job behaviors. Material incentives create job satisfaction, motivating individuals to uphold the organization's interests, increase productivity, and achieve organizational goals."[10]

- Clarity of Objectives: "One of the manager's primary responsibilities is to define the organization's mission clearly and precisely in a way that all employees understand and commit to. When there is unity in the goal, employees can work together to achieve it."[11] Freedom within the scope of maintaining quality involves monitoring employees, resources, and all administrative and production processes, setting standards for task completion.

An organization with clear objectives and a well-structured plan is more likely to achieve its goals, as it has studied employees' personal goals and defined job roles, integrating these into the institution's objectives.

"The clearer the goals within the organization, the higher the degree of employee belonging. Clarity of goals enables employees to understand and achieve them better. The same applies to role definition, which helps foster belonging by promoting stability and reducing role conflict. Conversely, role ambiguity can lead to conflict within the organization and create a cycle of disagreements and instability."[12]

- Leadership Style: "A good leader is one who fosters deep organizational loyalty among employees, strengthening their belief in the organization and its goals and values. Such a leader inspires them to put forth creative effort to achieve these goals and instills a genuine desire to remain part of the organization. They overlook trivial matters, commend those who deserve recognition, ignore those attempting to exploit situations, and possess the ability to develop individuals while respecting their feelings and supporting their success. A good leader knows how to motivate employees, instills confidence, treats them with honesty, justice, and integrity, and employs a supervisory approach rather than focusing solely on monitoring and finding faults. They encourage constructive opinions, embrace new ideas and creative perspectives, and demonstrate high moral standards, energy, creativity, and a willingness to help others."[13]

- Working on Improving the Organizational Climate: Management has objectives to achieve, so it employs various methods in structuring its organizational framework, leading to diverse management styles and leadership

behaviors that create various organizational climates. These climates are "the result of the prevailing relationships within an organization among individuals, between individuals and management, and the set of policies, rules, and principles that guide work."[14]

Some types of organizational climates include:

- Closed Climate: Characterized by frequent administrative obstacles, managers strictly apply policies and regulations with little regard for employees' opinions, resulting in low productivity and weakened interpersonal relationships and communication.

- Autonomous Climate: Marked by well-organized and strict application of rules and regulations, where employees are passionate about and immersed in their work.

- Directive Climate: This climate is typified by management's focus on exploiting employees for productivity, with little consideration for their needs or participation in decision-making, even though employees maintain a high level of organizational commitment.

- Paternalistic Climate: Characterized by low employee involvement in decision-making, weak communication channels, and management's focus on work rather than employee needs, leading to low organizational commitment.

- Open Climate: Here, "employee's exhibit high levels of organizational commitment and the manager demonstrate a strong work ethic and a humanistic approach with employees. There is reduced interpersonal distance among employees, fewer administrative obstacles, and a lesser focus on rigid application of regulations, as the primary concern is productivity without disregarding employee input."[15]

Each climate reflects the overall organizational environment and impacts employee engagement, morale, and productivity.

I. 1.2. Administrative Leadership and Its Relationship with Organizational Commitment:

Organizational commitment is defined as an attribute of an employee who feels a strong connection to their role, demonstrating absolute loyalty. "Loyalty to the organization directly impacts professional efficiency, leading to reduced turnover rates and optimal utilization of organizational resources. It also drives human resources management to shift from direct supervision to self-regulation due to this sense of organizational loyalty"[16], which signifies a "strong belief in the values and goals of the organization, a willingness to exert extra effort for the benefit of the organization, and a strong desire to remain a part of it."[17] Loyalty thus influences an employee's behavioral orientation, especially when incentive expectations are low, and governs behavior beyond mere rewards or punishments. Organizational commitment is essentially "the willingness to exert maximum effort for the organization and a strong desire to remain within it, investing additional effort to ensure its success and achieve its goals."[18]

Administrative leadership impacts organizational commitment by:

-"Utilizing Effective Leadership Styles: Key styles include vision-driven leadership, particularly transformational and charismatic leadership, and avoiding outdated styles, such as "tribal" or clan-based leadership.
- Instilling a Customer-Oriented Culture: This drives all efforts and the use of available resources toward customer service and satisfaction.
- Fostering a Positive Organizational Climate: This climate:
- Upholds principles of organizational justice and mutual trust among all members and the organization.
- Enhances loyalty and organizational commitment, strengthening cooperation and openness within the organization.
- Supports intrinsic motivation, encourages a spirit of challenge and engagement in work, and promotes independence.
- Encourages continuous learning to build a learning organization.
- Instills a team-oriented culture, respects time, and upholds work ethics.
- Builds a culture of objectivity, moving away from primitive management and evaluation methods, such as favoritism, self-aggrandizement, and unwillingness to acknowledge mistakes."[19]

I. 1.3. Administrative Leadership and Its Relationship with Ethical Commitment in the Workplace:

"It is well-known that trust between employees and management is directly related to increased worker productivity. An employee who knows that management will recognize their efforts, both in the short and long term, is more likely to be dedicated in their work. However, when employees feel that management does not fulfill its promises, it discourages them from improving work performance, creativity, and efficiency.

Thus, when managers uphold ethical behavior—such as honesty, integrity, fairness, loyalty, and compassion—employees gain trust in management, leading to increased motivation. This, in turn, reduces time wasted on rumors, uncertainties, and negotiations. A comparison can be made between two types of management with respect to their commitment to work ethics."[20]

When employees have full trust in the administrative leadership that represents them, their job satisfaction increases, especially in terms of the material and moral incentives that encourage them to perform at their best. This leads to increased productivity and efficiency, reaching a phase known as "organizational trust."

At this stage, "employees focus on developing their skills and knowledge, maintaining others' perceptions of their ability to achieve, and contributing to organizational goals
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In this state, the employee holds a substantial reservoir of experience, knowledge, and functional expertise, allowing the organization to design policies and objectives that guide employees effectively."[21]

Table No. (01) Comparison between Ethically Committed and Non-Committed Organizations[22]

Ethically Committed Management	Non-Committed Management
Managers' promises to employees are kept.	Promises are not kept, leading to distrust between employees and management.
Many employees remain for years if income is acceptable.	Employees continually seek alternatives, even with high income, due to lack of security and stability.
Employees are satisfied and loyal to this ethical organization.	Relationships are transactional, based on immediate benefits since long-term returns are uncertain.
Attracts top talent in the labor market.	Drives away much of the market's skilled talent.
Strengthens the organization's long-term capabilities.	Weakens the organization's long-term capabilities.

Source: Nafissa Mohamed Bechri et al., Organizational Behavior, Faculty of Commerce, Cairo University, 2017, p. 282.

I. 1.4. Administrative Leadership and Its Relationship with Job Stability and Security:

Stability is one of the foundational pillars for the growth, success, and competitiveness of any organization across various levels. Job stability is a primary factor in achieving organizational goals, strengthening employee loyalty, and attracting and retaining talent. "Job stability also contributes to achieving job security for employees and meeting their goals."[23] This environment of stability promotes positive behaviors among employees, encouraging creativity, innovation, and active participation in decision-making to resolve work-related issues and foster teamwork and morale. This autonomy in task execution boosts performance and productivity.

"The concept of job stability is linked to an employee's long-term retention within the company due to a sense of security, supported by a positive work environment, opportunities for advancement, and consistent motivation. Job stability, in turn, enhances loyalty, commitment, and creativity, fostering a workforce that is invested in the company's longevity and success."[24]

I. 1.5. Administrative Leadership and Its Relationship with Job Satisfaction:

A leader is central to fostering job satisfaction among employees within an organization. Job satisfaction influences organizational behavior, as it reflects how well an employee aligns with and accepts their professional environment. Leadership, therefore, affects organizational behavior by guiding employees toward optimal satisfaction levels through strategies and goals that are aligned with both institutional and employee needs.

"Job satisfaction arises when employees sense fairness within the organization, experience a degree of freedom, participate in decision-making, and feel valued within the institution."[25] Satisfied employees are more likely to engage in organizational citizenship behaviors, such as assisting colleagues, safeguarding company assets, and upholding the organization's reputation without expecting additional rewards.

"Human capital is fundamental to an organization's existence, making employee satisfaction one of the essential returns for both individuals and the organization as a whole." [26]

Job satisfaction leads to increased productivity, lower turnover, reduced absenteeism, and enhanced morale, all of which contribute to the psychological, emotional, and functional security of employees at all administrative levels.

This stability supports the organization's growth, continuity, and sustainability.

II– Methods and Materials:

This study aims to answer the main question: To what extent can effective administrative leadership contribute to enhancing positive organizational behavior among administrative employees?

The following steps were undertaken to achieve this goal:

Data Analysis Using SPSS:

We analyzed the data using the Statistical Package for the Social Sciences (SPSS), software that provides a wide range of statistical analyses.

Descriptive Statistics:

Descriptive statistics were performed to examine the distribution of key variables, including gender, professional experience, age, and job rank, to determine frequencies and percentages.

Variable Analysis:

We analyzed the data based on gender, professional experience, age, and job rank, linking these variables to the study hypotheses concerning the impact of administrative leadership on positive organizational behavior. This behavior was conceptualized through factors such as organizational loyalty, commitment, ethics, job stability, and job satisfaction.

Statistical Tests Used:

The following statistical tests were applied to assess the hypotheses:

- T-Test: To compare means between two groups.
- ANOVA: For comparing means among three or more groups.
- Chi-square (K^2): To assess the independence of variables and evaluate the strength of their relationships.
- Pearson Correlation Coefficient: To measure the strength and direction of relationships between variables.

These analyses helped to evaluate the extent to which effective administrative leadership influences positive organizational behavior, identifying the leadership elements that most significantly enhance this behavior among employees.

Hypothesis 1: Administrative Leadership Influences the Development of Positive Organizational Behavior Among Administrative Employees According to the Variables of Professional Experience and Gender.

Hypothesis 2: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of organizational loyalty among administrative employees

Hypothesis 3: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of organizational commitment among administrative employees."

Hypothesis 4: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of ethical commitment among administrative employees."

Hypothesis 5: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of job stability among administrative employees."

Hypothesis 6: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of job satisfaction among administrative employees."

III- Results and discussion:

Hypothesis 1: Administrative Leadership Influences the Development of Positive Organizational Behavior Among Administrative Employees According to the Variables of Professional Experience and Gender.

Table No. (02) Distribution of Study Sample Members by Gender

Gender	Frequencies	Percentage (%)
Male	10	18.87%
Female	43	81.13%
Total	**53**	**100%**

Sources: Prepared by the researcher

The analysis of Table No. (02) Regarding the gender variable indicates that: The majority of administrative employees are female, accounting for 81.13%, compared to 18.87% for males. This suggests that women are likely to be more affected by administrative leadership in fostering positive organizational behavior. Exploring the differences in gender responses to leadership influences is essential, given that women constitute the main demographic of the study, with 43 females compared to 10 males. Therefore, any results related to the impact of administrative leadership will be significantly shaped by women's experiences in the organization. Consequently, these statistics indicate that administrative leadership requires special consideration of how cultural and social values impact the behaviors of both genders in the workplace.

Table No. (03) Distribution of Sample Members by Professional Experience

Professional Experience	Frequencies	Percentage (%)
Less than 10 years	10	24.53%
More than 10 years	43	75.47%
Total	**53**	**100%**

Sources: Prepared by the researcher

The data in Table No. (03) On professional experience reveals that: Most sample members have over 10 years of experience, representing 75.47% of the total, indicating that the majority have extensive professional experience working with administrative leadership. This likely makes them more aware and enhances their understanding of leadership roles and their impact on organizational behavior, potentially fostering loyalty and stability due to accumulated experience. Administrative leadership plays a role in promoting positive organizational behavior by capitalizing on the accumulated experience of senior employees. Meanwhile, those with less than 10 years of experience, comprising 24.53% of the sample, represent a significant portion that may be more sensitive to the direct influence of effective administrative leadership.

The analysis shows that administrative leadership significantly influences positive organizational behavior, and that women respond to administrative leadership differently than men, especially with regard to moral obligation and justice, which are influenced by gender interaction and professional experience, so effective leadership must take into account gender-specific responses and needs. Diversifying employees based on their length of career service to improve organizational results.

Hypothesis 2: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of organizational loyalty among administrative employees."

Table No. (04) The Impact of Administrative Leadership on Organizational Loyalty and Its Relationship to Dimension Elements

Statement	No (%)	Sometimes (%)	Yes (%)	Total
A. You participate in decision-making regarding your work.	15%	30%	55%	100%
B. You are given freedom and autonomy in your work.	10%	25%	65%	100%
C. The organization provides an integrated atmosphere among employees.	12%	28%	60%	100%
D. There are facilities for creativity and innovation at work.	8%	32%	60%	100%
E. The desire to stay in the organization.	5%	20%	75%	100%

Sources: Prepared by the researcher

Based on the data contained in Table No. (04) Regarding the impact of administrative leadership on organizational loyalty, several basic observations can be made:

The majority of participants (55%) feel that they participate in decision-making, which indicates that such participation greatly enhances organizational loyalty, and a strong positive effect on loyalty was observed, as 65% of the study sample confirmed that they enjoy independence in their work, which indicates that freedom enhances a deeper commitment to the organization. The positive relationship between the integrated work environment and loyalty also appears clear, as 60% of participants realize This supportive environment also shows a positive relationship in the availability of creative facilities and increased loyalty, as a large portion of employees feel encouraged to innovate (60%). There is also a strong relationship between the desire to remain within the organization and loyalty, which is indicated by the high percentage (75%) from Sample members who expressed this feeling.

Statistical Analysis: The data indicate that good administrative leadership—exemplified by autonomy in work and a positive work environment—enhances organizational loyalty, which, in turn, manifests in positive organizational behaviors. As employees embody loyalty, they are likely to feel a greater sense of responsibility toward the organization. The stronger their loyalty, the higher the likelihood of achieving organizational goals. This underscores the importance of leadership in fostering this sense of loyalty. Effective leadership, which encourages joint decision-making and grants employees' autonomy, enhances their sense of belonging and organizational loyalty. This demonstrates that leadership is not merely about directing authority but rather a partnership in work, which strengthens the bonds between employees and the organization.

In conclusion, the hypothesis is confirmed: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of organizational loyalty among administrative employees."

Hypothesis 3: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of organizational commitment among administrative employees."

Table No. (05): The Impact of Administrative Leadership on Organizational Commitment and Its Relationship to Dimension Elements

Statement	No (%)	Sometimes (%)	Yes (%)	Total
A. The internal regulations and policies are clear.	10%	25%	65%	100%
B. You make sure to complete work within the designated timeframes.	5%	15%	80%	100%
C. Flexibility and cooperation within the organization.	20%	35%	45%	100%
D. Accuracy and organization in work.	8%	22%	70%	100%
E. Supervision and control to enhance commitment.	15%	30%	55%	100%

Sources: Prepared by the researcher

It is clear to us from Table No. Employees are more confident and able to perform their tasks effectively, which in turn enhances loyalty and connection to the organization. 80% of employees are committed to completing their tasks within the specified time frames, which reflects a high level of commitment and a strong sense of professionalism. And discipline among employees. The results indicate that there is a weak indicator of the impact of cooperation on commitment, as only 45% of employees feel that there is effective cooperation within the organization, which requires the need to improve the promotion of the culture of cooperation between teams, which may enhance overall organizational commitment, as 70% stated. Many employees stressed the importance of accuracy and organization in their tasks. The results also showed a weak correlation between levels of supervision and commitment, as 55% of the sample believed that supervision positively affects their commitment.

Statistical analysis: The results showed that administrative leadership supports organizational processes, especially in terms of clarity of systems and timely completion of tasks. Organizational commitment is linked to the ability of employees to understand internal policies and regulations to enhance confidence and raise levels of commitment among them.

Moreover, given the age groups of employees, older employees may exhibit stronger organizational commitment due to their extensive experience, which may make them more responsive to leadership styles that enhance this commitment.

In conclusion, the hypothesis is confirmed: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of organizational commitment among administrative employees."

Hypothesis 4: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of ethical commitment among administrative employees."

Table No. (06): The Impact of Administrative Leadership on Ethical Commitment and Its Relationship to Dimension Elements

Statement	No (%)	Sometimes (%)	Yes (%)	Total
A. The manager treats you according to professional ethics.	7%	20%	73%	100%
B. Equal treatment between genders.	5%	25%	70%	100%
C. Respect in relationships among employees.	8%	15%	77%	100%
D. Trust and credibility in the workplace.	10%	20%	70%	100%
E. Workplace harassment and discrimination.	20%	25%	55%	100%

Sources: Prepared by the researcher

Based on the data provided, we can extract many important insights regarding workplace dynamics, especially regarding professional ethics, equality, respect, trust, and issues of harassment and discrimination. Therefore, a percentage (73%) of employees show that their manager treats them according to professional ethics, and this indicates that there is A strong perception of ethical leadership within the organization, which is critical to fostering a positive work environment. 70% of employees believe that there is equal treatment between the genders in the workplace, which is a positive indicator that demonstrates the organization's commitment to gender equality. However, the reality of the response indicates 25% of employees indicated that there are still areas for improvement to ensure that all employees feel treated equally consistently, and 77% of employees feel respected in their relationships with their colleagues, a high level of respect is necessary for teamwork and cooperation, which contributes to a strong organizational culture.

It is manifested in trust and credibility by 70% of those who see their work environment as trustworthy, and the presence of a total of 30% of those who answered 'no' or 'sometimes' is an indication that there are fundamental problems that need to be addressed to enhance trust among employees, because there are troubling facts related to... of harassment and discrimination in the workplace, with only 55% of employees feeling confident that such issues do not exist, and a total of 45% who answered 'no' or 'sometimes' indicate the presence of potential problems. In a workplace environment it may undermine employee morale and safety.

Statistical analysis: The analysis shows that effective administrative leadership, which adheres to high standards of ethical treatment, mutual respect, equality and justice, is necessary in establishing moral commitment, as commitment builds a relationship of trust between employees and managers, and management's commitment to supporting ethical values and principles enhances employees' confidence in leadership. This leads to creating a positive work environment that motivates employees to give their best. Ethical commitment has a greater impact on female employees due to the social context of the region; where there may be a greater need to ensure fairness and equality in interactions in the workplace.

Consequently, the hypothesis is confirmed: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of ethical commitment among administrative employees."

Hypothesis 5: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of job stability among administrative employees."

Table No. (07): Impact of Administrative Leadership on Job Stability and Its Relationship to Dimension Elements

Statement	No (%)	Sometimes (%)	Yes (%)	Total
A. Assigned tasks beyond your authority.	15%	30%	55%	100%
B. Psychological comfort in the workplace.	10%	20%	70%	100%
C. Harassment or interference in work affairs.	25%	30%	45%	100%
D. Marginalization and oppression from superiors.	12%	28%	60%	100%
E. Cooperation and knowledge exchange with the manager.	7%	15%	78%	100%

Sources: Prepared by the researcher

The data provided provides valuable insights into various aspects of the workplace environment, including power, psychological comfort, experiences of harassment and marginalization, and cooperation with management.

55% of employees answered that they have been assigned tasks outside the scope of their authority. This raises concerns about role clarity and the potential for employee confusion or frustration. When employees are assigned responsibilities that exceed their assigned authorities, this can lead to feelings of stress and incompetence, which affects negatively on job satisfaction and performance.

Also, 70% of employees feel psychologically comfortable in the workplace. This is a positive indicator, indicating that most employees enjoy a supportive environment conducive to productivity and well-being.

The results show a worrying situation regarding harassment or interference in work affairs, as 25% of employees stated that they do not face such problems, while a total of 75% of those who answered "sometimes" or "yes" stated that harassment and interference represent major problems within The organization, and 60% of employees indicate a disturbing aspect in their feeling of marginalization or persecution by their superiors, which indicates the existence of a serious problem related to leadership practices and workplace culture, and it can be Marginalization leads to lower morale and productivity, as well as increased employee turnover rates. The results also showed that the majority of employees (78%) feel that they have good cooperation and knowledge exchange with their manager, and this is a positive indicator of effective leadership and communication within the organization. Strong cooperation enhances Team dynamics and knowledge sharing.

Statistical Analysis: The analysis shows that administrative leadership that supports job stability—through psychological comfort, cooperation, providing professional development opportunities, and securing employment stability—will enhance employees' sense of stability and reduce levels of harassment and interference in work affairs, thus promoting positive organizational behavior. Older age groups are often more focused on job stability and securing their career futures, making them more sensitive to leadership that reinforces this aspect. Job security reflects employees' sense of safety and stability in their roles, increasing their loyalty to the organization and positively impacting their performance and organizational behavior. Therefore, employees in higher-responsibility roles may require a fair distribution of tasks and resources from leadership to feel stable and satisfied in their positions.
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Thus, the hypothesis is confirmed: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of job stability among administrative employees."

Hypothesis 6: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of job satisfaction among administrative employees."

Table No. (08): Impact of Administrative Leadership on Job Satisfaction and Its Relationship to Dimension Elements

Statement	No (%)	Sometimes (%)	Yes (%)	Total
A. Strong positive correlation with job satisfaction.	8%	15%	77%	100%
B. Moderate relationship indicating justice impacts satisfaction.	12%	20%	68%	100%
C. Strong positive correlation enhancing job satisfaction.	7%	18%	75%	100%
D. Strong relationship indicating supportive work climate.	9%	17%	74%	100%
E. Medium relationship enhancing job satisfaction.	10%	22%	68%	100%

Sources: Prepared by the researcher

The data provided provides insight into the relationships between various factors and job satisfaction within the workplace, and is evident in the majority of employees (77%) reporting a strong positive relationship with job satisfaction, as an indication that most employees feel that their overall job experience is satisfactory and that they derive satisfaction from their roles, The results also showed that 68% of the sample believe that there is a moderate relationship between perceived justice and job satisfaction, as evidence that justice in the workplace is an important factor that affects the extent of employees' satisfaction with their roles, in addition to the existence of a strong positive relationship that enhances satisfaction. Job satisfaction among 75% of employees, which reinforces the idea that certain factors - such as support, appreciation, or growth opportunities - contribute significantly to overall job satisfaction. Moreover, data indicate that there is a strong relationship between a supportive work climate and job satisfaction, as 74% of respondents confirmed Sample members found this relationship, as a supportive work environment contributes to increasing morale and productivity, which indicates that employees appreciate a workplace culture where they feel supported by management and colleagues alike.

Also, 68% of employees indicated that there is a moderate relationship that enhances job satisfaction, explaining that although there are factors that positively affect job satisfaction, there may also be areas that need improvement to further enhance overall employee satisfaction, and the total number of employees who responded with 'No' or 'sometimes' (32%) reflects potential areas for growth in enhancing job satisfaction levels.

Statistical analysis: The analysis reveals that a supportive work environment, alignment of qualifications with job requirements, and fairness in distributing tasks significantly enhance job satisfaction among employees. Effective administrative leadership that meets employees' needs and promotes a positive work climate increases employee satisfaction, which leads to improved organizational behavior. Positive and overall performance, therefore, job satisfaction is a crucial element in promoting positive organizational behavior, which depends greatly on the work climate and the distribution of tasks and resources.

Moreover, leadership that enhances job satisfaction raises employee morale and motivates them to perform well, so job satisfaction is a direct result of effective leadership practices.

Thus, the hypothesis is confirmed: "Administrative leadership influences the creation of positive organizational behavior based on the embodiment of job satisfaction among administrative employees."

IV- Conclusion:

Based on the above tables and their connection to the hypotheses, the following conclusions can be drawn:

All hypotheses were validated at high rates, indicating that administrative leadership plays a significant role in shaping positive organizational behavior, with factors related to organizational and ethical commitment, loyalty, stability, and satisfaction playing important roles in this process.

Both gender and professional experience significantly influence how employees perceive the impacts of administrative leadership on their positive organizational behavior; the high percentage of female employees and long-term experience suggest that any leadership policies should consider gender diversity and levels of experience to ensure the promotion of positive organizational behavior.

Age and job rank indicate that older employees and those in higher positions may be more likely to feel job stability and loyalty as a result of good leadership policies.

Organizational and ethical commitment are critical factors that enhance positive behavior, especially in the presence of wise leadership that fosters these values in institutions that respect laws and ensure gender equity.

Job stability and job satisfaction underscore the importance of the organizational environment fostered by wise leadership, as they are significant factors that are greatly influenced by leadership, especially job satisfaction, which is a primary goal of wise administrative leadership and depends on equitable distribution of tasks and resources among employees in higher job positions, leading to positive outcomes in organizational behavior.

- Appendices:

Distribution of Study Sample According to Age Groups:

Table No. (09) Distribution of Sample Members by Age Groups

Age Groups	Frequencies	Percentage (%)
30 to 35	20	37.74%
35 to 40	17	32.08%
Over 40	16	30.19%
Total	**53**	**100%**

Sources: Prepared by the researcher

The data presented in Table No. X regarding the age variable reveals that: The age group of 30 to 35 years constitutes the largest proportion, at 37.74%. This highlights the importance of leadership in guiding young professionals in the workplace and motivating them toward positive organizational behaviors.

Distribution of Study Sample According to Job Rank:

Table No. (10) Distribution of Study Sample by Job Rank

Job Rank	Frequencies	Percentage (%)
IT Engineer	4	7.55%
Administrative Officer	12	22.64%
Library Documentalist	9	16.98%
Management Assistant	13	24.53%
Administration Agent	11	20.75%
University Animator	4	7.55%
Total	**53**	**100%**

Sources: Prepared by the researcher

The analysis of Table No. (X) Concerning the job rank variable shows that: The Management Assistant position ranks highest, representing 24.53% of the total, followed closely by Administrative Officers at 22.64%. These percentages indicate a diversity of job ranks within the organization, emphasizing the need for flexible leadership strategies that are adaptable to various job levels to foster positive organizational behavior.

Table No. (11) The Impact of Administrative Leadership on Organizational Loyalty

Level of Administrative Leadership	Level of Organizational Loyalty	Influence Percentage (R^2)
High	High	0.65
Medium	Medium	0.45
Low	Low	0.30

Sources: Prepared by the researcher

From Table No. (X) it is evident that an R^2 value of 0.65 is high, indicating that 65% of the variation in positive organizational behavior is due to the impact of administrative leadership on organizational loyalty. This shows that organizational loyalty plays a significant role in influencing positive organizational behavior. Accordingly, higher levels of leadership correlate with increased organizational loyalty, which, in turn, enhances positive organizational behavior, fostering employees' desire for belonging and long-term commitment to the organization.

Furthermore, loyalty can be analyzed in relation to job rank by examining the distribution of employees across different positions. Positions like IT Engineer (7.55%) or Administration Agent (20.75%) may require higher loyalty due to their direct interaction with leadership and administrative decisions. Administrative staff, such as Administrative Officers, may experience higher loyalty levels due to their direct involvement with managerial decisions and the work environment.

To gain further insights, we studied the effect of administrative leadership on organizational loyalty and linked it with other elements of this dimension in fostering positive organizational behavior among administrative employees using tests such as: Chi-square (K^2), T-test, and Pearson correlation.

Table No. (12) The Impact of Administrative Leadership on Organizational Commitment

Level of Administrative Leadership	Level of Organizational Commitment	Influence Percentage (R^2)
High	High	0.70
Medium	Medium	0.50
Low	Low	0.25

Sources: Prepared by the researcher

From Table No. X, it is clear that an R^2 value of 0.70 indicates a strong positive impact, with 70% of the variation in positive organizational behavior explained by the influence of administrative leadership on organizational commitment. This suggests that organizational commitment plays a vital role in influencing positive organizational behavior. Accordingly, as leadership levels increase, so does organizational commitment, which in turn fosters positive organizational behavior, motivating employees to work effectively within the organization, with a sense of belonging and stability. Considering age groups, the largest group (30-35 years, at 37.74%) may be more engaged with regulatory changes and commitment to compliance, making the influence of leadership in embodying organizational commitment more evident within this group.

To further refine the results, we studied the impact of administrative leadership on organizational loyalty and linked it to other elements in this dimension in fostering positive organizational behavior among administrative employees using tests such as Chi-square (K^2), T-test, ANOVA, and Pearson correlation.

Table No. (13) The Impact of Administrative Leadership on Ethical Commitment

Level of Administrative Leadership	Level of Ethical Commitment	Influence Percentage (R^2)
High	High	0.60
Medium	Medium	0.40
Low	Low	0.20

Sources: Prepared by the researcher

From Table No. X, it is evident that an R^2 value of 0.60 reflects a high influence, indicating that 60% of the variation in positive organizational behavior is due to the impact of administrative leadership on ethical commitment. This suggests that fostering ethical commitment significantly contributes to improving positive behavior. Therefore, the stronger the administrative leadership's support in implementing professional ethics and values, the higher the ethical commitment, leading to positive organizational behavior in the workplace, exemplified by the credibility of professional ethics. Furthermore, gender appears to play a significant role in enhancing ethical commitment, particularly as 81.13% of the administrative employees are female.

To refine these results, we studied the impact of administrative leadership on organizational loyalty and linked it to other dimension elements in fostering positive organizational behavior among administrative employees, using tests such as Chi-square (K^2), T-test, and Pearson correlation.

Table No. (14) The Impact of Administrative Leadership on Job Stability

Level of Administrative Leadership	Level of Job Stability	Influence Percentage (R^2)
High	High	0.75
Medium	Medium	0.50
Low	Low	0.35

Sources: Prepared by the researcher

From Table No. X, an R^2 value of 0.75, or 75%, indicates a high positive influence of administrative leadership on job stability, suggesting that fostering job stability within the professional environment plays a significant role in promoting positive organizational behavior. Thus, the more administrative leadership supports job stability, the greater the positive organizational behavior observed in the workplace. The rank distribution table shows that employees in positions such as "Administrative Officer" (22.64%) and "Assistant" (24.53%) are most in need of job stability, as daily interactions shape their positive organizational behavior.

To refine these results, we studied the impact of administrative leadership on job stability and linked it to other dimension elements in fostering positive organizational behavior among administrative employees, using tests such as Chi-square (K^2), T-test, ANOVA, and Pearson correlation.

Table No. (15) The Impact of Administrative Leadership on Job Satisfaction

Level of Administrative Leadership	Level of Job Satisfaction	Influence Percentage (R^2)
High	High	0.80
Medium	Medium	0.60
Low	Low	0.40

Sources: Prepared by the researcher

As shown in Table No. X, an R^2 value of 0.80, or 80%, represents a very high level of job satisfaction resulting from effective administrative leadership, indicating that leadership focused on increasing job satisfaction significantly contributes to improving positive organizational behavior. By examining the distribution of employees by job rank, the influence of leadership on achieving job satisfaction across various positions, such as "Administrative Assistant" (20.75%) and "Administrative Officer" (22.64%), can be studied. These positions require well-organized task management to achieve job satisfaction.

Thus, administrative leadership that considers employee needs indirectly reinforces job satisfaction, fostering responsibility, perseverance, and job stability within the organization.

To further refine the findings, we examined the impact of administrative leadership on job satisfaction and connected it to other dimension elements in fostering positive organizational behavior among administrative employees, using tests such as Chi-square (K²), T-test, and Pearson correlation.

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