A Report on the Role of Leadership Style in Enhancing Organizational Productivity in Oman Telecommunication Company During Covid-19

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ABSTRACT

Leadership style is important in the current era to face the transformations and challenges the world is witnessing, in the age of competition, market economy and globalization.   As for the secondary data, the research reported enriching the useful information of previous studies on the role of leadership styles, collected from various sites such as electronic journals, academic articles, books, websites, and so on. According to the results obtained, there is a positive interrelated relationship between the leadership style and the organizational productivity of the company. The results also showed that productivity problems are primarily caused by bad leadership style, and companies do not rise except with an effective leadership style. There are recommendations that were presented to the results of this research in order to demonstrate the importance of the leadership style in improving, developing and succeeding the company at the organizational level and performance as a whole.

Introduction and Background of Study

In the recent period, organizations are interested in leadership styles, as it reflects the positive and negative sides. Corporate productivity is associated with leadership style, which made Oman Telecommunication Company (OmanTel) choose the ideal leaders who possess leadership capabilities such as prediction, motivation, creativity, processing, evidence, and so on. Leadership means the manager's ability to influence others in order to encourage and motivate them to achieve the goals of the organization (Kesting & Niu, 2019).

Research Problem

The research problem revolves around appointing leaders who do not have the necessary capabilities to take responsibility. The decisions of the organization are issued by the leaders, so work proceeds according to their decisions. Many organizations fail because of the wrong decisions of the leaders (Kesting & Niu, 2019).

Research Aim

The aim of the research is to show leadership styles and their impact on the success or failure of the organization. Leadership styles differ according to the organization's goal. In addition, the aim of the research is to analyse corporate productivity issues that are caused by failed or not well-studied leadership styles. Also, the research aim includes leadership styles during Covid-19 pandemic and its impact on the performance of the institution.

Research Objectives

1)   To identify and evaluate the different leadership styles in an organization.
2)   To identify productivity issues caused by leadership style.
3)   To evaluate how leadership styles enhance organizational productivity.
4)   To provide recommendations to address issues on productivity as affected by leadership style.

Research Questions

1)   What are the different leadership styles in an organization?
2)   What are the productivity issues caused by leadership style?
3)   How leadership styles enhance organizational productivity?
4)   What are the recommendations to address issues on productivity as affected by leadership   style?

Literature Review

The literature review will include several topics on the role of leadership styles in enhancing the productivity of OmanTel. Leadership styles vary and differ from one company to another, according to the company's goals and strategies. The literature review will also reveal the relationship between leadership styles and enhancing company productivity as well as the disclosure of productivity issues related to leadership styles.

Different Leadership Styles in an Organization

According to Reunanen and Kaitonen (2020), the leadership methods used in Oman Telecommunications Company (OmanTel) vary with one of the most prominent leadership methods is democratic leadership. The democratic leadership made each of the leaders of Omantel takes the right decisions because of the opportunity for the work team to express their views on the issues raised by the leader (Bhargavi & Yaseen, 2019). Employees must feel that they are leaders, and by implanting the leadership in them, it makes the work environment more productive and independent (Reunanen & Kaitonen, 2020).

Leadership Style Enhancing Organizational Productivity

Effective leadership affects the productivity of the organization. The leader is the person who plays a role in drawing the achievement of the goal. The ideal leaders spread knowledge, creativity and motivation between them and the workers, thus helping to increase the productivity of the company Business leaders around the world seek to improve the productivity of their companies, and improving the company is not only improving performance and work, but also performing the right actions in sound ways. The company seeks to expand the scope of providing services in other different fields (Bhargavi & Yaseen, 2019). The leader's style is reflected in the organizational performance of the company. Whenever the leader is ideal and possesses unique leadership capabilities, this reflects on the company's exit with a performance that satisfies the functional environment as a whole (Khaliq & Ahmed, 2021).

Productivity Issues Caused by Leadership Style

Productivity means the results obtained by the organization in return for the effort exerted by the employees (Khaliq & Ahmed, 2021). Omantel screens leaders before hiring them, because organizational productivity is associated with leadership styles. Oversight is required of leaders and is one of the important things that preserve employee productivity. Oman Telecom Company has great leaders who have the responsibility that reflects good productivity (Bhargavi & Yaseen, 2019). Leadership styles must be well thought out; it is difficult for the productivity of any company to be affected by leadership styles.

According to Khaliq and Ahmed (2021), leaders are preoccupied with their life matters, and these caused them to not focus in all aspects of the workplace. It is best for leaders to hear employees and their ideas in order to avoid productivity problems (Bhargavi & Yaseen, 2019). Considering that employees are the category most related to productivity, leaders should take care of them, motivate them, encourage them, appreciate them, and constantly develop them. Also, there is no organization that does not experience productivity problems, but how the organization and its leaders behave with productivity matters most (Reunanen & Kaitonen, 2020).

Research Methodology

According to Rezigalla, (2020) research design is a framework of research techniques and methods that are determined and chosen by the researcher to conduct the study. The research design allows the researcher to choose the appropriate method for the subject and prepare the study successfully without obstacles. The study will include a variety of sources, including tables in Word, charts, and data analysis in Excel.

Research Methods

Research methods are the procedures for collecting and analysing data as the development of research methods is an integral part of research design. Integration of secondary and primary sources in this research, that is, it includes numerical, quantitative and qualitative data, some of which were obtained through the work of the questionnaire, interview, etc., and some through the use of information from previous research of other academic scholars (Rezigalla, 2020).

Descriptive Research

Descriptive research is widely used for many purposes, including to shorten the huge amount of research methods for organizations. The organization must understand the objectives of the study before choosing research methods. Determining the methodology to be used in the research is essential   (Zhang, 2022).

Quantitative Research Design

Quantitative research aims to implement situations in which there are statistical data to obtain facts that can be used for research. The questionnaire data is converted from words into numbers and thus translated by comparing relationships and so on. Statistical analysis is the only way to answer the research questions (Rezigalla, 2020).

Qualitative Research Design

According to Zhang (2022), qualitative data is information that cannot be easily measured, counted, or expressed using numbers like quantitative data. Qualitative data is obtained through direct or indirect observations and open questions. Interviews are qualitative data and are widely used to collect information. Moreover, an experienced supervisor at Oman Telecom Company was interviewed at the main branch in the capital Muscat, in the Al Khuwair region to validate the collected data from survey questionnaire.

Research Instruments

According to Zhang (2022), research instruments are used to collect, analyse and evaluate data for the research topic. Interviews and survey questionnaires are research instruments used in this study.

Population of Study

According to Zhang (2022), the population of study refers to people or elements of the general population of study that share characteristics such as age, gender, and others The target population for the study must be identified and agreed upon. The population of this study are the leaders and supervisors of OmanTel numbering 80.

Sampling Size

According to Zhang (2022), the size of the sampling is the examination of the sample of experts and specialists and the most comprehensive of the subject of the research. The sample size in the research was computed as follows:

Sampling Technique

The sampling techniques is an important main aspect that serves to determine the accuracy of the investigations as a result of the research analysis. This study is based on non-probability sampling technique.

Data Collection Techniques

There are several techniques for data collection in order to analyse and evaluate it in order to benefit from it in covering the research topic. Data collection techniques play a role in obtaining results for the research topic. One of the most prominent techniques of data collection is the interview, which is one of the qualitative data, and it is face to face with concerned people who answered the questions. (Buschle & Bethmann, 2022). Other technique used was the survey questionnaire distributed to the leaders and supervisors of OmanTel.

Data Analysis

After the data collection process, collected data were analysed in order to display the final results. Microsoft Excel was used to analyse the data using the descriptive statistics, frequency distribution, regression and correlation analysis (Buschle & Bethmann, 2022).

The process of analysing data is an important stage to reach the results of the research, and it is done through updating, reviewing and searching for it in order to reach the facts. The main objective of the research is to identify the most effective methods that enhance the productivity of the OmanTel (Galetsi & Kumar, 2020). Descriptive statistics: are coefficients that summarize a set of descriptive data, either as sample of the population or a population. Descriptive statistics are divided into measures of variance and central tendency. It provides basic simulations of data, samples and measurements. Furthermore, its measurements are mean, median, mode, and others (Siedlecki, 2020).

◢	A	B	C	D	E	F	G	H	I	J
1	Age							Age		
2	20									
3	30							Mean	33.33333333	
4	40							Standard Error	2.271283813	
5	35							Median	30	
6	25							Mode	30	
7	50							Standard Deviation	10.40833	
8	30							Sample Variance	108.3333333	
9	35							Kurtosis	-0.910931174	
10	25							Skewness	0.419315344	
11	40							Range	30	
12	50							Minimum	20	
13	30							Maximum	50	
14	20							Sum	700	
15	30							Count	21	
16	50									
17	20									
18	30									
19	30									
20	40									
21	50									
22	20									

Figure 1. Age of the respondents

The above table shows the 43 respondents, whose ages ranged from 20 to 25 years, on the issue of the role of leadership styles in enhancing organizational productivity. The standard deviation is 10.40, which indicates that the number of respondents were in the age group between 20 and 25 years.

Frequency Distribution: It is the statistics in the form of a graph of a group of data. The researcher used the frequency distribution so as to show the frequency of possible occurrence of results in a situation that may be repeatable. The frequency distribution is plotted in the form of a histogram or pie chart (Bairagi & Munot, 2019). Below are results obtained through frequency distribution.

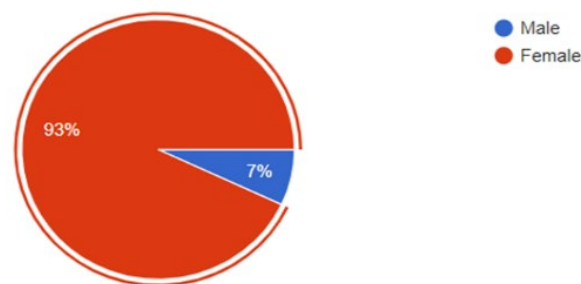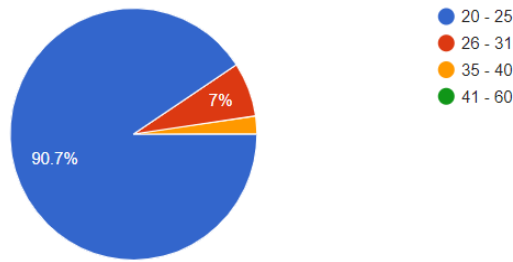## Demographic Analysis (Quantitative Data Analysis)


Figure 2. Gender of the Respondents

The pie chart shows male and female respondents. The research sample includes both males and females. The graph shows the percentage of male responses, 3, representing 7%, while the percentage of female responses is 40, which is 93%, out of the total number of responses, which is 43.

Figure 3. Age of the Respondents

The pie chart shows the age ratios of those who responded to the questionnaire. Most of the people who answered are from the 20-25 category, their number is 39, or 90.7%. The age group 26-35, three people with a rate of 7%, then one person from the age group 36-40, with a rate of 2.3%. The last age group is between 41-60, no responses were obtained.

Correlation: Correlation is a statistical measure that determines the extent to which two driving styles move and expresses the relationship between two variables, meaning that they change at a constant rate. (Chang & Zhang, 2019)
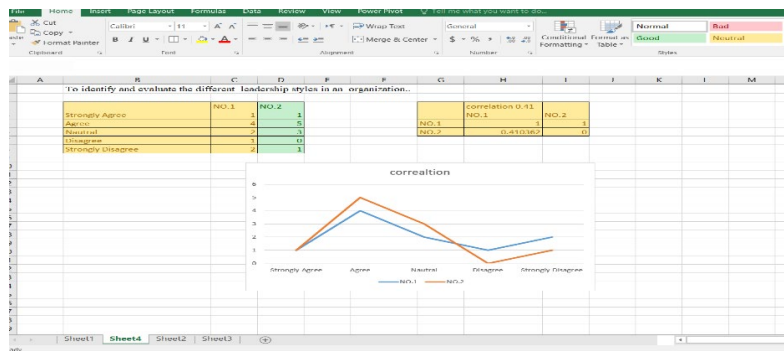
Figure 4. The variables of role leadership styles of Oman telecommunication company

Two questions related to the purpose of different leadership styles were merged. The correlation is 0.41, and it is considered a positive correlation, so that enhancing the company's productivity and the company's influences, whether external or internal, are both in the same pattern as shown in the graph of the two questions (Bairagi & Munot, 2019).

Regression analyses: Regression analysis includes a set of statistical methods in order to calculate the perimeter connection (Chang & Zhang, 2019).

Regression analysis shows the strength of the effective methods relationship for two variables. The future prediction showed that the two methods actually have a future demand due to the benefits received from the data (Galetsi & Kumar, 2020).

Conclusion

In conclusion, the results showed that the large percentage occupied by leadership styles in terms of enhancing organizational productivity. The style of leaders drives the success of OmanTel, which makes it choose the qualities of leaders accurately to continue the path of excellence and productivity at the local and global levels.

Recommendations

- Gain superior privileges: The ambitions of any company do not stand at a certain limit, as Omantel seeks to rank first in terms of acquiring larger customers.
- Follow-up of modern technology developments: Leaders must make sure that the company is moving with modern technology. The world is changing rapidly through industries, technologies, programs and advanced devices.
- Studying methods before applying them: companies that collapsed due to a change in structure or leadership styles. Oman Telecom Company does not apply any method before studying it well and taking into account all aspects.

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