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Research paper

The Extent Implementation of Situational leadership styles and its relationship in achieving organizational efficiency Field study on Civilian Defense in Jordan

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Abstract

The aim of this paper is to know the extent implementation of situational leadership styles and its relationship in achieving organizational efficiency, field study on civilian defense in Jordan, the importance of study comes from the importance of situational leadership in achieving organizational efficiency, also civilian defense is considered one of the most important governmental emergency service, provides free services in the field of rescue ,ambulance, evacuation, to the community and state, whether in peace or war, the sample was (56) persons distributed for manager, assistant Director, head of department,(54) questioners returned,(2) questioners, disposed of,(52) questioners analyzed (93%)the study applied certain statistical techniques such as percentage, mean, standard deviation, simple correlation, Cornbach Alpha.

The Results of the Study are:

1. Samples trends are positive with high degree toward (participant style, coaching style, directing style, delegation style) except authoritarianism style was weak.
2. Samples trends are positive with high degree toward organizational efficiency.
3. There is a significant relationship between situational leadership styles (participant style, coaching style, directing style, delegation style) and organizational efficiency, except authoritarianism style was weak.

Recommendations

The study came up with the following recommendations to the leaders and managers of civilian defense & organizations in public sector and private sector:

1.Leaders and managers must increase interesting in situational leadership styles, because achieving goals depend on the decision-making in the suitable situation and time.
2.Leaders and managers must know the capabilities, abilities, competences of the followers, and required needs such as training, development, needs and increased trust between the managers and followers to success situational leadership.
3.Make other research regards to situational leadership styles and its relationship in achieving organizational effiencey in other organizations.

Keywords. *Situational leadership styles, organizational efficiency, Civilian defense*

1. Introduction

Successful leadership is very important at the present time; leader's must do well to achieve the organization's objectives, efficiency and continues in growing and progress through the exploitation of organization's resources with higher efficiency. The greatest success in managerial leadership in obtaining the cooperation of human resources, which represent the most important resources of the organization, leader behavior style is playing an important role in obtaining the efforts of subordinates and motivate them to work with dedication and sincerity.
The leadership behavior styles and ways of dealing with subordinates play a great role in motivating the subordinates and perform their decision and goals**.**
Organizations in general and civilian defense organization in particular are facing many challenges results from changing and development, emergency tasks,technology development, external and internal environment, these challenges require managerial leadership have abilities and capabilities to face challenges and unexpected situations to achieve efficiency.
"Situational Leadership styles said there is no one size sutibale all elements to leadership, its depends on the circumstances and situations, varying levels of leadership are important to any organization, leaders must clarify their most important functions, and readiness level of their subordinates by analyzing the followers ability and willingness, leaders must apply the most sutitable leadership style to fit the situa-

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tion"(Kaifi, et al, l2013).
This study aims to identify the extent implementation of situational leadership styles and its relationship in achieving organizational efficiency, felid study in civilian defense in Jordan.

2. Study problem and questions

Many organization are facing several administrative leadership problems,the Situational leadership style has become an important to achieve the organizational efficiency,civilian defense is considered one of the most important governmental emergency service, its provides free services in the field of rescue ,ambulance, guidance to community, whether in peace or war, leadership styles in general and situational leadership in particular are important in success organizations efficiency, the problem of the study is represented of:There is lack of awareness in many administrative leadership about the role of Situational leadership styles in achieving organizational efficiency, the problem of the study is represented in answering the following questions:

What is the extent implementation of situational leadership styles, and its relationship in achieving organizational efficiency in civilian defense in Jordan?
This question is subdivided into the following questions:

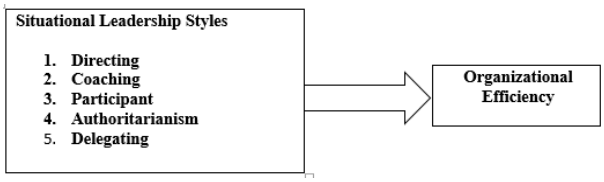
1- What is the extent implementation of Situational leadership styles in civilian defense in Jordan?
2- What is the most important situational leadership styles achieving organizational efficiency in civilian defense in Jordan?
3- Is there a significant relationship between the situational leadership styles and organizational efficiency?

3. Study hypotheses

Main hypothes: There is no significant relationship between the situational leadership styles and organizational efficiency in civilian defense in Jordan, this hypothesis has the following sub-hypotheses**:**

1. There is no significant relationship between directing style and organizational efficiency.
2. There is no significant relationship between coachingstyle and organizational efficiency.
3. There is no significant relationship between participantstyle and organizational efficiency.
4. There is no significant relationship between authoritarianism style and organizational efficiency.
5. 5. There is no significant relationship between delegation style and organizational efficiency.

4. Study model Independent variable Dependent variable



5. Importance of the Study

This study is very important for leaders and managers in all managerial levels, also this study I think is the first study in Jordan choosing this subject "The Extent Implementation of Situational leadership styles and Its relationship in achieving organizational efficiency ,Field study in civilian defense in Jordan" the study took civilian defense in Jordan as filed study, because it's one of the most importantance public organizations perform services at any time, and it has a huge tasks, day and night, always in emergency, these organization requires from managers and leaders to make appropriate situational leadership decisions in the suitable time and place.
The importance of the study comes from the role of situational leadership in success and achieving organizational efficiency, this study will provide heads of government organizations and private organizations to develop and achieve organizational efficiency, and it will contribute theoretical background in managerial science, the study will contribute the knowledge about situational leadership styles for researchers and libraries.

6. Procedural definitions

1. **Situational leadership styles**. Situational leadership is flexible, adapts to the existing work environment, and the needs of the organization, situational leadership styles is not based on a specific skill of the leader; it modifies the style of management to suit the requirements, needs of the organization.
2. **Organizational efficiency**. Organizational efficiency is the organization's degree of success in using the least possible inputs in order to produce the highest possible outputs, or the degree of organization's ability to fulfill its mission with the smallest costs or resources.

3. **Civilian Defense.** the system of protective measures and emergency relief activities conducted by civilians in case of hostile attack, sabotage, or natural disaster, civilian defense in Jordan is a governmental emergency service, provides free services in the field of rescue ,ambulance, guidance to community, whether in peace or war.

7. Literature Review

7.1. Situational leadership

There is no leadership style can be used in all situation ,but each situation has different leadership style can be taken by the leader,leaders should be abe to go from style to anthor to face the changing needs of followers and organization,the situational leadership style depends upon the organizations environmental and the competence ,commitment of subordinates ,leader should be understand the needs of subordinates ,and fit its leadership style to meet those needs,and leader must has the ability to move from one style of leadership to anthor,also the leader must be able to obtain subordinates trust and confidence, the situational leadership should be able to solve problems.
"Situational leadership style has become an important subject in many organization and academics researchers, in public sector and private sector, the leadership term was primarily come from famous Greek philosopher "plato" 427-347" (Takala, 1998).
Situational leadership is one of the most leading styles has attracted those intrested in leadership.It was developed by Hersi and Blancard in 1969, its based on that appropriate leadership style depends on the situation, this mean there are different situations and tasks require different types of leadership, the leadership style changes depends on situation, this theory emphasizes that there is no one method of leadership suitable for all situation.
In 1985 Blancard and group of researchers developed a practical model based on situational leadership, it depends on the axes of the leaders approach and the evolutions of the followers.The first axis leader style is a guidline to give instructions for followers to perform tasks, and telling them how to do the work, when and where, the follwers are classified according to main aspects, the efficiency aspect which means the extent of scientific knowledge and ability to perform tasks.
The second axis is the commitment aspects; mean the desire of followers to perform the functions.
"Situational leadership is composed of both a directive and supportive dimension, and each dimension has to be applied suitability in a given situation, the directive style is comparable to task behaviors and the supportive dimension is similar to "relationship behaviors". "Situational leadership said that leaders need to search about their employees needs and then adjusts their style accordingly" (Northouse, 2004, p. 87).
"The three basic competencies of situational leadership are: flexibility, diagnosing, partnering, flexibility in leadership style is important if a high level of leadership effectiveness is desired and required by the ssituation". (Silverthorne&Wang.2001, P.400)

"The Situational Leadership Model (Adapted from the model by Ken Blanchard and Paul Hersey in Management of Organizational Behavior, '96) the situational leadership model suggests that there is no "one style fits all" elements to leadership, depending on the situation, varying levels of "leadership" and "management" are necessary. Leaders must first explane their most important functions. Second, leaders should know the readiness level of their followers by analyzing the group's ability and willingness, depending on the level of these variables, leaders must apply the most appropriate leadership style to fit the given situation, there are three Steps of the situational leadership model, first step: identify the most important tasks or priorities, second step: diagnose the readiness level of the followers, third step: decide the matching leadership style" (Kaifi, et al, 2013).

(Kaifi, etal, 2013) said there are four types of Situational Leadership:
1.Directing is high on directing behavior, but low on supporting behavior.
2.Coaching is high on both directing and supporting behavior.
3. Supporting is low on directing behavior, but high on supporting behavior.
4. Delegating is low on both directing and supporting behavior.
(Daniel G oleman, 2004) defines six kind of situational leadership: Coaching leaders.Who work on an individual's personal development as well as job-related skills, this style works best with people who know their limitations and are open to change.
- Democratic leaders. Who give followers a vote in almost all decisions, when used in optimal coditions, it can buld flexibility and responsibility within the group. Affiliative leaders. Who put followers first, this style used when moral is very low, and the leader bulid the team'sconfidence this style has poor performance when team building is happening Coercive leaders. This style tell followers what to do, it is good in disasters or if an organization requires a total overhaul.

7.2. Organizational efficiency

The origine of "efficiency" is Latino, the concept of organizational efficiency is the standard of rationality in use of human, material, financial and information resources, the organization aims at growth and development must ensure continuous human, material, financial and information in order to function effectively and continuously.
Efficiency refers to the relationship between the quantity of inputs,and the quantity of outputs, the ratio between the resources used and the results, the efficiency increases when the resources used are less than the results achieve.
The concept of organizational efficiency is effective and efficient in the use of its available resources to achieve objectives, there is a difference between efficiency and effectiveness,efficiency means doing right things,effectiveness means doing things well(Attiyah,2007:20).
The organizational efficiency means that the use of available human, financial, material, and technological and information resources with high efficiency, organization looking for growth and development must ensure that human, material and financial resources are available for high efficiency (Al - Zaharni, 2009: 45).

8. Past studies

8.1. Study Eyad Hmmad (2017)

"Situational leadership effect on the empowerment of workers, a field study on workers in Damascus Hospital. This research aims to identify the relationship between the Situationalleadership and empowering employees in the public authority for hospital Damascus, the results show that the empowerment of workers affected by the leadership attitudinal manager, but there are other factors that can have influence on the empowerment of workers, the correlation between situational leadership and the empowerment of workers has been positive".

8.2. Study Almasadah (2007)

The situational theory in leadership and its impact on the leadership style in public security directorate in Jordan, Sudan University of Science and Technology, Business Studies." The study aimd to select the application of the situational theory in the Public security directorate in Jordan,and identify, analyze leadership styles, and its effectiveness for managers, also identify their suitability to Jordanian environment, the results show that the level of employees maturity at the department managers had a low average maturity level, and the departments heads leadership style is more appropriate for maturity level,the results indicate that there is a correlation between the leadership pattern followed and the level of the staff's".

8.3. Slamet, et al (2013).

The Influence of Situational Leadership on Job Satisfaction and Job Performance, a Study on Trans Jakarta Bus way as Transportation Service in DKI Jakarta.
"This study analyzed the factor of situational leadership on job satisfaction and job performance. The case study was done at Trans Jakarta's Public Service Agency, with (444) employees. (100) samples were taken by random sampling ,the results showed that situational leadership and job satisfaction determined by direct indicators can improve job performance directly, good situational leadership is a situational leadership which is able to improve job satisfaction and finally improve the performance. The result also strengthens the previous research.

8.4. Husin, Nurwati (2016).

The effect of situational leadership style and work motivation on employee performance. "this study amed to determine and analyze the effect of Situational Leadership Style and work motivation on performance of employees in department of social, manpower and transmigration bombana district, the populations in this study are all Civil Servants within the department of social, The result showed that situational leadership style and work motivation have a significant effect on employee performance.

9. Results and Discussion

There are two types of data, fist; secondary data, represented in the published literature, books, journals, previous studies and journals related to the study ,second is primary data" questionnaires".The questionnaires were distributed on "civil defense, engineering, human sciences and other", the final sample size was (56) questionnaires, distributed, (54) returned, (2) disposed of, (52) analyzed, (93%). The questionnaire consisted of two parts, the first part aimed at collecting identification data about: gender, job, educational level, specialization, and number of years in work, the second part aimed at measuring the variables, which consisted of, five independent variables (directing, coaching, participant, authoritarianism and delegating) and one dependent variable (organizational efficiency).
The second part was Likert scale adopted: to a very strongly agree (5), agree (4), no certain (3), not agree (2), strongly not agree (1).
The reliability of the questionnaire results, the coherence between its questions, it was submitted to selected civilian defense in Jordan and selected experts in the field of getting their feedback and responses. The questionnaire was also subjected to reliability analysis to measure Alpha Cornbach coefficient was found (0.87).
The conclusions of questionnaire are considered reliable to the realization of the study objectives.
To achieve the objectives of the study and test its hypothesis, the analytical descriptive causal approach was used in order to show how the extent implementation of situational leadership styles and itsrelationship in achieving organizational efficiency in civilian defense in Jordan. Simple correlation coefficients were used to test the hypotheses.
The questionnaire's answers were transformed into a worksheet using SPSS (22) statistical package for the analysis, the results were as follows:

9.1 Characteristics of Respondents

Sample characteristics: (1) gender, (2) job title, (3) education level, (4) specialization and (5) number of years in work.
Table 1 shows the results obtained after analyzing identification variables. The frequency, percentage for each variable .

Table 1: Analyzing results of identification variables

Variables	Type	Frequency	Percentage %
Gender	Male	42	81
	Female	10	19
Total		52	100
Job Title	Manger	11	21.2

	Assistant Director	17	32.7
	Head of Department	24	46.2
Total		52	100
Education level	High studies	7	13.5
	Bachelor Degree	29	55.8
	General Secondary	12	23.1
Total	Diploma	4	7.7
		52	100
Specialization	Civil Defense	23	44.2
	Engineering	4	7.7
	Human Sciences	9	17.3
	Other	16	30.8
Total		52	100
Number of years in work	Less than 5 years	12	23.1
	5-10 years	21	40.4
Total	More than 10 years	19	36.5
		52	100

The table showed percentage of males (81%) and the percentage of females (19%). Job title shows that the highest number of the respondents holds head of department (46.2) which is most of the sample; educational level shows that the magority of the respondents are bachelor degree (55.8%), specialization shows that the magority of the respondents scivil defense (44.2%).The result of number of years in work shows the highest experienceis 5-10 years (40.4%).

9.2 Descriptive Statistics and Testing of Hypotheses

Results of the statistical analysis for the first variable:(directing style) which is measured by eight questions of the second section, demonstrated in Table 2, show that grand sample mean of the answers reached 4.19, which exceeded population mean (3) and the standard deviation was 0.40, we see there is a positive attitude from participant towards directing style, the most influential paragraphs variable was (8) with mean of (4.35).

Table 2: Descriptive statistics of the statements for directing style.

Variables	Type	Frequency	Percentage %
Gender	Male	42	81
	Female	10	19
Total		52	100
Job Title	Manger	11	21.2
	Assistant Director	17	32.7
	Head of Department	24	46.2
Total		52	100
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	Bachelor Degree	29	55.8
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Table 2: Descriptive statistics of the statements for directing style.

Item	Statements of independent variable	Mean	SD
1	I emphasize the use of standardized procedures to complete the work.	4.13	0.397
2	I emphasize the importance of the time required to accomplish the tasks	4.17	0.430
3	I am act firmly to direct and correct the situation	4.19	0.398
4	I take the necessary steps to direct the subordinates in a clear and accurate manner	4.27	0.448
5	I re-defined subordinates tasks and responsibilities	4.13	0.345
6	I act quickly to correct the situation and take directions	4.21	0.412
7	I take the necessary steps to direct the subordinates in a clear way	4.10	0.298
8	I define the objectives to be achieved.	4.35	0.480
	Grand Sample Mean	4.19	0.40

Mainof Hypotheses: There is no significant relationship between the situational leadership styles and organizational efficiency, this hypothesis have the following sub-hypotheses:

First Hypothesis

HO1: There is no significant relationship between directing style and organizational efficiency.

Using simple correlation analysis, it was found that the simple correlation coefficient between directing style and organizational efficiency was (0.49), we show that there is a positive correlation between them, null hypothesis (Ho1) is rejected it. This means that there is significant relationship between directing style and organizational efficiency.

Results of the statistical analysis for the second variable:(coaching style) which is measured by nine questions, demonstrated in Table 3, show that grand sample mean of the answers reached 4.35, which exceeded population mean (3) and the standard deviation was 0.45, we see there is a positive attitude from participant towardcoaching styles, the most influential paragraphs variable was (1) with mean of (4.77).

Table 3: Descriptive statistics of the statements for coaching style

Item	Statements of independent variable	Mean	SD
1	The department has adequate training centers.	4.77	0.425
2	There is a sufficient budget for training.	4.42	0.499
3	There are appropriate training tools and equipment's.	4.25	0.437
4	Training includes all administrative levels.	4.21	0.412
5	Training needs are identified in good way.	4.31	0.466
6	Thedepartment develops subordinates to take forward leadership tasks..	4.15	0.364
7	I think training is done on modern technologies.	4.29	0.498
8	I think regular training sessions are held for subordinates.	4.27	0.448
9	I think quality training is done at work.	4.50	0.505
	Grand Sample Mean	4.35	0.45

Second Hypothesis

HO2: There is no significant relationship between coaching style and organizational efficiency.

Using simple correlation analysis, it was found that the simple correlation coefficient between coaching style and organizational efficiency was (0.56), it means that there is a positive and significant correlation between them, the null hypothesis (Ho2) is rejected it. This means that there is significant relationship between coaching style and organizational efficiency.

Results of the statistical analysis forthe third variable:(participant style) which is measured by seven questions, demonstrated in Table 4, show that grand sample mean of the answers reached 4.55, which exceeded population mean (3) and the standard deviation was 0.62,we can see there is a positive attitude from sample toward participant style, the most influential paragraphs variable was (1) with mean of (4.87).

Table 4: Descriptive statistics of the statements for participant style

Item	Statements of independent variable	Mean	SD
1	I join employees on their social occasions.	4.87	0.345
2	I encourage employees to share each other in social events.	4.85	0.364
3	Work problems are resolved with the participation of subordinates.	4.71	0.457
4	I take care of subordinates opinions when making decisions related to their work.	4.85	0.364
5	I deal with common problems between subordinates in a fair manner.	4.58	0.696
6	I encourage teamwork	4.29	0.957
7	I involve subordinates in the department activities.	3.67	1.150
	Grand Sample Mean	4.55	0.62

Third Hypothesis

HO3: There is no significant relationship between participant style and organizational efficiency.

Using simple correlation analysis, we can see the simple correlation coefficient between participantstyle and organizational efficiency was (0.39), it means that there is a positive and significant correlation between them, the null hypothesis (Ho3) is rejected it. This means that there is significant relationship between participant style and organizational efficiency.

Results of the statistical analysis forthe third variable:(authoritarianism style) which is measured by seven questions, demonstrated in Table 5, show that grand sample mean of the answers reached 2.88, which not exceeded population mean (3) and the standard deviation was 0.80mwe can see there is a nigative attitude from participant toward authoritarianism style, the most influential paragraphs variable was (7) with mean of (3.13).

Table 5: Descriptive statistics of the statements for authoritarianism style

Item	Statements of independent variable	Mean	SD
1	I punish workers for their mistakes while performing their work.	2.98	0.610
2	I work independently away from subordinates.	2.85	0.751
3	I implement the rules of reward and punishment against subordinates.	3.02	0.918
4	I apply extreme centralization at work.	2.69	0.729
5	I apply abuse behave with mysubordinates.	2.62	0.867
6	I refuse to bargain in my personal opinion.	2.87	0.886
7	I made my decisions without consulting my subordinates	3.13	0.841
	Grand Sample Mean	2.88	0.88

Fourth Hypothesis

HO4: There is no significant relationship between authoritarianism style and organizational efficiency.

Using simple correlation analysis, it was found that the simple correlation coefficient between authoritarianism style and organizational efficiency was (0.08), it means that there is a weak and none significant correlation between them, the null hypothesis (Ho4) is accepted it. This means that there is no significant relationship between authoritarianism style and organizational efficiency.

Results of the statistical analysis forthe third variable:(delegation style) which is measured by seven questions of the second section of the questionnaire, demonstrated in Table 6, show that grand sample mean of the answers reached (4.18), whichexceeded population mean (3) and the standard deviation was 0.54, it can be seen there is a positive attitude from participant towarddelegation style, the most influential paragraphs variable was (6) with mean of (4.37).

Table 6: Descriptive statistics of the statements for delegation style

Item	Statements of independent variable	Mean	SD
1	I leave my subordinates working without interference in their business.	3.90	0.748
2	The president shows the limits of mistakes in front of case during the implementation of tasks.	3.98	0.610
3	The direct president appreciates the excellence performance by praising my performance in front of others..	4.27	0.564
4	I think the team works better when everyone takes part in making decisions.	4.31	0.466
5	I delegate some powers to the most person committed to the rules and regulations of work..	4.23	0.425
6	I delegate some authority to the person have themost capability of achieving the goals.	4.37	0.486
7	I encourage subordinates to solve their problems based on their abilities.	4.21	0.457
	Grand Sample Mean	4.18	0.54

Fifth Hypothesis: HO5:5. There is no significant relationship between delegation style and organizational efficiency. Using simple correlation analysis, it was found that the simple correlation coefficient between delegation style and organizational efficiency was (0.26), it means that there is a positive and significant correlation between them, therefore the null hypothesis (Ho5) is rejected it. This means that there is significant relationship between delegation style and organizational efficiency.

Results of the statistical analysis forthe dependent variable:(organizational efficiency) which is measured by

twelve questions of the second section of the questionnaire, demonstrated in Table 7, show that grand sample mean of the answers reached (4.09), whichexceeded population mean (3)and the standard deviation was 0.41,it can be seen there is a positive attitude from participant toward dependent variable:(organizational efficiency), the most influential paragraphs was (6)with mean of (4.21).

Table 7: Descriptive statistics of the statements for organizational efficiency.

Item	Statements of independent variable	Mean	SD
1	The department has various resources in terms of numbers.	4.17	0.382
2	The department has various resources in terms of type.	3.98	0.370
3	The department has modern sophisticated alarms and communications.	4.04	0.341
4	The department has the appropriate infrastructure.	4.08	0.269
5	The department has an electronic information system to accomplish the required tasks.	4.17	0.382
6	My department receives a variety support from senior management	4.21	0.412
7	The department uses various resources with high efficiency.	4.15	0.364
8	The subordinates perform the tasks required in a correct manner from the first time.	4.06	0.416
9	The department has efficient leadership to accomplish required tasks.	4.15	0.415
10	The subordinates perform the required tasks at the lowest cost.	4.13	0.397
11	The subordinates perform the required tasks with high quality.	4.10	0.298
12	My organization encourages subordinates to perform required tasks.	3.83	0.834
	Grand Sample Mean	4.09	0.41

10. Conclusion

The study examined the Extent Implementation of Situational leadership styles and its relationship in achieving organizational efficiency, Field study from the point of managers and department heads in Civilian Defense in Jordan, the study showed the following results:

1. The trends of samples are positive with high degree toward participant style.
2. The trends of samples are positive with high degree toward coaching style.
3. The trends of samples are positive with high degree toward directing style.
4. The trends of samples are positive with high degree toward delegation style.
4. The trends of samples are negative with high degree toward authoritarianism style.

6. The trends of samples are positive with high degree toward organizational efficiency.
7. There is a significant relationship between the situational leadership styles (directing, coaching, participant, and delegation) and organizational efficiency, except authoritarianism style "weak".

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