

The Impact of Healthy, Authoritarian Leadership on Employees and the Work Environment

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Abstract

This study aims to the impact of authoritarian management on employees, its impact on the work environment, its impact on health services provided to patients and reviews in health facilities, a questionnaire was prepared via Google Drive and distributed to the population aged 25-55 years, men and women, in the cities of Mecca and albahah. As for the questionnaire, it was distributed via the social networking program (WhatsApp), 600 questionnaires were distributed, and 590 responses were obtained via email to the principal researcher. it concluded that authoritarian leadership in the work environment is bad from many aspects in terms of work, employees, and auditors.

Keywords: The impact of healthy, authoritarian leadership, on employees and the work environment.

Authoritarian leadership refers to the leadership that stresses the use of authority to control subordinates (1). In general, authoritarian leadership has a negative connotation in the literature; this type of leadership is negatively related to employees' attitudes, emotions and perceptions, for example, regarding organizational commitment, job satisfaction,

tacit knowledge-sharing intentions (2), team identification (3), intention to stay and organizational justice (4; 5). A substantial body of empirical research has also explored the influence of authoritarian leadership on followers' work-related behavior and outcomes. Authoritarian leadership is negatively related to employ (6; 7), organizational citizenship

behavior (8), employee creativity (9), and employee performance (8; 10; 11; 12), and such leadership is positively associated with employee deviant workplace behavior (13). In particular, studies concerning authoritarian leadership and employee performance have suggested that authoritarian leadership is negatively related to employee performance because subordinates of authoritarian leaders are likely to have low levels of the following: trust-in-supervisor, organization-based self-esteem, perceived insider status, relational identification, and thus, little motivation to improve performance (8; 5; 11; 12). Although previous studies have explored the effect of authoritarian leadership on employee performance from the perspective of self-evaluation or perception, such as organization-based self-esteem or perceived insider status, the underlying mechanism remains unclear (8; 5). To fully understand the effect of authoritarian leadership on employee performance, it is critical to investigate alternative influencing mechanisms of authoritarian leadership from other perspectives (14). For example, (12) reveal that trust-in-supervisor mediates the relationship between authoritarian leadership and employee performance; (11) show that relational identification also mediates this relationship. These findings suggest that authoritarian leadership may lead to a poor exchange between leaders and followers, whereby followers of authoritarian leaders may reciprocate by withholding their efforts at work. These studies use a social exchange perspective to understand the effect of authoritarian leadership on employee performance but fail to examine the exchange relationship explicitly. To summarize, little is known about how authoritarian leadership impacts the ongoing social exchange relationship between leaders and subordinates and how such social exchange affects subordinates' performance. Therefore, we adopt a social exchange perspective to explore the relationship between authoritarian leadership and employee task performance to gain a deep

understanding of employees' reaction to authoritarian leadership behavior.

Material and Methods:

The study began in (the city of Mecca in the Kingdom of Saudi Arabia), and the study ended with writing the data collection in September 2024. The researcher used descriptive analysis, an approach that uses quantitative or qualitative description of the social phenomenon (The impact of healthy, authoritarian leadership on employees and the work environment). The independent variable (The impact of authoritarian management on employees globally) and the dependent variable (The impact of authoritarian management on employees locally). This type of study is characterized by analysis, reason, objectivity, and reality. It is also concerned with individuals and societies, as it studies the variables and their impact on the health of the individual, society, and the consumer, and the spread of diseases and their relationship. For demographic variables such as age, gender, nationality, and marital status. Status and occupation (15), and use the Excel 2010 Office suite pie chart to sort the results (16). The questionnaire is a wonderful and useful tool for collecting a huge amount of data, but the researchers were not able to conduct personal interviews with the participants in the online survey, due to social distancing rules at the time to prevent infection between participants and researchers, because the questionnaire consists of eleven questions, all of which are closed-ended.

Results and discussion:

The percentage of approval to participate in the questionnaire was 100%, and the percentage of participants' ages by age group was as follows: from the age of 25 to the age of 34 years and from the age of 45 years to the age of 55 years: equal at a rate of 25%, and the ages of the participants from the age of 35 years to the age of 44 years were 50%. As for the responses to the

questionnaire questions, they were as follows: First question: Does the environment affect the nature of employees' work? Yes 100%. The second question: Is the application of quality standards linked to the implementation of leadership principles throughout the entire work environment? The same answer is yes 100%. The third question: Are you one of the people who prefer to reach the goal by the shortest means? Yes 50% and no I don't know 25%. Question Four: If the quality of performance increases, the level of job performance in the hospital will rise relatively? Yes, 100%. The fifth question: Studies have reached a number of recommendations, the most important of which are: spreading the culture of comprehensive quality and its concepts to all hospital employees to accept the requirements and standards of comprehensive quality. This requires holding seminars, meetings, and training courses for

employees and adopting comprehensive quality standards and indicators to evaluate the hospital's performance? Yes 100%. Question Six: Does success in achieving quality lead to the creation of a healthy work environment for all? Yes 100%. The seventh question: Does this not lead to a large number of people coming to the health center? Yes, 25%, and I don't know, 75%. The eighth question: Does your manager monitor everything at work with great interest and care? Yes, and I do not know 25%, no 50%. Question 9: Your manager cares very much about the employee's disciplined work schedule? No, I don't know, 50%. Question ten: Your manager monitors the employee's shift to a very large extent? No 75% and I don't know 25%. Last question: Does your manager care about the work formalities (appearances) of the employees? Yes and I don't know, 25% , no 50%.

Table:no-1: the impact of healthy, authoritarian leadership on employees and the work environment according to participates

The impact of healthy, authoritarian leadership on employees and the work environment	Yes	No	I don't know
Does your manager monitor everything at work with great interest and care?	25%	50%	25%
Does your manager care about an employee who is disciplined in his work schedule?	0%	50%	50%
Does your manager monitor the employee's shift to a great extent?	0%	75%	25%
Does your manager care about the work formalities (appearances) of employees?	25%	50%	25%

There is a research entitled (Authoritarian leadership and task performance: the effects of leader-member exchange and dependence on leader) (17) 2019 in Sums up that Based on theories of social exchange and power dependence, this study investigates the relationship between authoritarian leadership and its negative effects on employee task performance. In examining a moderated mediation model with two-wave data collected from subordinates and their leaders, we find that authoritarian leadership negatively relates to task performance; LMX mediates the negative relationship; subordinate dependence on leader buffers the negative effect of authoritarian leadership on LMX and Mitigates the indirect effect of authoritarian leadership on employee task performance through LMX.

Conclusion:

Does your manager monitor everything at work with great interest and care? Yes25%, no 50%, I don't know 25%. Does your manager care about an employee who is disciplined in his work schedule? NO 50%, I don't know50%. Does your manager monitor the employee's shift to a great extent? No 75%, I don't know25%. Does your manager care about the work formalities(appearances) of employees? yes25%, no 50%, I don't know 25%. we found that authoritarian leadership in the work environment is bad from many aspects in terms of work, employees, and auditors.

Acknowledgment:

To start with, I would like to Praise God and thank the researchers whose help me to complete

this study, and who make the project come to light.

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