



THE IMPACT OF THE MANAGERS' LEADERSHIP AND MANAGEMENT STYLES ON THE SUCCESS OF THE ORGANIZATION IN THE PRIVATE SECTOR IN THE ARAB SECTOR IN ISRAEL

Nareman Darawsha

Girne American University,
Cyprus

Abstract:

This research study examines managers' leadership and management style effects on the success of organizations in the Arab private sector in Israel. Because a leadership gap has developed over time between organizations' traditional leadership practices and their striving towards modern organizations' measures of success, this research contributes to theoretical and practical discussions of leadership effectiveness in culturally situated contexts. Using inductive qualitative methodology and semi-structured interviews, focus groups, and document analysis with a range of managers and employees from a sample of different private organizations, the research unveiled five major themes. The transactional and authoritarian leadership styles were the most pervasive, leading to constrained creativity and employee motivation. The research concluded that effective organizational leadership is vital for an organization, not just in terms of strategic outcomes, but also in developing the emotional and cultural workplace climate. In summary, organizational leadership today should emphasize transformational leadership, including leadership development that (a) values and utilizes emotional intelligence, (b) is inclusive for decision making and employees at all levels or functions, and (c) is adaptive to one guiding mission or way of working toward and evaluating organizational success. For training and leadership development, the research has organizational implications for leadership planning and stimulating long-term growth trajectories in dynamic and culturally grounded private sector contexts.

Keywords: leadership styles; management styles; organizational success; Arab private sector; Israel; transformational leadership; transactional leadership; employee engagement; organizational culture; organizational excellence; participative leadership

1. Introduction

The purpose of this research was to investigate how leadership style and management style impact the success of organizations in the Arab private sector in Israel, as it relates

to the perspectives of managers and employees. This qualitative research applied semi-structured interviews, focus groups, and document analysis, and revealed five important themes: transient transactional and authoritative (command/control) leadership, leadership and organizational success that includes employee engagement and customer satisfaction, emotions and cultures that result demonstrate leadership styles, the association between previous forms of leadership, such as transactional and participative and transformational leadership, with the effect on organizations with high performance, collaboration, and adaptability.

The study sought to engage organizations that operate within their own socio-cultural and economic context - i.e. the Arab sector in Israel - which, nevertheless, requires organizations to conform to prevailing norms of leadership that are hierarchical and command/control oriented to compete with elements such as flexibility and innovation as demanded by global competitive markets. Key interests in this study included leadership style (Northouse, 2018), organizational excellence (Ubaid *et al.*, 2020), and employee engagement (Rusilowati *et al.*, 2025), and those important concepts informed this research. Synthesizing the research brings contributions to both local and international empirical and theoretical debates concerning leadership style. The approaches of qualitative research benefitted the study through gaining detailed observations (Duggleby *et al.*, 202; Lim, 2025) of how leadership is practiced and culturally interpreted, while the significant contributions included recognizing and realizing the relevance of participatory and intentional styles of inclusive leadership (trust, voice, recognition) in collectively achieving sustainable success (Lemquel *et al.*, 2025).

The findings have broader implications for practice beyond the theory. Recommendations for Arab private sector organizations argue for engagement in leadership development for emotional intelligence, participatory decision making, and transparency to develop agile, high-performing teams. While this study added value to the research space, further research could explore additional variables (e.g., generational leadership preferences, digital leader models, and external pressures such as volatile markets). In summary, this research suggests that leadership actions and characteristics are a multi-dimensional proactive role that creates organizational climate, influences non-linear strategic outcomes, and is impactful in the long-term success of private sector organizations operating in complex cultural settings.

2. Literature Review

2.1 The Concept of Leadership

Leadership occurs in all cultures. There are different approaches to leadership; hence, definitions of leadership often vary depending on the field of study. Generally, there is a consensus in the literature that leadership involves the process through which leaders influence the activities of individuals to guide followers towards attaining desired organizational goals. According to Liden and colleagues (2025), leadership definitions

have certain characteristics, such as involving a process, achieving goals, involving actions, and influencing a group. Moreover, leadership can be defined as the act of influencing and guiding other people to accomplish a common mission or vision (Northouse, 2018). In simple terms, leadership is the capacity to inspire, motivate, and enable individual or groups to collaboratively and effectively achieve a goal. Nizarudin (2017) explained that leadership includes many skills, characteristics, and behaviors, including decision making, communication, strategic thinking, empathy, and vision setting, which are essential for every leader.

Leaders often demonstrate a style of leadership to inspire and motivate their followers. Leadership style, then, refers to how the leader chooses to lead and intervene with followers (Northouse, 2018). This demonstrates the leader's behaviors, beliefs, and actions in order to influence and guide their followers (Zahra, 2024). Leadership style significantly influences a leader's decision-making, communicating expectations, motivational influence on followers, and work environment (Meirinhos *et al.*, 2023). Since different theories of leadership have been suggested by scholars, leadership styles can be classified into various categories, such as laissez-faire, democratic, autocratic, classical, transformational, transactional, and participative leadership (Al-Thawabiya *et al.*, 2023).

2.2 Leadership Style and Organizational Performance

The leadership of any organization is widely considered to have a significant influence on its success, employee satisfaction, and employee engagement (Rusilowati *et al.*, 2025). According to previous studies, using effective leadership styles, leaders inspire and enable their staff to be successful (Bhargavi & Yaseen, 2016). Leaders must use effective leadership styles to improve the levels of performance in the professional growth of a employees in order to achieve success. Leadership styles and organizational efficiency and success are strongly related. Effective leadership style is seen as a strong source of sustainable competitive advantage and growth management (Al Khajeh, 2018). The managers' leadership style helps the organization to accomplish its current goals more effectively by connecting employee performance to expected incentives and ensuring that staff have the tools for doing the task (Musaigwa, 2023). The lack of leadership in the organization usually causes an increase in the probability of errors happening and a more significant reduction in prospects for success (Antony & Bhattacharyya, 2010). Consequently, leadership, combined with stimulants and opportunities, encourage the desire of employees to achieve objectives, playing an important role in the processes of creating, communicating and transforming organizational culture (Benoliel & Bart, 2017). Taking the nature of leadership into consideration, leadership is power; the art of mobilizing others to battle for common interests could be commonly viewed as leadership. Leadership has everything to do with outcomes (Brown, 2016). Leaders face a tough challenge in today's globalized economy, with businesses facing constantly changing environments. Operating in dynamic environments and linked by digital real-time messaging, mobile staff have become their organizations' critical resource (Ogunyomi, 2015). What will be required are now leaders who could be innovators and

centers of gravity simultaneously, retain internal emphasis and allow individuals and organizations to adapt and thrive.

2.3 Organizational Excellence (OE)

Organizational excellence (OE) is a multi-dimensional concept focused on delivering and sustaining outstanding value to all key stakeholders through balanced performance by leaders over time (Ubaid *et al.*, 2020). It encompasses continuous efforts to establish internal standards and processes that motivate employees to meet customer requirements and business expectations. According to Nenadál, Vykydal, and Waloszek (2016), OE is a cultural journey where organizations achieve and maintain exceptional performance levels that satisfy stakeholder expectations. Key determinants for achieving OE include visionary leadership, future-focused strategic planning, knowledge activation, and organizational learning (Al-Dhaafri, *et al.*, 2016). Zack, McKeen, and Singh (2009) highlight that excellence involves result-orientation, customer care, leadership, sustainability, process-based management, staff development, and continuous improvement. Steps to build a distinguished organization include clear communication of leadership vision, integrating OE with all operations, understanding and optimizing organizational capabilities, empowering workers, leveraging technology, and promoting knowledge dissemination and learning (Dahlgard & Dahlgard, 2013). OE involves practices like innovation and improvement aimed at achieving optimal organizational performance, rather than just recognition or awards. Organizational and business excellence models are tools that help measure organizational excellence, compare best practices, foster self-evolution, and enhance performance management and strategic planning (Escrig-Tena *et al.*, 2019).

3. Materials and Methods

This study employed a qualitative research methodology to examine the role of the managers' leadership and management styles in the overall success of private sector organizations from the Arab sector in Israel. Qualitative research was deemed appropriate for this study as it allows researchers to understand the depth of perspectives, individuals' lived experiences, and the contextual factors that shape social and organizational phenomenon (Creswell & Poth, 2016). Specifically, qualitative research allows the researcher to explore how leadership is lived and experienced by individuals. This was especially important as the managers and employees in the Arab sector work from the same cultural, social and structural context. This study aimed to understand the individual and shared meanings of leadership practice and how those meanings were perceived to connect to or influence the outcomes of the organization, as perceived by participants, for example, employee satisfaction, productivity, and organizational culture.

The main tools used to gather data were semi-structured interviews, focus groups and document analysis. The semi-structured interviews were conducted with both

managers and employees, as this allowed participants to reflect on their experiences with and impacts of managers' varying leadership styles on their organizational success (Kvale & Brinkmann, 2015; DeJonckheere & Vaughn, 2019). The focus groups provided a different data point, in that the focus groups were meant to enhance the study by providing a discussion and dialogue among employees, which provided context to shared experiences and differences among employees (Krueger & Casey, 2014; Gundumogula, 2020). Document analysis of organizational documentation was undertaken to understand the organizational history more broadly, such as employee satisfaction surveys, internal reports regarding organizational and leadership challenges, and training documents regarding leadership and performance (Morgan, 2022). The use of different data collection tools specifically served the intention of triangulation of data collection and provided an opportunity to better align the study findings with a more in-depth and richer understanding of the phenomenon and validate the emergent themes as seen across a broader context (Bowen, 2009; Meydan & Akkas, 2024).

4. Results

The results showed several interrelated themes demonstrating how the management and leadership behaviors of managers are perceived to affect organizational outcomes in the Arab private sector in Israel. These themes showed a commonality in the experiences across participants and represents the respective dominant leadership behaviors enacted and perceived, and their impact on employee engagement, organizational performance and internal culture. The findings provide a more nuanced understanding of how leadership behaviors—both transactional, authoritarian, transformational, and participative--inform both organizational effectiveness and employee engagement, motivation and organizational climate. The themes that emerged are organized to respond to the research questions and provide insight into the complexities between observed leadership behaviors and effects on organizational effectiveness.

- **Theme 1: Predominant Leadership and Management Styles in the Arab Private Sector**

In the Arab private sector in Israel, the dominant leadership style mixes transactional and authoritarian top-down styles of leadership. Participants often described managers using structured assignment of job duties and tasks, communicating expectations for duties, contingent reward systems -- such as a monetary bonus or badge for achieving goals or even some limited performance monitoring (of staff), intervening when employees did not achieve the standard. As one employee put it, *"My manager is all about SMART goals and monitoring every day. If we do the work, we get a bonus; if we don't, we are in front of everyone"*, which matches the classic description of transactional leadership, primarily based on the contingent reward and management-by-exception styles. Secondly, this style seems to fit with the authoritative (or paternalistic) mode of leadership described in many non-Western organizations, where power and authority is emphasized (Ehrnrooth

et al., 2024). While some staff appreciated the clarity and predictability, others felt constrained by limited autonomy and scope for action. This is a leadership style which guarantees stable operational practices but can also stifle creativity and undermine intrinsic motivation, which is a concern in the leadership literature focused on the cost of over-reliance on transactional leadership practices in private sector contexts (Ahmad, 2025).

- **Theme 2: Influence of Leadership and Management Styles on Organizational Success Indicators**

Managers and employees alike consistently connected leadership styles to critical success variables like financial performance, customer satisfaction, and employee engagement when discussing company performance. Participants noted that organizations that were governed by transformational and participative leaders had stronger financial results, as well as team cohesion. One employee said, *"When we feel respected and group involved, we want the company to succeed -- and it does."* This remarks the research, conducted by Bhargavi and Yaseen (2016), showing that effective leadership styles increased organizational success when they motivate staff to improve their performance. Al Khajeh (2018) also added that leadership style is a primary driver for sustainable competitive advantage. In addition, the study found that an autocratic or terrible leadership style was usually associated with lower performance and employee disengagement, both of which provided support behind Musaigwa's (2023) comments stating a lack of leadership, and the result of mistakes and reduced achievement of objectives.

- **Theme 3: Employee Perceptions and Reactions to Leadership Styles**

Employees reported clear emotional and behavioral responses to leadership style, which motivated by their managers' treatment of them. In particular, participants associated positive leadership, portrayed by being transparent, supportive, and fair, with their level of production and commitment on the job. One participant stated, *"When my manager acknowledges my efforts, I automatically want to do more."* This finding corroborates Rusilowati, *et al.* (2025), who argued that leadership has an immense effect on employee satisfaction and engagement in the workplace. Participants exposed to autocratic and disengaged leadership noted feelings of stress, disempowerment, and low morale. This supports Benoliel and Bart's (2017) argument linking leadership style with the emotional climate of the organization and stresses the psychology of effective leadership.

- **Theme 4: Leadership Styles and Their Impact on Organizational Culture and Work Environment**

The type of leadership style that existed within the organization influenced its culture and relationships within. Employees who worked for organizations that employed democratic or transformational managers characterized the culture as one

which consisted of trust, mutual respect, and progressive thinking. One manager said, *"I strive to create a culture where feedback goes both ways — that is how we evolve."*

These cultures supported clear communication, psychological safety, and team behaviors already mentioned. Brown (2016) elaborated on the role of leadership as critical to shaping outcomes and collective energy in organizations. Employees of organizations that operated under autocratic leaders reported being in rigid and fear-based organizations without communication and connection. This is congruent with Nenadál and others (2016), who mentioned that organizations of excellence are shaped through exceptional leadership, creating a continuous learning and trusting culture.

- **Theme 5: Effective Management Practices for Organizational Success**

The study provided insight into some of the common practices recognized as value-adders to organizational performance by both managers and employees: articulating a vision, involving employees in making decisions, recognition of employees' efforts and buy-in, and training and development of personnel. The participants demonstrated clear linkages between positive employee morale, customer satisfaction, and organizational performance. A participant summed it up explicitly well: *"It's not about being a good manager, it's about having an environment, and conditions, where people can succeed."* These findings resonate with Al-Dhaafri and others (2016), stating that visionary leadership and strategic alignment are fundamental to organizational excellence, as well as the findings of Dahlgaard & Dahlgaard (2013) that employee empowerment and continuous learning are necessary for long-term performance. The strong convergence of perceptions between both managers and employees reinforces these practices, and how they contributed to the success of the organizations in the Arab private sector.

5. Discussion

The aim of the study was to investigate how managers and employees in the Arab Private Sector in Israel perceived the impact of leadership style and management style on success in organizations. Using a qualitative research methodology informed by interviews, focus groups, and document analysis, the study uncovered four key themes connecting leadership styles to financial success, employee engagement, customer satisfaction, and workplace culture. The findings indicate that leadership is an important factor in the pursuit of excellence, influencing not just how work is accomplished, but the experience of individuals in the organizations. The study provided five derived themes of a contextually situated understanding of leadership in Arab private organizations and implications for performance and sustainability.

One of the major findings was that there are several transactional and authoritarian approaches to leadership. The managers involved in the research described structured tasks, close supervision of performance, and contingent rewards. While some employees highlighted the clarity and compliance as hands that helped them focus on their discipline as workers, others voiced anxiety over rigidity, lack of freedom, and

lack of innovation. The authors are in alignment with the observations of Ehrnrooth et al. (2024), who noted that in cultures with a hierarchical orientation, top-down, directive leadership formally shows traditional power. However, building organizations solely around transactional and authoritarian concepts could remove a firm's ability to be creative or let its employees apply their own initiative; as Ahmad (2025) commented, transactional models may be sufficient in times of static business but are inadequate when we find ourselves in times of dynamic business that require flexibility and thinking outside of the box. This indicates a type of dualism between cultural constraints of rigid control in the world of competitive private-sector realities that are far more elastic.

Another key finding centered around the degree to which the participants perceived leadership styles to have impacted organizational success indicators, including financial performance, employee satisfaction, and customer experience. Participants indicated that transformational and participative leaders were more successful in creating team cohesion and increasing morale, thus making sustained organizational performance more likely. Again, their assertion lines up with Bhargavi and Yaseen's (2016) argument that effective leaders unlock employee potential and drive results. Leaders are also likely to obtain a competitive advantage over time through the style of leadership they display (see Al Khajeh, 2018). Alternatively, organizations with autocratic or disengaged managers were characterized by inefficiencies, diminished levels of motivation, and inconsistency in performance. This finding is consistent with the perspective offered by Musaigwa (2023) that organizational voids (a lack of leadership) are often associated with mistakes in operation and failure to meet objectives.

The study also illustrated how employees' psychological and emotional reactions to management and leadership styles impacted their productivity and job satisfaction. Participants shared that they would be more motivated when they had support, transparent management, or other leadership that encouraged motivation, whereas if they worked under a manager who was harsh or apathetic, the result would likely be stress, disengagement, or failure to act (Rusilowati *et al.*, 2025). This closely aligns with the value offered by Benoliel and Bart (2017), who stated that the emotions in organizations are deeply rooted in leadership culture (their findings). As such, emotional intelligence and relational leadership would be important aspects of supporting the sustainability of a motivated workforce and preventing significant turnover risks.

The results of the study highlighted that organizational culture is a product of the characteristics of the leaders; participants articulated that the organizational environment and, subsequently, culture, were significantly shaped by the leadership style. Organizations described with democratic or transformational leaders were seen as collaborative organizations marked by open and direct communication, rich with psychological safety. These environments supported employee growth, employee feedback, and employee learning; this is in accordance with Brown's (2016) description of "*Leadership is the force behind leadership and action*". Conversely, organizations with autocratic leaders were viewed as rigid, hierarchical, and marked by mistrust or fear; these findings mirror Nenadál et al. (2016) claim that organizations wanting to build

cultures of excellence and continuous improvement need to have strong leaders, and leadership therefore has both structure as well as cultural impacts in private sector organizations.

Finally, this study suggests a number of leadership and management practices which are deemed effective by both managers and employees, and participants all agreed that these practices were important to organizational success: having a clear and transparent vision; letting employees have a voice in decision-making within the organization; recognizing contributions of employees; and investing in employee development. Participants were clear that these practices-built commitment and that better services and happy customers followed; these conclusions align with Al-Dhaafri and others' (2016) idea of strategic alignment and employee empowerment driving excellence, and the work of Dahlgaard and Dahlgaard (2013), who claim that knowledge sharing and continuous learning will enhance performance long-term.

Participants' management and employee perspectives provide further alignment of the importance of inclusive and forward-thinking leadership that supports ongoing high-performance private sector organizations in the Arab sector.

6. Conclusion

The results of this research highlight the importance of management and leadership styles in influencing the success of organizations in the Arab private sector in Israel. This research found that while transactional and autocratic leadership styles are the dominant form of leadership, they yielded mixed results. Transactional and autocratic leadership styles provided structure and control that may help organizations achieve stability, yet negatively affect innovation and intrinsic motivation for employees. Meanwhile, transformational and participative leadership styles are linked to higher employee morale, stronger employee engagement, and higher financial and customer performance. This study builds on previous research, which demonstrates that effective forms of leadership have an ontologically questioning link to organizational competitiveness and employee satisfaction (Bhargavi and Yaseen, 2016; Al Khajeh, 2018). The research study also points out that an employee's emotions and perceptions towards leaders affect their productivity and loyalty, establishing leadership as a key influence of organizational climate and sustainability.

A reflective synthesis of the major themes shows that leadership styles and influence do not happen in isolation; they intersect with perceptions of organizational culture, employee development, and performance systems. The findings suggest that effective leadership not only improves operational performance but also builds trust, promotes collaboration, and fosters psychological safety in a workplace. Employee perceptions of congruence among managerial practices which demonstrate transparency, recognition, and inclusion were shown to be a significant predictor of a high-performing work environment. While the transactional and hierarchical elements of leadership continue to dominate due to culturally-organized ways of leading people (not surprising

in a collective culture), evidence from the results indicates a need for a leadership style that exhibits more agility and emotional intelligence than perhaps was customary until recently, to respond to the latest organizational demands - especially in very competitive or dynamic environments. This reflects the tension between traditional and innovative ways of developing organizations that are very much part of the Arab private sector.

However, there are still many unanswered questions. The study has not yet determined how generational factors or the size of organizations might enhance or impede the effectiveness of those leadership styles. It also did not study the longer-term outputs of formal e-leadership training, for example. Future research could build on this study's outcomes in a longitudinal and mixed-method research design (for example, how do changes in behavior of leaders affect the resilience and adaptability of an organization over time?), including the external contexts which affect leadership practice (such as industry volatility or socio-political pressures) that would advance acceptable forms of leadership. Ultimately, while leadership in and of itself cannot ensure success, this research illustrates that it is one of the most important levers to steer an organization in a particular direction and, therefore, will be the focus of the next strategic development.

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Conflict of Interest Statement

The author declares no conflicts of interest.

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