



THE IMPACT OF THE ARAB JERUSALEMITE MANAGER AS A LEADER ON EMPLOYEE RELATIONS TEAMWORK, AND EMPLOYEE ENGAGEMENT IN PUBLIC INSTITUTIONS IN EAST JERUSALEM

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Abstract:

This study aimed to analyze the scholarly literature concerning the impact of Arab Jerusalemite managers as leaders on employee relations, teamwork, and employee engagement in public institutions in East Jerusalem. This was achieved through a review and analysis of Arabic and foreign studies, and by conducting semi-structured interviews with a number of experts and managers in public institutions. The goal was to identify the most prominent leadership practices, interpret their impact on the Jerusalemite organizational environment, and uncover research gaps not addressed in previous studies. The study adopted a descriptive-analytical approach, relying on the analysis of previous studies as a primary data source, along with thematic analysis of the interviews, which contributed to a deeper understanding of the study topic. The results showed that Arab managers in Jerusalem play a pivotal role in building positive organizational relationships based on trust and mutual respect, fostering teamwork, and increasing employee participation in decision-making. This, in turn, positively impacts institutional performance and the stability of public institutions. The findings also indicated that adopting ethical, participatory, transformational, inclusive, and distributed leadership styles contributes to strengthening organizational commitment, job satisfaction, and employee cooperation, and enhances institutions' ability to meet challenges. The study revealed that most Arab studies have focused on educational institutions, while foreign studies have examined public sector institutions in environments different from the Palestinian context. This highlights a research gap concerning leadership in public institutions in East Jerusalem. It concludes that the unique political, administrative, and social environment in East Jerusalem makes effective leadership a key element in achieving institutional cohesion, which necessitates developing administrative leaders, promoting a culture of participation and empowerment, and conducting further studies that address leadership in Palestinian public institutions in a way that contributes to developing institutional performance and supporting its sustainability.

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1. Introduction

Administrative leadership is one of the most important factors influencing the success of public institutions, given its pivotal role in directing human resources, strengthening organizational relationships, and building a work environment based on trust, cooperation, and participation. In light of rapid administrative changes and the challenges facing public institutions, a manager's success is no longer measured solely by their ability to make decisions, but also by their ability to build cohesive teams, cultivate positive relationships among employees, and motivate them to participate in decision-making and share collective responsibility, which positively impacts the efficiency of institutional performance and the sustainability of goal achievement (Massarwa, 2025).

In the Palestinian context, and particularly in public institutions in East Jerusalem, leadership acquires added importance due to the unique political, social, and administrative environment in which these institutions operate. They face complex challenges related to the occupation, administrative restrictions, and economic and social conditions. This necessitates that Palestinian managers in Jerusalem adopt leadership practices capable of maintaining employee cohesion, strengthening interpersonal relationships, and fostering a culture of cooperation and institutional belonging despite the surrounding challenges. Furthermore, the success of leadership in this environment depends largely on its ability to manage internal relationships, build trust, and balance work requirements with employee needs (Brenner, Miodownik, & Shenhav, 2024).

Modern literature confirms that leaders who adopt participative and ethical leadership styles directly contribute to strengthening teamwork, improving employee relations, and increasing participation in decision-making. This is achieved by providing a work environment characterized by fairness, transparency, and mutual respect, and by empowering employees to express their opinions and contribute to improving organizational performance. Studies have demonstrated that these practices positively impact organizational commitment, job satisfaction, reduced organizational conflicts, and increased collaboration among work teams (Ghaith, 2023).

Studies conducted in Palestinian institutions, particularly in Jerusalem, have shown that the leadership style practiced by the manager is a key factor in shaping the organizational climate, developing team spirit, and enhancing employee engagement. Democratic and participatory leadership is associated with a higher level of cooperation and coordination among employees, and an increased willingness to participate in implementing plans and achieving the institution's goals. This, in turn, strengthens the ability of public institutions to meet challenges and improve the quality of services provided to the community (Shuqairat & Al-Jundi, 2023; Ghaith, 2023).

Given the importance of leadership in building organizational relationships and achieving institutional cooperation, this study examines the impact of the Arab Jerusalemite manager as a leader on employee relations, teamwork, and employee participation in public institutions in East Jerusalem. The aim is to identify the nature of the leadership practices adopted by managers and the extent to which these practices are reflected in the quality of employee relations, the level of teamwork, and organizational participation within public institutions. This will contribute to providing scientific findings that can be used to develop administrative leadership and improve institutional performance in Palestinian public institutions (Massarwa, 2025).

2. Literature Review

The field of administrative leadership is witnessing increasing interest in contemporary management literature, given the pivotal role leadership plays in guiding employees, building organizational relationships, fostering teamwork, and increasing employee participation in decision-making, all of which contribute to improved performance and the achievement of organizational goals. Numerous studies have addressed these topics from multiple perspectives, seeking to explain the nature of the relationship between different leadership styles and organizational performance outcomes, with a focus on the impact of leadership on improving the work environment and enhancing cooperation and trust among employees.

2.1 The Arab Jerusalemite Manager as a Leader and His Relationship with Employee Relations

Leadership is one of the most important factors influencing organizational relationships within institutions. An effective leader contributes to creating a work environment based on trust, cooperation, and mutual respect among employees, which positively impacts organizational performance and the achievement of organizational goals. The role of leadership is not limited to directing employees; it extends to fostering effective communication, managing conflicts, and developing interpersonal relationships within the workplace, thereby contributing to increased employee loyalty and organizational commitment.

Numerous studies have confirmed that modern leadership styles, particularly participative and ethical leadership, play a significant role in improving organizational relationships among employees. A study by Ghaith (2023) illustrated this point. The study, which addressed participatory leadership and its relationship to organizational commitment among teachers in Jerusalem, found that there is a statistically significant positive relationship between the practice of participatory leadership and the level of organizational commitment, as involving employees in decision-making contributes to enhancing their sense of belonging to the institution and strengthening professional relationships among them.

Ghaith's study (2023) indicated that regarding ethical leadership and its relationship to organizational climate, it was noted that a leader who is characterized by integrity, fairness, and transparency contributes to creating a positive organizational climate based on trust and cooperation, which is reflected in the quality of relationships between employees and enhances the spirit of cooperation and teamwork within the organization.

Attia's study (2023) concluded that there is a positive relationship between the practice of ethical leadership and the improvement of faculty efficiency, stressing that the ethical behavior of the leader contributes to building professional relationships based on mutual respect and trust, which leads to improved institutional performance and increased job satisfaction.

Ashikali's study (2023) concluded that inclusive leadership fosters positive employee relationships by providing a work environment characterized by openness, trust, and respect. It also contributes to increased collaboration and encourages the exchange of ideas and experiences, as demonstrated by the study by Jacobsen, Hansen, and Pedersen (2023). Effective leadership behavior directly impacts the quality of relationships between managers and employees, and leads to higher job satisfaction as a result of improved communication and interaction within the organization.

The combined results of previous studies indicate that effective leadership—whether participatory, ethical, or inclusive—is among the most important factors in building positive organizational relationships within institutions by fostering trust, communication, and cooperation among employees. However, most of these studies were conducted in educational or governmental settings outside the Arab public institutions in East Jerusalem. This highlights the need to examine the impact of the Arab Jerusalemite manager, as a leader, on employee relations within public institutions in East Jerusalem, which is the aim of this study.

2.2 The Arab Jerusalemite Manager as a Leader and His Relationship to Teamwork

Teamwork is a cornerstone of modern organizations' ability to achieve their goals. It leverages the diverse experiences and skills of employees, fosters collaboration and coordination, and ultimately leads to increased performance and improved service quality. Leaders play a pivotal role in building effective teams by encouraging cooperation, distributing roles equitably, and cultivating a sense of shared responsibility among employees.

Previous studies have confirmed that democratic and participatory leadership are among the most influential leadership styles in promoting teamwork. A study by Shuqairat and Al-Jundi (2023) found that... The democratic leadership style was the most capable of raising the level of job engagement among teachers, and it also contributed to strengthening cooperation and teamwork compared to other leadership styles that were characterized by centralization and weak employee participation.

Mustafa's study (2023) concludes that applying the principles of governance, especially participation, transparency and accountability, contributes to strengthening cooperation among employees and improving organizational relations, which is reflected

in the effectiveness of work teams and raising the level of institutional performance by Khan *et al.* (2023) demonstrated Team building plays a crucial mediating role in the relationship between leadership and the success of public projects, as it has been shown that leaders capable of building cohesive teams achieve higher levels of performance and organizational success. This was also the finding of a study by Jakobsen, Kjeldsen, and Pallesen (2023). Distributed leadership contributes to enhancing teamwork by involving employees in leadership roles, which leads to improved job satisfaction and increased innovative behavior within public institutions.

These findings confirm that a leader's success is measured not only by their decision-making ability, but also by their capacity to build cooperative and cohesive teams that share responsibilities and strive collectively to achieve organizational goals. Despite the importance of these findings, studies addressing teamwork in Arab public institutions in East Jerusalem remain limited, which gives the current study particular significance in exploring this aspect.

2.3 The Arab Jerusalemite Manager as a Leader and His Relationship to Employee Engagement

Employee participation is a fundamental principle of modern management, enabling employees to contribute to decision-making, propose solutions, and participate in work development, thereby fostering a sense of responsibility and belonging to the organization. Leaders play a key role in creating an organizational environment that encourages employees to express their opinions and actively participate in various organizational activities.

Ghaith's study (2023) confirmed that participative leadership leads to enhanced organizational commitment by involving employees in decision-making, which increases their sense of responsibility and strengthens their sense of belonging to the organization. This was also demonstrated in Mustafa's study (2023). Participation is one of the most important principles of governance, and enhancing employee participation contributes to improving the quality of decisions, strengthening organizational relationships, and raising the efficiency of institutional performance.

Kim's study (2023) concluded that participatory management positively impacts employee engagement and fosters organizational citizenship, ultimately leading to improved organizational performance. This was also indicated in a study by Ashikali (2023). Inclusive leadership provides employees with greater opportunities to participate in decision-making and organizational activities, which enhances mutual trust, strengthens cooperation among employees, and raises the level of organizational effectiveness.

Previous literature indicates that employee engagement is a key outcome of effective leadership. Consultative and empowering leadership contributes to increased employee participation, fosters a spirit of initiative, and improves organizational performance. However, studies examining employee engagement in East Jerusalem public institutions, particularly in light of the influence of Arab Jerusalemite managers as leaders, remain limited. This constitutes a research gap that the current study seeks to

address by analyzing the impact of Arab Jerusalemite managers on employee relations, teamwork, and engagement within East Jerusalem public institutions.

3. Material and Methods

This study adopted the descriptive analytical approach, as it is suitable for the nature of the study and its objectives. This approach aims to describe and analyze the scientific literature and previous studies related to the topic of the impact of the Arab Jerusalemite manager as a leader on employee relations, teamwork, and employee participation in public institutions in East Jerusalem, and then interpret and analyze them scientifically to reach conclusions that contribute to building an integrated vision about the subject of the study have seen that the descriptive analytical approach is the most appropriate for this study, because it is not limited to describing the phenomenon, but goes beyond that to analyzing the results of previous studies, comparing them, revealing points of agreement and difference, extracting research gaps, and linking them to the problem of the current study, in a way that contributes to providing a comprehensive scientific explanation of the research topic.

3.1 Study Tool

The current study relied on the analysis of previous studies and scientific literature as the main tool for collecting data. The researcher collected Arabic and foreign studies published in peer-reviewed scientific journals, university theses, and scientific databases, which dealt with the topic of administrative leadership, participatory leadership, ethical leadership, comprehensive leadership, and distributed leadership, in addition to studies that dealt with organizational relations, teamwork, and organizational participation in public institutions.

The analysis process included a range of recent Arabic studies, such as Ghaith's study (2023). On participatory leadership and organizational commitment, and a study by Ghaith (2023) on ethical leadership and organizational climate, a study by Shuqairat and Al-Jundi (2023) Related to educational leadership styles and job engagement, and Attia's study (2023) on ethical leadership and faculty competence, Mustafa's study (2023) regarding governance and school management.

The researcher also relied on a number of recent foreign studies, including the study Khan *et al.* (2023) On general leadership and team building, a study by Jakobsen, Kjeldsen, and Pallesen (2023) Regarding distributed leadership, Kim's study (2023) Regarding organizational participation and organizational citizenship behavior, Ashikali's study (2023) On comprehensive leadership, in addition to the study by Jacobsen, Hansen, and Pedersen (2023) Regarding leadership behavior and job satisfaction.

These studies were analyzed according to a set of axes, represented in the objectives of the study, the methodology used, the sample, the data collection tools, and the most prominent results, with a scientific comparison between them and the subject of

the current study, with the aim of identifying points of agreement and difference, and identifying the research gap that the current study seeks to address.

3.2 Study Selection Criteria

I relied on a set of criteria when selecting previous studies, which included the recency of the study, its direct connection to the topic of administrative leadership or one of the study variables, and that it be published in peer-reviewed scientific journals or recognized university theses, in addition to the diversity of environments in which the studies were conducted, allowing for a scientific comparison between Arab and foreign environments.

3.3 Interviews

In addition to analyzing previous studies, semi-structured interviews were used as a research tool to obtain qualitative data that would reinforce the findings of the theoretical analysis and provide a deeper understanding of the impact of Arab Jerusalemite managers on employee relations, teamwork, and employee engagement in public institutions in East Jerusalem. Interviews were chosen because they allow participants to express their opinions and practical experiences in detail, thus helping to interpret the phenomenon under study based on actual practice.

4. Results

The analysis of Arab and foreign studies, along with the analysis of interviews conducted by the researcher with a select group of experts and managers in Jerusalem institutions, resulted in six main themes that reflect the nature of the impact of the Arab Jerusalem manager as a leader on employee relations, teamwork, and employee participation in public institutions in East Jerusalem.

First Axis: Effective Leadership and Its Role in Building Relationships between Employees

Analysis of previous studies has shown that effective leadership is one of the most important factors influencing the building of organizational relationships within institutions. This was confirmed by Ghaith's study (2023). Ethical leadership promotes trust and mutual respect and improves the organizational climate, as demonstrated by Attia's study (2023). Ethical leadership is linked to improved employee efficiency and the quality of professional relationships, as confirmed by a study. Ashikali (2023). Inclusive leadership leads to building a work environment based on trust, cooperation, and openness.

The interview results aligned with these findings; most participants emphasized that the success of a Jerusalemite manager depends heavily on their ability to build trust among employees, listen to their needs, and create an environment of respect and cooperation. Dr. Bilal Abdel Rabbo explained that a Jerusalemite manager does not rely solely on their official authority, but rather builds their leadership legitimacy through

mutual trust and teamwork, especially given the exceptional circumstances faced by Jerusalemite institutions. Dr. Iman Al-Najjar pointed out that transformational leadership helps managers strengthen institutional resilience and preserve organizational identity, while Professor Anas Hamdan indicated that an organizational climate based on justice and trust contributes to increased institutional belonging and productivity. These results confirm that human relations within the organization are a fundamental pillar of successful leadership in the Jerusalemite context.

Second Axis: Leadership and Its Impact on Promoting Teamwork

Studies have shown that managers with effective leadership skills are better able to build cohesive teams and foster collaboration among employees. This was confirmed by a study by Shuqairat and Al-Jundi (2023). Furthermore, democratic leadership contributes to raising the level of job engagement and enhancing team spirit, as demonstrated by the study by Khan *et al.* (2023). Building effective teams is a mediating variable between leadership and the success of public institutions, as confirmed by a study by Jakobsen, Kjeldsen, and Pallesen (2023). Distributed leadership promotes collaboration and improves team performance.

The interviews yielded similar results, with Professor Samir Al-Sayyad affirming that distributed leadership presents a genuine opportunity for team participation in shouldering responsibilities and adapting to changing circumstances. Professor Mahmoud Abu Sbeitan explained that the Jerusalemite manager integrates transformational and distributed leadership to manage complexities and share risks, while Dr. Ata Amira pointed out that the distribution of roles and the empowerment of employees strengthen teamwork and increase the institution's ability to continue operating despite political and legal pressures. Several participants also emphasized that redistributing tasks and fostering cooperation among employees have become daily practices to ensure the continuity of services in Jerusalem's public institutions.

Third Axis: Leadership and Promoting Employee Engagement

Studies have shown that employee participation in decision-making is one of the most prominent modern leadership practices. A study by Ghaith (2023) demonstrated this. Participatory leadership contributes to increasing organizational commitment, as confirmed by Mustafa's study (2023). The application of governance principles promotes participation and transparency, as concluded in Kim's study (2023). Participatory management increases employee engagement, job participation, and organizational citizenship behavior.

The interview results aligned with these findings, with Professor Daoud Nicola explaining that he prioritizes employee involvement in decision-making and empowering them to take responsibility, thus ensuring the stability of the organization. Professor Manar Abdeen also noted this. The participation of employees in work teams, committees, and regular meetings enhances their sense of responsibility and belonging, while Dr. Iman Al-Najjar emphasized that involving employees in some decisions gives them confidence and increases their ability to cope with pressure. Several participants

also pointed out that participation has become an organizational necessity, not merely an administrative option, given the circumstances facing Jerusalem institutions.

Fourth Axis: Leadership and institutional performance

Previous studies have indicated that leadership directly impacts organizational performance. Khan and others' (2023) study demonstrated this. Effective leadership contributes to the success of public institutions by building effective teams, as demonstrated in a study. Jacobsen, Hansen, and Pedersen (2023) Effective leadership behavior raises job satisfaction and improves performance, as confirmed by Attia's study (2023). Ethical leadership leads to improved employee efficiency.

The interviews also revealed that the role of the Jerusalemite manager is not limited to administrative work, but extends to maintaining the institution's continuity under complex circumstances. Dr. Bilal Abdel Rabbo emphasized that leadership in Jerusalem is more about achieving institutional resilience than about achieving traditional administrative gains, while Professor Anas Hamdan explained that moral support and continuous motivation contribute to increased job satisfaction and institutional belonging, which positively impacts performance quality and the continuity of service delivery.

Fifth Axis: The Unique Nature of the Regulatory Environment in East Jerusalem

Analysis of Arabic studies showed that most of them focused on the educational environment, such as the study by Ghaith (2023) and the study by Shuqairat. Al-Jundi (2023), Atiya's study (2023), and Mustafa's study (2023), while foreign studies dealt with public sector institutions in general.

The interviews clearly revealed that the organizational environment in East Jerusalem has unique characteristics that make leadership more complex. Participants agreed that Jerusalemite managers operate under political and legal constraints, as well as economic and social pressures, which necessitate flexible and adaptive leadership, reliance on teamwork, building trust, and continuous crisis management to ensure the continuity of the institution. This makes leadership in Jerusalem different from the traditional management models presented in international literature.

Sixth Axis: Research Gaps in Previous Studies and Interviews

Analysis of previous studies revealed a research gap: the absence of studies directly examining the impact of Arab Jerusalemite managers on employee relations, teamwork, and employee engagement in public institutions in East Jerusalem. Interviews also highlighted the need to develop a leadership model that reflects the specific context of the Jerusalem environment and bridges the gap between modern leadership theories and the practical realities experienced by managers in public institutions.

Most of the experts and managers interviewed emphasized that leadership in East Jerusalem cannot be fully explained by traditional management theories. Instead, it requires a leadership model that combines transformational, participatory, distributed, and crisis management approaches, tailored to the specific political and social

environment in which public institutions operate. This finding suggests that the current study fills a research gap by offering a more comprehensive understanding of leadership in East Jerusalem's public institutions, drawing on both scholarly literature and the practical experience gleaned from interviews with Jerusalemite leaders.

5. Results

Through analyzing previous studies and conducting interviews with a number of experts and managers in public institutions in East Jerusalem, I concluded that the Arab manager in Jerusalem plays a role that transcends the boundaries of traditional management. They constitute a pivotal element in building organizational relationships, fostering teamwork, and establishing a culture of participation among employees. I believe this finding reflects the nature of the Jerusalem environment, which demands that the manager be a leader capable of addressing both administrative and human challenges simultaneously, and not merely an enforcer of regulations and systems.

Regarding employee relations, the study results showed clear agreement between the interview findings and those of previous studies. This was demonstrated by Ghaith's study (2023). And Attia's study (2023) Ethical leadership contributes to fostering trust and mutual respect and improving the organizational climate, as confirmed by a study. Ashikali (2023). Comprehensive leadership fosters human relationships within the organization. This was clearly reflected in the interviews, as participants agreed that a successful manager is one who gets close to his employees, listens to them, treats them fairly, and is keen to build trust with them.

I believe that building human relationships within public institutions in East Jerusalem is not a secondary aspect of the administrative process, but rather fundamental to the institution's success and continuity. An employee who feels respected and valued is more willing to cooperate and take responsibility, while authoritarian leadership and poor communication create an organizational environment characterized by tension and a lack of belonging. Therefore, I believe that the success of a Jerusalemite manager begins with their success in building human capacity before managing operations.

Regarding teamwork, the study results showed that effective leadership is closely linked to an organization's ability to build cohesive teams. This finding was supported by the study by Shuqairat and Al-Jundi (2023). Democratic leadership promotes team spirit and job engagement, as demonstrated by Khan *et al.* (2023). Building work teams represents the link that connects leadership to the success of the organization, as confirmed by the study by Jakobsen, Kjeldsen and Pallesen (2023). Distributed leadership leads to increased cooperation and improved team performance.

The interviews supported these findings, with participants explaining that Jerusalem managers rely heavily on delegating responsibilities, encouraging collaboration among employees, and leveraging their diverse expertise, especially given limited resources and numerous challenges. In my view, teamwork in Jerusalem institutions is not an organizational choice, but rather a necessity dictated by the very

nature of the reality in which these institutions operate. Therefore, a manager's ability to foster a team spirit is a true indicator of their leadership success.

Regarding employee participation, the study results confirmed that involvement in decision-making is one of the most prominent indicators of modern leadership. This was demonstrated in a study by Ghaith (2023). Participatory leadership enhances organizational commitment, as demonstrated by Mustafa's study (2023). The principles of governance are based on transparency and participation, as demonstrated by Kim's study (2023). Participatory management leads to increased employee engagement and organizational citizenship. Interviews also revealed that managers who involve their employees in decision-making processes experience higher levels of collaboration and stability within their organizations.

I believe that employee participation in decision-making is not simply about giving them a voice, but rather a management approach that fosters a sense of responsibility and belonging, and increases employee confidence in themselves and their organization. Furthermore, involving employees in discussing problems and finding solutions contributes to improving the quality of decisions and making their implementation more effective, because employees become part of the decision-making process, not just passive implementers.

Regarding organizational performance, the study results showed that effective leadership directly impacts organizational efficiency and stability. This finding was consistent with the results of Khan *et al.* (2023). Jacobsen, Hansen and Pedersen 2023) and Attia's study (2023) confirmed that leadership influences job satisfaction, employee efficiency, and performance quality. The interviews also showed that the Jerusalemite manager plays a crucial role in maintaining the organization's continuity despite the difficult circumstances it faces.

In my view, the performance of public institutions in East Jerusalem depends not only on material resources, but also, and perhaps more importantly, on effective leadership. A manager capable of motivating employees, managing crises, building trust, and distributing roles fairly can achieve better results even with limited resources, which underscores that leadership is the true capital of any institution.

The study also revealed the unique nature of the organizational environment in East Jerusalem, a finding I consider one of its most important. While Arab studies, such as those by Ghaith (2023), Atiya (2023), Shuqairat and Al-Jundi (2023), and Mustafa (2023), have focused on educational institutions, foreign studies have examined public institutions operating in more stable environments. The interviews, however, demonstrated that Arab managers in Jerusalem operate within a challenging political, administrative, and social context, requiring leadership skills distinct from those addressed in most traditional management literature.

Through this analysis, I conclude that traditional leadership models alone are insufficient to explain the nature of leadership in public institutions in East Jerusalem. Rather, Jerusalemite managers need to combine ethical leadership, transformational leadership, participatory leadership, and distributed leadership, in addition to possessing crisis management skills and the ability to adapt to ongoing changes. I believe

that this integration of leadership practices is what can contribute to strengthening the stability of public institutions and improving their performance under the exceptional circumstances that Jerusalem is experiencing.

Finally, I believe the most important finding of this study is its revelation of a clear research gap in the Arabic literature. To the best of my knowledge, no study has comprehensively addressed the impact of the Jerusalemite Arab manager, as a leader, on employee relations, teamwork, and employee engagement in public institutions in East Jerusalem. Therefore, this study represents an attempt to contribute to bridging this gap by combining analysis of previous studies with data obtained from interviews. This provides a more comprehensive and in-depth understanding of leadership in Jerusalemite public institutions and can serve as a foundation for future studies that contribute to developing Palestinian administrative thought and enhancing leadership practices within public institutions.

6. Conclusion

This study aimed to analyze the Arabic and foreign scientific literature related to the impact of the Arab Jerusalemite manager as a leader on employee relations, teamwork, and employee participation in public institutions in East Jerusalem, through reviewing and analyzing relevant previous studies, with the aim of identifying modern research trends, revealing the most prominent results achieved, and identifying research gaps that still need further study.

The results of the analysis showed that effective leadership is one of the most important factors affecting the success of public institutions, as most studies agreed that a manager who adopts leadership practices based on trust, fairness, transparency, and effective communication is more able to build positive relationships between employees, promote teamwork, and increase the level of participation in decision-making, which directly reflects on improving institutional performance and achieving the institution's goals.

The study also showed that Arabic literature, particularly studies conducted in Jerusalem, such as those by Ghaith (2023), Shuqairat and Al-Jundi (2023), Atiya (2023), and Mustafa (2023), focused heavily on educational institutions and linked leadership to variables such as organizational commitment, organizational climate, job engagement, and employee efficiency. In contrast, foreign studies, such as those by Khan *et al.* (2023) and Jakobsen and Kjeldsen, took a different approach. Pallesen (2023), Kim's study (2023), Ashikali's study (2023), and the study by Jacobsen, Hansen and Pedersen (2023) studied leadership within public sector institutions more broadly, linking it to various organizational variables, such as team building, job satisfaction, organizational citizenship behavior, and organizational performance quality.

A comparison of these studies revealed a clear consensus that leadership not only affects individual employee performance but also extends its impact to organizational relationships, corporate culture, the level of cooperation, and employees' ability to work effectively within integrated teams. The review also highlighted differences related to the

nature of the environments in which the studies were conducted, their methodological approaches, and the variables they addressed. This underscores the need to consider the specific context of the Palestinian environment when studying leadership in public institutions.

From my perspective as a researcher, the role of the Arab manager in Jerusalem extends beyond traditional administrative tasks. They operate within a unique political, social, and administrative environment, making their success contingent upon their ability to build trust among employees, foster teamwork, and create an organizational climate that encourages participation, cooperation, and accountability. Furthermore, I believe that the development of public institutions in East Jerusalem cannot be achieved without investing in the development of administrative leaders, enhancing their communication and interpersonal skills, empowering employees, and establishing a culture of teamwork.

The study also revealed a research gap, characterized by a limited number of studies examining the impact of Arab managers in Jerusalem as leaders within public institutions in East Jerusalem. Most Arab studies have focused on the educational environment, while the majority of foreign studies have been conducted in environments with different cultural and organizational characteristics than the Palestinian context. This study aims to address this gap by providing a scientific analysis that integrates employee relations, teamwork, and organizational participation within a single framework.

In light of the study's findings, the researcher recommends strengthening leadership development programs in public institutions, adopting leadership practices based on participation, empowerment, and transparency, and working to build an organizational environment that fosters trust and cooperation among employees. The researcher also recommends conducting future studies that address other leadership styles or explore additional organizational variables, such as organizational creativity, organizational flexibility, organizational loyalty, and quality of work life. This would contribute to developing scientific knowledge related to leadership in Palestinian public institutions and enhance these institutions' ability to meet challenges and achieve sustainable institutional development.

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Conflict of Interest Statement

The author declares no conflicts of interest.

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