THE IMPACT OF LEADERSHIP STRATEGIES ON THE PERFORMANCE OF FACULTY MEMBERS IN JORDANIAN UNIVERSITIES

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ABSTRACT

The study aimed to identify the impact of leadership strategies on the performance of faculty members in Jordanian universities. The study relied on the descriptive analytical method. The study population consisted of faculty members working in the universities of southern Jordan. The study sample consisted of (260) faculty members, who were chosen randomly. The results showed that the impact of leadership strategies on the performance of faculty members in Jordanian universities came to a high degree, and the arithmetic mean of the estimates of faculty members from the study sample was (3.80), and this result reflects a high and distinct role for the impact of leadership strategies on the performance of faculty members in Jordanian universities. The study recommended the need for Jordanian universities to pay attention to the performance of faculty members in the field of leadership and leadership strategies. Jordanian public universities should adopt the creative ideas of faculty members and students, support them and communicate them to those interested in public and private institutions.

Keywords: Leadership Strategies, Performance of Faculty Members

INTRODUCTION

Leadership has become an urgent issue that receives wide global attention, especially in the past two decades, from various public and private sectors and educational institutions from universities and colleges. This is due to the role it plays in economic and social development, in addition to its distinguished role in involving many societal groups in economic activity. In particular, the youth category by encouraging them to establish their own innovative pioneering projects through various directives, the most important of which is the guidance of faculty members in universities and colleges.

An entrepreneurial organization, the most important of which is universities and colleges, must have three main elements, which are summarized in the presence of entrepreneurial individuals, an organizational dimension based on its vision and performance, and an environmental dimension related to diversity in various fields (Idris & Ahmed, 2016). Leadership is a great source for creating start-up businesses, consolidating a culture of self-employment in societies, creating urgent and sustainable job opportunities for citizens, especially the youth category, and opening up broad and broad horizons for creativity and innovation (Ahmed, 2013). Leadership and the performance of the leading faculty members in universities and colleges contribute to preparing and rehabilitating the human capital of creative youth. It also helps to develop the capabilities of young people in a way that makes them viable and effective citizens in building and serving the nation and interacting with the business environment around it positively (Mubarak, 2014).

Hence, it is the responsibility of universities and colleges to contribute to the performance of faculty members and administrators in leadership strategies and the extent of their practice on students in order to develop their leadership culture of all kinds, whether it is entrepreneurship, social leadership, technical leadership, green leadership and others, by providing the appropriate

environment through Integrating the leadership into the educational system and the learning process, by providing technical and logistical assistance, and paying attention to the role and effectiveness of leadership strategies in the performance of its employees, whether they are faculty members, workers and administrators, to support the leadership because of its importance in economic and social development. Economically, it creates jobs, stimulates markets, and improves productivity. It is described as a potential driver of economic growth, but from a social point of view, entrepreneurship empowers citizens, generates entrepreneurship, creativity and innovation.

The aim of this study is to identify the impact of leadership strategies on the performance of faculty members in Jordanian universities

The Problem of the Study

One of the goals of economic development, especially in universities, colleges and educational institutions, is the development of human resources through the adoption of leadership strategies in the performance of academics, administrators and employees in order to reflect it on the youth and graduates. This is done by raising its productivity, providing it with knowledge, skills and experience, and developing and supporting the creative and entrepreneurial capabilities of young people. Since universities are considered incubators for young people, they must spread the culture of free entrepreneurial work, get rid of the culture of shame in work, provide them with the skills and work ethics they need, and develop the spirit of initiative, creativity and innovation in them.

Therefore, various organizations and institutions, including universities and colleges, strive to excel and achieve excellence in competition and excellence in performance, whether these sectors are global or local. Therefore, we find that it does not hesitate to adopt new methods of management that can achieve this end. Among these modern methods, he was known as global leadership, which can be achieved by adopting some development approaches. Leadership and its strategies have emerged as one of those development approaches that have found strategic popularity, and excellence can only be achieved through it. Therefore, MEYER & Hepard see in leadership the prevailing logic of superiority and the acquisition of administrative and performance advantages, and agree with (Druker, 1984) when he asserts that institutions - especially universities, colleges and educational institutions - cannot continue if they do not acquire a real skill for leadership (Darren & Rahal, 2010).

Out of the importance of leadership and its important role in promoting creativity in students and their communities by directing faculty members and experts in universities to small and medium projects and reflecting them on their students and graduates to practice them. This is due to the increase in the number of students in universities and colleges without the ability of the Jordanian labor market to absorb them, as unemployment is on a noticeable increase, and the unemployment rate, according to what the Department of Statistics issued in its quarterly report on the unemployment rate in Jordan, reached (24.7%) during the fourth quarter of 2020 An increase of 5.7 percentage points from the fourth quarter of 2019. The unemployment rate for males during the fourth quarter of 2020 reached (22.6%) compared to (32.8%) for females. It is clear that the unemployment rate for males increased by 4.9 percentage points and rose for females by 8.7 points. Percentage compared to the fourth quarter of 2019. By comparing the unemployment rate for the fourth quarter with the third quarter of 2020, it is clear that the unemployment rate increased by 0.8 percentage points. It also increased for males by 1.4 percentage points, and decreased for females by 0.8 percentage points.

`Therefore, the researcher conducted a study aimed at knowing the impact of Leadership Strategies on the performance of faculty members in Jordanian universities, where the researcher hopes that

this study will contribute to finding solutions, suggestions and recommendations to solve this problem. The study questions can be formulated as follows:

- What is the impact of Leadership Strategies on the performance of faculty members in Jordanian universities?

THE IMPORTANCE OF THE STUDY

The Importance of the Study Stems from Two Axes

First: Theoretical Importance

The theoretical significance of this study appears in that it:

1) It supports theoretical and applied studies and research in the field of applying Leadership Strategies to the performance of faculty members in Jordanian universities.
2) It tries to provide a theoretical framework about the impact of Leadership Strategies on the performance of faculty members in Jordanian universities, due to its importance.
3) It seeks to complement previous studies and contribute to increasing scientific knowledge related to the importance of leadership strategies and its impact on the performance of faculty members in Jordanian universities.
4) The researcher hopes to benefit researchers through this study, that its results and recommendations will lead to a starting point for new future studies in this field.

Second: The Practical Importance

The practical significance of this study emerges:

1) It attempts to identify the role of leadership strategies on the performance of faculty members in Jordanian universities, in a way that achieves an advantage by knowing the dimensions of leadership strategies and the performance factors of faculty members in Jordanian universities, especially since there is a dearth of studies that dealt with this subject within the limits of the researcher's knowledge.
2) Finding results and recommendations that the researcher hopes at that time will contribute to providing a basis on which specialists in universities can assess the impact of leadership strategies on the performance of faculty members in Jordanian universities and the need to adopt them, so that they can work more efficiently and effectively, commensurate with the work environment in Jordanian universities.

Objectives of the Study

This study aims to explain the role of Leadership Strategies on the performance of faculty members in Jordanian universities in the governorates of southern Jordan. Specifically, the study will seek the following:

1) Introducing the concept of Leadership Strategies, its elements and characteristics.
2) Introducing the concept of leadership, pioneering universities, and the characteristics and skills that workers in these universities should possess.
3) Highlighting the role of Leadership Strategies in the performance of faculty members in Jordanian universities.
4) Developing a model for leadership strategies on the performance of faculty members in Jordanian universities.

Procedural Definitions

Entrepreneurship Strategies: Those strategies that help organizations and different sectors to innovate, create, differentiate, take risks, and take risks, as well as encourage working individuals

to take decisions, and take responsibility for their decisions (Al-Sakarna, 2008). It is defined procedurally: a set of strategies and dimensions such as creativity, innovation, risk taking and initiative inside and outside the organization or sector, which are used to know their impact on the performance of faculty members in Jordanian universities.

Job Performance: an activity that enables the employee to successfully accomplish the tasks or objectives set for him, and with a reasonable use of resources (Jamal, 1985). It is procedurally defined: The faculty member in the universities of the south performs the academic and administrative duties entrusted to him according to the regulations and instructions in force at the university in which he works efficiently and effectively, taking into account the employment strategies of leadership, and this is measured by the total scores obtained by the faculty member on the scale of the role of leadership strategies on performance.

University Faculty Member: A Jordanian person who is dedicated to academic work in a university in southern Jordan, and holds a doctorate degree in one of the fields of knowledge.

LIMITATIONS OF THE STUDY

The study will be limited to the following limitations:

1) Spatial Limits: The current study is limited to universities located in southern Jordan.
2) Temporal Limits: This study was conducted during the temporal period of the year 2021-2022.
3) Objective Limits: The study is concerned with the two topics of study strategies, the performance of faculty members in Jordanian universities.
4) Human Limits: This study is limited to all faculty members in southern Jordan.

THEORETICAL FRAMEWORK

Universities have a prominent role that contributes to the preparation and rehabilitation of human capital. It also helps to develop the student's abilities in a way that makes him a good citizen, contributes to building the nation and its service, interacts with the surrounding business environment in a positive way, deals with members of society and its different smells in a benign moral and social manner, and provides pioneering individuals who are able to work, and at the same time contribute to Raising the economic and social level of the state's individuals and increasing their welfare. It is important to refer that interest in enhancing leadership strategies in the performance of university employees who they are faculty members or administrators, and interest in leadership and its strategies, and pioneering education works to modify patterns of behavior and traditional thinking in line with the developmental aspirations of society. The dissemination and promotion of entrepreneurship and its strategies and entrepreneurial education in universities has great results and strong effects on sustainable development; because it creates a broad base of entrepreneurs and innovators in all fields by preparing university students for an entrepreneurial culture based on creativity, innovation and achievement.

The pioneering role emerges in preparing and preparing a pioneering generation that engages in the initiative in order to serve its society and the economy, where leadership is the source of the revolution, by employing the skills and resources necessary to achieve added value in the product or service (Al-Ani et al., 2010).

And with agreement on the importance of the League and its role in the development and development of its societies, elevating it to the ranks of developed countries and maximizing the responsibility entrusted to the League, especially in the Arab countries. The university must carry out comprehensive reviews, especially those related to academic aspects, and develop effective strategies and visions that have credibility by evaluating its current conditions and identifying the challenges it faces, and thus determining the paths that include achieving transformation through

contemporary innovative formulas to modern and advanced universities It assumes the position it deserves and is more able to perform its assigned roles (Gayle, 2015).

Universities today have to move towards providing the requirements of a pioneering university, especially as they are exposed to great challenges that push them to continuous change. In order to cope with this, universities need to re-plan strategically as a main tool for a more rational approach to anticipating the future and a methodology to bring about the necessary positive changes in the university's activities and raise the levels of initiative, the spirit of innovation and risk-taking, achieving knowledge richness and making it one of the leading universities (Osu et al., 2017).

Therefore, universities should go towards leadership in order to sponsor and adopt the distinguished human elements who represent the nucleus of future entrepreneurs, and provide the requirements and elements of creative and innovative thinking and developmental behavior among members of society, thus contributing to addressing the gap between knowledge and application, and affirming the social responsibility of community institutions to cooperate in rethinking and developing Systems for Entrepreneurship to Become an Individual, Institutional and Societal Culture (Eid, 2014).

The concept of leadership belongs to the French economist Cadtellon, who defined leadership as "self-employment regardless of the nature and direction, with taking risks and regulating the factors of production for the purpose of producing a commodity or service required in the market." The credit for a broad definition of the concept of entrepreneurship is attributed to the economists Joseph Schumpeter and Frank Knight, who defined entrepreneurship as "the process of creating and developing new ways and methods for exploiting business opportunities" (Al-Dughashim & Hussein, 2014).

Entrepreneurship means "carrying out unique activities to meet the needs of business and customers by discovering opportunities and exploiting them with a proactive mindset and building calculated risk to achieve profits, and it is the main act that emphasizes creativity, productivity, work, and economic growth" (Hussain, 2013).

Universities have a prominent role in the development of leadership and creativity for their students, as they are the social, educational, scientific and practical institution created by the society in order to achieve its goals. It works on developing the personality of individuals in all aspects, physical, mental and emotional, in an integrated and parallel way. The university provides students with different values, trends and knowledge, which were established to guide the growth of young people and their knowledge skills in order to penetrate the labor market armed with multiple skills. Entrepreneurship contributes to the restructuring of universities that seek to increase their competitiveness, expand their educational programs, and stay in light of the great competition between universities locally and globally,at the same time, balancing the university as a public educational institution, as a means of marketing and entrepreneurship (Mohammed & Mahmoud, 2014).

Strategic leadership as an entrance to the development of organizations (universities):
It means that the organization or sector uses new and unfamiliar strategic programs or stimulates renewal and innovation within this organization (Sharama & Chrisman, 1999: 17). Kemelgor (2002) defined strategic leadership in organizations and sectors as "a phenomenon that emerges at the level of the organization that is seriously committed to generating radical innovations and cumulative innovations to achieve strategic importance related to the competitiveness of the organization or sector; The strategic leadership programs in the organization may start from two levels: the lowest level of the organization, and move to the highest level in the hierarchical structure to build organizational loyalty towards leadership. Pioneering programs also start from the high level represented by the collaborative collective efforts of the key workers in the organization or sector that has a creative mindset, and then moves to the bottom (Kemelgor, 2002).

Dimensions of the Organization (the university) and the Entrepreneurial Sector

The most important dimensions of the entrepreneurial organization that can be strengthened within the leadership (Graeme, 2011; Toner, 2011; Nystrom, 2012; Naseer & Al-Azzawi, 2011).

First: Career Creativity

It means finding new ideas that require a sense of them and the ability to find solutions in an individual way from others. Creativity includes innovation, which in turn transforms ideas into tangible reality that changes events in the organization or sector, whether policies or products. Therefore, it is necessary for the organization to prepare for several social plans, Economic and environmental to face the difficulties that hinder the creativity of employees, including (Gandotra, 2010):

- Removing barriers that limit groups from sharing knowledge within the organization and decision-making processes.
- Working on horizontal expansion within the organization and sector, not vertical, which helps to harmonize between departments.
- Helping create a creative environment and identify matching people within groups.
- Defining a goal to achieve performance and continuous improvement of performance.

Second: The Leading Employee

Its importance lies in the entrepreneurial performance in terms of his ideas and self-confidence in the presence of characteristics that distinguish him from other employees. He is considered the innovative person who offers new products and does not miss market opportunities (Al-Najjar & Al-Ali, 2010). As for (Adair, 2006), there are characteristics that make the employee creative or Thinking: accepting the challenge, defining the problem correctly, assuming that no procedures or theories are absolutely correct, and thinking about how a similar organization might act to solve this problem.

Third: Structural Flexibility

It means the ability of the institutional work system to change with the accompanying modern developments, which can also be achieved by integrating internal departments to work in teams that may lead sessions to work on the development of new collective action plans (Kirikova, 2010).

Fourth: Pioneering Leadership

It means having the ability to predict a solution to the problem, and the existence of a certain pattern followed to make individuals personally trust the techniques of that person that motivates them to work indirectly according to the regulations (Kumar & Kapan, 2007).

Fifth: Entrepreneurial Culture

Its concept differs from one country to another according to education, and the extent of economic development in it plays an important role in achieving this culture, which helps reduce immigration abroad to work on realizing ideas that did not receive attention in the company. Therefore, organizations and sectors should work to develop those skills in individuals that Thus, it enhances its performance with competitors (Darity, 2007).

Strategic Leadership and Strategic Management

The development of the field of leadership and strategy independently during the last decades, led to many developments that took their position towards a mixture of both perspectives. For example: studies in the field of strategic management that gradually revealed the relationship between strategy and entrepreneurship, which goes back to Mintzberg (1973); The industry source introduced strategic leadership, and Covin & Slevin (1991) introduced the concept of a strategic leadership position within an organization or sector. Sandberg discussed the link between leadership and strategic management as organizational leadership; He believes that each field can learn from the other. There are specific areas in strategic management research and theory related to many topics in leadership, including: new business formation, innovation, searching for opportunities, and assuming risk. Kuratko & Audretsch, (2009) mentioned a number of common factors between leadership and strategic management in specific areas, including: innovation, networking, and internationalization. Organizational Learning, Senior Management Teams, Governance, and Growth.

Leadership Strategies is built on everything new, innovation and adaptability, as well as the ability to compete and organize. That is why entrepreneurial organizations and sectors must look for the right opportunities for excellence, as well as the right resources to win the opportunities. It is necessary to take into account the use of talented workers and their entrepreneurial abilities that lead to achieving differentiation for organizations and business sectors, and through this the capabilities and skills of workers are being developed within the philosophy of investing in human resources, and thus it becomes clear that Leadership Strategies is interested in building the ability to achieve the required difference between cost and return. Work differentiation is the essence of entrepreneurial work, and in order for organizations and sectors to achieve this, the organization or sector must employ qualified workers, train them, motivate them, support them, and put them in the appropriate places to perform their work (Al-Sakarna, 2010).

It appears from the above review that the strategic leadership and the leadership strategy constitute two sides of the same coin represented in the new approach to the development of organizations and sectors, which depends mainly on the strategic leadership with all its requirements.

Leadership Strategies

Leadership, as defined by the European Union, is the ideas and methods that enable the creation and development of an activity by mixing risk-taking, innovation or creativity and efficiency in managing within a new or existing institution (Idris & Ahmed, 2016).

Leadership strategies is a continuous and endless process that aims to maintain the organization as a whole in an appropriate manner, in order to enhance its ability to deal with changes in the surrounding environment (Al-Farra, 2005). There are many strategies that organizations follow in order to carry out their work, and each strategy depends on a set of appropriate circumstances and times. It may be an appropriate strategy for an organization more than other strategies are not suitable. Accordingly, this study will depend on several dimensions of entrepreneurial strategies, namely creativity, innovation, risk-taking, exclusivity and initiative.

First: Creativity

It means renewal, reconfiguration or reworking of new ideas to come up with something new, which is to reach a summary solution to a problem, or a new idea that has been applied. Creativity is the tangible part associated with the implementation or transformation from the idea to the product (Al-Sakarna, 2008). The researchers (Daft & Note, 2002) indicated that creativity is the ability to collect or share information in ways to develop new ideas. In other words, it is the development of innovative ideas that reflect perceived needs and respond to opportunities in the organization, which is the first step to innovation and contributes to the long-term success of the organization. It also improves the decision-making process by encouraging brainstorming as one of the methods used in bringing group members together to develop ideas Fresh freely and spontaneously without criticism.

Second: Innovation

It means to reach a new and advanced idea that affects organizations, sectors, universities and community institutions, to innovate things of value in the field of services, ideas, procedures and processes within a group of individuals who work together within the organization (Al-Sakarna, 2008). Weaver (2002) pointed out that the organization or the innovative sector is the one that creates things of value in services, ideas, procedures and processes within a group of workers with each other within the social framework of the organization or sector that consists of individuals and groups to influence the innovative behavior that determines innovation organization and sector.

Third: Taking the Risk

It means that taking the risk of introducing new products to the market, taking into account the risks that surround it from the state of uncertainty, and the possibility of exposure to loss, and (Al-Farra, 2005) believes that there are several reasons for the increase in the severity of the risks facing organizations, including:

- Business organizations and sectors work in an open atmosphere. There is a multiplicity of local and international competition as a result of competitors wrestling with each other in order to achieve consumer satisfaction by providing quality, price and appropriate service.
- The ever-increasing and continuous development at the technological level; which drives organizations to continuously absorb this technology to maintain an advantageous competitive position in the market.

Fourth: Exclusivity

Uniqueness is the introduction of new and distinctive ways, whether technological, new products, or new ways of providing a product or service, or managing and structuring organizations, or even new information that others can benefit from. Thus, exclusivity can be defined as being unique in kind and new in its form, and being the first in the markets. Exclusivity consists in organizations and business sectors through their ability to distinguish from other competing organizations in the same business sector, whether that is by the nature of the products or services they provide. As well as the nature of the resources it owns, and this enables it to achieve a competitive advantage and can achieve continuity and provide better products and services that are difficult to imitate, and it is not possible to continue achieving the advantage in the long term only through rare or distinguished resources (Al-Sakarana, 2008).

Fifth: The Initiative

Principle is seen as the process of participating in changes and developments, paying attention to the surrounding environment, the ability of organizations and sectors to continue, and realizing benefits through changes that may occur. The proactive behavior is linked with many concepts related to the ability of organizations and sectors to exploit opportunities related to providing new, rare and different products and services from the rest of the competitors at the right time and place (Al-Zoubi, 2016).

The pioneering university emerged as a result of the increasing pressure from countries to support innovation systems as it is now a critical driver for achieving sustainable competitiveness, and vital to improving the efficiency of production growth factors, and improving employment. The pioneering university contributes to economic and social development to move itself to the center of the knowledge economy in society (Philpott et al., 2011).

Entrepreneurial universities are the ones that have the capabilities to develop educational services and research in addition to the ability to organize and manage innovation processes, and link innovation and modernization, both in achieving the competitive advantage of educational institutions, and linking education and institutional and community development (Al-Samarrai, 2012).

It is necessary to shift from the traditional image of the university to the pioneering university formula that is concerned with leadership and entrepreneurship as a new innovative tint. This matter has become an inevitable and inevitable matter, especially with the amount and how of the societal and global challenges facing educational systems, especially university, and because this transformation depends on the activities of the university. Human performance in the development of a comprehensive structural structure based on the characteristics of the pioneering university, it requires a mandatory transformation in the quality of human forces from transmitters and consumers of knowledge to creators and innovators within the framework of business and the provision of job opportunities and the knowledge economy developed within the framework of their leadership culture, as well as transformation In social awareness from the culture of dependence and dependency to the culture of projects and free work; It is an inevitable transformation within the framework of the global trend towards entrepreneurship to meet the requirements of a knowledge economy based on excellence, leadership, competitiveness, proactive and risk.

Previous Studies

By informing the researchers in their field of research, many previous studies were identified, including Arab and foreign studies, and they were arranged from newest to oldest as follows:

Salma's study (2019) aimed to identify the relationship between the strategic leadership of academic leaders and the quality level of institutional performance at Al-Aqsa University. The study followed the descriptive approach, and the study sample was represented by (133) members of the faculty at Al-Aqsa University, representing approximately (32%) of the size of the study population, for the year 2019-2020. The study tool was the questionnaire. The study reached several results, the most important of which was that the total degree of the study sample's assessment of the degree of academic leaders' practice of strategic leadership at Al-Aqsa University from the point of view of the faculty members was medium. The study recommended the necessity of holding educational seminars for university employees in order to highlight the practical benefits of applying the strategic leadership in it, in order to increase their conviction and cultural acceptance, and then practice it with satisfaction and conviction.

The study of Abu Jouvel (2018), which aimed at identifying the degree of practice of strategic leadership dimensions by colleges of education and its relationship to outstanding university performance in Palestinian universities. To achieve the goal, the researcher used the

descriptive analytical method. The study population consisted of (102) academic members of the teaching staff in the faculties of education in the Palestinian universities in the governorates of Gaza (Islamic, Al-Azhar, Al-Aqsa). The questionnaire was adopted as a study tool, divided into (3) areas (entrepreneurial thinking, pioneering leadership, pioneering culture). The study concluded a set of results; The most important of them: the total average of the degree of practice of the faculties of education in the Palestinian universities in the Gaza governorate of the dimensions of strategic leadership among the sample members reached an average degree.

Al-Ayoubi's study (2017), which aimed to know the requirements for applying the strategic leadership in achieving technical creativity at Palestine Technical College from the point of view of employees. To achieve the goal, the researcher used the descriptive analytical approach. The study population consisted of all academic and administrative workers in the college, who numbered 149, and the questionnaire was adopted as a tool for the study. The results of the study were summarized by the availability of the requirements for implementing the strategic leadership in general and to a high degree.

Habboush study (2017) which aimed at determining the role of the Palestinian universities in Gaza governorate for their role in enhancing the entrepreneurial skills of their students, and followed the integrated approach where the quantitative approach was represented in an electronic questionnaire to measure the role of the Palestinian universities in Gaza Governorate in enhancing the entrepreneurial skills of their students, while the qualitative approach represented In the open interview tool, to identify ways to develop the role of Palestinian universities in enhancing the entrepreneurial skills of their students from the point of view of experts and specialists in this field. The study population consisted of (16,224) male and female students, while the study sample was limited to (550) male and female students. The results of the study showed that the total average of the role of Palestinian universities in enhancing the entrepreneurial skills of their students from the students' point of view was (72.79%).

The study of Saeed, Moreno and Yousafzai (Saeed, Moreno & Yousafzai, 2014), which aimed to measure the impact of supporting Pakistani universities on students' attitudes to entrepreneurship, where the descriptive approach was used. The study tool was a questionnaire, and the study sample consisted of (805) university students, and the results of the study concluded that the students who underwent the study see that the university's support is important for the development of the knowledge and skill side, as it is very influential on students' orientations for future projects.

Alameh, et al., (2012) conductedtheir study to identify the relationship between the dimensions of leadership and job performance at the University of Isfahan. The study followed the descriptive analytical approach. The study population consisted of (830) employees of the University of Isfahan employees, university professors and related professionals, and a sample of (150) employees was taken, and the questionnaire was adopted as a tool for the study. The most important results were the existence of a relationship between the dimensions of leadership and job performance, and there is a link between hard work and performance career.

The Study Method and Procedures

The approach that was used in the study, the study population and its sample, described the characteristics of the study sample members, then presented how the study tool was built, and to ensure the validity and reliability of the study tool (the questionnaire), and the statistical methods that were used in the analysis of statistical data.

The Study Approach

The researcher used the descriptive analytical method, given the suitability of this method for this type of descriptive studies. The descriptive-analytical approach is defined as "a method of collecting data from large numbers of respondents by contacting the vocabulary of the research community, whether direct contact, face-to-face, or by telephone or mail, through forms containing codified questions" (Al-Assaf, 2012).

The Study Community

Due to the nature of the study and its objectives, the study population was determined from the faculty members in the universities of southern Jordan.

The Study Sample

To select the study sample, the researcher used the comprehensive survey method for the study population, where they first distributed the study tool to an exploratory sample consisting of (30) faculty members in order to verify the psychometric properties of the study tool.

After confirming the validity of the study tool for application in terms of achieving the tool applied to the exploratory sample for the criteria of honesty and reliability, (260) questionnaires were distributed to faculty members in the universities of southern Jordan from the study community during the application period.

Characteristics of the Study Sample Members

The study sample members are characterized by a number of characteristics, which we explain as follows:

Gender

Table 1 DISTRIBUTION OF STUDY SAMPLE MEMBERS ACCORDING TO THE GENDER VARIABLE		
Gender	Number	%
Male	153	58.85
Female	107	41.15
Total	260	100

Table No. (1) shows the distribution of the sample members according to the gender variable, as the majority of the study members were males with a frequency of (153) and at a rate of (58.85%), while the least group of the study sample members were females with a frequency of (107) and a rate of (41.15%).

The Study Instrument

Based on the nature of the data, and on the method used in the study, the researcher found that the most appropriate instrument to achieve the objectives of this study is the "questionnaire ", and it was built with reference to the study literature and previous studies, and a Likert five-point scale was used to measure the respondents' responses to the statements of the questionnaire. The questionnaire consisted of (20) items in its final form which dealt with them the impact of

Leadership Strategies on the performance of faculty members in Jordanian universities. The answers to the statements of the study axis were classified from the study tool according to the five-year Likert scale.

And relying on the following criterion to judge the level of the study sample's answers towards the level of impact of leadership strategies on the performance of faculty members in Jordanian universities: where the level of arithmetic means is low within the period (1-2.33), and the level is medium within the period (2.34-3.67), and the level is high Within the period (3.68-5.00).

The negative and positive study tool items were processed to obtain a single response level format by flipping the scale for the negative items. The study analyzed the data obtained from the field study statistically.

The Validity of the Study Instrument

A test is valid only if it measures what it is intended to measure (Al-Assaf, 2012). The researcher verified the validity of the questionnaire through the following:

First: The Apparent Validity of the Study Instrument (The Validity of the Arbitrators)

After the completion of the construction of the study instrument, which dealt with "the impact of Leadership Strategies on the performance of faculty members in Jordanian universities", it was presented to a number of arbitrators in order to guide their opinions. The arbitrators were asked to express their opinion about the clarity of the statements and their suitability for what they were formulated for, and the appropriateness of the statements to the axis to which they belong, with the development of modifications and suggestions through which the questionnaire could be developed. Based on the modifications and suggestions made by the arbitrators, the researcher made the necessary modifications agreed upon by the majority of arbitrators, including modifications of some phrases and deletion of others, until the questionnaire was in its final form.

Second: Internal Consistency

After confirming the apparent validity of the study instrument, the researcher applied it in the field to the exploratory sample consisting of (30) male and female students and the correlation coefficient (Pearson) were calculated to find out the internal validity of the questionnaire.

Reliability of the Study Instrument

The study measured the reliability of the study instrument using the Cronbach Alpha stability coefficient.

RESULTS

Results related to the first question: What is the impact of leadership strategies on the performance of faculty members in Jordanian universities?

In order to answer the first question of the study, the arithmetic averages, standard deviations, and the level of the study sample's estimates on the statements of the first axis, related to measuring the impact of leadership strategies on the performance of faculty members in Jordanian universities, were found, noting that the axis included (20) statements, and Table (2) illustrates these results.

Table 2
ARITHMETIC MEANS, STANDARD DEVIATIONS, LEVEL AND ARRANGEMENT OF THE STUDY SAMPLE ESTIMATES ONTHE STATEMENTS OF THE AXIS OF THE IMPACT OF LEADERSHIP STRATEGIES ON THE PERFORMANCE OF FACULTYMEMBERS IN JORDANIAN UNIVERSITIES

No	Statements	Mean	S.D	Level
1	The university prevents sufficient freedom to present and express new and innovative pioneering ideas	3.19	1.15	Medium
2	The university embraces individual successes based on the personal efforts of the faculty members.	4.10	1.22	High
3	The success of the college at the university depends on the clarity of the vision of Leadership Strategies to achieve outstanding performance by the faculty members.	4.16	1.06	High
4	Guidance and counseling services in the areas of leadership are provided by faculty members at the university.	4.15	1.08	High
5	There is effective participation between the senior management and all teaching staff members of the faculty.	4.03	1.04	High
6	There are environments and climates commensurate with the ideas and strategies of the leadership at the university to motivate the faculty members to implement them.	4.02	1.01	High
7	Drawing the appropriate strategy for leadership by faculty members according to internal and external data.	4.00	0.81	High
8	The faculty members at the university are distinguished by the methods of reconsidering the objectives, designing work and participation.	3.99	1.00	High
9	The optimal use of the available resources and capabilities according to the goals of the university is made by faculty members to implement leadership strategies.	3.97	0.94	High
10	The university is keen to make continuous changes in educational courses and pioneering training programs according to the requirements of the local market, with the advice of faculty members.	3.92	1.04	High
11	The university assists in conducting experiments and scientific research related to entrepreneurship for the benefit of both faculty members and students.	3.77	0.96	High
12	It gives opportunities to those with creative and innovative ideas, whether they are faculty members or students, by providing the necessary financial support after the economic feasibility of their ideas is studied.	3.74	1.06	High
13	Organized by faculty members, the university holds competitions for pioneering projects to highlight the outstanding ones.	3.72	0.81	High
14	The university participates in government and private state institutions in entrepreneurship and creativity through continuous networking	3.66	1.15	Medium
15	Faculty members are interested in building a culture of entrepreneurial thinking.	3.65	1.25	Medium
16	The university provides incentives in line with the performance and achievements of the faculty members.	3.56	0.97	Medium
17	The university follows the method of participation in expressing an opinion in making decisions between the different administrative and educational levels.	3.52	0.93	Medium
18	Faculty members look for strengths and opportunities and seize them.	3.44	1.22	Medium
19	Adopts faculty members who are creative and talented minds.	3.34	1.19	Medium
20	Faculty members are interested in leadership and creativity within the general strategic plan	4.15	1.01	High
-	The overall score for the role of Jordanian universities in developing entrepreneurship	3.80	0.84	High

It is clear from the results shown in Table (2) that the general level of the impact of Leadership Strategies on the performance of faculty members in Jordanian universities came at a high level, where the arithmetic mean of the estimates of the study sample was (3.80) with a standard deviation (0.84). As for the statements, it achieved (13) out of (20) statements at a high level. Its arithmetic mean values ranged between (3.72 and 4.16) and the rest of the statements were at Medium level, and the values of their arithmetic means ranged between (3.19 - 3.66), and it is noted that the statements of this axis have achieved a high and medium level, and no statement has achieved low ratings.

The results in Table (2) showed that the values of the standard deviations of the answers of the study sample on all the statements of this field ranged between (0.81 and 1.25), which indicates the convergence of the estimates of the study sample on all the statements of this axis.

Discussing Results

The results showed that the impact of leadership strategies on the performance of faculty members in Jordanian universities came to a high degree, and the arithmetic mean of the estimates of faculty members from the study sample was (3.80). This result reflects a high and distinct role for the impact of leadership strategies on the performance of faculty members in Jordanian universities. The results showed that one of the main roles of Jordanian universities, the success of the college at the university depends on the clarity of the vision of Leadership Strategies to achieve outstanding performance by faculty members, which came to a high degree and with anmean score of (4.16). And then followed by providing guidance and counseling services in the areas of leadership by faculty members at the university equal to the faculty members' interest in leadership and creativity within the general strategic plan, with mean of (4.15).

These results agreed and contradicted many previous studies, where the results were in agreement with the study of Salma (2019), the study of Abu Gwaifel (2018), the study of Al-Ayoubi (2017), the study (Saeed, Moreno & Yousafzai, 2014) and the study (Alameh, sadr & Ghafari, 2012).

The results showed that the impact of Leadership Strategies on the performance of faculty members in Jordanian universities was high, and the researcher attributed the result to granting the university sufficient freedoms for faculty members and students to present and express new and innovative pioneering ideas, and the faculty members' interest in everything that is new, which enhances creativity and innovation in their performance, which It will reflect positively on their outputs from graduating highly qualified students by relying on themselves and their interest in leadership strategies for the work of small and medium projects under the guidance of faculty members to become active members and to provide job opportunities for them and reduce the main problem, which is unemployment. And because of the existence of effective participation between the senior management and all the teaching staff from the faculty members, the performance of the faculty members was enhanced according to the leadership strategies, which helped the availability of environments and climates commensurate with the ideas and strategies of the leadership at the university to motivate the faculty members to apply them. One of the most important reasons that helped leadership ship strategies have a significant impact on the performance of faculty members is the university's cooperation with faculty members to draw up the appropriate strategy for leadership according to internal and external data. And following the methods of reconsidering the goals, designing work and participation. It is based on the optimal use of the available resources and capabilities in accordance with the university's objectives. It is keen to make continuous changes in educational courses and pioneering training programs according to the requirements of the local market by following the leadership strategies.

These results can be explained because Jordanian universities have become fully aware of the importance of leadership development, strategies and creativity among faculty members and students, as this may bring many benefits to universities in terms of increasing their competitiveness and increasing the efficiency of the performance of their faculty members as well as the expansion and diversification of its academic programs and for all university levels, and to maintain its excellence and leadership in light of the great competition for other universities, whether at the local, regional or global levels,at the same time, achieving a balance between the university being an educational institution with its own goals and vision, being a center for creating creative ideas and marketing entrepreneurial works in the local community.

RECOMMENDATIONS

In light of the study results, the following recommendations were formulated:

1) Jordanian universities' interest in the performance of faculty members in the field of leadership and leadership strategies.
2) Jordanian public universities adopt creative ideas among faculty members and students, support them and communicate them to those interested in public and private institutions.
3) Allocating financial allocations from the budget of Jordanian universities to support the pioneering projects of faculty members and students because of their role in achieving economic and social development for the local community.
4) Conducting specialized research and studies to increase the universities' ability to face the obstacles they face in the field of leadership development and leadership strategies among faculty members and students.
5) Conducting similar studies from the point of view of students and local community institutions.

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