

## **The impact of leadership skills on the process of making administrative decisions ( A field study - Nationality, Passports and Residence Affairs - Kingdom of Bahrain )**

**By**

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### **Abstract**

The study aimed to identify the impact of leadership skills on the administrative decision-making process in the affairs of nationality, passports and residence. To achieve the objectives of the study, a questionnaire was designed and developed to collect information. It was distributed to the administrative supervisors, who numbered (185) supervisors, and they constituted (59.7%) of the study population. (180) questionnaires have been recovered, of which (175) are valid for statistical analysis, and they constitute (94.5%) of the total distributor. The data was analyzed using the statistical package for the social sciences.

#### ***The study reached the following results:***

The results proved that the level of administrative supervisors' awareness of the leadership skills of the Passports and Residence Affairs is high, and therefore the level of their management of the decision-making process is also high. There is a statistically significant relationship between leadership skills and the decision-making process. Where leadership skills explain (62%) of the variation in the dependent variable (decision-making process).

#### ***In light of the findings of this study, a set of recommendations can be made, including:***

Work to enhance the leadership skills of the administrative supervisors in the affairs of nationality, passports and residency, which were included in the study, in addition to searching for other skills that contribute to enhancing and supporting the decision-making process. The use of modern information technology that helps in improving the stages of problem identification, the stage of data collection and analysis, the stage of identifying alternatives, and choosing the most appropriate alternative in the decision-making process.

**Keywords:** leadership skills, administrative decision-making process.

## **Introduction**

The basis for progress and development in different aspects of life is closely related to leadership style. As well as the extent of understanding the psychology of groups and the extent of influence on them in addition to the goal of the group and achieve it. Leadership can be developed and practiced if its patterns, elements and components are known, as well as the circumstances surrounding the situation.

Leadership has become the criterion that determines the success of organizations, regardless of the type of activity they carry out and the subject matter of leadership skills. It is a vital topic that is characterized by originality and renewal and has many connections in modern management concepts. This topic is characterized by originality in this study by linking it to a vital topic, which is the administrative decision-making process. Leadership skills are considered as one of the factors influencing the administrative decision-making process. The skills and behaviors adopted by leaders in organizations through their awareness of the workers' feelings, feelings and needs, and the link between their goals and those of the organization and their participation in the development of plans, all of this enhances the administrative decision-making process.

Accordingly, decision-making requires the presence of people who are able to see the right vision and understand all the different aspects of the work and have the ability to make decisions and bear the responsibility for decision-making. This comes through developing the leadership skills of decision makers. Perhaps among these skills are those related to the skills of delegation of authority, participation, communication, motivation, in addition to the skills of building confidence?

In view of the vitality of the service, economic, social and strategic activities of the Nationality, Passports and Residence Affairs, they need leaders with such skills to be able to make rational and appropriate decisions in all situations and circumstances.

Studying the decision-making process has become an urgent necessity due to the events and developments taking place in the administrative environment, accompanied by many negative effects and phenomena as a result of failures in making sound decisions on the one hand. Or slowness, hesitation, and haste in making these decisions on the other hand. Which ultimately leads to chaos and confusion, all as a result of the lack of leadership skills among decision makers

Therefore, this study came to investigate the impact of leadership skills on the administrative decision-making process in the affairs of nationality, passports and residency.

## **Research problem**

The acceleration of contemporary changes affecting the future of administrative organizations has created new challenges for these organizations represented in their relentless pursuit of introducing advanced systems and taking decisions that are appropriate to the circumstances of those organizations. From here, leadership skills are the main pillar in making the right decision at the right time and the right circumstance. Nationality, Passports and Residence Affairs is considered one of the administrative organizations that need

decision makers with leadership skills that enable them to expand the scope of employee participation and achieve progress, growth and career development for them.

And through the interest of researchers in the affairs of nationality, passports and residency, and his review of previous studies, he noticed the centralization of responsibility in decision-making in the hands of leaders. This may be due either to the weak confidence of the leaders in their subordinates, or their incompetence to assume responsibilities greater than the size of their jobs, or to the leaders' fear of the emergence of qualified persons who threaten their positions. Thus, all of this may lead to obstruction in taking some important decisions.

Likewise, the desire of administrative leaders to retain as many powers as possible and the lack of confidence in the ability of workers to carry out their duties efficiently and effectively. Perhaps this is due to the weak leadership skills of these presidents. Hence, the study came to answer the following questions:

First: What is the level of awareness of the administrative supervisors of the leadership skills of the Nationality, Passports and Residence Affairs in the Kingdom of Bahrain?

Second: What is the level of awareness of the administrative supervisors of the administrative decision-making process at the Nationality, Passports and Residence Affairs in the Kingdom of Bahrain?

## **Research importance**

The fact that this study is one of the first studies - as far as the researchers are aware, that deals with the issue of the decision-making process at the level of nationality, passports, and residency affairs, and that it dedicates the relationship between two vital topics: leadership skills and the decision-making process.

The fact that this study helps in providing practical information on the importance of making administrative decisions. Therefore, it is possible to benefit from this study through its results, which explain to organizations the importance of the decision-making process and the success and progress achieved by this process.

This study may be an important reference for academics and researchers on the subject of leadership skills and their impact on the decision-making process, especially since there are few studies in this field in the Bahraini environment as far as the researchers are aware.

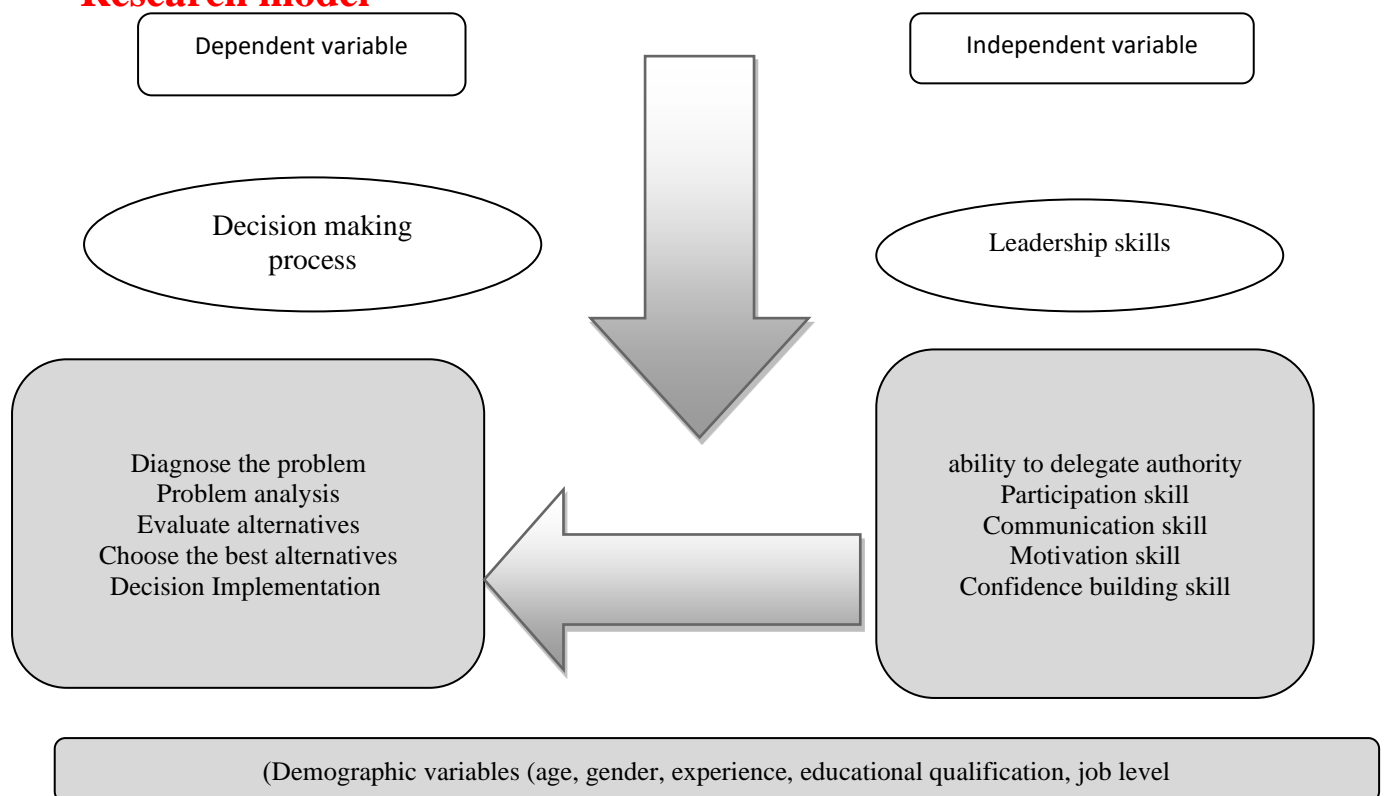
Through the results and recommendations presented by the study, it adds a new dimension to knowledge and scientific research, and draws the attention of the organization's management to the need to pay attention to the decision-making process of the administrative supervisors.

## **Research Objectives**

1. Identifying the level of awareness of the administrative supervisors of the role of leadership skills in the Nationality, Passports and Residence Affairs..

2. Determining the level of awareness of the managers of the decision-making process at the Nationality, Passports and Residence Affairs.
3. Analyze the nature of the relationship between leadership skills and the decision-making process in the Nationality, Passports and Residence Affairs.
4. Identifying the impact of personal factors (age, gender, experience, educational qualification, job level) on the leadership skills of the Nationality, Passports and Residence Affairs.
5. Identifying the impact of personal factors (age, gender, experience, educational qualification, job level) on the decision-making process at the Nationality, Passports and Residence Affairs.
6. Providing the necessary recommendations to decision makers that raise the level of the decision-making process by supporting and enhancing types of leadership skills in the Nationality, Passports and Residence Affairs.

### Research model



**Figure (1 - 1) Research model (researchers preparation)**

### Research Hypotheses

#### *The Main Hypothesis*

There is no statistically significant relationship between leadership skills (delegation of authority skill, participation skill, communication skill, motivation skill, confidence building skill) and the administrative decision-making process (problem diagnosis / problem analysis / evaluation of alternatives / selection of the best alternatives / follow-up and implementation of the decision) at the Nationality Affairs Passports and residency.

#### *Procedural terms*

The study included the following terms:

- Leadership skills: It is the set of skills and behaviors adopted by the leaders working in the surveyed organizations in order to achieve the goals set efficiently and effectively. This variable has been used through the following sub-variables:
- The skill of delegating authority: is to give up part of the powers granted to employees, to perform certain tasks.
- Motivating skill: using understanding based on listening to the response of workers and realizing their feelings, understanding their positions, interests, needs and starting points, creating a positive atmosphere for work, linking their goals with the goals of the organization, participating in setting plans and preparing to accept their complaints and suggestions, encouraging their skills and abilities, and taking responsibility for their mistakes at work. .
- Participation skill: It is to give management freedom and opportunity for employees to make their decisions without restrictions or laws that limit their contribution, with the aim of providing the best employment of their capabilities and improving their morale.
- Communication skill: It is the process by which instructions and data are transmitted within the administrative bodies easily and easily, which are used in decision-making by senior management and help in the implementation of other administrative functions such as planning, organizing, directing and controlling, i.e. it represents the beating heart of the decision-making process.
- Confidence-building skill: ensuring the exchange of trust with workers, rewarding the distinguished, trusting the capabilities of workers, believing that they have the capabilities and skills necessary to perform the work, keenness to develop their experiences, use positive perception and overcome the past in support and encouragement for workers, and help workers and reassure them of their future career.
- Decision-making process: It is the sufficient ability to take all aspects and dimensions of decision-making from diagnosing, analyzing, evaluating and selecting the best and least costly alternatives for the ministry so that the ground used is solid and the deviations are almost non-existent.
- Diagnosis of the problem: It is the process through which the problem is reviewed by the decision-maker and in-depth in knowing its reasons and etiologies.
- Problem Analysis: Classifying the problem and identifying the data and information required to solve it and its various sources.
- Evaluation of alternatives: It is to determine the pros and cons according to specific criteria for evaluating the best alternatives by knowing the possibility of implementation, the impact of implementing the alternative on the organization in addition to the human and social effects and its impact on individuals and groups, the appropriate time, the extent of the response of the subordinates and the time it takes to implement the alternative in addition to the internal conditions influential external.
- Selection of the best alternatives (decision): It is the process of conducting a series of trade-offs through which the optimal alternative is chosen, which obtains the highest ranking in terms of achieving the objectives and the stage of choosing the best alternative in the decision-making stage. Accuracy and objectivity must be taken into account in the selection.

## **Research limits**

- Objective Boundaries: The research dealt with the subject of leadership skills, and the administrative decision-making process.

- Human limits: This study was limited to supervisors in the affairs of nationality, passports and residency in the Kingdom of Bahrain.
- Spatial boundaries: This study was applied in the affairs of nationality, passports and residency in the Kingdom of Bahrain.
- Time limits: This study was applied during the year 2021 AD.

## **Previous studies**

### ***1- Al-Ghamdi's study: (2006) entitled: Building a training program to develop the skills of educational leaders in solving administrative problems in creative ways***

The study aimed to build a training program to develop the skills of educational leaders in solving administrative problems, by defining the elements of the program plan, developing the training bag that achieves the objectives of the program, and then defining the tools for measuring the program.

#### ***The study reached the following most important results***

Providing scientifically and professionally qualified trainers to train the program.

Providing incentives for educational leaders to join the program.

### ***2- Al-Ghamdi's study: (2007) entitled: "The level of leadership skills available and their development among secondary school principals in the Al-Baha region in the Kingdom of Saudi Arabia."***

This study aimed to identify the level of leadership skills available to principals of secondary schools in Al-Baha region in the Kingdom of Saudi Arabia, and to develop these skills available to principals in order to improve school work.

#### ***The study reached the following most important results***

- Managers have a high level of skills in strategic leadership in general, but the formulation of the strategic objectives of the work approaches in a measurable manner and the setting of the time limit for achieving each of the objectives of the plan was medium.
- There is no difference between principals and teachers in their estimation of the level of availability of strategic leadership skills in principals, except for the enrichment of school activities with activated strategic ideas and the principals' possession of a clear future vision for Saudi secondary education. They differ in estimating the level of these two skills.

### ***3- A study of (Heidhues and Patel, 2008) entitled: The role of accounting information in decision-making and determining the relationship between them, by studying the case of the German cooperative dairy factory***

This study aimed to know the role of accounting information in decision-making and to determine the relationship between them, by studying the case of the German cooperative dairy factory.

#### ***The study reached the following most important results***

That there is a role for accounting information in decision-making, and that there are several factors affecting the interpretation of accounting information, such as cultural and personal factors.

The researchers recommended the necessity of analyzing the environment surrounding the decision-making process, which has a significant impact on the quality of data needed for decision-making and on the decision-makers themselves.

**4. Richter's study (2006) entitled: (The Relationship between Managerial Leadership Skills and the Position Behavior Support in Schools)**

The study aimed to classify leadership skills associated with socially active school environments, examine the relationship between school support systems for positive behavior and the increasing evidence for those skills, examine the relationship between leadership skills and improve the level of professional satisfaction of employees, and examine leadership changes related to school support for positive behavior and recommendations from work.

***The study reached the following most important results***

- Respondents in the official teaching staff in school support for positive behavior showed statistical rates of job satisfaction more than those who work in schools that do not support positive behavior.
- The predictive ability of job satisfaction in relation to administrative skills and administrative behavior in the case of school support schools for positive behavior showed that the administrative skills of the principal's behavior are statistically the best for the professional satisfaction of the official teaching staff.
- Principals in school support schools for positive behavior obtained very high rates associated with the effectiveness of administrative behavior and (3) principals from school support for positive behavior, and principals of schools that do not apply support for positive behavior got almost equal rates for transformational and administrative skills.

***The current search site from previous studies***

After reviewing the previous studies regarding the impact of leadership skills on the administrative decision-making process, the researchers benefited from the theoretical framework in enriching the research. And also with regard to the design of the questionnaire and reviewing some of the axes and dimensions in those studies, as the study was field and not theoretical.

***What distinguishes the current study from previous studies?***

- That this study was conducted in the Bahraini environment, and to the extent that the researchers know that it is one of the rare studies in the Bahraini environment in this field.
- This study is unique as it dealt with the impact of leadership skills on the decision-making process (problem diagnosis, problem analysis, evaluation of alternatives, selection of the best alternatives, decision implementation) and not on decision-making. The majority of previous studies relied on the descriptive, exploratory, and field approaches to identify the correlative or causal relationship between the variables of leadership skills, while the current study can be considered analytical and empirical.

Most of the previous studies were conducted on organizations from the public and private sectors, while the current study was conducted on nationality, passports and residence affairs.

## **Research Methodology**

The study relies on the analytical descriptive approach, which includes the use of the field method in collecting information by means of the questionnaire that the researcher developed based on previous studies and the subject literature and analyzed statistically to

answer the study questions and test the validity of its hypotheses. In addition to the desktop survey, by making use of the ready-made references and sources to build the theoretical background and link the results of the study analysis to the previous studies available on the subject of the study.

**Table (1-1)** *Total distributed and retrieved questionnaires valid for statistical analysis*

<b>Questionnaires</b>	<b>number</b>	<b>percentage</b>
Distributed questionnaires	<b>185</b>	<b>%100</b>
Retrieved questionnaires	<b>180</b>	<b>%97.3</b>
Excluded questionnaires	<b>5</b>	<b>%2.7</b>
Questionnaires suitable for statistical analysis	<b>175</b>	<b>%94.5</b>

## Research community

The study population consists of all the administrative supervisors in each of the Ministry of Interior and the Ministry of Works in the Kingdom of Bahrain, whose number is (310) supervisors, who include (manager, assistant director, supervisor, head of department), according to the information taken from the Human Resources Department in those two ministries.

## Research sample

A random sample was taken from the study population, and the sample consisted of (185) administrative supervisors. Where questionnaires were distributed to all respondents, (180) questionnaires were retrieved and (5) questionnaires were excluded due to their incompleteness and validity for statistical analysis. Accordingly, the final number of questionnaires valid for statistical analysis becomes (175). That is, its percentage is (94.5)% of the total distributed questionnaires, and Table No. (1-1) shows this.

**Table No. (1-2)** *Correlation between statements and the total score of leadership skills*

<b>Delegation of authority</b>		<b>participation</b>		<b>Connection</b>	
Phrase	Total correlation	Phrase	Total correlation	Phrase	Total correlation
1	.469**	6	.554**	11	.688**
2	.583**	7	.666**	12	.682**
3	.528**	8	.667**	13	.645**
4	.542**	9	.693**	14	.607**
5	.634**	10	.721**	15	.698**
Motivation		Building confidence			
Phrase	Total correlation	Phrase	Total correlation		
16	.402**	21	.366**		
17	.620**	22	.473**		
18	.527**	23	.513**		
19	.551**	24	.501**		
20	.531**	25	.619**		

\*\* Statistically significant at the significance level of 0.01

### *Internal consistency validity*

The internal consistency index was found by calculating the correlation coefficient between the degree of the statement and the total degree of leadership skills for each of the



leadership skills (delegation of authority, participation, communication, motivation, building trust), as shown in Table No. (1). The correlation coefficient was also calculated between the degree of the phrase and the total degree of administrative decision-making for each component of the administrative decision-making process (problem diagnosis, problem analysis, evaluation of alternatives, selection of the best alternatives, follow-up and implementation of the decision). As shown in Table (2).

It is clear from Table No. (1) That all phrases enjoyed a high degree of correlation with the total score of leadership skills, ranging from (.366 - .698). All correlation coefficients were statistically significant at a level less than (0.01). This indicates that there is a high consistency between the items of the scale.

**Table No. (1-3)** *the correlation between the phrases and the overall degree of administrative decision-making*

<b>Diagnose the problem</b>		<b>Problem analysis</b>		<b>Evaluate the alternatives</b>	
Phrase	Total correlation	Phrase	Total correlation	Phrase	Total correlation
26	.543**	31	.608**	36	.486**
27	.549**	32	.680**	37	.524**
28	.601**	33	.640**	38	.553**
29	.540**	34	.644**	39	.537**
30	.593**	35	.625**	40	.589**
Choose the best alternatives		Follow-up and implementation of the decision			
Phrase	Total correlation	Phrase	Total correlation		
41	.556**	46	.490**		
42	.618**	47	.606**		
43	.656**	48	.635**		
44	.604**	49	.527**		
45	.664**	50	.609**		

\*\* Statistically significant at the significance level of 0.01

It is clear from Table No. (2) That all the expressions enjoyed a high degree of correlation with the total degree of administrative decision-making, ranging between (.486 - .680). All correlation coefficients were statistically significant at a level less than (0.01).

The stability coefficient was calculated using the Cronbach alpha method for all components of the scale, as shown in Table (3). All stability coefficients were high, which indicates that the scale has good stability.

Based on the foregoing, the results of the validity and reliability results give suitable and acceptable indicators about the characteristics of the scale in terms of validity and reliability, which allows it to be used in the current study.

**Table No. (1-4) Stability coefficients using Cronbach alpha method**

Administrative decision making		Leadership skills	
Cronbach alpha constant	component	Cronbach alpha constant	skill
0.822	Diagnose the problem	0.847	Delegation of authority
0.826	Problem analysis	0.842	participation
0.771	Evaluate the alternatives	0.881	Connection
0.827	Choose the best alternatives	0.788	Motivation
0.811	Follow-up and implementation of the decision	0.759	Building confidence
0.921	<b>Total Degree</b>	0.919	<b>Total Degree</b>

**Statistical methods used in the research**

The statistical analyzes necessary to achieve the research objectives were relied upon by entering data into the computer and analyzing it statistically using the SPSS program (Statistical Package for Social Sciences) through the use of the following statistics:

- Iterations to find out the distribution of sample responses on the gradient of the scale.
- Arithmetic means and standard deviations.
- Independent-Sample T test and one-way analysis of variance to identify the significance of the branches in the sample's opinion on the research topic.
- Pearson Correlation Coefficient to detect the relationship between quantitative variables.
- One Way ANOVA.
- Cronbach's alpha equation to ensure stability in the concept of internal consistency.

**Table (3-1) Distribution of the sample according to demographic variables**

variable	variable levels	number	percentage
Type	male	138	78.9%
	female	37	21.1%
age	30 and under	77	44%
	From 31 to 39	38	21.7%
	From 30 to 49	29	16.6%
	50 and over	31	17.7%
Educational level	secondary	68	38.9%
	diploma	36	20.6%
	Bachelor	50	28.6%
Experience	Postgraduate	21	12%
	5 or less	62	35.4%
	From 6 to 10	37	21.1%
	From 11 to 15	22	12.6%
Job	16 and over	54	30.9%
	Senior management	50	28.6%
	Middle management	82	46.9%
	Operational management	43	24.6%

## First: Answer the study questions

### *Results related to the first study question*

"What is the level of awareness of the administrative supervisors of the leadership skills of the Nationality, Passports and Residence Affairs?"

In light of the scale used in the study, the average value of the item, if it is greater than (3), indicates that the item is high. However, if the average value was (3), then this indicates that the level of the item was average. While the item level is low in the case of the average value below (3).

**Table No. (3-2)** *Arithmetic means, standard deviations, and the relative importance of respondents' answers on the skill of delegation of authority*

Item content	Arithmetic mean	standard deviation	Relative importance	Sort by relative importance	Item level according to average
The process of delegation of authority in the ministry is characterized with regulations and laws.	4.02	.87	80.34%	1	high
The process of delegation of authority is characterized with precise terms of reference in the ministry.	3.79	.85	75.89%	3	high
The process of delegation of authority is very clearly defined.	3.71	.95	74.17%	4	high
The process of delegation of authority is commensurate with the ability of the employee and takes into consideration his job position.	3.67	.99	73.49%	5	high
The delegation process takes place in a humane manner, away from compulsion and coercion.	3.83	.94	76.69%	2	high
<b>total average</b>	<b>3.81</b>	<b>0.73</b>	<b>76.11%</b>		<b>high</b>

### *According to the above table, we note the following*

- With regard to the gender variable, males constituted 78.9% and females 21.1%. This indicates that the sample population is male. As this percentage does not contradict the nature of Bahraini society. As the percentage of males in the labor sector is still greater than the percentage of females.

- With regard to the age variable, we note that those aged between 30 and under are the largest percentage, and they constituted 44%. The lowest percentage was for ages between 30-49, and they made up 16.6 percent.
- As for the educational level variable, the percentage of secondary education constituted the highest rate of 30.9%. The lowest percentage was for postgraduate studies, which amounted to 12%. This indicates that work does not require postgraduate studies and specialists.
- With regard to the experience variable, the percentage of those with little experience of less than five years constituted the largest percentage, amounting to 35.4%. The lowest percentage was between 11-15 years, with a percentage of 12.6.
- With regard to the functional variable, middle management constituted the highest rate of 46.9%. Then the operational management accounted for 24.6%.

The previous table shows the arithmetic means, standard deviations, and relative importance of the employees' response to the skill of delegation of authority. The item (the process of delegation of authority in the ministry is characterized with regulations and laws) ranked first with an average score of (4.02) and a relative importance of (80.34%). The item (the process of delegation of authority is commensurate with the employee's ability and takes into account his job position) ranked last with an arithmetic mean of (3.67) and a relative importance of (73.49%).

**Table No. (3-3)** *Arithmetic means, standard deviations, and the relative importance of respondents' answers on the confidence-building skill*

<b>Item content</b>	<b>Arithmetic mean</b>	<b>standard deviation</b>	<b>Relative importance</b>	<b>Sort by relative importance</b>	<b>Item level according to average</b>
The leader often admits the mistakes he makes.	3.36	1.19	67.20%	3	high
Constructive criticism is heard in the ministry.	3.38	1.08	67.54%	2	high
The Ministry is interested in giving employees the ability to think before making a decision.	3.35	1.04	67.09%	4	high
The Ministry seeks to encourage building confidence among employees.	3.42	1.07	68.34%	1	high
The Ministry is interested in implementing courses that increase confidence building among employees.	3.32	1.14	66.40%	5	high
<b>total average</b>	<b>3.37</b>	<b>0.87</b>	<b>67.31%</b>		<b>high</b>

The previous table shows the arithmetic means, standard deviations, and the relative importance of the employees' response on the confidence-building skill. It is clear from the table that the total mean for the items of this skill was high, with an arithmetic mean of (3.37), and a relative importance of (67.31%). The item (The Ministry seeks to encourage building confidence among employees) ranked first with an average score of (3.42) and a relative importance of (68.34%). The item (The Ministry is interested in implementing courses that increase confidence-building among workers) ranked last with an arithmetic mean of (3.32), and a relative importance of (66.40%).

**Table No. (3-4)** *Arithmetic means, standard deviations, and the relative importance of the respondents' answers on the motivation skill*

<b>Item content</b>	<b>Arithmetic mean</b>	<b>standard deviation</b>	<b>Relative importance</b>	<b>Sort by relative importance</b>	<b>Item level according to average</b>
Incentives are appropriate and commensurate with the Ministry's responsibilities.	3.34	1.22	66.86%	1	high
Incentives are disbursed to all employees with a kind of justice and equality.	3.12	1.20	62.40%	5	high
Incentives are among the quality standards in the Ministry.	3.26	1.07	65.14%	2	high
The incentive disbursement process is commensurate with the objectives set by the Ministry.	3.17	1.04	63.43%	3	high
Granting incentives is done objectively, without bias, with fairness and equality.	3.13	1.16	62.51%	4	high
<b>total average</b>	<b>3.20</b>	<b>0.94</b>	<b>64.07%</b>		high

The previous table shows the arithmetic means, standard deviations, and relative importance of the employees' response to the motivation skill. It is clear from the table that the total mean for the items of this skill was high, with an arithmetic mean of (3.20), and a relative importance of (64.07%). The item (incentives are considered appropriate and commensurate with the responsibilities of the ministry) ranked first, with an average score of (3.34), and a relative importance of (66.86%). While the item (incentives are disbursed to all workers with a kind of justice and equality) ranked last, with an average value of (3.12), and a relative importance of (62.40%).

**Table No. (3-5)** Arithmetic means, standard deviations, and relative importance of respondents' answers on communication skill

Item content	Arithmetic mean	standard deviation	Relative importance	Sort by relative importance	Item level according to average
Communication is an essential process in problem solving.	4.14	.88	82.74%	1	high
The Ministry seeks efficiency in administrative communications in line with objectives.	3.74	.90	74.86%	2	high
There are many channels of communication in the ministry to determine the type of information required.	3.67	.91	73.49%	4	high
Modern and diverse means of communication are used that keep pace with technological development.	3.70	1.00	73.94%	3	high
Ideas and information can be conveyed without having to change the main communication components.	3.67	.90	73.49%	4	high
<b>total average</b>	<b>3.78</b>	<b>0.68</b>	<b>75.68%</b>		high

The previous table shows the arithmetic means, standard deviations, and relative importance of the employees' response to the communication skill. It is clear from the table that the total average for the items of this skill was high, with an arithmetic average of (3.78), and a relative importance of (75.68%). The item (Communication is considered an essential process in solving problems) ranked first with an average of (4.14) and a relative importance of (82.74%). The two item (there are multiple channels of communication in the ministry in determining the type of information required) and (ideas and information can be transferred without the need to change the main components of communication) ranked last with an arithmetic average of (3.67), and a relative importance of (73.49%).

The previous table shows the arithmetic means, standard deviations, and relative importance of the employees' response to the participation skill. It is clear from the table that the total mean for the items of this skill was high, with an arithmetic mean of (3.58), and a relative importance of (71.63%). The item (Participation skill is considered one of the best solutions for decision-making) ranked first with an average score of (3.83), and a relative importance of (76.69%). And the item (Usually a psychological climate and an appropriate environment is rehabilitated during the application of the participation skill) ranked last with an arithmetic mean of (3.46), and a relative importance of (69.14%).

**Table No. (3-6)** Arithmetic means, standard deviations, and the relative importance of respondents' answers on the participation skill

Item content	Arithmetic mean	standard deviation	Relative importance	Sort by relative importance	Item level according to average
Participation skill is considered one of the best solutions for decision making.	3.83	.95	76.69%	1	high
Sometimes the skill of participation rises in important and fateful decisions.	3.62	.92	72.34%	2	high
All points of view are analyzed, compared and presented in participatory skills.	3.53	.96	70.63%	3	high
The time and cost factor is determined in the process of effective participation	3.47	.88	69.37%	4	high
Usually, a psychological climate and an appropriate environment are rehabilitated during the application of the skill of participation.	3.46	1.08	69.14%	5	high
<b>total average</b>	<b>3.58</b>	<b>0.69</b>	<b>71.63%</b>		high

**Table No. (3-7)** Arithmetic means, standard deviations, and relative importance of the respondents' answers about leadership skills: (delegation of authority, participation, communication, motivation, building trust).

Skill	Arithmetic mean	standard deviation	Relative importance	Sort by relative importance	Item level according to average
Delegation of authority	3.81	0.73	76.11%	1	high
participation	3.37	0.87	67.31%	4	high
Connection	3.20	0.94	64.07%	5	high
Motivation	3.78	0.68	75.68%	2	high
Building confidence	3.58	0.69	71.63%	3	high
<b>total average</b>	<b>3.55</b>	<b>0.59</b>	<b>70.96%</b>		high

It is clear from the previous table, the arithmetic means, standard deviations, and the relative importance of leadership skills: (delegation of authority, participation, communication, motivation, building trust). 70.96%). It also appears from the table that the

skill of delegation of authority occupied the first place with an arithmetic mean of (3.81) and a relative importance of (76.11%). This is followed in relative importance by the skill of motivation, then building confidence, after that participation, and finally the skill of communication.

## Results related to the second study question

**Table No. (3-8)** Arithmetic means, standard deviations, and the relative importance of the respondents' answers on the skill of diagnosing the problem

Item content	Arithmetic mean	standard deviation	Relative importance	Sort by relative importance	Item level according to average
The nature and nature of the problem is determined in the diagnosis process.	3.75	.92	74.97%	1	high
When diagnosing the problem, its causes and effects are taken into account.	3.67	.95	73.49%	2	high
Errors and deviations are taken into account in the diagnostic process	3.63	.89	72.57%	4	high
The problem is diagnosed in detail, accurately, qualitatively and quantitatively.	3.51	.91	70.17%	5	high
A state of balance is established when diagnosing between the internal environment and the external environment.	3.66	.95	73.14%	3	high
<b>total average</b>	<b>3.64</b>	<b>0.71</b>	<b>72.87%</b>		high

The previous table shows the arithmetic means, standard deviations, and relative importance of the employees' response to the skill of diagnosing the problem. It is clear from the table that the total mean for the items of this skill was high, with an arithmetic mean of (3.64), and a relative importance of (72.87%). The item (the nature and nature of the problem is determined in the diagnosis process) ranked first with an average score of (3.75), and a relative importance of (74.97%). The item (the problem is diagnosed in a detailed, accurate, qualitative and quantitative manner) ranked last with an arithmetic mean of (3.51), and a relative importance of (70.17%).



**Table No. (3-9)** Arithmetic means, standard deviations, and the relative importance of the respondents' answers on the skill of problem analysis

Item content	Arithmetic mean	standard deviation	Relative importance	Sort by relative importance	Item level according to average
Data and information directly concerned with the problem are collected.	3.92	.99	78.40%	1	high
The appropriate timing is determined in collecting and analyzing information.	3.72	.96	74.40%	3	high
It is taken into account in the analysis who is the person who is qualified for this.	3.57	1.03	71.31%	5	high
The required sources of information are determined from its various sources.	3.61	.98	72.23%	4	high
The degree of confidence and objectivity is taken into account in data collection.	3.73	.92	74.63%	2	high
<b>total average</b>	<b>3.71</b>	<b>0.75</b>	<b>74.19%</b>		high

The previous table shows the arithmetic means, standard deviations, and relative importance of the employees' response to the problem analysis skill. It is clear from the table that the total average of the items of this skill was high, with an arithmetic mean of (3.71), and a relative importance of (74.19%). The item (data and information directly concerned with the problem is collected) ranked first, with an average score of (3.92), and a relative importance of (78.40%). And the item (the person who is qualified for that is taken into account in the analysis) occupied the last position with an arithmetic average of (3.57) and a relative importance of (71.31%).

The previous table shows the arithmetic means, standard deviations, and relative importance of the employees' response to the skill of evaluating alternatives. It is clear from the table that the total average of the items of this skill was high, with an arithmetic mean of (3.62), and a relative importance of (72.34%). The item (the submitted alternatives must be acceptable to the parties affected by the decision) ranked first, with an average score of (3.77), and a relative importance of (75.31%). The item (When evaluating alternatives, an

appropriate alternative for the internal and external environment is found) occupied the last position with an arithmetic mean of (3.50), and a relative importance of (70.06%).

**Table No. (3-10)** *Arithmetic means, standard deviations, and the relative importance of respondents' answers on the skill of evaluating alternatives.*

<b>Item content</b>	<b>Arithmetic mean</b>	<b>standard deviation</b>	<b>Relative importance</b>	<b>Sort by relative importance</b>	<b>Item level according to average</b>
The alternatives offered must be acceptable to the parties affected in the decision	3.77	.97	75.31%	1	high
Evaluation of alternatives is an attempt to predict future conditions and possibilities	3.58	.89	71.54%	4	high
The evaluation of the available alternatives is influenced by the approach and style of leadership	3.63	.97	72.57%	2	high
In the process of evaluating alternatives, a suitable alternative is found for the internal and external environment	3.50	.99	70.06%	5	high
Previous experiences are taken into consideration when evaluating alternatives for guidance	3.61	.98	72.23%	3	high
<b>total average</b>	<b>3.62</b>	<b>0.70</b>	<b>72.34%</b>		high

The previous table shows the arithmetic means, standard deviations, and relative importance of the employees' response to the skill of choosing the best alternative. It is clear from the table that the total mean for the items of this skill was high, with an arithmetic mean of (3.46), and a relative importance of (69.28%). The item (personal factors are not taken into account during the selection process) ranked first with an average score of (3.57), and a relative importance of (71.43%). The item (The Ministry is interested in selecting qualified persons to implement the optimal alternative) ranked last, with an arithmetic mean of (3.37), and a relative importance of (67.43%).

**Table No. (3-11)** *Arithmetic means, standard deviations, and the relative importance of respondents' answers on the skill of choosing the best alternative.*

<b>Item content</b>	<b>Arithmetic mean</b>	<b>standard deviation</b>	<b>Relative importance</b>	<b>Sort by relative importance</b>	<b>Item level according to average</b>
In the selection process, personal factors are not taken into account.	3.57	1.15	71.43%	1	high
The implications of the optimal alternative are taken into account from the pros and cons.	3.53	.99	70.51%	2	high
The ministry takes care of the resulting decisions until after choosing the alternative.	3.39	1.05	67.77%	4	high
The optimal alternative is applicable from both the internal and external environment.	3.46	1.06	69.26%	3	high
The Ministry is interested in selecting qualified persons to implement the optimal alternative.	3.37	1.10	67.43%	5	high
<b>total average</b>	<b>3.46</b>	<b>0.82</b>	<b>69.28%</b>		high

Table No. (3-21) Arithmetic means, standard deviations, and the relative importance of the respondents' answers on the skill of follow-up and implementation of the decision

item The previous table shows the arithmetic means, standard deviations, and relative importance of the employees' response to the skill of following up and implementing the decision. It is clear from the table that the total average of the items of this skill was high, with an arithmetic mean of (3.63), and a relative importance of (72.57%). The item (when implementing the decision process is formally issued and announced) ranked first, with an average score of (4.05), and a relative importance of (81.03%). The item (the ministry is trying to involve the largest number of employees in the decision-making process) ranked last with an arithmetic mean of (3.34) and a relative importance of (66.74%).

**Table No. (3-13)** Arithmetic means, standard deviations, and relative importance of the respondents' answers about the administrative decision-making process: (problem diagnosis, problem analysis, evaluation of alternatives, selection of the best alternatives, follow-up and implementation of the decision).

Skill	Arithmetic mean	standard deviation	Relative importance	Sort by relative importance	Item level according to average
Problem Diagnose	3.64	0.71	72.87%	2	high
Problem analysis	3.71	0.75	74.19%	1	high
Evaluate the alternatives	3.62	0.70	72.34%	4	high
Choose the best alternatives	3.46	0.82	69.28%	5	high
Follow-up and implementation of the decision	3.63	0.76	72.57%	3	high
<b>total average</b>	<b>3.61</b>	<b>0.58</b>	<b>72.25%</b>		high

It is clear from the previous table, the arithmetic means, standard deviations, and the relative importance of administrative decision-making: (diagnosing the problem, analyzing the problem, evaluating the alternatives, choosing the best alternatives, following up and implementing the decision). The arithmetic mean was generally (3.61), and the standard deviation was (0.58), with a relative importance of (72.25%). It also appears from the table that the skill of problem analysis ranked first with an arithmetic mean of (3.71) and a relative importance of (74.19%). This is followed in relative importance by the skill of diagnosing the problem, then following up and implementing the decision, after that evaluating the alternatives, and finally the skill of choosing the best alternatives.

## Second: the results of testing the hypotheses of the study

### *Results related to the first main hypothesis*

There is no statistically significant relationship between leadership skills (delegation of authority, participation, communication, motivation, building trust) and the administrative decision-making process at the Nationality, Passport and Residence Affairs in the Kingdom of Bahrain.

To verify the validity of this hypothesis, multiple regression analysis was used considering the variables (delegation of authority, participation, communication, motivation, building trust) as the independent variables and the administrative decision-making process as the dependent variable as shown in the following table:

**Table No. (3-14)** Results of the multiple regression analysis of variance test to test the relationship between leadership skills and the administrative decision-making process at the Nationality, Passports and Residence Affairs

source of contrast	sum of squares	degrees of freedom	mean of squares	R correlation coefficient	coefficient of determination R <sup>2</sup>	F test value	F level of significance
Regression	22797.146	5	4559.429				
remains	13944.568	169	82.512	.788	.620	55.258	.000
total	36741.714	174					

The statistical results in the previous table indicate that there is a statistically significant relationship between leadership skills and the administrative decision-making process at the Nationality, Passports and Residence Affairs. This is evidenced by the high value of (F) calculated and it was statistically significant. The observed significance level was (0.000), which is less than the significance level (0.01). This reinforces the value of the correlation coefficient, which reached (0.788). This means rejecting the null hypothesis, which states that there is no relationship, and accepting the alternative hypothesis, which states that there is a relationship between leadership skills and the administrative decision-making process in the Nationality, Passports and Residence Affairs. Leadership skills explain (62%) of the administrative decision-making process at Nationality, Passports and Residence Affairs, depending on the value of the determination coefficient ( $R^2 = 0.62$ ).

## Results

### *The study reached the following results*

- The results proved that the level of awareness of the administrative supervisors of the leadership skills of the Nationality, Passports and Residence Affairs is high, and therefore the level of their management of the decision-making process is also high.
- There is a statistically significant relationship between leadership skills and the decision-making process. The leadership skills explained (62%) of the variation in the variable of the decision-making process.
- There is a statistically significant relationship between leadership skills and problem diagnosis skill. Where the diagnosis skill explained its percentage (58.8%) of the variation in the variable of the decision-making process.
- There is a statistically significant relationship between leadership skills and the stage of problem analysis. Where the analysis of the problem explained its percentage (47%) of the variation in the dependent variable) of the decision-making process.
- There is a statistically significant relationship between leadership skills and the stage of evaluating alternatives. The evaluation of the alternatives explained (32.1%) of the variation in the variable of the decision-making process.
- There is a statistically significant relationship between leadership skills and the stage of choosing alternatives. The choice of alternatives explained (32.21%) of the variation in the variable of the decision-making process.
- There is a statistically significant relationship between leadership skills and the stage of decision implementation. Where the implementation of the decision explained (37.6%) of the variation in the variable of the decision-making process.
- There are no statistically significant differences in the leadership skills in the Bahraini ministries that may be attributed to the variables (age, experience, educational qualification, job level). While there are statistically significant differences in leadership skills due to the gender variable.
- There are no statistically significant differences in the decision-making process in the Bahraini ministries that may be attributed to the variables (age, experience, educational qualification, job level). While there are statistically significant differences in the decision-making process due to the gender variable.

## Recommendations

In light of the findings of this study, a set of recommendations can be made, including:

Work to enhance the leadership skills of the administrative supervisors in the affairs of nationality, passports and residency included in the study. In addition to searching for other skills that contribute to enhancing and supporting the decision-making process.

The use of modern information technology that helps in improving the stages of problem identification, the stage of data collection and analysis, the stage of identifying alternatives, and choosing the most appropriate alternative in the decision-making process.

That there be a competent authority in the ministry that carries out the continuous training process and allocates an adequate financial budget for it in order to hone the skills of those in charge of the decision-making process.

Qualified human competencies should be attracted within specific criteria through the selection and recruitment process.

The need to enhance communication skills with regional and international institutions through indicators, seminars and simulations.

The need to build a database of information for circulation so that sufficient information flows in a timely manner.

Ensuring the process of participation in decision-making and adopting the principle of delegation of authority as a basic principle in the process of participation.

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