



Organizational Performance Assessment System through Integrating the Full Range Leadership Model in Moroccan Higher Education: PLS-SEM Study

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Abstract: This study undertakes quantitative research using the Full Range Leadership as a measurement model to depict the various patterns and ramifications of the leadership style in Moroccan public universities. For this thesis, survey research has been deemed adequate for conducting a quantitative study. Therefore, semi-structured questionnaires have been administered to collect data systematically. The survey strategy has a unique possibility to account for higher education performance based on a designated population (senior executives, managers, administrators, academics, etc.) in predetermined settings (universities) during a particular point in time (the duration of data collection). The structural equation modeling (SEM) path modeling approach has been implemented to account for the statistical data by running the Smart PLS 3 software. This paper attributes a positive effect on leadership style to transformational style and effectiveness. In contrast, it associates a negative influence on employee performance with the transactional and passive-avoidant (*laissez-faire*) leadership styles. Therefore, the findings related to idealized influence, individualized consideration, inspirational motivation, and intellectual stimulation manifested positive correlations between these practices and employee performance. However, the findings depict the three subscales of transactional leadership: Contingent Reward, Management-by-Exception (active), and Management-by-Exception (passive), as conducive to the negative perception of the employees to their leaders, which leads to inferior performance on the part of the university administrators, middle managers, and subordinates.

Key Words: The Full Range Leadership Model, Leadership Style, Performance Assessment, Employees' performance, SEM-PLS.

1. INTRODUCTION

The style adopted by leaders in administrations has a considerable impact on the organization's performance. Therefore, an efficient leader leads employees through a change process in which they become more motivated and willing to perform according to high standards and high quality. On that account, Bass & Avolio (2000) highlight the role that leaders should play in motivating and prompting their subordinates to realize the organizational goals. An effective leader aims to alter the status quo and direct the personnel and the environment toward excellence and success. This means that leaders should entice followers to adopt their vision without using coercive strategies or abuse of power. It is rather through their managerial patterns and practices that effectiveness can be warranted in the workplace.

It is noteworthy that the model of the Full Range Leadership Model (FRLM), which is the fruit of Bass's research (1985), is a well-known paradigm that has long characterized and dominated the research on leadership styles. The extensive literature determines three constituents as the essential underpinnings that underlie this theoretical framework: Transformational, Transactional, and Laissez-faire leadership (Bass 1985, Howell & Avolio 1993). On that account, Bass (1985) advocates the role that transformational leaders play as they focus on individualized consideration, intellectual stimulation, idealized influence, and inspirational motivation to trigger subordinate admiration and trust. In the meantime, Antonakis et al., (2003) suggest that one of the most patent perspectives of transactional leadership is embodied in the management-by-exception (passive and active). They claim that this management type adopts an expectant behavior of task accomplishment and takes measures against employees for their inability to meet their high-performance expectations. Bass (1985) elaborates that management by exception and reward are drivers of transactional leadership. Bass & Avolio (1997) label the type of behavior that laissez-faire or non-transactional leaders adopt as avoidance of leadership. They refer to the unwillingness to make decisions and the inability to provide incentives to engage and motivate subordinates or meet their individual needs. The present article seeks to quantify the Moroccan patterns of leadership in tertiary education based on the full-range leadership model to depict their effects on employee performance.

This article builds the theoretical and conceptual framework based on Bass & Avolio's MLQ x 5 model(1995), which attributes a positive effect on leadership style to transformational style. In contrast, it associates a negative influence on employee performance with the transactional and passive-avoidant (laissez-faire) styles. The objective of examining these hypotheses, other than validating them, is to answer the research questions related to the dominant leadership styles and their effect on organizational performance in Moroccan tertiary education. Meanwhile, this article integrates another component namely effectiveness, to account for the suggested paradigm.

2. THEORETICAL AND CONCEPTUAL FRAMEWORK

2.1. Leadership Styles and Organizational Performance

2.1.1 Transformational Style

The current research derives its strength from the extensive body of literature that links the transformational style with high performance and employee satisfaction (Avolio & Bass, 2002). Indeed, many scholars have articulated the crucial role of transformational leaders who involve their subordinates in the process of decision-making and goal execution, induce them to think out of the box, and encourage them to innovate as they strive to solve daily problems (Avolio, 1999; Bass & Avolio, 1994). Managers, who are adept at establishing the organization and creating strong networks among employees, are more likely to succeed in affecting performance (Macpherson & Holt, 2007). Also, Avolio (1999) associates the upgrade of organizational performance and the continuity of competitive advantage with effective management.

2.1.2. Transactional Style

The most considerable empirical evidence is in favor of the positive impact of transformational leadership on organizational performance in comparison with the transactional style (Burns, 1978; Bass, 1990; Howell & Avolio, 1993). Similarly, Bass (1985) suggests that transformational leaders are more efficient than transactional leaders. Day & Antonakis (2012), who argue that the transactional style falls behind transformational leadership, advance the same conclusions. The transformational paradigm is positively linked with organizational performance in contrast with the transactional and laissez-faire paradigms, which have an inferior correlation with performance.

2.1.3. Laissez-Faire Style

This third type of leader is undoubtedly associated with underperformance in organizations managed by laissez-faire or non-transactional leaders. Surprisingly, laissez-faire leadership does not pay attention to the personnel or the organization's productivity. It is clearly stated by Puni et al. (2014), "The main emphasis of this leadership style is neither on performance nor people" (p. 179). Bass & Avolio (1997) label this type of behavior on the part of leaders "avoidance of leadership." They refer to the leader's unwillingness to make decisions and the inability to provide incentives to engage and motivate subordinates or meet their individual needs. Similarly, Deluga (1992) confirms the subordinates' lack of satisfaction with their non-transactional leadership and inferior productivity due to the underperformance of the organization.

2.2. The Full-range Leadership Theory

2.2.1. Transformational Features

Most research findings confirm that the experience of working for transformational leaders can be very satisfactory and rewarding. The reason for this is their ability to stimulate the positive energy of the followers and engage them in the planned goals. Furthermore, they boost their follower's performance by motivating them and upgrading their independence and confidence. Bass's initial conceptualization of the transformational leadership construct (1985) entails three features: individualized consideration, charismatic component, and intellectual stimulation. These constitute the building frameworks for his Multifactor Leadership Theory and Questionnaire (MLQ). Subsequently, some rectifications give birth to several versions, yet the MLQ 5x remains the most popular version among scholars and researchers (Bass & Avolio, 1995). It comprises five components: idealized influence behaviors (IIB), idealized influence attributed (IIA), intellectual stimulation (IS), individualized consideration (IC), and inspirational motivation (IM).

2.2.2. Idealized Influence

The defining characteristics of this type of leader are:

- Setting a model for subordinates to follow.
- Establishing trust and confidence among followers and between the leader and followers.
- Acquiring an attractive and charismatic profile.

They embody high moral standing and ethical attributes that employees perceive in them (Bass & Avolio, 1995). Furthermore, Bass (1985) refers to this category of leaders as having great doses of idealized influence or charismatic capacity to instill loyalty, respect, and trust in their followers. He argues that, unlike charismatic leaders, transformational leaders can empower their associates. Idealized influence attributed (IIA) leaders build others and pay special attention to the group's needs. Idealized Influence behavior (IIB) leaders hold deep moral and ethical values that they indoctrinate to followers.

2.2.3. Intellectual Stimulation

This type of leader urges their subordinates to believe and recognize their values. They prefer proactive subordinates who create, think out of the box, and work towards finding solutions to the various problems they encounter. They appreciate intelligent and rational actions as well as problem-solving competence. Therefore, they adopt a supportive attitude toward new thoughts and approaches while stimulating followers to create and innovate away from negative pressure or criticism.

2.2.4. Individualized Consideration

These considerate leaders take into account the personal and specific needs of every participant. They adopt a one-to-one approach as they initiate coaching and

mentoring individual members. They are well aware of the unique attributes of everyone in their team and take special care of personal needs. They embrace individualized interactions, provide necessary feedback, delegate tasks, and establish close and direct relationships with followers as they keep track of their progress and performance.

2.2.5. Inspirational Motivation

These leaders are the source of motivation and encouragement for their followers. They prompt them to be proactive and take the initiative to confirm their commitment to the leadership vision and organizational mission. Indeed, they induce and galvanize subordinates to work towards realizing challenging goals while maintaining team spirit. They communicate smoothly through emotional influence and expressive symbolic messages and images (Bass & Avolio, 1990).

- **Transformational practice** will lead to a **positive perception** of leadership style, which affects **employee performance favorably**.

2.3. Transactional Features

Bass (1985) maintains that the Multifactor Leadership theory aims to assess three primary dimensions of transactional leadership: contingent rewards, management-by-exception-active, and management-by-exception-passive.

2.3.1. Contingent Rewards

These leaders motivate their followers by offering rewards for the goal's accomplishment and mission achievement. They provide support and assistance to their subordinates in return for strong efforts and commitment to the organization. Moreover, they acknowledge hard work and goal completion as a top priority.

2.3.2. Management by Exception (active)

These leaders anticipate severe problems and take counteracting and corrective actions when inadequate situations or nonconforming behaviors and events take place. They set clear and strict standards that followers should abide by strictly. They also take measures against those who do not adhere to these criteria.

2.3.3. Passive Management (passive)

These leaders adopt a wait-and-see approach before taking any measures to remedy inconsistencies and irregularities. This kind of reluctant behavior is very typical of this category of leaders, and it has a significant impact on the employees and the organization as a whole. They are unable to set clear goals and standards or adopt reactive behavior as they usually react after inadequate situations persist (Bass & Avolio, 2004). This management type adopts an expectant behavior of task accomplishment and takes measures against employees for their inability to meet their high-performance expectations. Transactional leadership consolidates the corrective actions against

subordinates in the case of the non-achievement of the goals.

- **Transactional practice** will lead to a **negative perception** of leadership style, which affects **employees' performance unfavorably**.

2.4. Laissez-faire Style and Effectiveness

This third type of leader is undoubtedly associated with underperformance in organizations managed by laissez-faire or non-transactional leaders. Surprisingly, laissez-faire leadership does not pay attention to the personnel or the organizational productivity. This notion has been referred to by Puni et al. (2014) when they stated that "the main emphasis of this leadership style is neither on performance nor on people". (p. 179). Bass & Avolio (1997) label this type of behavior of leaders as avoidance of leadership. Thus, they refer to the leader's unwillingness to make decisions and the inability to provide incentives to engage and motivate subordinates or meet their individual needs. Similarly, Deluga (1992) confirms subordinates' lack of satisfaction with their non-transactional leadership and inferior productivity due to the underperformance of the organization.

Laissez-faire leaders, also notorious for being Passive-avoidant or non-transformational leaders, exhibit passive behavior and professional detachment in the workplace. This type of leader is utterly devoid of power and authority and investigates subordinates to resort to different sources to decide on important issues and decisions. What is more, the group most often makes momentous and influential decisions as the leader avoids responding instantly to immediate and unexpected affairs and concerns. Other responsibilities these leaders do not take are evaluating performance, guiding employees, and criticizing low performance. Simply put, this pattern suggests the absence of effective leaders who can take action and influence others. In contrast with the motivating transformational leaders and efficient transactional managers, Laissez-Faire leaders show a lack of willingness and interest to motivate subordinates or satisfy their needs. They adopt clear avoidance strategies to escape getting involved in serious situations where their leadership competency can be challenged or highlighted. They also avoid establishing standards to monitor their followers or assess their performance. In addition, the lack of incentives and stimulative tools undermines their leadership (Bass & Avolio, 1997). In the meantime, these leaders manage to be on good terms with their subordinates to guarantee smooth governance and easy monitoring of workplace situations.

- **Non-transactional leadership** practice (laissez-faire) will lead to a **negative perception** of leadership style, which affects **employee performance** unfavorably.

- **Effectiveness** will lead to a **positive perception** of leadership style, which affects **employee performance** favorably.

2.5. Performance Evaluation in Moroccan Higher Education

Despite the unremitting revisions of the reform strategies, the issues of leadership style and performance assessment are viewed as major obstructions to the

promotion of the whole system and leading factors to the critical situation of higher education. In this regard, Bounahai (2014) recognizes the low performance and the restricted contribution of the education sector to developing the kingdom's economy. The core problem related to national academic research resides in its disregard for these hitherto unexplored subject areas and its categorical focus on themes related to teacher-student performance evaluation, curricula design, and content effectiveness. What is more, the patterns of the full-range leadership model have never been accounted for in national educational contexts. Therefore, this study raises the thorny issue of the ramifications of the leadership style on university performance assessment, starting from the researcher's conviction that research should be reoriented towards institutional evaluation. It should ponder on the executive management practices with all the exerted top-down effects on the integrality of the organization. Meanwhile, it is not clear how leadership behaviors and managerial practices are gauged among these institutions. This brings into focus the noticeable paucity of empirical research that accounts for Moroccan manager's styles in higher education (Lekchiri et al., 2018). Therefore, this study aims to decorticate the influences that the primary styles of transformational, transactional, laissez-faire, and effectiveness exert on the performance of Moroccan public universities.

The policymakers and reformers of the Moroccan educational system have been cognizant of the strategic integration and formalization of the evaluation process at all levels of education. The patterns of evaluation insinuated in this paper are the estimation of the effectiveness of the overall system of higher education as well as the consolidation of the internal and external evaluations carried out at the level of the universities. By way of illustration, special bodies and agencies that inspect and report on the areas of strengths and weaknesses linked to the multifaceted aspects of university accomplishments can conduct state auditing. Meanwhile, self-evaluation entails the establishment of internal systems of assessment and auditing of the pedagogical, administrative, and financial records of the universities for scheming adjustments and improvements. In this regard, the legislator has enacted a legion of laws that provide the legal frameworks for the systematization of these two types of evaluation. Law 01-00 and the National Charter of Education are the principal enactments that bear upon every factor of education, including academic management, human capital structure, and composition, quality optimization, financial and administrative governance, etc. The National Charter of Education (1999) comprises many items that touch upon the concept of evaluation as the chief upholder of the success of the reform. Article 157, for instance, insists upon a comprehensive valuation of the entire educational system. This evaluation is based mainly on the educational, financial, administrative, and self-assessment of each higher educational institution. In a similar vein, Article 77 of the statute 01-00 recommends financial, pedagogical, and administrative auditing of HEIs. According to this Article, universities should develop self-evaluation systems for the constant internal and external appraisal of their establishments, scientific research, and

cultural manifestations and contributions. Meanwhile, despite this set of regulations, leadership patterns and practices require more scrutiny to depict how they impact higher education achievement.

2.6. Conceptual Framework and Hypotheses for the Effect of Leadership Style on Organizational Performance

This research seeks to investigate the effects of leadership styles on organizational performance. Therefore, the conceptual framework underlying this chapter is formulated based on Bass & Avolio's (1995) MLQ 5X model.

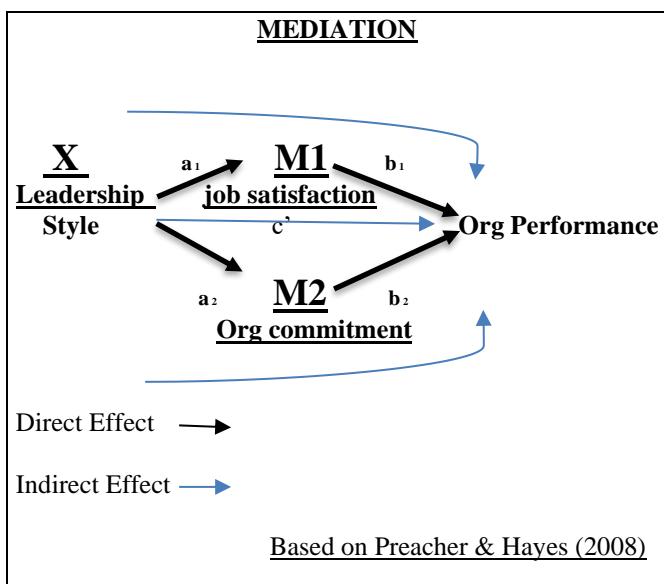


Fig-1: Hypothesized Multiple Mediation Model

2.6.1. Leadership Style, Job Satisfaction, and Organizational Commitment

The extensive research on the significance and correlation between leadership style, job satisfaction, and organizational commitment lays bare the extremely integral role that executives assume in creating satisfactory work conditions and thoroughly enticing subordinates to commit to corporate values and objectives. The acknowledgment that leadership styles have a bearing on organizational satisfaction and commitment has predominated research since the 1920s. In this context, Hawthorne's pioneer experiments (from 1924 to 1932) associate employee attitudes with performance, whereas it establishes no obvious liaison between personnel behavior and financial rewards.

Subsequently, advanced investigations on the behaviors of leadership that contribute to the strengthening of subordinates' satisfaction have been conducted throughout the period extending from the 1950s to the 1960s. The abundant literature confirms that leadership styles directly affect employees' job satisfaction and commitment, affecting straightly organizational performance. In this regard, Kelloway et al., (2012) relate transformational leadership to employee satisfaction and commitment to the organization. Furthermore, Wilson

(1995) maintains that leadership style upgrades employees' achievement by intensifying their satisfaction. Brockner (1988) perceives managers as boosters of subordinates' self-confidence and satisfaction. What is more, Rhoades & Eisenberger (2002) draw attention to the fact that the nature of the relationships between leaders and subordinates reflects on the productivity of the employee and the organization. They argue that leaders who are supportive and considerate towards the personnel can help to boost performance and to reduce work stress. Stogdill (1963) deems that various leadership styles possess a favorable connection with subordinates' attitude, motivation, and management, which reflect on the overall organizational commitment. Employees who demonstrate high commitment tend to identify themselves with the organization's values and mission. They make personal compromises for the sake of the company's success. They display a much higher performance than expected. They also contribute to the general development and effectiveness of their firm. In fact, committed employees are loyal to their organization despite the potential challenges they may encounter. Accordingly, Savery & Luks (2001) establish a close link between the extent to which employees take part in the organization and their satisfaction in the workplace. Simply put, the employees, who are involved in the decision-making process, display an intense commitment to the organization. Most importantly, the predominant role of transformational leadership has been pinpointed throughout the relevant literature. In this respect, Bass (1999) makes use of the MLQ 5X as the primary research instrument to appraise leaders and their subordinates and reaches the conclusion that advocates the notion of the universality of relationships. The findings substantiate the powerful impact of transformational leadership on achieving group outcomes and group cohesiveness. Riaz et al., (2011) probe into the influence of transformational leaders on subordinates' commitment and deduce that this type of leadership exerts a positive effect on employees. Such leaders urge followers to embrace their vision and strive to accomplish it. Brown & Peterson (1993) hold that contact employees who perceive and feel their leaders' interest and concern tend to exhibit high performance. In the same vein, Lee (2004) reiterates the positive roles that transformational managers assume in fostering employee commitment. Mohammad et al. (2011) associate transformational leadership with job satisfaction that guarantees optimum productivity, creativity, and concern.

Cummings et al., (2010) advocate the adoption of transformational leadership since it helps to enhance satisfaction, selection, and work culture and restrains the loss of essential employees (turnover). Bass (1985) holds that transformational leaders can foster job satisfaction owing to their capacity to convey their mission and intellectual stimulation to their subordinates. Besides, Al-Hussami (2008) underscores the positive influence that transformational managers have on job satisfaction. Emery & Barker (2007) confirm that transformational leaders exercise a noticeable impact on the two antecedents, namely job satisfaction and organizational commitment.

While most of the previously discussed studies rate the significance and influence of transformational leadership on the level of job satisfaction and organizational commitment positively, other scholars such as Mester et al. (2003) add the favorable effect of transactional leadership on the emotional commitment to transformational leadership. This paper assumes that there are mediation roles of job satisfaction and organizational commitment between leadership style and organizational performance.

➤ Research Mediation Hypotheses:

- The adoption of an adequate **leadership style** will lead to **higher job satisfaction** among employees.
- The adoption of an adequate **leadership style** will lead to a **higher commitment** of the employees to their organization.

➤ Research Main Hypotheses:

- **Transformational** practice will lead to a **positive** perception of leadership style, which affects **employee performance** favorably.
- **Transactional** practice will lead to a **negative** perception of **leadership style, which affects** employee performance unfavorably.
- **Non-transactional** leadership practice (laissez-faire) will lead to a **negative** perception of leadership style, which affects **employee performance** unfavorably.
- **Effectiveness** will lead to a **positive** perception of leadership style, which affects **employee performance** favorably.

3. EMPIRICAL FINDINGS

3.1 Research Method

3.1.1 Research Population

Concerning the population targeted by the cross-sectional study design, it consists of a representative sample ($n= 613$) of the overall population of the study universities appertaining to the top management as well as subordinate categories. This sample designation is carried out by taking a cross-section to represent the predetermined population. This representative sample (cross-section) serves to deduce generalizations of the findings for the population (Levin, 2006).

Creswell (2003) highlights the significance of generalizing from a sample to a population to enable inferences on certain attitudes, characteristics, or behaviors related to that population. The cross-sectional study's generalizability is deemed sufficient since it is the outcome of a systematic data collection and the representativeness of a particular demographic.

3.1.2 Sampling Method

The researcher has settled on a simple probability sampling technique, namely, the stratified random sampling method for the selection of participants. The implementation of this sampling has been in line with the nature and objectives of the current cross-sectional survey, which seeks to assess the associations and disparities between groups/subgroups (Dillman, 2012).

The stratified random sampling has been deemed the most congruent technique with this study owing to the nature of the population, which consists of a broad spectrum of university top executives, middle managers, various ranking employees, and different hierarchies of administrators and subordinates. On that account, random stratification becomes imperative if data from groups and sub-groups are required. Correspondingly, stratification makes it possible to observe and analyze relationships between subgroups and achieve a higher statistical precision due to the small size of the samples. Besides, it allows for surveying data within a reasonable time slot and at an affordable cost. Probability sampling helps predict the possibility of designating all the individuals of the target population to entice them to engage in the survey to ensure adequate sample representativeness.

Indeed, randomness connotes equal chances of selecting each member of the target population. This population could comprise groups of people, events, or objects of interest sought for investigation by the researcher (Sekaran, 2003). Besides, random selection guarantees a precise calculation of the response rate (the rate of the responders who fill out and return the survey) and the easy detection of the nonresponders.

What is more, randomization ensures that a non-representative sample would not be chosen for the survey. Thus, it helps the investigator avoid selection bias from unequal representativeness (under or overrepresentativeness) of each unit in the sample (Groves et al., 2004). Cooper & Schindler (2006) bring into focus three benefits of stratified random sampling. These are the statistical potency of the samples, the feasibility of multiple methods for diverse strata, and the efficient data analysis of strata.

More importantly, randomness has a straightforward impact on the generalizability of the findings. This denotes that the prospect of generalizing the outcomes to the population is primarily contingent upon the extent to which the sample is reflexive of the entire population. This has been reiterated by Bowling (2009), who maintains that the random sampling method guarantees an adequate representative sample of the whole population. This way, individuals possess proportionate contingencies of being recruited. In the context of this survey, the respondents were randomly designated from three Moroccan public

universities. The inventory entails the informants perceived as convenient and eligible for the survey.

3.1.3 Demographic Data

Table 1 provides detailed information about the various participants, including their age categories, gender, education level, and seniority in their positions.

The frequency of 340 for females (55%) and 273 for male leaders (45%) make gender distribution among respondents slightly in favor of female representativity with a 10% difference.

The gender partition in the sample revealed that only ten percent of women outnumbered men, which discarded any threat of gender bias in the quantitative survey outcomes.

Table -1: Universities' Participants Profile, Frequency, and Percentage Information (n= 613)

Participants	Categories	Frequencies	%
Gender	Male	273	45%
	Female	340	55%
Age	26-35	155	25%
	36-45	182	30%
	46-55	149	24%
	56-60	127	21%
Education Level	Bachelor	245	40%
	Masters	201	33%
	Doctorate	77	13%
	Other degrees	90	15%
Seniority in the position	btw 2 and 4	244	40%
	btw 5 and 10	213	35%
	btw 10 and 14	103	17%
	14 and over	53	9%

Regarding age, with frequencies of 155 for the 26-35 age segment (25%), 182 for the 36-45 age group (30%); 149 for the 46-55 age range (24%), and 127 for the 56-60 age stretch (21%), the largest category of informants falls within the age segment 36-45. These results reveal that the subordinate population is much younger than leaders (between 26 and 55 years old).

Concerning education level, the frequencies of 245 (40%) for the bachelor's degree, 201 for Masters (33%), 77 for doctorate (13%), and 90 for other degrees (15%), most of the respondents have higher bachelor's degrees.

The last indicator is Seniority in the Position. With frequencies of 244 for the career duration between 2 and 4 (40%), 213 for the duration of 5 and 10 (35%), 103 for the stretch between 10 and 14 (17%), and 14 and over (9%), the largest category of subordinates falls within the seniority in the position between 2 and 4. On that account, services attached to the Vice Dean in charge of Scientific Research and Cooperation, Department of Financial Management and Patrimony 2%, Services attached to the Vice Dean in charge of Continuing Education & Projects Office 3%, etc. Seniority in the position has a sizeable effect on the university performance assessment, programs, commitment, and sustainability.

3.2 PLS-SEM Measurement Model

For the comprehensive administering of PLS-SEM, the ensuing course of action has been put forward contingent on the recommendations and guidelines provided by Hair et al., (2017). Therefore, this study's overall structural framework has been elaborated through the initial process entailing the specification of the outer (measurement) and the inner (structural) models, followed by the estimation of both models. This aligns with Hair et al., (2014), who suggest that the first stage of PLS-SEM execution should be developing a path model underlying the associations between constructs and variables on the grounds of theory and logic.

3.2.1 First Assessment: Weighing the measurement (outer) models

For the statistical evaluation of the research outcomes, the reflective and formative models are thoroughly assessed.

Reflective Measurement Models

The course of action underlying the assessment of the reflective measurement models is as follows:

- ✓ Validity Estimates: Two measures have been put to execution to assess the convergent validity related to the scale items. These are factor loadings (Hair et al., 2014) and the Average Variance Extracted (Fornell & Larcker, 1981).
- ✓ Discriminant validity: Two measures are put in operation for the execution of discriminant validity: Cross-loadings and Fornell Larcker's criterion (AVE).
- ✓ Reliability Estimates: Composite reliability is deemed the most suitable estimate of Internal Consistency Reliability Estimates.

Formative Measurement Models

The course of action underlying the assessment of the formative measurement models is as follows:

- ✓ Content validity: a content inquest of the validity of the formative indicators has been carried out at the introductory phase of the formative model's

evaluation. The external validity consists of the investigation of the content and face validity.

- ✓ Convergent validity test through the estimation of redundancy indicant
- ✓ Multi-collinearity check using VIF indicant
- ✓ Bootstrapping technique for weighing the significance and relevance of the formative indicators.

3.2.2 Second Assessment: Weighing the structural (inner) models

This study's causal structure has been assayed by administering the PLS-SEM inner model's package that involves four statistical formulae. Accordingly, the PLS-SEM tradition invokes the initiation of the following major criteria to probe into the structural model:

- ✓ Significance of the Path Coefficients
- ✓ Coefficients of Determination R^2
- ✓ Predictive Relevance Q^2
- ✓ Effect Sizes F^2 (Hair et al., 2013; 2017).

3.3 Results

The cross-examination and discussion of the research findings lay the groundwork for the theoretical and practical implications of the quantitative sets of empirical evidence throughout this closing section. Therefore, the outputs from semi-structured questionnaires are analyzed and synthesized to account for the hypotheses and provide answers to the research questions proposed in the light of extant literature and corresponding research findings. In the meantime, potential limitations, recommended future research, and ultimate conclusions are outlined.

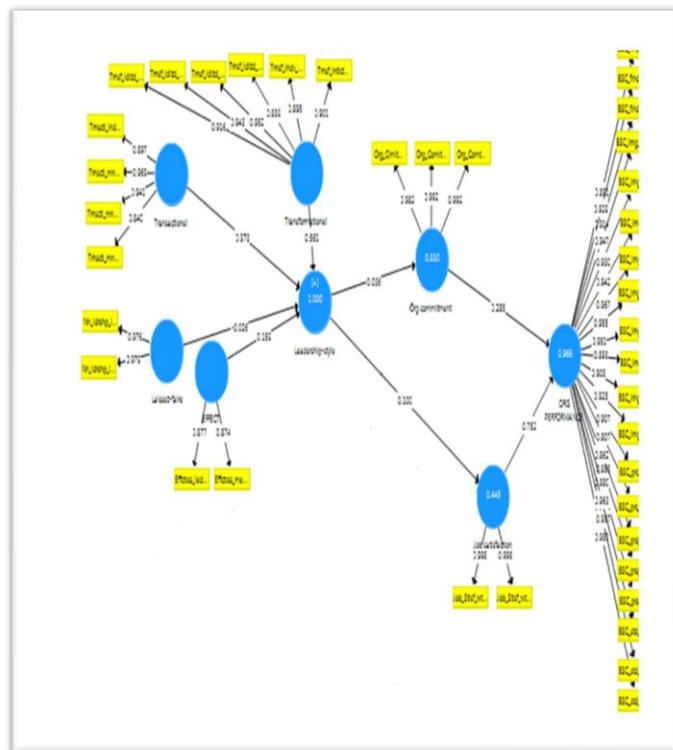


Fig -2: The Research Least Squares Path Model

3.3.1 Convergent Validity

For the assessment of the convergent validity related to the scale items, two measures have been put to execution. These are: Factor loadings (Hair et al., 2014) and the Average Variance Extracted (Fornell & Larcker, 1981).

Table -2: Average Variance Extracted (AVE)

Constructs	Average Variance Extracted (AVE)
Effectiveness	0.767
Laissez-faire	0.955
Leadership Style	0.583
Organizational performance	0.842
Job Satisfaction	0.996
Transactional	0.834
transformational	0.825

The analysis of the AVEs exhibits that the minimum condition (0.5) needed so that the latent variable explains at least half of the variance of its indicator has mostly been achieved. Thus, ten constructs have received values ranging from 0.69 to 0.99, and the residual items are found to be > 0.50 . Therefore, convergent validity is corroborated.

3.3.2 Factor Loadings

The examination of the factor loadings of the forty-nine indicators listed in the table in Appendix A reveals that forty-eight items exceed largely 0.50. The outcome from this measure manifests how robust the path coefficient associating the formative constructs and reflective indicators in this study. Therefore, all path coefficients are deemed as strong as they score 0.70 or more (Hair et al., 2017). The values range from 0.80 to 0.99, which provides strong evidence of robust convergent validity. In the meanwhile, one item (auto_afct_pstvly_perf) fails to attain the required cut-off and scores 0.49. On that account, further analysis of the governance autonomy's corresponding dimensions bears out the adequacy of its convergent validity building on their AVE (> 0.5). Therefore, this indicator is kept since its removal does not entail any increase in the Average Variance Extracted or Composite Reliability to the extent of trespassing the recommended thresholds of 0.5 and 0.7 (Hair et al., 2014). In all, this measure has established a strong correlation between every single construct and its equivalent reflective measure. All the indicators are deemed valid (see Table 2-Factor Loadings on page 15).

3.3.3 Discriminant Validity

Fornell & Larcker

Building on PLS-SEM, two tests are put in operation for the execution of discriminant validity: Fornell Larcker's

criterion (AVE) and Cross-loadings. Thus, a higher value is scored for the square root of AVE for all factors than for the entirety of associations gathering those particular constructs and the residual constructs. In all, a higher value is assigned to the latent variable's AVE. The above outcomes suggest that the respondents can comprehend and establish a straightforward link between the instrument's questions and the latent variables, which yields appropriate responses.

Table -3: Fornell & Larcker

	ACAD AUTO	EFFE CT	ORG COMI T	FIN AUTO	GOV AUTO	LAISS EZ	ORG PERF	JOB SATIS F	TRAN SCT	TR AN SF
EFFECTIVENESS	-0.006	0.876								
LAISSEZ-FAIRE	-0.043	0.033	0.087	-0.061	0.080	0.977				
ORG PERFORMANCE	0.691	0.091	0.845	0.752	0.182	-0.080	0.918			
SATISFACTION	0.612	0.097	0.744	0.659	0.184	-0.089	0.964	0.998		
TRANSACTIONAL	0.022	0.902	0.052	0.039	0.124	-0.053	0.102	0.113	0.913	
TRANSFORMATIONAL	0.017	0.631	0.075	0.047	0.129	0.083	0.113	0.116	0.709	0.908

3.3.4 Cross Loadings

For the estimation of the cross-loadings, the analysis has been carried out through the estimation of the cross-loadings of all items belonging to the constructs, as well as the square root of Average Variance Extracted (AVE) weighed for every single construct. The results yield higher loadings of all the items on their matching construct than the cross-loadings on the remaining constructs as displayed in table 4 (see **table 14- : Cross Loadings** on page 18).

3.3.5 Internal Consistency Reliability: Composite Reliability

Table -4 Composite Reliability

Constructs	Composite Reliability
Transformational Leadership	0.966
Transactional Leadership	0.952
Laissez-Faire Leadership	0.977
Effectiveness	0.868
Leadership Style	0.941
Job Satisfaction	0.998
Organizational Commitment	0.992
Organizational Performance	0.991

For the accurate assessment of the internal consistency reliability, composite reliability provides elucidations of

the consistency of the latent construct indicators in terms of their contribution to the assessment of their corresponding constructs (Koufteros, 1999).

The findings from this measure indicate that all the constructs project substantially the cut-off of 0.7 (Bagozzi & Yi, 1988). The values vary from 0.86 to 0.99, which complies with the criteria laid down to vindicate the internal consistency reliability of the model.

3.3.6 Multi-collinearity

To process the data and decide on the existence of multi-collinearity and its extent, the Variance Inflation Factor (VIF) is the prevalent indicant (Fornell & Bookstein, 1982). The initiation of the VIF analysis allows the examination of multi-collinearity among the indicators and latent variables. VIF is the estimation of how much the variance of an indicator is explained by the rest of the indicators of a particular construct. A VIF's value should not exceed five, even though Hair et al., (2016) propose an even more resilient criterion and maintain that VIF should be inferior to 10. Any VIF values that surpass 10 showcase a severe degree of multi-collinearity. However, the values that score beneath the admissible threshold of 10 are discarded from serious concerns to the formative models (Gujarati, 2013). When treating indicators, the decision to integrate or disregard an indicator from the model ought to be based on the analysis of multi-collinearity. This is due to the numerous methodological and interpretational complexities that result from the indicators with excessive inter-correlations or multi-collinearity.

3.3.7 Variance Inflation Factor (VIF)

Table -5: Variance Inflation Factor (VIF)

	JOB SATISF	LEADERSHIP STYLE	ORG PERFORMANCE	ORG COMMITMENT
effectiveness		5.384		
job satisfaction			2.239	
laissez-faire		1.008		
leadership-style	1.001			
org commitment			2.239	
transactional	6.521			

Building on the above statistical tests, this study's measurement model authentication has been established through the vindication of its convergent validity, discriminant validity, and reliability. Broadly, the outcomes exceed substantially the minimum requirements required to substantiate the entire process underlying this first stage of PLS model assessment, which confirms the strength and

adequacy of the proposed conceptual framework of this thesis.

3.4 PLS-SEM Structural Model

3.4.1 Path Coefficient: Hypothesis Testing & Structural Relationship

Table -6: Path Coefficient: Hypothesis Testing & Structural Relationship

Hypo	Relationships	Std. Beta	Samp Le Mean (M)	Std. Errro r	T-value	P-value	Decision
H1	Transf -> Leader	0.561	0.560	0.010	54.780	0.000	Supported
H2	Transact -> Leader	0.373	0.373	0.006	63.220	0.000	Supported
H3	Laissez-faire -> Leader	-0.025	-0.023	0.013	1.858	0.064	Not Supported
H4	Effectiveness-> Leader	0.159	0.159	0.005	32.804	0.000	Supported
H5	Leaders-> Job satisf	0.100	0.101	0.035	2.848	0.005	Supported
H6	Leaders ->org commit	0.753	0.752	0.026	28.999	0.000	Supported

The displayed outcomes in Table 6 provide the statistical grounds (path coefficients, standard errors, and t-statistics) for the ensuing analytical accounts for the validation or invalidation of the individual hypotheses predicted throughout this study. The bootstrapping procedure has been applied for the generation of the subsamples (Hair et al. 2011).

3.4.2 Coefficient of Determination (R²)

Henseler et al., (2009) propose three levels to gauge the inner path model's effectiveness and capacity to explain the proposed set of endogenous variables:

1. The sizeable value of the R² is achieved when more than two exogenous variables elucidate the endogenous ones.
2. The intermediate R² value of the exogenous variable is deemed quite admissible even when a limited number (less than two) of the exogenous latent variables accounts for it.
3. A noticeable drop in the R² value hints at the model's deficiency in explaining the endogenous latent variables (Henseler et al., 2009.p, 303/304).

Therefore, the higher the R² value, the better and stronger the research model (Kock, 2013).

Table -7: Coefficient of Determination (R²)

	R Square	R Square Adjusted	
Org performance	0.966	0.966	High

The R² value (0.966) reveals that a sizeable value of the R² is achieved. This denotes that the variable leadership style elucidates 96.6 % of the constructs of the dependent variable organizational performance. This outcome reflects the adequacy and soundness of the study's structural model

3.4.3 Effect Size

The ensuing table projects the effect sizes of the supported relationships of this study. Cohen (1988) identifies three degrees of path significance related to effect size values: (1) the values greater than 0.35 insinuate intensified impact; (2) the values ranging from 0.15 to 0.35 are characterized by intermediate effect; (3) and the values between 0.02 and 0.15 denote limited or inconsequential effect. In the meantime, the values that score less than 0.2 are not deemed influential, and therefore, unworthy of consideration even when the fitting P values are statistically substantiated. Accordingly, any effect size beneath 0.02 means the utter absence of any effect (Kock, 2013).

Table -8: Effect Size

	Org Performance	
Job satisfaction	0,752	Large
Org commitment	0,285	Medium

Therefore, there is a substantial effect (0.75) in the relationship between job satisfaction and organizational performance, whereas 0.28 denotes a medium effect in reference to organizational commitment and organizational performance-supported relationship.

3.4.4 Predictive Relevance Q²

For the appraisal and recognition of the adequacy of the model's predictive relevance, the value 0 forms the barometer around which the Q² validation or invalidation is resolved. Therefore, in case the Q² value exceeds zero for a particular endogenous latent variable, the fitting variable displays predictive relevance. However, the Q² values equivalent to or beneath zero demonstrate a lack of predictive relevance (Kock, 2013).

Table -9: Predictive Relevance Q²

Total	SSO	SSE	Q ² (=1-SSE/SSO)	
Org performance	13340.000	2549.346	0.809	High

Table 9 provides evidence of the high predictive relevance of the PLS structural model as organizational performance's rating largely exceeds the value 0 and achieves 0.80.

3.4.5 Goodness of Fit of the Model (GOF)

The goodness-of-fit index (GoF) gives evidence of the plausibility of the integrality of the research model. Therefore, the decision whether the GoF value reflects sizeable (over 0.36), intermediate (0.25), inadequate fit (0.10), or no fit at all (btw 0 and 1) is made through the computation of the R square and AVE to generate the GoF of the whole model (Wetzel et al., 2009).

Table -10: Goodness of Fit of the Model (GOF)

R Square	0.966	
AVE	0.817	
GOF	0.888	Large GoF

According to Table 10, it can be concluded that the GoF model of this study is substantially large (0.88), which accounts mostly for the plausibility and validity of the global PLS path model of this study.

3.5 Mediators Analysis: Preacher & Hayes' Method (2008)

A two-stage process has been initiated to conduct mediation analysis. Thus, the significance of the straightforward impact that the exogenous variables exert on the endogenous variables (direct effect) has been accounted for before incorporating any mediation analysis (indirect effect) using Bootstrapping.

3.5.1 Phase One: Total Effect

The outer model loadings are appraised to be highly significant if the entirety of the T-statistics scores above 1.96 (Wong, 2013).

Table -11: Total Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Significant
LEADERSHIP STYLE -> ORG PERFORMANCE	0.085	0.087	0.028	3.034	0.003	Significant

The outer model loadings are appraised to be highly significant if the entirety of the T-statistics scores above 1.96 (Wong, 2013). This requirement has been achieved in this study. As shown in the above table, the aggregates of the T Statistics exceed predominantly 1.96. Thus, leadership style and organizational performance achieve

3.03. Ultimately, the model's significance depends on achieving the required 0.05 rate after the carrying out of the bootstrapping procedure. The current study model has been established to be highly significant as the P values are below the cut-off of 0.05. Therefore, the correlations between the independent variable (leadership style) and the dependent variable (organizational performance) through the mediators (job satisfaction and organizational commitment) have been proven highly significant as they obtain the values of 0.003 and 0.000, respectively.

3.5.2 Phase Two: Lower and Upper Level

Table -12: Lower and Upper Level

Bootstrapped Confidence Interval								
	Path a	Path b	Indirect Effect	SE	t-value	95% LL	95% UL	
Leader -> Org Comit	0,036	0,285	0,01026	0,028	3,036642857	-0,04462	0,06514	NO
Leader -> Job Satisf	0,1	0,752	0,0752	0,028	2,68571429	0,02032	0,13008	YES

The bootstrapping analysis has shown that all direct effects, Leadership Style-> Organizational performance $\beta = 0.085$ are significant with t-values of 3.034. In the meanwhile, the indirect effects and bootstrapped confidence intervals for mediation hypotheses are reported in the second phase.

The second step includes the effects of the following mediating variables:

- ✓ *The Effect of Organizational Commitment.* The indirect effect is negative and insignificant (between leadership style and organizational performance) H18: T-value 0.366, which is not in conformity with >1.96 (Wong, 2013), the indirect effects 95% Boot CI Bias Corrected: [LL = -0.044 UL = 0.065] indicates that confidence intervals include zero demonstrating there is no mediation (Preacher and Hayes, 2004, 2008).
- ✓ *The Effect of Job Satisfaction.* The indirect effect is positive and significant (between leadership style and organizational performance) H19: T-value 2.685, which is a firm value that meets primarily the requirement >1.96 (Wong, 2013), the indirect effects 95% Boot CI Bias Corrected: [LL = 0.020 UL = 0.130] indicates that confidence intervals do not entail zero demonstrating there is a mediation (Preacher and Hayes, 2004, 2008).

4. DISCUSSION

In this section, thorough inferential analyses, a revisit of the research hypotheses' statistical accounts, and answers to the research questions related to leadership style construct are detailed as follows:

- **Hypothesis 1: Transformational** practice will lead to a **positive** perception of **leadership style**, which affects employee performance favorably.

The coefficients reveal that the hypothesized path underlying the relationship between transformational and leadership style proved highly significant with $\beta= 0.561$ and P value= 0.000. What is more, the T-statistics (T-value) substantially exceeds the cut-off of 1.96 (Wong, 2013) and reaches 54.780, which provides strong substantiation and support for the fifth hypothesis. Accordingly, favorable universities' performance was vindicated to be affected considerably by the executives' diverse practices that fall within the range of transformational leaders. This result entails that individualized consideration, inspirational motivation, and intellectual stimulation manifest positive correlations between these practices and employees' performance. These results are in line with Bass's (1985) findings that advocate the role that transformational leaders play as they focus on individualized consideration, intellectual stimulation, idealized influence, and inspirational motivation to trigger the subordinates' admiration and trust.

- **Hypothesis 2: Transactional** practice will lead to a **negative** perception of **leadership style**, which affects employee performance unfavorably.

The descriptive statistics related to the relationship between transactional practices and leadership style were found to be very substantial as the aggregate of the T-statistics received a sizeable value of 63.220, and the P -value displayed a high significance with 0.000 ($p < .05$). Therefore, as reported by these outcomes, the sixth hypothesis is vindicated in this research.

The results exhibited that employees at the Moroccan universities manifested their reluctance, if not categorical rejection, to work with transactional leaders (deans) as they perceived these executives as task-oriented and careless about their needs. Therefore, this study revealed that transformational management is more associated with positive organizational performance than its transactional counterpart.

- **Hypothesis 3: Non-transactional leadership (laissez-faire)** practice will lead to a negative perception of **leadership style**, which affects employee performance unfavorably.

The statistical evidence from PLS coefficients clearly indicates that this hypothesis is refuted with a T-statistics average of 1.858, which is under the required threshold of 1.96 (Wong, 2013) and a P value of 0.064, which deviates from the acceptable ratio of 0.005 to corroborate the hypothesis. Therefore, the non-significance of this

hypothesis is confirmed. What explains such a result is that laissez-faire leaders tend to establish good relationships with everyone. They strive to consolidate these bonds by avoiding any control mechanisms and giving employees the total freedom to make decisions and handle their daily routines the way they want.

- **Hypothesis 4: Effectiveness** will lead to a positive perception of **leadership style**, which affects **employee performance** favorably.

The research outputs confirm the statistics' compliance with the requisites to support the assumption. Therefore, with Standard β = 0.159, T value= 32.804, and P value= 0.000, the strong significance of this hypothesis is attested.

This study underscored the crucial role of effective managers and executives in upgrading organizational outcomes for measuring the correlation between leadership effectiveness, leadership perception, and its influence on performance. The effectiveness dimension indicators could explain this correlation and bring to focus the considerable impact that effective managerial practices exert on group efficiency and meeting job needs. On that account, it was found that through effective planning, execution, and assessment teams seek excellence in their performance. Relevant findings were revealed throughout the extensive empirical research. In this respect, Strang (2005) accentuates the tight linkage between satisfied employees, leadership effectiveness, and organizational productiveness.

- **Hypothesis 5: The adoption of an adequate leadership style** will lead to higher **job satisfaction** among employees.

Based on the descriptive indicators, the ninth hypothesis has been ratified with a coefficient value of 2.848 for the T-statistics (>1.96 , Wong, 2013), and a significant P -value of 0.005.

Most respondents tend to identify themselves with transformational leaders' mission and values (74 %). In the meantime, the transactional pattern received little support as being conducive to higher employee satisfaction with their jobs (17 %). The Laissez-faire type (9 %) generates perplexing results regarding the degree of contentment depending on employees' perception of the role of these leaders. Yet, a large proportion of feedback manifested discomfort while dealing with non-transactional executives. These results find further justification in the abundant research that confirms that leadership styles directly affect employees' job satisfaction, influencing straight organizational performance. In this regard, Kelloway et al., (2012) findings establish a close relation between transformational leadership and employee satisfaction. Furthermore, Wilson (1995) reveals that leadership style upgrades employees' achievement by intensifying their satisfaction. Brockner (1988) perceives managers as boosters of subordinates' self-confidence and satisfaction.

- **Hypothesis 6: The adoption of an adequate leadership style** will lead to a higher

commitment of the employees to their organization.

It posits a positive relationship between the adoption of a proper leadership style and the achievement of a higher commitment of the employees to their organization. With the conform averages of $\beta = 0.753$, T value (T-statistics) of 28.999, and P value= 0.000, this hypothesis has been amply authenticated and supported.

Broadly, the results disclose that committed members contribute to accomplishing the company's goals and mission. Thus, commitment is reflected in how zealous and enthusiastic one can be while achieving organizational goals and accomplishing the best possible performance.

Therefore, most respondents tend to identify themselves with both transformational and transactional leaders (44 % and 40 %, respectively). In the meanwhile, the laissez-faire pattern received little advocacy of being conducive to higher employees' commitment to the leaders' mission and values. Accordingly, this study draws inferences that various leadership styles possess favorable connections with subordinates' attitudes, motivation, and management, which reflect on the overall organizational commitment.

➤ The first research question proposed was, what are the **dominant leadership styles** in Moroccan universities?

Three leadership patterns were examined throughout this research paper to figure out the predominant one (s) in higher education. Therefore, 55% of the respondents state that they work with transactional leaders. 35 % refer to their top executives as having transformational qualities, and 10 % characterize their superiors as non-transactional or laissez-faire leaders. The answer to this research question can be elucidated from Burns' (1978) perception of transactional leadership from a traditional managerial practices perspective, which gives priority to administering operations and transactions occurring daily.

➤ The second research question proposed was, how does **leadership style** affect **organizational performance** in Moroccan tertiary education?

The interrelationship between leadership style and organizational performance was scrutinized in pursuit of the positive-negative effects that the former has on the latter. In this respect, Fu-Jin et al., (2010) pinpoint that the various styles that leaders adopt can lead to a positive or negative influence on organizational performance according to the determinant factors that researchers utilize in their investigations of the nature of this correlation. Therefore, regardless of which leadership style is predominant in Moroccan universities, the most considerable empirical evidence in this study is in favor of the positive impact of transformational leadership on organizational performance in comparison with the transactional style. Having inferred that the effect of the transformational pattern of management on organizational performance indicators: Learning and Growth perspective (human/information), customers'/stakeholders' satisfaction (customer knowledge), financial perspective (sufficient financial funds), and internal Process

Perspective (Bottom-line operations) was very significant. This brings to light the role that this type of manager can play in embracing and implementing BSC schemes within their HEIs.

Outcomes prove that transactional leadership generates more consent and approval on the part of the employees who seek leadership effectiveness. It is seen as a booster of innovation, creativity, and innovation. Meanwhile, when considering the subordinates' satisfaction, studies reveal that employees favor being managed by a transformational leader rather than a transactional one. For this reason, Bass (1990) concludes that the transformational model is more effective than the transactional model. However, Bass (1985) points out that transformational and transactional patterns should not be conceived as self-contained or opposites. He further argues that the transformational style is founded on the transactional one. He also contends that a leader can resort to these behavioral patterns depending on the situation. What is more, he claims that transformational leadership would rather be inadequate and useless in default of a transactional basis. Thus, contemporary management theories posit the necessity of incorporating both types of leadership to establish an effective model of leadership. Nonetheless, criticism regarding any perceived shortcomings related to this model is disclosed. Firstly, there is a striking scarcity of empirical findings depicting the effect of this model of leadership on teams, groups, and organizations (Yukl, 1999). Yukl further criticizes the shortage of adequate accounts of situational and contextual factors and their impact on leadership performance.

5. CONCLUSIONS

Three leadership patterns were examined throughout this research paper to figure out the predominant one (s) in higher education. Therefore, 55% of the respondents state that they work with transactional leaders. 35 % refer to their top executives as having transformational qualities, and 10 % characterize their superiors as non-transactional or laissez-faire leaders.

A hybrid pattern gathering transactional and transformational practices dominates the higher education system in Morocco. The emphasis on the first management type (transactional) entails a heavy focus on organizational structure, bureaucracy, and chain of command within Moroccan higher institutions. It was also found that only a few of the surveyed higher education institutions (15 %) adopt and implement systematic models of leadership measurement. Even with the existence of some sample's internal assessments, their implementation remains very limited, irregular, and restricted to occasional attempts and narrow spheres of trial.

Meanwhile, when considering the subordinates' satisfaction and commitment, the respondents' returns reveal that they favor being managed by a transformational leader rather than a transactional one. Correspondingly, this paper's statistics provide the ground for understanding the leadership styles in Moroccan tertiary education and the nature of the influence they have on personnel and performance. On that account, the results entail that the prevalence of the transactional type insinuates that Moroccan university management is characterized by

controversial practices such as Contingent Reward, Management-by-Exception (active), and Management-by-Exception (passive). These were found to be conducive to the negative perception of the employees by their leaders, which leads to inferior performance on the part of the university administrators, middle managers, and subordinates.

Thus, this denotes that Moroccan higher education administration is based on the traditional philosophy of management that emphasizes managerial and supervisory responsibilities. On that account, university executives adopt a set of interactive behaviors and practices that enable them to realize their goals, emphasize assigned tasks, boost subordinates' motivation, establish a reward system, and enhance organizational effectiveness. Meanwhile, transactional leaders assist their subordinates in actualizing their self-regard, reducing the tension resulting from labor, and stressing the quality of the service.

It can also be inferred that a leader's skills of managing everyday activities and operations and boosting creativity and innovation among employees (transactional) are deemed inadequate in default of explicit concern, interest, and appreciation vis-a-vis employees. The aim is to fuel their curiosity and arouse their desire to get to work and achieve high performance (transformational).

The data have shown that employees' perception of their leaders is crucial in establishing bridges of communication and interaction at different departments and offices. Therefore, the flow of information was substantiated to be very smooth between transformational executives and their employees as it trespasses the complex bureaucracies governing university superiors and subordinates.

The senior executives (deans/directors, vice-deans, directors of centers for doctoral studies, and heads of Department, etc.), especially those characterized by transformational features, have inspiring visions that the administrative and educational staff embrace and work towards implementing. This feature fosters their sense of belonging and creates a general desire to work with this type of university manager.

Moroccan universities' top executives who were qualified to be efficient by their subordinates, were perceived to lead through a change process in which they become more motivated and more willing to perform according to high standards and high quality. These transformational practices along with enticing followers to adopt their vision without any coercive strategies or abuse of power were proved to leverage performance.

Regarding laissez-faire, this management style does have good relationships with everyone in the organization as it strives to consolidate these bonds by avoiding any control mechanisms and by giving employees the total freedom to make decisions. From these revelations, this paper deduces that the organizations managed by non-transactional leaders underperform. Yet, despite the previously listed negatives, it also posits that a large proportion of employees prefer working with this type of leadership since they enjoy the lack of control and supervision and complete freedom to take initiatives and decisions. This paper deduces that this style has negative

repercussions on both the mid-term and long-term achievement of the universities.

6. STRENGTHS AND LIMITATIONS

The contribution of this article lies in the depiction of the causal paradigms delineating the impacts of the dependent variable leadership on the dependent variable organizational performance as they portray and bear upon the Moroccan public universities' outcome. Meanwhile, the prime limitation is embodied in the prospect that the participants may have used other forms of performance evaluation that were not covered in the present research. Future scholarly research could develop an organizational performance management model by covering additional predictor variables to account for the internal performance assessment field of study. Potential influential factors could include turnover, payroll, knowledge management, etc. What is more, researchers could bring to focus external performance assessment along with the possible leadership antecedents affecting this type of institutional evaluation. What is more, this study has implemented a survey research method to gather data from public universities. The preference of the survey research strategy over a wide selection of strategies, namely experiment, case study, ground theory, action research, and ethnography (Saunders et al., 2009), may entail some shortcomings namely, the inaccuracy of the respondents' input and data errors. Alternatively, a mixed-method approach could constitute a more credible method for conducting such research.

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Appendix A

Constructs	Items	Correlations
Transformational Leadership	Trnsf_idlzd_inflc_atrbt_gd_grp	0.916
	Trnsf_idlzd_inflc_atrbt_pwr_cfdnc	0.943
	Trnsf_idlzd_inflc_bhvr_clctv_sns_	0.952
	Trnsf_idlzd_inflc_bhvr_strng_sns_	0.839
	Trnsf_invd_cnsdr_cnsdr_dfr_ned	0.895
	Trnsf_intlct_stml_critic_assmpt_re	0.901
Transactional Leadership	Trnsctl_invd_cnsdr_dvlp_othr_st	0.897
	Trnsctl_mngmnt_exptn_actv_fcs_t	0.969
	Trnsctl_mngmnt_exptn_psf_flr_int	0.941
	Trnsctl_mngmnt_exptn_psf_inrtf_	0.840
Laissez-faire Leadership	Nn_ldrshp_lssz_fr_dcisn_avdnc	0.976
	Nn_ldrshp_lssz_fr_invlvmt_avdn	0.979
Job Satisfaction/Effectiveness	Effctvss_led_grp_efctv	0.877
	Effctvss_metng_jb_ned	0.874
Job Satisfaction	Job_Stisf_wth_TQM_Outcomes	0.998
	Job_Stisf_wth_TQM_implm	0.998
Organizational Commitment	Org_Cimitmt_Ledr_implm_TQM	0.982
	Org_Comitmt_Extr_efrt_try_hdr	0.992
	Org_Comtmt_Extr_efrt_dg_mr-thn_expt	0.992
Organizational Performance	BSC_fincl_prspctv_adpt_slf_mngt	0.891
	BSC_fincl_prspctv_implt_anul_bgt	0.929
	BSC_fincl_prspctv_implt_extrl_fnd	0.914
	BSC_lrng_grwth_prspctv_hmn_cptl_slf_asesmnt	0.947
	BSC_lrng_grwth_prspctv_Info_cptl_imprvmnt	0.930
	BSC_lrng_grwth_prspctv_Info_cptl_trng_IS	0.942
	BSC_lrng_grwth_prspctv_hmn_cptl_dvlp_cmptc	0.967
	BSC_lrng_grwth_prspctv_hmn_cptl_rwd	0.955
	BSC_lrng_grwth_prspctv_org_cptl_aprprt_en_vrm	0.951
	BSC_lrng_grwth_prspctv_org_cptl_emptly_mt_vtn	0.893
	BSC_lrng_grwth_prspctv_org_cptl_gols_missn	0.908
	BSC_lrng_grwth_prspctv_org_cptl_imprvmnt	0.925
	BSC_prc_prspctv_dy_t_dy_oprt_trng	0.907
	BSC_prc_prspctv_rglr_msrmnt	0.807
	BSC_prspctv_univ_custmr_prspctv	0.862
	BSC_prspctv_univ_fincl_prspctv	0.858
	BSC_prspctv_univ_lrng_grwth_prspctv	0.880
	BSC_std_stsf_giv_qulty_educ	0.963
	BSC_std_stsf_invlv_desic_mkg	0.957
	BSC_std_stsf_srvy_expt	0.891
	BSC_fincl_prspctv_adpt_slf_mngt	0.929
	BSC_fincl_prspctv_implt_anul_bgt	
	BSC_fincl_prspctv_implt_extrl_fnd	

Table 13-: Factor Loadings

Appendix B

Questionnaire Items

Transformational: Idealized Influence (Behaviour): 4 items

Transformational: Idealized Influence (Behaviour) values and beliefs

Transformational: Idealized Influence (Behaviour) of strong sense of purpose

Transformational: Idealized Influence (Behaviour) of ethical decisions

Transformational: Idealized Influence (Behaviour) of collective sense of mission

Transformational: Idealized Influence (Attributed): 4 items

Transformational: Idealized Influence (Attributed) of instilling pride in others.

Transformational: Idealized Influence (Attributed) of the good of the group

Transformational: Idealized Influence (Attributed) of respect

Transformational: Idealized Influence (Attributed) of power and confidence

Transformational: Inspirational Motivation: 4 items

Transformational: Inspirational Motivation of future

Transformational: Inspirational Motivation of what needs to be accomplished

Transformational: Inspirational Motivation of future vision

Transformational: Inspirational Motivation of goals achievement

Transformational: Intellectual Stimulation: 3 items

Transformational: Intellectual Stimulation of critical assumption reexamination

Transformational: Intellectual Stimulation of problem-solving

Transformational: Intellectual Stimulation look of different angles of problems

Transformational: Individual Consideration: 4 items

Transformational: Individual Consideration by teaching and coaching

Transformational: Individual Consideration by treat others as individuals

Transformational: Individual Consideration by considering different needs

Transformational: Individual Consideration by developing other's strengths

Transactional Contingency Reward: 4 items

Transactional Contingency Reward of assistance in exchange for efforts

Transactional Contingency Reward of achieving performance targets

Transactional Contingency Reward of expectations after goals achievement

Transactional Contingency Reward of satisfaction when meeting expectations

Appendix C

Table -14: Cross Loading

Transactional Management by Exception (Active) : 4 items

Transactional Management by Exception (Active) focus on deviations from standards

Transactional Management by Exception (Active) focus on complaints and failures

Transactional Management by Exception (Active) focus on tracking all mistakes

Transactional Management by Exception (Active) of failures to meet standards

Transactional Management by Exception

(Passive) : 4 items

Transactional Management by Exception (Passive) that fails to interfere in problems

Transactional Management by Exception (Passive) by wait-and see

Transactional Management by Exception (Passive) by procrastination

Transactional Management by Exception (Passive) by interference only in chronic problems

Non-leadership Laissez-faire: 4 items

Non-leadership Laissez-faire of involvement avoidance

Non-leadership Laissez-faire of absence when needed

Non-leadership Laissez-faire of decision-making avoidance

Non-leadership Laissez-faire of urgent questions delay

Satisfaction with leadership: 2 items

Satisfaction with leadership's methods

Satisfaction with leadership's work

Extra Effort: 3 items

Extra Effort by doing more than expected

Extra Effort by heightening desire to succeed

Extra Effort by trying harder

Effectiveness: 4 items

Effectiveness in meeting job-related needs

Effectiveness in representing higher authority

Effectiveness in meeting organizational requirements

Effectiveness in leading a group that is effective

	ACAD AUTO	EFFE CT	ORG COM	FIN AUTO	GOV AUTO	LAISS EZ- FAIR E	ORG PERF	SAT ISF	TR ANS	TRA NSF
BSC_fnc1_prspctv_adpt_slf_mngt	0.749	0.070	0.831	0.832	0.146	-0.089	0.891	0.79 2	0.07 2	0.088
BSC_fnc1_prspctv_impt_anml_bgt	0.717	0.104	0.869	0.781	0.168	-0.092	0.929	0.85 4	0.10 9	0.103
BSC_fnc1_prspctv_impt_extrl_fnd	0.713	0.082	0.896	0.796	0.154	-0.089	0.914	0.82 9	0.08 8	0.103
BSC_lrng_grwth_prspctv_hmn_cpld_slf_as esmt	0.581	0.075	0.699	0.617	0.188	-0.068	0.947	0.82 1	0.08 9	0.100
BSC_lrng_grwth_prspctv_Info_cpld_imprvmt	0.577	0.085	0.683	0.602	0.187	-0.064	0.930	0.82 5	0.09 0	0.099
BSC_lrng_grwth_prspctv_Info_cpld_trng_IS	0.583	0.091	0.691	0.610	0.186	-0.069	0.942	0.74 4	0.10 0	0.106
BSC_lrng_grwth_prspctv_hmn_cpld_dvlp_cmpte	0.616	0.101	0.748	0.663	0.184	-0.086	0.967	0.92 8	0.11 4	0.117
BSC_lrng_grwth_prspctv_hmn_cpld_rwrd	0.592	0.078	0.715	0.631	0.182	-0.077	0.955	0.77 0	0.09 4	0.105
BSC_lrng_grwth_prspctv_org_cpld_aprprt_envrmt	0.600	0.103	0.732	0.650	0.179	-0.061	0.951	0.84 6	0.11 8	0.117
BSC_lrng_grwth_prspctv_org_cpld_empty_mtvt	0.539	0.062	0.642	0.573	0.183	-0.044	0.893	0.88 2	0.07 6	0.092
BSC_lrng_grwth_prspctv_org_cpld_gols_misssn	0.550	0.080	0.654	0.582	0.184	-0.054	0.908	0.63 1	0.09 2	0.102
BSC_lrng_grwth_prspctv_org_cpld_imprvmt	0.575	0.071	0.708	0.625	0.156	-0.044	0.925	0.85 6	0.09 4	0.095
BSC_prc_prspctv_dy_t_dy_optr_trng	0.578	0.077	0.694	0.628	0.160	-0.045	0.907	0.88 6	0.10 1	0.085
BSC_prc_prspctv_rgrf_msrmnt	0.498	0.121	0.608	0.542	0.150	-0.055	0.807	0.77 5	0.14 6	0.195
BSC_prcpctv_univ_cust_mr_prspctv	0.787	0.059	0.671	0.803	0.129	-0.089	0.862	0.75 8	0.05 9	0.088
BSC_prcpctv_univ_fnc1_prspctv	0.791	0.060	0.682	0.828	0.131	-0.089	0.858	0.75 3	0.05 5	0.079
BSC_prcpctv_univ_lrng_grwth_prspctv	0.759	0.068	0.644	0.747	0.146	-0.080	0.880	0.77 9	0.06 7	0.093
BSC_std_stsf_giv_qufty_edue	0.607	0.103	0.758	0.668	0.177	-0.088	0.963	0.78 2	0.11 1	0.113
BSC_std_stsf_invlv_desc_mkg	0.633	0.091	0.781	0.690	0.180	-0.098	0.957	0.76 4	0.09 8	0.107
BSC_std_stsf_srvy_expt	0.663	0.089	0.821	0.731	0.169	-0.087	0.951	0.72 4	0.09 5	0.098
Effctvss_led_grp_efctv	0.001	0.877	0.038	0.018	0.114	-0.012	0.086	0.09 1	0.80 4	0.551
Effctvss_metng_jb_ned	-0.011	0.874	0.036	0.002	0.095	-0.046	0.073	0.07 9	0.77 6	0.553
Job_Stisf_wth_TQM_Outcomes	0.604	0.093	0.737	0.651	0.183	-0.091	0.957	0.99 8	0.11 0	0.115
Job_Stisf_wth_TQM_implm	0.616	0.101	0.748	0.663	0.184	-0.086	0.967	0.99 8	0.11 4	0.117
Nn_ldrshp_lssz_fr_dcism_advnc	-0.048	-0.024	-0.086	-0.061	-0.078	0.976	-0.080	- 0.08 9	- 0.04 6	- 0.080
Nn_ldrshp_lssz_fr_invlv_mt_advnc	-0.037	-0.040	-0.085	-0.059	-0.078	0.979	-0.077	0.08 4	0.05 8	0.082
Org_Cimtmt_Ledr_implm_TQM	0.794	0.060	0.982	0.888	0.124	-0.095	0.852	0.74 5	0.05 7	0.084
Org_Comitmt_Extr_efrt_tr_yr_hdr	0.836	0.033	0.992	0.935	0.108	-0.081	0.820	0.72 3	0.05 2	0.075
Org_Comtmt_Extr_efrt_dg_mr_thn_expt	0.819	0.032	0.992	0.920	0.116	-0.083	0.834	0.73 8	0.04 4	0.064
Trnsctl_idv_cnsdr_dvlp_othr_strgth	0.039	0.732	0.059	0.056	0.134	-0.079	0.119	0.12 8	0.89 7	0.821
Trnsctl_mngmt_exptn_ac_tv_fcs_trck_mstkr	0.010	0.826	0.034	0.025	0.116	-0.047	0.089	0.10 2	0.96 9	0.694
Trnsctl_mngmt_exptn_ps_f_ftr_infr_prbl	0.018	0.875	0.048	0.037	0.110	-0.034	0.087	0.09 7	0.94 1	0.559
Trnsctl_mngmt_exptn_ps_f_infr_ehrc_prbl	0.009	0.686	0.050	0.022	0.087	-0.030	0.072	0.07 8	0.84 0	0.473
Trnsf_idldz_inflc_atrbt_gd_grp	0.016	0.536	0.065	0.025	0.108	-0.067	0.097	0.10 1	0.58 4	0.916
Trnsf_idldz_inflc_atrbt_pwr_efdnc	0.011	0.512	0.074	0.056	0.110	-0.069	0.100	0.10 0	0.61 6	0.943
Trnsf_idldz_inflc_bhvr_c_lctv_ms_mssn	0.022	0.616	0.065	0.037	0.126	-0.060	0.112	0.12 1	0.67 9	0.952
Trnsf_idldz_inflc_bhvr_s_trng_ms_mssn	0.033	0.681	0.088	0.061	0.155	-0.104	0.141	0.14 3	0.81 7	0.839
Trnsf_idv_cnsdr_cnsdr_difr_ned	0.012	0.511	0.065	0.046	0.103	-0.085	0.087	0.08 8	0.54 3	0.895
Trnsf_inflct_stml_crite_a_ssmp_reexam	-0.006	0.564	0.053	0.030	0.093	-0.067	0.074	0.07 6	0.60 1	0.901