THE IMPACT OF VALUES-BASED LEADERSHIP ON ORGANIZATIONAL PERFORMANCE AN APPLIED STUDY ON JORDANIAN INDUSTRIAL COMPANIES

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ABSTRACT: *This research aims to evaluate the influence of values-based leadership on the performance of organizations, concentrating on industrial enterprises in Jordan. The study included eight businesses in its sample, out of a total population of thirty industrial companies. A total of 154 respondents, spanning three managerial levels, participated in the study. The primary data collection tool employed was a questionnaire. The statistical analysis utilized SPSS Version 21, employing multiple regression analysis, to test the hypotheses. The results showed that values-based leadership, that is, self-reflection, real humility, and true self-confidence, had a statistically significant impact on organizational performance. The latter was measured through indicators such as the balanced scorecard, customer perspective, and learning within Jordanian industrial companies. Based on the study's outcomes, the researcher recommends the integration of value-based leadership training programs. These programs should be designed to cultivate values-based leadership principles, emphasizing self-reflection, true self-confidence, and genuine humility. We also suggest making these training initiatives accessible to leadership at all levels within the organization.*

Keywords: values-based leadership, organizational performance

1. INTRODUCTION

One of the modern management approaches related to the behavioral aspects of employees is value-based management. The values possessed and adhered to by a manager during the performance of assigned tasks are crucial determinants of organizational performance for both the manager and the employees working with them. The values of leaders are fundamental in shaping the organizational culture, as leaders contribute to the cohesion of the organizational structure through practicing these values. In recent years, numerous researchers and theorists have emphasized the significant role of values in effective leadership, considering them a fundamental advantage for leaders. The common denominator is that leaders must possess a strong foundation of personal values, principles, or ethics. Furthermore, a leader's values should align with the organization's values, which are conveyed to or at least accepted by its members [1].

Managers can lead organizations through principles grounded in what is good and right, documented in the field of ethical leadership [2]. All stakeholders expect leaders to meet their expectations and take into account the rights of their subordinates within their organization [3]. Researchers recognize the cultural and managerial environment's transformations and variables, emphasizing the significance of the human element, particularly leadership. These factors have led studies to analyze the internal determinants of human nature, with values being among the most crucial determinants. As Al-Dosari [4] noted, administrative leadership is the key to management, and regardless of the challenges faced, managerial leaders are the ones driving organizational activities [5].

The values and attitudes of managers at the senior management level influence performance in organizations. Values drive managers to commit to specific behaviors and outcomes, affecting their approach to data research, interpretation, and their overall handling, perception, and analysis of information. In this way, values significantly contribute to the organizational culture, and managerial work is imbued with value-based decisions [6]. Amid the

challenges imposed by the realities of this century on organizations, the need for value-based leadership as a strategic process that reshapes their culture becomes evident. This approach guides organizations toward changes aligned with a strategic vision that overcomes organizational complexities, facilitating the incorporation of ethical principles into leadership strategy and organizational activities [7].

The current research aims to study the impact of value-based leadership on the effectiveness of administrative decision-making. Leadership with values plays a crucial role in the success of any organization, representing the fundamental principles guiding the behavior of leaders and team members. Value-based leadership is an independent variable that significantly influences organizational culture and shapes its identity. Leaders relying on values contribute to motivating employees and enhancing team spirit, serving as a living example of the values adopted by the organization. The effectiveness of administrative decision-making, it largely depends on how leadership guides these decisions and the values they are based on. When leaders have a strong value consciousness, they can make decisions consistent with the organization's principles and better achieve its goals. Values play a vital role in setting priorities and directing attention toward long-term strategic goals.

2. LITERATURE REVIEW
2.1 Theoretical underpinning of the study

Prilleltensky [8] contends that values-based leadership is a strategy that upholds deeply held beliefs while taking into account individual interests, the power structures within the company, and the community they serve. Peregrym [9], offers a more contemporary definition, viewing values-based leadership as the continuous guidance of desired and beneficial personal values for individuals or those living in the society or organizations they serve. Leaders focus on core values, considering them as guiding principles shaping the behavior and actions of organization members. Core values are specific beliefs or declared concepts expected to be upheld by everyone in the organization [10]. The concept of

values-based management is reflected in several terms that express its goals. Introduced the term "conscience by management" in his work, aiming to present a modern approach to achieving long-term success. He emphasizes that the sustainability of success is a quality that can only be formed through solid management based on invoking and adopting values in all relationships and transactions. [11].

Further, Van der Wal & Huberts [12] developed the theory of "values by management" as a contemporary managerial approach for organizations in the twenty-first century. Their theory introduced concepts and terms centered around one idea: the optimal utilization of the value system. Other theorists, such as [13], contributed to value-based management theory. Effective leadership stems from a deep understanding of one's identity and core values, as emphasized by [14]. True leadership goes beyond imitating role models; instead, it must be rooted in the leader's authentic self and core beliefs. When a leader is self-aware and committed to their principles, decision-making becomes more straightforward in any situation, aligning with the concept of doing the right thing and giving their best effort [15]. Values-based leadership has gained prominence due to the shortcomings of charismatic leaders lacking moral and ethical dimensions [16]. According to [17], this style of leadership is the only genuine approach that sets exceptional leaders apart from others. Leaders should rely on organizational values to guide performance, especially in times of change. The values of an organization serve as the foundation for its existence, decision-making processes, and true purpose, and they should be both authentic and specific to resonate effectively with the team [18].

Values-based leadership is the embodiment of the organizational ethos, serving as a tangible manifestation of the values and culture inherent within the institution. The institutional ethos serves as a clear articulation of these values, guiding every action and decision undertaken by both employers and employees. This alignment is a result of leaders collaboratively ensuring a unified understanding of the organization's identity and long-term vision. This shared ethos becomes the compass for decision-making processes, influencing aspects such as recruitment, training, and overall expectations within the institution [19]. Leaders practicing values-based leadership effectively communicate the organization's values, guiding how members should conduct themselves to achieve the organizational mission. The emphasis is on fostering a connection between these values and employees' personal beliefs, encouraging a strong identification with both the organization and its mission [20, 21].

These leaders prioritize core values—enduring principles that encapsulate the organization's strengths and character. By focusing on these core values, which represent the essence of the organization, leaders ensure resilience in the face of evolving market trends and fads [14]. To instill belief in the sincerity and depth of the organization's values among employees, the leadership team must exemplify these values and consistently communicate them to the entire workforce. The effectiveness of these values depends on how well the organization as a whole embodies them [22]. Values-based leadership refers to leading the team and evaluating individual and team performance based on the organization's values instead of particular targets and benchmarks. Values-based evaluations should not be an afterthought, even if leaders still need to oversee team members' execution and accountability for the accomplishment of the mission [18]. Values-based leadership encompasses behaviors grounded in ethical and moral principles, incorporating various leadership styles such as spiritual, servant, authentic, ethical, and transformational leadership [15, 16]. It outlines four key principles integral to values-based leadership, namely self-reflection, balance, true self-confidence, and genuine humility. Model [8] further emphasizes individual, collective, and relationship wellness as crucial aspects of values-based leadership. This model suggests that understanding one's values, recognizing the values of the group (employees), and fostering relationships are foundational for operating within a values-based framework in an organization. Neglecting these areas may lead individuals within an organization to prioritize personal gain, overshadowing the collective good. Values-based leaders, as highlighted by [16], possess a strong moral and ethical foundation. The effectiveness of a values-based leader lies in their ability to identify and uphold both personal and professional values. Additionally, they must determine the extent to which deviations from established values are acceptable and comprehend the values held by internal stakeholders. This model emphasizes the importance of individual responsibility in upholding the established values of an organization, as individuals must not only define values but also actively embrace them within the organizational context [1]. A leader who practices values-based leadership is not motivated by their aspirations for fame, position, or ego fulfillment. Rather, these leaders concentrate on helping their people identify what their true needs are. They constantly advocate for their constituents, making an effort to provide resources and circumstances that may be out of reach for them. Unlike paternalistic leaders, these leaders stand out by their extraordinary constancy in behavior.; they avoid imposing personal agendas on followers; unlike situational leaders, their actions consistently exhibit integrity; and unlike transformational leaders, they don't attempt to change opponents. These leaders demonstrate a remarkable degree of selflessness, finding satisfaction in enabling others to achieve their goals and potential [23].

2.2 EMPIRICAL LITERATURE
To investigate any links between Value-Based Leadership (VBL), Corporate Governance (CG), and Organizational Performance, a survey was carried out by others[24].
in southeast Nigeria. The study's conclusions showed a strong positive association between organizational performance and values-based leadership. This implies that as Value-Based Leadership strengthens, so does the overall performance of the organization. [25] The study further emphasized the critical role of exemplary leadership in values-based leadership models. It advocated for exposure to values-based education, emphasized the alignment of actions with advocated values, and underscored the introspective impact of the Mahavakya philosophy on leaders' values and behavior conducted a study focusing on the relationship between leadership and values in enhancing employee job

satisfaction [24]. The research delved into the emotional involvement of employees and its significance in maintaining a positive work environment. Various factors, including organizational characteristics, personal attributes, and the importance of leadership values, were identified as influencing this connection [26]. The study aimed to evaluate the perceptions of value-based management behaviors among school administrators according to teachers. The objective was to construct a model for value-based management in schools. The quantitative results revealed that teachers perceive administrators' value-based management behaviors as highly positive, while qualitative results highlighted the importance they attribute to these behaviors.

A Study aimed to identify the relationship and impact between the constituent values of organizational culture and the dimensions of administrative orientation toward adopting e-government in universities [27]. Key findings indicated a moral correlation and impact between organizational culture values and administrative orientation towards e-government in Egyptian universities. A Study, titled "The Reality of Organizational Values at the University of Mosul," aimed to identify prevalent values within the university [28]. The study uncovered dominant and practiced values such as discipline, collaboration, teamwork, and adherence to law and order at the University of Mosul.

3. STUDY GAP

The exploration of values-based leadership and its impact on organizational performance holds significant importance within the framework of companies operating in the industrial sector in Jordan. In the dynamic landscape of modern business, effective leadership aligned with core values is crucial for organizations navigating complexities. Values-based leadership plays a pivotal role in cultivating a positive

.4. MODEL OF THE STUDY

The conceptual framework proposes Values-based leadership dependent variable).

Fig 1: Study Model based on the Dimensions of Values-Based Leadership, as Proposed by [15] and Organizational Performance Dimensions [29].

4. STUDY HYPOTHESES

organizational culture, boosting employee engagement, and encouraging ethical conduct. In the unique challenges and opportunities faced by businesses in the industrial setting in Jordan, leadership grounded in values can substantially contribute to long-term success and sustainability.

Existing studies indicate that values-based leadership positively influences various aspects of organizational performance, including productivity, innovation, employee satisfaction, and overall financial success. Within the Jordanian industrial context, understanding the specific impact of these leadership practices on performance metrics such as self-reflection, true self-confidence, and genuine humility is vital for optimizing organizational outcomes.

Despite the growing acknowledgment of the significance of values-based leadership, a conspicuous gap exists in the literature regarding its application and effectiveness in Jordanian industrial companies. Limited empirical research has delved into the contextual nuances of the Jordanian industrial sector, leaving a void in understanding the direct impact of values-based leadership within this unique setting. To address this gap, this research should delve into how leaders in this sector interpret and apply values and how these practices translate into tangible outcomes for organizational performance. Furthermore, an examination of the challenges and opportunities specific to the Jordanian industrial context will provide valuable insights for scholars and practitioners alike.
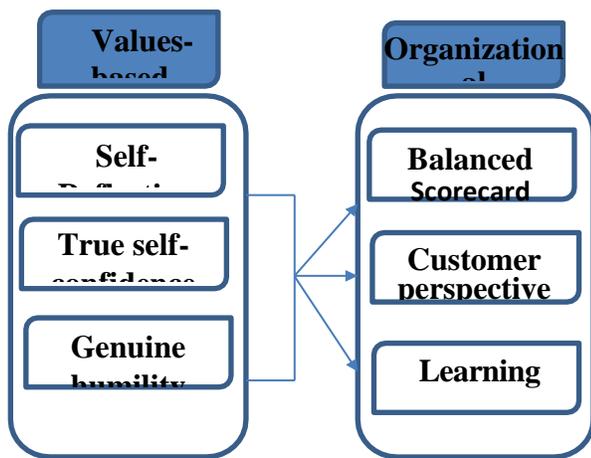
In conclusion, comprehending the impact of values-based leadership on organizational performance in the industrial sector in Jordan is a critical area that warrants further exploration. Closing this study gap will not only contribute to academic literature but also offer practical insights for leaders and policymakers in the Jordanian industrial landscape (As an independent variable), Organizational performance (As a

Based on the results of previous studies concerning the analysis of the relationships between the proposed variables, and in the light of the study problem and objectives, many hypotheses were cited to achieve the study objectives as follows:

H1: There is no direct significant impact ($\alpha<.05$) of Values-based leadership (Self-Reflection, True self-confidence, Genuine humility) on Organizational Performance (Balanced Scorecard, Customer perspective and Learning).

5. METHODOLOGY

This research adopts a quantitative approach, focusing on item analysis and reliability through the survey method using exclusively designed questionnaires. The respondents targeted in this study are top and middle management personnel within the surveyed companies. The study population was selected based on the need to gather relevant information from the top and middle management of the companies under consideration. The study encompasses all industrial companies listed in the financial market of Oman for the year 2023, totaling more than 60 companies. The top 30 companies were chosen based on their capital, and the study sample comprises 8 companies with a capital exceeding $10 million. The sampling unit includes 154 individuals from senior and middle management. A total of 154 questionnaires were distributed, with 144 collected. Four questionnaires

were deemed invalid for analysis, leaving 140 questionnaires for thorough examination. The Statistical Package for Social Science (SPSS) was used for quantitative analysis to find correlations between variables and test hypotheses.

5.1 Assessing validity and reliability

In the evaluation of the validity and reliability of the instrument, a meticulous examination of each item, known as item analysis, is conducted before determining the overall reliability. The focus of this analysis is on assessing the quality of individual items related to leadership values. A crucial criterion for item quality is that the alpha value after deleting an item should be less than the standardized item alpha, as outlined by (30). Upon conducting item analysis for leadership values, it is evident that all items meet the specified criteria, resulting in a Cronbach's alpha of 0.898. The definition of reliability, according to others [31], is the constancy of a variable measured more than once. According to Table 1, which presents the reliability evaluation for the complete scale in this study, Cronbach's alpha yielded a value of 0.876. This value is higher than the threshold of 0.60 of the leadership values and is over the generally accepted lower limit of 0.70, as recommended by (30).

Table 1. Reliability Statistics

Cronbach's alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.876	0.898	12

Based on the outcomes of the item analysis and Cronbach's alpha coefficient, it can be affirmed that this survey questionnaire, designed for the measurement of leadership values, is widely acknowledged and deemed valid.

6. Data Analysis and Discussion

To analyze the data, to explore The Impact of values-based leadership on organizational performance from the employee's perspective in companies operating in the chemical industries, the data was used as it is shown as follows:

6.1 Values-based leadership

Table 2: Descriptive of dimensions of values-based leadership

Dimensions	Mean	SD	RANK	LEVEL
Self-Reflection	3.86	.68	1	High
True self-confidence	3.75	.79	2	High
Genuine humility	3.66	.83	3	High
Total	3.75	.76		High

The results in Table 2. highlight the positive perceptions of employees in the chemical industries towards the assessed dimensions, with both means and standard deviations reflecting notable levels of endorsement. The overall mean of (3.75) indicates a strong average, supported by a relatively low standard deviation of (0.76), suggesting a consistent and high level of agreement among respondents.

Analyzing specific dimensions, the dimension of self-reflection emerges as particularly noteworthy, boasting the highest mean of (3.86) and a relatively low standard deviation of (0.68). This underscores the robust consensus among employees regarding the importance and efficacy of self-reflection in their professional context.

Similarly, the dimension of true self-confidence follows suit with a commendable mean of 3.75 and a standard deviation of 0.79, positioning it at a solid medium level. This indicates a substantial collective acknowledgment of the significance of genuine self-confidence among employees in the chemical industry. Moreover, the dimension of genuine humility, although falling within the medium range, is still perceived positively, as evidenced by a mean of (3.66) and a standard deviation of (0.83). This suggests a moderate level of agreement among respondents regarding the relevance and prevalence of genuine humility in the workplace. In conclusion, these findings affirm the favorable perspectives of employees towards the assessed dimensions, providing valuable insights for further enhancing and leveraging these aspects within the organizational context.

6.2 Organizational Performance

Table 3: Descriptive Dimensions of Organizational Performance

Dimensions	Mean	SD	RANK	LEVEL
Balanced Scorecard	3.76	.67	1	High
Customer perspective	3.73	.70	2	High
Learning	3.69	.81	3	High
Total	3.72	.72		High

Table (3) presents a comprehensive overview of organizational performance, as perceived by employees in the chemical industries, showcasing consistently high Means and Standard Deviations. The overall mean for all Dimensions is notably strong, standing at (3.72), with a relatively low standard deviation of (0.72). Delving into specific dimensions, the Balanced Scorecard dimension emerges as the highest performer, boasting a mean of (3.76) and a standard deviation of (0.67). The Customer perspective dimension closely follows, maintaining a moderate level with a mean of (3.73) and a standard deviation of (0.70). Similarly, the Learning dimension falls within the medium range, exhibiting a mean of (3.69) and a standard deviation of (0.81).

This data implies that, according to employee perceptions, there is a commendable organizational performance in the chemical industries. To further enhance these positive outcomes, strategic attention should be directed towards reinforcing and optimizing the Balanced Scorecard dimension. This could entail the implementation of continuous training and development programs, ensuring that employees possess a clear understanding of organizational goals and performance indicators. To elevate the Customer perspective dimension, fostering a customer-centric approach and initiating measures to enhance customer satisfaction would be beneficial. Investing in learning and development opportunities for employees to augment their skills and knowledge can similarly contribute to the improvement of the Learning dimension. This may involve the implementation of effective training programs, mentorship initiatives, and the cultivation of a culture that promotes continuous learning within the organization. By focusing on these specific dimensions, organizations in the chemical industries can potentially elevate their overall organizational performance from the perspective of their workforce.

6.3 Hypotheses Testing

This section tests the study hypotheses as follows:

H1: There is no direct significant impact ($\alpha < .05$) of Values-based leadership (Self-Reflection, True self-confidence, Genuine humility) on Organizational Performance (Balanced Scorecard, Customer perspective and Learning).

Table 4: Multiple regression test of the Values-based leadership and its effect on Organizational Performance

Dimensions	Beta	T value	Sig
Self-Reflection	0.303	9.435	.000
True self-confidence	0.357	9.568	.000
Genuine humility	0.333	10.486	.000
R2		505	
F		207.055	
Sig		.000	

Sig=<0.05

The results of the multiple regression analysis from Table (4) demonstrate a direct relationship between values-based leadership and organizational performance ($R^2 = .505$), meaning that values-based leadership accounts for 55% of the variance in organizational performance. Since ($F = 205.0534$, $P < 0.05$) values-based leadership also explains 55% of the variance in organizational performance, we reject the null hypothesis and accept the alternative, which also points to a direct relationship between values-based leadership and organizational performance. According to the aforementioned regression test results, Self-Reflection and Organizational Performance have a positive relationship ($B = 0.303$, $P < 0.05$). Furthermore, these findings demonstrate a favorable correlation ($B = 0.357$, $P < 0.05$) between organizational performance and self-confidence. These findings indicate a favorable correlation between That the statistical results from this study align with some findings from previous research conducted by Muogbo [24], Shami [25], Nabil Merzkqi (2020), Dogan (2016), Abdulatif and Zakaria (2019), and Abdul Fattah (2020). Here are some points of discussion and comparison:

Positive Relationship between Values-Based Leadership and Organizational Performance:

The study found a direct positive effect of Values-Based Leadership (VBL) on Organizational Performance, which aligns with the findings of Muogbo [24]. Both studies suggest that as Values-Based Leadership strengthens, there is a corresponding improvement in overall organizational performance. Shami [25] emphasizes the critical role of exemplary leadership in values-based models. The study also seems to support this idea by highlighting positive relationships between self-reflection, self-confidence, genuine humility, and organizational performance, all of which are qualities associated with exemplary leadership.

Employee Job Satisfaction and Emotional Involvement: Nabil Merzkqi's study (2020) focused on the relationship between leadership, values, and employee job satisfaction. While the study didn't explicitly mention employee job satisfaction, the positive relationships between values-based leadership and organizational performance could potentially impact employee satisfaction positively.

Perceptions of Value-Based Management Behaviors: Dogan's study evaluated perceptions of value-based management behaviors among school administrators, aligning with the emphasis on values-based leadership in the study

elsewhere[26]. Both studies acknowledge the importance of positive perceptions of value-based behaviors for organizational success.

Organizational Culture and Administrative Orientation: Abdulatif and Zakaria's study explored the relationship between organizational culture values and administrative orientation[27]. While the study doesn't directly address e-government or administrative orientation, the focus on values in organizational leadership could potentially influence organizational culture positively.

Identifying Prevalent Organizational Values: Abdul Fattah's study aimed to identify prevalent values within the University of Mosul [28]. While not identical, the study contributes to the understanding of organizational values by examining the impact of values-based leadership on organizational performance.

In conclusion, the study's statistical results seem to be in line with and supported by various studies, strengthening the evidence for the positive impact of values-based leadership on organizational outcomes. Discussing these findings in the context of existing literature provides a robust foundation for the importance of values-based leadership in organizational settings.

7. CONCLUSION

In conclusion, the results of the multiple regression analysis in this study provide compelling evidence for the positive impact of Values-Based Leadership (VBL) on Organizational Performance. The substantial explanatory power of VBL, as indicated by the high R^2 value of 0.505, underscores its significance in accounting for 55% of the variance in Organizational Performance. The rejection of the null hypothesis based on the F-statistic ($F = 205.0534$, $P < 0.05$) further supports the assertion that there is a direct and meaningful effect of Values-Based Leadership on Organizational Performance.

The positive relationships identified between specific leadership qualities, such as Self-Reflection, Self-Confidence, Genuine Humility, and Organizational Performance align with previous research conducted by Muogbo [24], Shami [25], Dogan [26], Abdulatif and Zakaria [27], and Abdul Fattah [28]. These findings emphasize the importance of exemplary leadership behaviors in enhancing overall organizational effectiveness.

Drawing parallels with the studies mentioned, the positive correlation between Values-Based Leadership and Organizational Performance resonates with Muogbo's emphasis on the strengthening of leadership resulting in improved organizational outcomes. Shami's focus on exemplary leadership in values-based models aligns with the positive relationships identified in this study between specific leadership qualities and performance.

Moreover, Dogan's evaluation [26], of perceptions of value-based management behaviors and Abdulatif and Zakaria's exploration[27] of organizational culture values complement the current study by highlighting the importance of positive perceptions of value-based leadership behaviors for organizational success. The study's emphasis on values-based leadership contributes to the understanding of organizational culture, supporting the notion that leadership qualities can

influence the overall cultural dynamics within an organization.

Additionally, Abdul Fattah's identification of prevalent values within an organization, though not identical, adds depth to the discussion by emphasizing the impact of values-based leadership on organizational performance.

In summary, the findings from this study align with and are supported by a body of existing literature, reinforcing the assertion that values-based leadership plays a crucial role in driving positive organizational outcomes. This conclusion emphasizes the need for organizations to prioritize and cultivate values-based leadership as a strategic approach for enhancing overall performance and success.

8. RECOMMENDATIONS

The researcher suggested the following in light of the findings showing a statistically significant impact of values-based leadership (self-reflection, true humility, and self-confidence) on organizational performance (balanced scorecard, customer viewpoint, and learning) in Jordanian industrial companies:

Integrate Values-Based Leadership Training Programs: Create and carry out training courses that emphasize values-based leadership concepts, such as sincere humility, self-reflection, and true self-confidence. Make certain that the organization's leadership at all levels can participate in these activities.

Promote a Culture of Self-Reflection: Encourage leaders at all levels to engage in regular self-reflection practices. This can include activities such as journaling, feedback sessions, or coaching. By fostering a culture of self-reflection, leaders can enhance their decision-making abilities and personal growth, positively impacting organizational performance.

Emphasize True Self-Confidence Development: Invest in initiatives that support the development of true self-confidence among leaders. This could involve mentorship programs, leadership workshops, or coaching sessions aimed at building leaders' confidence in their abilities and decision-making skills.

Cultivate Genuine Humility Across the Organization: Foster an organizational environment that values genuine humility. Encourage leaders to acknowledge their strengths and weaknesses openly, promote collaboration, and create opportunities for humility to be recognized and celebrated. This can contribute to a positive organizational culture and improved performance.

Align Performance Metrics with Values: Review and realign performance metrics, especially those related to the Balanced Scorecard, Customer perspective, and Learning, to reflect and reinforce the values-based leadership principles. Ensure that organizational goals and key performance indicators are in harmony with the desired leadership values.

By implementing these recommendations, Jordanian industrial companies can strengthen their organizational performance by building a leadership culture grounded in values, self-reflection, true self-confidence, and genuine humility.

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