The Relationship between the Application of Attractive Leadership among the Heads of Academic Departments and the Improvement of the Job Performance of Faculty Members at Universities

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Abstract

The study aimed to understand the relationship between the application of attractive leadership by heads of academic departments and improving the performance of faculty members at Al al-Bayt University from their point of view. The descriptive, correlational approach was used, and the sample included)222(faculty members who were randomly selected. A questionnaire consisting of 49 items related to attractive leadership and improving job performance was used after verifying its validity and reliability. The study results showed that the level of applying attractive leadership was high, and the level of improving job performance was also high. The results also indicate a statistically significant positive relationship between applying attractive leadership and improving job performance. Based on these results, the study recommends developing the skills of academic leaders at the university to enhance their understanding of the best practices of attractive leadership and how they affect improving job performance through organizing training programs and courses.

Keywords: *Attractive Leadership, Improving Job Performance, Faculty Members, Al Al-Bayt University*

INTRODUCTION

There is an increasing sense of the great role of universities, which is represented by the utmost importance in comprehensive development plans, and the growing feeling of creating leaders who can deal characterized by qualitative characteristics that differ fundamentally from what was expected of other leaders, and the availability of leaders represented by the head of the department as an educational leader has become a requirement in which one bears responsibility for the conduct of the administrative and educational process in department, the proper guidance and the improvement of its outcomes. Therefore, the world's attention has turned to increasing the efficiency and effectiveness of department heads to make the administrative process successful. Leaders have special personalities that distinguish them from others by making them advance or fail by having a set of qualities and characteristics that attract hearts or repel souls.

The head of the department Is at the top organizational pyramid. It bears the greatest burden in leading the employees, coordinating their efforts, and directing them in the processes of planning, direction, coordination, implementation, and evaluation. In your management, one bears the responsibility of leading the professional development of the employees, unleashing their energy and abilities towards creativity and development, and taking the necessary steps to develop the educational programs and educational work has an effective role in improving the educational environment For the head of the department to be able to succeed in performing duties accurately and proficiently, they need to acquire a set of human skills to deal successfully with the educational and administrative staff. Moreover, the head of the department should have a set of technical skills that enable him/her to exercise the leadership role, and a set of administrative skills that enable him/her to

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plan work, direct, prioritize, and anticipate the future (Ahmed, 1997). (Al-Rashdan and Al-Hamshari, 2002). (Qutaishan, 2004).

Leaders who know and have a clear vision and message can attract workers to them because they have an attractive personality. They are people that employees are attracted to, and they have a feeling that they can help them. An attractive personality can build fellowship and effectively influence others to attract them towards a certain way of thinking and motivate them towards more achievement (Griffin & Moorhead, 2014). It has become necessary for institutions to find a leadership style that ensures the development of their performance permanently and continuously so that they can adapt and control the changes that occur in the environment surrounding them, which allows institutions to maintain their competitive position among other institutions and achieve their goals. In this direction, several leadership styles have emerged, including attractive leadership. Attractive leadership represents one of the appropriate leadership styles to lead the change process in the organization, as it encourages employees to enhance their capabilities, present their creative ideas, and focus on long-term goals with an emphasis on adopting a clear vision (Al-Haimoni, 2021).

The attractive leadership style is characterized by an attractive personality, a great presence by the leader, the ability to influence, the possession of authority and personal charm, a personality of great loyalty and enthusiasm, and the fact that this personality has extraordinary abilities in leadership, persuasion, and captivating employees, and the ability to inspire others when communicating with them, and attracting their attention more than usual. An attractive leader has an effective presence, an unforgettable personality, and a personality that does not get lost in the crowd. This leader is very social, likable, and ambitious. He loves to challenge and change, his ideas are deep, and he is confident and able to persuade (Barakat, Abu Ali, 2019).

Attractive leadership is a leadership that works to expand employees' interests and needs beyond their interests for the benefit of the organization (Al-Mekhlafi, 2009). As for Al-Hariri (2008), she viewed attractive leadership as the leader's endeavor to arouse the highest level of awareness among employees of key issues, and to increase the employees' self-confidence, which pushes them to continuous progress and self-development. Through his continuous motivation and constant encouragement, he makes the employees effective leaders by directing and organizing the communication processes with individuals and always assures employees that the organization cannot achieve its goals or continue without their presence and also has good relationships with subordinates without any exceptions.

We conclude from this that attractive leadership is about leading the transformation in the performance of employees in the organization about the activities of the employees and the job tasks assigned to them, which can be measured by using certain agreed-upon criteria due to its importance to the results of the organization and achieving its goals. The job performance of employees is of high importance as the life, survival, and continuation of The organization depends to a large extent on the performance of its employees through wise leadership characterized by many characteristics that work to gain the trust and love of employees, which leads them to work to the maximum of their energies and abilities to achieve the organization's goals.

Hence, interest and attention have emerged in the relationship between attractive leadership among academic department heads and improving the job performance of faculty members because of its major role in stimulating employees motivation towards work, achievement, and innovation, as attractive leadership is reflected in the work, actions, and practices carried out by department heads, which reflects positively on improving the job performance of faculty members at the university. This study aimed to identify the relationship between applying attractive leadership among academic department heads and improving the job performance of faculty members at Al al-Bayt University from their point of view.

Job performance is one of the most important activities that reflects both the goals and the means necessary to achieve them. It expresses the extent of employees' efficiency or the fulfillment of the desired level of achievement in this job and is linked to the outcomes that educational institutions, especially universities, seek to achieve.

PREVIOUS STUDIES

Many Arab and foreign studies have been conducted, which are arranged chronologically from newest to oldest as follows:

(Al-Rifai, 2021) conducted a study that aimed to identify the reality of educational leaders in attractive leadership from the point of view of educators and teachers working with them, and to reveal the differences between the opinions of the sample members regarding the extent to which educational leaders apply the dimensions of attractive leadership theory according to the variables of the study. The study used the descriptive survey method, and the study sample consisted of (220) male and female teachers. The results of the study concluded that the degree to which educational leaders in the Capital Educational District applied the four dimensions of the charismatic leadership theory is high.

The study by Al-Khataybah and Abdel-Rahman (2022) aimed to reveal the degree to which Irbid Governorate principals practice inspirational leadership, and its relationship to the level of teachers' passion for their profession from the teachers' point of view. The study sample consisted of (380) male and female teachers in Irbid Governorate schools. The study used the questionnaire as a tool for the study, and the descriptive correlational approach was used. The study concluded that the degree of Irbid governorate school principals' practice of inspirational leadership is moderate, and the level of teachers' passion for their profession is high. It also concluded that there is a statistically significant positive relationship between the degree of Irbid Governorate school principals' practice of inspirational leadership and the level of teachers' passion for their profession from the teachers' point of view.

Al-Hamad (2015) conducted a study that aimed to identify the degree to which primary school principals in the city of Riyadh practiced the two styles of attractive leadership and procedural leadership from the point of view of the study's sample of educators and to identify the degree of job satisfaction, as well as to identify the relationship between the degree of primary school principals' practice of the two styles of attractive leadership and procedural leadership, and the degree of job satisfaction for teachers. The descriptive survey method was used. The study used the questionnaire as a tool for the study. A sample of (267) teachers was used. The study concluded that the members of the study sample agreed to a large degree on the school principal's practice of the attractive leadership style and procedural leadership.

Al-Wawi (2023) conducted a study that aimed to identify the degree of availability of indicators of an attractive leadership environment in secondary schools in the Amman Governorate and their relationship to the effectiveness of teachers' performance from their point of view. The study used the descriptive, correlational approach, and the study population consisted of all male and female teachers in secondary public schools in the Amman Governorate who were (3949) male and female teachers, and the study sample consisted of (310) male and female teachers. The questionnaire was used as a tool for the study to collect data. The results of the study showed that the degree of availability of indicators of an attractive leadership environment in public secondary schools in the Amman Governorate is moderate and that the level of effectiveness of teachers' performance is moderate. It also indicated that there is a positive correlation between indicators of the attractive leadership environment in government secondary schools in the Amman Governorate and the level of effectiveness of teachers' performance.

(Vilkinas & Ladyshewsky, 2014), the purpose of this study was to identify factors that impacted the performance and attractiveness of the Academic Director's role. Academic Directors are responsible for leading and managing an academic qualification. Academic Directors (n=101) participating in a leadership development program were invited to respond to an online 360∘ feedback survey. They invited (n=808) Significant Others to provide feedback using the same 360∘ survey. In the main, there was agreement between the two groups on impact factors. The factors impacting strongly on performance were focused on workload points, the complexity of the role, knowledge and skills, people skills, and others' expectations. The factors impacting strongly on role attractiveness were around working conditions, autonomy and authority, clarity of work goals, and expectations of others. Middle-level academic management positions in higher education are poorly researched and the implications of this research for job design, leadership development, and recruitment and

retention are significant. This is the first study of its kind to investigate factors impacting the performance of the Academic Director role.

(Ha Nguyen, Luan & Khoa, 2021), improving employee performance always receives researchers' and organizational managers' attention as this factor contributes directly to the organizational competitive advantage. Therefore, academic research, as well as practices, focus on the factors affecting employee performance. However, employer attractiveness, primarily defined as the benefits of an organization perceived by potential candidates, has not received sufficient attention. Studies regarding employer attractiveness have emphasized potential candidates, rather than current employees. Therefore, this study focuses on discovering a new direction - the impact of employer attractiveness on current employees, namely, employee performance. The research method used in this study is the mixed method, especially the PLS-SEM analysis tool. Research data is collected from 937 employees from 37 organizations and enterprises in Vietnam. Research results discover a statistically significant relationship between employer attractiveness and employee performance. The results have helped confirm and develop the employer attractiveness factor; especially the new safety value factor.

(Abell, & Beccker ,2020) while satisfaction, engagement, and retention of academics have been widely discussed, there is less acknowledgment that a university must first convince high-quality academic talent of the benefits of joining their institution. This paper sought to identify the key factors that influence early-career and aspiring academics to choose employment with a university. Fifty early-career academics or PhD scholars aspiring to academic careers gave their perspectives on this critical issue. The key findings point to five key factors that enhance the attractiveness of universities in the eyes of this next generation of talent, including reputation, organizational culture, role characteristics, career development and growth, and physical characteristics. We argue that universities, regardless of size, location, or ranking, must strive to differentiate themselves and their offerings and focus on some key messages when recruiting academics.

Kate, Helen, & Tracey (2011) This article presents findings from a survey conducted in the Australian resources sector in 2009 exploring human resource (HR) managers perceptions of how their organizational practices and external contextual changes in industrial relations legislation present challenges for the sector and influence attraction and retention of highly skilled employees. The research makes an important contribution to the literature on good employment/high-involvement work practices by investigating organizational practices within the politico-legislative context of this economically significant sector. Our findings indicate that organizations have implemented a range of good employment practices while dealing with concerns about skills shortages, employee turnover, an aging workforce, and changes in legislation. We identify a need for employers to give greater attention to diversity and work-life balance issues. Further, there is a need for strategies to increase the attractiveness of work in remote locations.

Comment on Previous Studies

After reviewing previous studies that dealt with the topic of attractive leadership and improving job performance, the two researchers concluded, through their review of these studies, regarding the benefits, similarities, and differences of previous studies with the current study. The similarities were in the use of the study tool (questionnaire), variables, and method, and they differed in the study sample. The benefit of previous studies was to enrich the theoretical literature and emphasize the importance of knowing the relationship between applying attractive leadership among academic department heads and improving the job performance of faculty members at Al al-Bayt University from their point of view in determining the appropriate approach, formulating and defining the study problem accurately, as well as in determining study tool, and the type of appropriate statistical treatments.

The current study is distinguished from previous studies in that it is the first of its kind to address the relationship between applying attractive leadership among academic department heads and improving the job performance of faculty members at Al al-Bayt University from their point of view. According to the researchers' knowledge, it is one of the first studies in this field. It also differed in spatial and temporal boundaries, as it was

conducted at Al al-Bayt University, in the second semester of the academic year (2022-2023), and it also differed in the study sample, which represented all faculty members at Al al-Bayt University.

The Study Problem

University administration targets all modern administrative methods in the behavior of employees to achieve goals. University administration also works to develop itself to be an advanced administration that keeps pace with administrative developments instead of remaining captive to traditional patterns. Recently, many concepts, ideas, trends, and leadership styles have emerged that aim to develop the performance of faculty members, as leaders, especially department heads. They are required to be proficient in leadership, influential, and attractive to work with, and possess the readiness them, motivate them, and urge them to create, innovate, and present ideas and initiatives. The problem of the study was the need to present an objective framework that includes the application of attractive leadership among heads of academic departments and its relationship to improving the job performance of faculty members. The two researchers noticed, through their personal experience, as they work as faculty members in universities, that improving the job performance of faculty members at the university helps in stability, security, career advancement, and university employees' sense of satisfaction and ability to achieve and create, through the presence of attractive, motivating, and inspiring leadership for them, represented by their department head. During the research on the concept of attractive leadership, there was no study examining the degree of application of attractive leadership in universities, according to the researchers' knowledge. In light of this, the study's problem was identified in identifying the relationship between the application of attractive leadership among academic department heads and improving the job performance of faculty members at Al al-Bayt University from their point of view.

Study Questions

This research seeks to answer the following questions:

The first question: What is the degree of attractive leadership practice among academic department heads at Al al-Bayt University?

The second question: What is the level of improvement in the job performance of faculty members from their point of view?

The third question: Is there a statistically significant correlation at the significance level ($\alpha = 0.05$) between the degree of attractive leadership practice among academic department heads at Al al-Bayt University and the level of improvement in the job performance of faculty members from their point of view?

The Importance of the Research

This research derives its importance from the importance of the topic and the goals that it seeks to achieve. This importance can be highlighted in two main aspects, which are:

First: The Theoretical Importance: It is Represented in the Following

The importance of the subject of the study appears in revealing the relationship between the degree of practicing attractive leadership and improving the job performance of faculty members from their point of view.

It is hoped that this research will provide an addition to the scientific production, and literature and contribute to increasing awareness of the importance of applying attractive leadership in universities.

Second: Practical Importance: It is Represented in the Following

It is hoped that this research will draw the attention of academic leaders to recognize the importance of attractive leadership and apply it in their colleges because of its importance in improving the job performance of faculty members.

It is hoped that this research will contribute to providing recommendations and proposals that can contribute to the development of educational institutions through those in charge of them adopting the results of this research.

Limitations of the Study: This Study was Limited To

Limitations of the topic: The research was limited to identifying the relationship between the degree of practicing attractive leadership and improving the job performance of faculty members from their point of view.

Human limitations: This study was limited to a sample of faculty members at Al al-Bayt University.

Spatial limitations: The current study was applied at Al al-Bayt University.

Time limits: This research was applied during the second semester of the academic year 2022/2023.

Study Terminology

The terminology of the current research is as follows:

Attractive Leadership: a leadership style based on the leader's ability to create an atmosphere of acceptance, friendliness, and motivation among the organization's employees toward the profession and the organization in which they work, and their commitment to its organizational goals and a striving to develop the organization through shared belief and a general conviction in the interest of the work (Al-Salibi, 2008, 109).

It is defined procedurally by measuring the response of the study members to the paragraphs of the questionnaire to determine the relationship between applying attractive leadership among academic department heads and improving the job performance of faculty members at Al al-Bayt University from their point of view used in this study.

Job Performance: A series of activities related to the job, section, or department that the employee or manager carries out to achieve a specific goal Al-Malkawi, 2009, p. 17))

Improving Job Performance: Employing attractive leadership to increase members' ability to carry out the activity by which they can accomplish the planned tasks, goals, and duties with proficiency and creativity.

It is defined procedurally by measuring the response of the study members to the paragraphs of the questionnaire identifying the relationship between the application of attractive leadership among academic department heads and improving the job performance of faculty members at Al al-Bayt University from their point of view used in this study.

Study Approach

The researchers used the descriptive, correlational approach because it suits the nature of the study's objectives and questions.

Study Population and Study Sample

The study population consisted of all faculty members at Al al-Bayt University, for the academic year 2022-2023 AD, who were (460) faculty members. The study sample was selected by a simple random method to be representative of the study population of (222) faculty members and Table (1) shows the distribution of the study sample according to the study variables: (gender, academic qualification, academic rank, number of years of experience).

Table (1): Repetitions and Percentages according to the Study Variables

	Categories	Repetition	The ratio
Gender	male	173	77.9
	female	49	22.1
Academic rank	Professor	75	33.8
	Assistant Professor	68	30.6
	Associate Professor	58	26.1
	Teacher	21	9.5
Years of Experience	Less than(10) years	79	35.6

	(10) years and above	143	64.4
College	Humanity	176	79.3
	Scientific	46	20.7
	Total	222	100.0

Study Tool

To achieve the goal of the study, the questionnaire was used as a tool for the study. A questionnaire was developed to collect the necessary data for the study by referring to the theoretical literature and previous studies related to attractive leadership and improving job performance, such as the (Al-Wawi, 2023) study, (Al-Rifai, 2021) study, and the (Al-Hamad, 2015) study. The researchers benefited from these studies in defining the areas of the questionnaire and drafting paragraphs that represent each area. The questionnaire consisted of six areas: (personal appearance (charisma), excellence, communication, creativity, and innovation, arousing motivation towards work and improving job performance consisted of (33) paragraphs, and the second part improving job performance consisted of (14) paragraphs with a total of)47) paragraphs. The questionnaire was presented in its initial form to a group of (8) arbitrators in the field of specialization with experience and specialization in Jordanian universities. They were asked to express their opinion and suggest their observations in terms of linguistic wording, the suitability of the paragraphs to the content of the subject of the study, and the extent to which they belong to the dimension. The proposed observations were acted upon and conducted. Adjustments to the questionnaire were made and it was ready for application.

Validity of the Study Tool

The validity of the study tool was verified according to the following:

Construct Validity: Attractive Leadership: To extract implications of the construct validity of the scale, correlation coefficients were extracted for each item and the total score, between each item and its connection to the field to which it belongs, and between the fields to each other and the total score, in a pilot sample from outside the study sample consisting of (30) teaching body members. The correlation coefficients of the items with the tool as a whole ranged between (0.87-0.54), and with the field (0.45-0.87), and the following table shows this.

Table (2): Correlation Coefficients between the Item, The Total Score, and the Field to Which it Belongs

Paragraph number	Correlation coefficient with the domain	Correlation coefficient with the tool	Paragraph number	Correlation coefficient with the domain	Correlation coefficient with the tool	Paragraph number	Correlation coefficient with the domain	Correlation coefficient with the tool
1	.90**	.81**	12	.79**	.55**	23	.77**	.69**
2	.85**	.81**	13	.83**	.77**	24	.81**	.83**
3	.64**	.59**	14	.82**	.85**	25	.84**	.84**
4	.89**	.78**	15	.84**	.74**	26	.75**	.80**
5	.73**	.63**	16	.93**	.87**	27	.87**	.82**
6	.64**	.54**	17	.62**	.60**	28	.84**	.76**
7	.66**	.70**	18	.79**	.80**	29	.86**	.80**
8	.74**	.68**	19	.83**	.81**	30	.92**	.85**
9	.83**	.82**	20	.75**	.72**	31	.87**	.78**
10	.90**	.70**	21	.70**	.61**	32	.85**	.83**
11	.87**	.73**	22	.85**	.72**	33	.82**	.82**

** Statistically significant at the significance level (0,01).

It should be noted that all correlation coefficients were of acceptable and statistically significant degrees, and therefore none of these items were deleted. The domain correlation coefficient with the total score and correlation coefficients between the domains were also extracted, and the following table shows this.

Table (3): Correlation Coefficients between the Domains and the Total Score

	Personal appearances	Excellence	communication	Creativity and innovation	Arouse motivation	Attractive leadership
Personal appearances	1					
Excellence	.720**	1				
communication	.890**	.730**	1			
Creativity and innovation	.803**	.757**	.919**	1		
Increasing motivationtoward work	.749**	.802**	.877**	.882**	1	
Attractive leadership	.900**	.870**	.957**	.947**	.937**	1

** Statistically significant at the significance level (0.01).

Table (3) shows that all correlation coefficients were of acceptable and statistically significant degrees, which indicates an appropriate degree of construct validity.

Construct Validity: Job Performance: To extract implications of the construct validity of the scale, the correlation coefficients of the item with the total score of the scale were extracted in a pilot sample from outside the study sample consisting of (30) faculty members. The correlation coefficients of the paragraph with the total score of the scale ranged between (0.63-0.90) and the following table shows this.

Table (4): Correlation Coefficients between the Paragraph and the Total Score of the Scale

Paragraph number	Correlation coefficient	Paragraph number	Correlation coefficient	Paragraph number	Correlation coefficient
1	.74**	6	.63**	11	.85**
2	.81**	7	.90**	12	.70**
3	.64**	8	.73**	13	.85**
4	.82**	9	.70**	14	.68**
5	.90**	10	.90**		

* Statistically significant at the significance level (0.05).

** Statistically significant at the significance level (0.01).

It should be noted that all correlation coefficients were of acceptable and statistically significant degrees, and therefore none of these items were deleted.

Stability of the Study Tool

The stability of the study tool was verified according to the following:

Attractive Leadership Stability

To ensure the stability of the study tool, it was verified using the test-retest method by applying the scale and re-applying it two weeks later to a group of (30) outside the study sample, and then the Pearson correlation coefficient was calculated between their estimates of the two times. The reliability coefficient was also calculated using the internal consistency method according to the Cronbach Alpha equation, and Table No. (5) shows the internal consistency coefficient according to the Cronbach Alpha equation the repetition reliability of the domains and the total score. These values were considered appropriate for this study.

Table (5): Cronbach's Alpha Internal Consistency Coefficient and Repetition Reliability for the Domains and the Total Score

Domain	Repetition Stability	InternalConsistency
Personal appearances	0.86	0.83
Excellence	0.80	0.77
Communication	0.82	0.81
Creativity and innovation	0.84	0.70
Increasing motivationtowardwork	0.81	0.79
Attractive leadership	0.89	0.84

Stability of job performance

To ensure the stability of the study tool, it was verified using the test-retest method by applying the scale and re-applying it after two weeks to a group outside the study sample consisting of (30), and then the Pearson correlation coefficient was calculated between their estimates on the two occasions if it reached (0.91). The reliability coefficient was also calculated using the internal consistency method according to the Cronbach Alpha equation if it reached (0.86), and these values were considered appropriate for this study.

Statistical Criterion

The five-point Likert scale was adopted to correct the study tools, by giving each of its items one score out of five degrees (a very large degree, a large degree, a moderate degree, a low degree, and a very low degree), which is represented numerically)1, 2, 3, 4, 5) in order, the following scale was adopted to analyze the results (1.00-2.33) is small, (2.34-3.67) is medium, and (3.68-5.00) is large. The scale was calculated by using the following equation: the upper limit of the scale (5) - the lower limit of the scale (1) / the number of required categories (3) = (5-1)/3 = 1.33, and then adding the answer (1.33) to the end of each category.

Study Variables

The study included the following independent and dependent variables:

Independent Variable: attractive leadership

Dependent Variable: improving job performance among faculty members at Al al-Bayt University.

Statistical Methods

To achieve the objectives of the study, appropriate statistical methods were chosen, and the data were analyzed using SPSS. The following statistical methods were used:

Frequencies and percentages to determine the distribution of the study sample according to variables.

Pearson correlation coefficient to verify the structural validity of the study tools.

Cronbach Alpha coefficient to calculate the internal consistency reliability of the study tools.

Arithmetic means and standard deviations for the items, dimensions, and the questionnaire as a whole

STUDY RESULTS AND DISCUSSION

The following is a presentation of the results reached by the study according to the sequence of its questions:

The First Question: What is the degree of attractive leadership practice among academic department heads at Al al-Bayt University?

To answer this question, the arithmetic means and standard deviations of the degree of attractive leadership practice among academic department heads at Al al-Bayt University were extracted, and the table below shows this.

Table (6): Arithmetic Means and Standard Deviations for the Degree of Engaging Leadership Practice among Academic Department Heads at Al Al-Bayt University, Arranged in Descending Order According to the Arithmetic Means.

Rank	Number	Domain	SMA	standard deviation	Level
1	3	**communication**	3.82	.632	High
2	4	**Creativity and innovation**	3.79	.650	High
3	1	**Personal appearances**	3.76	.760	High
4	5	**Increasing motivationtowardwork**	3.69	.736	High
5	2	**Excellence**	3.55	.737	Medium
		Attractive leadership	3.73	.644	High

Table (6) shows that the arithmetic averages ranged between (3.55-3.82), where the field of communication came in first place with the highest arithmetic average of (3.82), while the field of excellence came in last place with an arithmetic average of (3.55), and the arithmetic average was to the degree of engaging leadership practice among academic department heads at Al al-Bayt University as a whole (3.73). It became clear that the faculty members in the study sample believed that the most applied dimensions by academic department heads were the field of communication, followed by the fields of creativity, innovation, personal appearances, and stimulating motivation toward work, with close arithmetic averages, while the field of excellence came in last place.

It became clear from the results that department heads practice the field of communication to a high degree; through their practice of communication behaviors, their keenness to listen to the opinions of faculty members, and their preservation of the confidentiality of information while communicating with them, which makes this communication effortless, and provides the opportunity for members to express their suggestions freely and consequently reflects a positive impact on their job performance. The reason for this may be due to what these leaders gained through their field visits to educational exhibitions, workshops, and technical meetings with senior management.

This result confirms that academic department heads practice the fields of creativity, innovation, personal appearance, and stimulating motivation to a high degree from the point of view of faculty members. They see that department heads seek to develop the department in innovative ways and methods by encouraging individual initiatives aimed at developing work, which helps in anticipating future problems and taking necessary measures to confront them. Due to the importance of stimulating motivation toward work, the department head works to encourage positive competition among members, provides a collective sense of the priorities of the tasks and work required, and works to raise the morale of the members because of his importance in improving the performance of employees and thus achieving the university's goals efficiently and effectively.

The domain of excellence ranked last, and this may be attributed to the fact that academic department heads are reluctant to delegate some powers to accomplish tasks because they feel a great responsibility for that. They believe in the capabilities and experience of faculty members and work to implement them and give them the opportunity for innovation and creativity.

These results can be interpreted in light of the findings of some previous studies. (Al-Rabiah, 2010) indicated that general education school principals practice attractive leadership competencies to a high degree from the point of view of the study sample, and it agreed with the study (Al-Hamad, 2015) that the members of the study sample highly agreed that the school principals practice attractive leadership style and procedural leadership style, and the relationship between practicing attractive leadership, procedural leadership style, and job satisfaction was high. The results of the (Signac, 2010) study showed that the dimensions of attractive leadership recorded their highest levels that primary schools consider a high level of performance and that those responsible for primary schools are more likely to use the attractive leadership theory. (Al-Rifai, 2021) the study concluded that the degree to which educational leaders in the Capital Educational District applied the four dimensions of the attractive leadership theory is high.

The Second Question: What is the level of improvement in the job performance of faculty members from their point of view?

To answer this question, the arithmetic averages and standard deviations for the level of improvement in faculty members' job performance from their point of view were extracted, and the table below shows this.

Table (7): Arithmetic Means and Standard Deviations for the Level of Improvement in Faculty Members' Job Performance from their Point of View, Arranged in Descending Order according to the Arithmetic Means.

Rank	TheNo.	Paragraphs	SMA	standard deviation	Level
1	8	Works to remove fear, dread, and shame among members	3.84	.851	high
2	7	The leader is keen to review workflow procedures to develop them on an ongoing basis	3.83	.916	high
3	6	The leader delegates powers to members	3.78	.942	high
4	1	Involves members in making administrative decisions	3.77	.911	high
4	10	Overcomes problems and difficulties resulting from the practical application of tasks	3.77	.871	high
6	5	Provides an effective communication system between employees	3.76	.976	high
7	9	The leader looks for new and creative ideas from members	3.71	.906	high
8	12	Provides training programs appropriate to the needs of members to develop their capabilities	3.69	.911	high
9	13	The leader follows up on suggestions made by members	3.64	.996	middle
10	14	Members are informed of the results of their annual performance evaluation periodically	3.63	.897	middle
11	4	Helps in behaving well in the face of any obstacle while performing work	3.60	.968	middle
12	11	Works to create good human relations within the work environment	3.55	.977	middle
13	2	Encourages the completion of work efficiently and effectively	3.53	.992	middle
13	3	Accepts members' suggestions and opinions and encourages them to innovate work methods.	3.53	.996	middle
		Functionality	3.69	.724	high

Table (7) shows that the arithmetic averages ranged between (3.53-3.84), where paragraph No. (8), which states, "Works to remove fear, dread, and shame among members" came in first place, with an arithmetic average of (3.84), while Paragraphs No. (2 and 3), which read: "Encourages the completion of work efficiently and effectively," and "Accepts members' suggestions and opinions and encourages them to innovate work methods," ranked last, with an arithmetic average of (3.53). The arithmetic average of the level of improvement in the job performance of faculty members from their point of view as a whole was (3.69).

This may be attributed degree to which the heads of academic departments contributed to improving the job performance of faculty members at Al al-Bayt University came to a high degree. This is because the heads of academic departments are keen to review workflow procedures to develop them on an ongoing basis, and they work to delegate powers to members and overcome problems and difficulties resulting from the practical application of tasks, and facilitating an effective communication system between employees and providing training programs appropriate to the needs of members to develop their capabilities. Moreover, they follow up on the members' suggestions, and inform them of the results of their annual performance evaluation periodically, which reflects positively on improving their job performance.

These results can be interpreted in light of the findings of some previous studies, such as(Al-Wawi, 2023) indicated that the level of effectiveness of teachers' performance was high. The results also indicated that there is a positive correlation between indicators of the attractive leadership environment in public secondary schools in the Amman Governorate and the level of effectiveness of teachers' performance.

The Third Question: Is there a statistically significant correlation at the level $(0.05 \geq \alpha)$ between the degree of practicing attractive leadership and improving the job performance of faculty members from their point of view?

To answer this question, the Pearson correlation coefficient was extracted between the degree of practicing attractive leadership and improving the job performance of faculty members from their point of view. Table (8) shows this.

Table (8): Pearson Correlation Coefficient for the Relationship Between the Degree of Practicing Attractive Leadership and Improving The Job Performance of Faculty Members from their Point of View

		Functionality
Personal appearances	Correlation coefficient t	.832**
	Statistical significance	.000
	Number	222
Excellence	Correlation coefficient t	.819**
	Statistical significance	.000
	Number	222
Communication	Correlation coefficient t	.846**
	Statistical significance	.000
	Number	222
Creativity and innovation	Correlation coefficient t	.857**
	Statistical significance	.000
	Number	222
Increasing motivation toward work	Correlation coefficient t	.810**
	Statistical significance	.000
	Number	222
Attractive leadership	Correlation coefficient t	.904**
	Statistical significance	.000
	Number	222

*Statistically significant at the significance level (0.05).

** Statistically significant at the significance level (0.01).

It is clear from Table (8) that there is a positive, statistically significant relationship between the degree of practicing attractive leadership and improving the job performance of faculty members from their point of view.

The researchers attribute this to the fact that the practice of attractive leadership by department heads in the workplace increases their communication with members, makes them more appreciative of their needs, and helps them accept their suggestions and opinions. In addition, it creates positive human relations, encourages them to innovate in work methods, communicate with employees, delegate powers, and increase the employees' chances of participating in decision-making, and helps improve their job performance.

These results can be interpreted in light of the findings of some previous studies. The study agreed with the study (Al-Hamad, 2015) that the relationship between attractive leadership practice, procedural leadership style, and job satisfaction was high.

RECOMMENDATIONS

In light of the study results, the study recommended several recommendations, including:

Disseminating the concept of attractive leadership as a modern and effective administrative leadership style in universities.

Increasing department heads' awareness of the importance of applying attractive leadership and its impact on improving the job performance of faculty members.

Holding training and educational courses to enhance, and develop the skills of department heads in the field of attractive leadership.

It is crucial to link the attractive leadership approach to the process of improving job performance that achieves harmony with the established and intended strategic goals that are to be achieved at the university.

Emphasis on conducting more scientific studies on the subject of the current study.

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