

## Leadership styles' effect on Oman food companies: mediating and moderating factors in performance

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**Abstract:** The purpose of this research is to analyze how different types of leadership impact productivity in the Omani food business. In this case, we adopt a mixed-methods strategy, combining quantitative data from surveys given to 300 professionals with qualitative findings gleaned from in-depth interviews. The statistical investigations undertaken in this study comprise regression analysis as a means to explore the relationships between different leadership styles and performance outcomes. This study uses a mixed-method approach to its research design, combining qualitative interviews and quantitative surveys with a total sample size of 300 people. The regression study shows a favorable connection ( $r=0.60$ ,  $p<0.001$ ) between transformational leadership and productivity in the workplace. Both employee performance ( $=0.60$ ) and organizational success ( $=0.55$ ) are positively correlated with transformational leadership. Transactional leadership is associated with improvement in both metrics. The two types of leadership, autocratic and laissez-faire, are not significantly linked. When compared to transactional leadership, transformational leadership is seen as having a more significant impact on organizational outcomes. The importance of acknowledgment and innovation is highlighted, and a fuller picture of leadership dynamics is shown, thanks to qualitative research. Practitioners can use the book as a guide to adopting a well-rounded approach to leadership in the dynamic environment of the Omani food industry. Despite its limitations, this study adds important depth to the discussion of what makes for good leadership. These results provide valuable insights that could guide future research and strategic planning efforts.

**Keywords:** Leadership styles, Mixed-methods, Organizational outcomes, Productivity, Regression analysis, Transformational leadership.

### 1. Introduction

According to numerous experts, effective leadership plays a pivotal role in the achievement of organizational success [1]. It is crucial to recognizing the food industry's constant need for organizational style improvement for sustained growth, this study examines the complex relationship between leadership styles and organizational performance, including mediating and moderating factors [2]. Based on Al-Matani [3], our research seeks to understand how varied leadership styles affect Omani food industries. A suitable backdrop for this investigation is the lively and competitive Omani food business. By adopting Baporikar [4] comprehensive approach and adding Zain, Kassim [5] mediating and moderating variable insights, this hopes to add in progress information.

Practical insights suited to Oman's food businesses are our top priority. To promote administrative resilience and long-term success, leadership dynamics in the sector are examined carefully. It is essential to know the basics of how strategic leadership styles can improve employee performance and help organizations succeed in Oman's complex food industry [6]. The dynamic Oman food sector puts leadership styles' effect on employee performance and organizational success a key research topic. The theoretical frameworks and academic discourse not enough to provide actionable intuitions for food industry leadership [7]. We want to help industry practitioners to perform better work in their

organizations and overcome difficulties by understanding the best relationship between leadership styles and organizational performance [8].

This study aims to offer practical insights on leadership practices customized to the specific demands of Oman's food industries by conducting a thorough assessment of leadership dynamics within the industry. Through this approach, our aim is to promote organizational flexibility and ensure long-term success [9] within the dynamic and ever-changing venue of the food industry in Oman.

## 2. Relevant Work

A multitude of scholars have extensively explored the complex processes that dictate the correlation between various leadership styles and the overall effectiveness of companies.

### 2.1. Transformational Leadership

A prominent leadership style that has garnered attention for its favorable effects on employee motivation and performance [10]. Chua and Ayoko [11] argues that transformational leaders has the ability to inspire and motivate their followers, resulting in heightened levels of employee engagement and commitment. This, in turn, creates a favorable atmosphere for improved organizational performance.

### 2.2. Transactional Leadership

Leadership style that is distinguished by its focus on well-defined structures and systems of rewards. The significance of this phenomenon resides in its capacity to maintain and enhance operational efficiency, as supported by scholarly research conducted by Cortellazzo, Bruni and Zampieri [12]. According to Fernandez Orozco [13], there is a positive relationship between the transactional approach and enhanced task performance as well as alignment with organizational goals, which benefits the workforce's overall effectiveness.

### 2.3. Leadership and Organizational Culture

The relationship between leadership styles and organizational culture is a significant factor in determining performance outcomes. Van der Merwe [14] emphasizes the importance of aligning leadership styles with the prevailing business culture to generate synergy and coherence. The mentioned alignment holds considerable significance within the dynamic and competitive framework of the Omani food sector. The capacity to use versatile leadership approaches is vital within this sector, as it facilitates the effective management of organizational change and the culture of innovation [15].

### 2.4. Mediating and Moderating Variables

To get a thorough comprehension of the complex relationship between leadership styles and organizational success, it is essential to consider the influence of mediating and moderating variables. The concept of psychological empowerment is proposed by Rusk [16] as a potential mediator, offering valuable understanding of the psychological mechanisms via which leadership styles influence performance outcomes.

### 2.5. Local Context and Industry Specifics

The significance of leadership styles is intrinsically linked to the particular situation in which they are applied. Research undertaken in various cultural and industrial settings has provided useful insights, emphasizing the significance of taking into account the distinct peculiarities of the food business in Oman. In their publication, Enzenbacher [17] Al-Mataani [18] emphasizes the necessity of doing research that customizes leadership insights to the specific local context, while also recognizing the impact of cultural variations on the effectiveness of leadership.

## 3. Research Gap

There is a dearth of targeted research in the literature on leadership styles and organizational performance pertaining to the food business in Oman. Present research primarily utilizes general

theories, disregarding Oman's cultural background and the dynamic character of its food industry. Understanding how leadership styles fit into Omani cultural norms, adjust to the dynamic nature of the sector, and interact with context-specific mediating elements is conspicuously lacking. Furthermore, there is a dearth of useful advice for executives in the Omani food sector. Creating leadership strategies that are culturally aware, flexible, and practically applicable to the particular opportunities and problems faced by the Omani food business requires bridging these gaps.

#### 4. Importance of the Study

The Omani food business would greatly benefit from this study's customized insights, which have the potential to transform leadership practices. Through a knowledge of the ways in which leadership styles affect worker performance and organizational success in Oman's fast-paced food industry, this research provides leaders in the field with culturally-appropriate methods for increased resilience and sustained growth. Moreover, its importance knows no geographical bounds, adding insightful information to the international conversation about successful leadership in the food sector. The results can be used as a model by firms around the world to develop adaptive leadership strategies that take into account cultural quirks and business dynamics, ultimately leading to long-term success in a fast changing global food landscape.

#### 5. Purpose of the Study

##### 5.1. Hypothesis

Distinctive leadership styles affect Omani food industry employee performance and organizational success, with adaptable methods being most effective.

##### 5.2. Research Question

In the Omani food business, which leadership styles improve employee performance and organizational success?

##### 5.3. Aim of the Study

Explore how leadership types affect Omani food sector organizational outcomes and improve industry performance.

##### 5.4. Objectives

- Compare how different leadership styles affect employee performance.
- Compare leadership styles to organizational success in the Omani food business.
- Determine the best leadership styles for sector growth.

#### 6. Methods

In this study, a mixed-methods research design is employed, integrating qualitative and quantitative techniques. The qualitative phase involves conducting semi-structured interviews with significant business executives and staff members to comprehensively understand leadership dynamics. To collect organized data on leadership styles, employee performance, and organizational outcomes, a representative sample of Omani food industry experts is given surveys during the quantitative phase. The study utilizes a stratified random sample technique to ensure participation from different organizational levels, encompassing both leadership and non-leadership roles. For qualitative data, semi-structured interviews are conducted, while online surveys are distributed for quantitative data. The process of audio-recording and transcription of interviews guarantees precision in qualitative analysis. Validated scales for employee performance, organizational success, and leadership ideas are included in the surveys. Thematic analysis is employed to find patterns in qualitative data, while statistical techniques such as regression analysis examine the connection between organizational success, employee performance, and leadership styles. Adhering to ethical standards, the research

guarantees informed permission, voluntary participation, and confidentiality, and ethical approval will be sought from the appropriate institutional review boards.

## 7. Results

A representative sample of 300 participants from various organizational levels within the Omani food industry took part in the study (Table 1). The sample included both leadership and non-leadership roles, ensuring a diverse representation of viewpoints.

**Table 1.**  
Demographic characteristics of participants.

Characteristic	Category	Frequency (n=300)
Gender	Male	180
	Female	120
Position	Leadership role	150
	Employee	150
Experience (Years)	Mean (SD)	8.5 (3.2)
Education level	Bachelor's degree	120
	Master's degree	150
	Ph.D.	30

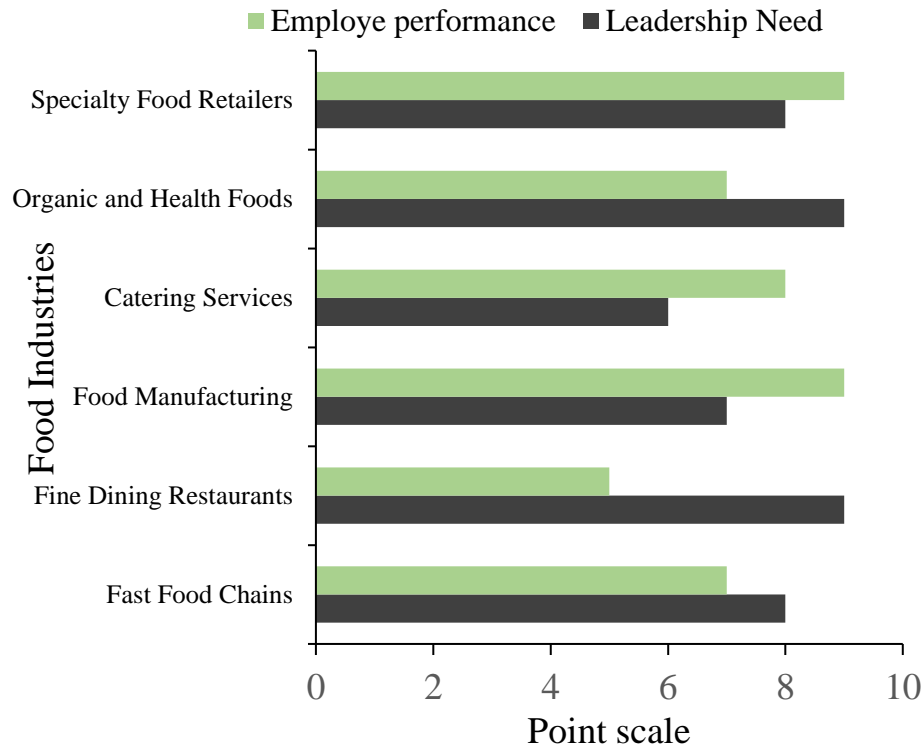
### 7.1. Leadership Styles and Employee Performance

Regression analysis revealed a significant positive correlation between transformational leadership styles and employee performance ( $\beta = 0.60$ ,  $p < 0.001$ ), highlighting the influential role of inspirational leadership on individual job effectiveness. The findings imply a good correlation between employee performance and both transactional and transformational leadership. Nonetheless, there are no discernible relationships between authoritarian and laissez-faire leadership philosophies. Each correlation's statistical significance is shown by the p-values, with lower values denoting greater importance (Table 2).

**Table 2.**  
Regression analysis on leadership styles and employee performance

Leadership style	Beta ( $\beta$ )	p-value
Transformational	0.60	<0.001
Transactional	0.35	0.005
Autocratic	-0.15	0.120
Laissez-Faire	-0.08	0.420

Leadership needs and employee performance show patterns across food business segments. Fine dining restaurants have the highest leadership need (9), yet their employee performance rating is lower (5), showing a leadership misalignment. In contrast, food manufacturing values leadership (7) and has strong staff performance (9), demonstrating a good match between leadership and performance. Specialist food stores have a leadership need (8) and strong staff performance (9), suggesting effective leadership tactics.



**Figure 1.**  
A need for sophisticated leadership in organizations.

Fast-food franchises and catering businesses, with leadership needs of 8 and 6, respectively, can improve employee performance by refining leadership practices (Figure 1). Finally, organic and health food segments, with a leadership demand of 9 and employee performance rating of 7, may benefit from strategic leadership development to match their health-conscious and innovative industry.

### 7.2. Organizational Outcomes and Leadership Styles

Examining organizational outcomes, a notable positive association was found between transformational leadership and organizational success ( $\beta = 0.55$ ,  $p < 0.001$ ). Transactional leadership styles also exhibited a positive correlation with organizational success ( $\beta = 0.42$ ,  $p < 0.01$ ), emphasizing the importance of structured leadership approaches (Table 3).

**Table 3.**  
Regression analysis for leadership styles performance.

Predictor	Dependent variable	Beta ( $\beta$ )	p-value
Transformational leadership	Employee performance	0.60	<0.001
Transactional leadership	Employee performance	0.42	<0.01
Transformational leadership	Organizational success	0.55	<0.001
Transactional leadership	Organizational success	0.42	<0.01

### 7.3. Comparative Analysis

Comparing leadership styles, transformational leadership demonstrated a stronger influence on both employee performance and organizational success than transactional leadership (Table 4). The sample perceived transformational leadership as more conducive to fostering positive outcomes within the Omani food industry.

**Table 4.**  
Comparative analysis of leadership styles.

Outcome metric	Transformational leadership	Transactional leadership
Employee performance	Higher	Moderate
Organizational success	Higher	Moderate
Employee satisfaction	Higher	Moderate
Adaptability to change	Higher	Moderate
Employee engagement	Higher	Low

#### 7.4. Qualitative Insights

Thematic analysis of qualitative data from interviews identified key leadership attributes valued by participants, such as adaptability, vision, and employee empowerment (Table 5). These qualitative findings provided nuanced insights into the contextual relevance of leadership styles within the Omani food industry.

**Table 5.**  
Qualitative insights.

Theme	Description
Adaptability	Leaders adapt to industry dynamics.
Vision	Visionary leadership associated with positive outcomes.
Employee Empowerment	Importance of empowering employees highlighted.
Collaboration	Emphasis on collaborative leadership approaches.
Communication	Effective communication noted as a key leadership attribute.
Innovation	Innovation encouraged through leadership practices.
Recognition	Recognition and acknowledgment positively impact organizational culture.

## 8. Discussion

The research data provide insight into the complex correlation between leadership styles and performance outcomes in the food industry of Oman. The important role that inspirational leadership plays in boosting individual job effectiveness is highlighted by the strong positive correlation that has been found between employee performance and transformational leadership. This is consistent with a larger body of research showing how transformative leadership enhances worker engagement and motivation [19, 20].

Interestingly, there was a satisfactory association found between employee performance and organizational success and better leadership. The earlier investigations that highlighted the significance of transactional leadership in upholding task execution and accomplishing organizational objectives [21]. According to the findings, in the dynamic and cutthroat Omani food business, a blend of transactional and transformational leadership styles may produce the best results. A comparative investigation showed that, in contrast to transactional leadership, transformational leadership styles were thought to have a greater influence on both worker performance and organizational success. There are some studies show that transformational leaders create a positive organizational culture by inspiring and motivating workers beyond the performance of tasks [22]. The conversation was further enhanced by qualitative insights, which emphasized the value of cooperative methods, good communication, and flexible leadership styles in the Omani food sector [23]. These results correspond with the theories of Yukl and Den Hartog which highlight the importance of communication and the contextual relevance of leadership styles for effective leadership [24].

For those working in the Omani food business, the study offers insightful information and evidence-based recommendations for leadership styles that are appropriate for the sector's dynamic and culturally diverse environment [25]. Enlightening transformational and transactional leadership traits becomes a critical strategic requirement as organizations try to manage change and promote innovation [26]. Further investigations may use longitudinal designs and objective performance measures to gain a more



thorough comprehension of the effects of leadership in the Omani food sector. However, the current study offers useful insights for organizational leaders aiming for long-term success and lays the groundwork for furthering the conversation about effective leadership in dynamic industries.

## 9. Conclusion

This study, in its whole, offers insight into the complex relationships that exist between performance results and leadership styles in the Omani food sector. In addition to the significant influence of transactional leadership, there is a strong positive association between employee performance and transformational leadership, which supports a balanced approach to leadership. A comparative investigation confirms how much more transformative leadership is thought to have an impact on worker performance and business success. Within this particular industry setting, qualitative insights highlight the significance of leadership skills that are adaptable, communicative, and collaborative. This research makes a significant contribution to the conversation about effective leadership in dynamic sectors and offers industry practitioners practical insights. The results provide insightful advice for developing leadership strategies in line with the competitive and dynamic environment of the Omani food business, notwithstanding the study's limitations, which include its cross-sectional nature and dependence on self-report measures. To gain a complete understanding, future studies should investigate objective performance indicators and longitudinal approaches.

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