



# ADMINISTRATIVE LEADERSHIP AND ITS IMPACT ON JOB PERFORMANCE: INTERNAL WORK ENVIRONMENT AS AN INTERMEDIATE VARIABLE A FIELD STUDY ON THE UNIVERSITY OF MISURATA – LIBYA

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## **Abstract:**

This study aims to exam the administrative leadership and its impact on job performance: internal work environment as an intermediate variable a field study on the university of Misurata – Libya. The study utilized quantitative approach. 297 university staff were contributed in a survey. Questionnaire was analyzed as a data collection tool. PLS smart software was utilized for data analysis. The study's results indicated that there is no direct statistically significant impact of administrative leadership on job performance at Misurata University, Libya. The study's results indicated that administrative leadership exerts a direct, beneficial, and statistically significant influence on the internal work environment at Misurata University in Libya. The study's results indicated a direct beneficial statistically significant impact of the internal work environment on job performance at Misurata University, Libya.

## **1. INTRODUCTION**

Job performance is a significant subject that continues to garner considerable attention from administrators and has captivated the interest of scholars and researchers in administrative studies. This focus aims to identify solutions to associated challenges, as job performance is deemed essential for achieving organizational objectives. Its importance is underscored by its influence on the decision-making processes that affect both individuals and organizations as cohesive entities, as well as the various factors that impact performance (Dahwi, 2021).

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Several studies have concentrated on delineating the concept of performance, its implications, and the associated challenges, without examining the factors that may directly or indirectly contribute to resolving these issues. Job performance is deemed significant due to its correlation with individual and organisational behaviour, and it holds a unique status within any organisation, irrespective of its operational nature, as it represents the culmination of all activities at the individual, organisational, and state levels (Zidan, 2017, p. 4).

The impact of leadership can only be realised through an internal work environment that fosters a focus on improving job performance, as this environment constitutes the context in which employees execute their tasks. The engagement of administrative executives in the internal work environment is essential for sustaining elevated performance levels inside any organisation. The indifference of leaders and organisations towards establishing a conducive internal work environment result in diminished employee job performance stemming from job unhappiness (Al-Omari and Al-Asmi, 2017).

The findings of the comparative study conducted by Al-Ashhab and Al-Ashhab, titled "Higher Education in Libya in Light of Some Quantitative and Qualitative Indicators of Education and Development Opportunities," encompassed all quantitative indicators of higher education institutions on both international and regional scales. This study selected Misurata University as a purposive sample and case study representing Libyan universities. The findings revealed that "there exists a precarious situation regarding the high percentage of students enrolled in higher education institutions in Libya, and this rising inflation signifies a significant flaw in the framework of university education specifically, and the education system overall." Researchers attribute this to several factors, primarily mismanagement and the absence of a coherent and strategic policy alongside effective planning by administrative leaders. This has resulted in the distortion of the educational pyramid and the structure of education in Libya, significantly impacting the performance of staff and faculty members, which consequently affects the quality of educational outputs (Al-Ashhab and Al-Ashhab, 2022).

Since Misurata University is a government entity that falls under the purview of the Administrative Control Authority—specifically, the Ministry of Higher Education and Scientific Research in the Government of National Unity—its 2021 report also contained an assessment of the university's performance on the job. The report highlights, among other things, that some college administrations did not follow the decisions made by the university administration, either did not implement them or delayed doing so until they could sue those responsible for the violations. In addition, the university has not implemented the majority of the bilateral agreements it has made with other Arab and international institutions to collaborate on graduate-level education. Along with the upcoming start of the 2021 school year and the beginning of the recovery of the postponed semesters, there has been a holdup in the repair of damaged lecture halls and classrooms at several universities. And there was no settlement of accounts or transfer of the accrued surplus to the general account, nor was there payment of the accrued financial obligations (Administrative Control Authority Report, 2021).

The 2022 report from the Administrative Control Authority encompassed an assessment of the performance of enterprises under its supervision for that year, including Misurata University. The report identifies several critical obstacles contributing to the university's subpar performance: the absence of regular comprehensive follow-up reports in University Council meetings, the lack of job description, classification, and organization, the instability in certain administrative positions, and the inadequacy of the internal control and financial review system, all of which suggest significant administrative disarray within the institution. A committee was established to contract with faculty members in violation, yet the university failed to implement a mechanism for evaluation and comparison prior to engaging collaborating faculty. Furthermore, decisions regarding the transfer of faculty members to the university

and between colleges were made without review by the Faculty Affairs Committee, exacerbated by a significant shortage of faculty in certain specializations. The report delineated the prevalence of administrative negligence, highlighting the absence of a structured timetable for employee annual leave that considers workflow continuity, noncompliance with attendance and departure schedules during official hours, and faculty members' failure to adhere to the designated duration of lectures for academic subjects.

The financial infractions documented against the university included the university president's unilateral decision to grant a permanent bonus to the faculty members committee for each report submitted, without a predetermined monthly amount; the unresolved status of certain faculty members, who continued to receive a quarter of their salary despite the conclusion of their overseas secondment; the Ministry of Finance's failure to disburse salaries to some teaching assistants who were awarded internal secondment decisions entitling them to doubled salaries; and the protracted delay in remunerating faculty members who have provided cooperation for several years, attributed to insufficient allocations within the university budget (Report of the Administrative Control Authority, 2022 AD).

The 2020 annual report of the Libyan Audit Bureau includes an assessment of the performance of state entities under its supervision. This assessment encompassed Misurata University. The report highlighted several key issues, notably the redundancy of competencies among university offices. It was observed that certain employees were overseeing responsibilities across multiple offices or departments; for instance, the Director of the Faculty Affairs Department concurrently manages the Faculty Housing Office, contravening the organisational structure outlined in Universities Law No. (22) of 2008. The colleges issued assignment orders to collaborating faculty members in contravention of paragraphs (7,8) of Article (10) of General People's Committee Resolution No. (22) of 2008 concerning the organisation of university operations (Libyan Audit Bureau, 2020).

A study by Andesh and Shertel titled "The Reality of Administrative Performance Among Heads of Scientific Departments from the Perspective of Faculty Members at the Faculty of Arts, Misurata University" concluded that "there is a pronounced deficiency in the administrative performance of certain heads of scientific departments, adversely affecting faculty members and the educational process." The primary reasons for this issue include: insufficient experience among individuals in these positions, inadequate involvement of certain heads of scientific departments in formulating development plans, a lack of an organisational climate that fosters interdepartmental communication, excessive administrative burdens on department heads, limited authority granted to them, underutilisation of available departmental resources, insufficient financial support for professors to submit research papers, and the inadequate capacity of some department heads to effectively leverage information technology due to insufficient qualifications (Andesh and Shertel, 2020).

The study by Al-Ghazal and Shertil, titled "Training Needs for Postgraduate Faculty Members at the Faculty of Arts, Misurata University, according to the Requirements of the E-Learning Environment," elucidates the deficiencies in administrative leadership and its failure to establish a conducive environment and address the requisite training needs for enhancing faculty performance. The findings indicate a significant deficit in training requirements for faculty members in the e-learning context, particularly regarding computer usage, modern technological applications in classrooms, and effective Internet utilisation for teaching and scientific communication, ultimately resulting in diminished job performance (Al-Ghazal and Shertil, 2020).

The investigations and reports indicate a distinct deficiency in employee performance at educational institutions, particularly at Misurata University, which is the focus of the study. This shortcoming may stem from the administrative leadership's disinterest in the internal work environment. This study aims

to determine the primary factors contributing to this deficit. In the context of improving faculty performance at Misurata University, and by examining relevant literature to address prior challenges, the study's problem centres on the following question:

**What is The Impact of Administrative Leadership on Job Performance: The Internal Work Environment as an Intervening Variable?**

Such the current study attempts to answer this research question. The following sections of this paper discusses the related literature, the method used, the results and the discussion and conclusion.

## **2. RELATED LITERATURE**

### **2.1 Studies that dealt with (administrative leadership and job performance):**

The study (Mahaoush, 2018 AD), the study (Abdul-Ghani, 2019 AD), the study (Jabr and Jaradat, 2020 AD), the study (Andesh and Shartil, 2020 AD), and the study (Al-Tawkhi, 2021 AD) largely agreed.

In their objectives, where Mahaoush's study aimed to identify the level of distinguished performance in the company under study, and to test the impact and relationship formed between the variable of administrative leadership and the variable of distinguished performance. Abdul Ghani's study aimed to identify the reality of administrative leadership in raising the efficiency of employee performance. The study of Jabr and Jaradat aimed to identify the reality of administrative responsibility in Iraqi universities and its relationship to job performance.

The study of Andesh and Shertel aimed to identify the reality of administrative performance among heads of scientific departments in the Faculty of Arts, Misurata University, and its reflection on the performance of faculty members. Finally, the study of Al-Tawkhi aimed to reveal the expected impact of leadership effectiveness in developing human resources performance and its impact on the organization's mission and effectiveness. While the study of (Ben El-Din and Kodid, 2018), the study of (Muqaddam and Samiha, 2018), and the study of (Bouchrit and Aqoun, 2023) came close to it, as the study of Ben El-Din and Kodid aimed to know the prevailing leadership style, the importance of work teams and the incentive system, And to determine the extent of the impact of each of the above on job performance. The study of Muqaddam and Samiha aimed to clarify the nature of each of the leadership styles and job performance, while exposing the various factors affecting them, and the relationship between them. While the study of Boucharit and Aqoun aimed to identify how leadership affects the job performance of employees, and to know the effect of leadership styles on the job performance of employees.

Both the study of (Ali, 2021 AD) and the study of (Al-Tawil and Al-Fayez, 2022 AD) differed to some extent from previous studies, as Ali's study aimed to identify the main tools and practices for employee participation and empowerment and their impact on the level of institutional performance of public organizations. While the study of Al-Tawil and Al-Fayez aimed to identify the reality of the practice of administrative leadership in Saudi universities for distributed leadership, and also to identify the difficulties facing this leadership when practicing distributed leadership.

### **2.2 Studies That Dealt with (Administrative Leadership and The Internal Work Environment):**

Both the study (Abdulghani, 2017 AD) and the study (Ali, 2020 AD) agreed to some extent in terms of the goal, as Abdulghani's study aimed to identify the nature of the relationship between ethical leadership and the quality of work life and its impact on the sector under study. While Ali's study aimed to test the correlation and impact relationship between the administrative leadership variable, the work environment variable, and the administrative creativity variable at King Khalid University in Saudi Arabia.

The study of (Ayadi and Khalil, 2019) was similar to them, as this study aims to provide a clear vision of the concept of transformational leadership and the quality of health services, and also to identify the level of transformational leadership and the level of quality of health services at Suleiman Amirat Hospital in Touggourt, as it aims to study the impact of the dimensions of transformational leadership on the quality of health services for workers.

While the study of (Kaed, 2019) differed from previous studies, as his study aimed to identify the internal work environment of administrative leaders at the University of Sumer, Iraq, and to clarify the relationship between the dimensions of the internal work environment.

### **2.3 Studies That Addressed (The Internal Work Environment and Job Performance):**

The study (Al-Omari and Al-Asmi, 2017 AD), the study (Kabir, 2019 AD), and the study (Hadda, 2022 AD) agreed, as these studies aimed to identify the factors and variables of the internal work environment and the extent of their impact on employee performance. The study of (Rawabih, 2018), the study of (Soufi, 2018), and the study of (Abbas, 2018) were very similar to it, as Rawabih's study aimed to identify the extent of the directorate's understanding of the study sample of the subject of "work environment" and its impact on employee performance, and to know the extent of the relationship between the work environment and employee performance.

Sofi's study aimed to assess the reality of the "work environment" of the Ministry of Finance's external interests, evaluate the levels of employee performance, and know the impact of this environment on the performance of its employees. Abbas's study aimed to identify the impact of the "physical work environment" on the performance of employees at the Syrian Private University before and after moving to the temporary center. The study of (Bin Rajm, 2018), the study of (Ramila, 2019), and the study of (Al-Salmi and Haddad, 2022) also agreed, as these studies aimed to identify the relationship between the internal work environment and administrative creativity. The study of (Al-Ajmi, Abu Sakin, and Marzouq, 2018) and the study of (Karima, 2020) converged. With the previous studies, where the study of Al-Ajmi, Abu Sakin and Marzouq aimed to study the impact of internal environmental variables on creative behavior in educational institutions. Karima's study aimed to identify the extent to which the internal environment reflects the level of creative performance among employees. While the study of (Al-Imam, 2021 AD) and the study of (Tafa Al-Din, 2022 AD) differed, as each study aimed at a different goal from the other, Al-Imam's study aimed to examine the impact of internal service quality dimensions on the satisfaction of workers, patients and customers in government hospitals.

While the study of Tafi al-Din aimed to try to ascertain There is an inverse correlation between the internal work environment and psychological stress among the sample professors.

### **2.4 Studies that addressed (the internal work environment as an intervening or moderating variable):**

The study (Qadri et Al, 2022) aims to determine whether green human resource management (GHRM) practices such as (green interest, rewards, green performance management, green participation, green recruitment and selection, and the role of green training).

It has no impact on the turnover intention of METI millennial employees. To determine the relationship between GHRM and METI practices among millennial employees in Malaysian three-star, four-star and five-star hotels. In addition, this study aims to investigate whether work environment moderates the relationship between GHRM practices and METI.

### **3. METHOD**

The study relied on the descriptive analytical approach, "which aims to describe and analyze the various dimensions of the subject in order to reach specific logical results according to the proposed hypotheses. It relies on studying the phenomenon as it exists in reality, and is concerned with describing it accurately, expressing it qualitatively, and clarifying its characteristics." (Abdul Hafeez and Bahi, 2000, p. 84). Questionnaires were distributed, collected, and deemed valid for statistical analysis. According to the data, 307 out of 320 questionnaires were returned for further examination. Following assessment, ten surveys were deemed to be statistically invalid. As a result, a total of 297 questionnaires were judged legitimate for statistical analysis. With a retrieval rate of 92%, the trial could continue as planned.

### **4. STUDY COMMUNITY AND PARTICIPANTS**

Based on data provided by the university's website (<https://www.misuratau.edu.ly/>), the study community consists of 1236 academic members from 20 colleges under the administrative area of the city at Misurata University in Libya. Faculty members from Misurata University were chosen as participants for our study. Based on Morgan's Chart of sample, 297 participants contributed in the survey.

### **5. RESULTS**

#### **5.1 Exploratory Factor Analysis (EFA)**

Factor analysis is a mathematical statistical method that leads to dividing variables into groups, each group is called a factor, which contains at least more than one paragraph. We conducted this type of factor analysis to summarize the questionnaire paragraphs into a small number of factors in order to use these factors in studying the proposed questions (Hair et al, 1998).

In our study, we chose exploratory factor analysis to limit the factors to the common variances between the variables only, and we relied on orthogonal rotation (Varimax) to consider the independence of the factors so that the degree of correlation between the factors can reach zero, as the orthogonal factors are not related to each other, and thus it is easy to interpret them scientifically. We also used the Anti-Image test to determine the quality of each paragraph individually, and we relied on the Eigenvalue latent root, whose value was set at one (1) in order to test the factors and consider them reliable and meaningful. We also used the KMO & Bartlett test to verify the overall quality of the questionnaire, and the best factor saturation reaches 0.50 or more, and below that it is deleted (Hair, et al, 1998, p17-34) and (Bollen, et al, 2006, p515-524). Then we collected and sorted the answers and entered their details into the statistical programming for the social sciences SPSS, version twenty-five.

##### **5.1.1 Factor Loading**

The sample of people who filled out the survey had to read and understand 32 paragraphs. The responses were then compiled, sorted, and input into SPSS, version 25, a statistical tool for the social sciences. With a maximum saturation value of 0.897 for paragraph No. (LSF2) on the dimension (Laissez-Faire Style) and a minimum saturation value of 0.515 for paragraph No. (LSO1) on the dimension (autocratic pattern), the percentage of factor saturations extracted from the exploratory factor analysis outputs was good across the board and exceeded the acceptable threshold of 0.50. This confirms the study's variables and paragraphs' approximate validity (Kline, 2005). The questionnaire consisted of 31 paragraphs distributed to the sample of respondents. Paragraph (IWE9) "The design of the administration building and the office in which I work does not suit me" was removed from the internal

work environment variable because it did not meet the requirements to be retained, such as having a saturation level below 0.50, being saturated in two or more factors (complex structure or complex composition), or being saturated in an unsupposed factor. As a result, 31 out of 32 paragraphs remained without deletion.

**Table 1:** Shows the Factorial Saturation of the Paragraphs of The Study Axes

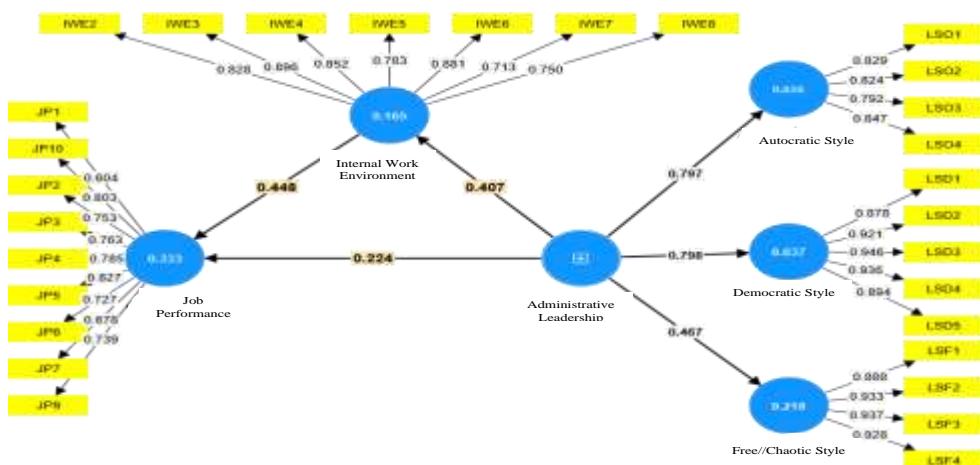
Variables	Paragraphs	Latent Factors for All Study Variables				
		1	2	3	4	5
Internal Work Environment	IWE3	<b>0.8520</b>				
	IWE6	<b>0.8100</b>				
	IWE2	<b>0.7720</b>				
	IWE8	<b>0.7550</b>				
	IWE4	<b>0.7380</b>				
	IWE7	<b>0.7350</b>				
	IWE5	<b>0.7340</b>				
	IWE1	<b>0.5800</b>				
Job Performance	JP9		<b>0.5380</b>			
	JP5		<b>0.7890</b>			
	JP2		<b>0.7860</b>			
	JP3		<b>0.7430</b>			
	JP7		<b>0.7130</b>			
	JP4		<b>0.6990</b>			
	JP6		<b>0.6810</b>			
	JP1		<b>0.6560</b>			
	JP8		<b>0.5900</b>			
	JP10		<b>0.5610</b>			
Democratic Style	LSD3			<b>0.8520</b>		
	LSD4			<b>0.8440</b>		
	LSD5			<b>0.8290</b>		
	LSD1			<b>0.8110</b>		
	LSD2			<b>0.8000</b>		
Laissez-Faire Style	LSF2				<b>0.8970</b>	
	LSF3				<b>0.8870</b>	
	LSF4				<b>0.8860</b>	
	LSF1				<b>0.8510</b>	
Autocratic Style	LSO2					<b>0.6810</b>
	LSO3					<b>0.6610</b>
	LSO4					<b>0.6470</b>
	LSO1					<b>0.5150</b>

**Source:** Experimental Factor Analysis (EFA) test derived from SPSS results.

## 5.2 Convergent Validity of Items

The standard algorithm model was tested using the Smart-PLS4 program after extracting factor loadings. Paragraph (IWE9) from the internal work environment variable was excluded based on the exploratory factor analysis results from the SPSS program, following guidelines by Hair et al. (2019). Items with saturation levels below 0.60 were removed. Specifically, (IWE1) "The salary I receive matches my tasks" and (JP8) "Availability of workers outside regular hours" were also excluded.

After removing these items, 29 items remained out of the original 32. The remaining items showed convergence, with the highest value being 0.946 for the democratic style dimension (LSD3) and the lowest value at 0.604 for job performance (JP1). Figure 1 and Table 2 display the factor saturations of the study items based on the Smart-PLS4 model.



Source: From Smart-Pls. Version 4 output.

## 5.3 Reliability Test and Average Variance Extracted

Using Cronbach's Alpha and Composite Reliability (CR) coefficients, the reliability of all study variables was tested. The results showed that all variables had CR values greater than 0.60, which is considered acceptable based on Barclay, Thompson, and Higgins (1995) and Fornell and Larcker (1981). The Laissez-Faire Style dimension had the highest CR value of 0.950, while the autocratic style dimension had the lowest at 0.894, both of which are high and positive. Cronbach's Alpha values were also above 0.60, with the highest at 0.941 and the lowest at 0.843, indicating good reliability.

The study variables from the Smart-PLS outputs had Average Variance Extracted (AVE) values above the acceptable limit of 0.50 (Hair et al., 2019). These values ranged from 0.849 for the Laissez-Faire dimension to 0.555 for the job performance variable, showing good performance. Table 2 present the factorial saturations, reliability tests, and AVE values for all paragraphs and variables.

**Table 2** Displays Factorial Saturations, Reliability Assessments, and Mean Variance Taken from Smart-PLS Results

Variables	Loading	Cronbach Alpha	C.R	AVE
<b>Independent Variable: Administrative Leadership</b>				
1- Autocratic Style	<b>0.843</b>	<b>0.894</b>	0.678	

Autocratic Style 1	0.829			
Autocratic Style 2	0.824			
Autocratic Style 3	0.792			
Autocratic Style 4	0.847			
<b>2- Democratic Style</b>	<b>0.940</b>		<b>0.948</b>	<b>0.838</b>
Democratic Style 1	0.878			
Democratic Style 2	0.921			
Democratic Style 3	<b>0.946</b>			
Democratic Style 4	0.936			
Democratic Style 5	0.894			
<b>3- Laissez-Faire Style</b>	<b>0.941</b>		<b>0.950</b>	<b>0.849</b>
Laissez-Faire Style 1	0.888			
Laissez-Faire Style 2	0.933			
Laissez-Faire Style 3	0.937			
Laissez-Faire Style 4	0.928			
<b>Intervening Variable: Internal Work Environment</b>	<b>0.916</b>		0.933	0.668
Internal Work Environment 2	.8280			
Internal Work Environment 3	.8960			
Internal Work Environment 4	.8520			
Internal Work Environment 5	.7830			
Internal Work Environment 6	.8810			
Internal Work Environment 7	.7130			
Internal Work Environment 8	.7500			
<b>Dependent Variable: Job Performance</b>	<b>0.900</b>		<b>0.918</b>	<b>0.555</b>
Job Performance 1	<b>0.604</b>			
Job Performance 2	0.753			
Job Performance 3	0.763			
Job Performance 4	0.785			
Job Performance 5	0.827			
Job Performance 6	0.727			
Job Performance 7	0.678			
Job Performance 8	0.739			
Job Performance 9	0.803			

**Source:** Compiled by the researcher from the results of the Smart-PLS software. Version 4.

#### **5.4 Conduct Structural Factor Analysis for Path Analysis (Structural Model) To Evaluate the Study Hypotheses Utilizing the Smart-PLS Software**

Administrative leadership styles (autocratic, democratic, laissez-faire) and job performance via the internal work environment as an intermediary variable are found to be compatible according to the results of the path analysis construction of the model. Figure 1 displays the results of testing the main direct hypotheses of the variables (administrative leadership, internal work environment, and job performance) as an independent, an intervening, and a dependent variable, respectively, in the structural factor model Bootstrapping. Additionally, it displays the outcomes of evaluating the primary indirect

hypotheses derived from the Smart-pls results, which pertain to the dependent variable and the independent variables.

#### **5.4.1 The Primary Direct Hypotheses of the Research**

To attain the study objectives, the direct correlations among the study variables were examined, as follows:

##### **H1: Administrative Leadership Has a Statistically Significant Impact on Job Performance at Misurata University in Libya**

The results of the study, as demonstrated by the outputs of the Smart-PLS statistical analysis, demonstrated that "**administrative leadership does not have a direct effect on job performance at Misurata University - Libya at a significance level ( $\alpha \leq 0.05$ )**." Additionally, all values indicated a lack of compliance with the specified criteria (Hair et al., 2010 p139-152), The administrative leadership variable had a weak direct effect on the job performance variable, with a value of 0.224. The statistical value (T) is 1.523, which is less than the tabular value of 1.96. The level of moral significance is greater than 0.05, as the level of significance reached 0.128. This suggests that administrative leadership does not directly affect job performance, but rather that other factors, such as the internal work environment, directly affect the job performance of university employees.

##### **H2: Administrative Leadership Has a Statistically Significant Impact on The Internal Work Environment at Misurata University in Libya**

The results of the study, as demonstrated by the outputs of the Smart-PLS statistical analysis, demonstrated that "**administrative leadership has a direct positive effect on the internal work environment at Misurata University – Libya with a statistical significance level of  $\alpha \leq 0.05$** ". Additionally, all values indicated a high degree of alignment with the predetermined criteria, The administrative leadership variable had a direct positive effect on the internal work environment variable at Misurata University - Libya, with a value of 0.407, which is a high value. The statistical value of (T) was 3.263, which is a good value, and the statistical significance was at a level of significance less than 0.05, with a significance level of 0.001.

##### **H3: The Internal Work Environment at Misurata University - Libya Has a Statistically Significant Impact on Job Performance.**

The results of the study, as demonstrated by the outputs of the Smart-pls statistical analysis, demonstrated that "**the internal work environment has a direct positive effect on job performance at Misurata University – Libya with a statistical significance level of  $\alpha \leq 0.05$** ". Additionally, all values were in good agreement with the previously specified criteria, the statistical value (T) was 5.685, which is a good value, and the direct effect of the internal work environment variable on the job performance variable was 0.448, which is a high value. The statistical significance was at a level of significance less than 0.001, as the significance level reached 0.000. This is due to the fact that the level of job performance among personnel at Misurata University - Libya increases as the internal work environment improves.

The main direct assumptions of the study's results can be seen in Table (35) and Figure (21). These results make the following clear:

The Hypothesis (H1) is "**Not Accepted**" Due to The Fact That the P-Value Was Greater Than 0.05 for the First Hypothesis (H1).

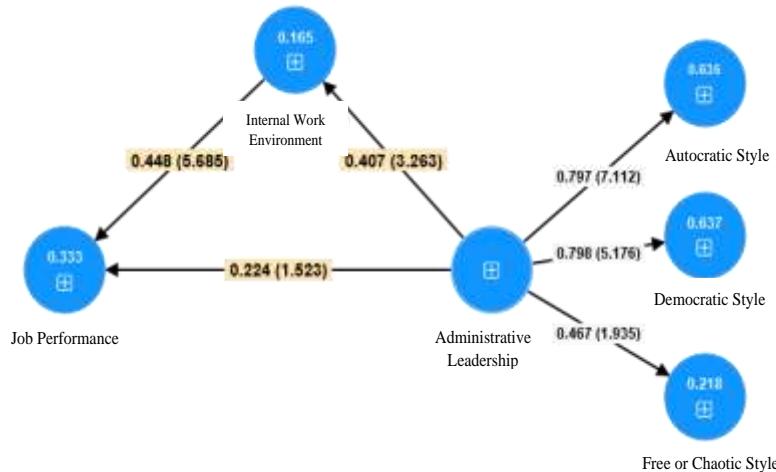
The Second Hypothesis (H2) is "**Not Accepted**" Due to Its Significance Level of Less Than 0.05.

The Third Hypothesis (H3): is "**Accepted**" Due to The Fact That the P-Value Was Less Than 0.001.

**Table 2:** Presents the Outcomes of the Primary Direct Hypotheses of the Research

Result	P-Value	Critical Value T	Miscalculation	Direct Impact or Standard Estimate s	Variables	Hypothesis
Not Acceptable	0.128	1.523	0.147	0.224	Administrative Leadership → Job Performance	H1
Acceptable and Influential	0.001	3.263	0.125	0.407	Administrative Leadership → Internal Work Environment	H2
Acceptable and Influential	0.000	5.685	0.079	0.448	Internal work Environment → Job Performance	H3

**Source:** Compiled by the researcher from the results of the Smart-PLS software. Version 4.



**Source:** Compiled by the researcher from the results of the Smart-PLS software. Version 4.

**Figure 1:** Illustrates A Schematic Representation of the Bootstrap Model for Evaluating the Primary Direct Hypotheses Derived from The Smart-PLS Outcomes Concerning the Independent and Dependent Variables

#### 5.4.2 The Primary Indirect Hypotheses of the Research

To fulfil the study objectives, the indirect correlations among the study variables were also examined, as detailed below:

**H4: The Internal Work Environment Serves as an Intervening Variable Affecting the Link Between Administrative Leadership and Job Performance at Misurata University in Libya.**

The study's statistical analysis revealed that "**There is an indirect positive effect of the internal work environment as a complete mediator variable with statistical significance at a significance level ( $\alpha \leq 0.05$ ) on the relationship between administrative leadership and job performance at Misurata University – Libya**". This was determined by examining the effects of the mediator, the internal work environment, on the relationship between administrative leadership and job performance, as revealed by the study's results.

The indirect effect of the internal work environment as an intervening variable reached 0.182, which is an influential value. The statistical value (T) equals 3.580, which is a good value. The level of statistical significance is 0.000, which is statistically significant less than 0.001. These values indicate that there is an indirect positive effect on the relationship between management leadership and job performance through the intervening variable, the internal work environment.

Table 3 displays the results of the primary indirect hypotheses of the investigation. These results demonstrate that the fourth hypothesis (H4) had a significance level of P-Value less than 0.001, and as a result, "**The Hypothesis is Accepted**".

**Table 3:** Outcomes of The Primary Indirect Hypotheses of The Research

Result	P-Value	Critical Value T	Miscalculation	Direct Impact or Standard Estimates	Variables	Hypothesis
<b>There is Full Effect of the Mediator.</b>	<b>0.000</b>	<b>3.580</b>	<b>0.051</b>	<b>0.182</b>	<b>Administrative Leadership &gt; Internal Work Environment &gt; Job Performance</b>	<b>4H</b>

**Source:** Compiled by the researcher from the results of the Smart-PLS software. Version 4.

1. The results of the study showed that there is no direct statistically significant effect of administrative leadership on job performance at Misurata University - Libya.
2. The results of the study showed that administrative leadership has a direct positive statistically significant effect on the internal work environment at Misurata University - Libya.
3. The results of the study also showed that there is a direct positive statistically significant effect of the internal work environment on job performance at Misurata University - Libya.
4. The results of the study proved that the internal work environment as a full mediating variable has an indirect positive statistically significant effect on the relationship between administrative leadership and job performance at Misurata University - Libya.
5. The results concluded that the dimension of the democratic style came in first place with the highest arithmetic mean, as it was highly depended on and is from the second criterion, which indicates the importance of this dimension among the individuals of the study sample, while the dimension of the autocratic style came in second place, as it was depended on to a medium degree and is from the third criterion. Finally, the dimension of the Laissez-Faire Style came in third place with the lowest arithmetic mean, as it was adopted at a medium level and is from the third criterion.

6. The results of the study showed that all arithmetic means and the approval rate for all variables and dimensions of the study were good, as the hypothetical mean was greater than (3), and the approval rate was greater than (60%), except for the dimension of the Laissez-Faire Style, whose arithmetic mean was less than (3) and the approval rate was less than (60%).
7. The results related to the study model were good, as all paragraphs obtained a saturation greater than 0.60, which confirms the convergent validity of all paragraphs of the study, and all correlations were far from the critical ratio of 0.85, which confirms that all variables were characterized by discriminant validity.
8. The results of the study showed that the values of the reliability tests (the composite reliability coefficient CR, and the Cronbach's alpha reliability coefficient), and the average variance extracted (AVE) for all study variables extracted from the Smart-PLS outputs are good and acceptable, as the values of the reliability tests were greater than the acceptable value of 0.60, and the value of the average variance extracted was greater than the acceptable value of 0.50.
9. The results of the study showed that the value of the coefficient of determination R<sup>2</sup> for the dependent variable "job performance" was equal to 0.333, which is a value considered average, and the value of the coefficient of determination R<sup>2</sup> for the mediating variable "internal work environment" was equal to 0.165, which is a weak value.
10. The results of the study also showed that the independent variable administrative leadership with its dimensions had a small effect size (f<sup>2</sup>) less than 0.15 on the dependent variable job performance. The independent variable, administrative leadership, with its dimensions, had an average effect size (f<sup>2</sup>) greater than 0.15 on the mediating variable, the internal work environment. The mediating variable, the internal work environment, also had an average effect size (f<sup>2</sup>) greater than 0.15 on the dependent variable, job performance.
11. The results showed that the study model had predictive significance (Q<sup>2</sup>) because it contained statistics greater than zero, as the value of (Q<sup>2</sup>) for the dependent variable, job performance, was 0.168, and the value of (Q<sup>2</sup>) for the mediating variable, the internal work environment, "which is dependent on administrative leadership", was 0.109.
12. The results of the study showed the impact and importance of applying the democratic style compared to other administrative leadership styles as one of the most important pillars in increasing the level of performance efficiency among academics and employees at Misurata University - Libya, through which they can participate by activating their contributions and activities positively in the university.
13. The study revealed the importance of the sub-dimensions of administrative leadership represented in (autocratic style, democratic style, and Laissez-Faire style), and the study also helped in identifying the strengths and weaknesses in these dimensions.
14. This study will contribute to helping decision-makers from heads of departments and directors of Libyan universities to notice the importance of the internal work environment and the extent of its impact on the job performance of employees in these universities.
15. The study highlighted the importance of applying the elements of the internal work environment as one of the factors in raising and improving the level of job performance among employees at the University of Misurata - Libya, and working with it in order to raise the level of the university academically, educationally and administratively.

## 6. DISCUSSION

### 6.1 The Mediating Variable: The Internal Work Environment

The research found that the "individuals of the study sample" had a moderately positive impression of the internal work environment at Misurata University - Libya. This was supported by a moderate approval rate of 62.2% and an arithmetic mean of 3.11, suggesting that the administrative and material aspects of the workplace had a medium impact on participants' level of acceptance and satisfaction with their work environment. This finding is in line with previous research (Fafa and Mahmoudi, 2019 AD, p. 27; Haddah, 2022 AD, p. 4). These studies suggested that comprehending the organization's internal work environment is an indispensable component of selecting the most suitable strategy. Additionally, senior management in institutions and organizations can make more realistic and feasible strategic decisions by gaining a precise comprehension of the internal work environment, which considers the efficient exploitation and utilization of these components. Consequently, senior management has the opportunity to concentrate on the organization's fundamental resources, which serve as the foundation for its competitiveness and success.

The respondents' convictions in answering the variable paragraphs suggest that administrative leadership places medium importance on the internal work environment in terms of salaries and bonuses received by university employees, as well as in terms of collective work completion, development of technology, communication between administrative levels, and means of communication. From their point of view, administrative leadership also provides furniture, devices, and equipment, improves lighting and ventilation, and designs offices in which employees work. It is hypothesised that this is the reason behind the results.

In addition to reflecting, to a large extent, the improvement in job performance of employees, the study finds that the internal work environment at Misurata University - Libya helps with information exchange and coordination across all colleges and departments, as well as with keeping tabs on these colleges and departments and reviewing their functional and professional standards on a regular basis.

### 6.2 Dependent Variable: Job Performance

The study's findings on the job performance variable demonstrated its significance, with an arithmetic mean of 3.90 and an approval rate of 78%. This high percentage suggests that employees at Misurata University - Libya are interested in accomplishing their job duties to the best of their abilities. Both the study by Zarqat and Youssef (2021, pp. 21-22) and the one by Zaghdoud (2017) (pp. 40-41) found similar results. Their research showed that an employee's ability to carry out the duties and responsibilities placed on him by his employer is the most important factor in determining his job performance. Because it is the culmination of everyone's efforts and a reflection of the skills and drive of those in charge and those reporting to them, job performance is highly esteemed in every company.

Perhaps this is because the respondents were so adamant in their responses to the variable's paragraphs regarding the significance of job performance, the importance of using all official working time to accomplish job tasks, the importance of finishing work on time, and the importance of respectfully following the decisions of managers and college heads without grumbling. In addition, workers are fully aware of the necessary skills for their jobs, never miss a day of work unless absolutely necessary, and are willing to put in extra hours if needed.

Job performance is the primary motivator at Misurata University - Libya, according to the study. The administration there aims to understand each employee's strengths, weaknesses, opportunities, and threats so that they can assign tasks and responsibilities appropriately and ensure that everyone is on the same page. The management is always trying to find new ways to educate their staff so that they can do a better job, and the policies and procedures they follow help get things done quickly and easily.

## **7. CONCLUSION**

This study seeks to examine the influence of administrative leadership on job performance, with the internal work environment serving as an intermediary variable, through a field study conducted at the University of Misurata, Libya. The study augmented some of the findings with comments and interpretations based on our field experience at the Misurata University study community, and we included them in this discussion.

The practical recommendations based on the current study's determinants will help Misurata University and other Libyan educational institutions build upon their strengths while addressing and improving their weaknesses. We also reviewed the study's most important conclusions. Lastly, our study opened up a lot of possibilities for future research, such as looking at how other types of leadership affect the same factors, transferring the study to a different community, or experimenting with new approaches.

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