



Effective Leadership and Its Role in Attracting Customers: An Analytical Study at Al-Furat Al-Awsat Technical University

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Abstract

This study examined the role of effective leadership in attracting customers at Al-Furat Al-Awsat Technical University through a quantitative descriptive-analytical approach. The study focused on effective leadership as the independent variable, represented by the human leadership dimension, the communication dimension, and the motivational dimension, while customer attraction was treated as the dependent variable. Data were collected from a sample of 150 respondents using a structured questionnaire based on a five-point Likert scale, and the data were analyzed using SPSS29 and median quantile regression. The findings showed high reliability and validity of the measurement instrument and revealed that respondents generally perceived the levels of effective leadership and customer attraction positively. The results also confirmed that all dimensions of effective leadership had a positive and statistically significant effect on customer attraction, with the communication dimension showing the strongest influence. The study concludes that strengthening leadership practices can improve institutional attractiveness by enhancing service quality, employee responsiveness, and customer-oriented administrative performance.

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Keywords: Effective Leadership, Customer Attraction, Communication Dimension, Higher Education Institutions

Introduction

Now one could not consider leadership as an internal administrative role in the environment of the modern services; it has evolved to be a strategic capability and influences the attitude of the employees, service behavior, and the image of the organization in the minds of the customers. Leadership will help in the development of a work climate that is supported, trusting, and that of shared responsibility that will then be translated into the quality of interaction between the employees and customers. Service-oriented and servant leadership have been found to positively affect customer service performance (Aryee, Hsiung, Jo, Chuang, and Chiao, 2023)^[3], whereas transformational leadership has been observed to have a beneficial impact on customer satisfaction by influencing the performance of employees in the service-profit chain (Cavazotte, Moreno, and Lasmar, 2020)^[4]. Similarly, leadership relationship has also been associated with establishment of customer orientation climates that enhance customer satisfaction and service outcomes (Zhao, Fu, and Liang, 2023)^[19].

Effective leadership is even more crucial in institutions that require close face-to-face communication like universities and other institutions of the service to the general population. Leadership effectiveness, in such cases, is seen by capacity to introduce human relations in the workplace, effective communication, and constant motivation of the employees (Al-Hadrawi & Jawad, 2024)^[2]. It has been empirically demonstrated that transformational leadership enhances service delivery behaviours by frontline workers (Jauhari, Kumar, and Pandey, 2024)^[8]. Humane leadership has also been found to enhance the customer service orientation of the institutions (Dzoghbenuku, Sokro, and Dartey-Baah, 2024)^[5]. Moreover, ethical leadership is relevant to service recovery performance improvement that promotes positive organizational behavior and strengthens the sense of service responsibility among employees (Ma, Wajid, Anser, Anjum, and Jia, 2022). These results support the fact that leadership

influences the

attraction of customers in both formal decisions and daily managerial actions that form trust, responsiveness, and institutional attractiveness.

Accordingly, examining the role of effective leadership in attracting customers at Al-Furat Al-Awsat Technical University is both theoretically and practically important. The study derives its value from linking leadership dimensions with customer-oriented outcomes in the higher education environment, where attracting customers is associated not only with institutional reputation and promotion, but also with the quality of leadership-driven interactions and services. In this context, the human leadership dimension, the communication dimension, and the motivational dimension represent core aspects of effective leadership that may explain variations in the university's ability to attract customers and strengthen its relationship with service beneficiaries.

Literature Review

Recent research has also highlighted the fact that leadership has an impact on the customer related results due to the role it plays in influencing the behaviour of the employees working in a service environment. Leadership is no longer the strictly administrative matter, as the employees frequently represent the organization in front of the customers directly, and their behaviour in the service industry becomes a part of the organizational image. In this regard, servant leadership has been identified to enhance the performance of customer service with the help of motivational and social exchanges, or alternatively, the supportive leadership behaviour can be converted into a more robust employee service behaviour to customers (Aryee, Hsiung, Jo, Chuang, and Chiao, 2023) ^[3]. It has also been found that transformational leadership can improve service delivery behaviours of front-line service employees, meaning that inspirational, directive, and supportive leadership of employees can lead to better service interactions and greater customer attraction by the organization (Jauhari, Kumar, & Pandey, 2024) ^[8]. Similarly, it has been stated that humane leadership positively affects customer service orientation, implying that the leadership that is described as fair, empathetic, and human-respectful helps to establish a better employee commitment towards customer service (Dzogbenuku, Sokro, and Dartey-Baah, 2024) ^[5].

A second body of study has proposed the importance of the ethical and relational leadership processes that enhance customer-oriented performance. It has also been associated that ethical leadership is correlated with improved service recovery performance by frontline employees, implying that in situations where the leaders demonstrate integrity, responsibility, and fairness, the employees are better placed to deliver responsive customer complaints and service failures (Ma, Wajid, Anser, Anjum, and Jia, 2022). This is significant as the attraction of customers is not only determined by the image or the advertising output of the institution, but also the regularity, responsiveness and faith experienced by the service receivers in the process of anonymous exchanges. It has also been found that leadership contributes to the establishment of customer orientation climates that have a positive impact on customer satisfaction and service outcomes, which verified that leadership is a significant

antecedent of customer-related organizational performance (Zhao, Fu, and Liang, 2023) ^[19]. Combined, these researches point to the idea that successful leadership helps in customer attraction via a positive human climate, enhanced communication and service behaviour, and strengthened employee motivation to customer-driven performance (Aryee *et al.*, 2023; Jauhari *et al.*, 2024) ^[8].

Theoretical framework and hypothesis developments

Theoretical Framework

In most cases, effective leadership is seen as a multidimensional management that enables leaders to influence workforce attitudes, behaviours, and performance in such a manner that it promotes organizational objectives. Leadership in service-oriented institutions is particularly essential since the customers can tend to evaluate the organization based on how the employees behave, respond, and their professionalism (Al-Hadrawi & Al-zurfi, 2021) ^[11]. Leadership thus has a significant influence on customer related results that both formal decisions making as well as the work climate that a leader establishes and the standards of behaviour that it reinforces. Earlier studies have indicated that customer service performance is positively related to servant leadership via the reinforcement of motivational and exchange-related processes between the leaders and employees, suggesting that the supportive and people-focused leadership style may lead to customer-facing behavioral changes directly (Aryee *et al.*, 2023). Transformational leadership has also been observed to positively influence service delivery behaviors of the frontline employees, which can justify the fact that leadership helps boost customer attraction behavior through the better quality and employee attention to service (Jauhari *et al.*, 2024) ^[8]. Similarly, humane leadership has been identified to have a positive relationship with customer service orientation, which implies that leaders who are fair, respected, and concerned about employees can indirectly support customer attraction by enhancing institutional contact with service users (Dzogbenuku *et al.*, 2024) ^[5].

According to this rationale, the current research paper conceptualizes effective leadership as an idea that is represented by three dimensions namely: human dimension of leadership, the communication element of leadership, and the motivational aspect of leadership. The leadership aspect of human dimension is respect, fairness, trust, and consideration of the needs of the employee, which contributes to the establishment of a favorable service climate. Communication dimension is how the leader is capable of giving clear information as well as listening to employees and coordinating the administrative levels thus enhancing uniformity in delivery of services and responsiveness of the institutions. The motivational dimension demonstrates the influence of the leader to motivate the employees by appreciating their efforts, encouraging them to be more motivated, and provoke initiative that enhances the commitment of employees to customer-focused conduct. This theoretical framework is in line with previous research findings that leadership affects customer performance based on employee attitudes, service orientation, and recovery performance as opposed to authority. Such leadership as ethics has been

proven to enhance the performance of service recovery through its establishment of responsible and constructive employee behavior towards customers (Ma *et al.*, 2022). The study of customer orientation has also found that leadership is useful in the creation of team climates that have a positive influence on the customer satisfaction and service outcomes (Zhao *et al.*, 2023)^[19].

Hypothesis Developments

The connection between effective leadership and customer attraction can be brought out as either of the following behavioral or relational. When people in top positions treat the staff with dignity and fairness, the staff will develop positive attitudes towards the organization and portray such attitudes when dealing with customers. This renders the human leadership component as a viable customer attraction force since human treatment within the organization is likely to be reflected in respect, care, and credibility in the service experience outside the organization. This assumption is supported by the evidence of humane leadership that has been correlated with the customer service orientation, and servant leadership with the customer service performance (Dzogbenuku *et al.*, 2024; Aryee *et al.*, 2023)^[5, 3]. Based on this fact, the first sub-hypothesis is formulated in the following way: H1: The human leadership dimension positively influences customer attraction statistically significantly.

Customer attraction is also likely to be helped by the communication dimension since proper communication helps in better coordination, less ambiguity, and timely and consistent response to customer needs. In organizations where both educational and administrative services are offered, the quality of communication determines the effectiveness within the organization as well as its responsiveness towards the outside world. According to the previous studies, leadership plays a role in customer-focused climates and enhances behaviors that improve service delivery in case employees are given clear directives and feedback by leaders (Jauhari *et al.*, 2024; Zhao *et al.*, 2023)^[19, 8]. Thus, the second sub-hypothesis is as follows: H2: The customer attraction is statistically significantly positively impacted by the communication dimension.

The motivational aspect is also projected to influence customer attraction since a motivated employee will be more willing to engage in discretionary effort, deal with service recipients positively, and maintain the high service standards. Researchers have also indicated that inspirational, supportive, and recognition-based leadership styles lead to improved service delivery behaviors and customer-related performance (Aryee *et al.*, 2023; Jauhari *et al.*, 2024)^[8]. Based on this, the third sub-

hypothesis is as follows: H3: The motivational dimension exercises statistically significant positive impact on customer attraction. As the three dimensions make the larger construct of the effective leadership, the primary study hypothesis can be formulated as follows: H4: Effective leadership via its human leadership, communication, and motivational facets, exerts a statistically significant positive impact on customer attraction.

Methodology

The research design to be used in this study is quantitative, cross-sectional research design to address the role of effective leadership in the context of attracting customers at Al-Furat Al-Awsat Technical University. Using the quantitative method is suitable, as it enables the researcher to quantify the perception of the respondents on the dimensions of effective leadership and their effect on customer attraction on structured statistical procedures. The research depends on descriptive-analytical approach because the research aims to not only describe the extent of effective leadership practices in the university, but also to examine the characteristics and strength of their connection with attracting customers. The design fits the study objectives as it aims at testing the impact of the human dimension of leadership, communication dimension and motivational dimension on the dependent variable of customer attraction.

Sampling Design and Data Collection

The study target population is the employees at Al-Furat Al-Awsat Technical University because they are the most exposed organizational members to leadership practices and can assess their impact on attracting customers. The empirical analysis involved a sample size of 150 respondents and this was done as a result of considering the sampling process to represent various groups of demographics and occupation groups within the university. Data were gathered using structured questionnaire which was designed based on the variables and dimensions of study variables that were identified in the theoretical framework and the past literature. The questionnaire was broken down into three key sections namely; demographic data, questions that gauge effective leadership in three dimensions of it, and questions that gauge customer attraction. All the questionnaire items were evaluated through a five-point Likert scale of strongly disagree to strongly agree. The questionnaire was also administered to the study sample and the results obtained were coded and inputted in SPSS to be analysed statistically.

Measurement and Data Analysis

Table 1: Cronbach's Alpha Reliability Coefficients for the Study Variables and the Overall Questionnaire

No.	Variable / Dimension	No. of Items	Cronbach's Alpha
1	Human Leadership Dimension	7	0.946
2	Communication Dimension	7	0.950
3	Motivational Dimension	7	0.956
4	Customer Attraction	7	0.953
5	Overall Questionnaire	28	0.986

Source: Prepared based on the questionnaire data and calculated by SPSS29.

In order to determine the reliability of the measurement tool, the Alpha coefficients of Cronbach were computed to evaluate the study dimensions and the questionnaire in general. Table 1 results indicate that the coefficients of all are very high (ranging 0.946 with Human Leadership Dimension to 0.956 with Motivational Dimension) and the questionnaire as a whole had an alpha of 0.986. These values are higher than the widely accepted mark of 0.70 and that does mean that there is great internal consistency

of the items that measure each construct. Administratively, this implies that the questionnaire items were very coherent to describe the perception of the respondents of leadership practices and customer attraction. It also suggests that the tool could be relied upon to assess management facts at Al-Furat Al-Awsat Technical University, as the replies indicate consistent and constant trends as opposed to variability.

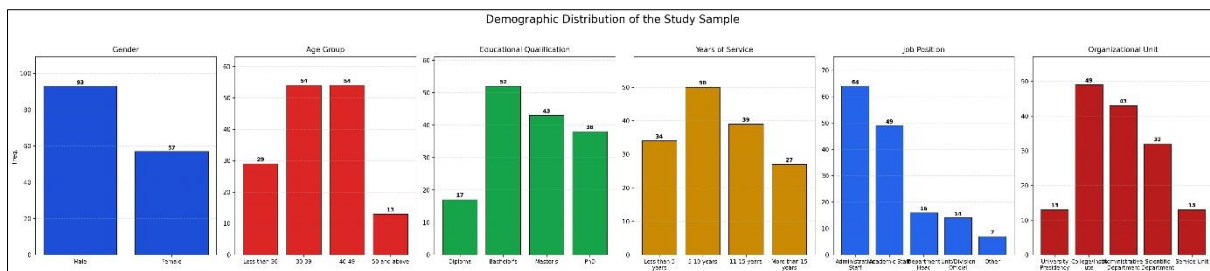
Table 2: Internal Consistency Validity Coefficients of the Study Dimensions and Variables with the Overall Questionnaire Score

No.	Variable / Dimension	Correlation with the Overall Questionnaire Score	Significance Level
1	Human Leadership Dimension	0.891	0.000
2	Communication Dimension	0.903	0.000
3	Motivational Dimension	0.917	0.000
4	Effective Leadership	0.948	0.000
5	Customer Attraction	0.932	0.000

Source: Prepared based on the questionnaire data and calculated by SPSS29.

To verify the internal consistency validity of the instrument, correlation coefficients were calculated between each dimension and the overall questionnaire score. Table 2 indicates that all correlations are high and statistically significant at the 0.000 level, with values ranging from 0.891 for the Human Leadership Dimension to 0.948 for Effective Leadership. These results confirm that each dimension contributes meaningfully to the general structure of the questionnaire and that the variables

are strongly aligned with the overall purpose of the study. Administratively, this suggests that the three leadership dimensions and the customer attraction variable are not isolated concepts, but rather interconnected components of a coherent managerial system. Such a result supports the assumption that leadership effectiveness at the university can be meaningfully studied as a structured phenomenon influencing customer-related outcomes.



Source: Prepared based on the questionnaire data and calculated by SPSS29.

Fig 1: Demographic_Distribution

To present the profile of the study sample, Figure 1 illustrates the distribution of respondents according to the main demographic variables. The figure shows that males constituted the larger share of the sample with 93 respondents, compared with 57 females. The largest age categories were 30–39 years and 40–49 years, with 54 respondents in each group, which indicates that most participants were within active mid-career stages. With regards to the educational level, the highest number among the respondents was the holder of a [Bachelors degree] of 52 followed by Master degree holders of 43 PHD holders of 38, and Diploma holders of 17. On years of service, 50 respondents were in the 5–10 years group, 39 in the 11-15

years group, less than 5 years and more than 15 years had 34 and 27 repeaters respectively. Concerning job position, Administrative Staff had the highest percentage of 64 respondents, then Academic Staff posed 49. Lastly, the greatest organizational representation was on College/Institute and Administrative Department. Administratively, such distribution implies that the sample is broad enough and covers respondents who have some applicable experience, educational background, and institutional knowledge, which enhances the validity of the results and gives a well-balanced picture of leadership practices and customer attraction in the university.

Table 3: Descriptive Statistics of the Human Leadership Dimension

Item	Mean	Std. Deviation	Relative Importance (%)	Result
The leadership at the university treats employees with respect and professional consideration.	3.667	0.857	73.333	Agree
The leadership shows genuine concern for employees' needs and work-related problems.	3.673	0.847	73.467	Agree
The leadership promotes mutual trust between management and employees.	3.700	0.939	74.000	Agree
The leadership deals fairly with employees without bias or favoritism.	3.700	0.873	74.000	Agree
The leadership encourages teamwork and positive human relations in the workplace.	3.693	0.843	73.867	Agree
The leadership considers employees' feelings when making work-related decisions.	3.560	0.901	71.200	Agree
The leadership creates a work environment based on appreciation and human dignity.	3.687	0.860	73.733	Agree
Overall score for Human Leadership Dimension	3.669	0.760	73.371	Agree

Source: Prepared based on the questionnaire data and calculated by SPSS29.

To identify the respondents' perceptions of the Human Leadership Dimension, Table 3 presents the means, standard deviations, relative importance percentages, and corresponding interpretations for all seven items and for the overall dimension. The means ranged from 3.560 to 3.700, and the overall mean reached 3.669, with a relative importance of 73.371%, which falls within the "Agree" category. The highest mean values were recorded for the items related to promoting mutual trust and dealing fairly with employees without bias, both scoring 3.700, while the lowest mean was related to considering employees' feelings when making work-related decisions, at 3.560.

These results indicate that respondents generally perceive the university leadership as respectful, fair, and supportive in human relations. Administratively, this suggests that the university has a relatively positive human leadership climate, especially in the areas of fairness and trust-building. At the same time, the comparatively lower score for attention to employees' feelings implies that leadership may still need to strengthen its sensitivity to the emotional and personal dimensions of staff management in order to reinforce employee commitment and improve institutional responsiveness.

Table 4: Descriptive Statistics of the Communication Dimension

Item	Mean	Std. Deviation	Relative Importance (%)	Result
The leadership communicates organizational goals clearly to employees.	3.733	0.833	74.667	Agree
The leadership provides accurate information in a timely manner.	3.767	0.862	75.333	Agree
The leadership listens carefully to employees' opinions and suggestions.	3.720	0.860	74.400	Agree
The leadership encourages open communication between all administrative levels.	3.673	0.863	73.467	Agree
The leadership ensures that instructions and decisions are communicated clearly.	3.647	0.820	72.933	Agree
The leadership responds effectively to complaints, inquiries, and feedback.	3.680	0.854	73.600	Agree
The leadership uses appropriate communication channels to facilitate work performance.	3.593	0.828	71.867	Agree
Overall score for Communication Dimension	3.688	0.742	73.752	Agree

Source: Prepared based on the questionnaire data and calculated by SPSS29.

In order to discuss the judgment of the respondents regarding the Communication Dimension, Table 4 presents the descriptive indicators of the seven items and the dimension as a whole. The average of the means was between 3.593 and 3.767 with a mean of 3.688 and a relative importance of 73.752% which is an Agree level. The greatest mean was on the question that leadership gives accurate information on time and the result was 3.767 and the next was on clear communication of organizational goals, 3.733. The use of the right communication channels to facilitate performance at work had the lowest mean of 3.593. These results reveal that the

communication of leaders in the university is mostly perceived as positive, particularly regarding the accuracy of information and clarity of objectives. Administratively, this is a manifestation of the existence of an acceptable communication setting, which facilitates coordination and transmission of decisions. Nonetheless, a downgrade of communication channels implies that there must be an enhancement of formal and informal means of interaction, which is necessary with effective channels of communication to deliver services faster and enhance employee alignment and customer performance.

Table 5: Descriptive Statistics of the Motivational Dimension

Item	Mean	Std. Deviation	Relative Importance (%)	Result
The leadership motivates employees to perform their work efficiently.	3.693	0.890	73.867	Agree
The leadership recognizes and appreciates employees' outstanding efforts.	3.687	0.906	73.733	Agree
The leadership encourages employees to develop their skills and capabilities.	3.633	0.886	72.667	Agree
The leadership provides moral support to improve employees' job performance.	3.667	0.902	73.333	Agree
The leadership creates a stimulating environment that increases employees' commitment to work.	3.687	0.898	73.733	Agree
The leadership encourages initiative and creative thinking among employees.	3.660	0.881	73.200	Agree
The leadership links effort and achievement with suitable forms of encouragement.	3.640	0.892	72.800	Agree
Overall score for Motivational Dimension	3.667	0.795	73.333	Agree

Source: Prepared based on the questionnaire data and calculated by SPSS29.

Table 5 is a summary of the descriptive statistics of the Motivational Dimension used to assess the level of leadership motivation that is perceived by respondents. The item means falling within the range of 3.633-3.693 with the total mean of 3.667 and the relative importance of 73.333% also indicates an Agree level. The best mean was recorded on the item that leadership encourages employees to carry out their work efficiently, with mean of 3.693 and lowest mean of 3.633 was on the encouragement of employees to acquire skills and abilities. On the whole, the results indicate that the respondents consider the university leadership to be

moderately effective to motivate the employees by encouraging, appreciating, and supporting the employees. Administratively, this means that leadership is playing a constructive role in fostering work commitment and performance willingness. Yet the relatively lower score on employee development indicates that motivation is still more associated with day-to-day support than with long-term capability building. This points to the importance of strengthening developmental motivation through training opportunities, career support, and skill enhancement programs.

Table 6: Descriptive Statistics of the Customer Attraction Variable

Item	Mean	Std. Deviation	Relative Importance (%)	Result
The university's administrative practices contribute to attracting new customers.	3.660	0.873	73.200	Agree
The way employees are treated by leadership positively influences customers' interest in the university.	3.647	0.868	72.933	Agree
The university's reputation helps in attracting customers to its services.	3.633	0.886	72.667	Agree
The quality of interaction with customers contributes to increasing their willingness to engage with the university.	3.653	0.843	73.067	Agree
The university succeeds in presenting its services in a way that attracts customers.	3.673	0.871	73.467	Agree
Customers are more likely to choose the university because of the efficiency of its leadership and administration.	3.733	0.872	74.667	Agree
Effective leadership contributes to strengthening the university's ability to attract customers on a continuous basis.	3.713	0.805	74.267	Agree
Overall score for Customer Attraction	3.673	0.759	73.467	Agree

Source: Prepared based on the questionnaire data and calculated by SPSS29.

To determine the level of customer attraction achieved by the university from the respondents' perspective, Table 6 presents the descriptive results for the dependent variable. The item means ranged from 3.633 to 3.733, and the overall mean reached 3.673, with a relative importance of 73.467%, placing the variable in the "Agree" category. The highest mean, 3.733, was recorded for the item indicating that customers are more likely to choose the university because of the efficiency of its leadership and administration. The lowest mean, 3.633, related to the university's reputation helping to attract customers to its services. These results suggest that respondents generally

believe the university demonstrates a reasonable ability to attract customers, especially through administrative efficiency and leadership effectiveness. From an administrative perspective, this finding indicates that customer attraction at the university is more strongly linked to internal operational quality than to external reputation alone. This implies that leadership and management practices constitute an important competitive asset for the university and can be leveraged further to strengthen stakeholder trust and institutional attractiveness.

Table 7: Tests of Normality for the Study Variables

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Human Leadership Dimension	.105	150	.000	.968	150	.002
Communication Dimension	.067	150	.091	.975	150	.008
Motivational Dimension	.068	150	.089	.970	150	.002
Customer Attraction	.093	150	.003	.976	150	.009
a. Lilliefors Significance Correction						

Source: Prepared based on the questionnaire data and calculated by SPSS29.

The normality tests were performed to identify the distributional characteristics of the study variables using the Kolmogorov-Smirnov statistic and the Shapiro-Wilk statistic. As indicated in table 7, the significance values vary unlike with other variables where some have values below 0.05 and others have values above that value. Indicatively, the Kolmogorov-Smirnov values of the Communication Dimension and Motivational Dimension are non-significant (0.091 and 0.089 respectively) but the Shapiro-Wilk values are significant. Customer Attraction

and Human Leadership Dimension show a high level of values on both tests. These confounding findings show that the data do not entirely meet stringent normality assumptions in all the variables. This is analytically and administratively sound as it warrants the application of quantile regression as opposed to the application of ordinary least squares regression as the former is more resilient in addressing non-normality and is more efficient to represent the central tendency of the perceptions of the respondents in real institutional data.

Table 8: Model Quality Indicators for the Median Quantile Regression Model (q = 0.5)

Model Quality (q=0.5) ^{a,b,c}	
Pseudo R Squared	.641
Mean Absolute Error (MAE)	.2172
a. Dependent Variable: Customer Attraction	
b. Model: (Intercept), Human Leadership Dimension, Communication Dimension, Motivational Dimension	
c. Method: Simplex algorithm	

Source: Prepared based on the questionnaire data and calculated by SPSS29.

Table 8 provides the key quality indicators of the main model to determine the explanatory power of the median quantile regression model. The Pseudo R Squared value was 0.641 meaning that the independent variables have a significant proportion in the variation of the median of Customer Attraction. Also, the Mean Absolute Error was 0.2172, which indicates a fairly small degree of prediction error. Such indicators indicate that the model is explanatorily adequate, as well as having predictive

accuracy of acceptable quality. As an administrative concept, this implies that the three dimensions of effective leadership are an adequate explanation of customer attraction at the university. Practically, this helps to justify managerial appropriateness of leadership improvement projects, since the shifts in human treatment, the quality of communication, and the motivation of employees seem to be able to bring tangible changes into the capacity of the institution to draw customers.

Table 9: Parameter Estimates of the Median Quantile Regression Model for Customer Attraction

Parameter Estimates (q=0.5) ^{a,b}							
Parameter	Coefficient	Std. Error	t	df	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
(Intercept)	.190	.1538	1.234	146	.219	-.114	.494
Human Leadership Dimension	.227	.1241	1.932	146	.049	-.018	.473
Communication Dimension	.488	.1283	3.806	146	.000	.235	.742
Motivational Dimension	.231	.1252	1.943	146	.047	-.017	.478
a. Dependent Variable: Customer Attraction							
b. Model: (Intercept), Human Leadership Dimension, Communication Dimension, Motivational Dimension							

Source: Prepared based on the questionnaire data and calculated by SPSS29.

To test the effect of each leadership dimension on customer attraction, Table 9 presents the parameter estimates of the median quantile regression model. The results show that the Communication Dimension has the strongest and most significant effect on Customer Attraction, with a coefficient of 0.488 and a significance level of 0.000. The Human Leadership Dimension also shows a positive significant effect, with a coefficient of 0.227 and a significance level of 0.049. Likewise, the Motivational Dimension has a positive significant effect, with a coefficient of 0.231 and a significance level of

0.047. The intercept was not statistically significant. These findings indicate that all three dimensions of effective leadership positively contribute to customer attraction, but communication emerges as the most influential factor. Administratively, this means that the university's ability to attract customers depends most strongly on how clearly leaders communicate goals, information, and feedback across the organization. Human treatment and motivation also matter, but their influence is comparatively smaller. Therefore, the results imply that leadership improvement efforts should prioritize communication systems first,

while also reinforcing humane relations and motivational practices to produce a more integrated effect on customer attraction.

Result and Discussion

The empirical results show that the respondents generally perceived the level of effective leadership at Al-Furat Al-Awsat Technical University to be positive across its three dimensions, with all overall means falling within the "Agree" category. The Communication Dimension recorded the highest overall mean, followed by Customer Attraction, Human Leadership, and Motivational Leadership, which indicates that respondents viewed leadership communication as the strongest aspect of current administrative practice. This pattern suggests that the university leadership has been relatively more successful in clarifying goals, providing information, and maintaining organizational interaction than in deeper motivational or human-relational practices. The reliability and validity tests also confirmed that the measurement instrument was highly consistent, as all Cronbach's Alpha values exceeded 0.94 and all internal consistency coefficients were strong and significant. These findings indicate that the study variables were measured with a high degree of stability and coherence, which strengthens confidence in the subsequent analytical results. From a managerial standpoint, the descriptive findings imply that leadership at the university is functioning at an acceptable level, but still within a moderate rather than outstanding range, which means that there is room for administrative improvement if the institution seeks to strengthen its attractiveness to current and potential customers.

The inferential results further demonstrate that effective leadership has a statistically significant positive effect on customer attraction, and that the three leadership dimensions do not contribute equally. The median quantile regression model explained a substantial share of the variation in customer attraction, with a Pseudo R Squared of 0.641 and a low mean absolute error, which indicates good explanatory power. More specifically, the Communication Dimension had the strongest positive effect on customer attraction, while the Human Leadership Dimension and the Motivational Dimension also showed positive and statistically significant effects, though with smaller coefficients. This means that communication practices such as clarity, responsiveness, and information flow are the most influential leadership mechanism in shaping customer attraction at the university. This result is consistent with prior literature showing that leadership improves service delivery behaviours among frontline employees and strengthens external service outcomes when employees receive clear guidance and support from leaders (Jauhari, Kumar, & Pandey, 2024)^[8]. It also aligns with evidence that team leader customer orientation contributes to a customer orientation climate and higher customer satisfaction, which supports the importance of communication as a bridge between leadership and customer outcomes (Zhao, Fu, & Liang, 2023)^[19]. The positive effect of the Human Leadership Dimension is also in line with previous findings that humane leadership enhances customer service orientation by creating a respectful and supportive work environment (Dzoghbenuku, Sokro, & Dartey-Baah, 2024)^[5]. Likewise, the positive role of the Motivational Dimension agrees

with research showing that servant leadership enhances customer service performance through motivational and exchange-based mechanisms that encourage employees to exert stronger service effort (Aryee, Hsiung, Jo, Chuang, & Chiao, 2023)^[3]. Overall, the study confirms the central argument of the literature that customer attraction is not shaped only by external promotion or institutional reputation, but also by internal leadership practices that influence employee attitudes, service conduct, and organizational responsiveness (Ezzerouali *et al.*, 2024)^[6]. At the same time, the present study adds context-specific evidence from a higher education institution, showing that communication is the most decisive leadership dimension in this environment, which may reflect the service complexity and coordination demands of universities more than in some other sectors.

Conclusions and Recommendations

The study concludes that effective leadership plays a significant and positive role in enhancing customer attraction at Al-Furat Al-Awsat Technical University, as the results confirmed that the human leadership, communication, and motivational dimensions all contribute to strengthening the university's ability to attract customers. The findings further indicate that the communication dimension represents the most influential leadership component, which suggests that clarity of goals, timely information flow, and effective interaction across administrative levels are critical for improving customer-oriented outcomes in the university environment. The study also concludes that humane treatment and employee motivation remain important complementary drivers, since leadership based on fairness, respect, support, and encouragement helps create a positive internal climate that is reflected in better service behavior and stronger institutional attractiveness. Based on these conclusions, the study recommends that university leaders give greater priority to developing internal communication systems, improving the transparency and speed of information exchange, and strengthening feedback mechanisms across departments. It also recommends reinforcing humane leadership practices through fair treatment, trust-building, and greater attention to employees' professional and personal concerns, while expanding motivational policies through recognition, developmental opportunities, and support for initiative and innovation. In practical terms, the university should view leadership improvement as a strategic tool for increasing customer attraction, not only by improving administrative efficiency, but also by creating a service climate that enhances customer confidence, satisfaction, and long-term engagement with the institution.

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A brief acknowledgment of not more than 50 words should be included at the end of the manuscripts, before the list of references. Acknowledgement could be made to funding body, institution/universities/organization or individual/person.

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