THE EFFECTS OF LEADERSHIP STYLES ON JOB PERFORMANCE: A CASE STUDY IN THE MINISTRY OF TELECOMMUNICATIONS IN YEMEN

SALMA SHAIF ALI ALHUSAINI

UNIVERSITI UTARA MALAYSIA
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THE EFFECTS OF LEADERSHIP STYLES ON JOB PERFORMANCE: A CASE STUDY IN THE MINISTRY OF TELECOMMUNICATIONS IN YEMEN

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Salma Shaif Ali Alhusaini

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ABSTRACT

The main purpose of this study is to examine the relationships between transformational and transactional leadership with job performance that consists of the employees in the Ministry of Telecommunications in Yemen. This paper discusses the effect of leadership types on consists. In other words, the study attempts to investigate whether there is a significant relationship between leadership style and job performance in selected Ministry of Telecommunications in Yemen. The number of respondents is 120 managers of employees in the Ministry of Telecommunications in Yemen using a structured questionnaire. The data was analyzed using SPSS 19.0. Three main hypotheses were tested using Pearson product- moment correlation coefficient. Their perspectives were translated into reports based on transformational and transactional leadership. Based on regression analysis, there are all independents variable, transformational and Transactional leadership that affecting the Ministry of Telecommunications performance in Yemen.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

In this age of rapidly changing business environment, leadership is more important than ever. The present organizational focus on revitalizing and transforming organizations to meet competitive challenges ahead which has been accompanied by increasing interest among researchers in studying transformational and transactional leadership. Such leadership behaviors are necessary for quickly identifying new market opportunities and for developing appropriate competencies within organizations. Over the last two decades, considerable literature has accumulated on transformational leadership and transactional leadership (Bass, 1998). There exists a relationship between transformational leadership behaviors and various outcomes measured at the individual and organizational level (Krishnan , 2005). Drawing on Burns' theoretical ideas, Bass (1985) developed a model of transformational leadership which conceptualized transactional and transformational forms as separate but interdependent dimensions. Based on his empirical work, mostly in

industrial and military contexts, Bass (1998) argued that transformational forms of interaction augment transactional forms by generating enhanced levels of followers effort. Transactional leadership is generally sufficient to maintain the status quo, but transformational leadership stimulates change and innovation. Transformational leaders motivate others to do more than they originally intended and often even more than they thought possible (Bass and Avolio, 1994).

According to Erkutlu (2008), leadership can be defined as a social influence process. It involves determining the group or organization's objectives, encouraging behavior in pursuit of these objectives, and influencing group maintenance and culture (Yukl, 1996). It is a group phenomenon; there are no leaders without followers. Managers use different leadership behaviors in work settings. Their behaviors will have direct effects on employee outcomes. Adequate use of their behaviors may result in higher employee satisfaction, commitment, and productivity. Therefore, effective use of leader behavior will increase the effectiveness of both the leader and the organization (Erkutlu, 2008).

Transformational leadership refers to the leader moving the follower beyond immediate self-interests through idealized influence (charisma), inspiration, intellectual stimulation, and individualized consideration. It elevates the follower's level of maturity and ideals as well as concerns for achievement, self actualization, and the well-being of others, the organization, and society. Idealized influence and inspirational leadership are displayed when the leader envisions a desirable future, articulates how it can be reached, sets an example to be followed, sets high standards of performance, and shows determination

and confidence. Followers want to identify with such leadership. Intellectual stimulation is displayed when the leader helps followers to become more innovative and creative. Individualized consideration is displayed when leaders pay attention to the developmental needs of followers and support and coach the development of their followers (Erkutlu, 2008), "Even though, organizational performance refers to the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action" (Koontz and Donnell 1976, p.9).

1.2 Research Background

A leader is interpreted as someone who sets the direction of a variety of factors in an effort and influences people to follow that direction. Many people believe that leadership is simply being the first, biggest or most powerful. It has been defined in a number of ways, such as the ability to guide followers and toward shared goals (Bryman, 1992), in the form of influence (Hersey, 1984), and as simply something a leader does (Fleishman, 1973). Leadership is the process of directing the behavior of others toward the accomplishment of some common objectives and influencing people to get things done to a standard and quality above their norms. Specific to the current study, Pfeffer and Salancik (1975) indicated that leader's exhibit task- and relational oriented behaviors. Additionally, Castaneda and Nahavandi (1991) indicated that employees are most satisfied when they perceive their supervisors as exhibiting both relational and task oriented behaviors. Leadership is a complex activity involving a process of influence,

actors who are both leaders and followers, and a range of possible outcomes, the achievement of goals, but also the commitment of individuals to such goals, the enhancement of group cohesion and the reinforcement of change of organizational culture.

There are many leadership styles and these styles can help aspiring leaders to understand and adapt themselves with the styles that have and impact on leadership effectiveness. Thus, leadership style is crucial to leaders' success. One of practical approaches to understand leadership and to identify the best style to be applied is to study the aspect of fellowship on the followers' expectation on leaders and their job performance.

Leadership styles and employee performance a causal link the success of an organization is relying on the leader's ability to optimize human resources. A good leader understands the importance of employees in achieving the goals of the organization, and that motivating the employees is of paramount importance in achieving these goals. It has been widely accepted that effective organizations require effective leadership and that organizational performance will suffer in direct proportion to the neglect of this (Fiedler and House, 1988). Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership – effective leader behavior facilitates the attainment of the follower's desires, which then results in effective performance (Fiedler and House, 1988; Maritz, 1995; Ristow, et al., 1999). Leadership is perhaps the most investigated organizational variable that has a potential impact on employee performance (Cummings and Schwab, 1973).

1.3 Problem statement

People performance in the organization is the key factor of succeeding the organization with regardless of nature business. The company of telecommunications is one of those organizations which really pay attention on achieving their goals successfully. According to Whitsett (2007), many researches about leadership had been done on business management and few researches about leadership had been done in Telecommunication sector, (Judge and Piccolo, Bass, 1998; Judge, et al., 2002a, 2002c; Avolio, 1999; 2004; Keller, 2006; McGrath and MacMillan, 2000; Purcell, 2004; Teece et al., 1997; Yukl, 2002). Therefore it is a need to study the leadership styles in a public sector environment. This would give a comparative analysis between a public sector and the other industries.

Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization. Thus, Glantz (2002) emphasizes the need for a manager to find his leadership styles.

Companies have produced a great number of managers but very few leaders. Many of these companies are now paying the price for that mistake. A lack of long-term vision, total absence of accountability, unethical behavior, and betrayal of public trust are just some of the symptoms of this absence of effective leadership. The failure to develop effective leadership by a leader hasn't been limited to the corporate arena. These same shortcomings have been observed in various sectors, which also include the

telecommunications services sector such as Telecom company. In the world of business, leaders of corporations, such as chief executive officers, general managers and senior managers, often face with many challenges and problems, such as sales target, logistics and coordination. Very often, these problems could be easily resolved with an effective communication style. According to Shaw (2005), the primary problems faced by many leaders are insufficient of time, unwillingness to communicate, inadequate or poor communication skills and the style of leadership.

The numbers of industries springing up yearly in Yemen are increasing and exert great effort. Nevertheless, some of them unabled to achieve even the single target in the marketplace. Thus, this leads to failure in meeting the objectives which they have set up. The success of any organization relies on the job performance and the roles of leadership in determining followers' performance. As a matter of fact, leadership style is the key factor of enhancing the followers' performance, as Kets (1996) clarifies that the influence of leadership was the main factor in creating high performance for the organization. In the corporate world, effective leadership communication styles are vital. It is important that the vision and missions of a company to be understood and implemented by all employees of an organization. These require leaders to possess innovative, creative, outstanding ideas and determination styles. According to Kotter (1990), in order to be successful, leaders may need to hold vision, values, assumptions and paradigms that are in agreement with having a team-oriented, empowered workforce.

Ameen Khiran (2012),argues that there is a problem at the level of job performance which affects the target of the Telecommunications Ministry in subsequently lead to the lack in the process of productivity. Furthermore, Ministry of Telecommunications put plan to reduce the lack of the job performance and adjust new strategy to solve the problems and fight the threats which affect the level of job performance .The significance of leadership as main issue has been given considerable attention particulary in the western world, since the stage of this early century and continue until the present (Kets,1996). However, in the eastern world particularly middle east region, this issue has been neglected. There is a lack of study on the relationship between the leadership styles and employee performance particularly in Yemen. Therefore, this study attempts to examine the effects of leadership style on job performance among employees in the Ministry of Telecommunications in Yemen.

1.4 Research Questions

I. Is there any relationship between transformational leadership and job performance?

II. Is there any relationship between transactional leadership and job performance?

1.5 Research Objectives

I. To examine the relationship between transformational leadership style and job performance.

II.   To determine the relationship between transactional leadership style and job performance.

1.6   Significance of the Study

This study will add to the body of knowledge on the leadership and job performance literature. As the two leadership behaviors have had tremendous attention in the past, not much had been done in the context of the service sector. This study will go a long way in contributing to the theory. Leadership is regarded today as one of the main contributors to job performance, thus it will contribute to the leadership theory. This study will also contribute to helping academicians, researchers, practitioners and administrators especially in relation to today's competitive environment towards organizations. The findings of this study will also help administrators and regulators in designing new policies. Finally, as there are not many studies on this area in the Middle East especially in country like Yemen, this study will contribute to the policies and styles of management in organizations in the Middle East.

1.7   Definition of Terms

***Conceptual and adopted actual definitions of the terms used in this study are*:** Leadership style "refers to the pattern or constellation of leadership behaviors that characterize a given leader" (Williams, 1978, p. 217).

1.7.1 Transformational Leadership

It is a leadership style that strives to elevate the desires of individual followers for achievement and self-development, while also promoting the development of the group and organization (Bass & Avolio, 1990) as well as motivate followers to do more than originally was expected (Bass, 1985).

1.7.2 Transactional Leadership

It is a style of leadership which relied on an exchange process between leaders and followers (Burns, 1978). Transactional leaders focus on the clarification of task requirements and the specification of contingent rewards (Bass, 1990).

1.7.3 Job Performance

Job performance consists of the observable behaviors that people do in their jobs that are relevant to the goals of the organization (Campbell, McHenry, & Wise, 1990). Job performance is of interest to organizations because of the importance of high productivity in the workplace (Hunter & Hunter, 1984).

1.8 Organization of the Thesis

This thesis consists of five chapters. Chapter one provides a preview of this thesis, including an introduction to the leadership styles and the research questions .Chapter two, is theoretical review. In this chapter a theoretical background of leadership styles and the proposed research framework used in this thesis will be proposed. Chapter three contains

an explanation of the research methodology. Chapter four provides the data descriptions,

analysis and results. Finally the last chapter delivers the conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses and summarizes the literature on all variables under study. The literature is arranged according to dependent variables and independent variables, and the relationship between the two variables. The first part of this chapter discusses dependent variable which is the job performance. The second part emphasizes on the literature review of leadership styles in general. The third part discusses independent variables which are the transformational and transactional leadership styles. The fourth part discusses the relationship between the dependent variable (job performance) and independent variables (transformational and transactional leadership styles). Lastly the fifth part discusses the research framework.

2.2 Job Performance

Leadership is considered a factor that has a major influence on the performance of organizations, managers and employees (Wang et al., 2005, Gadot, 2007). Early theories tried to define effective leadership styles (democratic or autocratic, socially oriented or target oriented etc.) and to relate them with various aspects of organizational outcomes

(e.g. Blake and Mouton, 1964; Lewin et al., 1939; Gadot, 2007). Of recent, researchers have focused mainly on the subordinates' perspective and proposed two main facets of leadership transactional and transformational (e.g. Bass, 1985; Burns, 1978). This theory suggests that transformational leadership, more than transactional leadership, has a stronger positive effect on employees' attitudes towards their jobs, their job environments, and ultimately affects their work performance (Gadot, 2007). According to McCloy, Campbell, and Cudeck (1994), performance is defined as behaviors or actions that are relevant to the goals of the organization in question. They reported that specification of these goals represents a value judgment by those with the authority to make such judgments. Furthermore, performance is not the outcome, consequence, or result of behavior or action; performance is the action itself. In addition, performance is multidimensional, such that for any specific job there are a number of substantive performance components that are distinguishable in terms of their intercorrelation and patterns of covariation with other variables.

Based on a grounded theory research, Pollard (2008) conducted a study on the effects of leadership style on the job performance of nurses. The goal of the study was to identify a leadership theory that could serve as a strong framework for the nursing community and leadership in Southwest Texas. The study considered one-on- one interviews which was conducted with 20 nurses using a structured interview guide containing 21 interview questions on leadership style and behavior, nursing role, job performance, and performance evaluation of nurses. The data was collected and was coded and analyzed using NUD*IST and Symphony Qualitative Data Analysis software. The constant

comparison approach was used to explore the data. Subsequent result from the study identified that nurse leaders use a variety of leadership styles but did not identify a specific leadership theory that dominates and could serve as a strong framework. The data did indicate that the future direction of leadership was moving towards transformational leadership theory.

Chen and Silverthorne (2008) in their study examine the relationships between locus of control and the work-related behavioral measures of job stress, job satisfaction and job performance in Taiwan. They draw subjects from a pool of accounting professionals who completed a questionnaire made up of valid and reliable instruments that measured each of the variables studied. Their findings indicate that one aspect of an accountants' personality, as measured by locus of control, plays an important role in predicting in the level of job satisfaction, stress and performance in CPA firms in Taiwan. Furthermore, individuals with a higher internal locus of control were found to be more likely to have lower levels of job stress and higher levels of job performance and satisfaction.

As reported by (Chen & Silverthorne, 2008; Porter & Lawler , 1968) argued that there are three types of performance. One is the measure of output rates, amount of sales over a given period of time, the production of a group of employees reporting to manage, and so on. The second type of measure of performance involves ratings of individuals by anyone other than the person whose performance is being considered. The third type of performance measures is self-appraisal and self-ratings. As a result, the adoption of self-appraisal and self-rating techniques are useful in encouraging employees to take an active

role in setting his or her own goals. Thus, job performance measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (Hersey &Blanchard, 1993; Chen & Silverthorne, 2008).

Lee, Tan & Javalgi (2010) in their study examine goal orientation and organizational commitment in relation to employees' job attitudes and performance in a hospital. They investigate the effects of mastery and performance goals on different facets of organizational commitment and how these effects impact individuals' job outcomes. They used an online survey to collect data from 497 hospital employees. Their results indicate that while mastery goal is related to the three components of organizational commitment, performance goal is only related to affective commitment. Although affective and normative commitment are both related to job satisfaction, only the former is linked to employees' performance.

As reported in Lee, Tan & Javalgi (2010), opined that in-role performance is related to behavior directed toward prescribed tasks, duties, and responsibilities as formally documented in the job description. Furthermore, as originally conceptualized by Kanter (1988), innovative job performance refers to employees' creativity and problem-solving skills in the workplace. Similar to the extra-role performance, innovative work behavior such as generating, promoting, and realizing creative ideas in the workplace is known to be important and beneficial to the organizational success (Janssen, 2000; Lee, Tan & Javalgi, 2010).

According to Austin and Villanova (1992), individuals differ in multiple aspects of their job-role behavior; criteria are measures that attempt to capture these differences. Hence measures of criteria are used by several constituencies within applied psychology. Among them, researchers used criteria for the evaluation of theories of work behavior, the effective administration of human resources and the provision of feedback to individuals. Consequently however, one index of the importance of criteria is the observation that most, if not all, of the pioneers of industrial-organizational psychology addressed this issue during their careers. In an article review on conceptual and methodological developments pertaining to the criterion problem since 1917, they use as an organizing device dimensions, methods of measurement and analysis, and categorizing frameworks. They found a shift away from an emphasis on brute prediction toward a balanced treatment of both empirical and conceptual issues is highlighted by calls for the validation of criteria and by increased attention to modeling performance, as well as a recognition of multiple perspectives and competing values from which to view the performance and criterion measurement.

Despite a long history of concern about criterion issues, the construct of job performance has not yet been thoroughly mapped Campbell, (1990). Motowidlo and Van Scotter (1994) argued that sophisticated job analysis techniques are available to identify important tasks and behaviors, but their focus is primarily empirical and typically specific to particular jobs or job families. Thus they have not produced a conceptually satisfying set of basic underlying dimensions that can be used to describe the performance requirements of jobs in general.

More theoretical attempts to dissect the performance domain are beginning to show promise. They adopt quite different conceptual orientations, different from traditional job analytic approaches and from each other, but they converge on the distinction between task performance and contextual performance (Borman & Motowidlo, 1993; Motowidlo and Van Scotter, 1994).

As reported in Motowidlo and Van Scotter (1994), Katz & Kahn (1978) submitted that one of the most basic theoretical schemes for partitioning job performance is a three-way division between (a) joining and staying in the organization, (b) dependably meeting or exceeding standards of performance prescribed by organizational roles, and (c) innovatively and spontaneously going beyond prescribed roles to perform such actions as cooperating with other members, protecting the organization from harm, offering suggestions for improvement, undertaking self-development, and representing the organization favorably to outsiders. Furthermore, Orr, Sackett, and Mercer (1989) provided empirical support for the assertion that both of these behavioral patterns are important. Their study showed that at least some supervisors are apt to take both prescribed and discretionary behaviors into account when asked to judge the dollar value of the job performance of hypothetical programmer analysts.

According to Motowidlo and Van Scotter (1994), Campbell's (1990) model brings out an important distinction between performance behaviors that contribute to organizational effectiveness because they involve task proficiency and performance behaviors that contribute to organizational effectiveness in other ways. The task proficiency factors in

Campbell's model are more heavily saturated with prescribed role behavior, and the other factors are more heavily saturated with elements of organizational citizenship behavior, prosocial behavior, and organizational spontaneity. Thus, three related themes circulate through these efforts to describe generically important aspects of job performance. One is the distinction between the prescribed and discretionary role behavior. Another is the effectively flavored set of cooperation and helpfulness behaviors in organizational citizenship behavior, prosocial behavior, and organizational spontaneity. The third is the distinction between performance behaviors related to task proficiency and performance behaviors not related to task proficiency.

Bass (1990), suggests that transformational leadership can create identification with and internalization of desirable values, as opposed to the limited goal of transactional leadership to create a compliant workforce Gadot (2007). Parry (2003) specifically examined leadership styles in public sector organizations and found that a transformational leadership style has a positive effect on the innovation and effectiveness of these organizations. However, Wang et al. (2005) suggested the leader member exchange (LMX) theoryGraen, (1976) as a good explanation for a mediating role between leadership styles (especially transformational leadership) and organizational performance as well as organizational citizenship behavior (OCB). In many respects, the LMX theory is in line with Vroom's (1964) expectancy theory and Blau's (1964) exchange theory that call for a stronger balance between managers and employees. According to these theories, better performance can be achieved only when there is a reasonable level of expectation-fit and when the social exchange between managers and employees is fair and equal.

Wang et al. (2005) suggest that subordinates have role expectations of their leaders and that they are not passive role recipients, as they may reject, embrace, or renegotiate roles prescribed by their leaders. A reciprocal process is based on fairness and equity of exchange and expectations, and is developed over time.

Classic performance measures often operationalize performance as one general factor that is thought to account for the total variance in outcomes. In their theory of performance, Campbell et al. (1993) stated that a general factor does not provide an adequate conceptual explanation of performance, and they outline eight factors that should account for all of the behaviors that are encompassed by job performance (i.e., job-specific task proficiency, non-job-specific task proficiency, written and oral communication task proficiency, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision/leadership, and management/administration). They therefore urge against the use of overall performance ratings and suggest that studies should look at the eight dimensions of performance separately, because the "general factor cannot possibly represent the best fit (Campbell et al., 1993, p. 38). When measuring performance. Other researchers have stated that even though specific dimensions of performance can be conceptualized, there is utility in using a single, general factor. Using meta-analytic procedures to look at the relationships between overall performance and its dimensions, Viswesvaran, Schmidt, and Ones (2005) found that approximately 60 percent of the variance in performance ratings come from the general factor. Further, this general factor is not explainable by rater error (i.e., a halo effect). Thus, overwhelming empirical evidence suggests that researchers should not

dismiss the idea of a general factor, and that uni-dimensional measures of overall performance may have an important place in theories of job performance.

In the performance literature, a distinction is made between in role and extra-role performance (Katz & Kahn, 1978). Extra-role performance is also conceptualized as organizational citizenship behaviors (Smith, Organ, & Near, 1983). Based on this research, Borman and Motowidlo (1993) suggested that performance can be divided into two parts, task and contextual performance. Task performance involves the effectiveness with which employees perform the activities that are formally part of their job and contribute to the organization's technical core. Contextual performance comprises organizational activities that are volitional, not prescribed by the job, and do not contribute directly to the technical core (cf. Organ, 1997). Contextual performance includes activities such as helping, cooperating with others, and volunteering, which are not formally part of the job but can be important for all jobs. Although this distinction does exist, the current study focuses on the task, or in-role performance.

2.3 Leadership Styles

Leadership is defined as the process of having dominance on group activities in order to realize the objectives. To execute the leadership task, managers try to effect the people under their supervision and try to motivate them directly to achieve the organizational objectives. Creating motivation at staff in such a way that they do their activities and work in the organization with enthusiasm and reach the goals. Leadership style is one of the ways to establish the realization of objectives in the organization by the influence of

managers towards the followers to create motivation which leads to high performance (Salmani and Taatian, 2010). Managers with transactional and transformational leadership styles should necessarily show flexibility proportional enough to respect the enthusiasm of workers, recognize motivation needs of the people, and select a suitable style of leadership in accordance to situations and then take action with regard to the individuals under their supervision to realize defined objectives.

The purpose of this research is to determine the effects of leadership styles to job performance. Leadership and performance qualities are excellent to have not only among management in a business, but among employees as well. Many individuals tend to have a propensity to be leaders, while some learn successful leadership behaviors and go on to be effective leaders. Leading is the ability to influence others in a group. Leaders want to influence things to continue or create change. Either way, it takes the one with certain skills to do the task (Freeman and Stronger, 1992).

Definitions of leadership defined by selected authors were summarized in table 1.

Year	Author	Definition of Leadership
1957	Hemphill & Coons	Leadership is the individual behavior to guide a group to achieve the common target.
1957	Stogdill	Leadership is an influential activity to others or organization to achieve the target set by the leader.
1969	Bowers	Leadership is an activity process of interpersonal

		relationship; other's behavior is influenced through this process to achieve the set target.
1977	Davis	Leadership means persuasion on others to enthusiastically chase for certain target.
1982	Morphet, Johns & Reller	Leadership means, in the social system, the individual action, behavior, faith and target are influenced by the others under volunteer cooperation.
1986	Richards & Engle	Leadership is about establishment of vision, value and creation of environment so that the objective can be accomplished.
1990	Jacobs & Jaques	Leadership helps others to strive and to enhance aspiration to achieve the target.
1990	Sergiovanni	Leadership means the leader satisfies the staff's demand by use of consultation, negotiation and compromise so that the staff trades his work for rewards.
1993	Robbins	Leadership is the ability to influence the group to achieve the target.
1994	Yukl	Leadership is the process of influence on the subordinate, in which the subordinate is inspired to achieve the target, the group is maintained in cooperation, and the established mission is

		accomplished, and the support from external group is obtained.
2001	Northouse	Leadership is exchanged relationship between leader and subordinate.
2003	Fry	Leadership means use of leading strategy to offer inspiring motive and to enhance the staff's potential for growth and development.

Table 1.1: Definition of Leadership

According to the writers above, Leadership as an activity or process comes from individual behavior towards followers to enhance the enthusiasm and aspiration to achieve the target and accomplish the objectives. Leadership is the ability of any group to influence them achieving the goals. So leadership can be defined as:

Similarly, the leadership is about exchanged relationship between leaders and subordinates, moreover, it is how leaders influence the followers in establishing the vision, values and the creation of the environment so the objectives can be completed. Leaders should convince of the staff through the consultation, negotiation and compromise to build the confidence among them so that they can influence the job performance to achieve the goals and gains due to the high performance of the organizations. The leader today aims to understand how their leadership styles can affect the motivation level and ultimately the delivery of business performance.

According to Zaccaro& Klimostki (2001), leadership in the firms these days is becoming a tough business. Today leaders faced lots of significant challenges in their roles and the global changes around them have increased in complexity. Stogdill (1957), defined leadership as the individual behavior that guides a group to achieve the common target. Lee and Chuang (2009) emphasized that the excellent leader not only inspires subordinate's potential to enhance efficiency but also to meet their requirements in the process of achieving organizational goals. In line with that, leadership is remarkable as the main factor in enhancing the organizational performance and successfully meets the objectives. It can be understood that there is a strong link between leadership styles and high organizational performance. (Santora et al., 1999; Venkataraman, 1997). Further studies suggested that effective leadership behaviors can facilitate the improvement of performance when organizations face these new challenges (McGrath & MacMillan, 2000; Teece, Pisano & Shuen, (1997). "Even though, organizational performance refers to the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action" (Koontz & Donnell, 1993. p, 45).

For better organizational performance which aims to achieve the target and use survival strategies that could be more practical; all that are need the right and effective leadership style (Rowe, 2001).

Furthermore, organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other

enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization. Understanding the effects of leadership on performance is the most important factor because leadership is viewed by various experts as one of the key driving forces for an improving firm's performance. Moreover, effective leadership is seen as a potent source of management development and sustained competitive advantage for organizational performance improvement (Avolio, 1999; Lado, Boyd & Wright, 1992; Rowe, 2001).

Visionary leaders on the other hand, create a strategic vision of some future state, communicate that vision through the framing and use of metaphor, model the vision by acting consistently, and build commitment towards the vision (Avolio, 1999; McShane & Von Glinow, 2000). Some scholars like Zhu et al. (2005), suggested that visionary leadership will result in high levels of cohesion, commitment, trust, motivation, and hence performance in the new organizational environments.

Many organizations feel that their people can provide a competitive advantage, and therefore their people contribute to the organization's performance. Employees play a pivotal role in organizational success (Collis and Montgomery, 1995). Employee performance has been shown to have a significant positive effect on organizational performance (Collis and Montgomery, 1995). One of the major pitfalls in an organization occurs when managers believe their organizations are constantly operating at the highest

level of efficiency, or that they do not require input from their employees (Foot and Hook, 1999).

It can be seen that the individual's performance has an impact on the organization's wider objectives, and it is thus imperative that every employee's performance should be managed. This process of performance management includes group assessments and peer reviews, as well as written reports (Hellriegel, et al., 2004). In recent years performance management systems have become more important because managers are under constant pressure to improve the performance of their organizations (Holloway, Francis and Hinton, 1999). As the performance of organizations influences the organization's continued existence, it is therefore necessary to discuss the notion of managing this performance.

The goal of every manager is to increase production and efficiency to reach maximum results for the organization. Motivation for better performance depends on job satisfaction, achievement, recognition, and professional growth (Boyett, 2000). Providing a positive motivational work environment is a challenging managerial activity. Therefore, managers must understand associates and their professional needs.

2.4 Transformational Leadership Styles

According to Robbins & Judge (2009), the leader should be both transformational and transactional and pay attention to the concern of the development needs of individual followers so they are changing follower's awareness of issues by helping them to solve

the old problems in new ways, moreover, they are able to excite, arouse, and inspire followers to put out additional effort to achieve group goals. Virtually all theoretical treatments of transformational leadership claim that, among its more direct effects, are employee performance and commitment leading to the kind of extra effort required for significant organizational change (Yukl, 1989).

Transformational leadership is viewed as a more motivational approach to leadership than other managerial approaches (Colquitt& Lepine& Wesson, 2010). According to Burns (1978), the leader and followers should work for certain goals that show the values and motivations, so the leaders first should focus on the wants and needs of the followers as well as the leaders, therefore, the leaders show the aspirations and expectations of that work.

Yukl (1999) argues that this leadership model omits some important behaviors known to be associated with effective leadership, such as influence behaviors. Influence is defined as "an interactive process in which people attempt to convince other people to believe and/or act in certain ways" (Rost, 1993.p,54). Transformational leadership is often linked to high levels of effort (Seltzer and Bass, 1990).

According to Bass and Avolio (1993), transformational leaders may make use of one or more of the following four factors:

(1) Idealized influence.

 (2) Inspirational motivation

(3) Intellectual stimulation.

 (4) Individualized consideration.

 The four factors mentioned above have great impact on the level of performance; there is a strong relationship among the four factors in achieving the objectives of transformational leadership which lead to create the desire and motivation in the followers. Moreover, the relationship between these factors show the performance beyond expectation, therefore, every factor has some characteristics that help to gain success as mentioned in the details below in Figure 2.1.

The figure below illustrates the effect of transformational leadership because managers must pull together the components to reach "performance beyond expectations" (Northouse, 2001).

```
    +                    +                          +
```

| IDEALIZED INFLUENCE | INDIVIDUALIZED CONSIDERATION | INSPIRATIONAL MOTIVATION | INTELLECTUAL STIMULATION |

PERFORMANCE BEYOND EXPECTATIONS
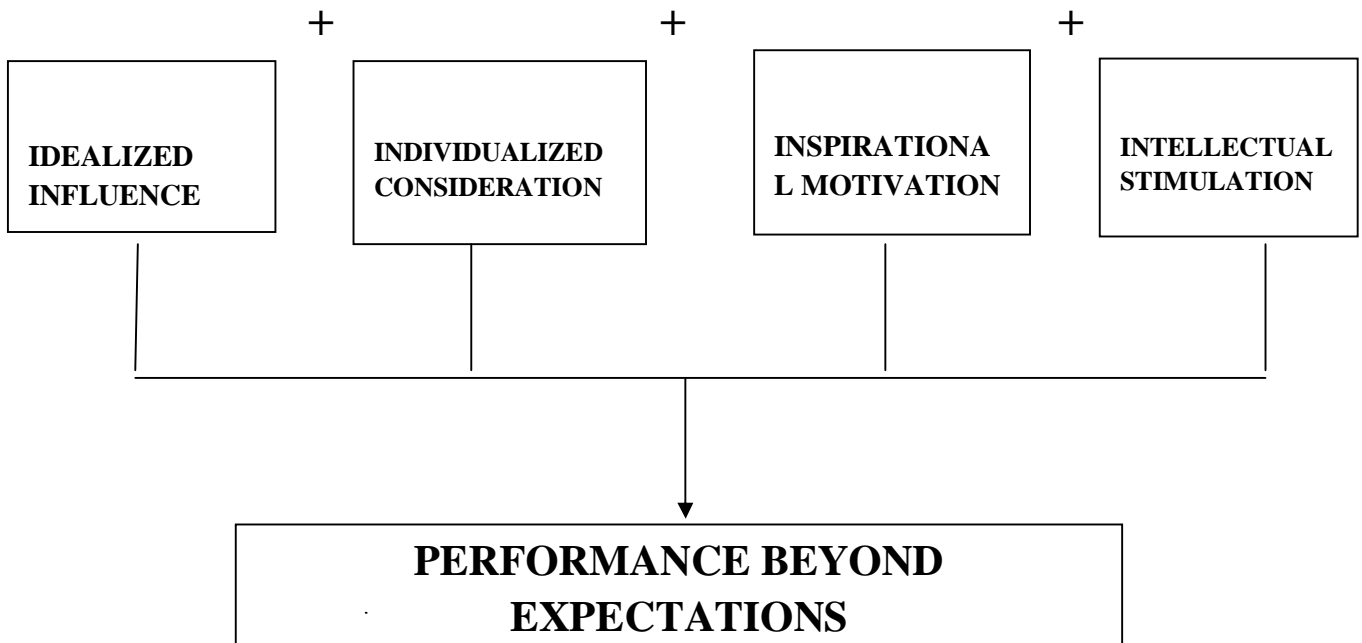
Figure 2.1: The performance beyond expectation

2.4.1 Idealized Influence

Idealized influence occurs when leaders engender the trust and respect of their followers by doing the right thing rather than ensuring they do things right. When they focus on doing the right thing, they serve as role models. This model relies on the attribution of charisma to the leader. If a leader is thought to display certain positive attributes (e. g. Perceived power, focus on higher-order ideals and values), his/her followers will develop an emotional tie to their leader. This relationship then consists of trust and confidence. Managers with idealized influence can be trusted and respected by associates to make good decisions for the organization.

2.4.2 Inspirational Motivation

Leaders who are engaged in inspirational motivation "raise the bar" for their employees encouraging them to achieve levels of performance beyond their own expectations. Central to this factor of transformational leadership is the articulation and representation of a vision. If followers have a positive attitude concerning the future as a result of leadership behavior, they will be motivated to perform well. Managers with inspirational motivation encourage team spirit to reach goals of increased revenue and market growth for the organization.

2.4.3 Intellectual Stimulation

Intellectual stimulation involves engaging the rationality of challenge in their assumptions and to think about old problems in new ways. Leaders who engage in intellectual stimulation no longer answer all their employees' questions. Include leader behaviors such as challenging the assumptions of followers' beliefs as well as analyze subordinates' problems and possible solutions. Managers with intellectual stimulation promote critical thinking and problem solving to make the organization better.

2.4.4 Individual Consideration

Individualized consideration deals with treating employees as individuals, by being compassionate appreciating and responding to their needs and recognizing and celebrating their achievements. Leadership is an essential subject in the field of organizational behavior. Leadership is one with the most active effects during individual

and organizational interaction. The great leader should not only inspire subordinate's potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals. Leadership contains the consideration of individual needs and the development of followers' individual strengths. Managers with individual consideration encourage associates to reach goals that help both the associates and the organization. Effective transformational leadership results in performances that exceed organizational expectations.

The leaders who use the transformational style usually motivate their followers by ideals and morals to achieve tasks, therefore, these leaders empower their followers with their own beliefs and personal strengths to inspire them, for example, Martin Luther King and Walt Disney are famous leaders in the field of using Transformational style. Transformational leadership is implemented when leaders involved broaden and elevate their sub-ordinates' interests, when they generate awareness and acceptance of the group's tasks and missions. This also happens when a leader creates the need within subordinates to look beyond their own self interests for the good of others but if there is an absence of this factor there is going to be effected on the level of achievement and performance.

The positive impact of transformational leadership on organizational outcomes such as employees, satisfaction, subjective and objective performance indicators are well established (Fuller et al., 1996; Judge & Piccolo, 2004).

2.5 Transactional Leadership Style

In the organizational behavior studies, they have widely used the type of transactional leadership style as effective style which can motivate the followers to enhance their inspiration to achieve the objectives of the organization. Burns (1978) who pioneered the study of transactional leadership indicated that transactional leaders are those who sought to motivate followers by appealing to their self-interests.

Bass (1985) argues that leadership in research has generally been conceptualized as a transactional or cost-benefit exchange process. Transactional leadership theories are founded on the idea that leader-follower relations are based on a series of exchanges or implicit bargains between leaders and followers. Transactional leadership is characterized by behavior and attitudes that emphasize the quality of the exchange between superiors and followers. The leader clarifies the performance criteria, what is expected from subordinates, and what they receive in return (Den Hartog et al., 1997).

According to Bass, (1990) the achievement of tasks and goals are the responsibilities of the leaders who are the main factor to motivate the followers to identify the objectives and developed confidence to meet the desire of high performance levels.

In transactional leadership, leader-follower relationships are based on a series of exchanges or bargains between leaders and followers. These leaders can be effective to the extent that they clarify expectations and goals, but they generally neglect to focus on developing the long-term potential of followers (Bass, 1985).

More specifically, transactional leadership involves an exchange process between the leader and the followers. It is intended to increase followers' compliance to the leader and the organizational rules (Yukl, 1998).

From another perspective, instrumental leadership is treated as transactional, when it sees the reason for the positive relationship between the initiation of structure and performance, and between consideration and satisfaction, in the delivery of valuable resources to the group by the leader. It is understood, that the leader obtained such a position because he/she is essential for the group. The members of the group accept such leadership, because it benefits them in a way that is hard to replace. It looks as if, a transaction is established between the leader and the members in which the first provides certain highly valuable services and the second accepts his/her authority in return demonstrating in public a greater affection for that person than for any other member of the group (Molero, 1995). Kark and Van Dijk (2007) argued that transactional leadership would focus on external expectations and obligations, and would predict followers' avoidant motivational orientation. transactional leadership, which involves contingent rewards and management by exceptions, has been described as controlling and as hindering followers' self-determination (Gagne´ and Deci, 2005; Sheldon et al., 2003). More specifically, these scholars claimed that transactional leadership's emphasis on extrinsic rewards and on monitoring followers' work activities will create a controlling context in which the followers experience high coercion and low self-determination (or autonomous motivation).

According to Felfe (2003), transactional leadership aims to make a process of social exchange between the leader and followers to discuss what are the requirements and the necessary resources to achieve the target. The leader and followers influence each other in a sense of the task responsibilities of the organization. There is a business relationship between the leaders and followers in the business transactions, so the followers accept obedience and support the recognition of norms and the necessities for team work. In the philosophy of "give and take" the leaders are being able to impose decisions on the strength of achievable performance. In general, transactional executives emphasize goal setting and give instructions that clarify structures, conditions and control. In this area, their strategy is positive or negative contingent reinforcement depending on performance which executives achieve through the components of transactional leadership.

According to Bass and Avolio (1994), transactional leader's role to achieve the three components:

(1) Contingent reward.

(2) Management-by-exception active.

(3) Management-by exception passive.

Bass, (1998) explains that "contingent reward has been found to be reasonably effective to achieve higher levels of development and performance. With this method, the leader assigns or gets agreement on what needs to be done and promises rewards or actually rewards others in exchange for satisfactorily carrying out the assignment. In

management-by-exception, a passive leader intervenes with followers only after non-compliance of standards has occurred or when mistakes have already happened. Transactional leadership involves contingent reinforcement where followers are motivated by their leaders' promises, rewards and prizes. At the same time, the leaders react to whether the followers carry out what the leaders and followers have 'transacted' to do (Bass and Steidlmeier, 1999). It may take the form of employees being rewarded accordingly and the leader will clarify to the followers through direction or participation (Erkutlu, 2008). According to Hollander (1993), the followers who are working under transactional leaders would have more power and the ability to influence the strength of the leader behavior style and performance of the group. Conversely, this type of leadership may take the form of passive leadership, especially when the leader practices passive managing-by-exception by waiting for issues or problems to surface before taking corrective measure (Burns 1978, Northouse 2001).

In summary, we can say that the concepts of leadership centered on the quality of the relationship of exchange between executives and subordinates can be taken to be transactional.

The transactional leader is exclusively concerned with the results of the relationship. This leader focuses his or her managerial work on negotiating extrinsic exchanges and on controlling the actions of his or her collaborators so that they follow the leader's will. Transactional leaders can only influence their collaborators on the basis of extrinsic rewards and punishments: ``transactional leadership occurs when the leader rewards or

disciplines the follower depending on the adequacy of the follower's performance. Transactional leadership depends on contingent reinforcement" (Bass and Avolio, 1994, p. 4). Good transactional leaders are usually good negotiators, authoritarian or even aggressive, so that they obtain the maximum benefit from the economic influence relationship that they have created. This benefit, however, is suboptimal from the point of view of other higher value-added partnerships, because it produces uniformity which only includes formally-demanded activities (in-role behavior) (Cardona, 2000).

In the original work which stimulated the interest in transformational leadership, Burns concluded that transformational leadership and transactional leadership were completely difference concepts, describing the object of the latter as, a bargain to aidthe individual interests of the persons or groups going their separate ways and the former as whatever the separate interests persons might hold, they are presently or potentially united in the pursuit of higher goals, the realization of which is tested by the achievement of significant change that represents the collective or pooled interests of leaders and followers (1978, pp. 425-6). The leadership researchers who followed Burns continued this distinction. Bass (1985) described transactional leadership as consisting of three main factors which described leadership behaviors: contingent reward, management by exception, and laissez-faire leadership. The middle factor was divided into its active and passive forms. Bass (1990) seeming to emphasize the dominance of the contingent reward, opined that a prototypical transactional leader manager might approach followers by explaining   what is expected of them and what compensation they will receive if they fulfill these requirements (Pastor and Mayo, 2008).

Transactional leadership, which emphasizes contingency relationships, is often contrasted to transformational leadership, which relies more on interpersonal influence processes. Transformational leaders are seen as engaging followers to ``broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their own self interest for the good of the group (Bass, 1990b, p. 20). Transactional leadership, on the other hand, is often described as having a quid-proquo nature, emanating from the leader's ability to control access to organizational rewards and the creation of a contingency between follower efforts toward the accomplishment of organizational goals and receipt of those rewards. This differentiation between transactional and transformational leadership is reminiscent of the delineation between management and leadership.

2.6 The Relationship Between Leadership Styles and Job Performance

The relationship between leadership and performance has received considerable scholarly attention. Most studies about the relationship between transformational/transactional leadership and performance have yielded both positive and disappointing findings.

According to Bass (1985), transactional, transformational and laissez-faire leadership styles and performances play a major role in management. The perceptions of followers are important factors in the success of the organization's effectiveness. This is one of the reasons why managers are obviously important to an individual's career. They can help a person advance or slow the progress for advancing in his or her careers. Managers serve

as important sources of performance feedback and as leadership models for their subordinates. The best managers are consistent in their behavior when challenging individuals, trusting them, and investing time in them, Managers, like all other leaders, must be convincing to these individuals if they are to learn and develop in their jobs. Chances are that most people have had good and bad managers in their careers. According to Bass (1985), all leaders are in a network of relationships. They must not only influence their managers and colleagues but also influence others within the organization even when they lack formal authority.

Kotter (1990) found, in his study of general managers, that developing effective lateral relationships is one of the critical job challenges and key elements of job success. Peers are valuable sources of information that can reveal what is happening in other parts of the organization. They can also serve as advisers and counselors in giving feedback regarding an individual's personal style. Burns (1978) also described transformational leaders as intellectual stimulators of the followers. This kind of leadership provides the motivation that exceeds organizational incentives and controls (Lipman & Blumen, 1996). Transformational relationships develop between leaders and subordinates. These motivate subordinates to work toward goals that go beyond individual needs and toward organizational visions. Based on the study from Wofford & Goodwin (1994), Transaction leaders, on the other hand, may have had experience working toward the organization's shorter term of performance goals or may have had more exposure to transactional, rather than transformational, role models.

However, when Bass's (1985) Multifactor Leadership Questionnaire (MLQ) was used, a high correlation was found between the leader's transformational style and the performance level. This correlation was consistently higher than the positive correlation between the leader's transactional style and the performance. In other studies that followed, a negative correlation was usually found between the transactional leadership style and performance (Geyer and Steyrer, 1998; Lowe et al., 1996; MacKenzie et al., 2001; Parry, 2003). According to Bass (1985), employees choose to perform tasks out of identification with the leader or with the organization. This relationship results in the employees' basic agreement with the norms which they are required to perform.

2.7 Theories of Leadership

Among the various theories of leadership and motivation relating to effective organizational change management, perhaps the most prominent is the transformational-transactional theory of leadership. As explained in Saowalux and Peng (2007), Burns (1978), conceptualizes two factors to differentiate "ordinary" from "extraordinary" leadership: transactional and transformational leadership. Transactional leadership is based on conventional exchange relationship in which follower's compliance (effort, productivity, and loyalty) exchange for expected rewards. In contrast, transformational (extraordinary) leaders raise follower's consciousness levels about the importance and value of designated outcomes and ways of achieving them. They also motivate followers to transcend their own immediate self-interest for the sake of the mission and vision of the organization.

Such total engagement (emotional, intellectual and moral) encourages followers to develop and perform beyond expectations (Burns, 1978; Bass, 1985). Burns (1978), observes that transformational leadership involves the process of influencing major changes in organizational attitudes in order to achieve the organization's objectives and strategies. Bass (1985) observed that transactional leaders work their organizational cultures following existing rules and procedures, while transformational leaders change their cultures based on a new vision and a revision of shared assumptions, values and norms. When an organization must adapt to changes in technology, its leadership is a critical factor in its successful change.

Bass (1985) operationalized the work of Burns (1978) by developing a model of transformational and transactional leadership, referred to in more recent publications as the "full range leadership model" (Bass and Avolio, 1997).

2.8 Chapter Summary

The previous studies show that leadership styles has great impact towards job performance. Obviously, transformational and transactional leadership styles have positive effects to job performance. Moreover, studies also identify the responsibilities of leaders and followers to achieve the target. There are several dimensions which help the approach of both transformational and transactional to gain value and reach goals.

Leadership and job performance qualities are the most effective factors that help organizations to achieve their objectives. Leaders can impose decisions on the strength of achievable performance.

The goals of every manager are to increase production and efficiency to reach result for the organization.

The positive relationship between job performance and leadership styles influence the improvement and help organizations to achieve the vision and mission with great success.

This study indicated that the job performance level has significant influence from Transformational and Transactional, which produced high performance in the organizations.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter provides an outline of the research methodology employed in the investigation of the relationship between leadership styles and Job performance in the Ministry of Telecommunications in Yemen. It will further describe the research purpose, data collection methods and analysis approach. Furthermore, this chapter describes the chosen way for data collection, and the techniques used to analyze the collected data.

3.2 Research Design

This research used the quantitative research design. This approach was considered suitable in achieving the research objectives as the study was based in the Ministry of Telecommunications in Yemen. The purpose of the research is to focus on the effects of the leadership styles to the job performance.

There were several hypotheses developed that need to be tested. The hypotheses were developed based on the research questions that the study sought to answer and also on the objectives set for this study.

The two types of leadership styles were included as independent variables in this study the job performance was the dependent variable, it also shows the correlation between the independent variables and a dependent variable.

3.3   Framework of the Study

According to the literature review and research problem, a research framework has been developed which can be found in the preceding page. This model focuses on the significant effects between the independent variables and dependent variables, the independent variables namely are: (1) Transformational, (2) Transactional, while the dependent variable is job performance.

3.3.1   Dependent variables

The dependent variable is a measured, predicted, or otherwise monitored by this study expected to be affected by a manipulation of the independent variable (Khan, 2010). In this research the job performance has been chosen as the dependent variable.

3.3.2   Independent variables

 Based on all the literature review that mentioned earlier, all the researchers considered the leadership styles are independent variables. The independent variables are the

variables that the researcher manipulates it, thereby causing an effect or change on the dependent variable (Khan, 2010). In this study, the selected of following elements as independent variables: (1) Transformational leadership style, (2) Transactional leadership style.
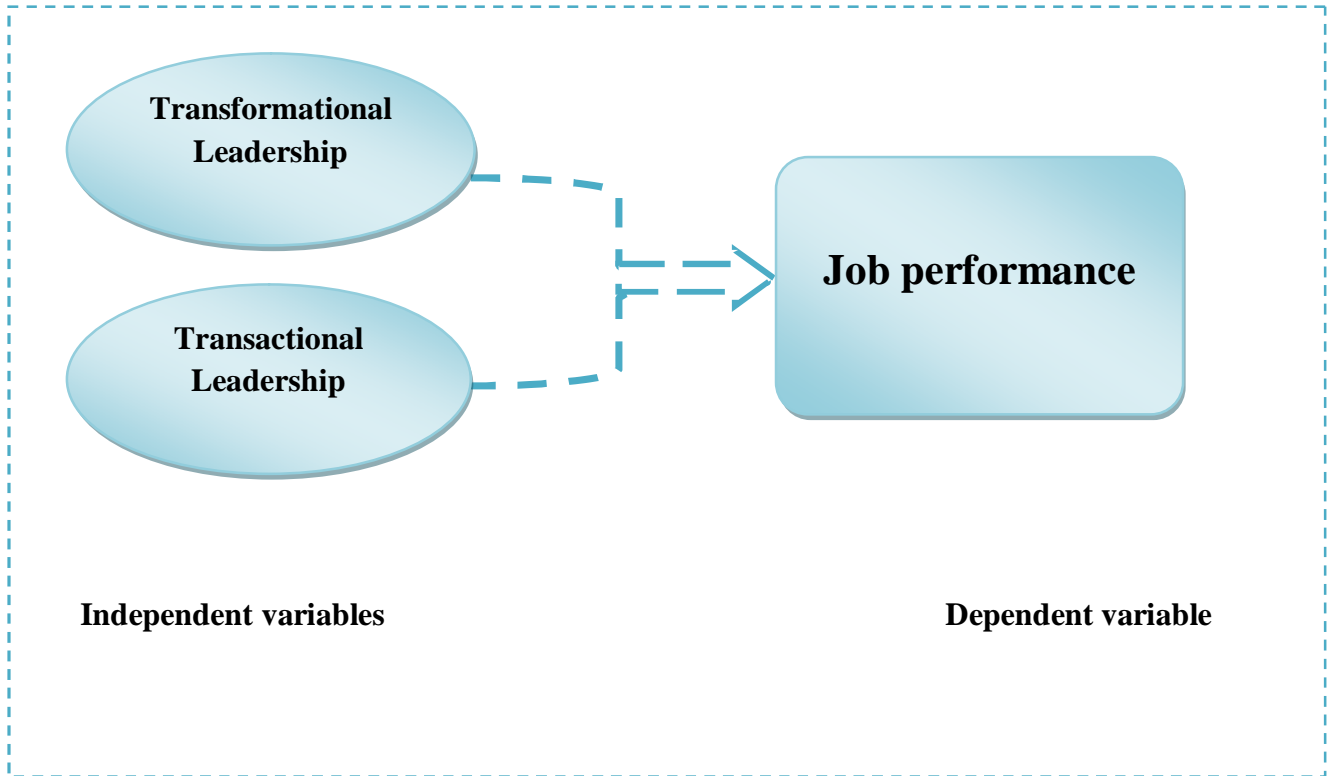

Figure 3.1: Theoretical Framework

This research framework shows the relationship between independent variables and a dependent variable. This framework is based on the problem statement that has been identified. In this study the determination of leadership styles has significant effects on the job performance.

3.4 Measurement

With the exception of demographic variables, all other variables include in this study were measured on multiple item scales drawn from previous research. However, the phrasing was adapted to suit with the sample and local setting.

A questionnaire using a five-point scale was employed to collect the data for the constructs of the research model. Items from previous studies were modified for effects on job performance context. The measure using a five-point Likert-scale ranging from "1" (strongly disagree) to "5" (strongly agree).

3.5 Hypotheses

The purpose of this study is to describe the effects of Transformational and Transactional leadership style on the job performance in the Ministry of Telecommunications in Yemen. The proposed hypotheses of the study are:

Hypothesis 1: ***There is a relationship between transformational leadership style and job performance in the Ministry of Telecommunications in Yemen.***

Hypothesis 2**: *There is a relationship between transactional leadership style and job performance in the Ministry of Telecommunications in Yemen.***

3.6   Data Analysis Techniques

For the purposes of data analyses and hypothesis testing, several statistical methods were employed from SPSS software version 19. These include descriptive statistics to describe the characteristics of the respondents, test of differences to compare the extent of attitude towards the respondents between different demographic profiles, correlational analyses to describe the relationship between variables and regression analyses to test the impact of independent variables on the dependent variables.

The statistical software SPSS 19.00 version was employed to examine the data in a comprehensive manner. Both simple and advanced statistical tools and methods were used where appropriate for analyzing the relationship among the variables and the model. Therefore usage of statistical techniques was in accordance to commonly accepted research assumptions and practices.

Among the analysis method that were used in SPSS are reliability test, correlation, linear and multiple regression analysis. Multivariate technique of statistical data analysis determined the effects of leadership styles on job performance in the Ministry Of Telecommunications in Yemen.

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3.7 Population

In this study, unit of analysis is 120 managers in Ministry of Telecommunications in Yemen and this group of managers is concider as a population. They were from Human Resource Department, Marketing Management Department, Financial Management, Public Relationship Department, and IT Management Department. Since the number of these managers is rather small in size (120), every one of them was invited to participate as a respondent. The managers were selected in order to explore their perception as leader in the Ministry. These individuals are the most suitable and confirmed to provide information about the dimensions of the study.

Elements	Managers
Sampling Unit	Ministry of Telecommunications in Yemen
Duration	17 days from 02/09/2012 to 18/09/2012

Table 3.2: Summary

3.8 Pilot Test

Pilot testing also called pre-testing means a small scale trial run of a particular component; here we are referring to pilot testing of the questionnaire. Before the questionnaire is distributed to the respondents, the questionnaire is pre-tested to ensure its reliability and validity. One of the advantages of conducting a pilot test is that it might give advance warning about where the main research project could fail, where research protocols may not be followed, or whether proposed methods or instruments are

inappropriate or too complicated. In the words of De Vaus (1993: p, 54) "Do not take the risk. Pilot test first." These are important reasons for undertaking a pilot test, but there are additional reasons, for example convincing funding bodies that your research proposal for the main study is worth funding. Furthermore, the purpose of the pre-testing to ensure the questionnaire meets the researcher's expectations in term of the information to be obtained.

In conducting the pilot test the questionnaires were distributed to the 30 employees in the Ministry of Telecommunications in Yemen. The respondents were selected randomly based on their convenience of time. The questionnaire was written in English and Arabic language, however the employees demanding the Arabic questionnaire to understanding the question that being asked. Therefore, the Arabic questionnaires were distributed to the employees in the pilot test. The language of the questions is thoroughly checked for its appropriateness and grammar usage. These weaknesses and mistakes then identified and being improved in actual questionnaires to avoid errors.

3.8.1 Validity

The validity ensures the ability a scale to measure the intended concept. When developing a measuring instrument, for example questions in the questionnaire, the purpose is to tap and measure the concept. The way to do this is by applying certain validity test.

An important factor, regarding the validity is whether the persons were asked by

questionnaire were the ones possessing the most accurate and valuable information for this study. Finally, my questionnaire was established in English and Arabic versions. It was being used after all the ambiguities and problems were removed and after being corrected validated and being approved the aspect in this field.

3.8.2   Reliability

Reliability can be defined as the degree to which measurements are free from error and, therefore, yield consistent results. In the other words, reliability concerns the extent to which an experiment, test, or any measuring procedure yields the same results on repeated trials (Carmines and Zeller, 1979).

Operationally, reliability is defined as the internal consistency of a scale, which assesses the degree to which the items are homogeneous. The composite reliability measure proposed by Warts et al. (1974) which is an alternate conceptualization of reliability represents the proportion of measure variance attributable to the underlying trait. The composite reliability was used to assess the reliability of the scales for this study. According to Bagozzi and Yi (1988) a scale considered reliable if the reliability values of each construct are greater than the benchmark of 0.60.

So, for this purpose, the cronbach's alpha value has been measured for total questions, and it was equal to 0.700, which is acceptable according to the benchmark value.

One of the criteria for selection of past instruments was internal consistency of the scale using Cronbach's Alpha reliability coefficient. To test the internal consistency of the

measurement, reliability analysis was conducted on the independent and dependent variables. In general, the closer the reliability coefficient gets to 1.0, the better it would be. Sekaran (2000) noted that reliability less than 0.60 is considered to be poor, that in the 0.70 range is acceptable, and those over 0.80 are good.

The results on measures for the pilot study are shown in Table 3.2. Reliability estimates ranged from 0.80 to 0.90 are generally considered sufficient for research purpose (Nunally, 1978), so the scales can be regarded as relatively reliable. The pilot test also identified several problems such as the questionnaire content, understanding of items and time taken. Some vague sentences were noted and corrected. Each respondent took approximately 20 minutes to complete the questionnaire. As expected, there was some confusion on the sentences in the questionnaire, thus some amendments were made to the final version. The final version of the questionnaire is attached in Appendix A.

Variables	Alpha (α)
Jop performance (8 items)	.772
Transformational Leadership (8 items)	.734
Transactional Leadership (8 items)	.702

Table 3.3: Reliability for Multiply Items in Pilot Study (n=30)

3.9   Chapter Summary

This chapter explained the methodology applied in this study. The study was carried out in phases which are the rational for the methodology, the research framework analysis,

the design of the research instrument, and the techniques used to analyze the data to evaluate. The Effects of Leadership Style on Job Performance in the Ministry Of Telecommunications in Yemen. The findings and results from the application of the measuring instrument developed here are discussed in the next chapter.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter explains the finding of the study conducted in accordance with the objectives that mentioned in chapter one. SPSS software version .19 has been used to carry out the statistical analysis. The hypothesis that were developed in chapter three were tested and strength of the relationships were also reported. Several statistical methods were used to analyze the data. Firstly the demographic profile of the respondents is described, Second, the presentation of the results of the analysis of dependent and independent variables using the reliability analysis, Lastly, the result of hypothesis testing are also presented by using correlation test.

4.2 Demographic Profiles of Respondents

Table 4.1 shows the demonstrated details of demographic characteristics or respondents' profile.

	Category	Number of Respondents	Percentage (%)
Occupation	Manager	7	5.8
	Assist-Manager	15	12.5
	Worker	61	50.8
	Graduate executive	32	26.7
	Others	5	4.2
	Total	**120**	**100%**
Gender	Female	41	34.2
	Male	79	65.8
	Total	**120**	**100%**
Education	Diploma	9	7.5
	Bachelors	42	35.0
	Master	53	44.2
	PhD/Doctorate	6	5.0
	Other	10	8.3
	Total	**120**	**100%**

Age	20-25	13	10.8
	26 – 30	38	31.7
	31 – 40	49	40.8
	41 and above	20	16.7
	Total	**120**	**100%**
Experience Duration	Less than 1 year	13	10.8
	1 year to 3 years	9	7.5
	Abvoe 3 to 5 years	67	55.8
	5 years and above	31	25.8
	Total	**120**	**100%**

Table 4.1: Respondent's Profile.

From Table 4.1 it can be seen the frequency of the gender, it shows that 65.8 % percent of the respondents are males, while the female represented by 34.2% percent this because of the culture of the country where most the workers are male while more female are housewives and less educated. Concerning the age frequency, we can see that the majority of the respondents were in the category of 31-40 years (40.8%) followed by the

age category of 26-30 years (31.7%), coming to the aged above 41 years old (16.7%), and lastly respondents aged from 20-25 years were (10.8%) percent.

By referring to respondent's occupation, the highest number of employees worked as worker position (50.8%) percents, followed by the categories of graduate executive office (26.7%), while the assistance manager have 15 respondents with a six (6) managers ,and 5 respondents have another position. The education levels of the most respondent are masters' degree 44.2% followed by 35 % of respondents graduated Bachelors degree, where have in this sample 6 PhD certificate holders and 9 respondent holds diploma. On a further in depth analysis of data, Table 4.1 shows that the frequency of years of working experience in the current organization of the participants, it can be seen that more than (50%) percent of respondents have more than seven 03 years work experience and more than 20% have more than 5 years carrier in the organization and lastly around 18% of respondents has less than 3 years work experience in the organization.

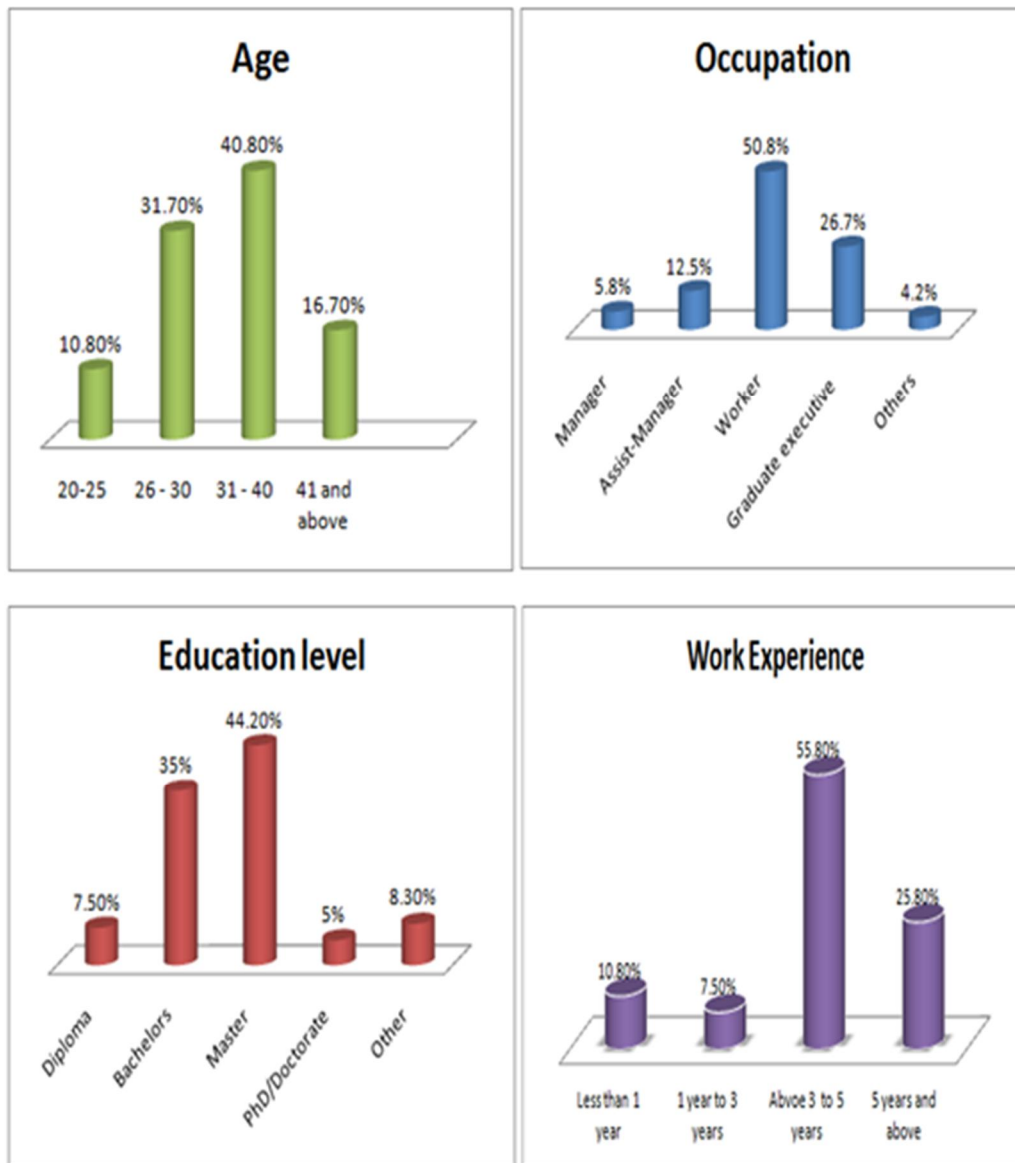The same demographic data listed in Table 4.1 has been shown in Figure 4.1 for more clarity.

Figure4.1: Demographic Respondents

4.3 Reliability Analysis Test

Reliability can be defined as the degree to which any measurements can be said to be error-free and hence certain to produce consistent results. Reliability can also be defined as the internal consistency of a scale which evaluates the degree to which the measurements of items are homogenous. Zikmund (2003) has coined a simple definition for reliability and state it as the degree to which measures are free from errors and thus yield consistent results.

Variables	No. of Items	Cronbach's Alpha
Leadership style (Transformational)	**8**	**.734**
Leadership style (Transactional)	**8**	**.702**
Job Performance	**8**	**.772**

Table 4.2: Results of Reliability Test

Table 4.2 shows the variables and the Cronbach's alpha calculated. The Cronbach's alpha for the variables for leadership style (transformational), leadership style (Transactional) and job Performance are: **.734, .702** and **.772** respectively. From this result, it can be concluded that the measures are all internally consistent and reliable as all of them have a Cronbach's alpha greater than 0.7.

4.4 Descriptive Statistics

When performing the multivariate data analysis, creating a table of means and standard deviations must be considered as the initial step in the process (Genser et Al., 2007). It is so because these scores may have a significant influence on the results of regression analysis and can thus be a cause for concern. Table 4.4 shows the means and standard deviations computed using SPSS (version 19).

	N	Minimum	Maximum	Mean	Std. Deviation
leadership1	120	1.00	5.00	3.8427	.65755
Leadership2	120	1.88	5.00	3.6500	.57307
Job Performance	120	1.00	5.00	3.6417	.72470
Valid N	120				

Table 4.3: Descriptive Static

Based on the information given in Table 4.3 the mean and standard deviations of the variables can be interpreted as follows: The dependent job Performance has a mean value of 3.64. This indicates that job Performance was high as the values fall between the minimum of 1.00 and the maximum 5.

4.5 Pearson Correlation Analysis

Correlation is a bivariate measure of association that can be used to measure the relationship between two variables (Zikmund, 2003). Correlation has certain short comings when it is applied in practical situations. Some of these short comings can be listed as; it is a symmetrical operation hence does not provide any evidence of the direction which way causation flows. If other variables also affect the dependant variable, then any covariance they share with the given independent variable in a correlation may be falsely attributed to that independent variable. If there exists a non linear relationship between the two variables that are correlated, correlation will understate the relationship. Measurement errors attenuate correlation to the extent of the error caused in measurements including the use of sub interval data or artificial truncation of the range of the data.

- The mean value of the independent variable Leadership style Transformational is **3.84** which indicate that the Leadership style Transformational was high as the minimum value was **1** while the maximum was **5.**

- The mean value of the independent variable Leadership style Transactional is **3.84** which indicate that the Leadership style Transactional was moderate as the minimum value was **1.88** while the maximum was **5.**

Pearson correlation matrix indicates the direction, strength and significance of the bivariate relationship between the variables studied. Table 4.4 shows the correlation between the dependant variable and the two independent variables selected.

Table 4.4 presents the results of the correlation analysis carried out to determine the relationship between the dependent variable 'Job Performance' and the independent variables 'Leadership style transformational'as indicated in L1 in table (4.4) and 'Leadership style transactional'as indicated in L2 in table (4.4).

		leadership1	Leadership2	JobPerforman
leadership1	Pearson Correlation	1	.006	.378**
	Sig. (2-tailed)		.945	.000
	N	120	120	120
Leadership2	Pearson Correlation	.006	1	.533**
	Sig. (2-tailed)	.945		.000
	N	120	120	120
Job Performance	Pearson Correlation	**.378****	**.533****	1
	Sig. (2-tailed)	.000	.000	
	N	120	120	120

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.4: correlations Test

4.6 Hypotheses Testing

Hypothesis testing is a method of making decisions using experimental data. Hypothesis testing is also known as confirmatory data analysis as it is conducted to confirm a hypothesis already formed against exploratory data analysis where data is analyzed to form a hypothesis. Statistical hypothesis testing is a widely used technique for inferring a relationship between variables. Contrary to statistical hypothesis testing, Bayesian approach to hypothesis testing is based on the posterior probability to reject the hypothesis. Decision theory and optimal decisions are other methods which can be used to arrive at decisions based on data.

Number	Hypotheses	Result	Sig
H1	*There is relationship between Transformational leadership style and job performance.*	**Accept**	**0.000**
H2	*There is relationship between Transactional leadership style and job performance.*	**Accept**	**0.000**

Table 4.5: Results for test of the study Hypotheses

Hypothesis 1: H1: There is a significance relationship between Transformational leadership style and job performance.

The relationship between transformational leadership style is tested against job performance using Pearson Correlation. The result (r=.378,p=0.000) shows that

transformational is significantly and positively correlation to job performance. Therefore the hypothesis is acceptable.

Hypothesis 2: H2: There is a significance relationship between Transactional leadership style and job performance.

The relationship between Transformational leadership style is tested against job performance using Pearson Correlation. The result (r=.533,p=0.000) indicates that transactional is significantly and positively correlated to job performance. Therefore the hypothesis is acceptable.

4.7   Summary

This chapter presented the results of the data analysis carried out to determine the relationship between the independent variables and the dependant variable. Data had been collected using questionnaires. From the 142 questionnaires, 120 responses were received and out of these 22 responses were found to be complete. These 120 responses were used in the analysis. Initially, the demographic factors of the respondents were analyzed and presented in a table and in graphical format. Then the reliability of the data received was tested using Cronbach's Alpha and found to be one-dimensional, internally consistent, reliable and valid for analysis of the model.

The relationship between the independent variables and dependant variable has been tested using correlation analysis. The results of the Pearson's correlation analysis showed a positive correlation between the independent variables and the dependant variable

confirming the hypotheses developed in Chapter 3. Thus it was concluded that there were

a strong positive relationship between the job Performance and Leadership styles.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the details of findings which were in the previous chapter. The study represents the discussion of the research, and also provides recommendations according to the findings in the last chapter which relate the results of leadership styles on job performance. This chapter also discussed about the future recommendations.

5.2 Discussion of Research

The study investigated the relationship between the leadership styles and job performance. It is about what and how can transformational and transactional affects job performance. Previous studies discovered the impact of these styles on job performance and the result of that was a positive relationship between the dependent variables and independent variables so the significant result was being able to prove this.

The first: goal of this study is to examine and confirm the significant relationship between job performance and transformational leadership style.

The second: goal is to examine the significant relationship between the transactional and job performance. Through this study, the researcher focused on expressing what are the factors that lead to make positive effects of the transactional with job performance.

A lot of studies had been conducted by researchers who mentioned that, great effects can come from the employees who use the transformational and transactional leadership styles. The study also shows that managers focusing on the achievement of a target so they are concentrating on using the leadership styles which help them to achieve the objectives. Organizations intending to implement the transformational and transactional leadership styles hope to achieve a high level of job performance, moreover, the increase in level of performance is going to achieve the mission and vision of the organization.

5.3 Summary of Findings

The questionnaire was distributed to the employees in the Ministry of Telecommunications in Yemen proved that, there is a positive correlation between the Transformational and Transactional of leadership styles. The study was used Pearson correlation to see the correlation between variables. The establishment of the reliability measure was carried out through the testing of both consistency and stability. The person correlation analysis was performed to test the relationship between the variables including a number of coefficients measuring the strength of the relationship. Management of these relationships is an issue that must put in their consideration analyzing the correlations between variables. The research result presents that there was

a significant correlation between transformational leadership and transactional leadership with job performance. The findings mean that, the significant correlation between the transformational and job performance shows how positive relationships can affect on the rise of motivation, then the correlation between the transactional and job performance has great impact to raise the percentage level of performance. It was shown that transactional leadership style is high in significantly more than transformational leadership style. All hypotheses were fully accepted where both independent variables have a positive significant relationship with the dependent variable of job performance. More specifically, transactional leadership has a greater effect on job performance (53 percent) as compared to transformational leadership (38 percent).

5.4   Conclusion

Transformational and transactional leadership styles are implemented when leaders look after the interests of the followers, the leaders who use both transformational and transactional are able to lead the organization to success. The essential policy which should be practiced by leaders is to see what are the needs and wants of subordinates when a leader creates the need within subordinates to look beyond their own self interests to better inspirations toward the job performance. Transactional leadership is an exchange relationship between leaders and followers to discuss about the requirements that could possibly lead leaders to achieve the target of the organization.

The number of respondents was 120 employees from the Ministry of Telecommunications in Yemen. Their perspectives were expressed into questionnaires based on transformational and transactional leadership styles.

5.5 Recommendations

The researcher recommends a few approaches to be undertaken to enhance job performance among the employees in the Ministry of Telecommunications in Yemen. In this regard, the researcher recommends that other factors should be looked into that may influence the inspirations and motivation of employees. Also future research is suggested to be carried out through focusing on new leadership styles (laissez leadership) which could be more effective and enhance the job performance among the managers inside the Ministry of Telecommunications. In addition, future research is also advised to be carried out with the aim to enhance the extent of motivation level in order to achieve higher performance and in order to enable the other ministries to follow the same strategy of increasing the high level of job performance. Moreover, the present study can be extended by looking through the positive effects of other leadership styles which can influence the level of job performance, such as: The Laissez Faire Leadership Style, which is expected to be an effective style that increase the inspiration and motivation among the leaders and raising the job satisfaction, thus, the Ministry of Telecommunications will achieve the target and make better job performance. Finally, a comparative study is highly suggested when conducting a similar research in various cultures and sectors.

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Appendix A

College of Business

Universiti Utara Malaysia

Sintok UUM 06010

Kedah Darul Aman

E-mail: ....

THE EFFECTS OF LEADERSHIP STYLES ON JOB PERFORMANCE: A CASE STUDY IN THE MINISTRY OF TELECOMMUNICATIONS IN YEMEN

Research questionnaire

I am a graduate student collecting data for my master dissertation entitled: (THE EFFECTS OF LEADERSHIP STYLES ON JOP PERFORMANCE: A CASE STUDY IN THE MINISTRY OF TELECOMMUNICATIONS IN YEMEN), I really appreciate your response to this questionnaire. I ask your opinion about certain relate aspects; I also ask some information about the demographic data such as age, occupation and qualifications, length of experience. You do not take more than 10 minutes. All survey items are kept confidential, and your response will be treated fully confidential by the School of Business Management, College of Business, Universiti Utara Malaysia.

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استبيان

المجيبين الأعزاء ، أنا طالب دراسات عليا أجمع البيانات عن رسالة الماجستير بعنوان : (آثار أساليب القيادة الإدارية في الأداء الوظيفي:دراسة حالة في وزارة الاتصالات في اليمن)، مقدراً لكم تعاونكم وردكم على هذا الاستبيان,طالباً تكرمكم بإبداء رأيكم حول بعض الجوانب المتعلقة بالموضوع، وأطلب أيضا بعض المعلومات الأساسية حول البيانات الديموغرافية مثل العمر والمهنة والمؤهلات الدراسية وسنوات الخبرة . إن الإجابة على هذا الاستبيان لن تستغرق أكثر من

</div>

UNIVERSITI UTARA MALAYSIA	جامعة أوتارا الماليزية
COLLEGE OF BUSINESS	كلية إدارة الإعمال
MASTER STUDENT	سلمى شائف علي الحسيني
SUPERVISOR	دكتور فايز بن احمد

QUESTIONNAIRE: استبيان

The following questions are to find out the degree of your agreement or disagreement to statements. Please respond to each statement and designate you level of agreement or disagreement by choosing an appropriate number pertaining to only one answer on the scale that best describes your opinion.

الأسئلة التالية لمعرفة درجة الاتفاق أو الاختلاف حول العبارات المذكورة أدناه. يرجى الرد على كل عبارة وتعيين مستوى موافقتك أو اختلافك عن طريق اختيارك الرقم المناسب(خيار واحد فقط لكل عبارة) والذي يعبر عن رأيك (درجة اتفاقك أو اختلافك) حول العبارة.

INSTRUCTIONS

This questionnaire is divided into four sections (A, B,C and D). Please indicate thoughtfully and truthfully your judgment on the various aspects related to this research.

TO BE ANSWERED BY THE EMPLOYEE

Section A: Respondent

General Data: Please tick (√) on the appropriate circle according to your information.

البيانات العامة : يرجى وضع علامة (√) في الدائرة المناسبة وفقا للمعلومات الخاصة بك

A1	Gender الجنس	◯ Male ذكر	◯ Female أنثى
A2	Age العمر	◯ 20 - 25 years old ◯ 26 – 30 years old ◯ 31 – 40 years old ◯ above 41 years old	بين عشرون وخمسة عشرون سنة بين ستة وعشرون وثلاثون سنة بين احد وثلاثون وأربعون سنة أكثر من أربعون سنة
A3	Highest level of education. مستويات التعليم	◯ Diploma ◯ Bachelors ◯ Master ◯ PhD/ Doctorate ◯ Others	دبلوم بكالوريوس ماجستير دكتوراه أخرى
A4	Occupationالمهنة	◯ Manager ◯ Assistant Manager ◯ Worker /Administrative worker ◯ Graduate executive Office Others (Please specify) …	مدير مدير إدارة عمل إداري (حدده) مدير تنفيذي أخرى (يرجى تحديده) .
A5	Years of working experience in current	◯ less than one year ◯ 1 year – 3 years ◯ Above 3 years – 5 years	اقل من سنة من سنة إلى ثلاثة سنوات من ثلاث سنوات إلى خمس سنوات

organization: عدد سنوات الخبرة في الوظيفة	◯ Above 5 years	أكثر من خمس سنوات

Section B: Leadership style (Transformational)

This questionnaire is to describe your top management leadership style as you perceived it. Please read the following statements and circle only one number which best describes your opinion.

Each number has the following meaning

1	2	3	4	5
Strongly disagree غير موافق بشده	Disagree غير موافق	Neutral عادي	Agree موافق	Strongly agree موافق بشده

يرجى تكرمكم بقراءة العبارات التالية ثم ضع دائرة حول الإجابة (خيار واحد فقط) التي تعبر عن رأيك.

NO	Statement	Strongly Disagree غير موافق بشدة	Disagree غير موافق	Natural عادي	Agree موافق	Strongly Agree موافق بشدة
1	My leader provides me with assistance in return for my efforts. مديري يقدم لي المساعدة في مقابل الجهود التي أبذلها	1	2	3	4	5
2	My leader always provide me with alternatives solution in doing my job. مديري دائما يقدم لي البدائل والحلول في أداء عملي	1	2	3	4	5
3	My leader has developed my strengths. مديري يطور من نقاط قوتي في الأداء	1	2	3	4	5

4	My leader always have new ideas. مديري دائما يضع أفكار جديدة	1	2	3	4	5
5	My leader increases my moral and ethics. مديري يزيد من معنوياتي وأخلاقياتي	1	2	3	4	5
6	My leader has inspired me. مديري يلهمني في أدائي	1	2	3	4	5
7	My leader has fully supported me in doing my job. مديري يقدم لي الدعم الكامل بالقيام بوظيفتي	1	2	3	4	5
8	My leader has always motivated me in doing my job. مديري دائما يقوم بتحفيزي في القيام بوظيفتي	1	2	3	4	5

<u>Section C: Leadership style (Transactional)</u>

This questionnaire is to describe your top management leadership style as you perceived

it. Please read the following statements and circle only one number which best describes

your opinion.

يرجى تكرمكم بقراءة العبارات التالية ثم ضع دائرة حول الإجابة (خيار واحد فقط) التي تعبر عن رأيك.

NO	Statement	Strongly Disagree غير موافق بشدة	Disagree غير موافق	Natural عادي	Agree موافق	Strongly Agree موافق بشدة
1	My leader has a primary mission of change.مديري لديه مهمة أساسية للتغيير	1	2	3	4	5
2	My leader must facilitate events. يجب على مديري تسهيل الإحداث	1	2	3	4	5
3	My leader concerned what the workers want and need in life. مديري يهتم بطلبات الموظفين واحتياجاتهم في الحياة	1	2	3	4	5

4	My leader preference is to think short range. مديري يفضل التفكير قصير المدى.	1	2	3	4	5
5	My leader lead as though he is facilitator. مديري يعتبر نفسه المصرف والمسهل لكل الأمور.	1	2	3	4	5
6	My leader concerned that the morality must be higher. مديري يهتم بأن تكون أخلاقيات العمل في أعلى المستويات.	1	2	3	4	5
7	My leader like rewarding workers for a job well done. مديري يحب مكافأة الموظفين الذين ينجزون أعمالهم بجدارة	1	2	3	4	5
8	Leadership should be inspirational. ينبغي أن تكون القيادة ملهمة	1	2	3	4	5
9	My leader has power to influence workers and that is comes from his status and position. مديري لديه القدرة في التأثير على الموظفين وذلك من خلال مركزه القيادي	1	2	3	4	5

Section D: Job Performance

Please read the following statements and circle only one number which best describes your opinion.

This questionnaire is to describe your top management leadership style as you perceive it. Please answer all items on this answer sheet.

يرجى تكرمكم بقراءة العبارات التالية ثم ضع دائرة حول رقم الإجابة (خيار واحد فقط) التي تعبر عن رأيك

NO	Statement	Strongly Disagree غير موافق بشدة	Disagree غير موافق	Natural عادي	Agree موافق	Strongly Agree موافق بشدة
1	Overall, I was able to enhance and improve my job performance . بشكل عام استطعت أن اعزز وأحسن من الأداء في وظيفتي	1	2	3	4	5

2	Overall, my confidence level has increased. عموماً يزداد مستوى ثقتي بنفسي عندما أقوم بعملي جيداً	1	2	3	4	5
3	Overall I was able to address my weaknesses in performing my job. كنت قادرا إن أعالج نقاط ضعفي في الأداء الوظيفي	1	2	3	4	5
4	Overall my job performance is better after consult with my supervisor. بشكل عام تحسن أدائي الوظيفي بعد التشاور مع المشرفين المتابعين لعملي	1	2	3	4	5
5	Overall my contribution to team has increased because of my supervisor. بسبب مشرفي ازدادت مساهماتي في فريق العمل	1	2	3	4	5
6	Overall, my role as a team member has improved as a result of my leader. تطور دوري في فريق العمل نتيجة لثقة مديري بأدائي	1	2	3	4	5
7	Overall, my leader has increased my commitment to improve my job performance. مديري زاد من التزامي بالعمل لتحسين أدائي الوظيفي	1	2	3	4	5
8	Overall I can apply the knowledge and skill acquire from my leader. عموماً استطيع اكتساب المهارة والمعرفة من مديري	1	2	3	4	5

Thank you for spending your time to provide your thoughts and ideas through the participation in this study.

شكرا جزيلا لكم على إنفاق وقتكم الثمين في تقديم الأفكار والاقتراحات من خلال مشاركتكم في هذه الدراسة

THANK YOU FOR YOUR COOPERATION