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The impact of transactional leadership as a strategic imperative in project execution at a mobile company in the Gaza Strip, Palestine

by

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Dissertation submitted in fulfilment of the requirements for the degree

MTech: Business Administration

In the Faculty of Business & Management Sciences

At the Cape Peninsula University of Technology

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Cape Town
Date submitted June 2020

DECLARATION

I, **Ihab Alagha**, declare that the contents of this dissertation/thesis represent my own unaided work, and that the dissertation/thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

Signed: **Date: 16/07/2020**

ABSTRACT

The Gaza strip is a heavily militarised part of the Middle East because of decades of Israeli occupation of Palestinian land. The ordinary Palestinian born in the 1950s has never known peace in their lives, it is a heavily militarised zone and as such that is how people grow up. The people live in a culture of their own and revolts, bombs, deaths and massacres are the order of the day. This compounded with the religious structures, paternalistic environment and the environment where there is much of free will thinking and acting. On the other hand, the productivity in the few industries is a challenge and the focus is on the type of leadership and the effectiveness. This being a very paternalistic society, heavily militarised, and informed the decision to study the mode of leadership style in the Gaza Strip. Because of the complexity of the area including suspicions and restrictions, the study focused on the largest telecommunications company. Primarily because they were prepared to allow for the study, and that would also reduce the need for permission from the Israeli army to go to many other companies. Researchers on leadership estimate that there are more than a 100 leadership styles that can be identified and classified. These are a result of differences in approach, geographical location, and type of followership, culture and societal structures. Many of the leadership styles are varieties of each other, overlap of two or more styles reported elsewhere. Of much concern is the broadness leadership and the inability of researchers to come up with a universal definition. The one thing in common in all these studies is that all leadership is about leading people – followers. From the many different leadership styles and theories developed, there are two styles given more importance in literature, these are namely; transactional, and transformational leadership styles. The focus on transactional leadership style, was because postulates that this style fits well in military type operations. Considering that culture and up bringing inform leadership styles, and that the followers have their own expectations on how they should be led, the research sought to establish the acceptability of transactional leadership style. The study sought to establish both the use (by leaders) and acceptability of the style (by followers). The researcher used a descriptive research design since it is compatible with mixed research methodology, which itself could enable both depth and breadth in understanding the phenomenon. Transactional leadership is practised freely and acceptable as the ideal way of effectively managing the workforce.

KEY WORDS; Leadership, transactional leadership, strategy, project, project execution and job satisfaction

ACKNOWLEDGEMENTS

I wish to thank:

- Allah for the provision of life, guidance, protection, venture and shelter in a foreign land so far away from home and different in all aspects. Too often life was difficult in a land where you do not know who to turn to for basic help – Allah saw me through all these – difficult though they sounded.
- Dr. Larry E. Jowah who guided me through the seemingly difficult journey, doing research for the first time was not easy. Supervision called for patience as my studies were in a new language to me – from Arabic to English. The transition was made easy by his patience and knowledge of Hindi, Sanskrit and Urdu not so far from Arabic.
- Faculty of Business and Management Sciences of the Cape Peninsula University of Technology, things were not always easy, it was difficult but I only can be grateful for all these.
- My parents – my father Mr Wafiq and my mother Mrs Iman. Both of whom supported my decision to study away from the comfort of the Arabic universities to new and strange English universities in South Africa.
- Not forgetting all the other people I met, chatted to, got encouragement from when things looked so bleak. Unknown to them, the hours I spent with them helped me to become normal amidst the stressful journey that I travelled. I will value them always; without them I could have dropped my studies out of what was seemingly unbearable pressure.

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CHAPTER ONE
LITERATURE REVIEW AND THE CONSTRUCTION OF THE PROBLEM STATEMENT AND RESEARCH METHODOLOGY

1.1 INTRODUCTION

The telecommunications sector in Palestine over the past years has undergone a long period of Israeli control that preceded the Palestinian Authority's (PA) existence. The PA is a result of / outcome from the Oslo agreement in 1993, in which case the PA inherited a volatile situation because the occupation by Israeli. From the inception of the PA, the authority devised an emergency plan to expand and reconstruct the existing dilapidated infrastructure. It was expedient then that, in keeping with the times and technological advancement, the telecommunications systems had to be updated. The PA equipped the system with new equipment, operational systems together with the desired state of the art technology. The development of the system included among others, namely; physical infrastructure, rehabilitation of networks, and developing systems for the effective licensing of the services. The PNA is of primary strategic importance to the development of the occupied territory to provide effective communication in a place where movement is not free. Consequently the telecommunications system have been extensively privatised through the facilities provided by The Palestine Telecommunications Company – (PALTEL). Communication is of primary interest to the PA in view of the advancement of communication globally, and the need for internal communication. Jawwal (a private company) involved in telecommunications has made tremendous success including among other successes, the digitalisation of the system in the occupied territory. The company services upward of 2.85 million people and new projects are executed on a continuous basis. In view of the changes necessary to meet the global changes, and the need to develop the territory, it is expedient then that there be a review on the leadership types that would help accelerate the process.

1.2 BACKGROUND

Traditionally, the discipline of management requires effective planning, controlling, monitoring and time management. However, management has become more complex and requires higher needs such as strategic leadership and thinking. Presently, specifically in the Palestinian context, leadership faces several multi-dimensional structural challenges. The company operates in an environment

characterised by a legal and military environment where the leader needs to deal with, among others;

1. Demotivated employees because of the political environment with violence all around the country,

2. Globalisation which requires a more relaxed environment for the organisation to compete globally given the existing technology, and

3. The changing culture of the society affected by globalization, ever changing marketing terrain.

4. The advent of the Fourth Industrial Revolution (4IR) which will impact on the business and employment in the Gaza strip.

The emergence of a new breed of young people with values different from the traditional values and yet still expecting, like all citizens to be employed. These have impacted greatly on the way managers have to navigate this unstable and unpredictable business climate (Heller, 2007: 477-497). Leadership is about people, and these people are living in an environment that causes tremendous stress because of the war situation, and the leader is still expected to be effective. However, regardless, effective leaders should be aware of their employees' abilities and capabilities. It is equally important that the managers have the intelligence (emotional or intellectual) to ensure that the right employees are in the right places to be able to achieve the company's goals. The right employees would ideally be those who are technically qualified, emotionally stable, and ready to accept and work under the status quo. These leaders must be respectful towards employees, while they should also be able to solve problems. According to Jones (2008: 88-97), leaders cannot solve problems on their own, as they need assistance to help them and motivate them to continue on the right track. Effective leaders are those who can engage employees in strategic thinking and involve them by allowing them to participate in decision-making (Jowah, 2015; 38-63). The effectiveness of a leader can therefore be understood clearly from the employees' perception, considering that leaders do not have subordinates but have followers.

1.2.1 Followership is key to leadership success.

Allowing employees to participate in the affairs of the organisation only saves to promote and motivate subordinates, this leads to high company performance. Jowah (2013:708-719) suggests that the ability to lead is because of the leader's ability to create a leader follower equilibrium that moves on a continuum. The continuum is illustrated in Figure 1 below.

Figure 1.1 Jowah's followership and leadership continuum

Transactional leadership style

Transformational

leadership style

| Given all plans done by the manager | Everything done and directed by the manager | Many rules controls and regulations with no participation by followers | Equilibrium | Empowered and feels like belonging | Freedom to make decisions and be innovative | Follows leader without questions |
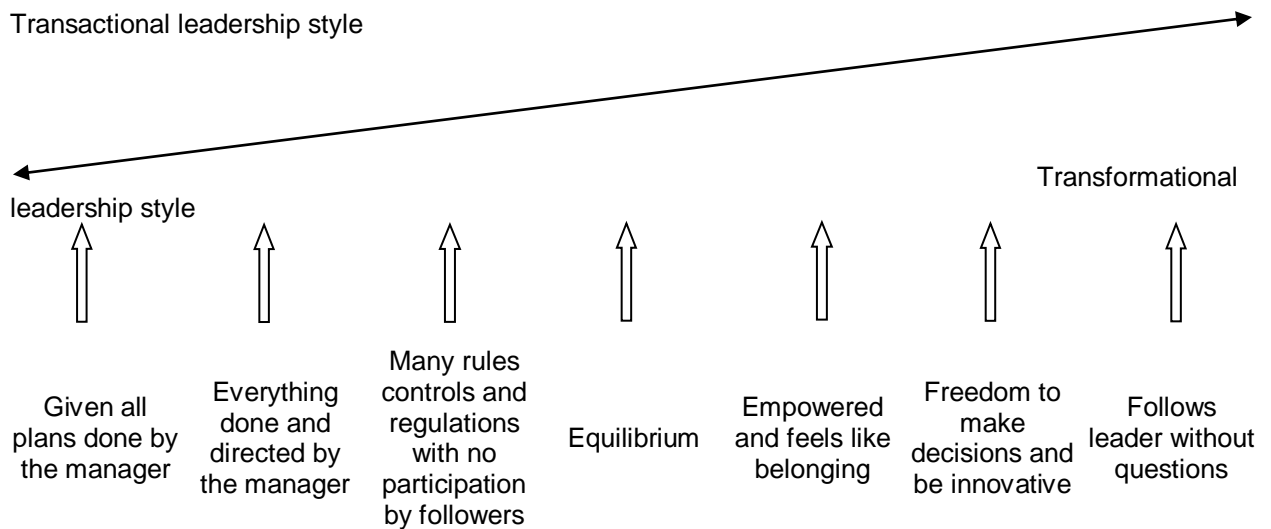
Figure 1.1. Followership continuum (based on transactional and transformational leadership).

Source: Jowah (2013:708-719)

The ability of followers to make choices and the power within them (as individuals or labor unions) determine the extent to which they may become cooperative. The level of education, types of skills and political connection in the organization are other factors to be considered in the way the followers respond (Hayes, 2015:2-8). Societal structures are another serious factor in the way leaders lead, the Arab community is largely patriarchal and the system of leadership is inevitably as such. De Vries (2010:397-380) suggests that the patriarchal or paternal leadership styles are characterized by, among other things;

1. education
2. political environment
3. society
4. income

Combining these with the implicit theory of followership (Jowah, 2013:708-719) styles would be accepted on the basis of expectations. This is in agreement with the expectancy theory Purvis (2015:3-14) suggesting that people work well where some of their expectations have considered as part of the leader's behavior. It is hypothesized here that the majority of the people would go with the flow informed by the societal expectations.

Offerman, Hanges and Day (2001:129-131) concur and suggest that the values of the followers are critical attributes in the leader – follower relationship. If a leader

does not speak to the needs or expectations, the subordinates may not cooperate with the leader resulting in failed leadership and poor job performance. Lloyd (2018:28-43) posits that followers have their own values and belief systems which inform their behavior, and an effective leader will have only two options – work to change the situation (Baciu,2018:146-160), or fit themselves into the situation. So, culture, values, beliefs, experiences, fears and concerns, not forgetting that many have ambitions too. Table 1.1 below details these values.

Table 1.1 Factors impacting on followership and expectations

Culture	Culture determines the accepted norms and conducted which puts the community together. Though there are no books written on, what should be done – people grow up with the understanding of what is acceptable.
Values	These are aspects, beliefs that are considered dearly by the practitioners and these (usually derived from culture) inform the behavior of an individual. Though values may change over time, they may be the last part of determinants of human behavior to go.
Experiences	Subordinates or followers, whichever way they may be classified have interacted with other people before. The interactions may have been positive or negative, but these inform the follower on how they will respond to other external stimuli.
Fears and concerns,	There needs to be a degree of trust between the leader and the follower, in that the followers do not know if they will get what they want or need. There is the fear of uncertainties, fear of which may be managed if the leader provides the expected leadership to the followers.
Ambition	Whilst there are different levels and or forms of ambitions from individual followers, many employees have wishes to be fulfilled. Sometimes depending on the skills or education levels, they may aspire to be managers themselves. A good leader is one who satisfies that expectation.

Source: Wang (2016:812)

The nature of the followers therefore is best understood by the leader being able to align himself / herself with the human complexities. It is envisaged that it is easier for the leader (one person) to change that it would be for situation to change (Arowolo, 2019:117-121). Changing the situation might meet with resentment, which itself will constitute occurrence of conflicts, poor performance and sometimes unprecedented labor turnover. Followers have their own styles also, which, as alluded to, depend on their values, the basis of which, a leader may fail or succeed. Based on this, Jowah (2013: 708-719) proposes 4 generics but distinct types and styles of followership in an organization, namely;

(1) The submissive introverts with little self-confidence;
(2) The nonscientist ones who want to be consulted;
(3) The "we know it too" ones who want to make decisions;
(4) The "better than you" ones who think they can manage better.

Every follower is a "concoction" of many other things, chief among them are,

experiences, culture, values, fears and concerns, ambition and expectations (Banerjee, 2013:51). There are many other considerations, and to the extent, the leader is able to draw a balance with the followership, so will be the effectiveness. Leadership therefore is not a "one stop formula" Giovanella (2017:220-221) that can be used or practiced to a given standard, and is inevitably tied on to the community where it will be practiced. This explains the presence of numerous leadership theories over the years, and the status where there is no universal standard to be used to lead. It is however universally acceptable that management or leadership involves people (Saeed, 2014:5-16), who themselves differ in many respects as they will most certainly different experiences. This model of leadership has shown more effective results than traditional management thinking, where leaders merely inform employees of their roles and related decisions. Delegating some of the leader's responsibilities to top management employees gives the leader an opportunity to deal with other issues that the company faces (Jones, 2008: 88-97).

1.2.2 Definitions of leadership

Leadership is the ability to influence and orient followers to achieve a particular mission in a positive manner (Jowah, 2013: 708-719). According to Sellgren (2006:10-15), leadership concerns integrating leaders and followers, or top managers and employees, in a manner so that leaders or top managers try to influence followers or employees to achieve the company's stated goals. Northouse (2010:52-54) defines leadership as an art, which manages the organization and its employees to lead and accomplish the company's vision. Chaudhry (2012:3) defines leadership as an important instrument in the hand of leaders to achieve the organisation's main targets.

1.2.3 Types of leadership

According to Obiwuru (2011: 100), leadership is the single most popular research, and that many institutions have studied leadership styles. The early institutions studied leadership styles in terms of outcome criteria such as productivity, morale and motivation. The first institution, namely the Michigan researchers, offered two dimensions in this regard.

- **The first one is the employees dimension**, which prescribes that leaders should tack care of their followers, while the second dimensions are production centered, and prescribes that leaders should pay more attention to production in order to improve the company's performances (Sellgren, 2008: 578-587).

- **The second institution** focused on the task environment (Ohio University) who classified leadership styles into two (2) different styles of leadership, namely; initiating structure and consideration (Conway, 2016:94)

Both institutions advocate the same concepts, which are that the leadership should focus on employees as means to improve relationships. Ann environment with good Leader-member relations motivates employees to work together to build the company's image (Sellgren, 2008: 578-587). Presently, the nature of leadership has changed in both private and public companies, this may have been impacted by the global nature of the environment and the advancement in technology (Brookes, 2010:1-15). The new focus for leadership now centres on renewal and change, and no longer as much on stable efficiency. Hence, companies are trying to adopt different leadership styles such as Transaction leadership, Transformational leadership and Laissez-faire leadership (Chaudhry, 2012: 7).

- ✓ **Transaction leadership**: is defined as leaders who lead primarily by using social exchanges for transactions by attributing rewards (Robbins, 2007**:**5-7).

These rewards are estimated according to the employee's performance and the perceived value of the rewards by the employees. Only employees who are seen to make every effort to do their jobs effectively and efficiently are recognized by the reward system (Deichmann, 2015:204-219). The reward is based on the nature of the goals that the employees achieve. The organisational leadership should inform employees of the assessment criteria and conditions that they use to award rewards as incentives for them to improve their performances (Chaudhry, 2012: 7). However, the transactional leadership style focuses on the relationship between leaders and employees based on the reward and punishment system (Ruggieri, 2009:1017-1021), but Ruggieri, (2009: 1017-1021) notes that the transactional leadership style, which uses rewards to influence followers positively and to motivate them to comply with company goals, includes two factors, namely management by exceptions and contingent rewards.

- **Management by exception;** this type of management focus on the operational and financial results of any existing business (Gschwind, 2019:7-32). The results

reflected at the top management if there is any different between the expected result and budgets.

- **Contingency rewards;** this concept is based on reword system to motived the followers to achieve their goals, also proved a good system complete the task (Regier,2015:76).
- ✓ **Transformational leadership:** this type of leadership style can be seen as ideal because here the leadership motivates followers, whilst reducing risks and implementing plans (Northouse, 2010:20-37).

Voon (2011:24-32) identifies transformational leadership in the government field as having a positive relationship with job satisfaction. The transactional style has the opposite in terms of relations in the government field, and has a negative relationship with job satisfaction. In addition, the reward system has a significant relationship in transactional leadership Liu (2010:189-202)**,** especially in relation to work assignments and work conditions.

- ✓ **Laissez-faire leadership:** Skogstad (2016: 80) defines this type of leadership style as leaders who are not involved in employees' decisions making, and it provides the lowest level of productivity compared to other leadership styles.

Abdulla (2011: 126-146) defines it by stating that the style "abdicates responsibilities and avoids decisions". However, another way in which scholars identify the *Laissez-faire* approach is by saying that it affords company employees complete power to make decisions *(Wren, 2013: 75).* This style allows employees to use self-rule and to provide support when it is required. The style offers guided freedom for employees and provides the necessary tools to achieve the company's goals (Turner, 2012: 8). This is on the assumption that all workers will work away from supervision, evidence is to the contrary.

According to Emery (2007: 77), management scholars see the transformational style as adding positive value to the transactional style, which means that both styles can exchange relationship roles and clarify the interests of both leaders and followers. The transformational leadership style focuses more on performance and less on new activities (Dhammika, 2013: 4-6). The Table below outlines the differences between the transformational and the transactional leadership styles.

- **Contrasting transactional and transformational leadership styles**

Covey as sited by Remme *et al* (2008:31) made the following distinctions between transformational and transactional leadership styles:

Table 1.2 Comparison of transformational and transactional leadership

Transactional leadership	Transformational leadership
Is preoccupied with power and position, politics and perks	Is preoccupied with purposes and values, morals, and ethics
Is mired in daily affairs	Transcends daily affairs
Is short term and hard data orientated	Is orientated toward long-term goals without compromising human values and principles
Focuses on tactical issues	Focuses more on missions and strategies
Relies on human relations to lubricate human interactions	Releases human potential- identifying and developing new talent
Follows and fulfils role expectations by striving to work effectively within current systems	Designs and redesigns jobs to make them meaningful and challenging
Supports structures and systems that reinforce the bottom line, maximize efficiency and guarantee short term profits	Aligns internal structures and systems to reinforce overarching values and goals

Source: (Remme, 2008:31)

In addition, the transactional leadership style provides feedback to employees and shows them what the leadership requirements are. Transactional leaders aim to influence employees in a manner that will positively affect their innovations. Other studies found that the transformational style places more effort on innovations than the transactional style, which leads to positive relations between the transformational leadership style and innovations (Pieterse, 2010: 609-623). The transformational leadership style includes four principle factors: "charisma, inspirational motivation, intellectual stimulation and individualized consideration" (Ruggieri, 2009: 1017-1021). Conversely, the transactional leadership style is based on two factors, namely the reward system and management by exception, and has clear structures to help employees in the execution of their tasks.

Transformational leaders increase their follower base by respecting employees, working as a team to solve problems. The style promotes leadership that spends, more time with employees, and giving them an opportunity to participate in company decision making and sharing other related company aspects (Ruggieri, 2009: 1017-1021). Instead, the transactional style motivates employees to achieve the leader's expectations and to respond positively. The transformational is proactive and seeks to engage employees to go beyond the leader's expectations by using relationships. The transactional style works within the ambit of the company's structure and environment, while the transformational style encourages employees to improve the company's objectives by motivating employees to be innovative in respect of new

ideas, which will add value to the company. The transactional style is based on the reward system to improve employees' performance. The transformational style motivates employees to discard their own interests and to focus on the company's interests (Breevaart, 2014:138-157).

Table 1.3 Other leadership styles

Leadership styles	Commanding	Pacesetting	Democratic	Affiliative	Visionary	Coac
The style in phrase	Do as I tell you.	Do as I do.	We can do it together.	Will do the best for us.	Will do the best to reach our goals.	How ca help you the best
The way of working	Demands immediate compliance.	Sets high standard of performance.	Creates consensus through participation.	Creates harmony and builds emotional bands.	Gathers people around vision.	Improve peoples perform
Underlying emotional of intelligence competencies	Improves self-control.	Conscientiousness; achievement; initiative; imitative.	Promotes working together.	Emphasis on communicative relationships.	Self-confidence; empathy; change catalyst.	Improve more empath knowled
Style work place	Crisis/employee problems.	Fast results from top management.	Have input from valued team members.	Motivates team during stressful times.	Change required.	Helps t improve perform
Overall	Negative	Positive	Positive	Positive	Strongly Positive	Strongly Positive

Source; (Gopal, 2014:1-10)

Commanding: thinking is based on traditional idea of leadership, leaders influence other people to achieve goals quickly and leaders can be powerful and assertive (Muller, 2010:437-448)

Pacesetting: this style has high levels of performance because the leaders and followers use high standards of performance, but this style gives no feedback to followers (Ilharco, 2019:307-324).

Democratic: according to Müller (2007: 21-32), this style is unlike an autocratic style of leadership; here, employees are involved in decisions, and the style focuses on followers' contributions. The leaders know how to delegate responsibility to others.

Affiliative: this style tries to solve problems that followers face by building teams that will connect to each other, whilst receiving praises from leaders; however, the style renders poor levels of performance (Müller, 2007: 21-32).

Visionary: this leadership style understands the processes, procedures and methods that the employees work within. Being able to transform the company's visions into its reality, is essentially the work of a visionary leader (Stam, 2010: 499-518).

Coaching: this style includes teaching and supervising employees. Here, the leadership considers where and how to improve results. This style helps followers to

improve, and to inspire their performance (Nazarudin, 2009: 4-11). Some more detail on transactional leadership is illustrated in Figure 1.2 below.

Figure 1.2 Transactional leadership

Source: (Deichmann, 2015:204-219).

This style, as indicated in Figure above is clearly not applicable easily in all situations, and consequently does not apply well to a certain calibre of followers. Customer support which involves most routine work may be the most ideal (Liu, 2010:189-202) as this allows for schedules on delivery times and needs not innovations. Tasks that require self-motivation or steering committees (working on innovations) will not be suitable for this style. Shahhosseini (2013: 15) posits that transactional leadership may be best suitable where outcomes are clearly predictable, with fixed standards to be adhered to. Hence routine operations are the most ideal situations where this method applies. It can also be hypothesised that such tasks that require physical strength may attract the use of transactional leadership. The Figure 1.3 below shows the relationship between transactional and transformational leadership.

Figure 1.3 Relationship between transactional and transformational
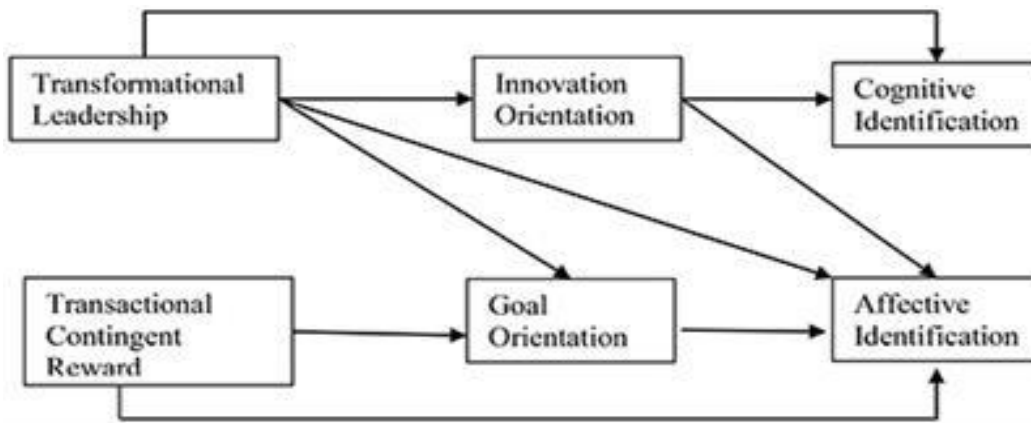
Source: (Liu, 2010:189-202)

Transactional leadership (as illustrated above) focuses directly to goal achievement (goal orientation) and the affective identification. Whereas transformational leadership involves innovation and cognitive identification. Transactional therefore is very appropriate where the tasks and the outcomes don't need any form of thinking outside what is set before the practitioners. Transformational, because it involves innovation, may give room for error as the practitioners learn in the process.

1.2.4 Advantages of transactional leadership

Since 1947 when it was first detailed, researchers have noted some advantages of this type of leadership, which are presented below. The transactional leadership style is based on the reward system, hence the style affects productivity and, therefore, employees' performance to become efficient members of the company. The reason why leaders use rewards is to provide employees with an incentive for them to work hard and to provide maximum productivity (Breevaart, 2014: 138-157). More so, the transactional style aims to motivate employees by having clear structures and stable goals, so that employees can avoid any unnecessary work, achieve the company's goals, and minimize work stress (Avci, 2015:2758-2767). Also, the main focus areas of the transactional leadership style are to increase the quality, decrease costs and improve productivity by structuring short term goals and rewards to motivate employees to complete the work in a short time and hence avoid spending unnecessary money (McCleskey, 2014: 117). The transactional leadership is sometimes blamed for being a form of micro-management by drawing up structures and goals to be achieved.

1.2.5 Disadvantages of transactional leadership

The reward system that the style adopts can have negative implications on employees. Employees can go against company policies, supervisors' orders or

refuse leaders' orders. More so, the transactional leadership style is seen as a none flexible style, which the leader cannot control or adjust within the environment (Bucheli, 2010: 859-883). Conversely, this style can be seen as limiting creativity, because the leaders do not listen to employees' recommendations to improve the company's performance, which leads to leaders hampering employees' creativity thinking. The approach of this style of leadership is to stabilize short-term goals, which makes it difficult for leaders to change and be open to new ideas from other employees. More so, if the transactional leadership left the company, the employees would not have the ability to manage the operations on their own since they are not exposed to many other operational issues. According to Cuervo-Cazurra (2008: 957-979), another weakness of this style is that the employees do not feel that they belong to the company. The subordinates feel that they are merely there to earn a salary, which often leads to dissatisfaction and unhappiness amongst employees. The last disadvantage of the leadership style is that the leaders do not consider employees' emotions and only focus on the task to be accomplished. Hence, employees in turn do not care about the company, and are only motivated by rewards (Masa'deh, 2016: 681-705).

1.2.6 Cultural environment

Culture is a critical element for both leadership and followership, and it is not easy to make people leave their cultural values for no better exchange. In as much as no one is born with culture and that culture is "an acquired pattern of living that is passed on from generation to generation in a group (Ayman, 2010: 157). This has its own values and ethical matters which designs for the progeny how to behaviour and what to believe in. Researchers in leadership note that when they define culture, they have to distinguish between two different types, namely ethnicity and gender. The environment in the Middle East (where the Gaza strip is) is predominantly if not exclusively Islam. It is this cultural setting that is used to develop the prototype of what good leadership is (Hartnell, 2016:846). Leadership researchers have defined culture based on "individuals' physical characteristics" such as their eye colour, hair, shape or skin colour, which will allow them to categorize people into different groups in terms of countries or nations (Ayman, 2010: 157). The global nature has introduced many other values that may not be inherently the "original practice" with education also playing critical roles in the systems. It can therefore be hypothesised that not every Palestinian leader will have necessarily the same types of perceptions about what constitutes effective leadership. No society is homogeneous even if they

come from the same religious back Muna (2016:9-27), and yet there are norms acceptable by the community. The same can be said of Palestine, that they may have differences on how to conduct themselves in positions of leadership. Considering also the pronouncements from contingency theories, the leadership style may depend largely on the situation (Tayeh, 2018:1-18). The situation variables may be in contrast to the expected norm, but, tasks determine what is to be done, and who is the subordinate. Hence, Palestinian leadership also has different characteristics due to their presence of different companies doing different tasks and associated with foreign companies (Jarad, 2012: 25-43). Some of the foreign companies are headed by chief executives who may not be Palestinian and may not share the same cultural values with the community.

Businesses in the Gaza strip, if they are not foreign owned, they are considered as "family businesses." Like in any country small businesses constitute the largest number of businesses running in the economy (Dahleez, 2009:17-29) Much of the management system may easily be a blend of what is perceived western and what is considered Palestinian depending on the individual leader and the tasks to be performed. In family businesses, the family appoints one of the family members as the business leader. This is done purely on the basis of the power play around and may have nothing to do with professionalism (Welsh, 2016:155-175). The ability of the leader to learn quickly how to fit into the situation has a lot to do with the eventual success of the company. A paternalistic approach would most likely be used since this is a family business and too often with employees that may not have a say in these matters. Naidu-Silverman (2015) opines that this kind of leadership style exposes the future of the company to high risks and a high probability of splitting. The split may a result from family conflicts, or because the leader lacks business knowledge and experience to galvanise enough support from family members. According to As-Sadeq (2006: 832-849), only 28 percent of business leaderships in the area has experience prior to them being appointed into leadership. Thus the majority of Palestinian companies' experience losses and may eventually closedown due to the absence of adequate and relevant knowledge and competence. Aqel (2017:555615) postulates that 80% of all business start-ups round up within five years of operation Palestinian businesses.

1.2.7 Strategy

According to Wilson (2012: 56-61), the start of the evolution of strategic management was in a field called Business Policies, which was first taught at Harvard Business

School. Students were given case studies that they used to address problems relating to various policies (production, marketing, human resources, and finance). More so, given the importance of this field, it was also taught in most management colleges in developed countries by the end of the 1960s, and had spread to institutions in developing countries by the end of the 1970s. Management scholars such as Nag (2007: 935-955) defined management strategy as talking about setting long and/or short term goals, planning for the future of the business, understanding the current company status, how big the business is currently, what will be in the future and finally, how to efficiently apply strategy in order to become the best in the market. Ibrahim (2015: 80-90) notes that strategy scholar Misical Porter (1980), identified three generic types of strategy, namely; focus strategy, cost leadership strategy and differentiation strategy.

- ➢ **Focus strategy;** which focuses on the interests of a specific market and/or a group of customers, giving the firm that pursues this strategy an ability to be competitve against bigger competitors, while targeting different kinds of markets and groups of customers.
- ➢ **Cost leadership;** companies that adopt this strategy produce products at low costs, and are hence cost efficient. This approach targets customers that earn low to moderate income salaries.
- ➢ **Differentiation;** is for firms that intend to provide a unique, high quality service or product, charging customers premium prices.

1.2.8 Leadership skills

Leaders require special skills to be successful and to be able to motivate employees, whilst achieving the company's goals. According to Mumford (2007:154-166), leadership skills include the following:

- the leadership must be able to think strategically, as he/she must engage in planning for the company and its employees and
- also be visionary in terms of where the company is heading and as means to foresee any risks and/or threats.

Strategic thinking will also enable leaders to make the correct decisions and to deliver upon the strategy. Leaders also require problem solving skills as means to allow them to attain the company's vision (Sousa, 2019:360-366). At the same time, experience in solving problems will also add to their leadership skills. However,

Beatty and Quinn (2010: 3-7) note that the leadership mush be organized and have the ability to manage him/herself, whilst also managing time in order to be both effective and efficient. Burns (2012:58) suggests that leader selection should be to get the-best-fit individual to help in designing of strategies that are ideal for the growth of the company as well as meet all the objectives as set by the board (if there is one).

1.2.9 Responsible transactional leadership

From the definition of leadership itself, it should be an individual who is able to influence subordinates or followers to voluntarily work towards the achievement of goals (Groves, 2011:511-528). The six (6) characteristics of a good leader are, according to (Park,1997:228-241), intelligence, wisdom, ability to supervise, innovative and visionary. The leader here is expected to work towards the ultimate attainment of the goals set by the company, failure which the company may under perform. Closely aligned to the success or effectiveness of a leader is the subordinates who get the work done (Kark,2018:186-224). Too often these are not considered seriously in the company as they are used as a means to an end, how they get there is not the leader's concern. Thus most under-performance of organisations may be exclusively because of leader incompetence (Young, 2011: 97).

1.2.10 Transactional leadership theory

Also referred to as transactional management, is a style that focuses on supervision (micro-management), organising and looks closely on performance – a typical full range leadership model (Antonakis, 2014:746-771). Compliance by subordinates is controlled through use of rewards (transaction) and punishment for those who fail to comply. The rewards are intended to keep the employees motivated through the rewards that are offered, but this is considered short-term by other researchers. proposes Ma (2018:302-324) noted that transactional leaders are generally following up on employees (micro-management) to identify faults and deviations. They are perceived to be focused on what is happening now, with little consideration for the future performance and the negative impact of the style. Some researchers consider this style to be most ideal in emergency situations or in time compressed project operations (Odumeru, Ogbonna, and George 2013:355-361). This leadership is attributed to two (2) factors, the conditional reward and management by exception.

- **Conditional reward**; this is considered as efficient and constructive way of developing good relationship with the subordinate. Consequently, as rewards for

good performance the employees may increase, bonus and any other form of recognition available (Bycio, Hackett and Allen, 1995:58-78). This is based on the agreement between the leader and the follower, it may not necessary be a formal document, but it is an understanding good performance equals favour from the leader.

- **Management by exception;** this can either be active or passive, depending on the type of leader. Active management by exception involves the leader actively watching and evaluating the performance of the subordinate. Passive management by exception waits for the employee to complete their work and this is evaluated after completion of tasks (Howell and Aviolio, 1993: 147-153). This can be understood on the basis of Maslow's hierarchy of needs, except that in transactional leadership the leaders use an exchange model.

As alluded to above, transactional leaders are interested mostly in processes and in the achievement of specific tasks and orders (Bass, 1990:50). The emphasis of specific tasks makes the manager have full control of the processes and can stop deviations early if active management by exception is applied.

The transactional leadership combines both contingent reward and management-by-exception, where good performance is recognised and the management by exception maintains the status quo in the organisation. Fewer errors may be allowed to go unnoticed where there is close supervision, there are measurable systems to help employees meet acceptable performance levels (Aamodt, 2016:8).

1.2.11 The benefits of transactional leadership are, namely;
o   It rewards and recognises the work done by self-motivated employees
o   It rewards employees who follow instructions and completes tasks in time
o   Because of its short term goals, the work objectives under transactional leadership can be realised quickly meaning that it is possible to easily reward the worker.
o   The worker is clear about the rewards they will get from the operations
o   Most ideal for work environments where structure and systems must be reproduced
o   It helps in the alignment of everyone in the organisation and produces uniformity

1.2.12 The de-merits of transactional leadership are, namely;
o   Transactional styles do not work well in flexible operational environments
o   Workers are generally rewarded with money on and not with other rewards

o It does not recognise nor reward individuals who take personal initiatives

o It limits personal creativity and tells the employee just what they have to do

o The structure tends to be too rigid and may impact negatively on individuals,

o It will not apply well to people with certain levels of skill and experience

In view of all the preceding, transactional leadership styles are a reality, sometime likened to McGregor (2008:1147-1168) X and Y theories. It would appear that transactional leaders do not have full trust in the ability of their subordinates. In as much as it has some elements of contingency in it, there is much also of leader behaviour being forced on the people to change. The situation sometimes may demand the use of transactional leadership if pressure is needed to get work done. The companies know that there is a big part of the community that supporting the organization by religions or other aspects.

1.3. PROBLEM STATEMENT

Jawwal is a telecommunications business operating in the Gaza Strip characterised by political unrest, limitations to access because of political upheavals together with high levels of poverty. The Gaza Strip is unique because of the political climate and the prevailing circumstances. Typically, a patriarchal structure striving to fit into the worldwide wave of globalisation including gender exclusivity. With this the type of leadership is expected to fit into the current trends as the followers largely determine the way they are led. Globalisation has increased the flow of information and has brought about a high degree of changes in attitude, perceptions and values even amongst conservatives. The research intends to evaluate how transactional leadership style would impact positively in the implementation of projects in this environment. The globalised followership may have different thoughts about effectiveness of certain leadership styles in this largely patriarchal society, the research seeks to measure the extent of the shift from the traditional leadership methods.

1.4. RESEARCH OBJECTIVES.

Objectives are the specific aims to be achieved by this survey within the time frame of the research. It is these objectives that inform the methods to be followed and the resources needed for the project. The objectives are classified as, primary objective and secondary objectives.

1. **The Primary objective –**

- To evaluate the acceptability of transactional leadership among these globalised conservative employees

  2. **Secondary objective –** these are derived from the primary objective and they simply serve to provide more detail on the primary objective.

- To identify the prevailing leadership patterns at the selected company in the Gaza Strip.
- To identify how leadership system at Jawwal company organises employees to perform well and meet objectives.
- To identify how employees' performance is measured and the probable rewards
- Identify the prevailing or acceptable leadership style in the selected organisation in the Gaza Strip.
- Identify the feelings of these employees about the way they work and the leadership processes.
- Identify the generic leadership attitudes prevailing among the management and leadership of the organisation

1.5 RESEARCH QUESTION

The research question essentially directs the study defines the scope of the study at hand (Jowah, 2015:76) to avoid straying in the literature review. The questions are aligned to the research objectives which themselves are derived from the problem statement. The research questions therefore seek to assist in providing answers to the research problem as indicated in the research problem statement. These questions are intended for all purposes to provide the data collection to have both depth and breadth to the study. They are extracted from the foregoing literature review and are the source for the information put in the data collection instrument, the questionnaire. The questions are classified into two (2) types, namely; the main question and the sub-questions.

1. **Main Research Question;**

- What is your opinion on the use of transactional leadership in your organisation?
  2. **Sub-research questions**
- What can you identify to be the prevailing leadership styles in your organisation?
- How effectively does the leadership style mobilise employees to perform well?
- How and what methods are used to evaluate worker performance and rewards?
- What leadership style would you consider to be generic amongst managers?

- Are you satisfied by the way you are managed by your supervisors / managers?
- What are the attitudes of your leaders / managers towards you as employees?
- What leadership style is ideal for the followership at Jawwal Telecommunications in the Gaza Strip?
- How is transactional leadership perceived by all people reporting to someone at the organisation?
- What lessons can be established for the training of managers into effective leader – managers in the organisation?

1.6 RESEARCH DESIGN AND METHODOLOGY

This study uses the mixed research method combining qualitative and quantitative research methodologies. Both methods were chosen in an effort to reach out to the respondents whilst providing the researcher with both the breadth and depth of this study in an area considered to be conservative. The methods allowed for detailed information on the participants and in terms of their biography, a Likert scale was used also to measure the perceptions and attitudes of the respondents. The Likert scale ranking was 1-5 with strongly agree, agree, neutral, disagree and strongly disagree. The Likert scale is followed by open ended questions which allowed for free interaction with the respondents. The research methodology used was in two stages starting with extensive literature review (as books, articles, previous studies and reports). The second step was the field work, which involved meeting respondents at the Jawwal company. The questionnaire used for this was designed specifically for this study. **Research design;** according to Blumberg (2008:195) there is a need to identify the research design as a research plan. The research plan itself is blueprint and structure designed for collecting and analysing collected data. The questions on the questionnaire where directly to deal with the problem statement using the research questions constructed during literature review. The research design is essentially about – what will be done.

1.6.1 Target population

The target population in the study was individuals starting from middle managers to shop floor employees, these are impacted on by the systems and they would be able to assist with the information on how they are managed and how they feel about it.

1.6.2 Sampling frames, sampling and sample size

The organisation employees an average of 3 000 employees within the Gaza strip but in different locations. Not all of them are employed directly by Jawwal, close to 50% of the workers are contracted to Jawwal with special projects. The workers were easy to differentiate because of their uniforms which distinguished them from the permanent employees from Jawwal. The focus was on Jawwal Telecommunications employees.

1.6.3 Sampling method

Employees of the company starting from supervisors and below were randomly sampled, using some elements of convenience in cases where they were in meetings.

1.6.4 Sampling size

Of the nearly 1 500 Jawwal employees, just over 170 employees were interviewed and the findings were based on the responses from these employees. It was not easy to get all the people in one place at a particular time because many of them work shifts.

1.7 DATA COLLECTION INSTRUMENT

A questionnaire was constructed with three sections on it, namely; biography, Likert scale and open ended section. A trial run of 30 respondents was conducted with the help of a statistician at a local university (Palestine). The statistician also assisted in testing for both reliability and validity, after which a reconstructed questionnaire was used to collect data.

1.8 DATA COLLECTION METHOD

Questionnaires were personally administered at the plan survey site with the assistance of 3 trained research assistance who spoke the indigenous language fluently. All questionnaires that were administered were collected on the spot. All owing a near 100% collection rate.

1.9 DATA ANALYSIS

An excel spread sheet was utilised for the purposes of analysis of the data. Firstly, all the questionnaires were brought together and were cleaned for any error, after which they were coded. The data was therefore captured on to the excel spread sheet (most convenient available) and illustrations were drawn in the form of graphs, histograms, bar charts and other formats. The descriptive statistics was the first stage

in the analysis which included summarising the data and putting it in order through using graphics and tabulation. Statistical inference was the second stage, this stage included the drawing of the populations that were used in the sample. The main aspect of data analysis are the statistical inference and descriptive statistics. According to (Jowah 2013:282) the following diagram will explain other concept of data analysis, which is the theory of probability link between the inferential and descriptive statistics.

Figure 1.4 Data analysis
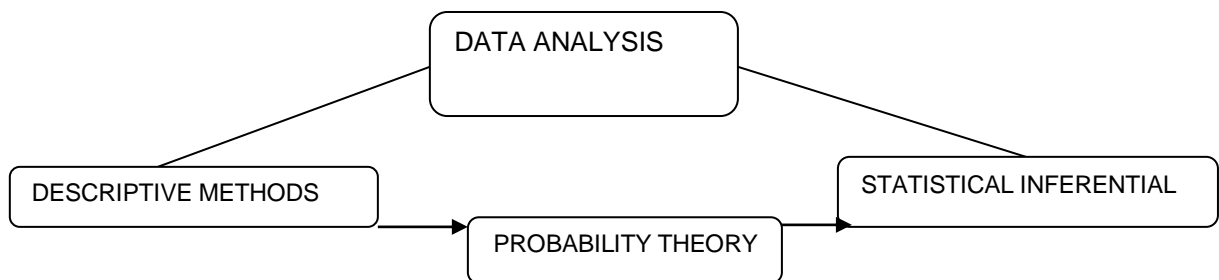
Source: (Jowah 2013:282)

The data assisted in the construction of the illustrations which allowed for the effective interpretation and comparison of the variables under study. These Tables and graphs, etc helped in understanding the situation at the organisation in terms of the acceptability of transactional system at the Jawwal Telecommunications company.

1.10 ETHICAL CONSIDERATIONS

The ethical considerations are very important during research, the respondents had the right to agree or not agree to participate. It was clearly stated right the instrument itself that it was voluntary exercise and no information would give to any authority. The respondents were advised not to write their names, departments, or any markings that would identify them as having participated in the survey. The research was allowed by the management, but the researcher still that the employees and or respondents needed protection – hence the insistence on confidentiality of their responses.

1.11 CHAPTER CLASSIFICATION

Chapter 1; this chapter introduces the study and identifies literature on leadership in general and the Gaza Strip environment, introduces the problem statement, research objectives, research questions, research methodology and design, data collection

instrument, data collection methods, data analysis, ethical consideration and chapter summary.

Chapter 2; the chapter discusses the evolution of leadership and management theories, behavioural theories, contingency theories to the present day with transformational and or charismatic considered the most ideal. But considers that transaction is continuously used, too often more than transformational leadership.

Chapter 3; the chapter focuses on leadership theories contrasted with theories of followership, points out the importance of followership as a determinant of the effectiveness of leadership, the situational variables and how the two need to be married together to produce the desired results.

Chapter 4; the chapter introduces the existing leadership models, their advantages and disadvantages, and proposes the researcher's desired model for effective leadership / management in the Gaza Strip.

Chapter 5; This chapter discuss the research design meaning, research methodology meaning, contrasts the design and methodology, details how the data collection instrument was design, discuss the data collection methods used, the population, sampling methods, and data analysis.

Chapter 6; the cleaning of the data collection instrument, editing, coding and data capturing. The conversion of data into illustrations used to compare the variables understudy, interpretation of the diagrams.

Chapter 7; here a summary of all the findings is submitted, the conclusions and recommendations followed by limitations to the study and the opportunities for future research in this area.

1.12 CHAPTER CONCLUSION

The success of a company is directly linked to its leadership, in as much as there is other compelling external (and internal) factors. The ability of the leadership to survive the pressures outside is considered a positive attribute to the benefit of the company. Yet many companies fail in their performance not largely because of the external, but predominantly as a result of poor management within. The human element in any operations is key to the survival of an organisation, sad to say many senior managers do not focus priority on the human element. The leadership styles adopted, whilst they may suit the leader, but it is the response from the subordinates that makes the difference between high and low performance. This, inevitably compels effective leaders to focus on their human element as a critical strategic

resource. A happy workforce performs beyond expectation, whereas a disgruntled workforce does just enough not to be fired and they don't experience employee-engagement. The focus of this study was (and still is) to identify the impact of transactional leadership in a particular environment in the Gaza Strip. The general world population associates the Gaza Strip with war, deaths, violence and all sorts of atrocities. Children are born and bred in such environments, they know best death and violence. Will these people find anything difficult about being supervised closely in everything they do when they are brought up thus? Or, does this dampen their motivation and therefore becomes a problem to the company in relation to worker performance – is transactional leadership accepted as a norm at the Jawwal Telecoms in the Gaza Strip.

CHAPTER 2
THE EVOLUTION OF LEADERSHIP THEORY

2.1 INTRODUCTION

According to (Hannay, 2009:1) leadership is the most continuously and repeatedly researched discipline in the field of management. Due to the complex nature of leadership, scholars have not been able to provide a universal leadership definition. The consensus however is that leadership is critical in influencing followers to achieve organizational objectives. According to (Oliver, 2012:11), globalization of the world market, high technology, changing customer needs and consistent economic crises lead to the prevailing challenges. To be able to meet organisational objectives, there are tasks to be performed, and people, through the guidance of the leadership, perform these tasks. The human element is therefore indispensable as the means by which good organisational performance can be achieved. To do this, effective and context relevant leadership is required, the recognition of this led to the development of numerous theories of leadership.

2.2 USE OF THEORIES

A theory is a set well organised principles that are accepted as being able to guide and explain analysis of phenomenon (Halvorson, 2012:183-206). These are analytical tools used to bring about a clearer understanding of a phenomenon by explaining the situation and enabling predictability of the situation. Theories are constructed based on some form of experience and is expected to follow a certain pattern of rational thought.

The theories of leadership enable the reader or follower to predict somewhat what the outcome of certain patterns will produce (Bateman and Snell, 2007:16), this desire has resulted in this extensive study on leadership. Jones and George (2009:5) agree with the above and postulate that the function of leaders and or managers is to control the resources. Bodenhausen and Curtis (2016:371-387) opines that human resources are a critical element for any effective execution of organisational programs and at the centre is the human resource (human capital). For an organisation to meet its objectives, execution is done through people, therefore the way they are managed means a lot to productivity. Jowah (2013:27) states that the development of theory takes place in stages, and these are listed in their chronological order in Figure 2.1 below.

Figure 2.1 Development of theory

STAGE ONE: GATHERING INFORMATION; Information gathering by way of observation, research on what the managers do and how they do it. The circumstances under which they operate and reasons why they do what they do.

STAGE TWO: DATA CLASSIFICATION; The data and information is grouped according to similarities, in the form of activities, circumstances, types of problems, types of solutions, results of decisions taken etc.

STAGE THREE: SIGNIFICANT SIMILARITIES HIGHLIGHTED; The data is categorised into researchable units, interesting observations isolated and documented according to differences, independent and dependent variables, and possible construction of hypothesis.

STAGE FOUR: CONSTRUCTION OF GENERALISATIONS; The hypothesis is tested through research (survey or observations) developed into theories that are used quite often to decide on how to manage or solve problems etc. The Theory

Source: Jowah (2013:27)

A theory is made up of a set of principles or guidelines designed to explain the relationship of two or more observable factors to each other (Stoner & Freeman, 1989:33). If the theory allows for predictability, it can then be used as a guide, including during the process of recruiting leaders for Jawwal Telecommunications company. With so much going into the study of leadership, many definitions have surfaced, be it coming from different contexts. There are divergent views on how this "social influence" motivates individuals to perform to their best, thus providing the required loyalty. Many theories have been developed and some of the major theories that will be reviewed are, illustrated in the Table 2.1 below.

Table 2.1 Theories of leadership

THEORIES OF LEADERSHIP
- Great Man Theory
- Trait Theory
- Behavioral Theories
- Contingency Theories
- Charismatic Leadership Theory
- Transactional Leadership Theory
- Transformational Leadership Theory

These different theories are a summary of much of the theories that have been recorded, needless to say that this is mostly to do with recorded literature. Many other theories of leadership like Botho (Jowah, 2015: 47-54) leadership theories and or styles that have not been formally recorded and yet are practised. The few discussed here have been considered amongst the most common in the existing literature.

2.3 THE GREAT MAN THEORY

The great man theory of leadership postulates that people are born with a destination, either to be leaders or followers (Spector, 2016:250-260). It is these characteristics and personality traits that will propel the individual into being a leader since they are born distinguished from the other people. Meaning therefore, some people who are never made to be leaders were born destined to be followers. A typical great man theory model is illustrated in Figure 2.2 below.

Figure 2.2 The great man theory of leadership

Carlyle	Great Man Theory	Freud
Great men were sent by God to be heroes and these heroes became leaders through the righteous process of hero-worship	*Core of theory*	Humans have a primal need for a father figure to whom they offer dependence and love in return for protection and reciprocated love
God	*Source of authority*	Position in family
Male – by virtue of history	*Gender*	Male – by virtue of patriarchal family structure
Respect	*Exchange with followers*	Love
Loyal reverence	*Role of followers*	Submission
Not recognizing great man	*Inherent danger*	Mistreatment by great man
Uplift	*Outcome of obedience*	Reduced autonomy of group members

Source: (Harrison, 2018:15-32)

The theory identifies characteristics that are considered specific for the development of one into leadership, hence the great man theory leader (GMT) is sent by God (Hoffman, 2011:347-381). The coming of women into leadership introduced some complexities, even though it was explained as also referring to women who were born to lead. Below are the attributes expected of a good leader, supposedly an individual is born with these.

Figure 2.3 Great man theory of leadership

Source: (Hoffman,2011:347-381)

The theory was accepted by some researchers, needless to say that today there are people who believe that leaders are born. This theory has its own advantages and disadvantages and these are listed below.

> **Strengths of the Great Men Theory**

Nothing really has been identified as outstanding in the GMT except that followers may follow whatever the leader says.

> **Weaknesses of the Great Man Theory**

- It idolises flawed men and makes followers follow without questioning
- Might make the leader complacent because they think they are entitled
- It ignores the impact of socio-cultural, educational and experience factors
- Not all people believed to be born leaders become effective leaders and
- Not all the people with these characteristics ever get to be in leadership
- Research shows that the willingness of followers determines leadership

Jowah (2013:58-87) posits that the type of follower determines the style of leadership and that leader acceptability is a direct function of the leader to "develop congruency" with the followers' expectations. Other criticisms propagated that the "significance of great individuals" is an imagination not founded on fact (Hoffman, 2011:347-381) because leaders do not always have the recognition amongst followers.

2.3 TRAIT THEORY

The trait leadership hypothesises that an individual with well integrated personality traits will inevitably be considered a leader. The assumption is made that those attributes should be unusually accepted and thus enable an individual to serve as an effective leader. Zaccaro (2007: 14-37) considers that such attributes have the power to pull people towards a particular leader or leadership style. The thinking behind is that these should enable an individual to be an effective leader in all circumstances. This is linked in a way to the GMT. The Figure 2.4 below illustrates some of the aspects of trait theory.

Figure 2.4 Trait theory
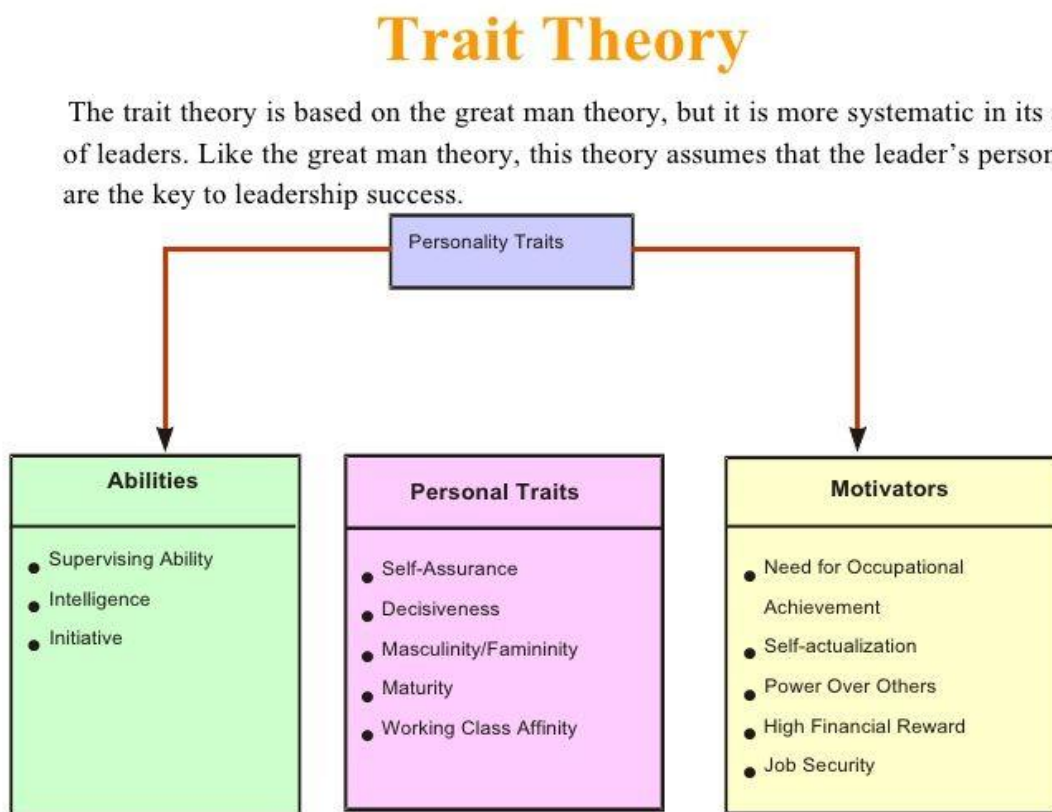
Source: (Fleeson, 2015:82-92)

It was postulated in the early stages in the study of leaders and leadership with efforts to understand what made other people effective leaders. After the trait theory was broadcast in management circles, numerous researchers developed classification (taxonomies) for what is involved in trait leadership theory. Personality traits in the model above were divisible into three (3), namely; abilities, personal traits and motivators.

(1) The abilities are classified into, supervising ability – a good leader would know how to approach subordinates and supervise them without creating dislike. Intelligence – ability to recall was also considered a critical element for effective leadership. Leaders need to be innovative and come up with ideas to solve problems.

(**2) Personality traits** showing high levels of self-assurance (no one wants to be led by an individual who has no confidence in themselves. Decisiveness, maturity and affinity towards the workforce were considered important.

(3) Motivators - leaders use power (ability to influence) over others if they are to be recognised and followers associate more easily with high achievers and specifically if they can reward subordinates well and give them job security.

Another model, slightly more detailed was introduced with classifications of the traits as, cognitive abilities, social appraisal skills, all these working or based on personality of the individual. What is most interesting about this model is the introduction of the leader's operating environment as a factor in effectiveness. This is illustrated in Figure 2. 5 below.

Figure 2.5 Traits theory model
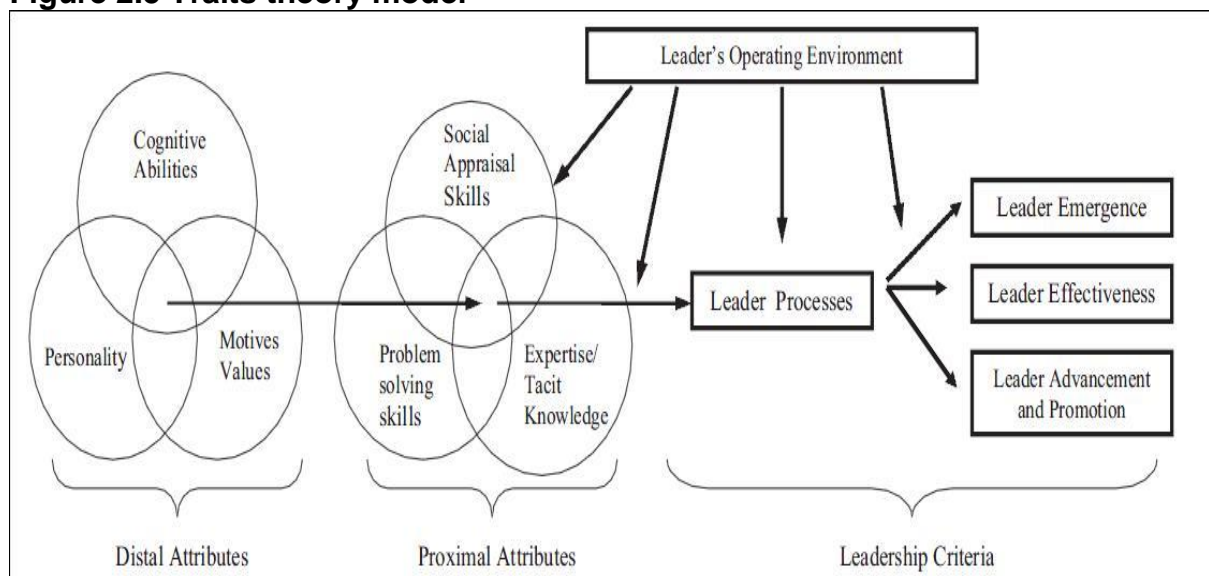
Source: (pervin, 1994:103-113)

Another form of classification of the components of the trait theory as illustrated above shows that the attributes are classified into three (3) as, namely; distal attributes, proximal attributes and leadership criteria. Leadership is a process, and these attributes should be understanding within the context of the operating environment (Colbert, 2012:670-685). Certain traits may produce certain behavioural tendencies for both the leader and the followers. Kenyhercz (2017:174-180) posits

that the leader's attitude towards the followers informs the way the leader will manage the followers. A list of the consolidated attributes is provided in Table 2.2 is a consolidated list.

Table 2.2 Consolidated list of trait attributes

1. **Intelligence /action-oriented judgment:**	2. **Willing to accept responsibility:**
3. **Task competence:**	4. **Understanding followers needs:**
5. **People skills:**	6. **A need for achievement:**
7. **Capacity to motivate people:**	8. **Courage and resolution:**
9. **Perseverance:**	10. **Trustworthiness:**
11. **Decisiveness / responsiveness**	12. **Self-confidence:**
13. **Assertiveness:**	14. **Adaptability and flexibility:**
15. **Emotional stability:**	16. **Creativity / innovation**

Source: own construction

The leader-follower relationships emerged early in the studies on leadership, even though more focus was put on leaders as the final drivers. The more people focused the leaders would are, then the closer they would be to the workforce and exert more influence if there is "congruency" in their relationship and achievement of objectives. It was perceived that the higher an individual goes as a leader, the more they would be people focused (Garzia, 2011,697-709).

According to Zaccaro (2004:124), trait theory is integrated patterns of personal characteristics that reflect a range of individual differences. These foster consistent leader effectiveness across a variety of group and organisational situations. Most researchers refer to the trait leadership as the early theory to be studied in leadership. Some of the researcher assumed that leaders are born as leaders, born with characteristics of leadership. However, trait theory focused on differentiation between people who are leaders and those who are non-leaders. Effective leader's impact on followers, individuals and group performance on the job (Derue, 2011:7-52). Some of the researchers saying leadership is only for specific people who have special trait that cannot improved. According to Roccas (2002:789-801), trait means" a variety of individual attributes, including aspects of personality, temperament, needs, motives and values". The trait leadership is characterised by the following

attributes as illustrated in the Table 2.3 characteristics of trait leadership theory below.

Table 2.3 Characteristics of trait leadership theory

	Characteristics of trait leadership	
1	Self-confidence	Self-assurance in one's ability to make sound judgement usually based on knowledge acquired or experience. A positive way of believing that one is able to perform or achieve certain goals as an indication of self-efficacy (Doshi,2018:1-9).
2	High energy levels	The potential to persevere and go on without getting tired or getting discouraged while working towards certain goals. The ability to keep on keeping on against odds without relenting even though there may be pressure in opposite direction (Appelbaum, 201573-80).
3	Extroversion	The art of getting gratification from sources outside oneself through human interactions, enthusiastically interactive and open to others. Keen to socialise and generally prepared to move around amongst followers and peers, easily accessible by followers (Hu, 2017:935).
4	Emotional maturity	Ability to balance personal awareness, others awareness, and social aw areness which enables the individual to solve problems with having to refer the issues to anyone. Such leaders focus on solving problems and not blaming problems on other people or situations, they generally provide leadership with confidence in difficult times.
5	Creativity	Trait theory leaders generally think out solutions and may not hold on to old traditional methods but innovate solutions, operations, etc. they introduce ideas or products that assist in changing the business or organisation and move it forward. They blend general intelligence with innovation to advance their enterprises and adapt to changes with comparative ease. They are keen to learn and may spend time in training, generally promoting education (Nawaz,2017:1-7)
6	Ambition	These leaders have a strong desire to achieve, possibly prompted by self-confidence which may be because of their willingness to learn from others. Their interactive nature too often enables them to be accessible and may mobilise for support from subordinates. They show a great amount of purpose and aspiration towards achievement of the desired outcome with drive, zeal and commitment (Wyatt, 2018:609-621).
7	Motivation	They have reasons for wanting to perform things, sometimes where others struggle to have a cause for doing something. They are self-motivated (intrinsic and external) and tend to set goals for themselves to achieve. The motivation makes them to want to move forward in their life and they generally do not need anyone to make them work towards whatever goals they have for themselves (Chan, 2015:161-166).

Source; own construction adopted from Colbert (2012:670-685)

Researchers agree on one thing, that leaders have the ability to influence followers to work and that they command respect from their followers. Jowah (2014: 313-335) noted that the ability to lead is derived from the leader's ability to seek congruence with the expectations of the followers. Trait theory leaders know and understand their followership and forms relationships because of their emotional maturity.

➢ **Important studies on trait approach**:

- Posits that leadership is a result of the ability of the leader to read and understand the environment as well as the followers' needs (Penney, 2015:31-45).

- Noted that the ability of a leader to behave according to the situation is critical for the leader's effectiveness (Miller, 2018:165-185).

- noted that the top four traits common amongst these leaders are inspiring, honest, being competent and looking forward (Mirvis, 1995:215-219).

➢ **The strengths of the trait theory According to Northouse (2013:29-31)**

1. It confirms the understanding that leaders are distinctive or distinguishable from others in the society they live in

2. It is important in that followers need to see and confirm that their leaders are gifted people – the trait approach supports this

3. It is amongst the most intensely and extensively researched leadership theory and has accumulated much data in support.

4. It helps with benchmarking for the identification of what is required in an effective leader during selection

➢ **Weaknesses of the trait theory (Northouse, 2013:29-31)**

o It focuses on the leader (leader-centric) and disregards the situation including the tasks and the followers involved

o It fails to account for the specific traits and how they would assist or influence good performance and productivity

o It does not state what traits of leadership are responsible for motivation and loyalty of the followers

o It suggests that people may not be trained to become effective leaders if they do not have specific traits

o It does not point out specifically what traits would work negatively towards motivation, productivity and performance

Too often followers and leaders have the same attributes and therefore difficult to distinguish on the basis of traits. Germain (2012:32-39) posits that communication skills are a critical aspect of good leadership. There are many other good communicators who have never given to lead. This suggests that their other factors

involved in the making of a leader, including that people are appointed sometimes subjectively.

2.4 BEHAVIOURAL THEORIES

Focused on the behaviour of the leader and the impact of the behaviour on followers, the theory emphasised leader behaviour. This was in total disregard for the subordinates, the beneficiaries as it were, of the behaviour of the leader. There is no dispute in the fact that a leader is important in any undertakings where a group is involved (Jowah, 2013:47-58), but leaders cannot be considered as the sole determinant of successful leadership. A scientific approach to the study of the leader behaviour is necessary, and how that motivates productivity and performance. Suffice to say that all stakeholders in the process have a part they play in this whole undertaking (Gay,2017:21-39). The leader must drive the effort to achieve organisational goals, but it should be within the context of the situation the leader is in, followers, tasks and objectives integrated.

The theory supports the philosophy that leader effectiveness can be learnt and therefore depends on the leader's ability to learn. Whatever the leader learns and puts into practice becomes a competence thus converting the acquired knowledge into preferred behaviour (Gok, 2010:16-78). It is presumed that the behaviour of leader, if it is in agreement with follower expectations, there will be cooperation from the subordinates. This therefore would drive performance because of motivation and loyalty. Johnston (2014:381-403) postulates that the patterns of behaviour that are acceptable to the followers are definable, and if in harmony with worker's prototypes, a relationship is built. The effectiveness of a leader is therefore judged on the basis of performance of the subordinates, by implication, followers have a role to play. The behavioural theory identifies two important behaviours that classify the leaders in this category, namely; consideration and initiating. These are used to influence performance of the employees to accomplish their goals as set by the leader.

Consideration; this speaks to the attitude of the leader towards the workers, care is shown towards the subordinates' needs and problems. This brings about trust and subordinates feel that they are important and valuable to the organisation. This generally opens up easy communication between the leader and the followers leading loyalty and unquestionable trust.

Initiating; this approach is task focused, the first concern is that work is done and there is no effort for intentional concern for the workers. Tasks are assigned, directives are provided, and the performance is closely monitored and meeting daily goals enforced.

Focus on the behavioural theory

The behavioural theory focuses on leadership action and actual behaviour of the leader. This theory confirms the impact of strong leadership on performance of both the subordinates and the organisation by derivation (Derue, 2011:7-52). The leadership behaviour theory is summarised in Table 2.4 below.

Table 2.4 Leadership behavioural theory

Leadership behaviour theory	
Task	**Relationship**
Oriented the groups	Friendly and open
Manage the standards	Handling advice from others
Making plans	Self-detect
Clarify the work roles	Worry about other people
Define the goals and tasks	Working with groups
Focused on complete the work	The community is important

Sources: Patria (2013:21-32)

This theory emphasises leadership behaviour and how this influences the direction of operations and the organisation, the theory does not look at personality traits. The concept of behaviour theory is that leadership can learn the behaviour easier than learning traits and all people may become successful leaders if they adopt this theory (Robertson, 2010). Behavioural theory assumed that, if the managers have particular behaviour will make the leader effective

Successful leadership must have the ability to build teams, motivate followers, and should be able to communicate effectively. Effective communication provides the followers with proper vision, direction, organisational objectives and provides for the necessary synergy (Larsson, 2010:317-334) that allows for high team performance. According to Bergman (2009:161-175), the leadership theory consists two types of behaviour, namely; task-orientated and relationship orientated behaviours.

a) *Task-orientated* – characterised by strictness of the leadership and that they provide specific details of tasks to be performed, how they should be performed and what the expectations are within a specified time limit. The leadership style

involves micro-management of the subordinates and does not allow for any mistakes or poor performance.

b) The *Relationship-orientated- the leaders focus* on the relationship between the followers and the leader. The leaders get involved with the employees and allow the employees to come up when they have problems. The central focus is empowerment of the followers, generally seen in the provision of continuous training of the subordinates (Tabernero, 2009:1391-1404). Mentoring and coaching is equally used to get the subordinates to function without fear of repercussions in the event of them failing to perform to expectations.

The main models of behavioural are Ohio State and University of Michigan models and the Managerial Grid mode and Theory X and Theory Y model (Oliver; 2012:679).

1. Ohio State and University of Michigan Models

a) Vroom (2007:17) from Ohio State University proposed two leader behavioural theories which were classified as employee-orientation and production-orientation theories. These are comparable to the foregoing task and relationship orientated theories.

a) Employee – orientated; the *employee-* orientation theory focused on personal relationships. This theory allowed the development of personalised interest which resulted in unity amongst the subordinates and acceptances of their diversities.

b) *Production-oriented;* the leaders in this dimension tend to work with group members only to achieve the work. They however known to achieve high productivity (Northouse, 2012:2-7) and this is attributed to the good guidance they have and the focus on high production. In addition, Yukl (2002:15-32) adds that there is a new type of leadership behaviour (hitherto unnoticed or unclassified) which was then named *participative leadership.*

c) *Participative leadership -* this type of leadership provides support to the subordinates by guiding them through the necessary stages and mentoring them to solve most of their problems on their own. The leaders still have to make the final decisions.

2. The Managerial Grid Theory was postulated by Blake and Mouton (1981: 439-455) the theory is categorised into dimensions, namely; concern for people and concern for results. The theories are closely related to the previous theories above, albeit classified or stated differently.

a) *Concern for People;* this leadership looks specifically at people's interests and this involves the skills, the passion and their ability to do certain things – talents. The

ability to understand the different dimensions of an individual may also assist the leader to know what the subordinate is capable of doing (being) apart from what they have a particular moment in time.

b. *Concern for Results;* here, the leadership focuses on the most efficient way of fulfilling tasks to maximise productivity and enable the organisation to perform better (Northouse, 2012:2-7)**.**

Organisations are established for a purpose, as such other leaders may neglect the other factors of productivity and focus on the one and only thing they think matters, the tasks. The Figure below (Figure 2.6) illustrates the Blake- Mutton model of leadership styles and theories – the managerial grid.

Figure 2.6 The Blake Mouton Managerial Grid
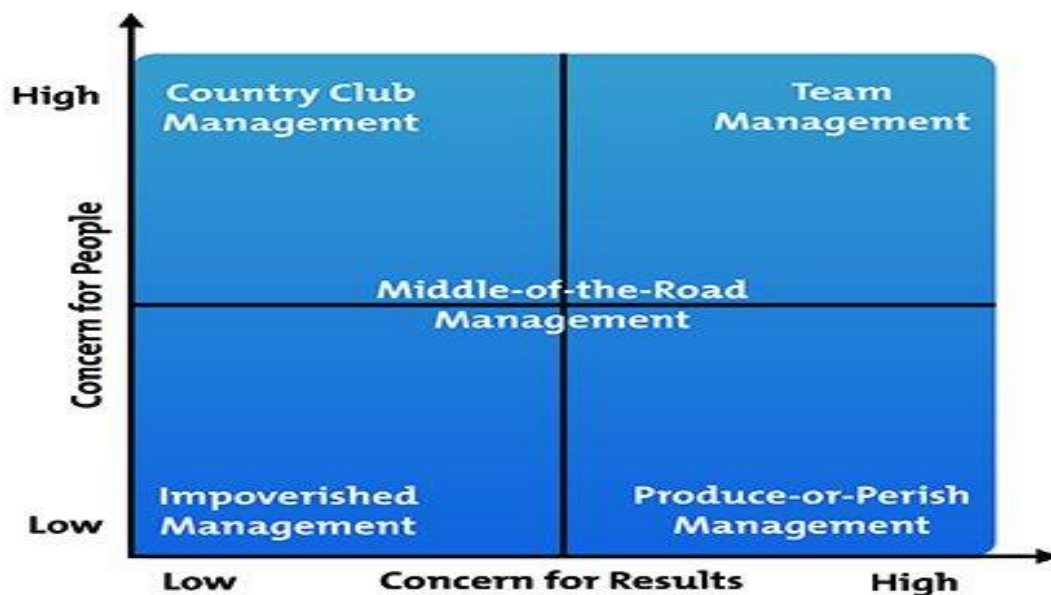
Source**:** Blake (1991:69)

Impoverished management: the manager in this spot have low people interest and low interest on results. Manager has simply not motivated by anything and expects that things will happen on their own (Heimhuber, 2015:3832:3860). This situation may allow room for those subordinates with little or no motivation to take advantage of that situation and not simply perform. Such an environment is likely to negatively impact on those that are motivated extrinsically, as they may have nothing to motivate them to perform (Blake, 1981:439-455).

a) **Produce-or-Perish Management**: the common name of the style is "authoritarian leadership." These managers are essentially "slave drivers" who care little about

human feelings and emotions but want their work done (Khan, 2015:7). Managers in this category use punishment as tools to motivate employees, because of that, they may have high result and low people morale. Low morale may translate to low job satisfaction leading to high turnover, high absenteeism and "burn out" subordinates in an organisation

b) **Middle-of-the-Road Management**: in this category the managers try to balance between people and (Tinker, 1991:4)**.** It is alleged that this approach fails to motivate would be performers and fails to engage employees to provide high performance.

c) **Country Club Management**: the managers in this category are more concerned about employees' feelings because they want to make the employees happy (Barrows: 1995:7392). The style tries to fit in the employees according to their (employees') capacity to work and this may provide a relaxed work environment.

Team Management: this style focuses on building working relationships between the leader and the employees, and amongst the employees themselves (Grady, 200:2443-2456). Team approach to working allows for a high degree of interdependence between the team members and the tasks them perform. This may allow for reduction in silos in which most structures in organisations work in and provide synergy (Al-Sawai, 2013:285). This approach may result in inter-task relationships, which may increase productivity – ideal for project execution.

Theory X and Theory Y

Kopelman (2008:255-271) developed two contrasting theories centred on how leadership motivates subordinates through the behaviour of the leaders themselves. The theories postulate that the behaviour's attitude and perception (it may be cultural, religious, experience, general knowledge, etc.) informs the way the leader behaves towards subordinates. The theories (ground-breaking) surmised that there are two approaches (from the leader perspective) or things that leaders "know" about followers or subordinates, these were coded, X theory and the Y theory.

X theory; postulates that employees (subordinates) don't like to work even if they have small motivations to work. It states further that some leaders believe that, employees have shortage of ambition, hate responsibility and like to be led (Authier, 2006:626-646). This mentality may promote the temptation of the leaders to use authoritarian leadership with intentions to coerce employees into submission or conform. Employees to perform. Wallgern (2013:1-17) postulates that this practice

will encourage managers to resort to micro-management of subordinates because there is that lack of trust.

Y theory; contrary to the prescriptions of the X theory, the Y theory leader considers subordinates positively, in that the leader believes that the subordinates are interested in working, are able to learn, can be trusted and left alone (Sorensen, 2011:178-192).

The underlying philosophy behind the theories is that as the manager or leader perceives the subordinates, so will the leader behave. If the leader has a negative perception about the subordinates, the leader's behaviour is seen as a response intended to push for productivity. The leader may not see anything wrong about the belief and behaviour, so as a corrective measure they may micro-manage employees that are perceived to be lazy and unable to think. These different theories then gave room to new thinking as envisaged with the emergence of the contingency theory.

Behavioural leadership theory; A result of scientifically evaluating actions and moods of individuals in positions of leadership and their adoption to the environment in order to succeed.

➢ **The strengths of behavioural leadership theory**
- It explains many grey areas and questions about leadership and its impact in an organisation
- It helps in the identification of a leadership style of managers and where they can be placed

Some of the leadership styles emanating from this theory are the different types of leadership styles, some of the most common are in Table 2**.**5 below.

Table 2.5 Types of leadership styles based on behaviour

• Coaching leadership:	• Visionary leadership:
• Servant leadership:	• Autocratic leadership:
• Laissez-faire or hands-off leadership:	• Democratic leadership:

Source: own construction

➢ **Disadvantages of behavioural leadership theory**
- Behavioural theories are a learned process and take time
- Some leaders may fail to learn to understand the situation

- There may be too much diversity to allow for a standard
- Leaders have their own thinking about good leadership
- They should avoid showing weaknesses in the process

When leaders appear weak or unable to manage the situation, there is the likelihood that they may resort to other styles. Generally, the leaders will resort to use of power and influence to get the work done and meet schedules and deadlines. Too often they fall into two common behaviours, namely; pacesetter leadership and transactional leadership styles.

- **Pacesetter leadership;** tending to drive fast results in a situation where the workers may hold higher standards than the leaders. This may result in a higher frequency of meetings to go through the performances on a regular basis – say weekly.
- **Transactional leadership;** also centred on the leader who measures only the performance of the group or team by offering pre-determined incentives in the form of rewards like money and punishment if the worker fails to achieve as per expectation.

Trait and behavioural theories contrasted

The differences whilst they appear to be small, yet the impact they have in leadership and perceptions about how to lead are significant. The theories are being can be contrasted to the trait theory of leadership, this is illustrated in Figure 2,7 below.

Figure 2.7 Contrasting the basics of behavioural and trait theories

Behavioral Theory of Leadership

Behavioral Theory	Trait Theory
Leadership behaviors can be taught.	Leader are born, not made.

Theories proposing that specific behaviors differentiate leaders from nonleaders.

Source: (Schwartz, 2012:2307-2919)

The primary difference between the behavioural and trait theories, as already discussed can be summarised thus;

1. **Behavioural theories teach –** train people to be leaders with the understanding that leadership is more to do with the ability of leader and follower to form congruence in their respective objectives and expectations (Jowah, 2014:21-36).

2. **Trait theories state –** people are born leaders and one needs to identify those leadership traits that an individual has as a gift of nature. These people are born to lead and they have nothing to learn, they just have to be identified and be given to lead (Fleeson,2015:82-92).

The behavioural theories have a distinct orientation towards people and tend to work towards establishing mutual trust and respect. The workforce is not treated as another means of production, but as human beings with feelings, ideas, values and are able to make contributions to the process (Johnston, 2014:381-403). Efforts to identify individual employee expectations and needs and working towards attainment of these is more encouraging to employees than to be told they have to follow without them contributing. Part of the leader's learning process must be to know that getting people involved assists in creating job satisfaction, cooperation, loyalty and employee engagement. Both task and human beings that are involved are important in the making of a leader, effective leaders preside over followers and not subordinates. In such environments there is continuity of the workforce as labour turnover is low and absenteeism is equally low (Souba, 2018:166-171).

2.5 CONTINGENCY THEORIES

The contingency theory is a leadership theory that emphasises that the leader operates in a given environment within which his / her impact is affected by the situation which demand a specific leadership response (McAdam, 2019:195-205). The theory stipulates that there is no standard for the organisation since organisation have different factors and interests, including tasks or how these are to be performed. The theory focuses on specific situational factors which affect the relationships between **independent** and **dependent** variables (Avolio, 2007:25). The variables to be considered would therefore be motivation as an independent variable impacting on the dependent variable which is productivity.

A **contingency theory** postulates that there is no "best way" to organise and or leader an institution or to make decisions. The most appropriate decision making and

or leadership is contingent (dependent) the internal and external situation of the organisation (Chin, 2017:12721). The theory suggests that the leader makes decisions contingent on the prevailing circumstances, suggesting that there is no one-size-fits-all approach. The leader chooses what to be (style) depending the tasks, the people he is working with, the objectives to be met and time limits if there are any (Kulkarni, 2017:1-6).

The main ideas behind the theory are summarised as;

- Organisations are impacted on by both internal and external factors which must be considered in the leadership process
- Appropriate and context relevant leadership and is what is needed to balance organisational and employee objectives in the environment
- The kind of the task and the circumstances on the ground determine how leadership styles should be shaped
- Management must show concern for all aspects of the organisation (stakeholders) to allow for effective leadership and performance
- From organisation to organisation, task to task, followership to followership, these become the dependable variables for leadership style

The theory is supported by many other studies resulting in numerous other theories based on the contingency theories of leadership. These are illustrated in the diagram below (Figure 2.8)

Figure 2.8 Derivatives from contingency theory of leadership

Source: (Kulkarni, 2017:1-6)

The theories emanating or based on the contingency theory are numerous, and some of these are discussed briefly below. The essence of these theories in general is that the leader has to decide on what and how to manage a situation given the

41

situation they find themselves in. they need to understand group member characteristics if they will be able to fit in and influence the group effectively (Beaver, 2014:244-261). The effects would certainly differ from situation to situation dependent on the prevailing factors and circumstances. Some of the critical aspects of this theory are illustrated in Figure 2.9 below.

Figure 2.9 Aspects of factors influencing leadership
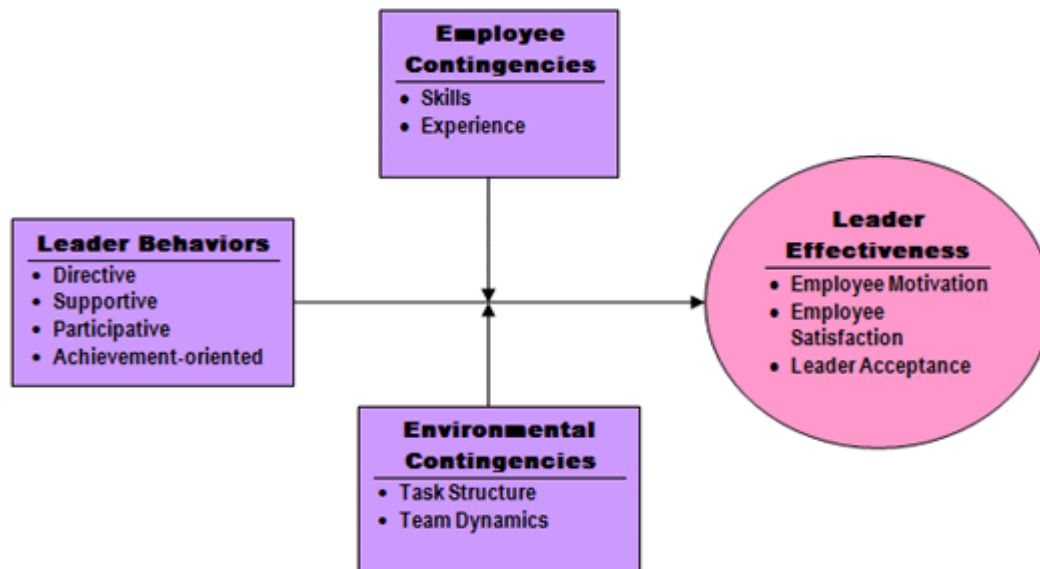
Source: (Ramesh, 2018:4-9)

Employee contingencies; the level of skills for the employees is an important fact, in that highly skilled people with experience in their trade may not want to be micromanaged. They have a degree of independence and may be offended if they are treated like they are novices, yet inexperienced personnel may consider micromanagement helpful to their learning.

Leader behaviour; responding to the personnel the leader therefore may choose to be anyone of these, directive – when the employees do not know exactly what to do. Supportive for the same group not sure or no confidence in their operations, or participative when they get involved with the subordinates. Mostly in project management – achievement oriented may be most ideal because of the triple constraints of the project execution process.

Leader effectiveness; the ability of a leader to motivate employees is of primary concern, so the leader may resort to transactional leadership for instance. As long as it is clear to the leader that not all employees are motivated rewards in the form of

money. Employee satisfaction – many different factors for different employees cause job satisfaction, the leader needs to understand all these and apply them appropriately.

Environmental contingencies; the tasks to be performed, together with the skills required are important because leadership patterns are influenced by the type of task to be performed. The team members (team dynamics) it is assumed will therefore be according to the requirements for the tasks to be performed. There is also one element left out too often – the politics in the organisation also impacts on how the leader will perform. Avolio (2012:12) developed one of the prominent contingency theories which focused on the balancing of the leadership style and the environment. Leaders lead people, and people are not homogenous, therefore leadership styles may differ according to who is being led and by who Kriger (2005:771-806) proposes that leadership must have good relationships with the subordinates, must have a full understanding of the environment, and must have the ability to punish when necessary. The pronouncements of this theory are explained in Table 2.6 below.

Table 2.6 Requisites for a leader to function

Relationship with people	This theory a type of theory that explain the relationship between the people and the size of organization in term of structure of the organization (Ruzgar, 2018:50-60)
Understand environment	The main aspect of this the relationship is understanding the relationship of a leader's characteristic and focus on the stability of relative environment (Moniz, 2010:1-12).
Ability to punish if need be	One of this theory goal is that, the leaders must have the power of rewording and punishing followers (Alsbaity, 2018:1-26).

Source: (Pratono, 20146:368-382)

The theory advances the thought that leadership should not be seen in isolation, because there are other factors involved, it is necessary to understand how they impact on the leadership style. Jowah (2013:37-43) posits that leaders lead because they have a form of agreement (acceptability) by the followers that they may lead. The research contends that there is a need for an "equilibrium" at which point the power of the leader and that of the followers reach (as a group or as individuals). The resentment or acceptability of the leader therefore moves on a continuum.

1. Fiedler's Contingency model

Fiedler's Contingency Model thus suggests that leadership is about the personality of the leader and the situation (including tasks and the types of followers) within which the individual leader must lead.

Figure 2.10 Fiedler contingency model
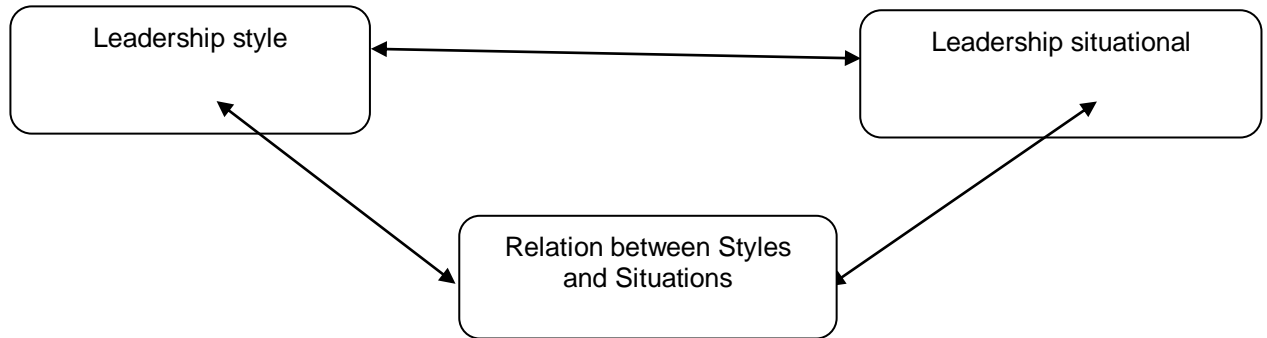
Source: (Strube, 1981:307)

The theories of leadership have passed through many different stages with so many different interpretations and definitions. What is critical is that though there has been no agreed on definition of leadership, all researchers agree that leadership involves an individual or individuals leading other people (Strube, 1981:307). As alluded to above, leadership styles are a result of many factors, and since the people to be led are themselves diverse, it is difficult to come out with "one stop solution" to leadership questions. The style is therefore equally affected by the situation (Levine, 2009:279).

1. **Leadership style:** the leadership is based on two dimensions' task-oriented and human relations orientation (Shao, 2016:131-153).

2. **Situational Variables***:* this style include three dimensions, which include among others the task structure, and leader-member relations (Bhatt, 2017:173-183).

2. Hersey and Blanchard's Situational Leadership Model

The Hersey and Blanchard (Hersey, 1979:418-428) model (the situational leadership) does not prescribe any particular preferences, suggesting that the style is determined by the situation. This is based on the understanding that the task and the people managing the tasks (followers) are an important part of the leadership process. Jowah (2013:37-43) identified certain characteristics of followers that may impact on leader behaviour. These are illustrated in the Figure 2.11 below.

Figure 2.11 Follower preferences that impact on leadership

Follower preferences →
Values and attitudes held by followers
Congruence between followers and leader
Prospects of success in the company
Personality and perceptions of followers
Cultural prototypes and expectations
Mutual trust and interpersonal relations
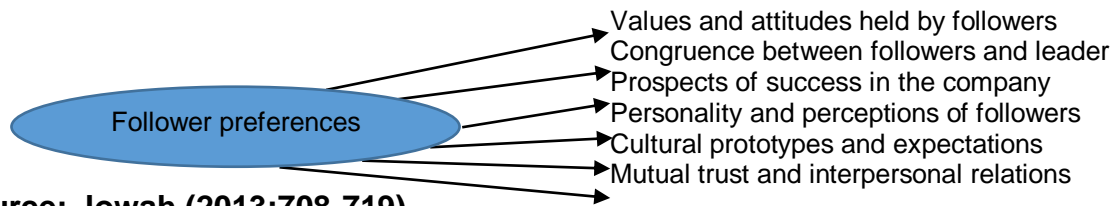
Source: Jowah (2013:708-719)

The diverse nature of the followership also makes it difficult to come out with a "one size fits-all structure as professionals may resent micro-management. To be able to lead the followers and accomplish organisational goals (Vann, 2014:28-38), the leader may have to use styles specific to individuals. The primary objective would be to accomplish the tasks as required by the organisation (Ehrhart, 2015:18-26), failure to may affect the leader more than the followers. The type of followers and the ability of the leader to adjust become a critical point in considering follower performance. Zigarmi, (2017:241-260) opines that good leaders are ability to set goals and tasks in accordance with the levels of the followers and their skills as they relate to the tasks in question.

2.6 ROBERT HOUSE'S PATH-GOAL THEORY

House's Path-Goal theory is based on the importance of focusing on the workers and seeking to motivate them. The theory suggests that good leadership involves the willingness of the leader shows interest in the welfare of the followers and try to assist them to realise their expectations. Cote (2017:28-35) opines that every individual in an organisation has expectations and objectives, and too often these differ widely from each other. But there would always be some that are generic, that the leader can focus on to meet the objectives of the workers (Rana, 2019:1-7). Beyond that, the leader may pay attention to specific expectations of the employees which may be achievable; it is not always that the leader will satisfy all the expectations. The effort put into helping the worker to reach their objectives may be recognised and will be seen in the subordinates' response to the leadership (McNeil, 2020:19-37). This theory can be summed up in three words, namely; expectancy, instrumentality and valance.

- **Expectancy** – if a goal is given and that particular goal / task is achievable

- **Instrumentality** – the presence of a reward when the goal task is achieved

- **Valance** – if the reward is perceived to be of good value by the recipients

Followers have expectations, and the expectations are specific to individuals, suggesting that the leader needs to try to meet these individual expectations. The leader has to give some form of assurance to each individual on the prospects of them achieving their expectations (Carrol, 2017: 23-48). The different characteristics

of individual followers, the situation or context in which the leadership takes place and the leadership style play a role in this leadership process. Four leadership styles are identified by this theory, namely; directive, achievement oriented, participative, and supportive styles (Rana, 2019:1-7). The details are provided in Table 2.7 below.

Table 2.7 Path-Goal Theory leadership styles

Source: Rana (2019:1-7)

The effectiveness of a leadership style is determined too often by the ability of the manager to fit into the circumstances in this environment. Each of these styles may be successful and leaders have the ability to change within these styles to meet the follower expectations. This can be discussed or considered in summary form as shown in Figure 2.12 below.

Figure 2.12 Path Goal Summary Diagram
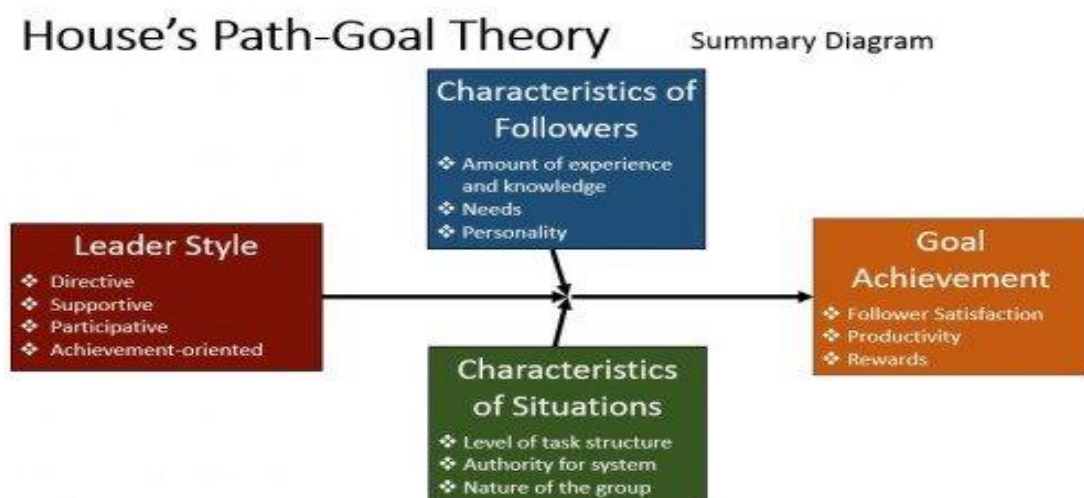
Source: (Yang, 2016:14)

A prudent leader oscillates between the different leadership styles expending on the situation and prevailing circumstances. The leader learns the environment, and

adjusts the style according to the context within which he / she finds himself / herself in (McNeil, 2020:19-37). Depending on the type of followership, one group may respond positively whereas another may respond negatively to the same leadership under similar or comparable conditions. The difference in the response can actually happen in one group since individuals have different perceptions about the same styles, a reason for wisdom from a leader. Jowah (2016-5-18) makes reference to followership types and suggests a leadership-followership congruency as a measure of the leader to be effective.

Table 2.8 Path-goal theory characteristics

Setting of goals	Goals are clearly stated and the leader's expectations are clear to the subordinate. The reward for performing according to stipulations is also communicated and feedback is provided promptly (Vera & Crossan, 2004, 224).
Efficiency of routines	These leaders concentrate on increasing the effectiveness of known routines and procedures using existing rules, policies and regulations of processes known to work.
Operate in established bureaucracies	Ideal for organisations with solid organisational structures and beyond the chaotic, no-rules stage commonly found in start-ups of entrepreneurs.
Standardizes the traditional practices.	The practices that are typical of this style result in the firms reach maturity, with the use of goal setting as a standard for operation. This creates a culture that may be difficult to change in the future.

Source; own construction

- **The Situational Leadership Model**

This model classifies followers into four (4) groups differentiated according to their levels of maturity with each particular group assigned to a particular leadership style. The two (2) variables used in the classification are, namely; task skills and motivation.

- **Task skills;** this is about the ability of the employer or follower to perform (knowledge) certain tasks and therefore their ability to work alone or be supported.

- **Motivation;** this focuses on the measurement of the desire or willingness of followers to accomplish the set tasks and measures also psychological maturity.

Four (4) forms or follower - readiness levels were identified that can be used to identify a fit-for-purpose leadership style considering the skills and motivations as levels of maturity. Table 2.9 simplifies the structure of the follower maturity and readiness levels.

Table 2.9 Readiness Levels and Effective Leadership Styles

Readiness Level (of followers)	Leadership Style
R1 - Readiness Level 1: Low Motivation and Low Task Skills	S1 - Telling
R2 - Readiness Level 2: High Motivation and Low Task Skils	S2 - Selling
R3 - Readiness Level 3: Low Motivation and High Task Skills	S3 - Participating
R4 - Readiness Level 4: High Motivation and High Task Skills	S4 - Delegating

Source: (Sethuraman, 2014:165)

The key above can be used, or at least aid in deciding on the likely effectiveness of a leader in given circumstances. This may be used subjectively, but a good study and understand of the situational variables may minimise error in the selection of a leader for specific tasks. The process of selecting of leaders is subjective to say the least, and too often the people who make the selection have no scientific knowledge on how to determine a future effective leader in the organisation.

- **Weaknesses of the Contingency theory**

o Changes in the organisational environment means leadership styles must change also
o Difficult if not impossible to stay with one leadership style when the environment changes
o Choosing and predicting the most ideal contingent plan for the organisation is impossible
o Some of the stipulates (Fiedler's) may not always hold true in all the circumstances the organisation experiences

Strengths of the Contingency theory
o The theory has empirical evidence of success and reliability on how to attain effective leadership
o The theory has broadened the general understanding of leadership and the ability and significance leadership learning.
o Its predictive nature enables the selection and appointment of relevant and context relevant leaders
o Helps leaders know that they cannot be effective in every situation since effectiveness is contingent to situations

o   Provides useful leadership profiling that may be used in the development of the human resources capital for the organisation

2.7 CHARISMATIC LEADERSHIP THEORY

Is by definition a method of encouraging or influencing people to behave in particular way because of eloquence in communication and the force of an individual's personality (Shamer, 2018:255-281). The personality that charms others and makes them want to perform by conjuring up eagerness in the followers to work towards a vision or stated goal. These leaders have specific characteristics, with which they influence the thinking and behaviour of other people. These are illustrated below in Figure 2.13

Figure 2.13 Characteristics of charismatic leaders
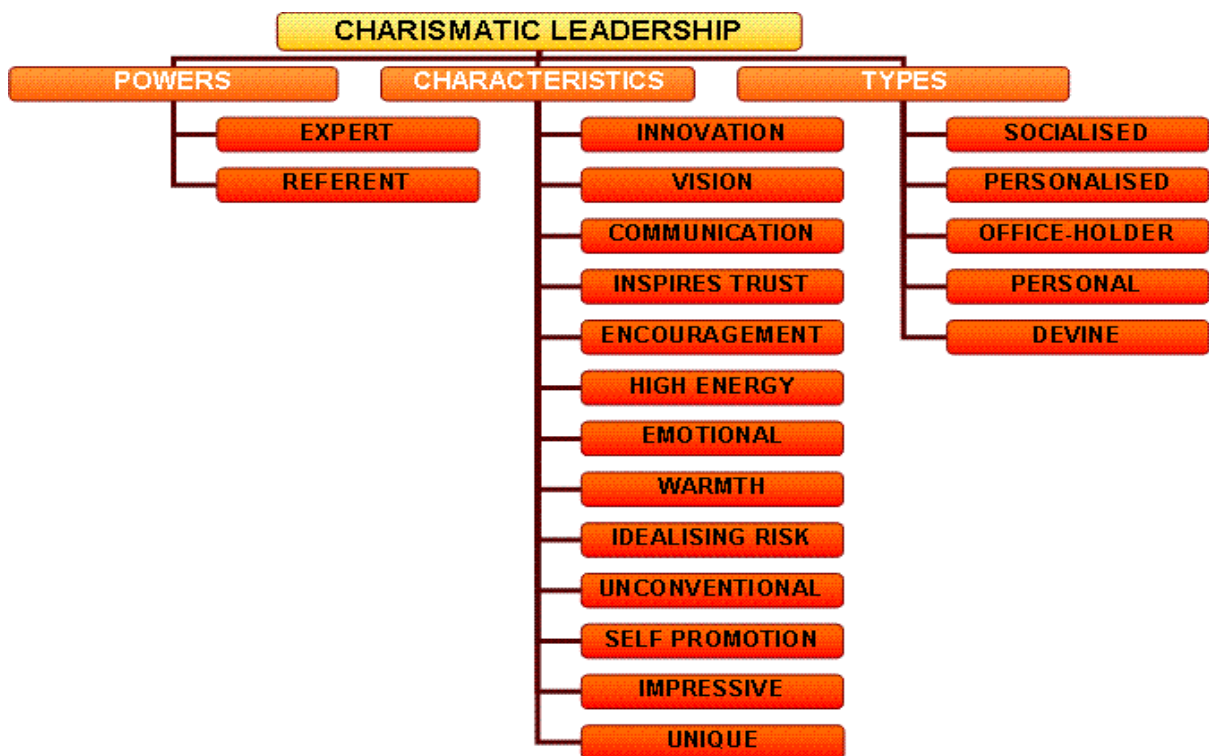
Source**:** (Shamer, 2018:255-281)

Charismatic leaders are good communicators and socialise extensively showing high levels of energy and they can articulate effectively the vision. They are known to be quick to identify weaknesses in an organisation possibly because of their visionary attributes believed to be because they are analytical (Sy, 2018:58-69). Difficult to pin down specific qualities that they have, but they attract followers and tend to be innovative and initiative. Some of the characteristics identified by researchers (over and above what is in the illustrative above) would be, as shown in Figure 2.14 below

Figure 2.14 Additional attributes for charismatic leaders

maturity,	humility,	compassion,
substance,	confidence,	positive body language,
listening skills,	self-monitoring and	self-improvement.

Source: own construction

The charismatic leaders are too often considered as "ordained by God" and are found mostly religious circles, but the industry has them too. The theory is not without critics like all other theories, the strengths and weaknesses are listed below.

➢ **Strengths of charismatic theory**
  o The leadership style creates emotional appeals to the followers
  o The style allows for free thinking and diverse opinions from followers
  o It is motivating to the followers in a way and results in low labour turnover
  o Allows for development of positive thinking amongst the followers and society
  o It allows questioning, interrogation and for learning amongst the followers
  o It promotes a shared identity amongst the followers by unifying with learning
  o It can effect changes in the thinking of the followers and introduce new thinking
  o It is centred on people and shows a lot of compassion towards followers
  o It is based on the ability of the leader to sell the organisation vision and goal

Weaknesses of the charismatic theory

  o Followers tend to depend largely on the leader and less on themselves
  o The energy levels of the leader are primary guide and the centre for followership
  o Dependency on the leader may make some followers not want to explore new things
  o It may impact negatively / change the values and beliefs of a follower
  o Some selfish charismatic leaders use this to exploit their loyal followers
  o It cannot be classified as a leadership style that fits into an organisation with a fixed structure.

2.8 LEADERSHIP OPPORTUNITY

According to Wood (2010:66-84) suggests that every individual has the ability to think for themselves and is capable of making decisions when given the opportunity to. A

good leader would need to build the confidence of the people before they can lead effectively (Yu, 2018:2296-2318). Trust built in between the subordinates and the leadership is critical in enabling people to work with little supervision – management by impression. This approach by McGregor (2016:187-207) was referred to as the Y theory, it postulates that when individuals are empowered, they actually become very productive. This makes employees feel valued Aithal (2016:2455-5630) and hence they are prepared to engage and own the processes within which they operate. Good leadership keeps employees satisfied through positive complimenting, that removes negativity and encourages the subordinates (Spendloye,2007:407-417). Effective leadership can be an opportunity to provide assistance for other people because the organization has a culture that incentivises employees. This type of leadership is empowering and develops the skills of the followers, a good leader is one that leaves subordinates as leaders when they leave (Yukl,2012:66-85).

2.9 LEADERSHIP THEORY

Large amounts of literature on leadership are available, as stated by Arena (2016:22), because leadership is amongst the most researched topics. Samples of these theories and the proponents of these postulates are summarised in the Table 2.10 below. Admittedly they are too numerous to record, as such a handful of them have been selected merely as a guide to the evolutionary process of leadership. Transactional and transformational leaderships will be discussed in detail in the next chapter.

Table 2.10; Leadership theories

Leadership theories		
Trait theory	Behavioural theories	Contingency theories
• Stogdill (1948) • Mann (1959) • Stogdill (1974) • Lord, DeVader & Allinger (1986) • Kirkpatrick & Locke (1991)	• McGregor's Theory • Theory of Lewin, Lippit and White • Ohio State and University of Michigan Models • Managerial Grid	• Fiedler's Contingency Model • Hersey and Blanchard's Situational leadership • House's Path-Goal Model • Leader-Member Exchange: Theory X and Y

Source: Oliver (2012: 13).

Major theories have been promulgated over the years and some seem to overlap, others disagree and yet still the others complement each other. Whilst these were studied separately, there seems to be some commonalities between them, or some relationships. It may be important however to suggest that the theories are also based on the culture and the dispensation in which they were studied (Meuser,

2016:1374-1403). Little of recorded study on the Eastern and African leadership brands and styles has been recorded or developed into theories.

- **House's Path-Goal Model**

Downey (1975:253-262) proposed a model (Path-Goal-Model) confirming that the behaviour of a leader is contingent to his/her followers in terms of performance, satisfaction and motivation. Antonakis (2014:746-771) concurred and suggested that the leader may adjust their behaviour to compensate for or supplement for deficiencies amongst the followers. This is seen in the willingness of the leaders to be supportive, directive, or participative. The forms of these compensatory behaviours are Tabled below in Table 2.11

Table 2.11 Complimentary leadership behaviours

Supportive leadership	This type of leadership based on where a manager does not simply delegate tasks and receive results but instead supports an employee until the task's completion (Rafferty, 2006:37-61).
Directive leadership	This style is one of the components of a transformational leadership, also it has impact on organization culture as a organization development (Bell, 2014:1970)
Participative leadership	This style known as providing the members with a framework for decision making and action in alignment with the leader's vision (Somech, 2005:777-800)

Source: (Dewettinck, 2011:284-305)

2.10 LEADER-MEMBER EXCHANGE THEORY

Rego (2012:429-437) suggested a dyadic (two-way) **leader–member exchange** (**LMX**) theory which is based on the relationship between the leader and the member. The assumption made here is that because leaders lead people, they need to have a relationship with the people they lead. Graen and Uhl-Bien (1995: 219–247) posits that the theory suggests good leaders develop a give-and-take (an exchange) with each individual subordinate. This relationship is expected to pay off with the subordinates being responsible, and with the ability to get access to the leader, the subordinates may be able to get assistance to enable them to perform. Deluga (1998:189-216) concurs and proposes that relationships built trust between the two people in the relationship, emotions and respect become the cementing forces that positively affect the worker performance. This goes beyond the work environment and may eventually include association outside of the workplace, which

further enhances positive employment experiences resulting in organizational effectiveness (Liden, Sparrowe, and Wayne, 1997: 47-119).

The LMX theory seeks to explain the effects of the leader-member relation on production in the organization. Leaders form strong ties with the subordinates which result in trust, emotional, and respect-based relationships, and the relationship is generally a one-on-one. The same relationship may not be experienced with other members of the group or team, or at least not with the same intensity for different subordinates. The theory postulates that leaders never treat subordinates equally, but it is critical to emphasize that work-related attitudes and behaviors of subordinates and followers are influenced by the way they are treated by their leader. The theory is illustrated in the Figure 2.15 below.

Figure 2.15 LMX theory and how it functions
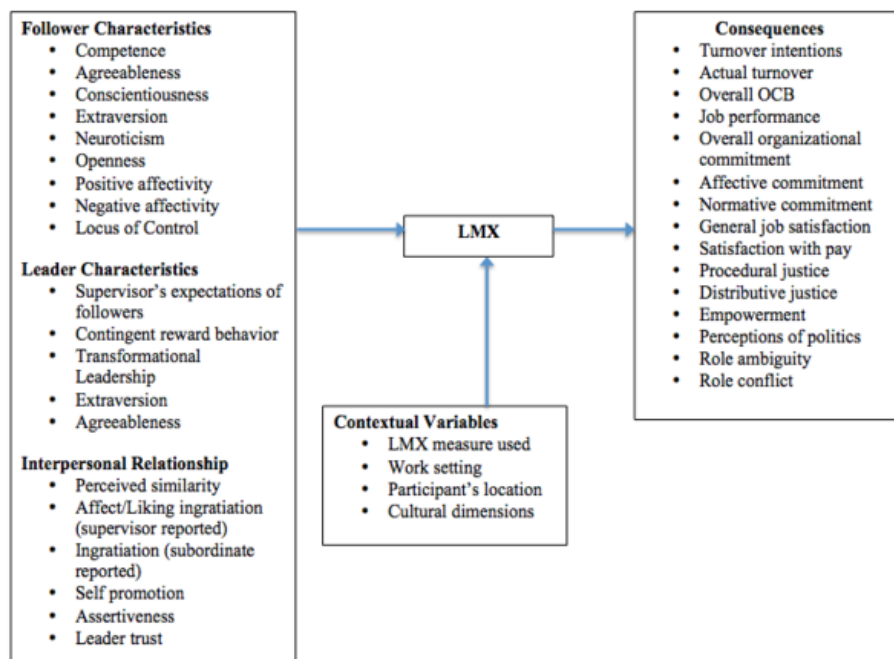
Source: (Scandura 2008:101-110)

The theory identifies three specific antecedents, namely; the leader characteristics, the characteristics of the follower, and interpersonal relationships. These aspects need to be understood clearly in the way they are intertwined and how they impact on follower or subordinate responses (Dulebohn, Bommer, Liden, Brouer, Ferris and 2012:1715–1759). The follower is evaluated on the basis of how these personalities (of the subordinate) are affected by the LMX theory. The system identifies specific spin-offs of the LMX theory, and the evaluation of the personality traits and how it relates to the effectiveness of the leadership and followership. The evaluations are discussed in Table 2.12 below.

Table 2.12 Spin-offs from LMX theory

Personality trait	Possible impact
Competence	In this stage the leadership allows the followers as in-group status if the leader believes that person to be especially competent at performing his or her job (Graen,2005:219-247)
Agreeableness	Mean there is establishing positive interactions with other people, also the agreeableness people have traits like trusted, courtesy and warmth (Templer, 2012:114-129)
Conscientiousness	Those people have special trait such as hard worker, go beyond the work, punctual, determined and self-driven (Xiao, 2012:9200-9206)
Extraversion	We can identify this as individual who has quality work and being optimistic, don't have problem working with others and enthusiasm to stability (Hermes,2010:367)
Neuroticism	The other name of this is emotional stability defined as the limit of individual can experiences negative emotions (Morris, 2015:1509-1532)
Openness	Openness is about the individual interest and how much the individual can adopt new expectance, the traits of people who openness as following open-minded, analytical, artistic, complex, independent , creative courageous and original (Zopiatis, 2012:86-104)
Positive affectivity	This section related to work outcome by improving the LMX through improving the LMX relationship with subordinates (Tziner, 2012:103-133)
Negative affectivity	Negative affective can influence the individual personality by affective the Neuroticism of the followers and bring negative vibe to work place (Spoelma, 2018:435)
Locus of control	The leader who don't have ability to control their reaction that can affect the outcome badly, so they much have the power of controlling the them self even control the environment (Stewart, 2009:507-535).

Source: (Inanc, 2018:7-36)

The relationship, like any other relationship involves the bringing together of the different personalities with prospects of a good relationship. The relationship should be understood as such, leader-member exchange, and the leader comes in with more power than the subordinate does. This may allow for some degree of dominance from the leader (Anand, 2018:698-708) in the relationship. The supervisor or leader has expectations, and may belong to the X or Y theory, in which case that also influences the way the leader relates to the subordinates (Aydin, 2018:5-22). The big five personality traits of the leader are also put to the test, and together with their experience, levels of emotional intelligence and general leadership understanding and competency. Even though the leader plays a dominant role in the creation of the LMX relationship, the role of the follower cannot be under estimated considering that the effectiveness of leader is related to the type of followers and the tasks to be performed (Jowah, 2016:24-49). Some of the interpersonal relationship variables likely to affect the LMX relationship, namely; like for leader, integration, self-promotion, assertiveness, and leader trust. The success of the relationship will be determined by the ability of the two to accept each other considering differences or

similarities in personalities. It is however important to note that the study suggests that the leader is the one in a stronger position to initiate the relationship than the subordinate is (Gerstner and Day, 1997: 827-844).

➢ **DECISION SYSTEMS AND STAKEHOLDERS**

Leech (2008:630) noted that, there are three different types of leadership styles, the level of decision making in each type based on leadership. The different leadership styles identified were the;

- *Transformational* = leadership encourages the employees to participate in decision making, creating a new vision and advise them to move on their interest and working on company goals.
- *Transactional* = the leader uses rewards and sets targets to be achieved by the employees, punishment follows if the target or tasks are not completed. Too often, employees are excluded from the decision making system and they are closely supervised (Webb, 2007:53-71).
- *Laissez-faire* = here the leadership is distanced from operational matters and leaves the employees to work on their own without interference. This approach may result in failed productivity as some employees are not responsible

2.11 CHAPTER SUMMARY

Miles (2012:285-298) noted that stakeholder engagement is critical for effectively leading in an organisation. This allows for a great understanding, specifically with the internal stakeholders, the most important of which are the people who convert strategy to meet objectives. The leader's relationship with the subordinates is one sure way of attending to the stakeholders, and these subordinates determine the success and failure of operations. All the theories studied above, including some that have not been included, are all intended to assist with effectively executing organisational tasks to achieve the intended results. A workforce that is satisfied and motivated is characterised by the low rate of labour turnover, high morale, and high productivity. This therefore emphasises the need for effective leadership in an organisation.

CHAPTER 3
DIFFERENT FORMS OF LEADERSHIP STYLES AND FOLLOWERSHIP

3.1 INTRODUCTION

Hannah (2014:598-621) defines leadership theory as schools of different types of thoughts that bring forwards to explained why and how normal individual become a leader. Anderson (2017:245-260) concurs and posits that leadership theories are great leadership, trait theory, situation theory and behavioural theory. Leadership style is defined as the behaviours of leaders when motivating, directing and guiding group of people (Cherry, 2019:87-96). This description is supported by De Vries (2010:367-308) who defines leadership style as approach and manner of develop a direction, plan and motivating followers. The extent to which the leadership theory and leadership style is interchangeably used, is also noted when people consider leadership to be the same as management (Cummings, 2018:19-60). These are equally not the same, but all managers are confused for leaders.

3.2 LEADERSHIP AND MANAGEMENT

Leadership is defined by other authors as providing methods and implementing a guideline for followers to improve the work quality (Burns, 2012:25-57)**.** Most definitions of leadership focus on the relationship between the leader and the followers. According to Bekker (2015:33-43), leadership is adopting the essential ability and prepared to inspire other people. Management is defined by Boone (1998:141-148) as the process of administration and controlling the affairs of the organization. In concurrence, Belak (2004:257-271) opines that management is all the activates as task that's undertaken for activing, the activities are like planning, organization, leading and controlling. The differences between the two are shown in Table 3.1 below.

Table 3.1 Different Between Leadership and Management

Leadership	Management
Establishes direction	**Planning and budgeting**
Create vision	Establishes agenda
Clarifies the big picture	Set timetable
Set strategy	Allocates resource
Aligns people	**Organizing and staffing**
Communicate goals	Provide structure
Seeks commitment	Make job placement
Builds teams	Establishes rules and procedure

Motivate and inspire	Controlling and problem solving
Energize	Develop incentive
Empower subordinates and colleagues	Generate creative solution
Satisfies unmet needs	Take corrective action

Source: (Northouse, 2017)

Jowah (2014:34-76) posits that the major difference between leaders and managers is that leaders have followers whereas managers have subordinates. Management focuses on the accomplishment of goals, their interest and priority is the completion of the task at hand, this to them is first price. Their style therefore may involve largely the articulation of the objectives of the organisation that have to be met at all costs De Vries (2010:367-308). This is supported by clear stipulations in the form of time to be taken, the resources to be used and control on the staff through the use of rules and regulations. is the task as priority leadership clarify and articulating the company goals to all employees. Belak (2004:257-271) says that managers are keen to take corrective action where things may be going wrong, and reward performance to encourage cooperation. According to Hackman (2013:25-87), leadership focuses primarily on communication, which modifies the attitudes and behaviours of others in order to meet shared group goals and needs". Leadership works on the inspiration of the followers and influences changes of the behaviour of the followers towards working together to achieve common objectives (Kelley,1988:41-48). The change of follower behaviour introduces loyalty that enables the willing participation from the followers to work towards achievement of organisational goals. Leadership resides in the power that is in the personality of the leader (Kaiser, 2015:55-92), and power is the ability to influence the behaviour of others. Other factors may take part or appear in the process of leadership, but the ability to influence is critical for effective leadership. Whereas the traditional view of management is forecasting, budgeting, planning and controlling (Belak, 2004:257-271). It should be stated however that one individual may have characteristics resident in both leaders and managers, thus elements of leadership may be found in other managers. Because leadership can be taught and learnt, along the way some managers have learnt to be leaders and will therefore exhibit some characteristics of each (Hannah, 2014:598-621)**.** As alluded to in the previous chapter, the effectiveness of a leader (according to the contingency theory) is based on the ability of the person in charge (leader or manager) to fit into the situation in which they are operating (Gupta, 1994:264-284). The continued change in the organisational situations impacted on by the globalisation of the world, more and more complexities emerge and the environment is dynamic, suggesting the

need for characters and behaviours of those in responsible positions (Toor, 2011:310-320). In the manager's view an employee is an asset used as a means of production, they have to do what they are hired to do and failure which they are not worth keeping (Zaleznik, 2003:171-177). Managers, in an effort to get work done are therefore "meticulous" in their approach; they give specific orders and leave little room for deviation. Managers have fewer mistakes or errors committed by their subordinates and may not allow for "error in the process of learning." On the contrary, leaders allow for learning and therefore accept error as a learning curve for the followers Arrington (2014:46-71) thereby creating room for empowerment. When people are inspired and allowed to think, they tend to be innovation and start on new inventions of modifications at the workplace. Whilst leaders, like managers, explain the vision and objectives, the approach to implementation is different in that leaders are relationship focused (Carter, 2014:44). Managers use reward for accomplishment, punishment for failure to meet goals and for this emotions are used to control team members to perform (Mohammed, 2013:715). Consequently, employees fear making mistakes as this will result in punishment, in the process, they also avoid trying new methods, in case they cause problems. McGregor's X and Y theories seem to show clearly the differences between a leader and a manager in their behaviour towards followers or subordinates.

Theory X involved heightened supervision of the workforce (micro-management) and rewards are used to get employees to perform, failure to perform results in punishment (Carson, 2018:450-460).   This theory is based on the assumption that typical worker has no ambition to work, is lazy and can only be made to work towards specified goals to measure performance or to make them work (Hattangadi, 2015:20-21).

Theory Y focuses on the human element where the manager believes that the workforce is able to work with little supervision leading to empowerment. This uses job satisfaction to encourage workers and with little supervision (Worth, 2019:248). **This theory** manager believe that people are internally motivated and can work without close supervision, they enjoy their jobs and are responsible people. Such managers consider their employees as the most valuable aspect of their operations and therefore they empower the workforce to perform better (Avolio, 2007:25-33).

3.3 LEADERSHIP STYLES

According to Bennis (2010:5-7) leadership is intended to assist in making the employees / subordinates / followers to work together towards a common goal. This also involves managing and working with those that will be doing the right things towards attainment of the organisational goals. More so, leadership is the art of bringing people together towards a common goal (Eisenhower, 2012:69-108) and is based on the ability to influence people to perform. The leadership styles are largely determined by factors like, culture, education, experience, and the situation or environment one leads in (Anderson, 2017:245-260). The situation will involve among other things, the followers, organisational structure, the type of structures of the organisation, and the organisational strategy. It is important therefore that any leader who wants to be effective would have to adjust to a leadership style ideal for the situation (De Vries, 2010:367-308). This should be the primary concern for all well-meaning leaders, if they are to improve the likelihood of success in the implementation of the tasks at hand. It is evident from research that cultural traditions and values generally inform the character and behaviour of an individual (Crossan, 2013:285-305). It is these that would be reflected in the way an individual would lead, taking into consideration the X and Y theories. The attitude or perception of a leader about the people he/she works with determines how they would treat the subordinates, which becomes the leadership style adopted (Goleman,2000:4-17). Below is a Table (3.2) showing some of the common leadership styles identified by researchers.

Table 3.2 Some leadership styles

	Visionary	Coaching	Affiliative	Democratic	Commanding
The leaders modus operandi	Mobilize people toward a vision.	Develops people for future	Create harmony and build emotional bands	Forges consensus through participation	Demands immediate compliance
This style in a phrase	Come with me.	Try this	People come first	What do you think	Do what I tell you
Underlying emotional intelligence competencies	Self-confidence, empathy, change catalyst	Developing others, empathy, self-awareness	Empathy, building relationship, communication	Collaboration, team leadership, communication	Drive to achieve, initiative, self-control
When the style works best	When changes require new vision, or when clear direction is needs	To help employee improve performance, develop long term strengths	To heal rifts in team, to motivate people during stressful, circumstances	To build buy-in or consensus, or to get input from valuable employees	In crisis, to kick start turnaround, or with problem employees
Overall impact on climate	Most strongly positive	positive	Positive	positive	negative

Sources (Goleman,2000:4-17)

Because part of the leadership traits is founded in the culture and upbringing, not neglecting the important needs of the situation. Some cultures that are self-focused would ordinarily push for individualist approaches and success of employees, whereas leaders from a collectivist upbringing are likely to focus on group success (Saleem,2015:563-569).

3.3.1 Visionary Leadership Style

This style is one of 6 main leadership styles, a visionary leader inspires others to help them to contribute in the vision that help leader and employees to plan together for the future (Stam, 2010:499-518). Visionary leadership is more effective because the leaders have the ability to clarify the new direction to followers and explain how this would be achieved. This assists the followers in understanding the actions to be performed and prepare them (followers) to engage and make them key players in the system (Nanus, 1992:15).

- **The characteristics of visionary leadership:**

1. **Charisma of visionary leadership;** Visionary leader has the ability to inspire the followers and create positive environment for them and to encourage them to plan. The clarification of the vision and the charisma of the leader give the followers a feeling of attractive tasks to be performed.

2. **Have good relationships with workforce;** Visionary leadership has high ability to communication, they show a lot of respect for their followers and focus on the empowerment of their followers. In addition, visionary leaders are good listeners to follower's ideas and involve their workforce in the processes. They are known to create a family environment in the workplace with their team members, and always encourage learning between members and the leader. They are good in conflict resolution because they have personalised relationships and are responsive to any issues to be attended to.

3. **Strategic planner;** Visionary leaders are recognised for being strategic planners because they aim to succeed in any of their undertakings. Because of their high interaction with team members, they are able to benefit from some of the knowledge amongst the followers, to whom they entrust responsibility. By allowing innovation amongst the subordinates, they enable changes in operation to develop more efficient operational systems and ideas (Westley,1989:17-32).

4. **Organized learner;** A visionary leader knows learning and education are the most important things to improve personal skills, improve follower's performance and decision making. They equally focus on their own development in the form of both formal and informal education as a means of making themselves better. They are known to be very receptive to new knowledge as a source of efficiency in their operations, and they equally encourage followers to take advantage of any learning opportunities. New thinking and creativity are central to the interaction with the workforce (Marquardt, 2000:233-241).

- **Advantages of visionary leadership**

Leadership styles fit into situations and there are no one size fits all leadership style, thus each leadership style has its own advantages and disadvantages. Table 3.3 below identifies the outstanding advantages of visionary leadership.

Table 3.3 Advantages of the visionary leadership

Inspirational	Emotionally Intelligent
Open Minded	Imaginative
Resolute	Persistent
Collaborative	Bold
Magnetic	Optimistic

   Source: own construction

- **Visionary leaders are;**

Inspirational; they motivate the follower and fill follower with enthusiasm which will make the followers or team members want to participate and be involved.

Open minded; they are prepared for new or different opinions on matters and therefore accommodating of anyone – they are prepared to learn and or discuss

Resolute; have a strong determination to perform and succeed and are generally full of optimism in difficult times, daring – they never look back.

Collaborative; likes cooperating and working together sharing ideas and plans and enjoys the thought of other people with different thoughts because they like learning

Magnetic; has the extraordinary power or ability or personality that attracts or pulls people towards them. They are likeable and you cannot easily resist them because of who they are and how they do their things.

Emotionally intelligent; they are sensitive and very much aware of other people's feelings, they are equally conscious about themselves and their conduct towards others handle interpersonal relationships empathetically and judiciously

Imaginative; they are free thinkers and seek for originality and are always looking for new things or new ways of doing things. They enjoy the thought of coming up with new things that can be tried and they are risk takers

Persistent; they keep on keeping on even when things appear to be difficult, they don't lose heart easily and they keep on trying even when others withdraw and they always look at the expected result and not the current calamity

Bold; they are not hesitant once they make up their mind for an issue and they convince themselves that it is worthy it, they do not fear but courageously persevere sometimes with the risk of breaking rules. They seem to cherish working in situations where they are challenged and would want to show their boldness.

Optimistic; they tend to take a positive view about things and conditions always believing that things will eventually workout and produce favourable outcomes as long as they do not quit, they believe strongly that winners never quit.

- **Disadvantages of visionary leadership** (Taylor, 2010:18).
1. Other managers must share in the type of leadership
2. Unlined middle managers will cause the failure of the operations
3. Generally, more effective if it is at the top leadership
4. Supposes that all leaders at all levels are visionary leaders
5. Only works well if managers at all levels work in that particular format
6. When not properly aligned it creates uncertainty and confusion
7. Ideal only for companies going through strategic changes

3.3. 2 Coaching leadership style

Coaching leadership style is characterized by collaboration and partnership between the leader and the followers. The leadership system somewhat dispenses with the hierarchy and command structure and allows the manager and the subordinate to "collaborate." The advantages of this leadership style are listed below.

- **List of the Advantages of Coaching Leadership**

1. This leadership style produces a positive workplace environment.
2. Employees know what is expected of them.
3. It increases the skill set available to the individual worker.
4. The coaching leadership style can create competitive advantages.
5. It makes it easier for a company to endure a time of change.
6. Coaching turns weaknesses into strengths.
7. It often has a defined beginning and ending.

- **List of the Disadvantages of Coaching Leadership**

1. It takes time for the coaching leadership style to be effective.
2. Coaching leaders must be skilled in leadership.
3. Mentoring is not always the right approach.
4. It requires specific coaches for each situation.

- **The coaching style aim**

The main aim of coaching style is improving the learning of employees, also increase the self-guidance and self-confidence of employees. According to Whitmore (2010:25) the coaching is about motivating employees to keep learning more and allowing the employees to freely think and performance. The concept of coaching demands the *trust and commitment* between the parties involved, better style if the coach understands well the learning systems of the individuals they are dealing with. This leads to s*elf-learning* meaning that the coached individual may also have to learn from their experience, the coached individuals may then be able to make decisions on their own (Stebbing,2012:481-502).

3.3.3 Effectiveness of Coaching Style

This style is the most effective style that can be used by managers to help workers to learn new things, this style is unsuitable for managers against change and having new experience. In a company where many employees are interested in the concept of coaching leadership, performance increases remarkably (Gilley,2011:386-405). The most important aspect in the coaching style is, continued and standardised teaching methods with effective feedback when needed. The effectiveness of this system is based on the ability of both to work together and teach and be taught (Sullivan,2003:1-11).

- **CHARACTERISTICS OF COACHING LEADERSHIP STYLE**

Table 3.4 Characteristics of coaching leaders

Realistic	Organised approach / commitment
Process oriented / consistency	Participative feedback
Objective	Knowledgeable / skilled
Balanced / fair	Flexibility / adjustable
Patient / tolerant	Tough / firm

Source; own construction adopted from literature reviewed

Good coaching leadership gives the employees direction by showing them how to do things, or doing the tasks with the employee as a means of showing the subordinate how it is done (Caplan,2003:54-87). Once the employee has mastered that, it provides them with self-confidence and may work independently without much of the leader. This reduces the distance between the manager and the employee and encourages more learning thus reducing pressure on the leader-manager (Westlander, 2009:82-96). On the other hand, coaching leadership actually enables the leader to understand well the people he/she works and understand their predicaments. Connor (2012:14-22) posits that the effectiveness of coaching is based on trust and ability to be empathetic to the conditions of the workforce as an insider. A good coach will open up to questions and accept that people have different learning methods and styles (Baron, 2010:18-38). The work experience of the employees allowed the leaders to achieve more tasks in short time and high quality (Groves, 2011:64-81).

3.3.4 Affiliative Leadership Style

Affiliative style found in 2002 by Daniel Goleman, is one of six leadership style that described by him. Affiliative leadership providing harmony and help through his/her followers to solve any problem. This style tries to build relationship between all of team member to make sure everyone is connected, on other hand the followers become the first and the mission become the second (Goleman,2000:4-17). In this style followers have a lot of praise from leader. However, Affiliative leadership is the best leader who can establish high relationship, because the employees like their performance, trust, sharing information and loyal all of this factors help the leadership to provide save environment and providing more benefits (Goleman, 2013:32-43).

- **Example of Affiliative leadership**
1. Create harmony and connection among the organization

This style of leadership focus on need and feeling of some followers. The best work for Affiliative is provided in correct situations and providing positive circumstances and feedback to healing the problems with company. This style has great technique that make followers trust them-self and working well with mangers. The leaders adopt this style must have trait that enable them to have large followers. Leader who able to solve all the problems must have lot of praises to be able to convince followers (Prussakov, 2007:32).

2. Get rid of weak performance.

The style at this stage working very good in weak companies, stressful and need encouragement. The company may have some weakness such as poor performance. To avoid poor performance, the leaders can use them authority to get rid of poor performance and performers (Ajanovic, 2011:87).

3. Affiliative can be Cantered on People

In this style leader can have some problems and conflict because they tasking people and give them high goals rather than value his/her people and work with emotions.

4. Build trust with followers

The aims of this style are make followers satisfy and have harmony to build up an emotional relationship to have strong trust to make followers loyal to each other that can provide high performance, flexibility and innovation.

This style it can't be the perfect style to use it for all group, but it can provide the good instrument among team member to build organization up and achieve energy and commitment though honestly and strong emotional relationship (Kim, 2007:87).

- **Advantage and disadvantages of Affiliative leadership**

Table 3.5: Advantages and Disadvantages of Affiliative Style

Advantage	Disadvantage
Reduce employee trust	Company turnover
Practicing the power	Didn't motivate followers
Make followers happy	Followers compete each other

Source: (Manktelow, 2011:18)

1.   Advantage of Affiliative leadership

According to (Benincasa, 2013;54) the leadership of Affiliative style want all of his/her followers feel happen and satisfied about what they doing and people being happy in

their positions. Result on that the follower's focus more on work requires, that lead to make the followers happy in teamwork. In this style followers can do work without any threat. Also Affiliative style allowed you practicing the power. Farther more, Affiliative leadership can help the organizations to fix broken trust between the team-member and reduce the conflicts (Manktelow, 2011:14-25).

2.   Disadvantage of Affiliative leadership

The leadership in this style is not rely lead they creating team of followers to determine them to achieve goal, also this style focus on result that come from expense relationship (Lencioni, 2002). More so, this style didn't support followers to grow and improve them-self, also may this style lead the company to turnover and the people didn't like that. The followers in teamwork can be unhappy because they compete for rewords and satisfaction.

3.3.5 Democratic leadership Style:

The democratic style based on employee's/followers respect each other. That related to leadership because its require high communication among leadership and followers. This style put the responsibility on leader and his/her followers, this stage of responsibility apply on privet/government organizations and NGOs.

According to (Gastil,1994:953-975) defined the democratic leadership as sharing the responsibility among team member, help the group in decision-making and empowering the team members. There is other researcher explained this style as democratic leadership facing complexity to accomplished their tack and goal without participation from other people. In the other hand participation is the master key in successful democratic style. According to (Locke,1986:65-79).

Participative leadership is "any power-sharing arrangement in which workplace influence is shared among individuals who are otherwise hierarchical unequal's".

- **Democratic leadership Characteristics**

The Characteristics of democratic leadership include primary features such as encourage followers to sharing information's, opinions and ideas among each other's, even the leadership has last decision. The main distinction in democratic style is involving in decision-making, they don't wait for experts to solve problems or give them advice they involving directly in process to solve all issues. Also the team members feel more involve in process. Leaders motivate followers through rewords and creativity (Martindale, 2011:32-35). However, researchers suggest some of good

traits like Fairness, Courage, Egalitarian, Competence, and Role models, Honesty, Fair-minded, Fairness, Adaptive, Intelligence, Team-oriented and Creativity. Also democratic leaders have ability to solve problems, can tack risk to reduce losses and create trust around team member (Woods,2004:3-26).

- **The advantage and disadvantage of democratic leadership**

Table 3.6 Advantages and Disadvantages of Democratic Style

Advantage	Disadvantage
Involving followers	Time consuming
Opportunities for growth	Majority decisions aren't always in the best interest of the organization
Creating new ideas	Difficult to implement the culture

Source: (Smolović, 2016:424-442)

- **Advantage of democratic style**

The organizations that have a lot of changing in environment and facing complexity, the democratic style is the best style can use it because have high flexibility and having easy ways to solving problems. Democratic leadership will bring the best of your work out and give you good experience and improve your performance (Foster; 2002:4-6). This style providing industry service like producing new ideas to help in changing and flexibility in customers' needs. Democratic providing good environment to create new ideas and participate with team members. The democratic team member sharing the ideas among each other so that can be providing creative methods to solve future problems (Martindale, 2011:32-35).

- **Disadvantage of democratic leadership**

The followers feel more commitment to organization and care about final results. However, leadership in democratic style providing high productivity through team member (Ray,2012:1-26). The leader in this style they are slow when they making-decisions. Democratic leadership require team with high experience. In democratic style the roles and times are unclear so that can lead to failures in task, performance or communications. More than that, the employees in some stage don't have enough experience or knowledge to make-decisions. Democratic leadership require a lot of time because they want the employees contribute and encourage them to improve the quality of productivity and performance (Bhatti,2012:192).

3.3.6 Commanding Leadership Style

This style tends to be assertive, competitive, powerful and driven, also they can enlist other people to work and achieve big goals and leaders can use unfamiliar ways to get work done. This style of leadership is very motivated to have results, so that can create positive feeling of employees. However, some people feeling this style is old-fashion, this style can recommend when you have crisis and you need to decisive quickly or when the leader had enough input and he/she want to start to work and having result (Jacobs, 2007:24). However, the main concept of commanding style is Immediately compliance and the leader in this style is going a lot of commanding and force people do as he/she saying, individual in this style don't input too much, leaders can be monitoring everything and motivate people trough confirm the result of get it wrong. using this style effectively and get immediate respond have to go in some process like knows the work better than individual, give clear order to followers, make rules and explain it in understanding words and spread it wildly, setup strong standard that no one can convince you, watch everything from cols distant and review anyone not following rules (Goleman,2013:45).

- **Advantages and Disadvantage of Commanding style**

Table 3.7: Advantages and Disadvantage of Commanding Style

Advantage	Disadvantage
Time management	Can't compete
Convincing employees	No followers motivation
High expectation	Low moral

Source (Anderson,2010)

Advantage of commanding leadership

According to (Collins,2006:54) The leader have ability to stick to time Table they already made it, leaders try to be positive toward goal, leaders at this style have ability to convince followers, also they can tack risk, they can lead team when they loss the direction. The leaders can make tough and not-popular decision, also leaders can set up high expectations for themselves.

Disadvantage of commanding leadership

The leadership in this style lead the project by experience but sometime the followers has more experience than the leaders, so the leaders will not be able to complete the

mission or compete with other projects, refer on that the followers will resentment and resistance (Lockwood, 2017). The employs are hardly showing them motivation or creative. The low moral existing very quickly and creating conflicts with each-other (Constanta, 2013:1-8).

3.4 TRANSACTIONAL LEADERSHIP DEFINITIONS

Transactional leadership explains the relationship between leader and followers in regard to exchange for reward. The reward can be in the form of punishment if wrong things are done or may involve a gift or promotion (Hargis, 2011:51). According to Kaslow (2012:47), transactional leadership is a form of managerial leadership focused on follower's performance, it involves micro-supervision. The manager looks at everything that the subordinates do and set up goals and targets against which the employee performance is measured. Riza (2010:29-38) posits that transactional leadership is based on the leader's and his/her followers exchange. Van (2008:253-267) noted that the key characteristics of transactional leadership are, namely; tasks are clearly clarified, completion times are stipulated, the reward is known to the employee, specific rules may govern the conduct and the distance in the relationship is maintained.

According to Oliver (2012:31) this style pays more attentions to the clarification of the tasks than to the relationship between the leader and the follower. Thus how the tasks should be performed, the material requirements, and whatever technical aspects are detailed for the employee. The style is based on Maslow's Hierarchy needs (human) such as "physiological, safety, social needs (Van, 2008:253-267) which motivate the employees to perform.

Alternatively, transactional leadership can be described in three dimensions, namely;

1. **Management by exception (active**); these leaders manage groups of people by trying to discover problems before they happen and watch followers performance to find creative ways to sort-out the deviations. The correction of the problems will happen directly after deviations (Northouse, 2012: 5-7) since the manager will be on the spot.

2. **Management by exception (passive);** the opposite of management by exception (active) where the leadership does not solve the problems directly. In this case the managers wait until the problem takes place, then they take action to solve the problem, this style usually has negative feedback (Oliver; 2012:31).

3. **Contingent reward;** the leadership discusses the topic and tasks for which rewarding is expected given the accomplishment of the goals. This is generally an accepted agreement or understanding between the leader and followers as to what the ramifications of the actions (Macklin, 2013:22-26).

In addition, this time not require a competitive and profitability standard, also needs ethical standards, safety working environment. Leadership is one of the main factor that impact on improving company performance. Leadership have responsibility to improve strategic decisions of the company. More so, leadership must have the ability to use all the company resources to produce best products and grab the customers interest (Riza, 2010:29-38).

3.4.1 Benefits of Transactional Leadership

The transactional leadership is more close to management than leadership. Another researcher (Aktas, 2016:294-309) noted that an effective leader is one who can understand the environment and use the suitable leadership style. The ability to meet the expectations of the subordinates will enable them to perform well and enable the organisation to meet the objectives of the company.

1. **Simple and costless;** this style uses punishments and rewards to motivate followers this can be performed by top management on followers. No training is required, the manager needs to communicate the vision, possibly with charisma to inspire the subordinates. More so, this style doesn't require to have complexity of emotions to complete tasks (Masa'deh,2016:294-309). Masa'deh (2016:294-309) suggests that no emotions or other leadership complexities are involved in the process, this it makes it the easiest option for many untrained managers.

2. **Easy and clear to followers:** this style doesn't leave way to ambiguity, misunderstanding or misinterpretation because the leader provides positive reward for his/her employees, such as; salary bonus, health care or Holidays. On the other hand, the leadership can apply negative rewards like loss of one's job (Martinez-Corcoles, 2017:93-101).

3. **Strong Motivator:** according to (Patheja, 2016:405-407), the tangible reward and money are confirmed and dynamic motivators. More so, this style uses self- actualization to encourage followers and drive them to perform better and be rewarded. To have strong results.

4. **Gets Results Fast:** this type of leadership can provide faster results in the short term for those who are enticed by rewards. The advantage of the reward system is that if the recipients are motivated, there may be little need for supervision, and increased cooperation from the followers.

   Transactional leadership/Management focuses on supervision and performance is measured through the setting of goals for the subordinate. It is essentially a carrot and stick method, hence the use of incentives and punishments as a way of leading or controlling. Evidently, the type of power used is legitimate power (Pieterse, 2010:609:623). This approach does not shape or create the future, instead, it maintains the status quo and is based on policy and regulations and not relationships. Essentially transactional leadership adheres to the path-goal theory and is characterised by;

3.4.2 Limitations of Transactional Leadership

Whilst this style has its own places where it is applicable, it is equally with negative results and may not apply in every situation (Aga, 2016:517-525). Some managers of small businesses resort to the use of this and mostly informed by their understanding of the nature of a subordinate

The transactional leadership theory is also closely linked to McGregor's Theory X Bojadziey (2016:187-207) where managers rule by fear and work because of consequences. Negative behavior is punished and motivation comes from incentives and not willingness or joy of the employee to perform. The leader provides the subordinates with the tools they need to excel (Odumeru & Ogbonna, 2013:87-93). The disadvantages of transactional leadership are, namely;

Transactional leadership makes the employees to see the job as easy exchange to get money, with reward being exclusively the motivating factor. There is no relationship between the employee, the leader and the tasks to be performed as long as there is no acceptable compensation. The disadvantages of the leadership style are, namely;

1. **Elimination of individuality from production process;** the system does not allow for flexibility because of the rigid rules and regulations used to reward compliance. People who are creative are not accommodated in the system as they may go against set rules and policies. Violation of rules leads to punishment, even if the rules may be obsolete or inappropriate

2. **Allows some creativity,** but; regulated creativity will not produce the same results as compared to free-thinking and free innovation. As such, the creativity

allowed is dictated to and becomes limited in its extent because people cannot be innovative if they are dictated to.

3. **It creates followers and not leaders;** the style does not develop leaders and thus may create a serious problem of succession since no thinking is "allowed." The system removes innovation from the team and or subordinates and leaves that with the manager and thus affecting subordinate development. It is disempowering to the followership.

4. **Focuses on consequences of behaviour and not rewards;** the results for failure is the focus thus encouraging delivery out of fear and not desire. The blame of failure is bestowed upon the followers and never on the leadership as long as rules and policies are in place.

5. **5. No empathy is shown to the followers;** rules and regulations cannot be changed therefore people's emotions are not considered. The tendency is to report on follower mistakes, the reasons for the mistakes are never considered, and people's emotions are trivialised (Clark, 2013:22-49).

6. **It is not motivating to produce higher;** not everyone is motivated by the rewards, internal triggers motivate some people. The style does not interrogate what motivates people to perform other than the rewards (the carrot).

7. **Places more value on efficiency;** the efficiency of each individual worker (and not their welfare) hence the emphasis on routine tasks and performances. Experimentation is discouraged and people will be encouraged to work harder and not smarter.

8. **Success is attributed to the leadership;** and not the working of the subordinates who implement the plans. This demotivates the subordinates resulting in them working just hard enough not to be punished.

9. **Obscures leader incompetence;** subordinates who fail to complete their tasks are considered inefficient and not worth rewarding. The failure of subordinates to reach the set goals is never interpreted as a possible weakness of the leadership, suggesting that leaders are always correct.

10. **Rigidity:** the transactional leadership is strict and suggests that the subordinate cannot think and should do as they are told them. The style is centred on the belief that subordinates are lazy, cannot think on their own and needs to be directed always (Daly, 2011:171-206).

11. **Reliance on the Leader:** The employees feel they are not part of the company because they not sharing the company goals. Result on that they don't have motivation to complete the work task (Umme; 2015:1-9).

3.5 THE POWER OF LEADERSHIP

According to (Zogjani, 2014:89) the power has different meaning according to people. Leadership power is helping followers to understand the challenges when they in power to complete mission in perfect way in simulate method. Moreover, some time power is not for every leader because he/she can't use it in perfect way, but the effective leader need power and able to use it in full performance and reach the top goal. There is a lot of challenge to use power perfectly, if is not will cost the organization a lot of problems. Simulate methods learn leaders how use power to solve problems, be able to communicate effectively also helping leaders in power to understand it and use it effectively (Erkutlu,2006:285-297). The power of leadership is divided in two group first group is "Reusable Director's Kit" include everything that need to engage and explain the simulation, second group is "set of Participant Materials for Each Person", everyone has his/her own set of material to start the program. Some researcher divided leadership power into two groups, will explain as follow:

- Power of formal:

1. Coercive: coercive power mean is losing the power or position through having weak performance, decrease salary or top managers tack your project. Leaders have this power via threatening.

2. Reward: leader can use reward for individual to complete task, this style can be happening by giving extra time, promotion or give bonuses (Bass,1990).

3. Legitimate: legitimate power come from the authority position, the power happened when the followers in the company knows your position like CEO, head of department or big member in company.

- Personal power

1. Expert: expert power the person experience such as knowledge, information, skills. Export leader gain powers because he/she has experience in some areas such as project manager has experience in problem solving (Daugherty, 2009:54-69).

2. Referent: the power of referent come from respected and trusted. We can trust when other people working with-us and they sow our-work (Kellerman, 2010:47-85).

3.6 THE POWER OF FOLLOWERSHIP

The followers are very important to any leadership or company, without followers there is no leadership, also the organisation should have followers who's able to achieve the organisation goals. Leadership and his/her followers are very close to each other, also the followers can shape the leader's behaviour as they want. The common understanding of leadership is influencing the followers especially if the leader in authority position will influence by action or attitudes. However, one of the leadership theory show how the manager adopt his/her behavioural to fit with follower situations, refer on that the relationship between leadership and followers based on respect (McCallum, 2013). The followers are very important in term of environment for example the leader in military cannot achieve the strategic goal without good followers. According to Sen (2013:91-101) the power of engagement it has high related with followership topic. Since Gallup published this article about important of understanding followership it become interested topic to all researcher and organizations because it became measure tools of management strategy and performance. Gallup define engagement of employees as an employee's involvement with, commitment to, and satisfaction with work". In the old age research show there's low employee's engagement even some research saying only 29% of employees showing engagement in their work. Some of the studies identify the factors that can influence in follower's engagement like employee's commitment and welfare, understand how the job is important, clarify of work expectation, career advancement opportunities; regular dialogue with superiors; quality of working relationships with co-workers and superiors; perceptions of the ethos and values of the organization; and employee rewards and recognition (Uhi-Bien, 2014:83-104). In the soon past the follower use to listing to top management and do what they ask to do, also they can't speak-up or sharing them opinion and, managers tack all authority. In addition, the expectation of the employees has been increase because the people they are high educated and having more willingness to change organization, also employees looking for valuable work and treated them as human and dignity. The changing also can affect the public, privet and military institution (Baker, 2007:50-60).

3.6.1 Robert Kelley's Followership Model

Table 3.8: Robert Kelley's followership model

High thinking	Create Low	Alienated followers	Effective followers
		Sleep	Yes people
Passive		participation	active

Source: (Latour, 2004:102-111)

According to (Riggio, 2008:45) differentiation followership according to behaviour, personality. Also define different styles of followers in term of two behaviour damnation, first one is measuring the followers thinking and critical them, the secondly is estimate the engagement level wither positive or negative, refer on this tow damnation Riggio explain as following five tips of followers:

1. The passive sheep: them leader motivated and encourage them rather than them-self.
2. Yes-people: this style the leader do almost all thinking or acting for his/her followers, always followers supporting leaders.
3. The alienated: this style help to think independently, followers thinking for themselves, but not in positive way for the organization.
4. The pragmatic: this style providing less thinking and followers will get engage when they will see where the direction of the organization going is.
5. Star followers: this style allowed followers to think for them-self, and providing good environment to challenge the leaders and providing positive energy.

Table 3.9: Ira Chaleff's Courageous Followers

High support			
Low challenge	**Quadrant II** Implementer	**Quadrant I** Partner	High challenge
	Quadrant IV Resource	**Quadrant III** Individual	
	Low support		

Source (Chaleff,2009)

According to (Chaleff,2009:47-78) found the Second model of followership created in 1995, he spilt model in two categories first one is level of support from leadership, second the level of willingness to challenge the authority of leadership initiatives. Farther more, Chaleff divided two categories into four part of Courageous Followership as following:

1. Resource: the most important thing in this style is the salary, employees provide low challenge and support, employees only hire for work.

2. Individualist: this style shows high challenge and less support, almost like Kelley's alienated style. also followers will speak loudly when others people didn't speak.

3. Implementer: this style shows big support but less challenge, normally in this style the leaders loves followers because they always saying yes, implementer will not speak up if the direction of leader or organization is not worthy.

4. Partner: Chaleff describe this style as partner because show high support and challenge. This kind of followers have full responsibility and acting like leaders. They work in company as they work for own company.

3.6.2 Rodger Adair - 4-D Followership Model

Figure 3.1 Rodger Adair - 4-D Followership Model

LOW	← TURNOVER →	HIGH	
Low JOB SATSFACTION High	III Disengaged (no interest in job, no desire to improve) I Disciple (believed they are in the right place at the right time)	IV Disgruntled (Angry and ready to jump ship) II Doer (good work ethic but the grass is always green)	Low Productivity High
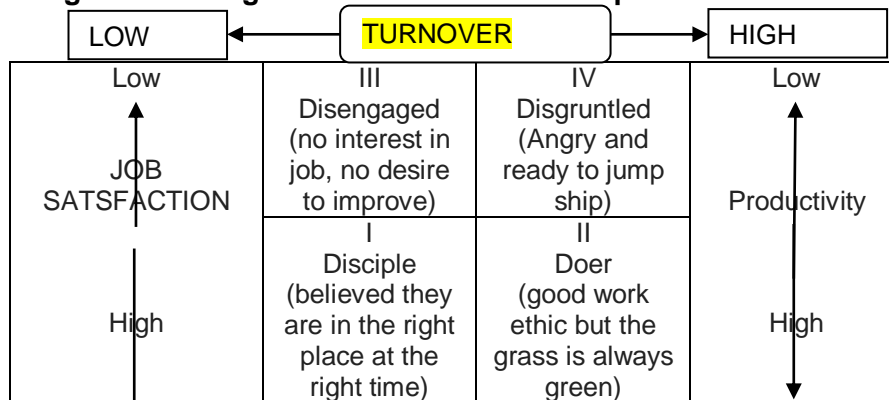
Source: (Adair,2008)

This style found by Rodger Adair of the University of Phoenix and the Apollo Corporate University also offered a four-quadrant model of followership call it 4-D. the concepts of this model are productivity, job satisfaction and turnover or likely hood to stay. The four quadrants layout as following (Adair,2008:137-153)

1. Disciple: this model provides high job satisfaction and productivity and less turnover, followers focus on helping and providing the needs of others, Adair explain this style as followers feel engage in company. Followers able to loss opportunity for them-self and work with team and planning to say long time with company.

2. Doer: this model has high productivity, but low job satisfaction and have high turnover. The main reason is providing they own needs. Followers feeling very happy to be one of team member.

3. Disengaged: the employees in this model are all low job satisfaction, turnover and productivity. In this model the leader should direct the followers in each detail.

Adair saying the followers tend to be dreads change; engages in guarded communication; nonexclusive and nonresponsive and weak work ethic.

4. Disgruntled: in this model followers have high corrosive personality and not main player in team. Also followers are low in job satisfaction and productivity.

3.7 CHAPTER SUMMARY

Leadership is arguably the most researched field yet researchers cannot seem to get to a general or universal definition of leadership. On the other hand, leadership cannot be scientific because it deals with human beings with changing emotions, values, beliefs, perceptions, and loyalty. Whilst culture and upbringing has been pointed out as a main factor in determining the leadership styles generally by leaders, it is equally important that the effectiveness of leadership is contingent on who is to be led, the tasks to be performed and too often the organisational structure and culture. Transactional leadership, was selected for evaluation because of the militarised environment, compounded by the cultural and religious beliefs that dominate the region. Whilst there are many other leadership styles, the literature today focuses on transformational and transactional leaderships as predominant. The effectiveness of any leader is determined by the extent to which the leader can impact positively on the followership and increase performance and loyalty.

CHAPTER 4
THEATRICAL FRAMEWORK

4.1 IMPLICATION LEADERSHIP THEORY

The Robert Lord and colleagues coined the idea of implicit theory of leadership (ITL) which is based on the ideas of individual cognitive exemplification of the world and to use these prejudiced notions to understand their surroundings as well as influence their behaviours (Forsyth, 2014:34-45). The ITL assumptions and expect some of leaders must have inherent characteristics feature and traits of worthwhileness. The assumptions of ITL can guide the individual's perceptions and facilitate the selection of possible leader. The terms "implicit and theory" are used to describe this approach because it was stated outwardly with the prejudice past experiences. The ITL facilitate the selection of the leaders as well as in responding to them in order to avoid any conflict (Schyns,2005:56-74). The Epitropaki and co-workers (2013:585-881), highlighted the importance of ILTs for the quality of leader-member relations and employees' executive obligations, job satisfaction, and welfare. The Foti and Lord (2002:87) studied the relationship between two distinct schematic processing and hypothesized that two experimental factors namely observational intention and observers' knowledge about group goals, would impact the category of schema-guided attention, structure, and retrieval of information used.

4.2 INDIVIDUAL DIFFERENCES

Individual different means the characteristics that differentiation among society. In other hand the different can be more or less psychological characteristics, so that can help to define each person's individuality. However, the most important aspects that can help to different between people are values, intelligence and personal traits (Offermann,1994:43-58).

4.3 BIASES

The world of social understands the theory from perceptions view, so the people use perceptions to setup the social life and integrate with others. However, the followers use ITL to camper personal characteristic to know the suitable and non-suitable leadership. Also ITL is used to evaluate if the leader is able to control the team or not. Can observe the biases of the leaders when you focus on characteristic of leader and see if the leader was in control or not (Foti.1987:318-340).

4.4 HISTORICAL VIEW

The aristocratic literature said the leadership based on genes "blue blood", also the Monarchy adopt extreme idea of the same thinking. The monarchy supports them view based on sanction of divine. In other hand the democratic tend to explain the leadership by using examples like Napoleonic because they perform the work like talent (Cano,2010). However, autocratic leadership remember the traditional leaders such as Roman pater families and woman thinking, in other way the patriarchal against this style because they using emotional thinking and guidance. The Roman traditional thinking linking the right living with leader idol and rule of benevolent (Singh,2017). According to (Pockell,2007:16-28) identify the trait of leadership as matter of trust, honest, humaneness, intelligence and courage. Good leadership don't reliance on only on personal intelligent because lead to rebelliousness, also if leadership practicing humaneness only will lead to weak performance, as well as using courage only result violence on followers, so the effective leadership should have all this tried on him to success and meet all requirements.

4.5 THEORIES OF LEADERSHIP

4.5.1 Early western history

The search of leader's characteristics was before Plato's Republic till Plutarch's Lives he came with question which is "What qualities distinguish an individual as a leader?" is was the early recognition of how important to understand leadership, and they assumed the leadership talent comes with personality characteristic, this idea build on theory name it trait theory of leadership (Sabine,1973). In 19 centuries was number of works about leadership spicily after trait theory the traditional authority of bishops and lords has been decries it was some researcher Wright about leaders such as Thomas Carlyle and of Francis Galton, whose works have prompted decades of research. In Heroes and Hero Worship (1841), Carlyle identified the talents, skills, and physical characteristics of men who rose to power. Galton's Hereditary Genius (1869) examined leadership qualities in the families of powerful men. Galton found that the leadership is inherited and the support his thought which is the leadership is in leader characteristics roots (Chin,2015:199-216). More so, Cecil Rhodes believe that leadership of public-spirited will grow when we motivate the young people by increase the power of leading and moral. However, improving the leader characteristic can lead the better performance in international understand the world and make the war impossible (Bennis,2010).

4.5.2 Re-emergence of trait theory

After trait theory the researchers develop new methods that can reapprove the trait theory to make it useful to study leadership. The improvements that happened by (Kenny,1983). However, in 1980s the improving in analysis methodology provide new tools to researchers to make meta-analyses, which is me summarize the results that come from wild studies, this advance tools help trait theorists to make comprehensive understanding of old leadership studies rather than based on qualitative methods. The researchers of leadership found the following:

The individual can emerge as leadership throw group of tack and situations also there is strong significant between individual traits and leadership such as Extraversion, Intelligence, self-efficacy, open to others experience, Adjustment and Conscientiousness (Lord,1986:47-53). According to (Zaccaro,2007:6) trait theory still focus on small trait of individual and neglect the big five people traits such as social and problem solving skills, motives, the neglect of cognitive abilities and values.

4.5.3 Behavioural and style theories

In this theory include Managerial grid model, this model answered the criticisms of trait theory, the researcher looking for leaders as behaviours then analysis behaviour of effective leaders, then allocate the success behaviours (Spillana,2004:3-34). For example, saying the good leadership must be strong and have positive ego and self-confidence is important to provide high performance. In 1939 Kurt Lewin, Ronald Lipitt, and Ralph White made study on group of young people, the people divided in different environment, in each group the leader practice his power of group decision, reword and punishment, the management of the group based on authoritarian, democratic, and laissez-faire (Lewin,1939:269-299).However, the managerial grid come from trait theory, but Robert Blake and Jane Mouton in 1964 develop the theory also they suggested some leadership styles based on how much is the leader concern of his/her followers and how important to achieve goals (Mouton,1964).

➢ **The Positive reinforcement of behavioural theory:**

According to (Hupp,2008:58-67) the father of positive reinforcement is B. F. Skinner. Positive reinforcement happened when providing reinforcement to behaviour, so that lead to increase that behaviour in future. Will use praise to explain positive reinforcement, for example there's employee he doesn't come on time every-day, after employee get praised he will come to work every-day because employees like to praise them, so in this example the employee behaviour changed because of praised. Leaders use positive reinforcement to motivate and earn desired behaviour

from employees. However, the research that happened in the past 20years saying the techniques of positive reinforcement doesn't cost the company also providing high performance (Achua,2010:74-87).

4.5.4 Situational and contingency theories

This theory found as respond on trait theory. The scholar of social since saying the history at that time not only about great man as Carlyle referee. According to Herbert Spencer and Karl Marx in 1884 said the time produce the man not the man produces the time (Amanchukwu, 2015:6-14). This theory suggest each situation have different characteristics, also this theory assume there is no special leadership. Therefore, the leaders integrate as the situational they are in. However, researcher start to gathering trait and situational theories then they came out with three styles of leadership. First style is authoritarian leadership can use it in crisis time but this style cannot grape the followers mind and heart. Second style is democratic leadership this style is more useful in case that require consensus. Third style is laissez-faire leadership this style is providing high degree of freedom, also this style can fill or thorny because leaders cannot have responsibility, this theory show the definitions of leadership styles as emergency theories. In the recent years appear four new theories of leadership which is Fiedler contingency model, Vroom-Yetton decision model, the path-goal theory, and the Hersey-Blanchard situational theory (Hemphill,1949).

Fiedler based his theory on situational contingency, which come from integrations between situational favourability and leadership style. This theory set two leadership style: leaders like to achieve work by having good relationship with followers(relation-style), and leaders they like to accomplish the task-style (Fiedler,1967). Fiedler found that, there is no perfect leader. The both leader (relation, task-style) can be effected the environment. According to (Vroom,1973) studied leadership theory with Phillip Yetton, then in 1988 collaborate with Arthur Jago to develop model to explain leadership situations, "which was used in a normative decision model where leadership styles were connected to situational variables, defining which approach was more suitable to which situation" (Sternberg,2002:301-323). This style was new because the leaders can trust the group's decision based on different case situation.

In 1971 Robert House develop new theory of leadership mane it the path-goal. This theory based on Victor Vroom theory (House,1971:321-339). According to House the core of this theory is "the meta proposition that leaders, to be effective, engage in behaviours that complement subordinates' environments and abilities in a manner that compensates for deficiencies and is instrumental to subordinate satisfaction and

individual and work unit performance" (House,1996:323-352). The situational leadership theory recommends four level of followers and same for leadership-style, this model assumed the leadership style mush linked with level of development followers, also the behaviour of leadership in not only for leadership characteristics it's for followers as well (Zhou,2008:18139-18144).

4.5.5 Functional Theory

This theory is helpful specially in addressing leadership behaviour they expect to integrate in the organization. The main concept of this theory is tack care of all necessary staff that help the group to provide better work, also (Zaccaro,2002:451-483) applied the functional theory to team leadership.

4.5.6 Transactional and Transformational Theories

This theory was developed by Bernard Bass and colleagues, they based this theory on two kind of leadership transactional cares about rewords and provide power to accomplish task, also the power give to manger to lead people and followers agrees to achieve the task for rewords or punish, the power of leading people giving to correct, training or evaluate followers when they can't reach the maximum point of productivity (Forester,1991:15-17). Transformational cares about followers and involving followers in group decision (Cherniss,2010:413-431).

4.5.7 Leader–Member Exchange Theory

This theory deal with specific part of leadership operation, this theory come from other theory namely vertical dyad linkage, the concept of this theory is focus on interest between followers and leadership (Dansereau,1975:46-78). Also theory dealing with followers as transactional theory, there is rewords and punishment, leader providing advises and direct followers to task. According to this theory the interact between followers and leaders can provide in-group which they have good exchange quality and out-group having poor exchange quality (Amanchukwu, 2015:6-14).

4.5.8 Leadership Emotions Theory

In this theory noted that, to lead people you will pass in emotion process, because the social environment entwined with emotions (George,2000:1027-1055). The leader attitude can effect his/her followers, the effects of leadership can explain as following

1. In group/individual the leader can affect the followers negatively or positively by emotional contagion, in this stage the charismatic of leader can influence his/her followers (Bono,2006:713-334).

2. The influence tone of group, the tone of group can tell the homogeneous stage in group, the mood in group refer to analysis level, also the positive or negative mood result on emotion of leadership (Sy,2005:295).

3. The leaders sending signals by speaking lowed about what they thinking, what they thinking, so that can help followers to put more efforts, plans and coordination to understand leader's mood (Sy,2005:295).

4.6 LEADERSHIP EMERGENCE

In old studies found a lot of characteristics that lead to know leadership, the characteristics as following:

1. Assertiveness: the relation between leadership and assertiveness is not stable, the people who has high or low assertiveness not easy to define them as leaders (Ames,2007:307).

2. Authenticity: this stage mean the people have high responsibility, self-confidant and less biased they have more ability to be leaders (Llies,2005:373-394).

3. Big Five personality factors: the personality of leadership tend to be open to other experience, extroverted, emotionally stable, conscientious (Judge,2002:765).

4. Birth order: this stage assume the first birth in family tend to be leader, middle born tent to be follower, but the latest born tend to be creative (Forsyth, 2014:34-45).

5. Character strengths: this characteristic aim to people like to be leader in army, leaders should be honest, teamwork and bravery (Matthews, 2006:57).

6. Dominance: the people who has dominance on his/her personality tend to be leaders because they can control the environment (O'Shea,2009:237-259)

7. Gender identity: male is more likely to be leader than the woman. But in the develop countries the women are rise positions such as leadership (Lord, 1986:47).

8. Intelligence: people who has high Intelligence, skills in speaking or writing and fast learning they are able to be leader (Forsyth, 2014:34-45).

9. Narcissism: the people who lead group in turbulent environment, such as leading group that having high competitive between team-member, they tend to be narcissism and aggressive (Rosenthal,2006:617-633).

10. Self-efficacy for leadership: the self-confidant linked to increasing to ability to accept to become leader (Hoyt, 2007:595-616). And being self-monitoring is important to leaders because they are caring about follower's situation (Bedeian,2004:687-718).

11. Social motivation: individuals who like to participate with the social environment around them and have high skills to solve the problems, they are able to lead people (Sorrention,1981:1091).

4.7 LEADERSHIP DIFFERENCES AFFECTED BY GENDER

The is a lot of factors that can affect the leadership, one of this factors are the gender, so when come the male and female to leading people they adopt different styles of leadership. The men tend to use task-oriented style because its focus on goal and independent. Female when they be in leading position tend to use communal style, she tries to help the community. However, in general the woman describes her-self they emphasize they are responsible, respectful, open to others, solving problems and providing positive relationship with team-member through smiling to others and keep eye contacts with team member (Book,2009). In other hand, man describe them-selves by having strong power to inspire followers and they can complete tasks that need to done. Man focus on building team structure, identify the goal, solving problems, monitoring the work and emphasizing on productivity that need to done. Leadership as man tack oriented-task style, but woman tack relationship-oriented style. However, the differentiations between man and woman only in tend (Forsyth, 2014:34-45).

4.8 LEADERSHIP PERFORMANCE

In old studies the researchers saying that, the results of leaders are overrated because of biased attributions of leadership (Meindl, 1987:91-109). In other hand some of the researchers admit and recognized how leadership is important and play the successful key to organization outcome to simplify the performance to easily understand the leader performance (Kaiser, 2008:96). According to (Campbell, 1990) job performance refer to behaviour that expect to improve and success in job, Campbell mention some of job dimension, one of dimension he mentioned was leadership. However, there is no specific definition of leadership, it's about group of conceptualizations performance of leadership, including leader emergence, effectiveness of leadership and motivating leader. The poisonous is who have ability to tack responsibility among organization, group of people.

4.9 ONTOLOGICAL-PHENOMENOLOGICAL MODEL

In the recent studies some of researchers such as Werner Erhard, Michael C. Jensen, Steve Zaffron, and Kari Granger identify leadership as "an exercise in language that results in the realization of a future that wasn't going to happen anyway, which future fulfils (or contributes to fulfilling) the concerns of the relevant parties" in this definition leadership making sure they ensure the future and relevant parts that related. This differs from relating to the relevant parties as "followers" and calling up an image of a single leader with others following. Rather, a future that fulfils on the fundamental concerns of the relevant parties indicates the future that wasn't going to happen is not the "idea of the leader", but rather is what emerges from digging deep to find the underlying concerns of those who are impacted by the leadership (Snook,2011:12-22).

4.10 LEADERSHIP MYTHS

According to (Gardner,1995:14) noted that over years there is a lot of stories about leadership and how in become important to organizations, leadership concept was not common and not understood in many culture and civilizations. in the past year's researchers was misunderstanding the concept of leadership and having wrong assumptions and myths. However, will narrative the myths as following:

1. Leadership is innate: some of old researchers determined leadership by some of characteristics that they born with it like ingenuity. Also some studies noted that, leadership can come by hard working or you can be natural leadership (Forsyth, 2009: 21-33).

2. Leadership is possessing power over others: leadership is form of authority but you can't control followers as you like, democracy is the way to use power over followers, also it can power of high relationship between leadership and followers (Forsyth, 2014:34-45).

3. Leaders entirely control group outcomes: the stereo type in western countries the group leader responsible about all difference when you mean goal-achievement and team influence. However, this is the common view of leadership (Meindl, 1985:78-102).

4. All groups have a designated leader: in general view, not all group needs leaders special the woman team because limited numbers, don't stress when they making decision or exist for short time to complete specific work (Guastello, 2007:357-369).

5. Group members resist leaders: the studies noted that, follower's dependence on leaders, so that result self-reliance and less group power. However, all individual like to be led. The leaders need in groups facing conflicts. When team have leader they tend to provide high productivity (Stewart, 1995:747-770).

4.11 ACTION-ORIENTED ENVIRONMENTS

Is some cases, they asking group to operate in challengeable and remote environment, so the requirement of leadership is having high skills of management team. So leaders in this case must know how to negotiate to provide needs of followers in changeable environment, so this style describe the oriented leadership. Some example of action-oriented helping to found missing person or guide team in new environment (Rudolph,2009:733-756). also the action-oriented can to help the environment by deployments technology on small/medium business, in this case leadership mush have high experience and led group by-example to empower followers in design making. In mid 90s Zachary Hansen adopt Scrum/Kanban method to improve action-oriented spicily in remote arias (Boehm,1991:32-41).

4.12 CRITICAL THOUGHT

Some of researcher provides critical thinking of leadership concept such as Noam Chomsky (Dannhauser,2007), they achieve that people ignore their responsibility and will tack care of them-self, this critics noted, the followers mush ask why they are follow someone they don't know them or the leader not subject-matter expert, the concept of leadership is anti-democratic concept by stressing people in workplace by improving skills and responsibility, they should separating leadership principal for special individual (Chomsky,1999).

4.13 THEORETICAL SCOPE

Management concept is identifying the mission, vision, goals and procedures. Also identify the human capital to improve company performance. However, the effectiveness of human capital led to more success in company outcome. Management is not only related to company is need to improve life and organize relationship, also it has wider use such as communications. The main target of management is meet goal, measuring quality and setting plans (Frank, 2009:87). According to Peaucelle (2000: 10) there is six functions of management which is forecasting, planning, organizations, commanding, coordinating and controlling. However, Mary Parker Follett identify management as the art of achieve things through people (Jones, 2013:17-36), According to this definition the researchers noted

that, definition is helpful but narrow. In the same way (Robbins, 1990:21-33) define the management is "what managers do", so form definitions can't give specific defecation without circularity. The habits of management thinking are related to business administration, so that can exclude management from commerce such as charities organizations. Every organization have to manage work place, production, technology to improve effectiveness. Farther more, some of universities refer management teaching to business school or management school (Wall, 1988:1-12).

4.14 NATURAL WORK

Management function at profitable company is get the satisfaction of stakeholders. That's led to making profit for shareholders, providing quality product for good price and creating good environment for employees. Management in non-profit organizations function is keep the faith of donors. Shareholders vote for director board, then the board vote for top management, there is some other organizations use other vote methods, but that happen rarely (Hodge, 1997:47-48).

4.15 MANAGEMENT HISTORY

Management is like administration of company, NGOs, government firms. Management is about planning or setting goals for company and achieve that goals by motivate employees to use available resources like natural, money or human resources to accomplish the goal. Management concept refer to people they manage firm, also the management can be in two side academic studies like Bachelor of Commerce, master of doctor of management science, social science studying social relationship between the employees and leadership. In the general there is deferent levels of management in normal organizations, first level top management like CEO or president they busy sting strategies of how will reach the target, second level: middle management which they communicate the strategic goal of top managers, middle managers like section managers, branch managers. The let level is lower managers like team leaders, supervisors they providing direction to employees. However, there is a lot of definitions of management, according to Gulshan (2011:35-65) management is about forecast, plan, oriented, organize and control. According to Malik (2016:45) defied management as "the transformation of resources into utility" also management include machines money and all materials that involve in production. According to (Jowah,2015:49-67) noted that, management is "a vulnerable force, under pressure to achieve results and endowed with the triple power of constraint,

imitation and imagination, operating on subjective, interpersonal, institutional and environmental levels". According to Biermann (2012:51-60) management is about marketing and innovations. According to old studies management is exist for long time, many of management writer created background of management studies that helped the modern management theory. Some of the old book give lessons for mangers such as The Art of War book for Sun Tzu in the 6th century BC, book advice to be conscious of weak and strong point of company managers and enemy (Mejia, 2008:4-17). Nevertheless, in the medieval and ancient civilization there's book namely mirrors for princes help monarchs to govern. In 350 BC Plato explain work specialization, in 900A.D Alfarabi mentions leadership traits (Reva, 2016:111), also in 1515 Niccolò Machiavelli write about management. In 1776 write Adam Smith book namely-The Wealth of Nations- explain the power of organization by divide labour, in this book Smith discussed change of manufacture process could increase the quantity of pins. The worker produces 200 pins per-day, after Smith analysis predation process he found the employees can produce 48000 per-day (Mejia, 2008:74-81).

4.15.1 19th century
In 19th century, some of management scholar like Adam Smith (1723–1790) and John Stuart Mill (1806–1873) approved theory background for productions, price and resources. Then Eli Whitney (1765–1825), James Watt (1736–1819), and Matthew Boulton (1728–1809) improve the technical production like quality, costing, making-strategy and standardization. However, a lot of this concept existed before 1861 in USA economy (Khurana,2010).

4.15.2 20th century

In this century some of management researchers try to come up with new theories based on scientific rule, also in 1890s Henry R. Towne's come book "Science of management", 1911 Frederick Taylor's "The Principles of Scientific Management", 1914 Lillian Gilbreth's "Psychology of Management", 1917 Frank and Lillian Gilbreth's applied motion study. In 1921 Harvard Business School provide the first degree in master of business administration, the people like the Henri Fayol (1841–1925) and Alexander Church describe of management and the inter-relationship. In the early 20th century, people like Ordway Tead (1891–1973), Walter Scott and J. Mooney applied the principles of psychology to management. Other writers, such as Elton Mayo (1880–1949), Mary Parker Follett (1868–1933), Chester Barnard (1886–1961), Max Weber (1864–1920), who saw what he called the "administrator" as bureaucrat,

Rensis Likert (1903–1981), and Chris Argyris (born 1923) approached the phenomenon of management from a sociological perspective (Gilbreth,1914). According to Biermann (2012:51-60) wrote book namely Concept of the Corporation was one of the first books of management at that time, the book published in 1946. However, at the end of 20th century the concept of management come up with six different sections, financial, human resource (HR), marketing, information technology, operation and strategic management.

4.15.3 21th century

According to (Craig, 2009:45-57) noted that, in this century management scholar struggling to divide management into categories because of simultaneously process, nowadays managers tend to think of tasks, objectives of management. Nevertheless, management has new branches for government and non-profit like education management, civil-society organizations, public management and social entrepreneurship, result on that democracy become more common in work place, also workers distribute management tacks among each other's. This happened naturally in organizations more democracy because all workers support the management in long term (Kets, 2015:41-52).

4.16 MANAGEMENT LEVELS:

All organizations have three level of management: top management, middle management and lower management.

1. Top level: senior management include executive director, CEO, voice speaker, president and other member such as C-level executive like technology chief, marketing chief and financial chief. They are controlling the organization process, also thy setting plans, policies and responsible of strategic decisions. However, top-management responsible of mobilization external resources. Senior-managers accountable to shareholders. Nevertheless, some of senior managers can give speech to make new strategy or marketing plan (Holsapple, 2013:14-24).

2. Middle level: this level includes branch managers, department managers and general managers, they are responsible front of top managers to achieve, develop and direct functions according to organization polices, also middle require a lot of time because they influence lower levels. The category of middle managers is secondary to top management and upper lower managers. Middle managers is liable to organization policy, also fell the gap between top

management and lower level. However, the middle manager's functions are defining and control level performance, solving problems that facing workers, implement top managers plans and design rewords program (Wooldridge,1990:231-241).

3. Lower level: this level includes forepersons, supervisors, team leaders and section leaders. They focus on training new employees, supervising, guiding employees, making sure they meeting quality and quantity of production. Lower managers act as role models for followers also the managers in this level sometimes working as normal employees (Cowherd,1992:302-320).

4.17 CHAPTER SUMMARY

The study of management and its impact on the effectiveness of the workforce has been of primary importance throughout out the history of production of goods. Human beings are emotional and have social needs, problems, aspirations and preferences. The study of this subject through the decades has not produced one-size-fits-all formula as panacea for the effective management of human beings. Many other factors come into play including among others the employees expectations, their objectives compared to the organisational objectives, and the expectations of the leader manager. The presence of the many theories that do not always agree in everything is clear evidence of the heterogeneous nature of the society and the followership. Suffice to say that through the chapter, evidence exists that there is no uniform standard of followership or workforce behaviour in one organisation. As such there will be many differences of responses from different other companies, let alone in different localities and cultural settings. Through the centuries the research findings were always different or with varieties that made it difficult to come up with one answer. It can also be hypothesised that the Fourth Industrial Revolution (4IR) generation may bring about many new factors, theories and demands for different types of leadership and management styles.

CHAPTER 5
RESEARCH DESIGN AND RESEARCH METHODOLOGY

5.1   INTRODUCTION

The methodology and procedures of the study are a major focus through which the practical aspect of the study is accomplished. In this chapter the problem statement, research objectives, the research questions, research design, research methodology, data collection instrument, data collection methods and data analysis are discussed in detail. The discussion is within the context of the literature reviewed in the preceding chapters which forms the basis for the current study.

5.2 PROBLEM STATEMENT

Jawwal is a telecommunications organisation operating in the Gaza Strip in Palestine an area characterised by war that has been raging since 1947. The generality of the people in the Gaza Strip are only accustomed to violence, aggression and daily scenes of people dying in the streets and in the homes. The war between the Palestinian and Arab and the Israeli forces characterise the environment, which has not allowed for the development of anything other than violence. Considering the culture of individuals and their experience influence the way they perceive things which informs their leadership style. The situation is purely "survival of the fittest" and the sense of democracy and freedom to think and choose is diminished. In this situation, the levels of education amongst the Palestinian people are very low and there is very little of free interaction with the outside world. The calibre of the employee may easily be thought of us largely semi-illiterate. Considering the levels of literacy, the violent nature of the place and the likelihood of employees who are only "very lucky" to get a job, the research wants to understand how transactional leadership style is perceived by the subordinates. This type of leadership involves the assumption that the employees are not responsible enough and they need micro-management. Besides, because of the religion and the culture the community is very patriarchal and age not performance ability is used to control. The decision to study the attitude of the employers towards this was very deliberate considering that there are other forms of leadership that would possibly have an appeal. Globalisation has increased the flow of information and has brought about a high degree of changes in attitude, perceptions and values, even amongst conservatives. The research sought to evaluate how transactional leadership style would impact positively in the

execution of projects in that situation. This also sought to measure the perceptions of the globalised followership about effectiveness of certain leadership styles. This was also meant to help measure the shift from the traditional leadership methods.

5.3 RESEARCH OBJECTIVES

Objectives are the expectations of a researcher from the research undertaking and the objectives are divisible into two types, namely; primary objective and secondary objectives

➢ **The Primary research objective –**

- To evaluate the acceptability of the transactional leadership amongst these globalised would have been conservative employees

➢ **Secondary research objective –** these were derived from the primary objective and served to provide more detail on the meaning of the primary research objective.

- To identify the prevailing leadership patterns at the selected company in the Gaza Strip

- To identify how this system at the company organises employees to perform well and meet objectives

- To identify how the employees' performance is measured and the probable rewards

- Identify the prevailing or acceptable leadership style in the selected organisation in the Gaza

- Identify the feelings of these employees about the way they work and how they feel about the leadership processes.

- Identify the generic leadership attitudes prevailing amongst the management and leadership of the organisation

5.4 RESEARCH QUESTION

The research question essentially directs the study and limits or defines the scope of the study at hand (Jowah, 2015:76). The research questions directed the literature and defined the scope of the chapters that were covered or written in this thesis document. They were deliberately (necessarily so) aligned to the research objectives in accordance with the problem statement. The answers that were provided by the research findings answered the requirements of the research project as per the problem statement. The data collection instrument was constructed on the basis of

the research questions from which the research instrument was constructed. They were intended to provide both depth and breadth to the survey, in an effort to provide adequate answers to the problem statement. Having come from the literature reviewed, this also aligned the questions to the foregoing literature review, and they are here classified into two types, the main research question and the sub-research questions.

5.4.1 Main Research Question;

- What is your opinion on the use of transactional leadership in your organisation?

5.4.2 Sub-research questions

- What kind of leadership style is commonly used at Jawal Telecommunications?
- Are you happy with the leadership style used at Jawal Telecommunications?
- How are you evaluated for performance and do you get rewards for your performance?
- Would you prefer a different type of leadership style at your company different from what you have now?
- What is the general feeling of the employees in relation to the leaders / managers at your company?
- How do you evaluate the attitudes of the leaders at Jawal towards the employees in general?
- What leadership style is ideal for the followership at Jawwal Telecommunications in the Gaza Strip?
- How is transactional leadership perceived by the employees working at Jawal Telecommunications?

5.5 RESEARCH DESIGN AND METHODOLOGY

Jowah (2015:76) opines that too often researchers wrong use research design and research methodology interchangeably, wrongly so. There is a clear distinction between these two concepts as discussed above, they can be considered merely as closely related. The research methodology is an explanation on how the techniques identified in the research design will be used or implemented (Babbie and Mouton, 2001 :55). Whatever things have to be done, the methodology explains how they will be done since there will be more than one method of executing the tasks.

Table 5.1 Differentiating the research design from the research methodology

RESEARCH DESIGN	RESEARCH METHODOLOGY
Strategic master plan	Operational or execution plan
Emphasizes the road to be walked	Emphasizes how the walking is done
Emphasis on what results are expected	Emphasis on tools/techniques for results
Guided by research problem / question	Guided by the tasks and work packages
Focuses on rationality of research	Focuses on procedures and processes
Focuses on the "what should be done?"	Focuses on "how should it be done?"

Source: Jowah, 2014:77

The research methodology is "derived from the research design," therefore, the methodology is the next step after constructing the research design. The research methodology is the design in operation, the conversion of the strategy into action or deliverables. The strategy of the research, the results expected, and the rationality of the research are all characteristics of the design. How to walk the road to the expected results using the tools provided by the design explains the research methodology.

5.5.1 Research Design

Creswell (2014:27) defines research design as a set of procedures used in the collection of data and its analysis of the variables to be measured in the research project. The design of the research defines the type of research, amongst which could be (descriptive, experimental, semi-experimental, correlational, etc). This framework was created to find answers to the research questions, the descriptive research design was used for this survey. Diekmann (2011:5-6) suggests that the choice of a research design is critical to the findings of any research, thus prudence is needed in the choosing of the research design.

The descriptive research design was chosen for this research; by definition descriptive research describes the characteristics of the population or phenomenon, focusing mostly on "what" and not why or when. The design is characterised by the quantitative nature of the research without controllable variables, it is also cross-sectional and thus allows for depth and breadth. It helps to identify the characteristics of the population or the situation under research. This was chosen because of its advantages, namely;

- It assists in effectively analysing non-quantifiable issues and phenomenon under study
- It allows for ability to interact (observe) in a natural environment which allows for reduced possibility of error
- It allows for the integration of quantitative and qualitative methods of collecting data from the respondents.

With this research design the researcher will be able to describe the characteristics of and may allow for further exploratory studies to find out why and how. The research design informed on what was to be done further in the research, and thus assisted in identifying the most ideal research methodology.

5.5.2 Research Methodology

This is about the specific procedures and techniques applied by the researcher to identify the information needed, select the ideal and process this information to evaluate the study. This process is expected to be in line with the research design and in answer to the requirements of the problem statement, as provided for in the research objectives and research questions. The research process is meant to help provide new knowledge and understanding of phenomena. There are three methods or techniques that are used to collect reliable and valid data required for the research. These are, namely;

- **Qualitative research;** it's a research method (common in social sciences) that helps with the collection of non-numerical data which will assist in interpreting the meaning and provide understanding social life. This helps in the understanding of human behaviour and possibly causes for that behaviour without quantifying the answer. It is ideal for exploratory investigation of phenomena.
- **Quantitative research; this is a research that involves** empirical investigation systematically and uses quantitative properties to draw relationships and inferences based on the data collected. The quantitative research designs are generally descriptive, correlational surveys that are experimental, the statistics here can be used to establish causal relationships between variables.
- **Mixed methods;** these are characterised by the use of both qualitative and quantitative research instruments and methods in one research to try and capture and utilise the benefits of each in the same research. This is expected to give a broader view and understanding of the phenomena understand from all aspect of

the issues. Generally used by the used of close-ended questions (quantitative) and open-ended questions (qualitative) in the same research.

These two types of research methodologies listed in literature differ in many respects but appear to complement each other in certain types of research. The major differences are Tabled in illustration (Table 5.2) below, there are marked differences between these two.

Table 5.2 Differentiating quantitative from qualitative research

Quantitative [positivist approach]	Qualitative [anti-positivist]
1.focus on observable behaviour	1.focus on laws of relationships
2.focus on universal relationship laws	2.focus on human experience
3.focus on causes of phenomenon	3.focus on experience of phenomena
4.uses the natural science model	4.uses the experiential model
5.is aided by firm checks and balances	5.does not have firm checks and balances
6.emphasis measurement and analysis	6.emphasise investigating processes
7. have natural science built structures	7.have socially built nature of reality
8.focus on causal relationships and variables	8.focus on object relationship with researcher
9. ideal for objective data with numbers	9.uses subjective data from opinions
10. uses rigidly structured methods	10. uses flexible exploratory methods
11.tries to understand from outside	11.tries to be involved with subjects
12. needs a static environment	12 work with non-static realities
13. uses of particularistic approach	13. uses holistic [wide data] approach
14. uses large samples	14.uses small samples

Source: (Jowah 2015: 103)

Each methodology has its strengths and weaknesses and there are special aspects of a research that may do well with one and not the other. For this reason, researcher used the mixed research methodology because it would give the breadth and depth required for the study. Since the research process is used to collect and analyse data to provide better understanding of the study (Creswell, 2008:18), using both methods will simply benefit the research. To take advantage of this wealth of knowledge, the two methods (mixed methods) were used for this research.

- **Target population**

  The target population in the study was the individuals starting from middle managers, supervisors, team leaders and the shop floor employees. These are the most affected by leadership styles in the operations of the business as they tend to be many and perform tasks that are measurable.

- **Sampling frames, sampling and sample size**

The organisation employees an average of 1 300 employees within the Gaza strip but in different locations. Not all of them are employed directly by Jawwal, close on 50% of the workers are contracted to Jawwal with special projects. Both would be impacted on by the leadership styles as they perform the same or interrelated functions.

- **Sampling method**

Employees of the company starting from supervisors and below were randomly sampled, using some elements of convenience in cases where they were in meetings.

- **Sampling size**

Of the nearly 1 300 Jawwal employees, just over 170 employees were interviewed and the findings were based on the responses from these employees. It was not easy to get all the people in one place at a particular time because many of them work shifts.

5.6 DATA COLLECTION INSTRUMENT

A questionnaire was constructed with three sections on it, namely; biography, Likert scale and open ended section. A trial run of 30 respondents was conducted with the help of a statistician at a local university (Palestine). The statistician also assisted in testing for both reliability and validity, after which a reconstructed questionnaire was used to collect data from the respondents.

5.7 DATA COLLECTION METHOD

Questionnaires were personally administered at the plant with the assistance of 3 trained research assistance who spoke the indigenous language fluently. All questionnaires that were administered were collected on the spot. Every questionnaire that was given to the respondents was filled in and collected on the spot giving a 100% return on the questionnaires. The respondents show high levels of excitement and eagerness to participate in the survey.

5.8 DATA ANALYSIS

An excel spread sheet was utilised for the purposes of analysis of the data. Firstly, all the questionnaires were brought together and were cleaned for any error, after which they were coded. The data was therefore captured on to the excel spread sheet (most convenient available) and illustrations were drawn in the form of graphs, histograms, bar charts and other formats. The descriptive statistics was the first stage in the analysis which included summarizing the data and putting it in order through using graphics and tabulation. Statistical inference was the second stage, this stage included the drawing of the populations that were used in the sample. The main aspect of data analysis are the statistical inference and descriptive statistics. According to (Jowah 2013:282) the following diagram will explain other concepts of data analysis, which is the theory of probability link between the inferential and descriptive statistics.

Figure 5.1 Data analysis
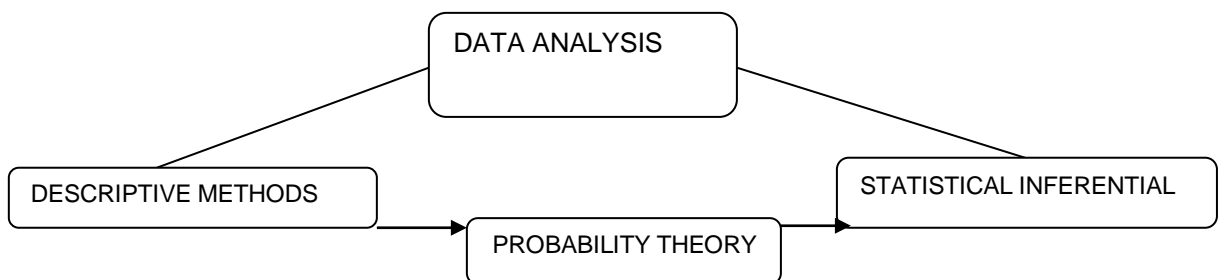
Source: (Jowah 2013:282)

The data assisted in the construction of the illustrations which allowed for the effective interpretation and comparison of the variables under study. These Tables and graphs, etc helped in understanding the situation at the organisation in terms of the acceptability of transactional system at the Jawwal Telecommunications company.

5.9 ETHICAL CONSIDEREATION

The ethical considerations are very important during research, the respondents had their rights to agree or not agree to participate. It was clearly stated from the beginning that they would participate as volunteers, their identities were protected, no names were allowed on the questionnaires, and no authority would be given any information from the research. The research was allowed by the management, but

the researcher still thought that the employees and or respondents needed protection – hence the insistence on confidentiality of their responses. It was clearly explained because the researcher speaks the same language as his home language, this helped in making sure the instructions were understood clearly.

According to Kothari (2004:55) research is about collecting data and information's in purpose of making decisions, the methodology can be as interview, survey or other things, also it can use for publications studies. In other hand (Ishak,2005:57) identify research methodology as theoretical analysis of methods that are used in study, the analysis includes the principal of the branch knowledge and the methods body.

5.10 PURPOSE OF THE STUDY

The purpose of this study is improve the performance of transactional leadership in Jawwal, correct the acceptability of the transactional leadership.

5.11 THE RESEARCH HYPOTHESIS

- **First set of hypotheses:**

There is relation between characteristics transactional leadership and organizational change

- **Second set of hypotheses:**

There are strong relations between transactional leadership and reword system

- **Third set of hypotheses:**

There is relation between transactional leadership and empowering the employees.

5.12 TARGET POPULATION

According to Collis (2009) define target population as big group of people or objectives they are the main focus of investigation. However, because of the large community of population the researchers cost lot of time and money and they can't test all the people. So they using sampling techniques. Target population as the specific group that related the study topic and have close characteristics. Almost all the individual in the same group should have common characteristics (Uma,2003).

Types of population in research

- Target population: is group of individual the researcher's bay interested into this group to generalize the results. Target population usually known as theatrical population and having varying characteristics (Lim,2009:907-913).

- Accessible Population: in this population the researchers can apply the results, also it's a subset of target population, also the researcher's ac draws them samples (Porter,1999:796-804).

The study can be effected by the natural gap between the leadership and the followers. The study population is a gathering of elements the collect for the study propos. The study group consists of the leaders working in Jawwal and the branches of Jawwal Company in the Gaza Strip. The minimum of populations is 100 participants that will distribute the questioners to them based on the specialty that they involve in leadership environment.

5.12.1 Characteristics of the population

The characteristic of target population are middle managers at Jawwal mobile company such as head of departments and head of the branches and team leaders that working in different cities in the Gaza strip.

5.12.2 Types of industries

Jawwal is the **telecommunication company** and first mobile company that operate in Palestine, Jawwal start the first call in 1999. Jawwal using GSM system because it's the most useable system in the world. Jawwal in 2001 faced some problems when Israeli government didn't allow Jawwal to import new equipment's to improve the frequency signal and subscribers.

5.12.3 Types of people

The majority of employees at Jawwal they are educated and holding high degrees. Jawwal has CEO, general manager and committed team include 10 members**.** However, the goal of committed people is improving the skills, performance to be able to compete in different dominos.

5.12.4 The multi-cultural profile of respondents

During 2014, the number of employees of more than 946 employees, experienced, experienced, in order to get better results. Jawwal is continuously enriching its practical and scientific expertise through continuous training and technical courses, providing a healthy and appropriate work environment, and implementing specialized programs and projects with international standards in raising efficiency.

5.13 SAMPLING

The sample selection is about sub of individual group of large community of population estimate characteristics of all community. There are two advantages of using sample reduce cost and time. However, each observation can measure more

than one characteristic such as income and GDP Gertler (2016:15-45). In survey sampling can use weight on data to organize sample design and stratified sampling. The result form human studies and medical studies are used to guide in practice and gathering knowledge about population (Salant, 1994:111).

➢ **Sample frame**

In statistics, a **sampling frame** is the source material or device from which a **sample** is drawn. It is a list of all those within a population who can be sampled, and may include individuals, households or institutions. Importance of the **sampling frame** is stressed by Jessen and Aslant and Dillan (Groves,2011:3-15).

the researcher distributed 55 questionnaires, after that, the researcher received 34 questionnaires, thus the response rate is (61.8%). According to (Sekaran, 2000:5) the percentage of (30%) is the minimum appropriate percentage for research; therefore, this percentage is an appropriate one.

The sampling frame based on the people working at Jawwal mobile company in Gaza Strip and the branches that operating in Gaza Strip cities.

• **Pre-testing of the questionnaire**

The pre-testing is an important step in survey research study, so you have to pre-testing it to reduce the error that happened in survey research. However, there is impossible perfect questionnaire. Pre-testing improves the quality of the data the need to collect. The pre-testing steps as following apply questionnaire on small sample of target population or people close to your population, then ask them to complete the questionnaire while thinking loudly because it will help detect problems that in questionnaire design, unclear world and misunderstand questions also gives opportunity for feedback (Collins,2003:229-238).

• **The reliability of instrument used**

The reliability refers to repeating the result. The other meaning if the study done in second time it will give them some results. Is the study give the same result data are reliable. In case of one observer see one things or event, all the observers should to agree what they observe, so they can record in order that the data are reliable. Also the reliability applies on individual measures. In case people wrote exam two times they should the result be the same to consider as reliable Carlson (2009). The questionnaire is intended to give the same result if the questionnaire is redistributed

more than once under the same conditions and conditions. In other words, the stability of the questionnaire means stability in the results of the questionnaire and not significantly changed if it was redistributed to the sample several times over time Certain (Venable,2006:1-18).

- **Instrument validity**

In general, some people identify validity as time for offer, document or agreement that still valid Faramarzi (2015:124). In other hand the satiations people identify validity as the instrument, technique of statistical process or measure what have to measure it (Adediwura, 2014:1-10). However, Stangor (2014) identify validity as the believability or credibility of the study, are the results genuine.

- **Internal Validity**

The consistency of Internal Validity the internal consistency of each paragraph of the questionnaire with the area to which this paragraph belongs is true. The researcher calculated the internal consistency of the questionnaire by calculating the correlation coefficients between each paragraph of the questionnaire and the total score of the field itself (Godwin, 2003:28).

- **External validity**

In order to have external validity test if you can generalize the result immediately after the study across different measures such as time, persons or setting (Calder, 1982:240-244).

- **Sample size**

In this study the participants will chose as people they in charge of leading employees at all of branches of Jawwal mobile company in Gaza strip. The minimum of participants is 100 people including the senior managers, braches managers, different department managers and mangers responsible for projects, also all the employees who's below that level will include for survey.

According to Sobrinho (2013:3) identify the sample as the sub-group of the research population. According to Visser (2013:674-675) noted that, the best method to choose the sample is considering that the sample is relevant to population. The effect of large sample size will decrease the sample error.

5.14 DATA COLLECTION

In this study the researcher design special questionnaire as main tool to collect data. For this study the questionnaire will distribution to all participant. However, the researcher followed the following steps in the design of the questionnaire:

1. Studded the leadership of various types and previous studies related to the subject of the study and use them in the design of the questionnaire and the formulation of paragraphs.
2. Identification of key areas covered by the questionnaire.
3. Identify the paragraphs that fall under each area.

The recommendations emanating from this steps will have sued to improve the research instrument to be more suitable for data collection. The new copy of questionnaire will send to statistician for validation, the final copy of questionnaire will have used to collect data. This methodology chose because will provide the highest respond. The participant doesn't like long questions. According to Dillman (2014:19-31) noted that, the questionnaire is the most usable instrument for collecting data in business studies. Also Saris (2007) noted that, the questionnaire is lasted of questions made for collecting data about study topic. According to Miller (2001:255-264) there is two type of questionnaire, disguised questionnaire in this type the questioner didn't detect the study objective, and non-disguised questionnaire in this type the researcher detects the objective of study. Also Thomas (2004:883-893) come with steps that help you to design the questionnaire, the steps as following:

1. Determined the research objectives and research problems.
2. Identify the research questions, and the format of each question.
3. Formalist questions wording.
4. Organizing the questions and put it in order.
5. The researchers have to test the questioner before send it to people.
6. Must reviewing the questioner to improve it and amendments.

5.15 DATA/ STATISTICS ANALYSIS

In this study I used the Statistical Program for Social Science (SPSS) to analyse the data that collected. This program is helpful for subject such as business and will in illustrating correlations and cross-tabulation. This will help to show the result the result clearly. According to (Gardner,2001:17) noted the SPSS helpful to exam data,

analyse data, compile data, exam the relationship between two of more factors and provide the significant of research questions. Data will convert into graphs and Tables to provide easy comparison and reading. The mean of data analysis is test the variables, effects and the patterns relationship with the world (Cloete, 2007:512-527). According to Davis (1991:575-587) the analyse of data collection must ensure the research hypotheses and research questions must address and the research objective are achieved.

5.16 ETHICAL CONSIDERATIONS

The privacy of the participants is so important to protected. The privacy it can be in different pictures such as culture, believes or individual values. The background of the individual can impact him/her in different methods such as thinking style, understanding the object or even solve problems. In this study there is no one can force the participant to do something against them will or believes. Also every participant will give full information about research and why the researcher interested on them. The researcher will do everything to represent the university in an honourable way in regards to the ethical issues surrounding research. According to Alderson (2004:45) noted that, the ethical consideration is about the questions that asked the others and didn't providing problems to researchers and effected the people they research. The student didn't mention names or participants ID. Also the ethical concept includes that, the researchers should use the information that given honestly (Cooper, 2014). According to Welman (2005:2-17) disclose the ethical consideration in three steps of research, steps as following:

1. Started when the participants are recruited.
2. Then throughout intervention and measurement procedure to which they are subjected.
3. The release of results that are obtained after completing all processes.

However, there is many principles of ethical consideration, the principles listed as following (Riley, 2019:464-482):

1. The researcher much has ability to explain the necessary of why doing research on this topic.
2. The researcher must be able to explain what the goal of the study is.
3. The researcher must be able to explain the methodology that used in the study.

4. The research much expects if the research has significant impact and negative significant on the community.

5. The researcher much be able to assist all the damages that come from study, and researcher must sort all of that before start the study.

6. The researcher must be able to evaluate the damages that happened during the study.

7. The researcher must provide right information about his/her study.

8. The researcher must respect the current regulation that protect the data.

Farther more, Welman (2005) confirm that, the researcher must put more effort on four ethical aspects. The aspect as following:

1. The right of privacy.

2. The informed consent.

3. The protection from harm.

4. The involvement of the researcher in the study.

5.17 DATA ANALYSIS AND INTERPRETATION

5.17.1 Data preparation procedures

- **Validation;** in the questionnaire I designed it in each filed have two questions having the same meaning but in different context to make sure if the participants answering right or wrong

- **Editing:** data editing exists to review the data collected and make sure the quality of the data that already collected. Data will be editing manually with assistance of computer program

- **Coding***:** when the analyst inter the data have to make codebook to explain how and where we can access. The codebook must include variable name, variable description, variable format (number, data, text), instrument/method of collection, date collected, respondent or group, variable location (in database) and notes.

- **Data entry:** there is a lot of ways to inter the data into computer, one of the easiest way is typing data directly in computer to insure high quality of data accuracy. Also the analyst must use process call it double entry.

- **Data cleaning**: this stage is about correcting data that interred wrong or delete data than not important or some of data not clear enough to install in Table. To

clear data in SPSS there is special options that work for clear unnecessary data.

5.18 DATA VERIFICATION METHODS

1. **Re-entry of data:** this type of entry data was used to make sure the data was entered correctly. However, the computers cannot do that alone, needs people to make sure the data is correct. However, to avoid errors in data entry they used double entry systems – use of two different data capturers.

2. **Output analysis:** the output was in the form of illustrations using Tables, graphs, charts, histograms and all other deemed suitable to explain the the relationship of the variables accurately.

5.19 CHAPTER SUMMARY

The chapter detailed the research (field work processes) starting with the use of the descriptive research design because of its compatibility with both qualitative and quantitative research methodologies. The mixed research chosen for the data collection is known for both its compatibility with the descriptive research design, and the ability to provide both depth and breadth to the understanding of the population understudy. The whole exercise assisted by a handful of trained research assistants was effectively executed in time, minimizing the prospects of interference from occupying Israeli authorities. The instrument used for the collection of the data was a structured and had 3 parts which catered for the biography, the Likert scale and an open ended section. With assistance from a statistician the document had been corrected and tested for both validity and reliability. The researcher was satisfied with standard of the instrument, the methodology chosen and the final results coming out of the research project.

CHAPTER 6
DATA CAPTURING, RECORDING, ANALYSIS AND INTERPRETATION

6.1 INTRODUCTION

This chapter provides the findings of the research as captured from the research instrument (questionnaire) which had earlier been screened for both reliability and validity. The thesis document is made up of 6 chapters, starting with chapter which was the proposal. This chapter the study was introduced through the use of the initial literature review that assisted in establishing the problem statement, research objectives, research questions, research design, research methodology, population, sampling, data collection instrument, data collection method and data analysis. Chapter two focused on evolution of the leadership theories over the years including main points and theories like the behavioural theory, contingency theories and many other later day theories. Chapter three focused on the leadership styles, the different styles and their advantages and disadvantages, applicability and the different models that explain these. Chapter four focused on the conceptual model and framework designed for the Gaza Strip considering the uniqueness of that place. Chapter five provided detail on the research design, the research methodologies, difference between the design and the methodology, reasons for choosing the specific designs and methodologies, the population, sampling and detailed collection and analysis of the data. This chapter is now focused on the construction of the illustrations coming from the data, measurement of the variables and their relationships and the interpretation thereof. The reporting structure is based or follows the format of the questionnaire, starting with Section A – Biography, Section B – the Likert scale and Section C – Open-ended questions for qualitative analysis.

6.2 FINDINGS

The biography was considered important as this would assist in identifying the respondents who qualify and those that do not qualify. Further to this, it is always necessary for future studies to check on any deviations from previous research and benchmark against the biographical information from previous research. All the respondents qualified / fitted into the description of the ideal population as per the plan for the research. Each question under the biography will be repeated and the response follows in that forma item by item.

6.3 SECTION A – BIOGRAPHY

QUESTION 1 How old are you – please fill in the age ranges provided

RESPONSE; there was need to know the ages of the respondents to understand the level and experience of the respondents as it relates to their perception about the styles of leadership used in the organization. Their age would clearly be important in that theory has it that emotional intelligence is related to the age of an individual. This would mean therefore that older folk would be able to understand the importance of emotional intelligence as a critical element of effective leadership. The age ranges are illustrated in Figure 6.1 below.

Figure 6.1 the age range of the respondents
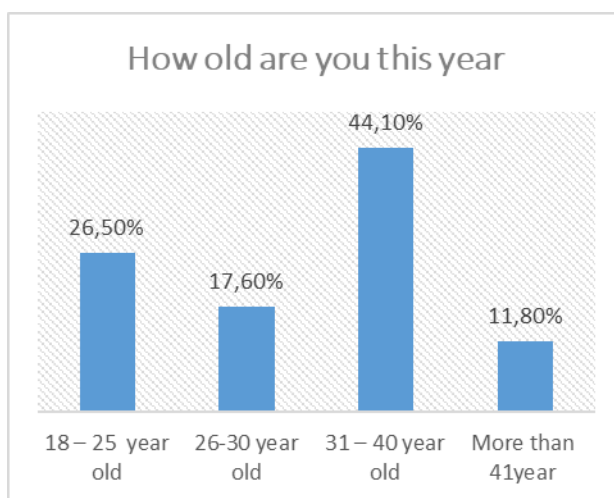
Source; own work

The largest number of respondents was the age range between 31-40 (44.1%) years old, this was considered important and relevant. The average age of people entering a job for the first time starts with 18 years up to 25 years thereabout. The next age range in frequency was between 18-25 (26.5%) years of age, indicating that the organisation employee's youths also. The age range between 26-30 was at 17.6% and the least frequency was recorded comprised of 11.8% respondents. Evidently there are more people in the middle age range.

QUESTION 2; How many years have you been working for Jawwal mobile company?

RESPONSE; the years of experience at Jawal would assist in that the employees will be well informed about the "patterns" of leadership at the organisation. It was assumed that the longer they stayed in the company the more likely they would understand and interpret the leadership systems. Even though, cognizance was

taken of the fact that they would also not be able to see much wrong in the system that may have become the norm for them over the years. The participants responded as illustrated in Figure 6.2

Figure 6.2; how long have you been working in Jawwal mobile company
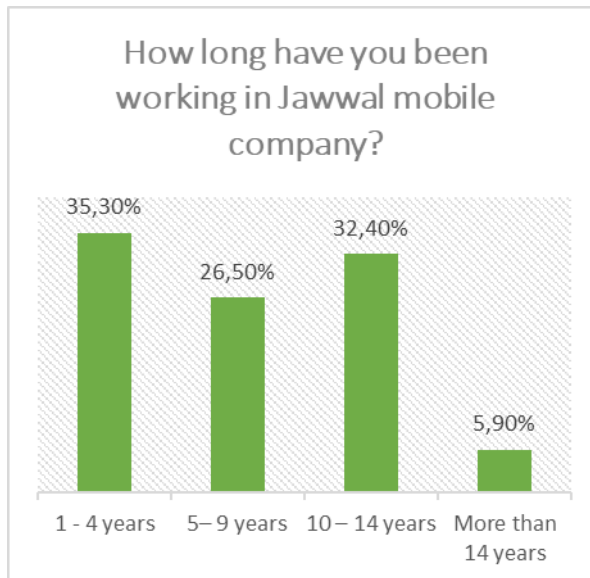
Source; own work

The large number of responding (35.3%) have been working between 1-4 years, that mean the employees have ability to have idea about leadership styles, the following range of 10-14 years was 32.4%. the organisation is not new and surprisingly it seems to have less people with more years of service. Many likely factors, deaths because of the war, migration – people leaving the Gaza Strip because political unrest and may be, disgruntled employees. The 5-9 years age range was 26.5% and the least was the employees with 14 years and beyond of service who were only 5.9%. It was assumed that whatever the number of years, the employees would be able to indicate their perceptions about the leadership.

QUESTION 3; what was your qualification when you started working at Jawwal Mobile Company?

RESPONSE; There was a need to understand the level at which people joined the company to understand their career paths, one of the known characteristic of transactional leadership is that it is not focused on employee development. Besides, the level of education would also determine the degree of self-dependence at work (those with qualifications relevant for the field) and possible dislike for micro-management which is a known characteristic of transactional leadership. Higher education may also mean that the people (respondents) will have more knowledge

on leadership and what constitutes effective leadership. The participants responded as illustrated in Figure 6.3.

Figure 6.3 Job entry level qualifications
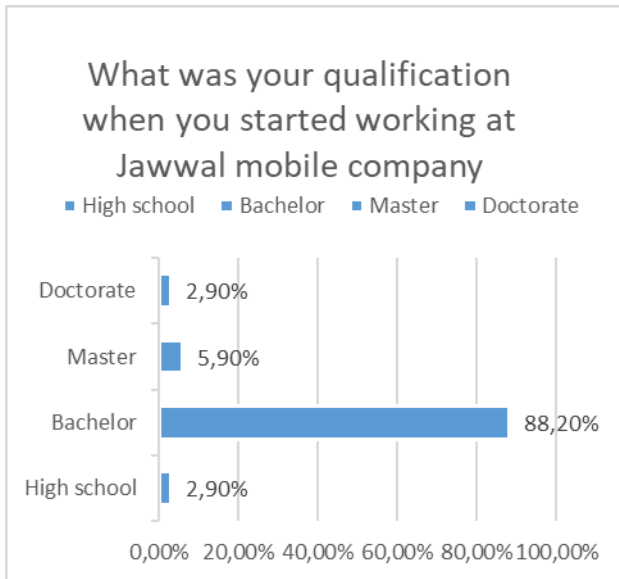
Source: own construction

The largest number of respondents at 88% held a bachelor's degree, a clear indication that the organization has a high literacy rate. Those with high school and doctorates tied at 2.9% each, with the remainder with masters accounting for 5.9% of the respondents. The feeling of the researcher is that the level of literacy is high enough to allow respondents reliable evaluation of the system used for leading them in the company. It was also interesting to see that the company employs people at doctorate level. It can therefore be generalized that the employees at the firm have a high literacy rate.

Question 4; what is your highest qualification?

RESPONSE; it was needful to know the mood of self-development within the organisation hence the need to compare qualifications at entry and the current qualifications. It was equally important to understand what the current status of education was, the company is involved in high technology communications system and it would be interesting to know of the type of leadership allows for career-pathing amongst the employees. The expectation of the researcher from the employees was that the level of education has an impact on how people want to be lead. As alluded to earlier, the environment or situation (including the type of followers) influences the leadership style to be adopted by any would-be-effective leader. The response of the participants is illustrated in Figure 6.4 below.

Figure 6.4; what is your current qualification today?
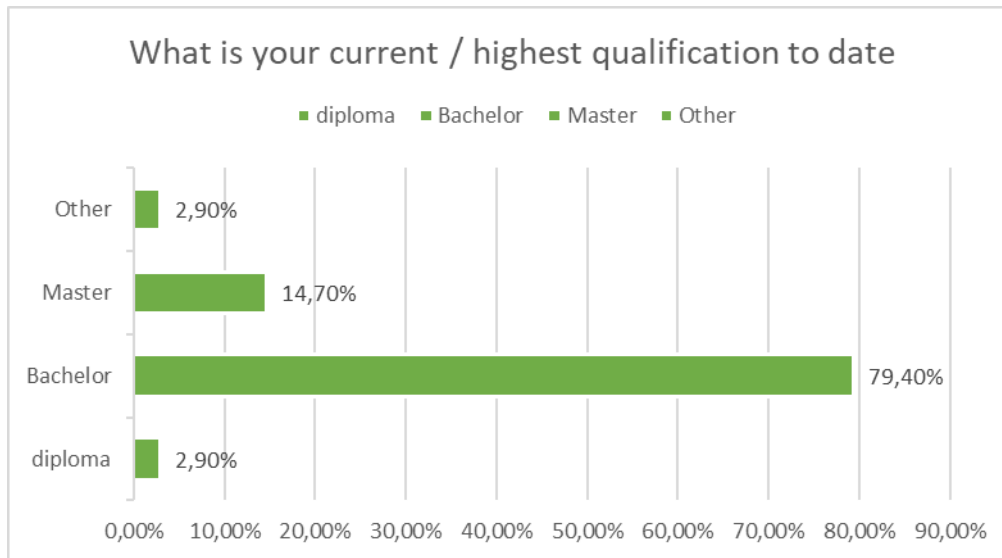
Source; own work

The largest part of the participants (79.4%) stated that they have at least a Bachelor's degree (they were not asked to state the field of the qualification), which is lower than when they started at Jawal, which was 88% illustrated in Figure 6.3. There is an increase on the number of employees with master's degrees from 5.9% to 14.7%, no diplomas were indicated in the first inquiry on education at the job-entry level. Those with other, may be matric, are at 2.9% equal to the doctorate and matric above. There is no clear indication of what happened to these two groups, the impression given is that on the average the company has people who are fairly well educated.

6.4 SECTION B – LIKERT SCALE

The Likert scale was used to measure the perceptions, attitudes and beliefs of the respondents on a scale since these are not quantifiable. The scale used is a 1-5 scale with 1 = Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5= Strongly disagree. This is best on the assumption that these measures are equal-distant but they simply measure unquantifiable characteristics of the variables under study.

Each one of the items (statements) is measured and illustrated with the use of diagrams to simplify the relationships. The format used is the statement as recorded in the questionnaire and this is followed by the responses provided by the respondents or participants in the research. The statements from the scale are based on information from literature reviewed for the study, and these are categorized into subheadings, namely; type of supervision, organising of employees, management of

performance, feeling of followers, style of leadership, and leader attitude towards employees. The findings are reported below using the subheadings.

- ➤ **TYPE OF SUPERVISION**

STATEMENT 1: I like a manager that is strict with employees

RESPONSE: Strictness in management is generally considered to be a form of transactional leadership based on the X theory in which case employees are considered lazy and that they do not think. Contrary to this, other research findings suggest that employees are more transformational than transactional. The respondents in this survey have their scores illustrated in Figure 6.5

Figure 6.5 Interest in working with a strict manager
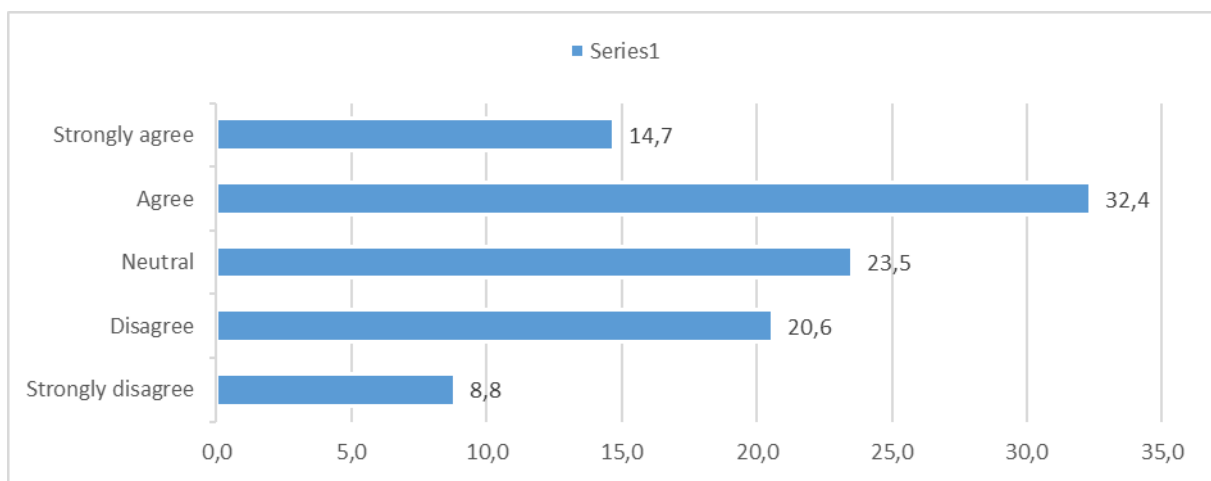
Source: own construction

The generality of the population does not have opinions or perceptions about what constitutes good and effective leadership style, evidenced by high ambivalence at 23.5% which is more than $\frac{1}{5}$ of the respondents. However, those disagreeing and strongly disagreeing are at 47.1% which cannot be used for generalization. Those in agreement constitute 29.4% of the respondents. Whilst no generalization may be made, it is evident that the respondents show that the use of "strictness" is not readily accepted by the Palestinians.

STATEMENT 2: I like a leader who is always watching my performance

RESPONSE: Micromanagement is a characteristic of the transactional model of leadership which is expected in other quarters to be highly productive. Even though other research findings confess the opposite, it is important to note that the tasks and the cultural structures have a bearing on the way people want to be managed. The opinion of the respondents is recorded in Figure 6.6 below.

Figure 6.6 Feeling about being micro-managed
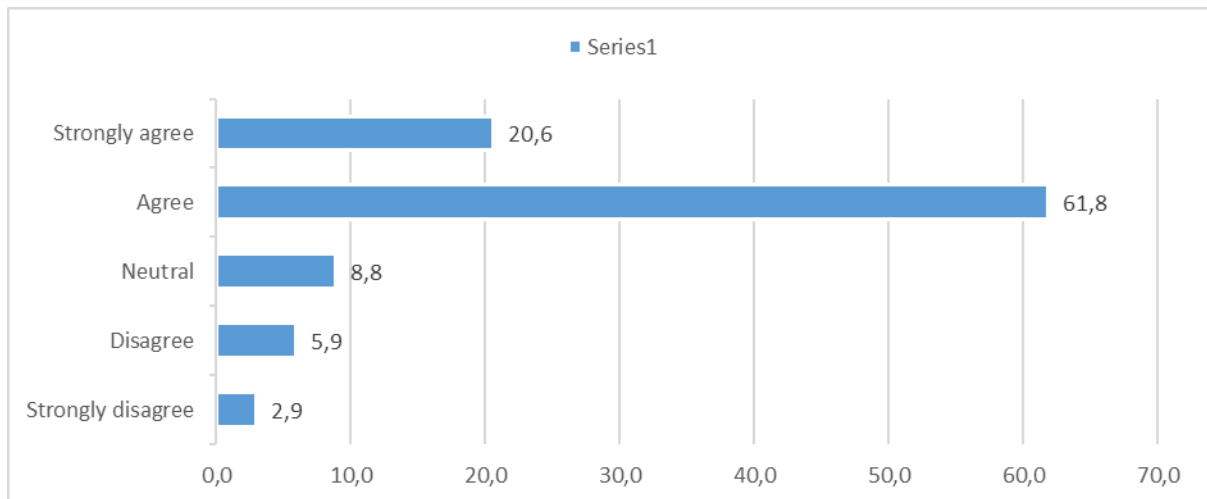
Source: author's constructions

An overwhelming 61.8% agreed with 20.6% strongly agreeing thus making a total of 82.4% have no problems / they like their leader to be watching their performance. It can therefore be generalized that the employees are comfortable in the presence of their leaders. This in a sense is a positive for transactional leaders, as this is a major element in their leadership / management style. Only 8.8% of the interviewees were indifferent with 8.8% of the participants disagreeing.

STATEMENT 3: I like a leader who will always coach me

RESPONSE: caching is characteristic of coaching leadership style, which is expected to provide high performance and productively. Even though other studies سوare contrary to this, it will be interested to know, but better still understand why the Palestinian employee would feel any different. Generally, the coaching style is applied on people who may not be well informed / skilled in the type of operations. The opinions of the respondents are recorded in Figure 6.7 below.

Figure 6.7 the leaders who coaching the followers

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The result shows that the respondents largely say that they agree (55.9% with 26.5% strongly agreeing) making a total of 82.4%. Overwhelmingly the respondents favour or would like a leader who uses coaching as a leadership style. It is known from research that coaching positively improves productivity, but equally, that highly skilled people prefer to be left to work alone. It can be generalized that the employees are comfortable with the coaching style, which is somewhat closely related to transactional leadership, in that the leader "micro-manages." Coaching however is characterised by the feeling towards the employees and its ability to develop employee's performance and confidence. Only 2.9% of the interviewees were incurious with 14.7% are disagree.

STATEMENT 4: I like a manager who is formal with the employees

RESPONSE: the characteristic of transactional leadership style distances the leader from the employees except in the form and process of working towards rewards. Too formal structures may end up creating a distance between the leader and the worker, depending on the tasks to be performed. It is interesting how the respondents viewed the presence of formal structures between them and their managers in view of the inter-dependency between the two internal stakeholders. The opinion of the respondents is recorded in Figure 6.8 below.

Figure 6.8 Attitude towards working with formal managers
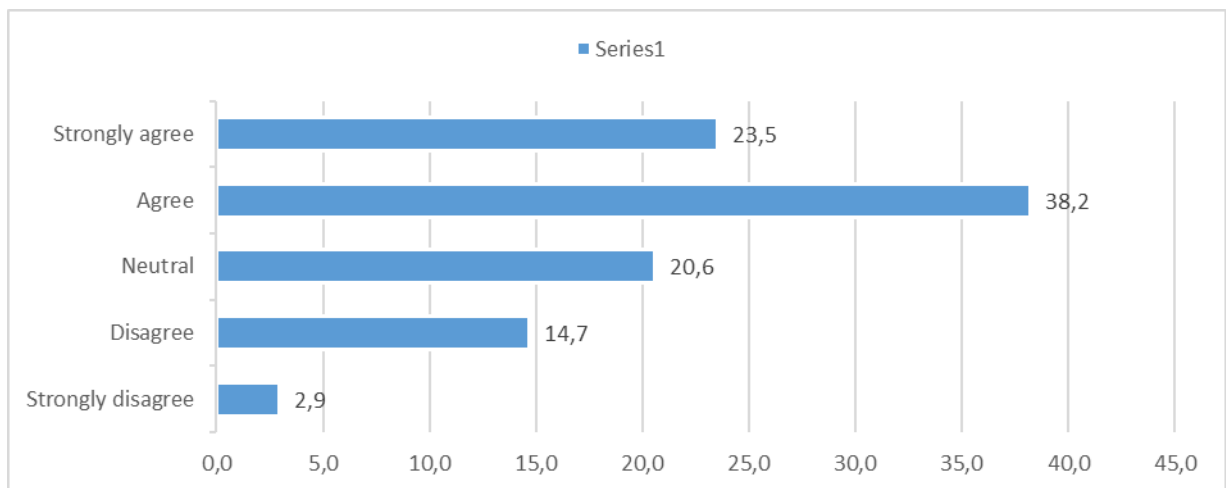
As shown in the above Figure, 38.2% agreed and 32.5% strongly agreed giving a total of 70.7% of employees preferring to work with manager who is very formal with them. It can be generalized that the workers at Jawal seem to prefer formal system

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and structure with their managers. Being too formal and somewhat distant is a characteristic of the transactional leadership and in all situations, the manager tends to instruct and wait to punish for error or failure to meet targets. There is small amount of employees are disagreeing in percentage of 15% and 3% of participants are strongly disagree.

STATEMENT 5: I prefer a leader who leaves me to work alone

RESPONSE: The desire to want to work alone would be predominantly with those people who know what they are able to perform and are confident about themselves. The generality of those with less skills may not want to be left alone, specifically if they know that they can be punished for errors or failure to complete tasks. The respondents in this survey have their scores illustrated in Figure 6.9

Figure 6.9 leaders leave the employee to work alone
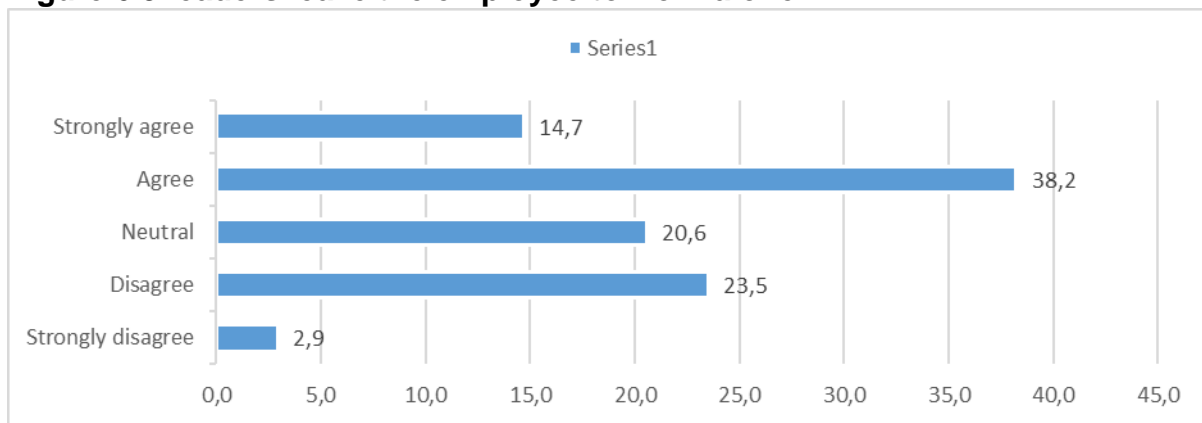
Source: own construction

There is a good percentage of respondents who agreed (38.2%) and with those who strongly agree (14.7%) totalling 52.9% in agreement. Ambivalence stands at 20.6% of total responds and the remainder of 26.40% disagreed, it can be generalised that there is a degree of disliking the idea of micro-managing. Contrary to the findings above (Figure 6.6) where the respondents did not mind if the manager was present all the time when they work / at their work station.

STATEMENT 6: My manager is strict with employees

RESPONSE: strictness is a characteristic of transactional leadership style, based on the leader's perception about the followers (that followers are lazy and irresponsible) and therefore are not able to work on their own. As a consequence (of that attitude or

perception about workers) the manager tries to be strict to get these workers to perform. The response from the participants is recorded in the Figure 6.10 below.

Figure 6.10 Attitudes towards manager strictness to employees
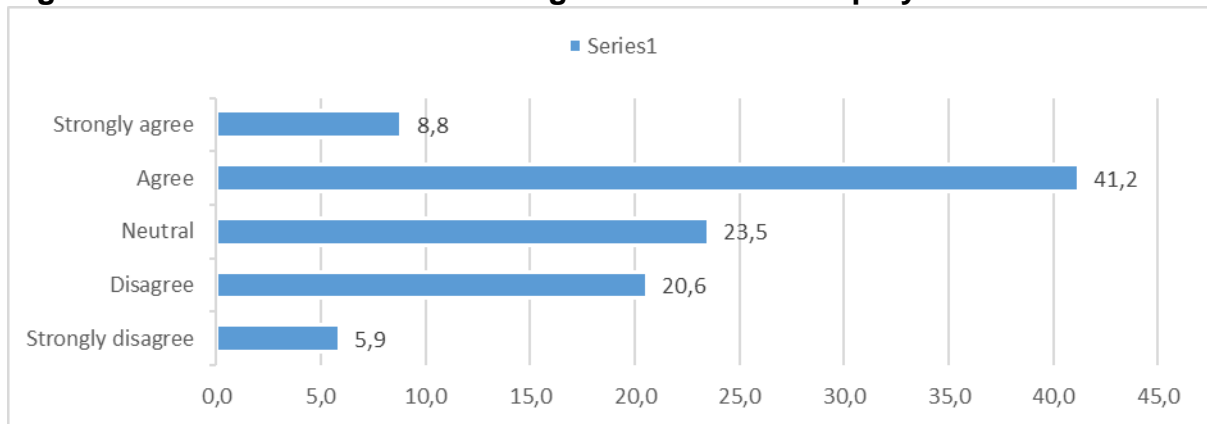
Source: own construction

The response shows that 41.2% (agreed) and 8.8% (strongly agreed) totalling 50% which is the midway on the voting, ambivalence is high at 23.5% ($\frac{1}{5}$ of the total respondents). Generalisation is not easy considering that there is another 50% that in disagreement or ambivalent about this. Again this disagrees with the earlier acceptance of a micro-manager, suggesting that employees do not want to be treated with strictness. Transactional leaders / managers tend to be strict and closely involved in the operations with an eye for anything going wrong.

STATEMENT 7: My manager is always watching my work

RESPONSE: Transactional leadership style is focused on punishment and rewards hence the close attention to employees performance to find deviations. Figure 6.11 illustrates the findings suggest that employees are more transactional.

Figure 6.11 Attitudes the managers who always watching followers performance
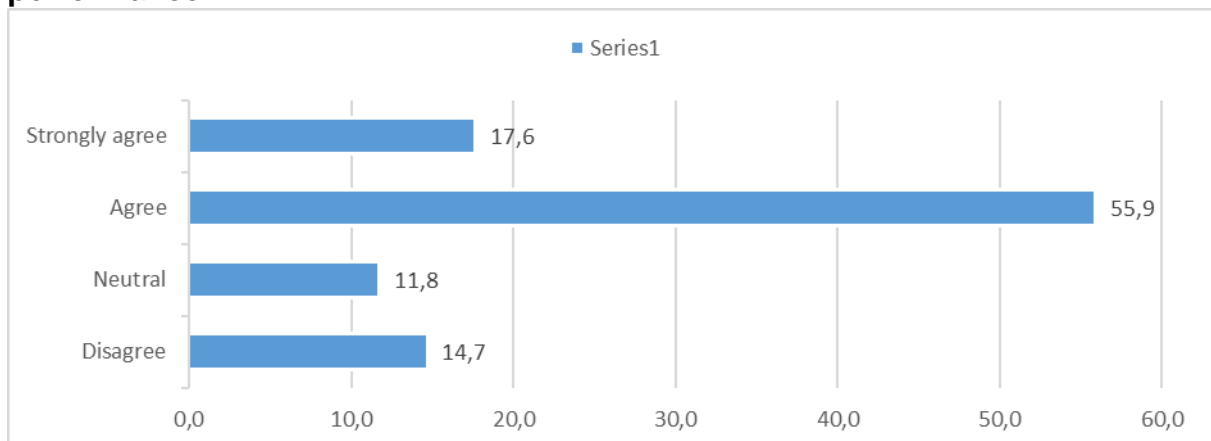
An overwhelming 55.9% agreed with 17.6% strongly agreeing making a total of 73.5% - are comfortable with managers watching them. This may be caused by a number of issues, the worker may not be confident and therefore need the manager close to assist stop any deviations. Alternatively, it could be that the worker is confident of themselves and are not concerned about the presence of a manager or anyone near them. It can be generalised that the respondents are actually stating that their managers are always looking at their work – typical of transactional leadership.

STATEMENT 8: My manager coaches me

RESPONSE: training process is considered as coaching leadership style based on helping employees improve their performance and self-awareness. The responses are recorded in Figure 6.12 below.

Figure 6.12 Attitude the coaching managers
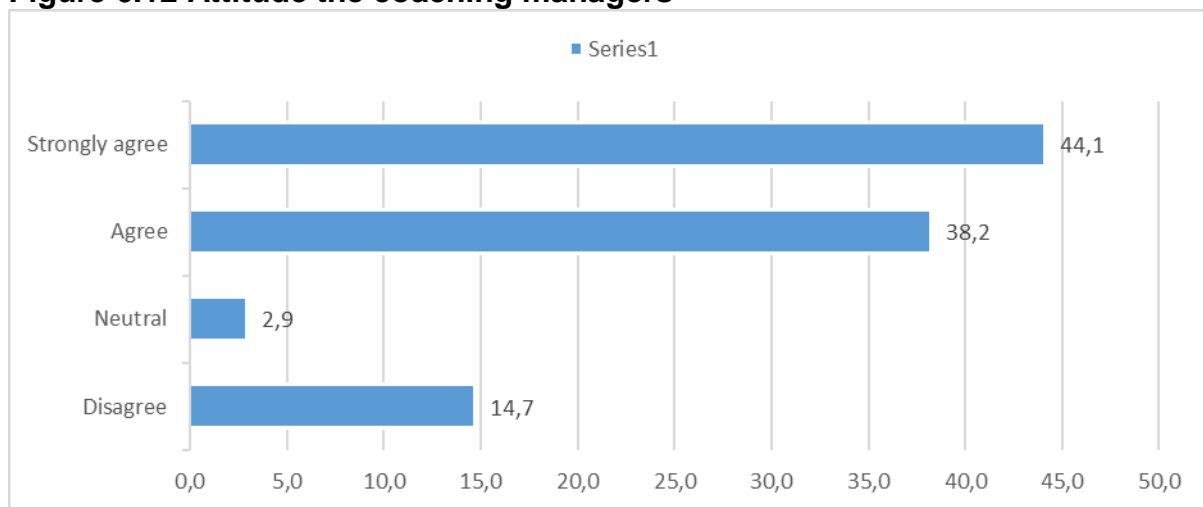
An overwhelming 82.3% (strongly agreed 44.1% with 38.2 agreed) are of the view that their managers coach them in their work. Again suggesting that these people may not be highly skilled in their workstations, or because technology is changing all the time, this may be continued workplace training to keep the organisation competitive. It can be generalised that the managers at Jawal do coaching to their subordinates, another element of transactional management.

➢ **ORGANIZING OF EMPLOYEES**

Organizing employees involves identification of tasks to be performed, identified the relevant people to perform the tasks, assigning or delegating the tasks and providing resources needed for the performance of the tasks at hand.

STATEMENT 9: I like leader that develops the best of me

RESPONSE: Organising is a generic function of a manager and this includes amongst others deciding on the requirements for effective execution of the tasks. Considering that every organisation is established with specific objectives in mind, it is essential that there be someone in charge of the operations. Below (Figure 6.13) records the responses from the participants.

Figure 6.13 Attitude leaders who develops followers
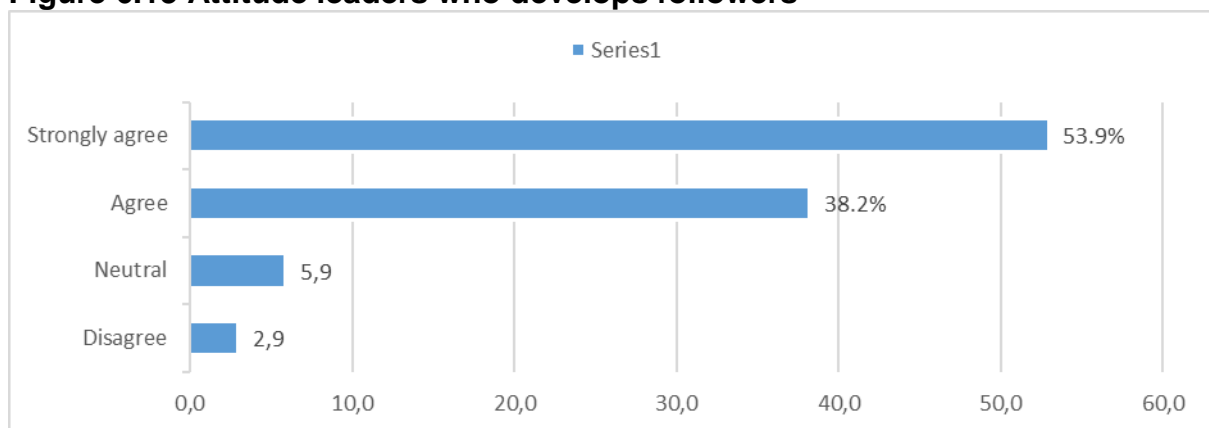
Source: own construction

A total of 91.1% of the respondents (strongly agreeing 53.9% and 38.2% agreeing) would want to work with a leader that develops them – gets the best out of the employees. Only 5.9% are indifferent with 2.9% disagree.

STATEMENT 10: I like a leader who uses technical competence

RESPONSE: telecommunications is itself a highly technical field and it would be expected that the leaders must have a technical background of sorts. Technical leadership is a requirement as it is supposed to provide direction for the operations within the organisation. The following Figure 6.14 illustrates the answers from the interviewees.

Figure 6.14 show the leaders who used the technology
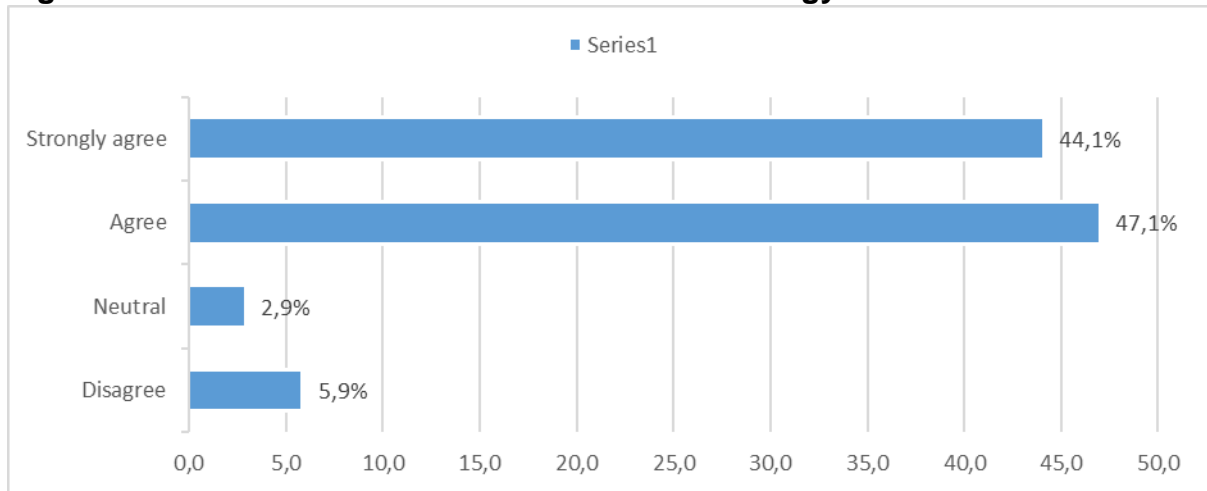
Source: own construction

There is an overwhelming; agreed 47.1% with 44.1% strongly agreeing that make total of agreed 91.2%. It can be generalized that the workers are comfortable with a leader that provides technical direction in their operations. Understandably, when subordinates have problems at their work stations, the arrival of the manager should serve as an answer to their problem. Only 5.9% disagree with 5.9% of the participants are indifferent.

STATEMENT 11: I like a manager who uses initiating structure

RESPONSE: initiating is an element of transactional leadership and it involves the leader who puts a structure in place and initiates action and plans group activities and tasks to be executed. This is a task oriented operational approach, very much in line with the traditional transactional leadership / management. The respondents in this survey have their scores illustrated in Figure 6.15

Figure 6.15 show the percentage of managers who use initiating structure
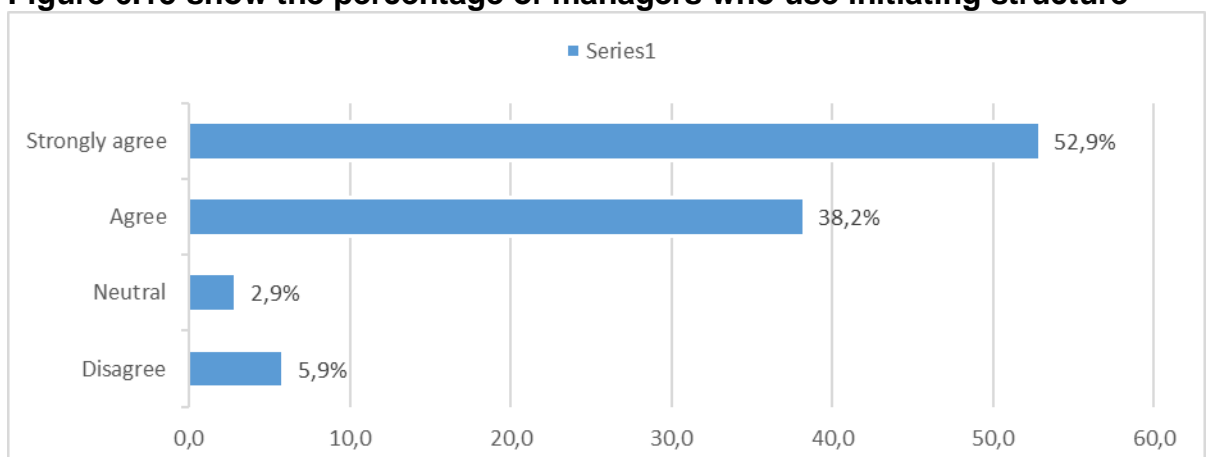
Another overwhelming support or agreement with the statement at 91.1% made up of strongly agreed at 52.9% and those agreeing at 38.2%. The leader determines the roles to be played or performed by the individual and group workers by defining the activities of the workers. Only 5.9% of the respondents are disagree while 2.9% of the interviewed are not worried.

STATEMENT 12: I like a leader who empowers the employees

RESPONSE: the empowerment it's close to leadership subject of delegation, delegation is based on giving task form leaders to employees to complete task in time limit. Empowerment is based on theory Y which case the employees that have more ability to provide good performance. Even though some research provide that the employees are happy with authoritative style. In Figure 6.16 illustrate the responds from interviewees.

Figure 6.16 Attitude the empowerment of the followers
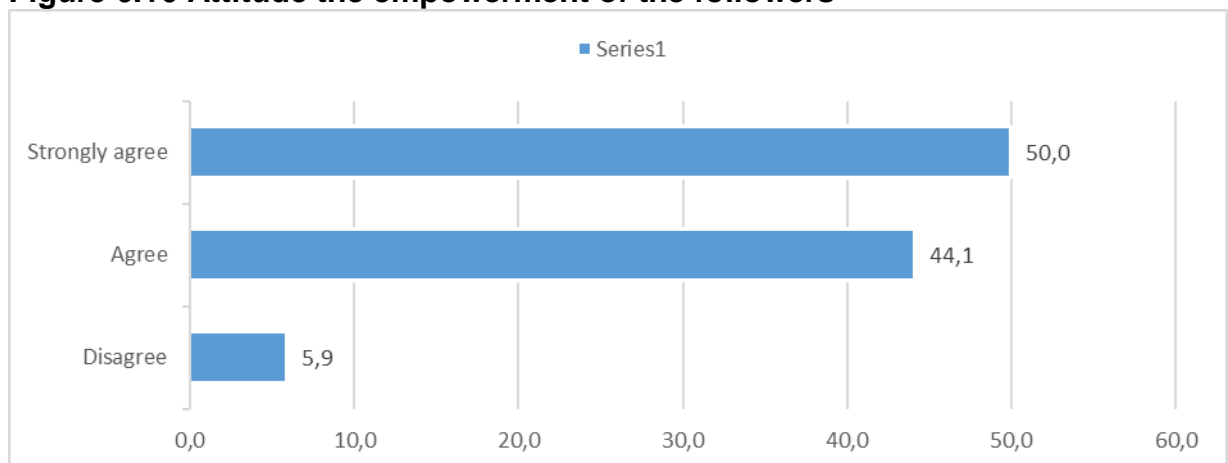
There is large acceptance of empowerment of the employees in the above Figure, those strongly agreeing are at 50% and those agreeing are at 44%, totalling 94%. The empowerment of employees seems to be of particular interest to the workers as evidenced by the 94%, generalisation is inevitable.

STATEMENT 13: Employees like motivated leadership

RESPONSE: There are many theories around motivation and understandably different people are motivated differently by different stimuli. Motivated employees are expected to perform well and become productive thereby helping the

organisation move towards the attainment of the objectives. The respondents addressed the issue of motivation (how they feel about being motivated) and their position in is Figure 6.17 below.

Figure 6.17 show the level of motivated leadership
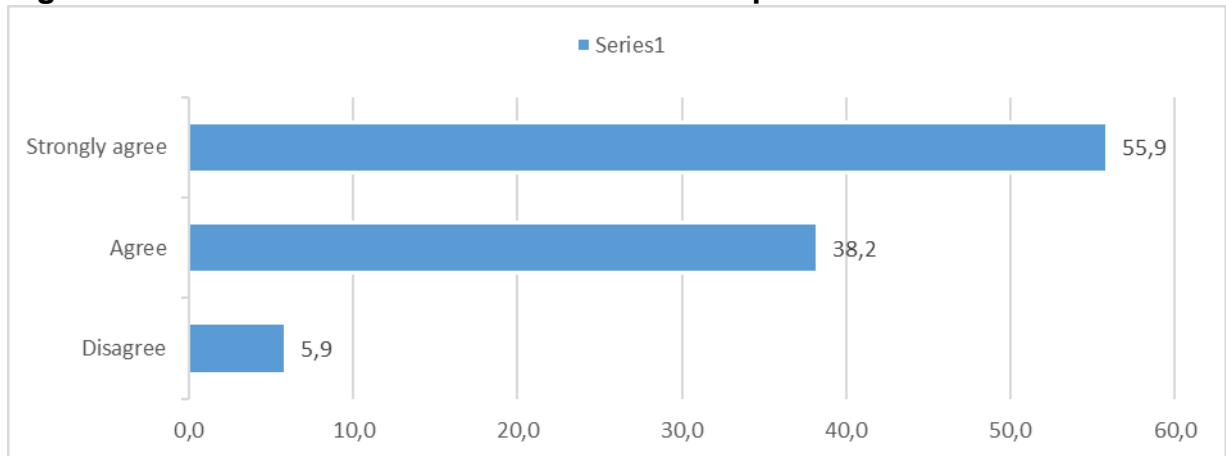
Source: own construction

Another resounding response in the affirmative, totalling 94.1% with those strongly agreeing at 55.9% and with 38.2% agreeing. It can be generalizing this finding that employees like to work with leader who give them trust and motivation. Only 5.9% of interviewed are disagree.

STATEMENT 14: I like a manager that develops me to performance

RESPONSE: effective leaders develop their subordinates to perform as this helps working towards attainment of organisational objectives. This can be understood by contrasting the X and Y theories, the X theory thinks of workers as a lost cause (transactional), whereas the Y theory tends to empower (transformational). Managers that tend towards employee development are therefore generally viewed as transformational and those who do not worry about employee development are considered as transactional. The respondents' opinions about the style and behaviour of their managers in view of their empowerment are recorded in Figure 6.18 below.

Figure 6.18 The style of the manager on employee development
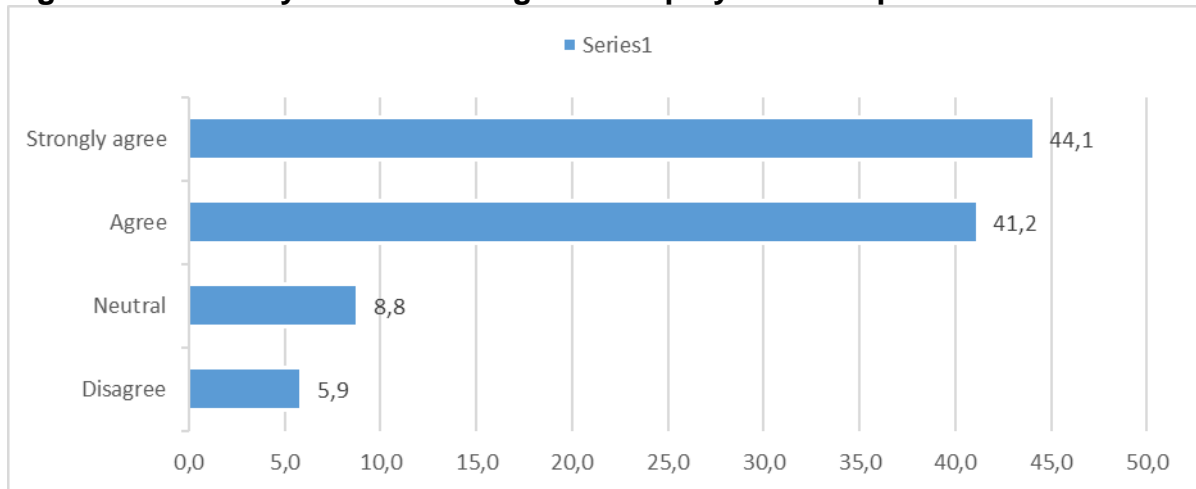
Source: own construction

A total of 85.3% of the respondents were in agreement, this is the sum total of those strongly agreeing at 44.1% and those agreeing are at 41.2%. this was as expected, and the leaders of that calibre tend to be successful because they develop a relationship with the employees which allows for loyalty. Loyalty if it is combined with satisfaction by the employee becomes a motivation factor. Research has shown consistently that a motivated employee tends to perform and may exceed management expectations if they have the opportunity. It can be generalized that the bulk of the employees are satisfied with managers who develop them to perform at their workstations. Only 8.8% of the responds are indifferent with 5.9% disagree.

STATEMENT 15: My manager uses technical competence

RESPONSE: technical competence in management considered as one of the effective leadership tools to manage the firm. This type of leadership may attract obedience and loyalty to the leader because of the type of power they have. In this case the manager may actually be using 3 different forms of power, namely; expert power, referent power (because of what the subordinate knows or has heard about the manager) and the legitimate power by virtue of being the manager of the unit or department, whatever the case may be. The findings from these interviews are illustrated in Figure 6.19 below.

Figure 6.19 The style of mangers who use technical competence
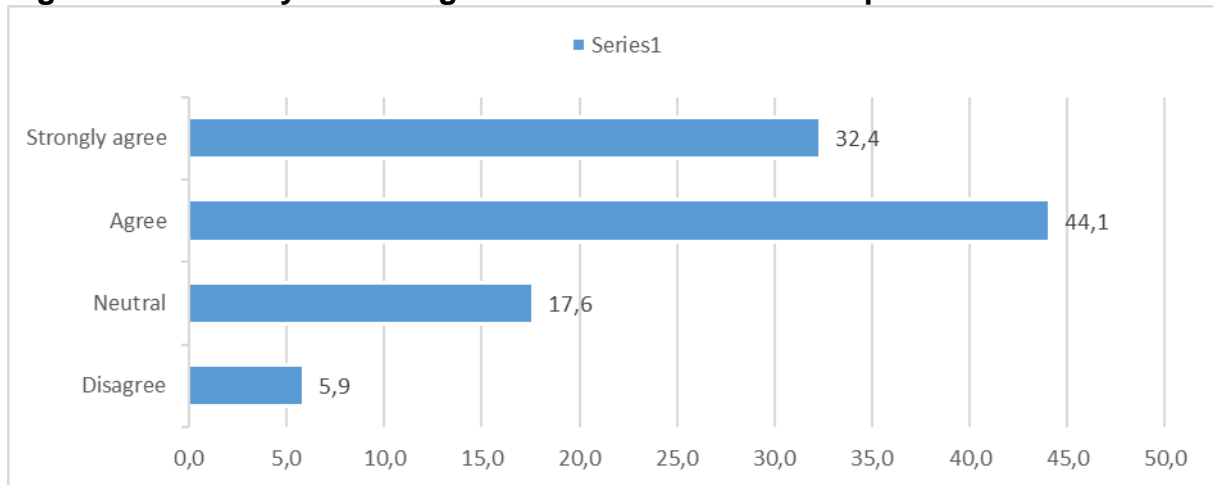
Source: own construction

44.1 % of the respondents agreed, followed by 32.4 who strongly agreed, this totalling 76.5% of these respondents being on the affirmative. A generalisation can be made that the respondents indicated that their managers had technical skills / or that the respondents would be happy if they had a leader with technical competence. Only 17.6% of interviewees were indifferent with 5.9% combined disagreeing and strongly disagreeing.

STATEMENT 16: My manager who uses initiating structure

RESPONSE: the initiating stricture operates in the same way with transactional leadership / management style. The initiating structure identifies the roles for the employees, breaks this into specific tasks to be achieved, workout the time within which they must be completed and then monitor the performance of the employee. This system also emphasises the use of rewards to motivate the employee to perform because it is believed the employee is generally lazy and does not enjoy working. On the contrary, the consideration structure suggests that if the employee is given a task and they know what is to be done, they can perform the task without need for supervision. The respondents in this survey have their scores illustrated in Figure 6.20.

Figure 6.20 show the manager style of using initiating structure.
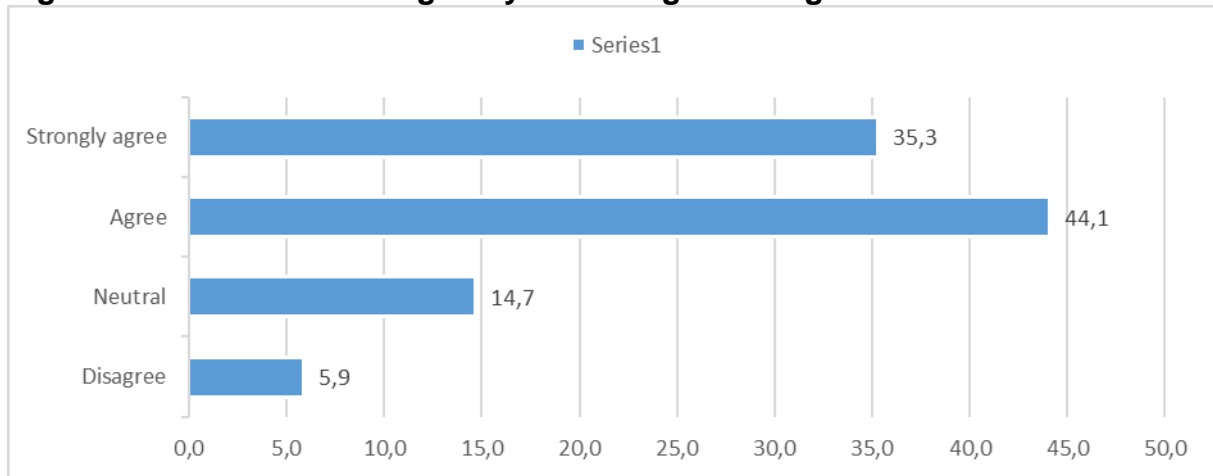
Source: own construction

The generality of respondents is agreed 44.1% with 35.3% strongly agree making a total 79.4% of those on the affirmative. This is more than $^3\backslash_4$ of the respondents and it can be generalised that employees are in favour of an initiating structure formula in the working environment. Only 14.7% of the interviewing are indifferent with 5.9% of population are disagree.

MANAGEMENT OF PERFORMANCE

STATEMENT 17: I like leaders who focus on work stability

RESPONSE: stability in management (smooth running without glitches and uncertainties) is considered to be one characteristic of transactional leadership style. This style is fundamentally based on the X theory which proposes that employees are generally lazy and cannot think on their own. For this reason, the employees need close supervision and measurable targets (tasks) to make them work hard in order for them to meet the managers' expected performance level (Mahamed, 2013:715). If these are left to themselves, they will make too many errors, causing unnecessary and preventable sunk costs and keeping an eye on them is the best way out to get the best from the subordinates. Contrary other findings as recorded in the different studies Lawter (2015:84-101)**,** it is suggested that employees are more transactional than they transformational depending on the tasks to be performed. The maturity of the subordinates, employees or followers (whatever they may be called) given specific tasks to be performed, become critical. These are the postulates of the

contingency theory which focuses on the situation (task type, subordinate type, power of the leader, power of the subordinates through the unions and organisational culture). The interaction between the research assistants and the respondents brought about the opinions of the respondents in this issue as illustrated in the Figure 6.21 below.

Figure 6.21 show the leaders who focus on work stability
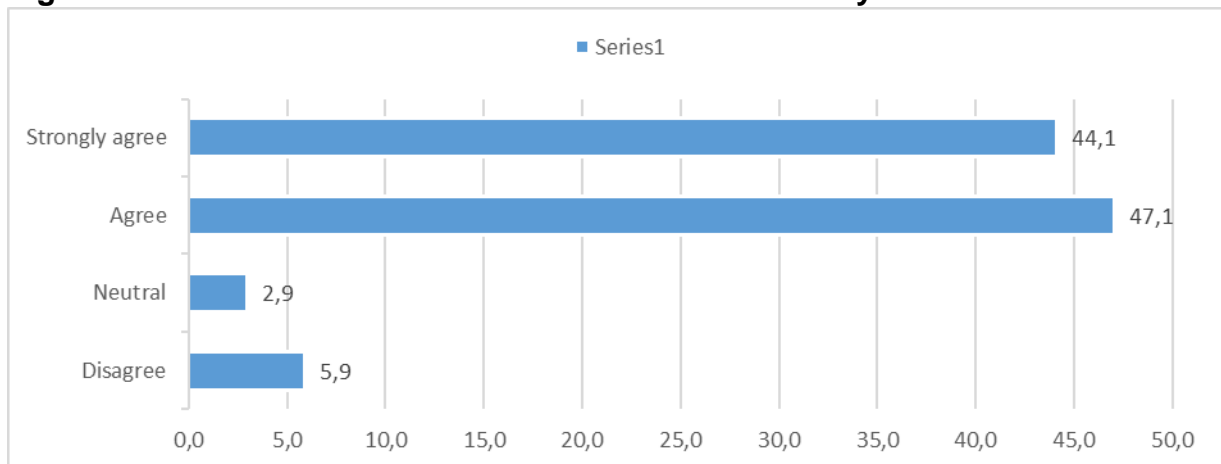
Source: own construction

The interviews show massive agree 47.1% with 44.1% strongly agreeing that make more than ¾ of population are agreed totalling 91.2%. These indicated that they are happy to work with leaders or a leader who strives to find stability in the work place. Those indifferent constitute 2.9% with 5.9% of population disagreeing, this number is too small to be of any political and statistical significance. Generalization can be made that the Arabs in the Gaza strip seem to be comfortable working in a stable environment where there are no new products of operation systems will be tried and continue to cause confusion.

STATEMENT 18: I like leaders who overly dominant

RESPONSE: Dominant management is a characteristic of X theory and is shown to have much in common with, commanding leadership, autocratic and such styles that do not empower subordinates. Clearly it states that employees must do what the leaders tell them to do, without questioning. Other studies recommend that the leaders have to be confident, control work place and strongly in power- more commanding than transactional. The respondents' views are shown in the illustration below in Figure 6.22

Figure 6.22 leaders who overly dominant the followers
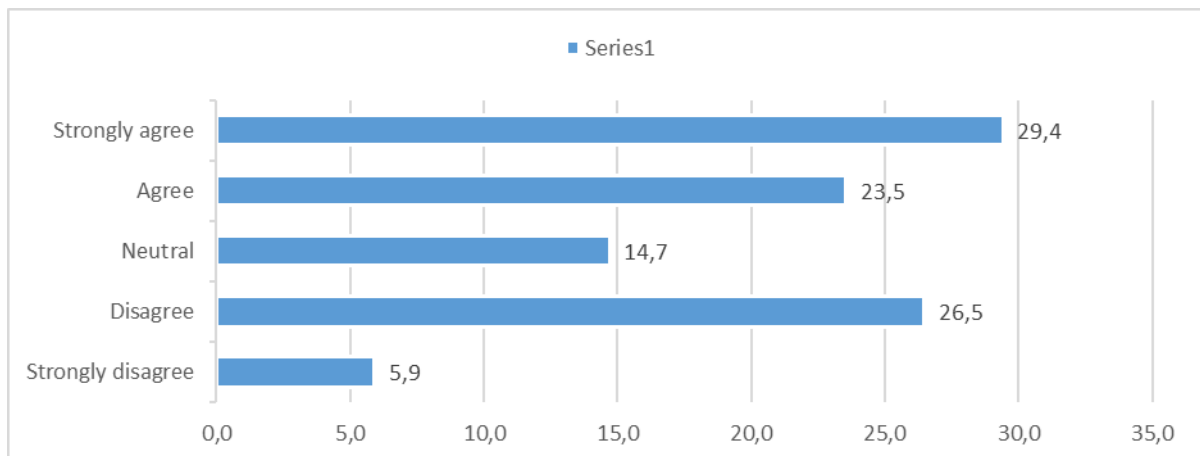
Source: own construction

The respondents opined that there was no problem with leaders does who are somewhat overbearing (29.4% strongly agree with 23.5% agreed) giving a total of 52.9% (53%) in agreement. The Palestinian employee has no problem working with leaders that demand too much of micro-management from the subordinates. Thus agree and strongly agree can allow for generalization since they comprise the majority of the respondents. Only 14.7% of the population are indie rent with 26.5% are disagree and 5.9% strongly disagree.

STATEMENT 19: I like leader who focus on operation work

RESPONSE: operation in management outstanding with transactional leadership based on the theory that say the manager has to cut-out work for the subordinates. The development and assigning of specific tasks to be accomplished within specified time limits enables the leader to manage operations with little stress (Nakayama, 1986: 58-98). It may be pointed however that the transactional leaders have to get more involved in the identification of the tasks, breaking them down into achievable components. Too much planning (strategic, tactical, operational, etc) is needed so that the manager develops a model of what they may want to have to measure. Some other findings provide that employees are more satisfied with democratic leadership style than transactional (Terzi, 2016:193-204). The following Figure 6.23 illustrates the thought of the respondents on this matter.

Figure 6.23 the percentage of leaders who interested in operation

Series1

Category	Value
Strongly agree	26,5
Agree	50,0
Neutral	11,8
Disagree	11,8
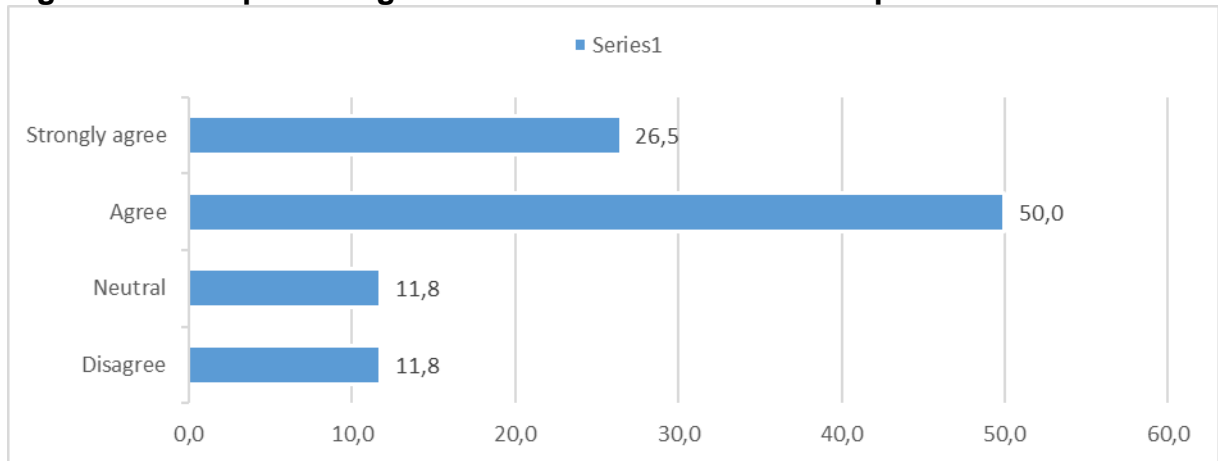
Source: own construction

The combined title for those agreeing with the statement (50%) and those that strongly agree (26.5%) make up the total of 76.5%. Clearly the structure supports the cultural norm of power distance, as long as an individual was known to have power, the same would therefore be obeyed. They prefer dealing with task focused followership more than the leadership that tries to get down to their level and create relationships. Only 11.8% of the presenters are indifferent with 11.8% are disagree.

STATEMENT 20: I like a leader who provides training to employees
RESPONSE: managers who like training of subordinates are also considered as using a coaching leadership style. This brings to the employees a degree of self-awareness, enables them (employees) to be developed for self-dependence and may end up assisting other employees to perform well. The respondents' views are shown in Figure 6.24:

Figure 6.24 the level of leaders who like training the employees

Series1

Category	Value
Strongly agree	44,1
Agree	44,1
Neutral	5,9
Disagree	5,9
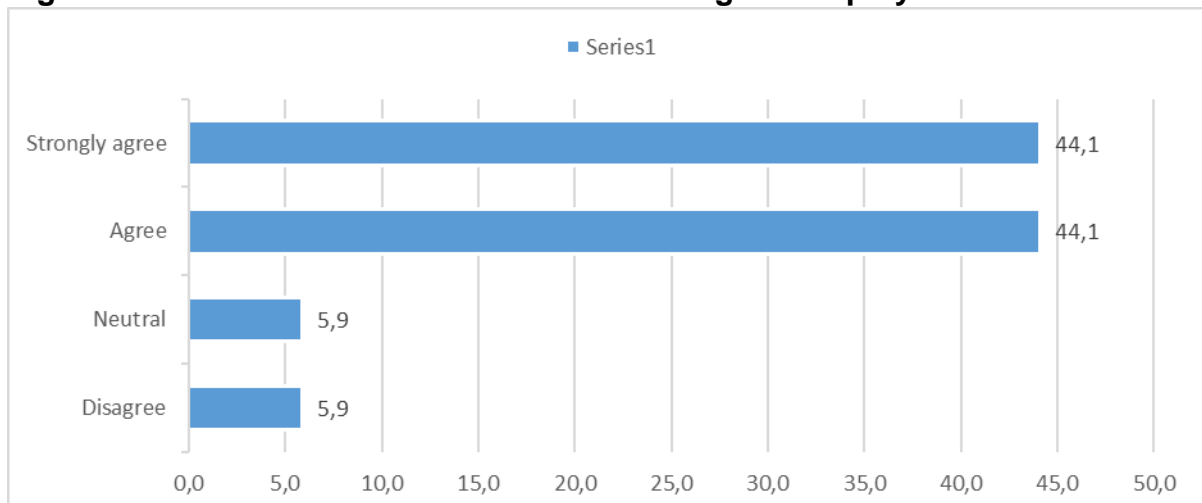
Source: own construction

The number of respondents in agreement was high with those agreeing 44.1% and those strongly agreeing at 44.1% making a total of 88.2%. It can therefore be generalised that the employees are comfortable working with managers using the style (transactional) which is also aligned closely to coaching style. As alluded to earlier, the followers who are comfortable with the transactional style are generally not very sure of their operations McCleskey (2014:117) and therefore depends on the leadership to know what to do. Those who are technically skilled with experience at their workstations knowing everything that should be done may get irritated with micro-management (Silva, 2017:51). If it is true that the more experienced don't want micro-management, then it will follow that the bulk of the employees are not highly skilled and are not confident of their own performance.

STATEMENT 21: I like managers who develop mission

RESPONSE: It is always ideal for a manager to share the "vision and mission" with subordinates as this allows them to see or at least imagine what is required (Analoui, 2009:58). To the extent that employees understand where they are in the organisation and where the organisation wants to be, it may be comparatively easier to motivate subordinates, or at least get a buy in. A leader who emphasises the mission of the organisation is likely to get more cooperation and input from the other practitioners at different levels (Shen, 2019:317-328). This will allow for teamwork where everyone takes and plays a part for the benefit of the team as well as achieve the organisational objectives. Employees must be taken together with the management, and this will allow for active employee engagement leading to higher performance in the organisation. The respondents' views are illustrated in Figure 6.25 below.

Figure 6.25 manager who focus on mission
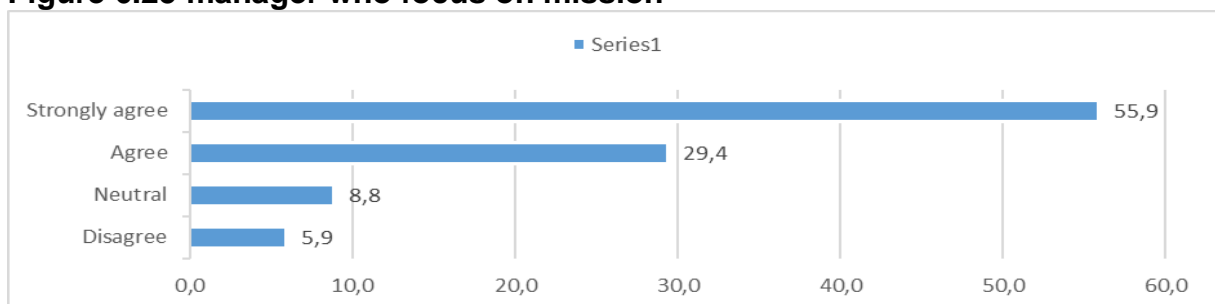
Source: own construction

The respondents agreeing with the statement were overwhelming with 55.9% strongly agreeing and 29.4% agreeing giving a total of 85%. This clearly allows for generalisation; the employees want to be taken together with the management. Taking employees with enables the employees to take ownership and be proud of their own organisation's success (Shen, 2019:317-328). When they take honour ship, they protect the organisation at all points where they can, that constitutes a happy work family. Any individual who knows where they are, know where they want to be, and are shown how to get to their intended next stop, these will improvise methods of achieving their goals (Diehl, 2016:181-206). This is seen in high productivity and individual as well as team performance for the organisation, after all more than $\frac{1}{3}$ of their daily life is spent at the workplace.

STATEMENT 22: My manager focuses on stability

RESPONSE: stability and proactivity in management considered to be form of transactional leadership style based on theory X (Mohamed, 2013:715). A typical X theory manager is ideal focused on making sure there are no deviations from the expected operations. Too often this removes the element of refusing new ideas and innovation thus killing the determination of other employees to make shifts from traditional to new more efficient means (Lawater, 2015:84-101). No sight should be lost of the situation that allows for individual development, which may be the proper lying cause for motivation with other or some of the subordinates. The responses are illustrated in Figure 6.26 below.

Figure 6.26 managers focus on stability
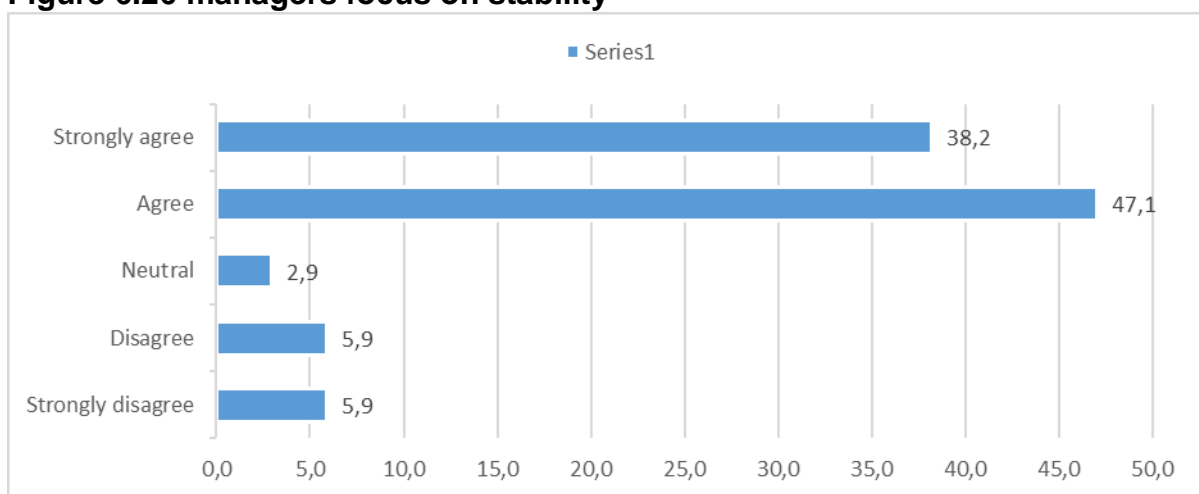
Source: own construction

Stability in an organisation means that there are no new things and or issues to be worrying about, if there is nothing broken then there is nothing to fix (Van Dierendonck, 2014:544-562). The Palestinian environment is difficult to predict because of the volatile military environment, people may be simply over anxious to get done and be paid for what they were told to do. A total of 85% (with 47% agreeing with the statement and 38% strongly agreeing) that their managers focus on stability. The impression given here is that the more stable an environment, the happier are the employees that believe in "not fixing whatever has not gone wrong."

STATEMENT 23: My manager is overly dominant

RESPONSE: An exclusively dominant manager may simply be a reflection of the manager's lack of confidence in themselves and in the ability of the team members to perform. Hannah S.T (2014:598-621) opines that self-confident managers would empower their subordinates and leaving them (the managers) to do oversight work except where specialised skills or new methods are applied. It might also be necessary to consider that many other managers work within a climate / environment / culture which is not of their own making (Aunga, 2017:42-52). They therefore have to comply with the prevailing operational methods in the organisational structure and within the organisation norms. With this having been said, Figure 6.27 below illustrates the thinking of the research respondents.

Figure 6.27 the level of over dominated manager
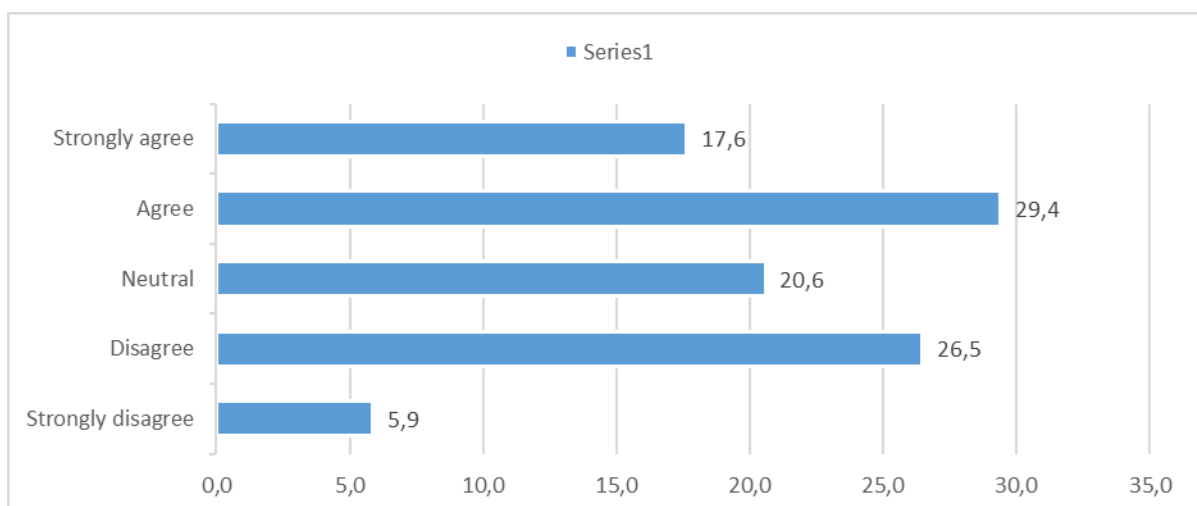
Source: own construction

Coincidentally there is no consensus on whether the employees like the idea of dominating manager not do they have one such. It cannot be generalised here leaving the findings without much "to carry home." So the population does not have

any outstanding leadership style considered as dominant or unique, ambivalence is at 20.6 %, those agreeing (29.4%) and strongly agreeing (17.6%) together making a total of 47%. Those who disagree and strongly disagree together make a total of 32%, suggesting no generalisation.

STATEMENT 24: My manager focus on work operation

RESPONSE: Managers are employed to help companies reach their organisational objectives, suggesting that to be the primary reason for the existence of the firm. On the other hand, work has to be done and objectives mean with the help of the many people that are remunerated to perform certain function (Terzi, 2016:193-204). If an organisation does not meet its objectives, that will then mean that the organisation (it's management) has not performed well. For this reason, depending on the philosophy of the manager, the style of leadership immediately shapes up. Nakayama (1986: 58-98) is of the view that well informed managers will acknowledge the primary role played by the people in the execution of duties. Other managers care little about the human element and all they want is that "get work done" at whatever cost. Transactional leadership has strong orientation to tasks performance and not lasting human relations that should built a solid operational base. The respondents were tested on their preference of leadership style, and in Figure 6.28 the findings are recorded.

Figure 6.28 managers who focus on operation
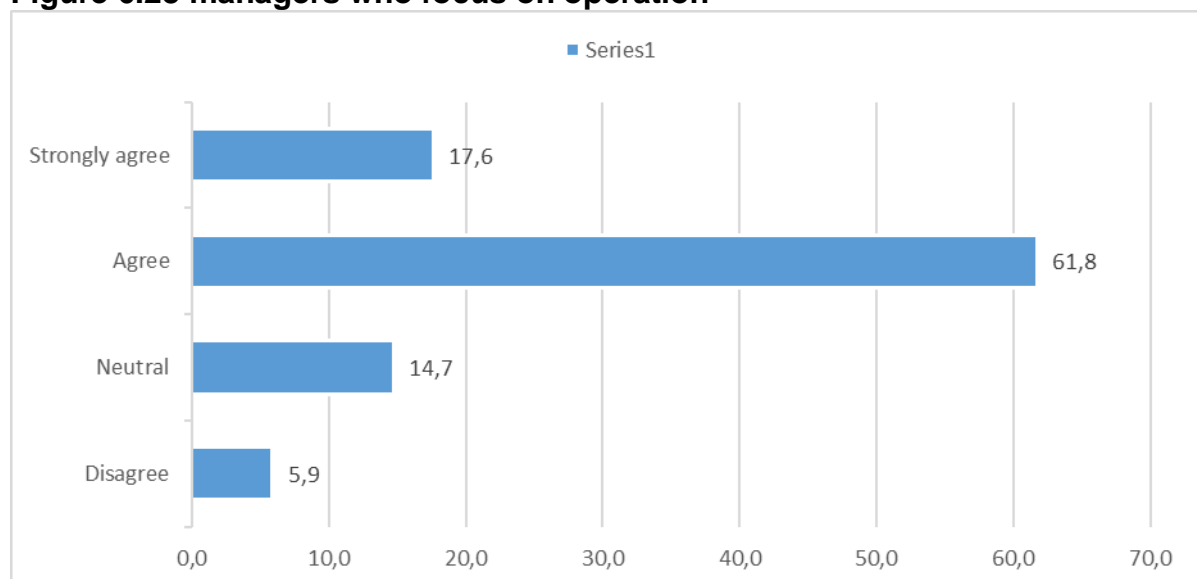
Source: own construction

An overwhelming 61.8 % agreed with the idea of a manager who is task focused and not relationship focused. To this is added the 17.6% who strongly agree making a

total of 79.4% of those that think that task focus is the way to go. It can be generalised that the Arabs in the Gaza Strip at Jawwal are happy with transactional leadership because it focuses on operations and not relationships.

➢ **STYLE OF LEADERSHIP**

STATEMENT 25: I prefer a leader who allows me to work on my own

RESPONSE: The transactional management / leadership theory is based on the understanding that managers have to deal with employees who are lazy, cannot think, are not interested in working, so they need close supervision (Chizhik, 2017:27-47). Close supervision therefore means an individual has to have a schedule every day that informs them on what they should do, how it should be done and make provisions to avoid any deviations. The operations are expected to be uniform in the organisation and everyone knows exactly what they are expected to do. Because this is transactional, the deviations are punishable and should therefore be avoided at all costs (Espin, 2017:58)**,** including keeping constantly in touch with the line manager to avoid mishaps. Leaving the employee to operate on their own is not exactly the nature of transactional leadership, but even in the strictest of all transactional leadership, there will always be pockets of excellence the makes the manager relaxes somewhat and allow a degree of independence in the way the operations are done. Figure 6.29 below is an illustration of the findings.

Figure 6.29 the amount of democracy at the work place
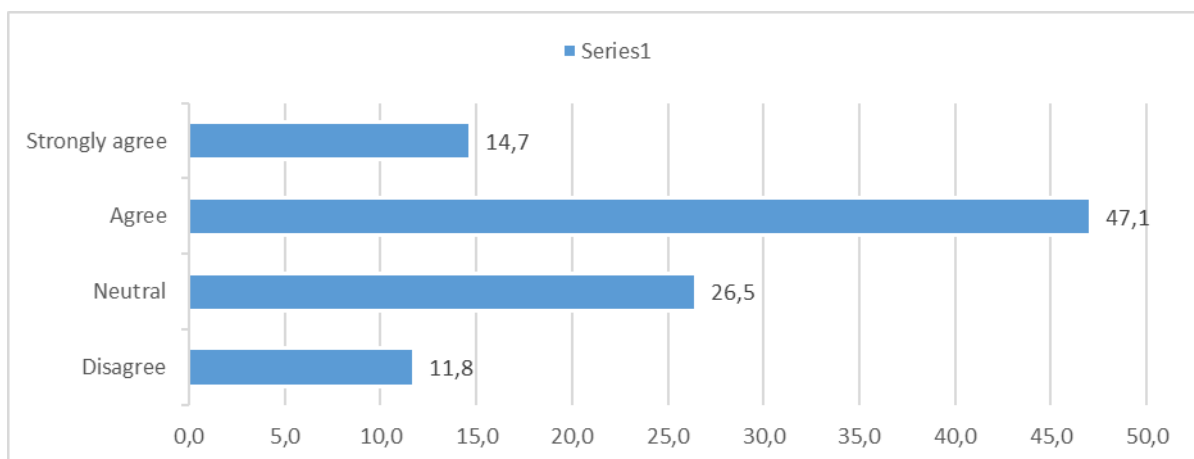
Source: own construction

In as much as these have been positive about the use of micro-management as an ideal for their situation. When asked to think of working on their own, there is a seeming difference from the previous, this cannot be explained and may need further

investigation. Even though the number is lower, but a total of 61.8% (47.1% agreed and 14.7% strongly agree with the statement above. It would have been most ideal to identify specifically the profile of those who want to work on their own (what tasks they are performing) and those who want to be micro-managed (what tasks they are performing and the skills levels). Overall, there is a degree of "I can work alone" within the populace at the company. Only 26.5% of total population are indifferent with 11.8% disagreeing.

STATEMENT 26: I like leaders who open to new ideas

RESPONSE: Transactional leadership hinges on the view that there should be no deviations and that deviations may be punished for if they disrupt the expectations. On the other hand, the human mind has the tendency of imagining new approaches of doing the same things, not necessarily always successful, but innovations have brought to this level of technology (Johnston, 2016:87). By their nature some people cannot repeat the same thing in and out over the years, there is a need for variety and creativity (Schrum,2011:241-261). Increasingly there is an unprecedented intrapreneurship amongst many organisations which can be harnessed and utilised to improve on efficiency and or performance, or if ignored it will die without being tried. The respondents had this in mind when they responded to this statement of the study. The respondents' sentiments are reported in Figure 6.30 below.

Figure 6.30 leaders providing new ideas
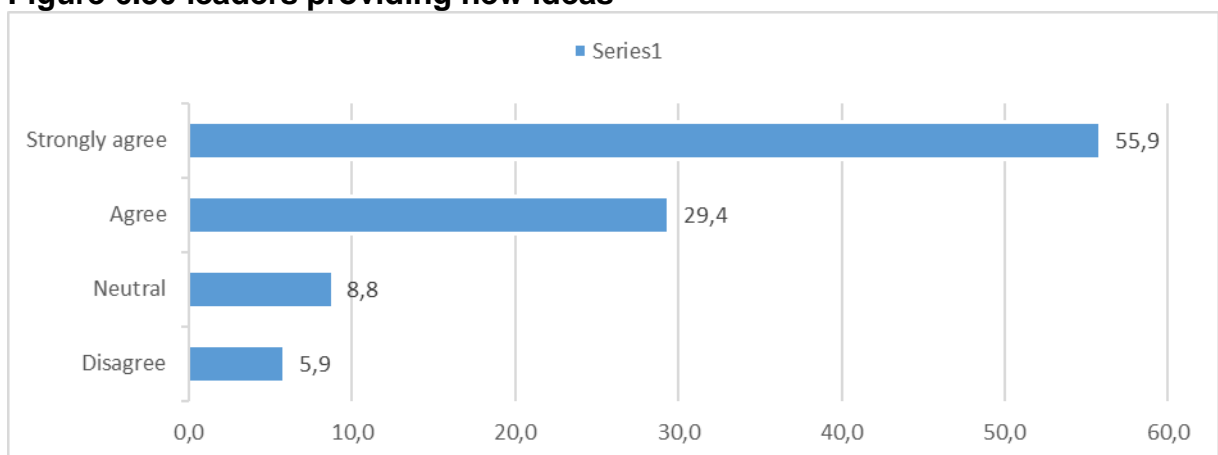
Source: own construction

As expected, every mind may always have a small variation or expectation in terms of the work they do daily. A total of 85.3% (55.9% strongly agree and with 29.4% agreeing) allowing for a generalisation that people want to be recognised as important and with ideas also that can make the difference. Rosing (2011:956-974)

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posits that innovation and creativity are the pillars on the basis on which the world's large firms have been built. What is critical would be to allow for innovation and then create platform that can be used to evaluate these ideas. It doesn't follow that every idea will necessarily revolutionise and organisation and the world but not every idea should be thrown away without trying it. Coincidentally, only 5.9% disagreed in total and only 8.8% were ambivalent. It can be suggested that the ordinary employee believes that they have some contribution they came make on these issues.

STATEMENT 27: I like leaders who use rewards and punishment

RESPONSE: The word transaction itself as used in management theory was derived from the thought of "having an agreed on transaction" that says, if you perform I will reward you (Gurerk, 2018:57-69). It was part of the thoughts on how employees needed to be motivated to perform, coming from the thought that employees are lazy, they don't want to work so you must develop incentives for them (Tremblay, 2013:233-249). To make those who do not want to perform or are not able to perform, for them to be made to perform, they would then be punished for failing to meet the objectives, tasks, activities or any of the expectations from the manager. This was meant to (and does work in other situations too) motivate everyone to perform and meanwhile give fair compensation to those who outperformed the others (Furtner, 2018:353-360). The responses are diagrammatically represented in Figure 6.31 below.

Figure 6.31 Reward and punishment at the work place
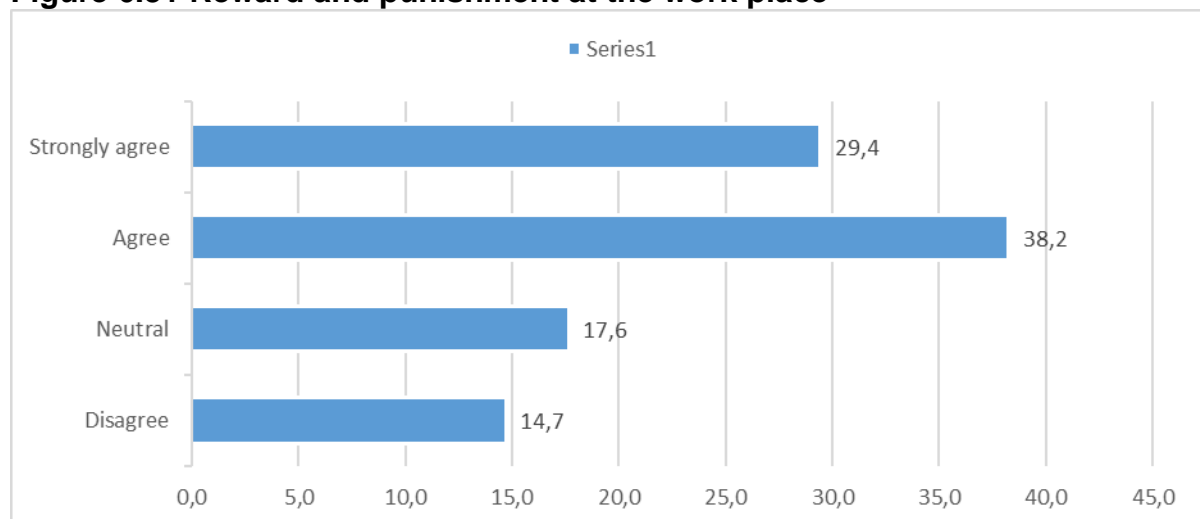
Source: own construction

The total number of those in agreement was 67.6% coming from those strongly agreeing (29.4%) and those agreeing (38.2%) suggesting that employees believe

that some people may not work if there is no push. On the other hand, it would appear that some people work just hard enough not to be fired, and they would only come to work, not to perform, but to be present for salary day. Other employees perform hard because they want to be praised for their performance, it can be generalised that the transactional system is acceptable among the people in the company. Neutral was low at 17.6%, it could have been lower than that obviously every must has an idea on such issues.

STATEMENT 28: I prefer a leader who allows my self-interest first

RESPONSE: Every individual coming to work comes with their own expectations and objectives to be met, in the same vein the company has its own to be met to. If the organisation is prepared to sacrifice its resources to enable it to achieve its objectives, it should be equally clear that they expect return on their investment in the personnel that work for them (Maner, 2010:482). Thinking of individual self-interest would therefore most likely be secondary to the organisational interests in the first place. However, it is also not clear what specifically these self-interests would be, the health and welfare of the employee is protected by law and would not need to be an issue (Dreher, 2015:160-184). The respondents spoke in the diagram below – Figure 6.32.

Figure 6.32 leaders allows self-interest at the work place
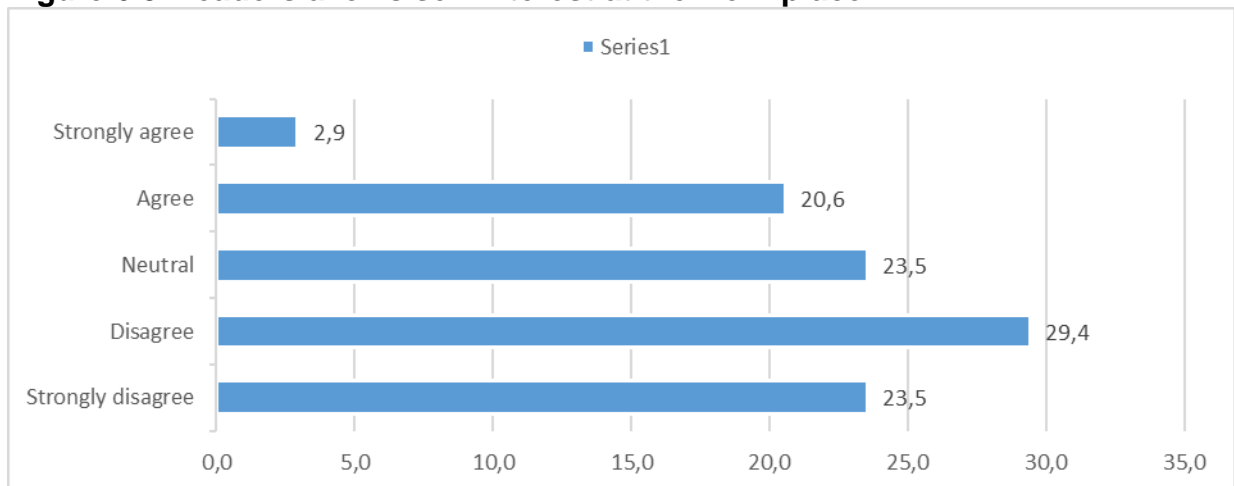
Source: own construction

Neutral stands at 23.5% which is just over $\frac{1}{5}$ of the respondents and this was the same score with those that agreed and strongly agreed at a combined total of 23.5%. An opposing 52.9% disagreed with the assertion, proposing rather that this would not be an ideal situation in an organisation. May be, because of such thoughts about

self-interest, this may be the very reasons why the respondents choose the transactional system. Opines that the transactional system pushed people as individuals to account for whatever work they are expected to perform.

STATEMENT 29: I prefer managers who think outside the box

RESPONSE: Thinking outside the box is actually possible with any individual, except that some individuals (managers) do not have self-confidence and self-awareness (Johnston, 2016:87). Managers or individuals thinking outside the box is an indication of a leadership characteristic more than it is a management expectation. Managers tend to stick on to policies, principles, rules and that is what they use to control the people they work. Radaelli (2016:311-332) says innovative and creative employees prefer working in an environment where they are allowed space to innovate and make suggestions on other issues. Thinking outside the box for a manager would therefore entail allowing subordinates to assist in thinking beyond the norm to solve problems and facilitate efficiency of operations. The opinion of the respondents is recorded in Figure 6.33 below

Figure 6.33 managers open to new ideas
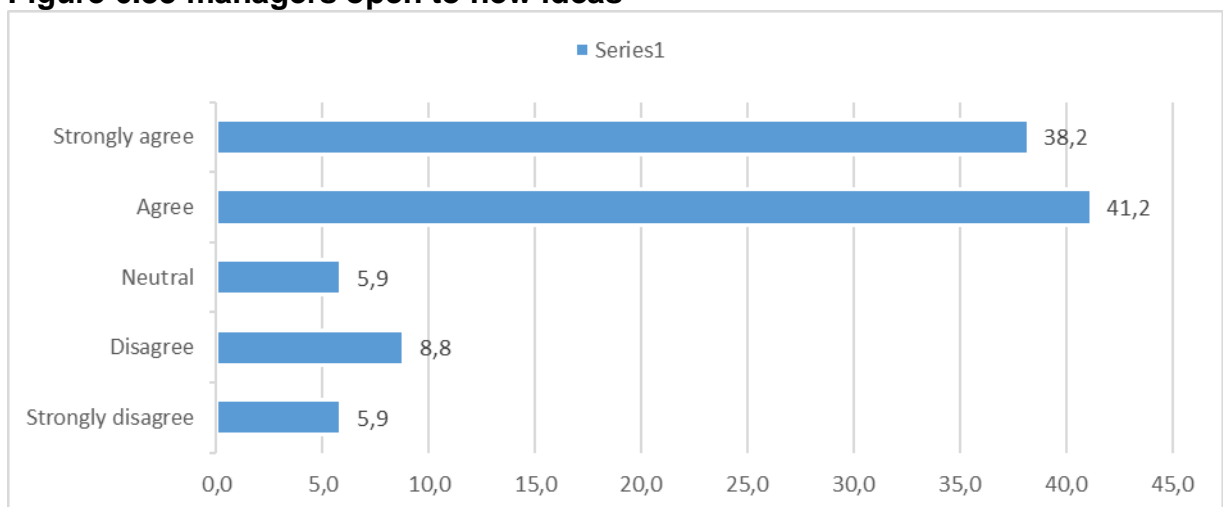
Source: own construction

Only those who cherish new ideas will find it comforting to work with a manager who is a leader, because it makes working funny and not a rigmarole. A total of 79.4% 41.2% agreeing and 38.2% strongly agreeing) that a manager who works and thinks outside the box is what they would prefer. The comprises of ¾ of the respondents and can be used for generalisation, suggesting that while some aspects of transactional management are acceptable to them, thinking outside the box would

assist tremendously (Odiorne, 2017:89). The global village continues to spin and changes are taking place everywhere, thus it is important that management learn to accept that some things will have to change too.

STATEMENT 30: My manager allows me to work on my own

RESPONSE: Skilled personnel and who have been working at certain stations are used to their work – too often they understand that more than the managers (Chizhik, 2017:27-47). It may be important to make an observation here accept that experienced people are not disturbed by the manager frequenting their workstation. The concern comes if the manager interferes with the operations, possibly bringing in new ideas without having consulted the individual concerned. At the end of the day everyone knows that managers have to manage it is the micro-managing that brings about problems. The following Figure 6.34 illustrates the response of the interviewers.

Figure 6.34 managers allow the employs to work on their own
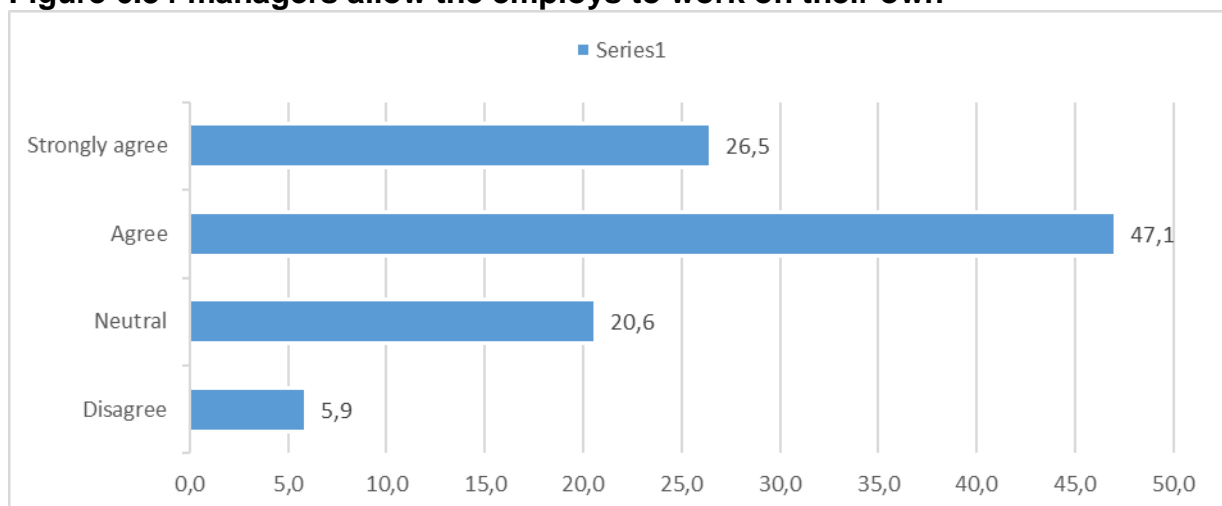
Source: own construction

Being allowed to work alone with little supervision may be a sign that the manager trusts the employer with what they are doing. The employees themselves when they feel they know what they are doing, they tend not to like close supervision where they think they know their work. A combined strongly agree (26.5%) and agree (47.1%) of the respondents were in the affirmative with a total of 73.6%. this suggests that close on ¾ of the staff complete represented here have confidence in what they are doing. Surprisingly there are 20.6% of the respondents who are not sure of what exactly they want in the situation created by the statement.

STATEMENT 31: I like a manager who likes using new ideas at the workplace

RESPONSE: The use of new ideas has many sources, either it is what the manager has thought of, inch case the manager was be an innovation inclined and original. On the other hand, some of the new ideas may have been initiated by senior managers who cascade it down as instructions, not because the manager likes them, but that they have to be done. Whichever way it is, the willingness of the manager to introduce new ideas is what the study seeks to understand if it happens and what the feelings of the employees are about it. The responses are in the Figure 6.35 below.

Figure 6.35 managers bringing new ideas to help the employee
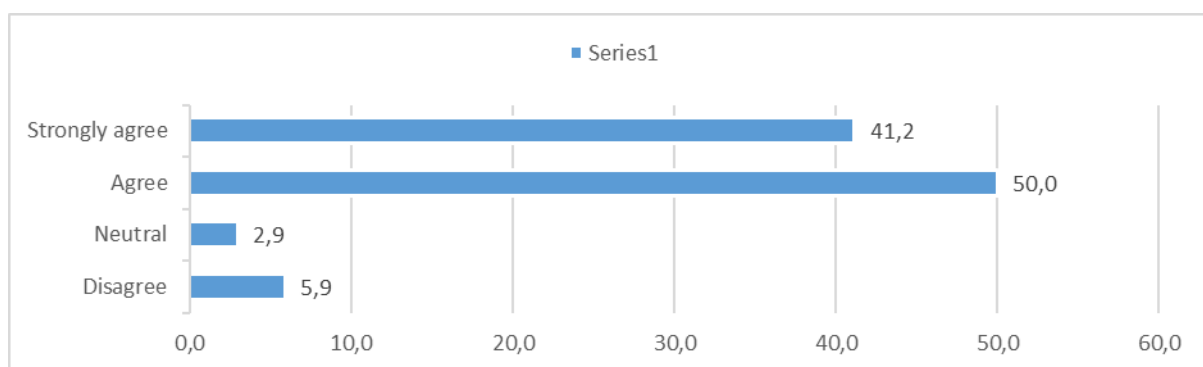
Source: own construction

Even the most conservative of employees may feel better with changes once in a while as repeating the same thing all the time can be boring (Lather, 2015:12). The changes bring about a moment of learning for the employees and they have a sense of empowering, even for the lazy employees. Very much in agreement with expectation the majority of the respondents (41.2% strongly agreeing and 50% agreeing) totalling 91.4%. This position defies the expectations from transactional leadership, but this is what the workers prefer, suggesting they may be out of step with rigid management.

STATEMENT 32: My manager use rewards and punishment

RESPONSE: The concept of using rewards and punishment is an extraction from the X theory concept about the employees. This cannot be dismissed altogether since the levels of motivation and the factors of motivation are different from individual to individual (Cohen, 2014:58). The "carrot and stick" method is used in most life activities but in different forms and too often there has been little consideration about this as compared to the workplace. Rewards are material or verbal forms of

recognition that helps to change the behaviour of an individual and seek to do more of the positive – positive reinforcement by inducing subjective feelings of pleasure respondents shared their views in Figure 6.36 below.

Figure 6.36 managers using reword and punishment
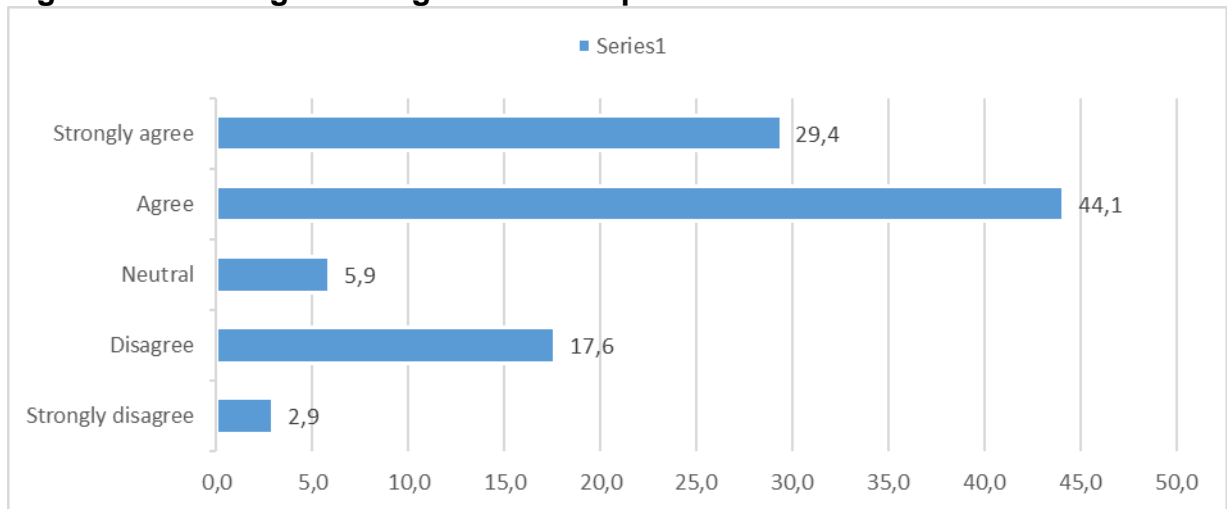
Source: own construction

It would appear the use of rewards and punishment is the norm at the company in that 29.4% strongly agree and 44.1% agree making a total 73.5% who subscribe to the statement that the managers use rewards. The difficult part to understand is whether this is because that is the only method available for the employees to perform. On the other hand, it can also be that the company culture is structured along the rewards and punishment system or practice. It can be generalised without hesitation that the majority of the managers use transactional leadership methods. It may not be exclusively that, but there are strong elements coming from that approach to management based on the X theory.

➢ **FEELING OF FOLLOWERS**

STATEMENT 33: I prefer a leader who allows me to perform much

RESPONSE: Given the foregoing, it would be interesting to get to know (if we can) the perceptions of the employees about performance. The debate has been raging on between the task and relationship based leadership styles Politis (2001:354-364) and the impact on performance. The relationship oriented proponents believe that relationship centred (transformational) believe that relationships build loyalty that may last longer and allows performance even in the absence of the leader. Contrary to this, the *transactionalists* strongly contest that employees are not at work out of

pleasure but because they are looking for wards – salaries (Celebi, 2016:35-58). What then is the feeling of the employee on this and them being allowed to perform as much as they can – if possible beyond standards. The response is in Figure 6.37

Figure 6.37 the level of allowing employee to perform

Series1

Strongly agree	50,0
Agree	41,2
Neutral	2,9
Disagree	5,9
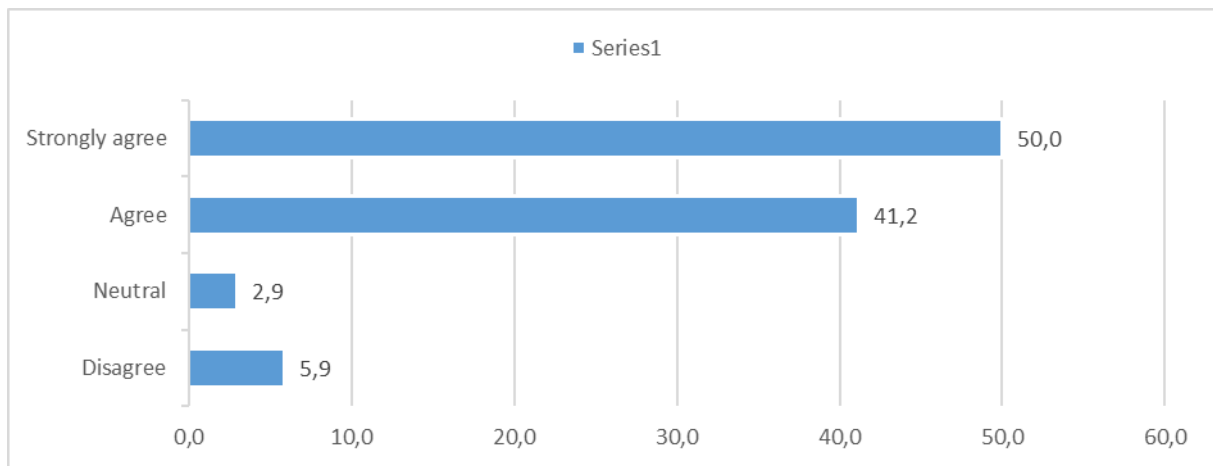
Source: own construction

Every manager would feel honoured and feel effective if they can get their subordinates to produce or perform "much" more than expected. Using the same the reward system, it can be expected that senior management would equally reward the manager "handsomely." A unanimous 91.2% comprised of strongly agree 50% and with 41.2% agreeing, that they would wish to be allowed to perform much. Not clear if they want to perform much because of the "rewards system" or merely because they would want to feel good by doing well. The effectiveness of a manager is based on his / her ability to make the subordinates perform beyond expectations (Chio, 2016:638). Whatever the system, that is the aspiration for any organisation that they can excel and outperform their competition if need be.

STATEMENT 34: I like leader who minimizes the challenge

RESPONSE: The attitude towards the challenges in a workplace is a complicated issue as the challenges may be "traditional" if they always occur and they can therefore be planned for – risk management plans (Lawrence, 2015:231-252). On the other hand, occurrences that are not known, nor anticipated may not be planned for and hence they may not be easy to minimise until they are encountered (Gentle, 2014:56). One characteristic of transactional leadership is the constant use of "lessons learnt" and this is used to avert possible deviations, typical and effective

management. However, no employee or manager is expected to enjoy meeting the challenges / problems in their operations, unless if these offer opportunities otherwise. The respondents shared their views on this statement in Figure 6.38 below.

Figure 6.38 leaders who minimize the challenge
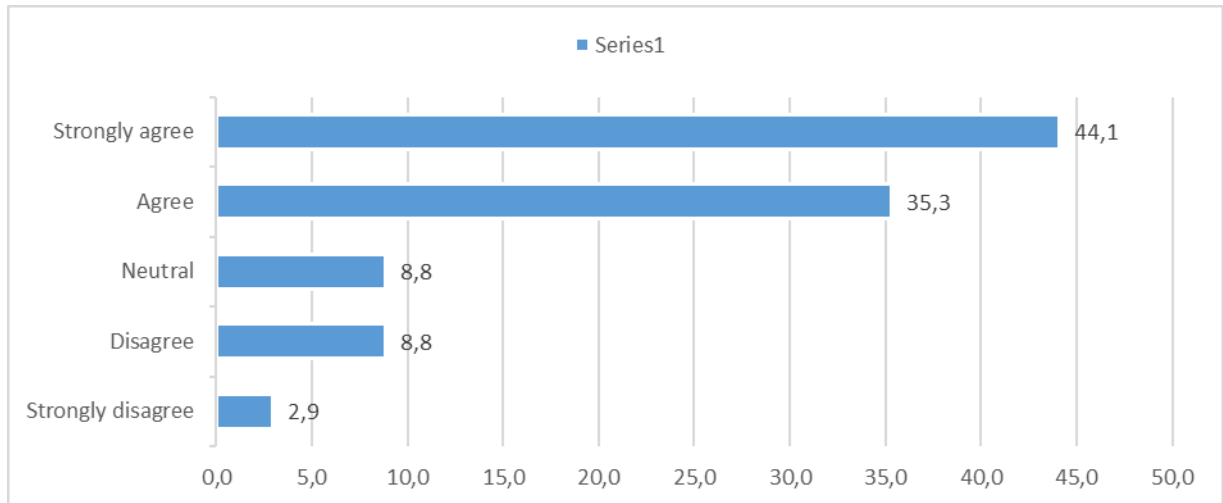
Source: own construction

As always there will always be some neutral individual (8.8%) whose thoughts cannot be understood in the presence of so clear a statement. At the same time an interesting small group of 11.7% do not appear disturbed by the challenges, possibly because they think they don't need the manager for their problems. The remainder of 35.3% agreeing and 44.1% strongly agreeing (totalling 79.4%) are happy if they do not meet any challenges, the manager minimises their challenges. It would be interesting to note that people would want to work in an environment with as little variation as possible so they don't feel challenged.

STATEMENT 35: I prefer a leader who clarify what is acceptable at work place

RESPONSE: individuals spend $^1/_3$ of their adult life at the workplace, assuming they have a job – many others can't get jobs. Thus the workplace is another home for the employed, and such a place need to be enjoyed (Laschinger, 2014:5), or at least be comfortable for employees. It is therefore expedient that there should be clarity on issues at the workplace by management clarifying the workplace norms. Transactional leadership tends to be focused on policies and regulations (Der Kinderen, 2020:1173), and would presumably be ideal for an individual as they all know their limitations. For many minds stability of a place reduces anxiety and they

appear satisfied even if the restrictions may not be comfortable for them, at least they know. In the illustration below (Figure 6.39) the attitudes and the feelings of the employees are expressed in diagrammatical format for easy comparison.

Figure 6.39 leaders who clarify the acceptable at workplace
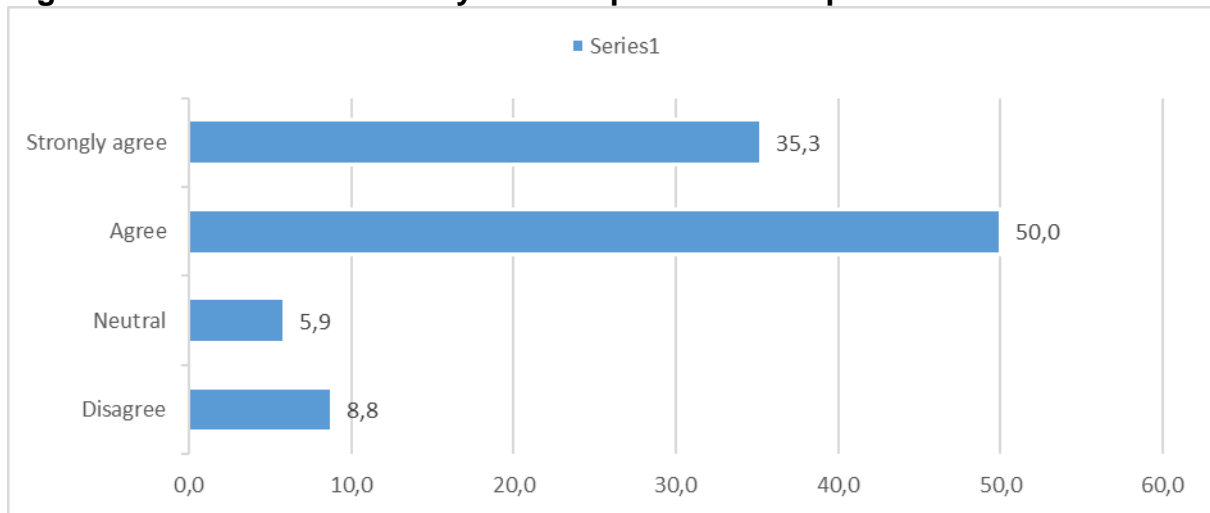
Source: own construction

A high of 35.3% strongly agreed with the statement with another 50% agreeing totalling 85.3% in favour of the statement. If people understand the environment they are in they are most likely to adjust to the conditions and complain less because they know. Some may opt to leave the situation if there is an alternative for them, which is not always the situation with the rest of other employees. It can be generalised that employees like clarity and certainty in the environment where they spend $\frac{1}{3}$ of their adult life.

STATEMENT 36: I like leader who orients the employees

RESPONSE: Orientation would be expected to or on people who are new in an environment or at a workstation and not long serving workers. Usually the responsibility of management or sometime human resource management when individuals start work (Shannon, 2019:1). There are many organisations however who never orient their new employees, they adjust on their own through asking, trying and doing on their own until they find their way. Yet, with transactional leadership; employee motivation is based on the understanding that management is watching over you and you are rewarded for what you do (Golden-Biddle, 2020:47-68). You are recognised for performance; therefore, orientation is a requirement to enhance the prospects of you performing so that you can be rewarded correctly. Because the system depends on rewards, the structure of the organisation is important for the

individual. Fadillah (2019:425-429) posits that the goals provided are achievable and therefore one needs to know where to get whatever they want for their effectiveness. Figure 6.40 details the responses.

Figure 6.40 show the level of followers who like the oriented work
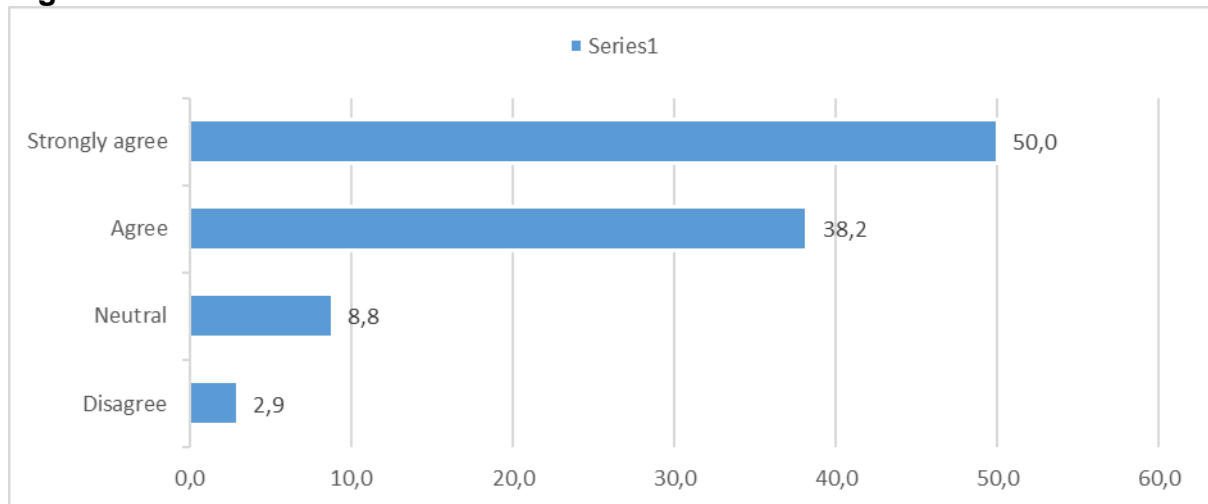
Source: own construction

Another high 88.2% in agreement with this statement made out of those strongly agreeing at 50% and those agreeing at 38.2%. Clearly employees want to be oriented to the environment that they work in, as much as it may sound of little significance to those who know the environment. The level of indifferent continues to oscillate around the 8.8%, but too insignificant to stop generalisation.

STATEMENT 37: I like a leader who lets me create new ideas

RESPONSE: Some people by their nature are more creative than others, but there is no mind that is so static they may not think of thinking differently (Flemes, 2016:18). Being creative comes from many influences, interactions, experiences and many other aspects of the human life, and people feel good when their creativity is acknowledged. A typical transactional management style has no room for innovation as it is considered costly if things don't work out well – use the methods that are known to work (Deng, 2020:92-100). The transactional leader is so worried about deviations that he / she does not want to be blamed for anything going wrong – others can try it, when it has worked then they can try it. Sunley (2019:127-181) says creativity in management is common where employees are allowed to think out loudly, and these ideas originate from allowing people to think freely, the acceptance of different thoughts gives room for more room to sing. Allowing employees to be creativity is a motivating factor on its own and helps the organisation grow its

resources (Zhou, 2019:2570-2595) most of which are wasted by denying innovation. Figure 6.41 expresses the feelings of the respondents.

Figure 6.41 leaders who like new ideas at workplace
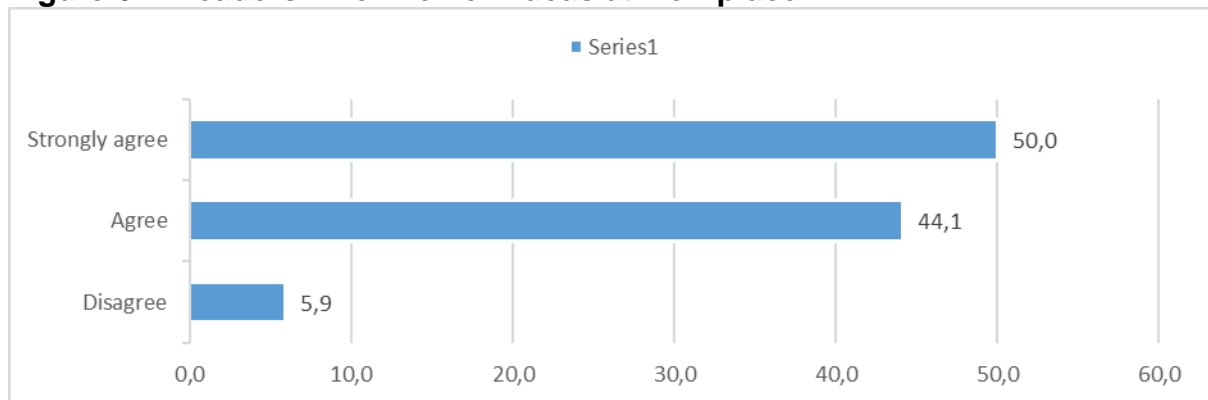
Source: own construction

"Only dead men don't dream" and as long as an individual has life, they have imaginations and they can create or dream of other things or ways to do things. True to that the response of the participants was loud enough, 94.1% (strongly agreeing 50% and agreeing 44.1%) stated categorically they want a leader / manager who allows them to contribute to status quo in their own way. Dingwall (2020:59-67) posits that the most successful organisations today are those that have allowed for different thinking from the traditional methods that have been used. We are this far in technology because certain people imagined things, these were tried, failed sometimes, or worked at other times until we reached this level.

STATEMENT 38: My manager lets me to work as I like

RESPONSE: The statement is not clear exactly as to what it means that the manager should allow the employee to work as they like; the organisation has objectives to be met. The manager is employed to represent senior management in the process of transforming the objectives into deliverables Faubert (2019:965-978) failure which the manager may be laid off. The manager cannot give a free reign to the subordinates since the manager is accountable above, and that is where the fate of the manager is determined. The respondents had their views expressed in Figure 6.42 below

Figure 6.42 managers let the employees to work as they like
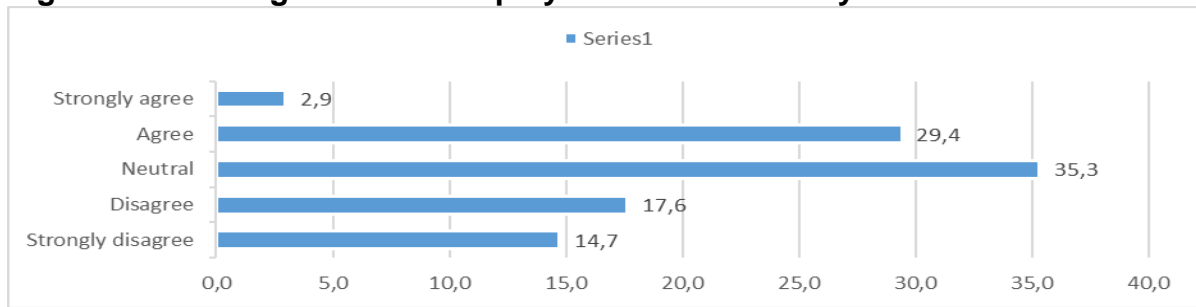
Source: own construction

Neutral rose to 35.3%, in apparently declaration that they did not understand what this "freedom" was about. Those disagreeing went up to a total of 32.3% again in disagreement with the assertion, leaving those in agreement (agreeing at 29.4% with 2.9% strongly agreeing). No generalisation can be made from the statistics / data provided under this statement.

STATEMENT 39: My manager does not give priority for employees

RESPONSE: The philosophy behind the concept of relationship focused leadership is that it will enable to develop high levels of loyalty by the employees (Hichs, 2019: 54). People like to be loved, that way they feel that they are valued and tat assists with employee engagement, cooperation job satisfaction and leading to performance. Fontes (2019:535-542) postulates that if people are considered last they become demotivated and that affects their performance that may influence high labour turnover even. That is what the existing literature says, what do the respondents say in Figure 6.43 below?

Figure 6.43 managers who does not give priority to employees
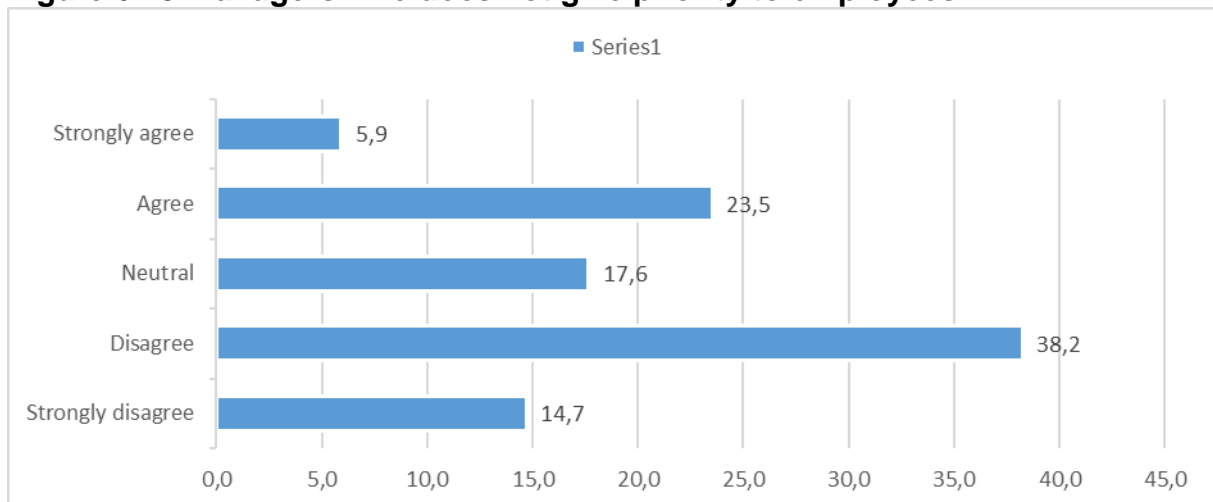
Source: own construction

The generality of the population does not believe that the manager does not give priority to the workers, totalling 52.9% think that the manager gives priority. One would have expected that there should be a high score disagreeing considering that it is important that workers should be prioritised. Those who agreed totalled 29.4% suggesting that there is a degree of transactional management methods in the system.

STATEMENT 40: My manager guides me to do acceptable work

RESPONSE: Participative management, coaching management are closely related to the transactional style, the differences are in the relationships (Yuan, 2019:17). The first two work on the basis of empowerment and the development of the employee, transactional is based on the fact that workers are lazy and cannot do anything on their own. Keatkholetswe (2019:71-79) suggests that there is not leader who is strictly any of these theories as there many other factors that come in, but what is interesting is to note what the respondents think about being guided. Figure 6.44 provides the statistics.

Figure6.44 show the level of the managers who guide the employees
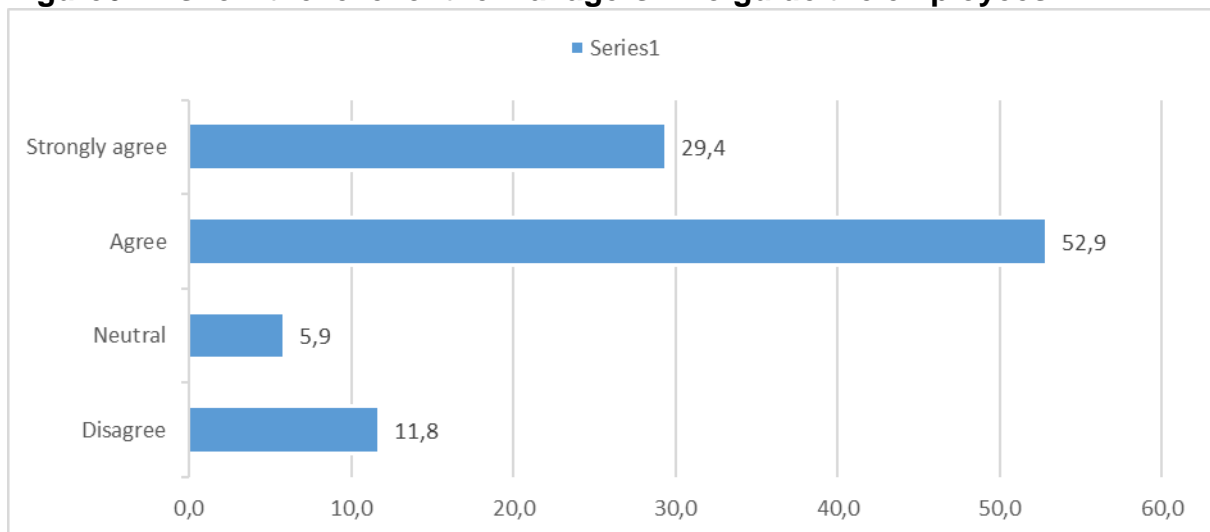
Source: own construction

Those strongly agreeing and agreeing are 29.4% and 52.9% respectively giving a total of 82.3% think that the manager who guides to do acceptable work is appreciated. This leads to a generalisation, and would be expected that any manager who assists a junior employee through their work is considered a good manager. WHO (2019:24) opines that management of individuals also should involve deliberate efforts by managers to make the employees be careful and confident with what they are expected to say.

LEADER ATTITUDE TOWARDS EMPLOYEES

STATEMENT 41: I like a leader who treats me as a lazy person

RESPONSE: The X theory on the basis on which transactional leadership is constructed is based on the express understanding that the leader has a particular attitude towards workers is general. This is evidenced in most situations in the way managers talk down to their subordinates, let's hear what the respondents say in Figure 6.45 below.

Figure 6.45 show the level of the employees who liked treated as lazy
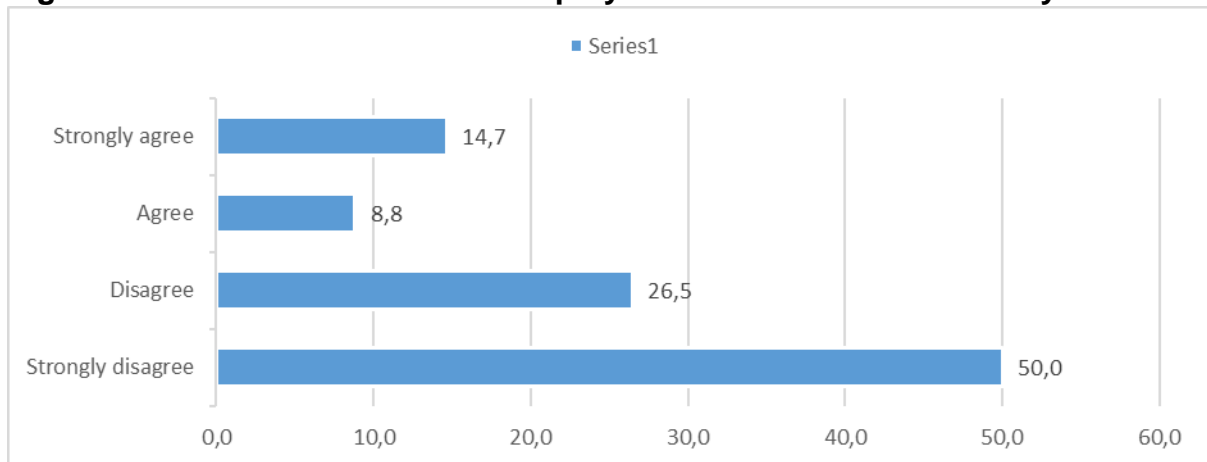
Source: own construction

As expected, no one would want to be considered or branded as lazy, including those that are lazy, it would appear no one wants to be seen in the negative. The idea of making specific tasks for employees was done precisely with the intentions of standardising the performances for the workers. Of those responding 76.5% do not want to be considered as lazy people, for many reasons probably, it is demeaning and may attract unnecessary attention from the management and other fellow workers. Interestingly there was no respondent who was indifferent, everyone had an opinion, for or against. Only 14.7% of population are strongly agreed with 8.8% agreeing.

STATEMENT 42: I like a leader who sets goals and takes action for performance

RESPONSE: Performance or accomplishment of objectives is simply a culmination of the performance of numerous tasks that, when put together become completed work (Susanto, 2019:24392449). Taken from that angle it may not be of a concern in management, but the reasons why transaction management uses this method is more to do with the attitude of the leader towards workers in general (Fletcher,

2011:223-242). Whichever point is taken from; it should be important that in such an environment as the one under study we understand the beliefs of the workers in relation to transactional approach which appears to be dominating the operations. The participants voiced their position as is listed in Figure 6.46

Figure 6.46 leaders set a clear goal and take action
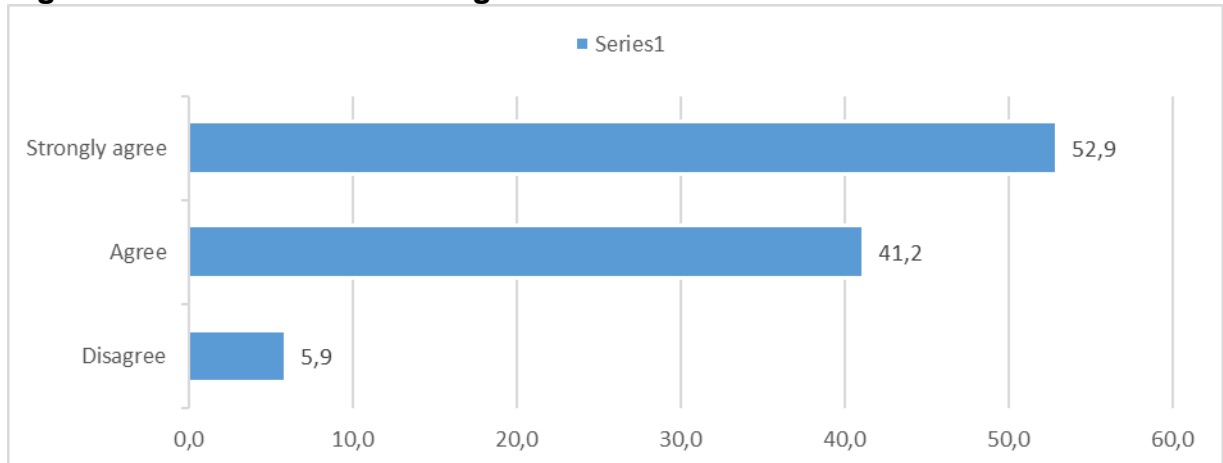
Source: own construction

Whether because this has been the norm or is considered a good way to make sure that people perform equitably and hence are rewarded equitably, the response is interesting. A total of 94.1% of the respondents (strongly agree at 52.9% and agree at 41.2%) do not find anything wrong with the use of set-out tasks to be performed per individual. If this would be considered exclusively as because of transactional leadership, clearly the people have nothing against this leadership style. No neutral is reported and only 5.9% of total interviewees disagree.

STATEMENT 43: I prefer leader who hangs out with positive people

RESPONSE: Positive attitude is a state of mind where the individual focuses on the optimistic side of things and seeking to find better workable ways of doing things (Abdallah, 2011:3304-3309). Positivism does not allow defeatism, but strives to recreate the possibility of a better future, thinking of a better way to solve the issues at hand, it is contagious in a sense and motivates others. The respondents stated their opinions over this in Figure 6.47

Figure 6.47 leaders who hangs out with positive people
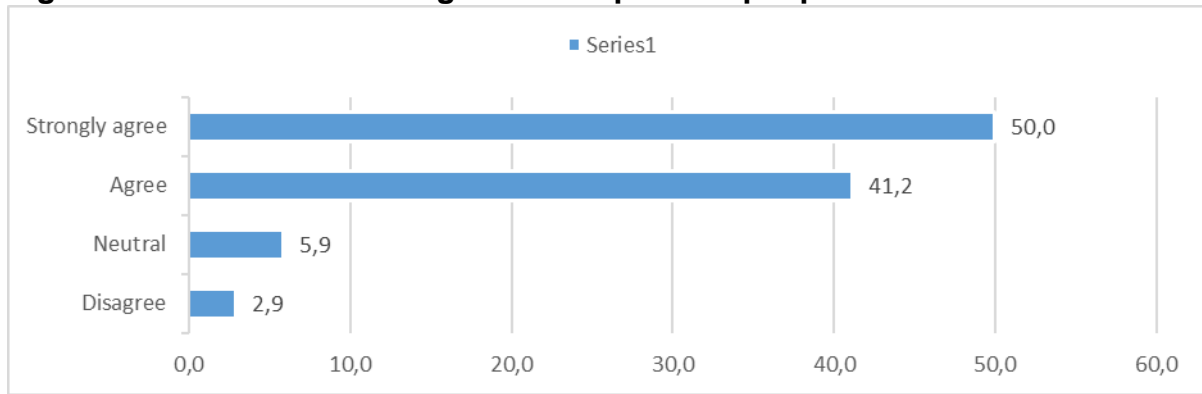
Source: own construction

Strongly agreeing (50%) and agreeing (41.2%) made up the total of 91.2% who think that they prefer their leader to spend time with people who have positive attitudes. It is not immediately clear what they will be benefiting from this themselves, except hoping that this would possibly change his / her attitude towards them and the way they are managed. Positive people are known generally to be encouraging and motivating Brett (2018:67), suggesting that the employees should also try to spend time with positive people too.

STATEMENT 44: I like a leader who focuses on responsibilities

RESPONSE: Transactional leadership is well structured with a clearly defined chain of command, and the duties of individuals are clearly structured. This is used as a means to making sure that the structures stipulate the responsibilities of the people concerned, thereby allowing no overlaps (Jensen, 2019:3-33). In a sense they also create silos in as much as they make management a lot easier as the roles are clearly defined, people get to know only what they are employed to do. The respondents spoke in Figure 6.48

Figure 6.48 show the responsibilities leadership
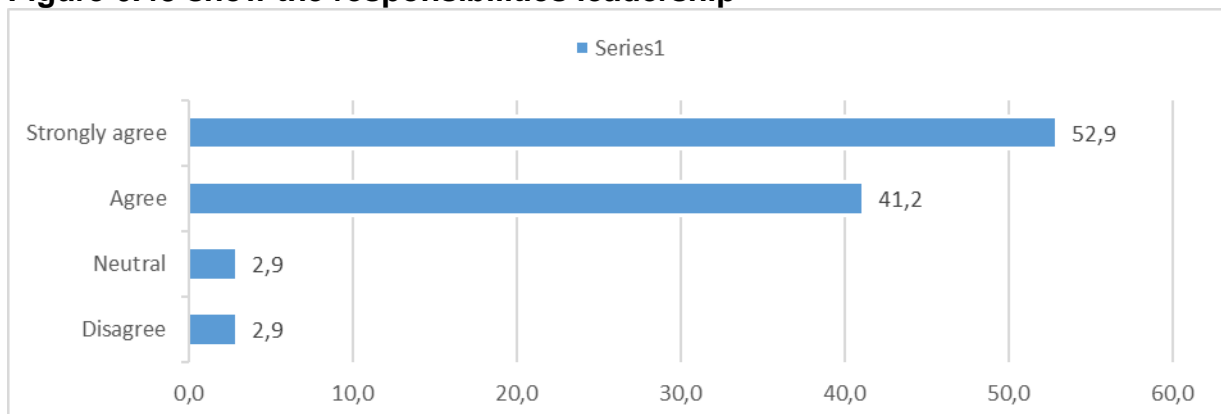
Source: own construction

Another high total of 94.1% coming from the same strongly agree at level 52.9% and those agreeing at 41.2% are in the affirmative of population are agree. There is a general consensus that the transactional methods as announced in theory are actually existing on the ground in this organisation understudy. The presence and or use of clearly defined roles and structures of control is considered the norm and actually it is preferred, so it would appear. This allows another generalisation that the acceptability of a leadership style by subordinates may also have to do with their philosophy about what leadership and even eldership is about.

STATEMENT 48: My manager always motivating me

RESPONSE: Transactional method by theory does not actually motivate the subordinate, rather it makes the subordinate fell that they cannot perform without the presence of the manager – hence the micro-management. As alluded to earlier on numerous occasions, there is not individual who fits strictly into a particular type of leadership style (Berkovich, 2019:1-19). Besides, managers may not be the same to all subordinates, with some they may do or approach their relationship differently depending on many factors. This statement is trying to measure how personalised some relationships are between their subordinates and themselves as managers. Jowah (2015: 14-27) says followership and loyalty is more a one and one relationship since the manager has to deal with both individuals as well as groups. The participants had their own views and experiences expressed in the Figure 6.49 below.

Figure 6.49 show the level of the motivation
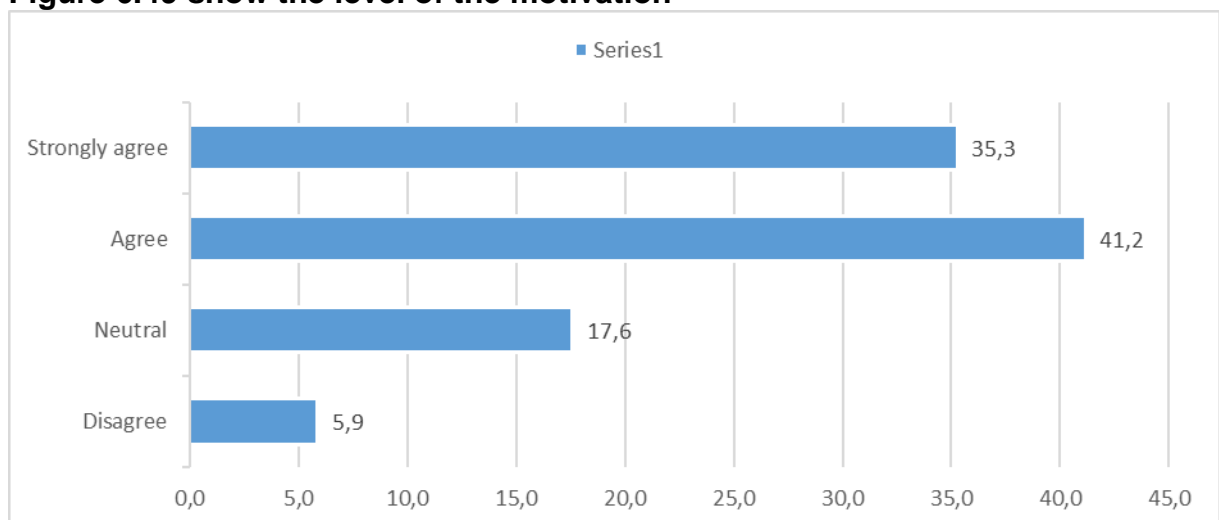
An interesting last expression here with 76.5% of the respondents feel that that they are motivated by their managers (agreeing = 41.2% and strongly agreeing = 35.3%). This echoes the sentiments expressed in different stages, that what is perceived to be transactional and treated with some disdain is actually their norm. neutral had gone up slightly to 17.6%, but that will not interfere with the generalisation that the transactional leadership style is not taken in the negative as we have always portrayed. Much more work needs to be conducted and understand some followership dynamics that we have taken for granted and generalised without contextualising them.

6.5 SECTION C: OPEN ENDED QUESTIONS

Question 1: The things you expect your supervisor to do with / for you during supervision:

According to Jowah (2014:1-22) there is a relationship between the performance of an individual and the way they relate their leader or manager. This means therefore that leaders' management styles and behaviours have an effect on the way organizations perform. The respondents indicated as tabulated below (Table 6.1) what their expectations from supervisors are.

Table 6.1 the expectations of motivating supervisor

1. Performance appraisal	2. 11. Delegation	
3. Constructive directing	4. 12. Collaboration	
5. Accept ideas	6. 13. Providing a participatory environment	
7. Practical Training	8. 14. Taking responsibility	
9. Motivation Inspiration	10. 15. Creating compilation at work	
11. Providing rest	12. 16. Periodical meetings	
13. Giving a wider space of invention	14. 17. Periodical meetings	
15. Competition among employees	16. 18. Periodical meetings	
17. Intellectual advisory	18. 19. Recreational meeting	
19. Providing orientations	20. 20. Training courses	

Source; own construction

The response as indicated in Table 6.1 above is show in order of frequency for the first 20 items identified by the respondents. It is interesting to note that resting is considered an important behaviour of a good manager. It should be noted that the Palestinian work environment does not have strict labours and work dependents largely on the pressure and type of management.

Question 2: The things that a supervisor does that will make you perform well:
According to Lee (2007:680-693) the effective leadership is important at work place because he/she can use their skills in communication that can provide positive environment, achieve the work in time and set clear expectations of your employees.

Table 6.2 the items that drive the supervisor to perform well

1. Confidence in abilities	2. Providing a positive working
3. Continuous motivation	4. environment
5. Monitoring and dissecting	6. Focus and responsibility
7. Encouraging on team working	8. To be as a leader
9. Developing managerial skills to improve performance	10. Set action plan
11. Praise on good work	12. competition among employees

Scarce data from research

The respond indicated the above Table (6.2) show the frequency for first 12 items identify by the respondents. Indicate that the followers like to have rewords on good work that provided, which is important for mangers to offer praise to Palestinians employees.

Question 3: The important leader behaviours that will make you perform well:
It is important to understand the behaviours of leadership and how they perform to get the best of them, so the trust is one of the most important thing to develop the work and performance. However, the employees like to feel that they self-confidence and able to do well during work time (Oluseyi, 2009:7-16).

Table 6.3 the important behaviours of leadership that led to perform well

1. Self-confidence and respect of others	2. Teamwork
3. Ability to purse ideas	4. Respect of collagens
5. Flexibility to work	6. Ability to handle problems
7. Taking decisions	8. Coaching and orientation on
9. Communication skills	10. suitable time
11. Taking responsibility	12. Appreciation

| 13. Change | 14. Respirational trips |
| 15. Integrity | 16. Visionary Accuracy and organizing |

Source author construction

The respond in the above Table (6.3) indicated the first 16 items in frequency order that give by respondents. Showing the flexibility in work-place is important to Palestinian employees, also the Palestinian employees like to work with team in flexible invariant.

Question 4: The things will make you want to follow someone as your leader?

Effective leadership it is a key to success and influence the team to follow you as leader. There is some researcher noted that the leaders are born not made and others see the opposite, so to make people follow you is not easy. Leaders need a lot of requirements the following Table illustrate some of them (Drucker, 2017:3-21).

Table 6.4 Things that convince people to follow leaders

1. Respect of others	2. thinking outside the box
3. Time management	4. positive deep with team work
5. Integrity and commitment to work	6. Keep pace with development
7. Insisting on goals achieving	8. be humble
9. discipline at work	10. sense of family
11. sense of responsibility	12. intelligence in work

Source; own construction

The above Table (6.4) show the 12 frequency in order of despondence. The interest thing in the above Table is shown the Palestinian employees like the leaders who thinking outside the box and providing new idea.

Question 5: The information that respondents want to share with the researcher as follow:

1. Interesting in transformation leadership and to distinguish between management and leadership.
2. To consider developing employees in any organization to reach the highest prospective levels.
3. Good leadership method is the controlling in order to correct what's wrong and keeping away of intolerance.

6.6 CHAPTER SUMMARY

This chapter was the summation of the activities set to be embarked on from the onset, all the other chapters preceding this chapter were in preparation for this. The illustrations are provided and detail and clearly so to enable easy comparison of variables. The relationships between the variables are clearly displayed and making it easy for comparison and interpretation for the convenience of the reader. The biography, as alluded to earlier in the research, was to assist in identifying the people

that qualified to be in this research. The Likert scale helped in ranking the perceptions, believes, values and expectations of the employees in terms of what constituted "ideal leadership." The last section was intended to specifically start a conversation (open-ended) around the topic and what other issues that have been left out in the preparation of the instrument. The research process went on as objectively as planned and the findings from this are summarized in the next chapter including the conclusions and recommendations from the findings.

CHAPTER 7

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS FOR THE RESEARCH.

7.1 INTRODUCTION

The purpose of this study was to identify the Impact of transactional leadership as a strategic imperative in project execution at a mobile company in the Gaza Strip, Palestine. In Palestine there is big demand on leadership especially in Gaza strip and in private industry as seen in past study. Firms are trying to improve the efficiency of their operations by amending the schemes of their project style which improve performance, productivity and competence. The project management involves the completion in specific time and objective, also demand specific budget and quality as well as the competent leadership to reduce cost and failure.

The outcomes of this study enable the employees / followers in Gaza strip such as manager/leaders to improve the performance and help to build better organization support. Together with the above results the researcher would like to add more knowledge and open new research spots on this field, because each organization (private, non-profit or government) uses project management / leaders to solve the problems that face them.

This chapter provides brief explanation on problem statement, methodology, data collection. This chapter highlight the results, recommendations, conclusion and new areas of future study. The chapters as following;

Chapter one; this chapter provides overview on concept of leadership, literature review, significance of research, show the study gap, also identify problem statement, study objective and research methodology. The research questions were formulated to support the study and direct the content of research methodology. The sample choose as respondents needed, and according to sampling methods.

Chapter two; this chapter provide definitions of leadership, transaction leadership, benefits and limitations of transaction leadership, opportunity and effective leadership. Also this chapter provide the leadership theories, the culture of leadership and decision system and stakeholders.

Chapter three; in this chapter I explain in macro views the different type of leadership namely as following; visionary, coaching, affiliative, democratic and commanding leadership. Also explained the different between leadership and management.

Chapter four; this chapter provide the theoretical framework of the study, such as implication leadership theory, leadership emergence, leadership performance, theoretical scope and management level.

Chapter five, deals with research design, methodology, research questions and hypothesis. Is chapter discussed between design and methodology, sample and sampling size. Also discussed in some details the quantitative and qualitative methods. Also explained the target population, characteristic of target population and the research instrument and ensure the reliability and validity of data collection.

Chapter six; this chapter deal with data analyses and illustrated the results in Tables and Figures.

Chapter seven; this chapter provides an overview of the results by reviewing the research analyses, conclusions related hypotheses and the contents of literature. Also in this chapter will provide recommendation for farther studies.

7.2 SCALE ITEMS

Questions of questionnaire were proposed in the form of statements using a five-points Likert scale, asking respondents to rate the level of their agreement assigned to (1) 'Strongly disagree', (2) 'Disagree', (3) 'Neutral, (4) 'Agree', and (5) 'Strongly agree'. Table 7.1 illustrate

Table 7.1: Level of agreement about Items according to mean value of answers

Level of agreement	V. Low	Low	Medium	High	V. High
Mean	Less than 1.8	1.80-2.59	2.60-3.39	3.40-4.19	More than 4.20
RII	Less than 36%	36%-51.9%	52%-67.9%	68%-83.9%	More than 84%

Hint: RII= Relative Importance Index

- **The diminution of supervision**

Table 7.2 shows the descriptive measurements of items under the type of supervision construct, whereas the Table has eight items, the item which is come first based on level of agreement is **"I like leader who coaching me**" with **(M = 4.24, SD = 1.07, RII = 84.7%)**, the item which come last based on agreement level is **"I like a manager that is strict with employees**" With (**M = 3.24, SD = 1.21, RII = 64.7%**) and it is medium of agreement. The total degree of agreement on type of supervision construct was high with **(M = 3.69, SD = 0.74, RII = 73.9%).** According to one sample T-test around the mid value (3), results indicate that there is positive significant difference between mean of answers on each item and (3) value, With the exception of some items, it indicates that the mean of answers greater than 3 which means that

the point of view of respondent about items of Type of Supervision goes to agreement. Figure 7.1 present the RII for each item.

Table 7.2: The Mean, Standard Deviation, Relative importance index, and one sample T-test of Type of Supervision.

	Items	M	SD	RII	T	Sig.
A1	I like a manager that is strict with employees	3.24	1.21	64.7%	1.14	0.264
A2	I like a leader who is always watching my performance	3.91	0.90	78.2%	5.91	0.000*
A3	I like leader who coaches me	4.24	1.07	84.7%	6.70	0.000*
A4	I like managers who are formal with employees	3.65	1.10	72.9%	3.44	0.002*
A5	I prefer a leader who leaves me to work alone	3.38	1.10	67.6%	2.02	0.051
A6	My manager is strict with employees	3.26	1.08	65.3%	1.43	0.163
A7	My manager is always watching my work	3.76	0.92	75.3%	4.83	0.000*
A8	My manager coaches me	4.12	1.04	82.4%	6.28	0.000*
	Overall	3.69	0.74	73.9%	5.48	0.000*

Hint: **M**=Mean of answers, **SD**=Standard Deviation. **RII**=Relative Importance Index ((Mean/5)*100%), T = statistics of one sample T-test about (3), *and sig = significance of test.

Figure 7.1: Relative Important Index of items of Type of Supervision.
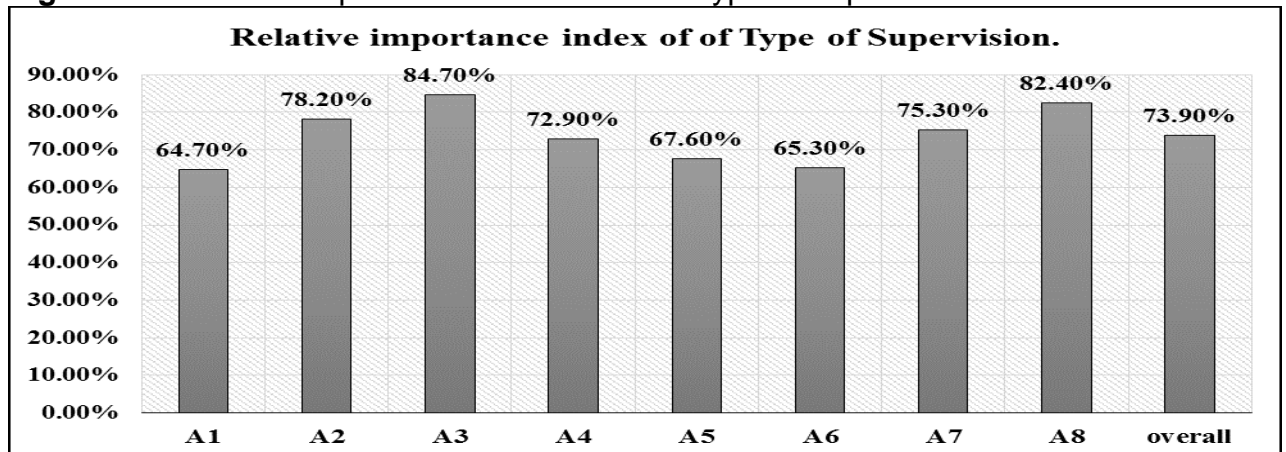
Source (own work)

The first diminution at the study is Statistics of Type of Supervision, In the second highest degree of agreement is 82% which is the employees prefer the manager that coaching them. So I can see the results in this diminution is the employees like the coaching type of management. However, in this diminution there is less agreement among the items is I like a manager that is strict with employees which is the level of the agreement is 64.7%, so this result can show the employees does not like the strict managers, because they prefer to integrate with coaching leadership. In the second less agreement level is 65.3%, which is the item mean the employees don't prefer the strict manager.

The researcher noted that, the results showing the employees don't like to deal with strict managers who is dealing with employees in strict way. Furthermore, the

recommendation in this diminution are don't use the strict style with employees. Also the researcher recommends to use more the coaching style of leadership.

STATEMENT 1: I like a manager that is strict with employees

CONCLUSION: the result provides that, the Palestinian employees do not have thought about the type of leadership that like to lead them. The evidence for that shown in Fgure 6.5. The level of agree and disagree are 47.1% which mean less than half of interviewers don't like strictness.

RECOMMENDATION: it is important for managers/ leaders to use flexible strategy with Palestinian employees because they are not use to strictness.

STATEMENT 2: I like a leader who is always watching my performance

CONCLUSION: in this statement it can concluded that the Palestinian employees feel comfortable when they working with leader who watching them and trying to improve their performance. The interviewers at level 82.4% are happy to work with leader watching the employees.

RECOMMENDATION: it may be necessary to leader to watch employees work to improve and correct them when they need. Also I recommend that the leader must not be closely watching, thy can watch employees form distance.

STATEMENT 3: I like leader who coaching me

CONCLUSION: from the result it was concluded that the total degree of agreement among the Palestinian employees is 84% which means the Palestinian employees prefer to work with leadership who coaching them and develop them for future.

RECOMMENDATION: it's important for top management to provide coaching leadership style for employees because the result show that the Palestinian employees are comfortable to work with this type of leadership and necessary to note that there is need to increase the amount of coaching leadership**.**

STATEMENT 4: I like managers who is formal with employees

CONCLUSION: from the results it was some misunderstanding between strict leaders and formal managers. The result show that the level of agreement is at level 70.7%. that means the Palestinian employees like the formal managers because the stability they provided at work place.

RECOMMENDATION: Jawwal employees have problem in understanding the diffracts between manager and strict leader. The company should provide the concept of leadership and manager.

STATEMENT 5: I prefer a leader who leaves me to work alone

CONCLUSION: it can conclude here that the Palestinian employees like to work with leader who leaves them to work alone but the total agreement are 52.9% so that not big agreement on freedom that employees like to have. The Palestinian employees still don't briefer to work alone because they use to work under supervision.

RECOMMENDATION: it can be recommending that the Palestinian employees still need more practice to work alone and need from top management to build trust with employees to allowed them to work alone to reduce the cost of supervision and production time.

STATEMENT 6: My manager is strict with employees
CONCLUSION: there is some confusion among interviewers because the total agreement is 50%, so that can provide the Palestinian employees don't like strictness at work place that because the natural of Palestinian people don't provide to use the forcemeat in the life style.

RECOMMENDATION: it is necessary to managers to understand the employees though and know how they thinking and how they like to lead. Also the managers must understand the strictness in not always useable to solve the problems that facing the organization.

STATEMENT 7: My manager is always watching my work
CONCLUSION: it can be concluding that the Palestinian employees like to work with manager who watching them and follow the employees process because the Palestinian employees some of them still don't have large experience so that they briefer manager be around them. The evidence for that the large total agreement was at level 73.5%.

RECOMMENDATION: its recommended that in the future should provide flexible environment that allowed managers watching the employee's easily to improve the quality and quantity also the employee's performance.

STATEMENT 8: My manager coaches me
CONCLUSION: it's important to top management to understand that the Palestinian employees are required more of coaching leadership style because the top management develop employees for future and improve them to provide high work quality. The evidence for that was the level of total agreement 82.3%.

RECOMMENDATION: it's recommended that top management should provide more of coaching leadership style because the Palestinian employees still need more of training and coaching to be able to facing work issue and allowed them to work by them own.

- **THE DIMINUTION OF ORGANIZING OF EMPLOYEES**

Table 7.3: The Mean, Standard Deviation, Relative importance index, and one sample T-test of Organizing of Employ.

	Items	M	SD	RII	T	Sig.
B1	I like leader who develop the best of you	4.41	0.74	88.2%	11.07	0.000*
B2	I like leader who use technical competence	4.29	0.80	85.9%	9.45	0.000*
B3	I like manager who use initiating structure	4.38	0.82	87.6%	9.87	0.000*
B4	I like leader who empower the employees	4.38	0.78	87.6%	10.35	0.000*
B5	Employees like motivate leadership	4.44	0.79	88.8%	10.69	0.000*
B6	My manager develops my performance	4.24	0.85	84.7%	8.43	0.000*
B7	My manager use technical competence	4.03	0.87	80.6%	6.90	0.000*
B8	My manager who's use initiating structure	4.09	0.87	81.8%	7.33	0.000*
	Overall	4.28	0.68	85.7%	11.04	0.000*

Hint: **M**=Mean of answers, **SD**=Standard Deviation. **RII**=Relative Importance Index ((Mean/5) *100%), T = statistics of one sample T-test about (3), *and sig = significance of test.

Figure 7.2: Relative Important Index of items of Organizing of Employ.
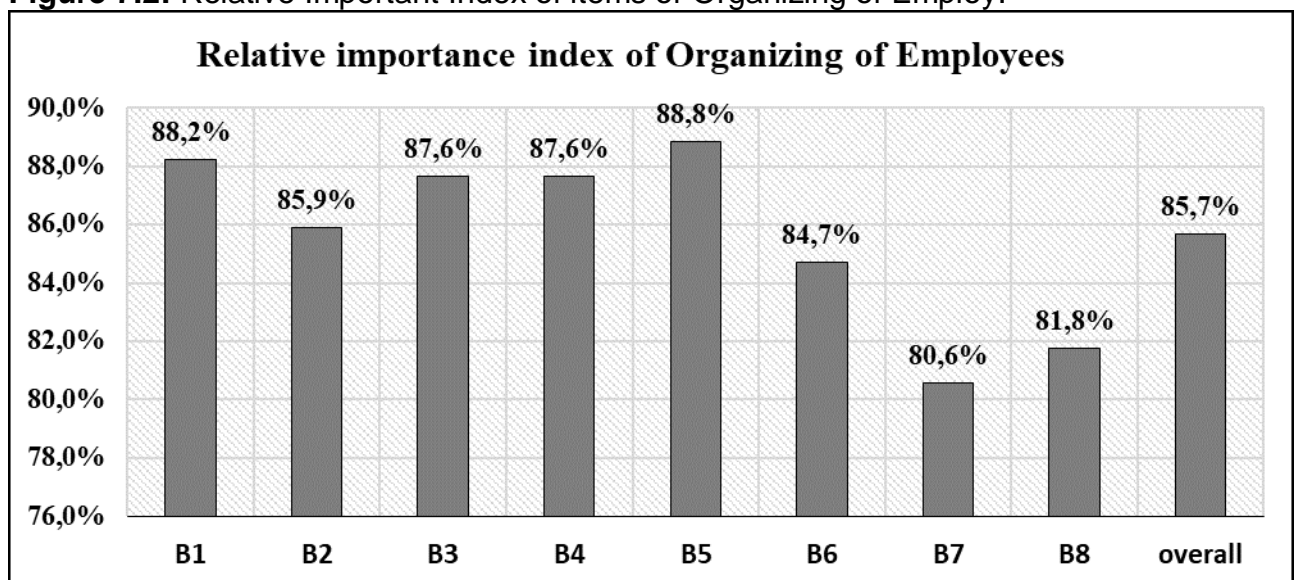
Source: (own work)

The second diminution is organizing the people. This diminution show the highest level of agreement level is 88.8% which is the employees like motivate leadership. The second highest degree is 88.2% among the items is "I like leader who develop the best of you". The *result* from this diminution is the means the employees like the motivation to provide the best of the employees. However, in the other way around the less agreement item is "my manager use technical competence", in this item the agreement level is 80.2%, this item show that, Jawwal managers don't link to highest technical software/hardware, that because of the barriers facing form Israeli didn't allow Jawwal to import the highest technical to Gaza strip. In the second less agreement among the items is "my manager who's use initiating structure", this item saying that the managers are not into initiating structure because is trait of managers did not support this structure. The *results* of this less agreement items, the manager's behaviour didn't like use technical competence and initiating structure. Also the researcher *recommends* that, Jawwal should put more effort in technical competence and initiating structure to improve the manager's performance and provide high service to customers, also Jawwal should coach managers on technical competence and initiating structure to provide high work qualities.

STATEMENT 9: I like leader who develop the best of you
CONCLUSION: in this stage the Palestinian employees like the leaders who improve the best of them to provide thigh performance and quality. The evidence for that is the big agreement among the Palestinian employees. The agreement was at 91.1% which is confirm the Palestinian employees like to provide high performance.

RECOMMENDATION: in this stagy it's important for leaders to know how to develop and motivate the employees to provide advance performance.

STATEMENT 10: I like leader who use technical competence
CONCLUSION: this statement conclude that the Palestinian employees are more advanced in technology. The evidence on that the large agreement that shown by the interpreters which is 91.2% of total employees seen the leader who use technology are more powerful in competence.

RECOMMENDATION: in this statement I recommend that the leaders should focus more on thigh technology and use more of it in work place to add more advantages in compaction.

STATEMENT 11: I like manager who use initiating structure.
CONCLUSION: The Palestinian employees prefer to work with managers who use initiating structure, the evidence of that is the large agreement at level 91.1% which is provided by the interpreters in this study.

RECOMMENDATION: the recommendation in this statement is that the managers should focus more on initiating because the Palestinian employees like this style and improve it to be easier for employees.

STATEMENT 12: I like leader who empower the employees.
CONCLUSION: this statement can be concluding as the Palestinian employees are strongly happy to work with leader who empower them. The Figure (6.16) show the evidence which is the Palestinian employees like the empowerment at workplace the level of agree was 94%.

RECOMMENDATION: this statement is showing that, the Palestinian employees like the empowerment, so I can recommend that the leaders should empower the employees so that they can feel more trusted and providing better performance.

STATEMENT 13: Employees like motivate leadership
CONCLUSION: this statement show that the Palestinian employees are happy to work with leadership who motivated them to provide the best of them. The evidence for that happiness illiterate in Figure (6.17) which is the agreement was at level 94.1%.

RECOMMENDATION: the recommendation that could be at this statement is the leadership should be more motivated towered employees and providing comfortable work place for them.

STATEMENT 14: My manager develops my performance
CONCLUSION: this statement show that, the Palestinian employees like to work with managers who develop and improve the performance. The evidence is the agreement among the Palestinian employees, the agreed was 85.3%.

RECOMMENDATION: in this statement I can recommend that the managers/firm should provide program for developing the employees. The study shows that the Palestinian prefer to work with developers.

STATEMENT 15: My manager uses technical competence
CONCLUSION: this stamen can be concluding as that; the Palestinian employees like to work with manager who use technology in competence. The evidence for that is the large agreement that shown in the Figure (6.19) also the level of agreement was at 76.5%.

RECOMMENDATION: I recommend in this statement, the managers should move towered the technology to gain employee satisfaction and improving the employees work capacity.

STATEMENT 16: My manager who's use initiating structure
CONCLUSION: this statement explains that, the Palestinian employees are happy to work with manager how use intimating structure because initiating structure based on

behaviour attitude and the Palestinian employees are good in that. The confirming of that statement was at level 79.4%.

RECOMMENDATION: I recommend that Palestinian managers should use initiating structure more often among the employees to motivate them and bring new experience at work place.

- **MANAGEMENT OF PERFORMANCE**

Table 7.4 .4shows the descriptive measurements of items of Management of Performance construct, whereas the Table has eight items, the item which is come first based on level of agreement is **"I like managers who develop mission**" with **(M = 4.35, SD = 0.88, RII = 87.1%)**, the item which come last based on agreement level is **"My manager overly dominant"** With (**M = 3.26, SD = 1.21, RII = 65.3%)** and it is medium of agreement. The total degree of agreement on Management of Performance construct was high with **(M = 3.95, SD = 0.70, RII = 78.9%).** According to one sample T-test around the mid value (3), results indicate that there is positive significant difference between mean of answers on each item and (3) value, With the exception of some items, it Indicates that the mean of answers greater than 3 which is means that the point of view of respondent about items of Management of Performance goes to agreement. Figure 7.3 .4present the RII for each item.

Table7.4: The Mean, Standard Deviation, Relative importance index, and one sample T-test of Management of Performance.

	Items	M	SD	RII	T	Sig.
C1	I like leader who focus on work stability	4.29	0.80	85.9%	9.45	0.000*
C2	I like leaders who overly dominant	3.44	1.33	68.8%	1.93	0.062
C3	I like leader who focus on operation work	3.91	0.93	78.2%	5.70	0.000*
C4	I like leader who training employees	4.26	0.83	85.3%	8.91	0.000*
C5	I like managers who develop mission	4.35	0.88	87.1%	8.93	0.000*
C6	My manager focus on stability	4.15	0.97	83.0%	6.80	0.000*
C7	My manager overly dominant	3.26	1.21	65.3%	1.27	0.212
C8	My manager focus on work operation	3.91	0.75	78.2%	7.06	0.000*
	Overall	**3.95**	**0.70**	**78.9%**	**7.90**	**0.000***

Hint: **M**=Mean of answers, **SD**=Standard Deviation. **RII**=Relative Importance Index ((Mean/5) *100%), T = statistics of one sample T-test about (3), *and sig = significance of test.

Figure 7.3: Relative Important Index of items of Management of Performance.

Relative importance index of Management of Performance

Category	Value
C1	85,9%
C2	68,8%
C3	78,2%
C4	85,3%
C5	87,1%
C6	83,0%
C7	65,3%
C8	78,2%
overall	78,9%
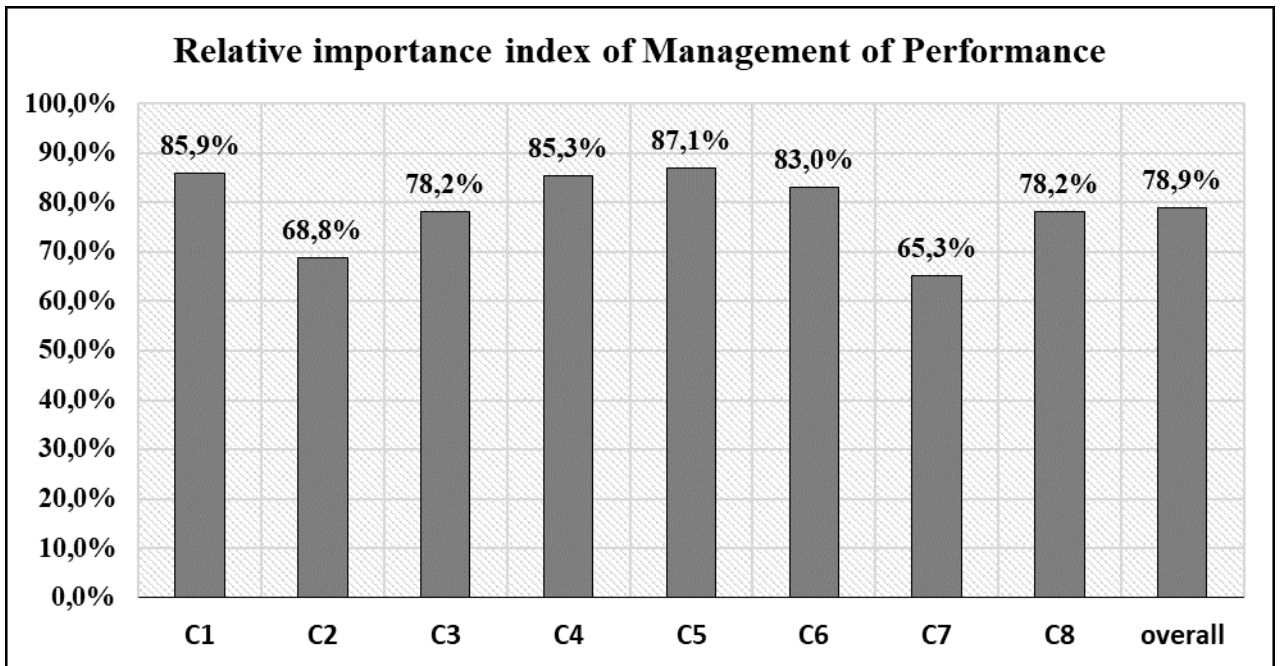
Source: (own work)

The third diminution is management performance. This dimension shows the highest agreement among the items and the less agreement among the items. However, the highest degree of agreement is "I like managers who develop mission", the level of agreement is 87.1%. The second highest agreement among the items is "I like leader who focus on work stability". The *results* from this two highest agreement items show that, the employees prefer to work with manger/leader who has clear future plan, because the employees like to have clear vision of Jawwal so they can work hard to reach the full performance. In addition, the less degree of agreement is "my manager overly dominated" the level of agreement is 65.3%. The second item of less agreement is "I like leaders who overly dominate" the level of agreement is 68.8%. The *result* from less agreement show that, the employees don't like the manager/leaders who dominant them, because that affecting the work badly through losing effective employees or employees trying to ignore the managers/leaders. The researcher *recommends* that, Jawwal must avoid the dominant managers/leaders to be on right track of productivity and providing service. Jawwal must create environment between managers/leaders to avoid the weakness performance.

STATEMENT 17: I like leader who focus on work stability
CONCLUSION: the stability at work place is very important, this statement can be concluding as that the Palestinian employees like to work with leaders who focus on stability. The evidence of that was the large agreement of interpreters, the total agreement was 91.2%.

RECOMMENDATION: I recommend in this statement, the Palestinian leaders should provide stable environment and try the best to reduce the indoor and outdoor crisis.

STATEMENT 18: I like leaders who overly dominant
CONCLUSION: I can conclude this statement; the Palestinian employees don't have problem to follow dominant leaders. The Palestinian employees have been agreeing at level of 52.9% of total interviewers like over dominate leaders.

RECOMMENDATION: this statement cans illiterate that the Palestinian employees don't like the over dominant, so the leadership should not give too much orders to employees because the Palestinian community environment don't base on dominant based.

STATEMENT 19: I like leader who focus on operation work

CONCLUSION: this statement can conclude as that; the Palestinian employees like to work with leader who focus on operation work to improve the capacity of the employees. The confirmation of that is the large percentage of agreement which was 76.5% of total interpreters are satisfied to work with this type of leadership.

RECOMMENDATION: I recommend the leadership in this statement to keep focus on operation work so they can provide high products and quality.

STATEMENT 20: I like leader who training employees
CONCLUSION: this statement can provide that the Palestinian employees like to work with leaders who training them and trying to improve the performance, even the interviewers illustrated the answers in Figure (6.24) with level of agreement was 88.1%.

RECOMMENDATION: I recommended that, the leaders should continue in training and provide more training program in all the filed that there is agape in.

TATEMENT 21: I like managers who develop mission
CONCLUSION: this statement can show that the Palestinian employees have an idol leadership style they like to follow also the Palestinian prefer to work with leaders have clear

RECOMMENDATION: I recommend that the leaders should keep having clear plan so it will be easier for followers to follow leaders will provide high quality and productivity.

STATEMENT 22: My manager focus on stability
CONCLUSION: this statement can provide that the Palestinian employees like to work with manager who focused on stability in work environment to let the employees develop the best of them.

RECOMMENDATION: the recommendation can be made in this statement is that, the managers should provide stable environment for employees to improve quality and productivity.

STATEMENT 23: My manager overly dominant
 CONCLUSION: this statement can be concluding as that, the Palestinian employees don't like the managers who over dominant, because the nature of Palestinian employee's dos not except this kind of managers.

RECOMMENDATION: I can recommend that, the managers should not use that style among the Palestinian employees, also I recommend that the Palestinian employees should know how to deal with dominant managers.

STATEMENT 24: My manager focus on work operation
CONCLUSION: this statement can be concluding as that; the Palestinian employees are comfortable to work with manager who focused on operational work. The evidence for that is the large agreement was given by the interviewers at level of 76.5%

RECOMMENDATION: I recommend that, the managers should focus more on operational work and be more realistic, efficiency, focused on quality and not try to manage try to lead.

- **STYLE OF LEADERSHIP**

Table 7.5 shows the descriptive measurements of items of style of Leadership construct, whereas the Table has eight items, the item which is come first based on level of agreement is "**I like leaders who open to new ideas**" with **(M = 4.39, SD = 0.86, RII = 87.9%)**, the item which come last based on agreement level is **"I prefer leader who allow my self-interest first"** With (**M = 2.50, SD = 1.16, RII = 50%)** and it is low of agreement. The total degree of agreement on style of Leadership construct was high with **(M = 3.79, SD = 0.65, RII = 75.8%).** According to one sample T-test around the mid value (3), results indicate that there is positive significant difference between mean of answers on each item and (3) value, it Indicates that the mean of answers greater than 3 which is means that the point of view of respondent about items of style of Leadership goes to agreement. Figure 7.4 present the RII for each item.

Table 7.5: The Mean, Standard Deviation, Relative importance index, and one sample T-test of Style of Leadership.

Items	M	SD	RII	T	Sig.

		M	SD	RII	T	sig
D1	I prefer a leader who allows me to work on my own	3.65	0.88	72.9%	4.27	0.000*
D2	I like leaders who open to new ideas	4.39	0.86	87.9%	9.27	0.000*
D3	I like leader who use rewords and punishment	3.82	1.03	76.5%	4.67	0.000*
D4	I prefer leader who allow my self-interest first	2.50	1.16	50.0%	-2.51	0.017*
D5	I prefer managers who thinking outside the box	3.97	1.17	79.4%	4.85	0.000*
D6	My manager is allows me to work on my own	3.94	0.85	78.8%	6.45	0.000*
D7	My manager using new ideas at the work environment	4.26	0.79	85.3%	9.33	0.000*
D8	My manager use rewords and punishment	3.79	1.15	75.9%	4.03	0.000*
	Overall	3.79	0.65	75.8%	7.06	0.000*

Hint: **M**=Mean of answers, **SD**=Standard Deviation. **RII**=Relative Importance Index ((Mean/5)*100%), T = statistics of one sample T-test about (3), *and sig = significance of test.

Figure 7.4: Relative Important Index of items of Style of Leadership.
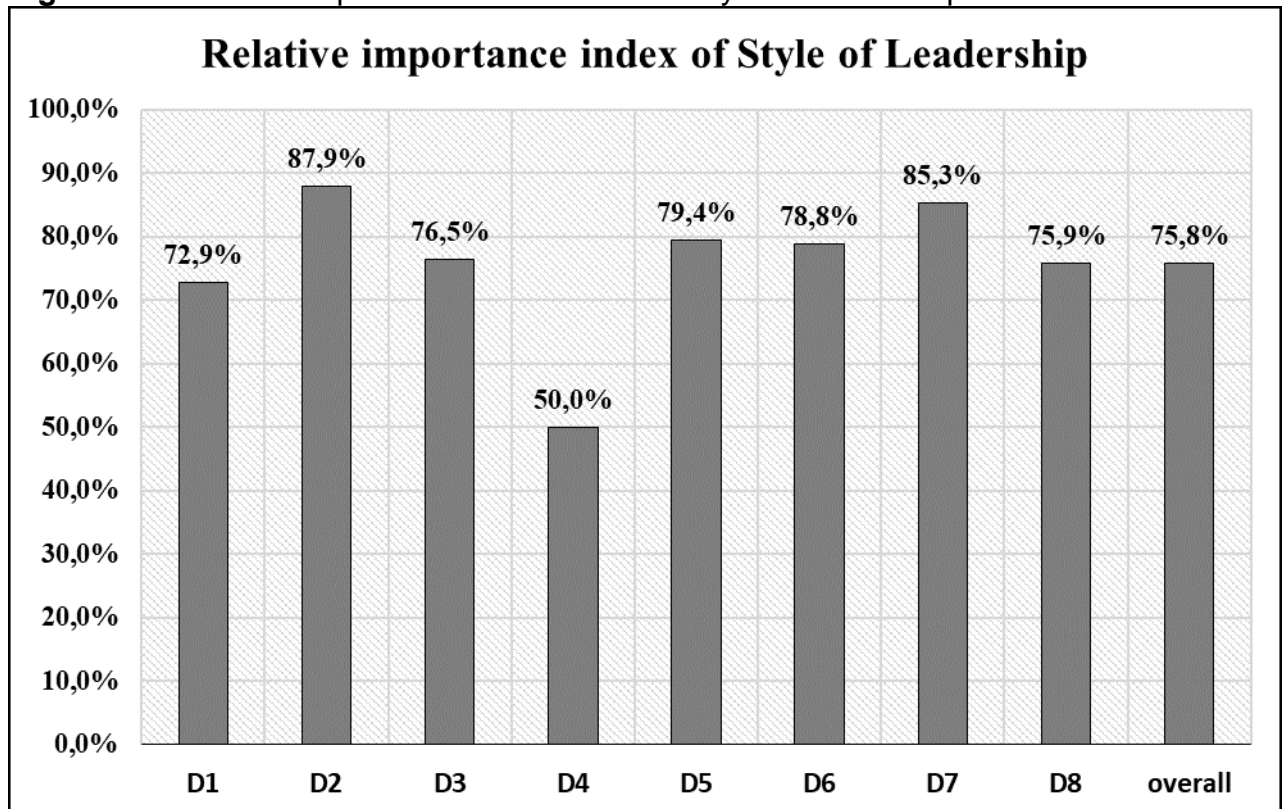
Source: (own work)

The fourth diminution at this study is the leadership style. This diminution show the highest degree of agreement is "I like leader who is open to new ideas" the level of agreement is 87.9%. The second items of highest agreement are "my manager use new idea at the work environment" the level of agreement at this item is 85.3%. The *results* of this tow highest items show that, the employees like to integrate with leaders/managers thinking outside the box, creative and importing new ideas. In the other hand, the less degree of agreement is "I prefer leader who allow my self-interest first", the level of agreement is 50%. The second less degree of agreement is "I prefer leader who allows me to work on my own", and the level of agreement is 72.9%. The *result* shows us the employees like the leader guide them, give the

employees work flow, and not leave the employees to do as they like. However, the researcher *recommends* that, the leaders/managers should give the employees a gaudiness of work framework to provide more productivity. Also leader have to give the employees some space to apply them self in the work environment.

STATEMENT 25: I prefer a leader who allows me to work on my own
CONCLUSION: The Palestinian employees like the managers who leave them to work independently, so the employees can bring new ideas to work environment. Evidence for that is the respondents answer level was 61.8%.

RECOMMENDATION: my recommendation in this statement is, the leaders should more space for employees to work independently so they can provide more opportunities to achieve the work in less cost and high quality.

STATEMENT 26: I like leaders who open to new ideas
CONCLUSION: this statement can conclude as that, the Palestinian employees are feeling comfortable to work with leader who open to new ideas and having flexibility at the work place. The evidence for that is the answers that given by the enterprisers the level of the agreement was 85.3%.

RECOMMENDATION: I recommend in this statement, the leaders should focus to bring new ideas in the workplace to profound impact on employees by motivate the creativity, build confidence and working relationship among team member.

 STATEMENT 27: I like leader who use rewards and punishment

CONCLUSION: The Palestinian employees like to feel important at work place because of that they prefer to work with leader who appreciated them and use rewords and punishment in the mean wail. The evidence for that is the answers that given by the interpreters, the level of agreed was 67.6%.

RECOMMENDATION: the recommendation at this stage is that, the leaders should use the rewards and punishment against them followers to motivate them, improving the performance and promote appropriate behaviour.

STATEMENT 28: I prefer leader who allow my self-interest first
CONCLUSION: this statement can show the Palestinian employees still not ready to apply the self-interest at the work place because the self-interest can be considered as selfish and the nature and the coulter of the Palestinian didn't base on self-interest based on sharing the big goal and work together to achieve it. The evidence for that is given by the interviewers which the level of agreement was 23.5%.

RECOMMENDATION: I recommend that, Palestinian employees should apply the self-interest more in the work place because the benefits for all individual can work together and improve the productivity

STATEMENT 29: I prefer managers who thinking outside the box

CONCLUSION: this statement can confirm that the Palestinian employees like creative managers and bring new ideas into work place. The evidence for that is the level of agreement which was 79.4% of total employees like the managers who thinking outside the box.

RECOMMENDATION: I recommend that the managers should focus more on creativity by listening and supporting followers, doing the job differently and not be afraid from new ideas.

STATEMENT 30: My manager is allowing me to work on my own

CONCLUSION: this statement can show us that the Palestinian employees like to work by them own, so they don't like to the mangers dominated them or give them orders to do, that because the coulter and nature of the Palestinian employees. The evidence for that is the big agreement of the interviewers was 73.6%.

RECOMMENDATION: in this statement the managers should be committed to his/her promised, tack responsibility, also the managers should shoe his/her word and instant giving orders.

STATEMENT 31: My manager using new ideas at the work environment

CONCLUSION: this statement can illiterate that, the Palestinian employees are happy to deal work with managers who likes new idea and creative thinking. The evidence for that is the large agreement provided by the interpreters which was 91.4% of total interviewers like the managers who's thinking outside the box.

RECOMMENDATION: I recommend at this statement the ideas that the managers welling to bring at the workplace should be easy-going, stick to culture and motivate the diversity at teamwork.

STATEMENT 32: My manager use rewords and punishment

CONCLUSION: The Palestinian employees like to work with managers who using rewords and punishment system to improve the productivity and quality of the outcome. The evidence for that the large percentage that gave by the interviewers

RECOMMENDATION: I recommend that the managers should use this type of mange to improve the employee's performance and motivate them.

- **FOLLOWERS FEELING**

Table 7.6 shows the descriptive measurements of items of Feeling of Followers construct, whereas the Table has eight items, the item which is come first based on level of agreement is "**I like leader who let me create new ideas**" with **(M = 4.38, SD = 0.78, RII = 87.6%)**, the item which come last based on agreement level is **"My manger reduce the priority for employees"** With (**M = 2.68, SD = 1.17, RII =**

53.5%) and it is medium of agreement. The total degree of agreement Feeling of Follower construct was high with **(M = 3.86, SD = 0.65, RII = 77.1%).** According to one sample T-test around the mid value (3), results indicate that there is positive significant difference between mean of answers on each item and (3) value, With the exception of some items, it Indicates that the mean of answers greater than 3 which is means that the point of view of respondent about items of Feeling of Follower goes to agreement. Figure 7.5 present the RII for each item.

Table 7.6: The Mean, Standard Deviation, Relative importance index, and one sample T-test of Feeling of Followers.

	Items	M	SD	RII	T	Sig.
E1	I prefer a leader who allows me to perform much	4.35	0.81	87.1%	9.71	0.000*
E2	I like leader who minimize the challenge	4.09	1.08	81.8%	5.86	0.000*
E3	I prefer Leader who clarify what is the acceptable at work place.	4.12	0.88	82.4%	7.41	0.000*
E4	I like leader who oriented the employees	4.35	0.77	87.1%	10.19	0.000*
E5	I like leader who let me create new ideas	4.38	0.78	87.6%	10.35	0.000*
E6	My manager is let me work as I like	2.88	1.09	57.6%	-0.63	0.535
E7	My manger reduce the priority for employees	2.68	1.17	53.5%	-1.61	0.117
E8	My manager guide me for acceptable work	4.00	0.92	80.0%	6.33	0.000*
	Overall	**3.86**	**0.65**	**77.1%**	**7.63**	**0.000***

Hint: **M**=Mean of answers, **SD**=Standard Deviation. **RII**=Relative Importance Index ((Mean/5) *100%), T = statistics of one sample T-test about (3), *and sig = significance of test.

Figure 7.5: Relative Important Index of items of Feeling of Followers.

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Relative importance index of of Feeling of Followers
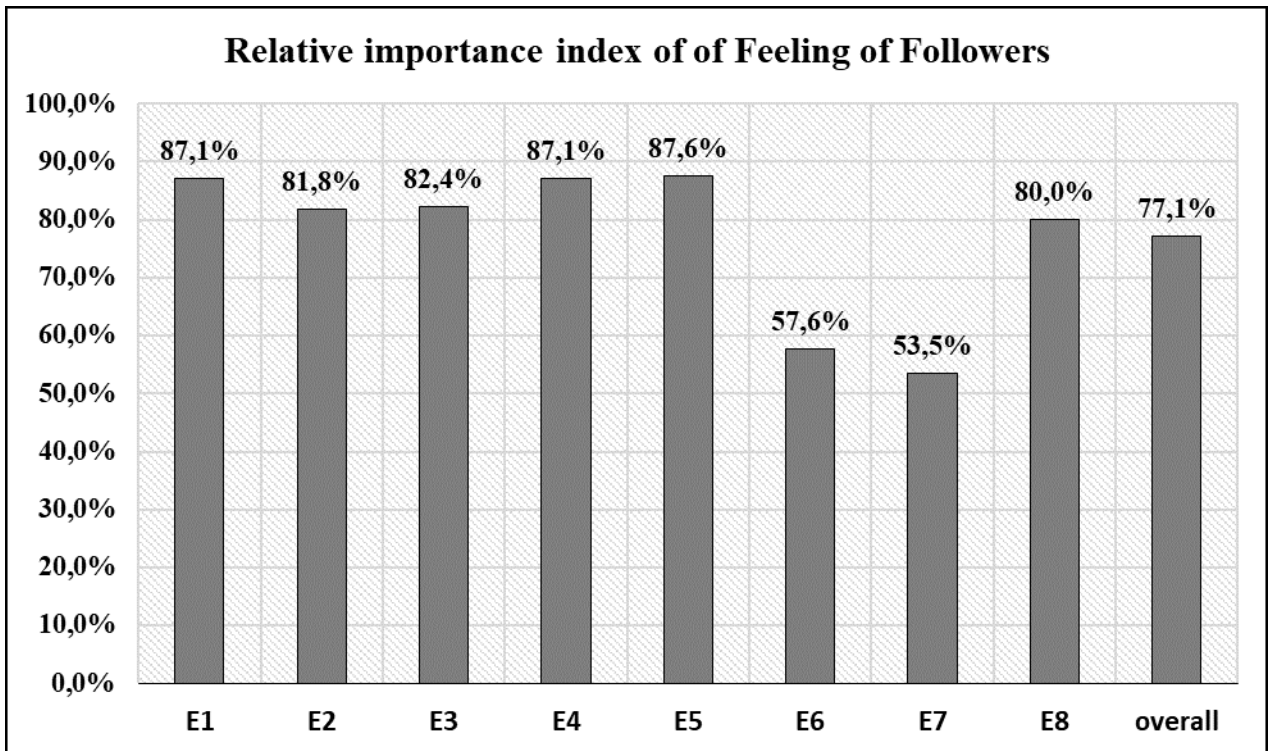
Source: (own work)

The fifth diminution at this study is related to followers feeling. This diminution shows the highest degree of agreement which is "I like leader who let me create new idea", the level of agreement is 87.6%. The second highest degree of agreement is "I like leader who oriented the employees", the level of agreement is 87.1%. The *result* from this tow highest agreement are, the employees like work with leaders who give them attention and provide new helpful ideas. Also the employees prefer to work with leader guide them and allow them to perform much. However, the less degree of agreement is" my manager reduces the priority for employees", the level of agreement is 53.5%. the second level of less agreement is" my manager let me wok as I like" the degree of this idem is 57.6%. The results from less agreement are, the managers don't decrease the challenges that facing the employees, also in this diminution the followers straggling because the managers don't have the coulter of teamwork. In this stage the researcher recommends that, Jawwal should apply the teamwork coulter more to improve the follower's satisfaction throw managers, also Jawwal must more on increase the priority among followers to increase the work quality.

STATEMENT 33: I prefer a leader who allows me to perform much
CONCLUSION: this statement can conclude as that; the Palestinian employees are happy to work with leader who allows them to perform much at the work place. The evidence for that is the level of agreement was 91.2%.

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RECOMMENDATION: my recommendation for this statement is that, should motivate the leadership to let the employees perform in the work places and bringing new ideas so they can improve the productivity and quality.

STATEMENT 34: I like leader who minimize the challenge

CONCLUSION: this statement can conclude as that; the majority of Palestinian employees like to work with leader who reduce the risk for the followers to increase the productivity. The evidence for that is the level of agreement was 79.4%.

RECOMMENDATION: my recommendation in this statement is that, should motivate leaders to focus on strategic thinking, inspiring the followers, guiding change and managing risk to increase the productivity.

STATEMENT 35: I prefer Leader who clarify what is the acceptable at work place.

CONCLUSION: this statement can be concluding as that; the Palestinian employees like to follow leaders who has clear goals because the Palestinian employees faced a lot of changing at the work environment. The evidence for that is the large level of agreement was 85.3% of total interviewers.

RECOMMENDATION: I recommend that the leadership should improve the positive behaviour to clarify more what is acceptable and what not at the workplace.

STATEMENT 36: I like leader who oriented the employees

CONCLUSION: The Palestinian employees like to work with leader who direct them in better ways to achieve the main goal, the agreement was 88.2% of total interviewers prefer to follow leader who oriented them.

RECOMMENDATION: I recommend that, the type of education in Palestinian should include practical section to improve the warmness's among the Palestinian students and training them to be ready for work environment.

STATEMENT 37: I like leader who let me create new ideas

CONCLUSION: The Palestinian employees prefer to work with leader let them import new ideas at the work place so they can develop new product to meet the new customer's needs. The evidence for that is the level of agreement was 94.1%.

RECOMMENDATION: The Palestinian employees like the leaders who let them to create new ide, so the leaders should focus more on communication skills, provide productive meeting, clarify the limitation and never stop the improving.

STATEMENT 38: My manager is let me work as I like

CONCLUSION: this statement show that the Palestinian manager's dos not provide space for employees work as they like, so they can improve the productivity. The

evidence for that is the level of agreement was 32.3% which is less than half of respondents.

RECOMMENDATION: I recommend that, the Palestinian mangers should focus more in the important of giving employees space to think and provide new ideas at the work place.

STATEMENT 39: My manger reduces the priority for   employees
CONCLUSION: this statement can provide that the Palestinian managers doesn't provide the minimum requirement of the priority to their employees. The evidence for that is the large agreement of disagree was at level 52.9%.

RECOMMENDATION: the recommendation for that is the managers should focus on matching the task to employee skills, using effective methods to communicate, provide training program to help the managers to reduce the priority and use high technology.

STATEMENT 40: My manager guides me for acceptable work
CONCLUSION: this statement can show that, the Palestinian employees are happy to work with manager who guide them to perform better at the workplace.

RECOMMENDATION: this statement can provide recommendation as the managers should help the employees by providing good training system, clarify the law and establish clear rules for followers**.**

- **LEADER ATTITUDE TOWARDS EMPLOYEES**

Table 7.7 shows the descriptive measurements of items of Leader Attitude Towards Employees construct, whereas the Table has eight items, the item which is come first based on level of agreement is "**I like leader who focus on responsibility**" with **(M = 4.44 SD = 0.70, RII = 88.8%)**, the item which come last based on agreement level is **"I like a leader who treats me as a lazy person"** With (**M = 2.12, SD = 1.49, RII = 42.4%)** and it is low of agreement. The total degree of agreement Leader Attitude towards Employees construct was high with **(M = 3.70, SD = 0.65, RII = 73.9%).** According to one sample T-test around the mid value (3), results indicate that there is positive significant difference between mean of answers on each item and (3) value, it Indicates that the mean of answers greater than 3 which is means that the point of view of respondent about items of Leader Attitude Towards Employees goes to agreement. Figure 7.6 present the RII for each item.

Table 7.7: The Mean, Standard Deviation, Relative importance index, and one sample T-test of Leader Attitude towards Employees.

	Items	M	SD	RII	T	Sig.
F1	I like a leader who treats me as a lazy person	2.12	1.49	42.4%	-3.45	0.002*
F2	I like leader who set a goal and tack action	4.41	0.78	88.2%	10.51	0.000*
F3	I prefer leader who hung out with positive people	4.38	0.74	87.6%	10.90	0.000*
F4	I like leader who focus on responsibility	4.44	0.70	88.8%	11.93	0.000*
F5	I like deal with funny leadership	4.09	0.90	81.8%	7.05	0.000*
F6	My manager treat me as lazy person	2.24	1.48	44.7%	-3.02	0.005*
F7	My manager identify the goals for me	3.79	1.12	75.9%	4.13	0.000*
F8	My manager always motivating me	4.09	0.88	81.8%	7.13	0.000*
	Overall	**3.70**	**0.65**	**73.9%**	**6.22**	**0.000***

Hint: **M**=Mean of answers, **SD**=Standard Deviation. **RII**=Relative Importance Index ((Mean/5) *100%), T = statistics of one sample T-test about (3), *and sig = significance of test.

Figure 7.6: Relative Important Index of items of Leader Attitude towards Employees**.**
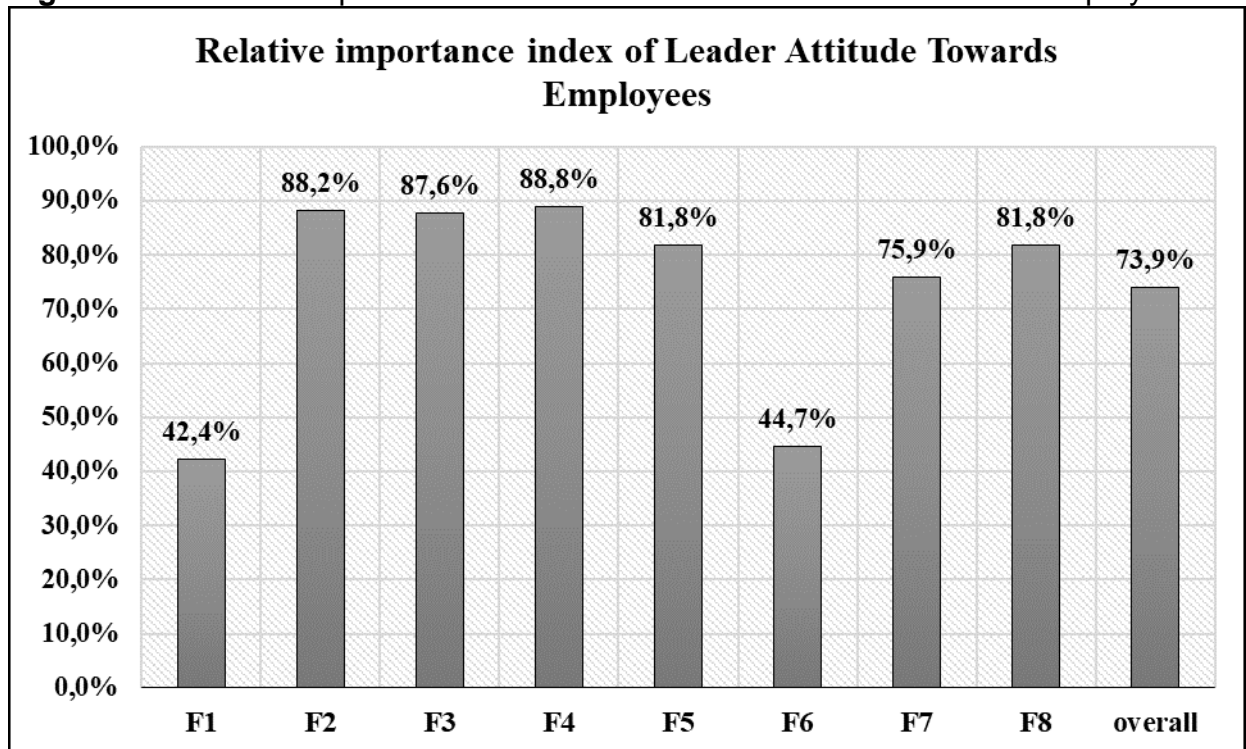
Source: (own work)

The last diminution in this study is leadership attitude towards employees. In this section will show the highest degree of agreement among the items "I like leader who focus on responsibility" the agreement level is 88.8%. The second highest agreement item is "I like leader who set goal and tack action" the agreement level is 88.2%. The *result* of this agreement means the leaders at Jawwal pay high attention to employees through tack responsibility over the employees, also prefer to work with leaders has positive thinking. However, the less agreement degree item is "I like leader who treats me as lazy person", the level of agreement is 42.4%. the second less agreement is" my manager treat me as lazy person" the level of agreement

is44.7%. The results of this less agreement show the employees of Jawwal have high responsibility and well understanding of work, also employees don't like the lazy leaders. In addition, the researcher recommends that, don't use lazy leadership style at Jawwal.

Comment on the diminution of the things you expect your supervisor to do with / for you during supervision:

The results shown that, the supervisor at Jawwal needs are, open to new ideas, being creative, practical training, Performance appraisal, support employees by providing recreational meeting. The researcher recommends that, providing cosy environment among the followers to improve the whole company performance, coach the leadership, providing comfortable and participatory work environment, the leadership must be taking responsibility.

STATEMENT 41: I like a leader who treats me as a lazy person
CONCLUSION: this statement can show that, the Palestinian employees do not like treated as lazy because of the natural and the environment they grow up into it make them responsible. The evidence is the large agreement which was 76.5% don't like treat as lazy person.

RECOMMENDATION: I can recommend that; the leaders should increase the trust level at followers.

STATEMENT 42: I like leader who set a goal and tack action
CONCLUSION: this statement can be concluding as that, the Palestinian employees prefer to work with leader who have clear goal and tacking action in case if they facing any problems. The evidence for that is the large agreement was at level 94.1%.

RECOMMENDATION: I recommended that, the leaders should focus on set goal and tacking action that make goals accountable and helping to avoid procrastination, motivate employees to improve productivity and improve you strongest and weakness.

STATEMENT 43: I prefer leader who hung out with positive people
CONCLUSION: this statement show the Palestinian employees are happy to work with leader surrounded with positive people, so he/she can motivate the followers by bring positive vide at the work place. The evidence for that is the level of agreement was 91.2%.

RECOMMENDATION: I recommend that the leaders should surround them self with wright people because the leader can get the right support, improve the great feeling and inspire the others**.**

STATEMENT 44: I like leader who focus on responsibility
CONCLUSION: this statement can show that, the Palestinian employees are comfortable with leader who focus on responsibility because the environment in Gaza strip need responsible leader to face the problems and offer solutions. The level of agreement was 94.1%.

RECOMMENDATION: my recommendation is the leaders should focus more on responsibility through providing recognition for well-done work and bring happiness for employees and leaders should remained the employees about the big picture of the work.

STATEMENT 45: I like deal with funny leadership
CONCLUSION: The Palestinian employees are happy to work with leader who like to being the happiness in the work place, so that can help the employee's attitude towered work to achieve the company goals.

RECOMMENDATION: my recommendation in this statement, leader should have the homer fetchers because that can help to increase the level of thinking and perceptions among the followers.

STATEMENT 46: My manager treats me as lazy person
CONCLUSION: The Palestinian employees don't like to work with managers who treat them as lazy person. The evidence for that is the large disagreement that given by the interpreters the level of disagreement was 70.6%.

RECOMMENDATION: I recommend that, the employees should understand the managers by wearing yourself in his/her position, support the manager's success, give the manager space to implement themselves and know what manager preference.

STATEMENT 47: My manager identifies the goals for me
CONCLUSION: The Palestinian employees prefer to work with leaders who setup his/her goal from the beginning of the work, so they can be easy to achieve the company goal. The evidence for that is the agreement was 67.6%.

RECOMMENDATION: I recommend that; the managers should identify the company goal before start the work.

STATEMENT 48: My manager always motivating me
CONCLUSION: this statement can conclude as that, the Palestinian employees like to work with managers who motivated them so they can improve the performance, productivity and quality that can allowed them to compete in the market**.**

RECOMMENDATION: I recommend that, the managers should avoid focusing the employee's mistakes, also the managers should use the right tools to evaluate the employees and be realistic**.**

The things that a supervisor does that will make you perform well:

The results from this diminution are, the leader have to motivate the followers to perform better, also employees must have clear structure, the leader must be encouraging the followers to work as team and leaders must provide positive work environment. The recommendation of this diminution are, the leaders have to trust the followers, developing managerial skills to improve performance and the leaders must use reword style to motivate followers.

The important leader behaviours that will make you perform well:

The results from this diminution are, the leadership must be more confidant and respectful, have ability of communication skills, working as team, leaders have the ability to solving problems, the results say that the leaders must be visionary. The researcher recommends that, the behaviour that help leader to provide well performance are, able to provide ideas, flexible in decisions making, tacking responsibility and able to face the environment change.

The things will make you want to follow someone as your leader?

The results from this diminution are, the things that make the employees follow are, respect the others, supportive and trying to improve my best of me, be realistic, achieving the company goals. Also the researcher recommends that, the effective leadership must be inelegant, have sense of responsibility, bringing new ideas at work place, work with followers as team and improving the work environment.

The information that respondents want to share with the researcher as follow:

The following recommendations were drawn from current study:

The employees at Jawwal are interesting in adopting the means regarding the transformation of leadership in order to increase the efficiency of the management. They committed to increase their performances to the highest levels along with better leadership-employee interactions.

7.3 LIMITATION OF THIS STUDY:

The limitations of this study are related to the problems that existed during the study period in terms of felid work and such as data collection and data analyses. However, the sampling methods were not the perfect methods such as sample size, some of

the resources not available due to the Gaza Strip environment that led to a small number of participants. However, the researcher suggests that the employees of Jawwal company need more knowledge of leadership styles to understand the leading method at the organizations, also the concept of gender is important at Jawwal to understanding the impact of genderism on the society.

7.4 CONCLUSION:

The aim for this study was to establish the perception and attitudes towards the type of leadership at the mobile company. This in view of the existing martial law and the highly militarised environment together with the traditional paternalistic culture of the region. The objective was therefore to establish the use and acceptability of the transactional leadership style at Jawwal mobile company operating in Gaza strip. The statements that were needed to be ranked were essentially those that are stated as negatives about transactional leadership. The intention was to make a comparison between the Gaza Strip employees and the general world few and their understanding of what is perceived to be the disadvantages of the style. Surprisingly, the employees are happy with the transactional leadership as stated in the literature on leadership, the followers do not find anything amiss with that leadership style.

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APPENDIX

Appendix A: Data collection tool

<div align="center">

QUESTIONNAIRE

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TITLE; Impact of transactional leadership as a strategic imperative in project execution at a mobile company in the Gaza Strip, Palestine
This is an academic research and you are requested not to put your name for confidentiality purposes, nor any markings that may identify you. You are participating voluntarily and you are free to pull out any time during the survey if you are not comfortable. Your participation will assist in establishing the realities in the organisation around this subject.

SECTION A. BIOGRAPHY
Please cross the applicable boxes

1. **How old are you this year, please use Table to indicate your age range**

18 – 25 years old	26-30 years old	31 – 40 years old	More than 41years

2. **What is your position in the company?**

Top manager	Branch manager	Corporate manager	Team leader	Others

3. **How long have you been working in Jawwal mobile company?**

0 - 4 years	5– 9 years	10 – 14 years	More than 15years

4. **What was your qualification when you started working at Jawwal mobile company?**

High school	Bachelors' degree	Masters degree	Doctorate

5. **What is your current / highest qualification to date?**

2 years degree	Bachelors' degree	Masters degree	Doctorate	Other

6. **Other – please specify**
   …………………………………………………………………………..
7. **Are there any other details / information you may want to share with the researcher, please list in in point form below.**

   a. ………………………………………………………………………………
   b. ………………………………………………………………………………
   c. ………………………………………………………………………………
   d. ………………………………………………………………………………
   e. ………………………………………………………………………………..
   f. ………………………………………………………………………………..

g. ……………………………………………………………………………………

SECTION B

Please rank the following by crossing the most applicable. By using the scales 1 to 5.   NOTE: 1 = disagree strongly, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree

	of the transactional leadership in a "country" previously conservative but has become internationalized	Strongly	Disagree	Neutral	Agree	Strongly
	TYPE OF SUPERVISION					
1	I like a manager that is strict with employees	1	2	3	4	5
2	I like a leader who is always watching my work	1	2	3	4	5
3	I like leader who coaching me	1	2	3	4	5
4	I like managers who is formal with employees	1	2	3	4	5
5	I prefer a leader who leaves me to work alone	1	2	3	4	5
6	My manager is strict with employees	1	2	3	4	5
7	My manager is always watching my work	1	2	3	4	5
8	My manager coaches me	1	2	3	4	5
	ORGANISING OF EMPLOYEES					
9	I like leader who develop the best of you	1	2	3	4	5
10	I like leader who use technical competence	1	2	3	4	5
11	I like manager who use initiating structure	1	2	3	4	5
12	I like leader who empower the employees	1	2	3	4	5
13	Employees like motivate leadership	1	2	3	4	5
14	My manager develop my performance	1	2	3	4	5
15	My manager use technical competence	1	2	3	4	5
16	My manager who's use initiating structure	1	2	3	4	5
	MANAGEMENT OF PERFORMANCE					
17	I like leader who focus on stability	1	2	3	4	5
18	I like leaders who overly dominant	1	2	3	4	5
19	I like leader who focus on operation	1	2	3	4	5
20	I like leader who training employees	1	2	3	4	5
21	I like managers who develop mission	1	2	3	4	5
22	My manager focus on stability	1	2	3	4	5
23	My manager overly dominant	1	2	3	4	5
24	My manager focus on operation	1	2	3	4	5
	STYLE OF LEADERSHIP					
25	I prefer a leader who allows me to work on my own	1	2	3	4	5
26	I like leaders who open to new ideas	1	2	3	4	5
27	I like leader who use rewords and punishment	1	2	3	4	5
28	I prefer leader who allow my self-interest first	1	2	3	4	5
29	I prefer managers who thinking outside the box	1	2	3	4	5
30	My manager is allows me to work on my own	1	2	3	4	5

31	My manager using new ideas	1	2	3	4	5
32	My manager use rewords and punishment	1	2	3	4	5
	FEELING OF FOLLOWERS					
33	I prefer a leader who allows me to perform much	1	2	3	4	5
34	I like leader who minimise the challenge	1	2	3	4	5
35	I prefer leader who show me what is acceptable	1	2	3	4	5
36	I like leader who oriented the followers	1	2	3	4	5
37	I like leader who let me create new ideas	1	2	3	4	5
38	My manager is let me work as I like	1	2	3	4	5
39	My manger reduce the priority for me	1	2	3	4	5
40	My manager guide me for acceptable work	1	2	3	4	5
	LEADER ATTITUDE TOWARDS EMPLOYEES					
41	I like a leader who treats me as a lazy person	1	2	3	4	5
42	I like leader who set a goal and tack action	1	2	3	4	5
43	I prefer leader who hung out with positive people	1	2	3	4	5
44	I like leader who focus on responsibility	1	2	3	4	5
45	I like deal with funny leadership	1	2	3	4	5
46	My manager treat me as lazy person	1	2	3	4	5
47	My manager identify the goal for me	1	2	3	4	5
48	My manager always motivating me	1	2	3	4	5

SECTION C OPEN ENDED QUESTIONS

1. **Please list 4 things you expect your supervisor to do with / for you during supervision**

   • ....
   ....

   • ....
   ....

   • ....
   ....

   • ....
   ....

2. **State 4 things that a supervisor does that will make you perform well**

   • ....
   ....

   • ....
   ....

- ………………………………………………………………………………………………
  ………
- ……………………………………………… 216 ………………………………………………
  ………

3. **Please state 4 important leader behaviours that will make you perform well**

- ………………………………………………………………………………………………
  ………
- ………………………………………………………………………………………………
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- ………………………………………………………………………………………………
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- ………………………………………………………………………………………………
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4. **What 4 things will make you want to follow someone as your leader?**

- ………………………………………………………………………………………………
  ………
- ………………………………………………………………………………………………
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- ………………………………………………………………………………………………
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- ………………………………………………………………………………………………
  ………

5. **Please indicate your gender by crossing in the box below**

Female	Male

THANK YOU FOR PARTICIPATING IN THIS RESEARCH

This information will not be given to any authority / this is strictly confidential

Appendix B: consent letter

Jawwal mobile company

21ST June 2018

TO WHOMSOEVER IT MAY CONCERN

Jawwal mobile company would like to confirm that we allowed Mr IHAB ALAGHA to collect data related to his research topic for the M. Tech degree he is undertaking.

The study is entitled; "Impact of transactional leadership as a strategic imperative in project execution at a mobile company in the Gaza Strip, Palestine."

Jawwal will allow Mr Ihab permission to get information from our employees in the organisation at convenient times to our working.

All necessary help will be provided as per his request to study our employees. We will help filling the questionnaires with the team leadership that is working in Gaza Strip

This latter was issued at Mr Alagha's request

Kind regards

Ala khdair
ala.khdair@jawwal.ps;

Unit Head   [00972599000791]
Jawwal General Insurance & Office Equipment
Palestinian Cellular Communication Company
Gaza

Appendix C: ethics certificate

Cape Peninsula
University of Technology

P.O. Box 1906 • Bellville 7535 South Africa •Tel: +27 21 4603291 • Email: fbmsethics@cput.ac.za
Symphony Road Bellville 7535

Office of the Chairperson Research Ethics Committee	Faculty:	**BUSINESS AND MANAGEMENT SCIENCES**

At a meeting of the Faculty's Research Ethics Committee on **21 August 2018**, Ethics **Approval** was granted to **Ihab Alagha (217248624)** for research activities of **M Tech: Business Administration** at Cape Peninsula University of Technology.

Title of dissertation/thesis/project:	IMPACT OF TRANSACTIONAL LEADERSHIP AS A STRATEGIC IMPERATIVE IN PROJECT EXECUTION AT A MOBILE COMPANY IN THE GAZA STRIP, PALESTINE Lead Researcher/Supervisor: Dr L Jowah

Comments:

Decision: Approved

	25 September 2018
Signed: Chairperson: Research Ethics Committee	**Date**

Clearance Certificate No | 2018FBREC577