



جامعة ميدأوشن

كلية الإدارة

قسم / تخصص ادارة المشاريع

Impact of leadership styles (transformational and transactional leadership) on employee performance

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Chapter one

Introduction

1.0 Introduction

In recent years, leadership has been involved as a new effective approach to employee and organization management as a whole.

The traditional concept of personnel management has gradually been replaced by human resources management

This gives importance to the strategic integration of new leadership styles in effective employee management and improving employee performance.

Different leadership styles that suit employees are used based on the amount of direction, empowerment, and decision-making. This administrative phenomenon reflects leadership emergencies, and standards of style, status and performance have been left to suffocate on their own. As a result, the employee's performance was affected by the lack of appropriate guidance and the application of the strategic method in managing daily tasks.

In today's competitive environment, organizations expand globally and face a lot of challenges in meeting their objectives and chase to be more successful from others. Leaders play essential role in accomplishment of these goals and boost employee performance by satisfying them with their jobs. The challenges of coping with today's uncertain business environment have put organizations on their toes to struggle for survival in the heat of competitions. The driver of

such strategic approach towards surviving competition is the leadership provided by managers who are expected to influence others in achieving organizational goals and also boost employee's performance.

1.1 Background of the study

Leadership is increasingly understood to persuade and explain as well as the ability to define, confirm and renew values from the group represented by the leader. Administrative and technical expertise Skills, cultural literacy and other related knowledge and skills are not Sufficient virtues for leaders who will devote their lives to public services. An effective leader is responsible for providing direction and knowledge sharing to the employee to lead them to perform better and make them experts to maintain quality. It becomes the head of all team members a great responsibility. The introduction of clear leadership standards enhances core values and maturity in its role and responsibility.

Leadership has become the crux of issues in the corporate world of today. This is because it is responsible for the harmonization and integration of both human and material resources to produce the output or services for which the body is created. According to Ngambi et al (2010) and Ngambi (2011), leadership is a process of influencing others commitment towards realizing their full potentials in achieving a value added, shared vision with passion and integrity. An important factor in the leadership process is the relationship that a leader has with individual followers. In a competitive business environment, organizations rely on their leaders in order to facilitate the changes and innovations required to maintain competitive advantage. Effective leadership is helpful in ensuring organizational performance (Cummings and Schwab, 1973; Hellriegel, Jackson, Slocum, Staude, Amos, Klopfer, Louw and Oosthuizen, 2004). As a

result, many leadership theories have been proposed in the last fifty years which are claimed to have influenced effectiveness of organizations where they have been employed through employee performance.

1.2 Problem Statement

Staff performance includes performing assigned duties, meeting deadlines, staff competency, and effective and efficient work. Different organizations need strong leadership styles that motivate employee performance. Some enterprises, such as the tractor plant, face problems: weak innovation, low productivity, and an inability to achieve performance targets. This problem occurs because of the lack of strategic interventions from specific driving styles for specific situations that were predicted as the problem at hand. This problem constantly affects employee performance. This is why the study looks at the best single driving style that motivates employee performance.

It is believed that an effective organization is drawn from fans or business leaders. The idea of effective leadership has been adopted in the world of technology. The staff also realized that a leader is needed who must not only lead people, but also be effective. Therefore, they need an effective leader who can lead people towards changes and better performance

1.3 Purpose of the study

The purpose of the study was to investigate the effect of leadership styles on the employees' performance, and to explore the leadership styles that contributes to employee performance.

1.4 Research Questions

What is the relationship between leadership styles (transformational leadership – transactional leadership) and employee performance in an organization?

1.5 Significance of the Study

This research will provide understanding of the concept of how leadership styles will affect the employee behavior in an organization and this will direct leaders on best ways to achieve the highest employee performance and to generate data and information that every planner could use in order to come up with strategies, plans and designs that will strategically position them in the highly competitive, diverse, and complex business environment that is experienced at present.

This study will be helpful for other researchers who may be focusing on understanding the concept of leadership styles. The notable significance of this study is the possibility that other researchers may be able to use the findings in this study for future studies that will create a huge impact on society. This study findings can be used for other findings that might prove to be helpful in introducing changes to the business.

1.6 Definition of key terms

Employee performance

The employee's performance is basically the results achieved and the accomplishments achieved in the work. Performance refers to keeping pace with plans while achieving results. Although performance assessment is the core of performance management (Cardy, 2004)

Transformational leadership

Bass and Avolio (1994) defined transformational leadership as leadership that occurs when a leader stimulates interest among colleagues and followers to present their work from a new perspective. The transformational leader generates awareness of the organization's mission or vision, and develops colleagues and followers to greater levels of capacity and capabilities. In addition, the transformational leader motivates colleagues and followers to look beyond their own interests towards those that will benefit the group.

Transactional leadership

The transaction literally means "exchange", and therefore the transactional leadership deal with the exchange between the leader and his followers. Kuhnert & Lewis, (1987) noted that transactional leadership is an exchange of followers and leaders with desired outcomes by satisfying the leader's interest and followers' expectations, which incorporate promises or obligations combined with respect and trust.

Transaction literally means "exchange" therefore, transactional leadership deals with the exchange between leader and his followers. Kuhnert & Lewis, (1987) Stated that transactional leadership is an exchange between followers and leaders desired outcomes by fulfilling the leader's interest and followers' expectations, which involves promises or commitments embedded by respect and trust

Chapter 2

Literature review

2.0 Introduction

Various authors such as Stogdill (1974), Yukl (2009), Schilbach (1983), and others agree that leadership is a critical factor in an organization's success or failure; excellent organizations begin with excellent leadership and successful organizations reflect their leadership (PAS, 1994; 1997).

Three main driving theories developed over time are personality theories, behavioral theories, and situational / emergency theories. Each of these methods describes the different dimensions of leadership and its effects on the relationship between leaders and their followers. The following literature focuses on transformational leadership and transactional in particular.

2.1 Employee Performance

From the beginning of globalization, the manager's first confrontation is to try different strategies to enhance the company's performance (Habib, Khurram and Idris, 2010). The strength of the organization's job satisfaction plays a vital role that has a major impact on employee performance. The word performance we used to pass individual competence to inspire, stir, lead and set to achieve goals in an organization (Walumbwa & Hartnell, 2011). The previous study examined the existence of a positive relationship between satisfied employees and the organization, as the performance of satisfied employees is more productive for the organization and then the less satisfied employees (Ostrov, 1992). Leadership is related to employee performance (Ogbonna & Harris 2000). The relationship between leadership and performance was established with a great interest (Gadot, 2006). The main theme of each organization is enhancing employee performance. Howell, Miranda (1999) suggested that transformational leadership will play a necessary role in increasing job satisfaction as well as playing roles to achieve the goal of the organization and employee work (Goodwin, 2001). Walumbwa, Avolio & Zhu (2008), has expressed transformational leadership associated with secondary skills with work worth assessing employee performance. They trained their workers, arranged the meeting with their subordinates, took notes from their subordinates and ultimately added employee productivity. The company mostly works to increase employee performance by granting delegation to their team members (Ozaralli, 2002). The researchers also studied employee performance with unfamiliar leadership and gave very interesting results, as employee performance under inverted leadership increased when employees were passive. If employees are proactive, the result will be opposite (Grant, Gino & Hofmann, 2011).

2.2 Leadership

Leadership is a process by which the executive can direct, direct, and influence the behavior and work of others in order to achieve specific goals in a particular situation. Leadership is the manager's ability to motivate subordinates to act with confidence and enthusiasm. Leadership

can be defined as the ability to influence a group's achievement of a goal. Leaders are required to develop a future vision, motivate members of the organization to want to achieve visions and improve performance. According to Adair, "Leadership is the ability to persuade others to pursue specific goals with enthusiasm. It is the human factor that binds the group together to improve its performance and guide it toward goals." Adair J (2002), Corduroy suggests that leadership is dealing and dealing with change, with an emphasis on the extent Long and big picture, he doesn't always actually protect himself to take risks, focus on people and their values, not just the bottom line Kourdi J (1999), Jim Collins published an article in the Harvard Business Review on Leadership Good to Great. "The strongest converting CEOs have a contradictory mix of personal humility and professional will ... They are shy and violent. They focus on empowering rather than controlling employee performance development, Collins J (1995).

According to Njambi and others. (2010) Longhambi (2011), mentioned in Jeremy et al. (2011), Leadership is a process to influence the commitment of others towards achieving their full potential in achieving a shared shared value with passion and integrity. The nature of this effect is such that team members voluntarily cooperate with each other in order to achieve the goals set by the leader for each member, as well as for the group. Relationships between the leader and employee, as well as the quality of employee performance, are greatly influenced by the approved leadership style(Jeremy et al., 2011).

2.3 Leadership and leadership style

According to Dainty and Anderson (1996, p. 116) who quoted Burns (1978), "Leadership is one of the most visible and least understood phenomena on Earth." There is no universal leadership definition or style because of "countless contextual and contextual factors" (Lord et

al., 2001, p. 311). The topic is presented and researched from many perspectives and continues to attract the interest of scholars and specialists in management training. Yammarino et al. (2001) discussed leadership as a multi-level process that may include many perspectives, all of which must be viewed in an attempt to understand the complex nature of leadership. Traditionally, leadership research is based primarily on classic two-factor models such as leadership and relationship-oriented mission (Gill et al., 2005) but in the past three decades “new paradigms” such as charismatic leadership (House, 1977), transactional leadership (Bass and Avolio, 1993) Transformational leadership emerged (Bass and Avolio, 1993), visionary leadership (Westley and Mintzberg, 1989) and new leadership (Bryman et al., 1996). This study is based on a modern leadership model with two leadership styles described as reciprocal and transformational leadership that can be measured objectively and consistently

2.4 Transformational leadership

Transformational Leadership arose with James McGregor Burns in 1978 (Burns, 1978) and is characterized by positive, optimistic, reliable, and emotionally intelligent leaders who encourage teamwork, set high expectations and foster innovations. Transformational leaders change their corporate culture by inspiring a sense of mission and purpose about the importance of group work and stimulating new ways of thinking and problem solving. They inspire individuals within the organization to achieve high performance. Bass and Reggio (2006) and Dever, Kass and Shamir (2004) consider transformational leadership to include motivational concept, mutually beneficial goals, emotional bonds, values, and a shared vision. According to Bass and Riggio (2006), transformational leadership consists of four main parts: charisma, inspiration, intellectual stimulation, and individual consideration

2.5 Transactional leadership

In order to promise the success of the organization, it is important to adopt the appropriate leadership style. Leader's examination, praise, and evaluation do not really guarantee the sincerity of followers in which case transformational leadership becomes unworkable (Parry & Thomson, 2002). Leaders can practice leadership style. And the letter literally means "exchange", and therefore the leadership dealings deal with the exchange between the leader and his followers. Kuhnert & Lewis, (1987) noted that transactional leadership is an exchange of followers and leaders of desired outcomes by satisfying the leader's interest and followers' expectations, which incorporate promises or obligations combined with respect and trust. Young (2000-2001) also identifies leadership in transactions as a leading skill in identifying followers 'needs and aspirations and clearly demonstrating ways to meet these needs versus followers' performance. Pace (2000) stated that effective leaders understand the interests of their subordinates by granting emergency incentives, honor, and promises to those who have successfully fulfilled the obligations of leaders or the organization. Many methods with different variables. (Howell & Merenda, 1999) researched the association between leadership-to-leadership and transaction exchanges and a shift in employee performance prediction and concluded that leadership style in transactions is a positive indication of followers 'performance. (Bass, Avolio, Jong, and Pearson, 2003) are researching an organized military platoon, operating in an unstable environment and proving that transaction leadership increases performance among soldiers. Leadership in transactions is relatively poorly associated with performance and optimistically linked to perceived organizational policy (Gadot, 2007). Rejas, Ponce, Almonte, & Ponce (2006) indicated a dominance of leadership style in transactions over transformation and transformation patterns. Personality, contentment and conscience factors are positively associated with leading transactions that are supervised through a dynamic, perceived work environment (Hoogh, Hartog, & Koopman, 2005). While investigating the impact of leadership on organizational performance in Russian companies, he noted (Elenkov, 2002) that managers in Russia who embrace leadership

behavior in transactions are positively associated with organizational performance and innovation.

2.6 Relationship between Leadership styles and employee performance

The organization's success depends on the leader's ability to improve human resources. A good leader understands the importance of employees in achieving the goals of the organization, and that motivating employees is of utmost importance in achieving these goals. It is widely accepted that effective organizations require effective leadership and that organizational performance will suffer directly with neglect (Fiedler and House, 1988). Moreover, it is generally accepted that the effectiveness of any group of people depends to a large extent on the quality of their leadership - the behavior of an effective leader facilitates the fulfillment of the desires of the followers, leading to effective performance (Fiedler and House, 1988; Maritz, 1995; Ristow, et al., 1999).). Leadership is perhaps the most investigated organizational variable that has a potential impact on employee performance (Cummings and Schwab, 1973). A large body of empirical evidence has demonstrated that leadership behaviors affect the organizational performance in which strong leaders outperform weak leaders, and that transformational leadership generates higher performance than reciprocal leadership (Burns 1978; Bass 1990; Hater and Bass 1988; Howell and Avolio 1993). Kirkpatrick & Locke (1996) identified over 35 studies reporting positive relationships between leadership and performance. Transformational leadership or its components have been associated with increases in individual, sole, and / or organizational performance in a variety of meta-analyzes - (Lowe et al. 1996), Historical Archives Studies (House et al. 1991), laboratory experiments (Howell and Frost 1989; Kirkpatrick and Locke 1996), Field trials (Barling et al. 1996), and field studies (Baum et al. 1998; Curphy 1992; Hater and Bass 1988; Howell and Avolio 1993; Keller 1992). Recent leadership studies have continued to confirm the positive relationship between transformational leadership and performance at various levels (for example, Dumdum et al.

2002; Dvir et al. 2002; Howell et al. 2005). Thus the researchers aim to discuss whether transformational leadership motivates employees to higher performance or not.

2.7 Research hypothesis

H1 a :There is a relationship between transformational leadership and employee performance

H1 b: There is a relationship between transactional leadership and employee performance

2.8 Research Model

Independent variable

dependent variable:



Chapter 3

Research design and methodology

3.0 Introduction

The study followed the quantitative method to collect data that is done through a questionnaire distributed to different respondents.

The quantitative study as defined by Bhatti and Sundram (2015) is a method for calculating data through the application of statistical methods and analysis and the result of the analysis represents numbers that further explain the proposed treatment of a specific research problem

The questionnaire was developed within the framework of this survey according to the requirements of the study title and it has two sections. The first section relates to demographic criteria such as age, gender and educational qualifications. The second part consists of data related to various aspects of leadership styles and related employee performance. Five-Point Likert Scale 1 - Strongly Disagree to 5 - Strongly Agree Classification was used

3.1 Research design

The main purpose of the research design is to ensure that evidences are used to answer the question of the research with full certainty and assurance. There are lots of past and recent studies that have addressed the relationship between leadership styles and employee performance, this research will be based on a quantitative approach by conducting a questionnaire to address the most important points on which the study is based.

An exploratory study was used to find answers to the research question and attempt to give recommendations to organizations to maintain and consider the different leadership styles that affect their employees performance and motivate them to achieve its goals effectively

3.2 Population and Sampling Design

- Participants in this study are employees from both genders (male-female) who works in a known organization under the leadership of different leaders
- The population was selected from one famous organization “ Al Maraye” and they are of all ages affected by their leaders and the leadership style

- Also, articles, researches previously performed in the same topic are reviewed to reach sufficient data and information that will enrich our research and findings
- The pilot study consisted of employees who accepted to participate in the questionnaire and answer all questions related to the leadership style . also a short discussion with some of the survey participants to reach more understanding of their opinion of the effect of the leadership style on their performance and whether it rely affect them or not

3.3 Measurement

Measures : Data was collected For leadership style by using a multifactor leadership questionnaire, adopted from (Avolio & Bass 2004)

for transformational leadership style having five questions (Graen and Uhl-Bien,1995).

Transactional leadership style was also measured by using multifactor leadership questionnaire, developed by (Avolio & Bass 2004), having 3 items.

For employee performance the study adopted measurement by Liao et-al (2012), which was based on a five likert scale of six items

A five point likert scale was used with 5 representing strongly agree and 1 representing strongly disagree. The questionnaires were personally distributed to respondents working in famous organization in Saudi Arabia.

3.4 Data collection procedure:

A total of 250 questionnaires were distributed from the employees of the Saudi organization , out of which 124 were received back making response rate of 49.6% by using Sekaran table

3.5 Data analysis technique

It is a statistical analysis by using frequency and distribution analysis and by using the graph chart the responses of the employees were put in the graph chart to identify the percentage of the agreed employees on each question and the number of disagreed employees on each question. And so we analyze the answers in a statistical way (regression and correlation) and so we illustrate the results that support our hypothesis

Chapter 4

Findings and results

4.0 Introduction

In this chapter we will present the findings and results that we reached from analyzing the collected data and then we will discuss these results and reached results of hypothesis

4.1 Findings:

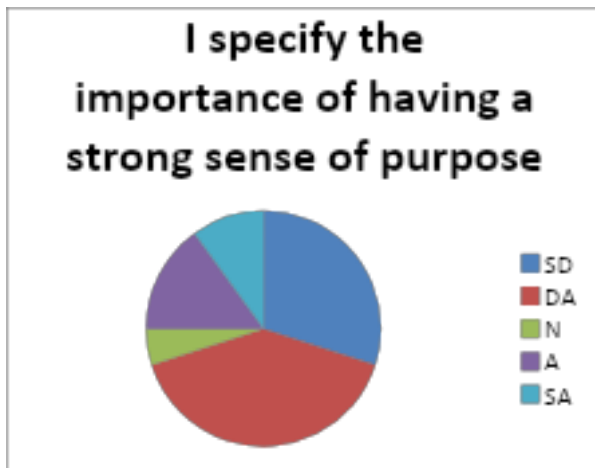
Description	Frequency	Percentage
Gender :		
Male	97	79
Female	25	21
Age:		
18- 25	27	22
25-30	34	28
30-35	39	32
35-40	13	11
	9	7
Qualification		
Bachelor	99	79
Master	25	21

I instil pride in others for being associated with me



I instil pride in others for being associated with me	
SD	20
DA	10
N	2
A	50
SA	18

I specify the importance of having a strong sense of purpose

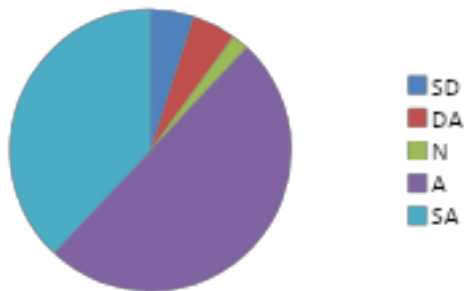


I specify the importance of having a strong sense of purpose	
SD	30
DA	40
N	5
A	15
SA	10

I talk optimistically about the future

I talk optimistically about the future	
SD	5

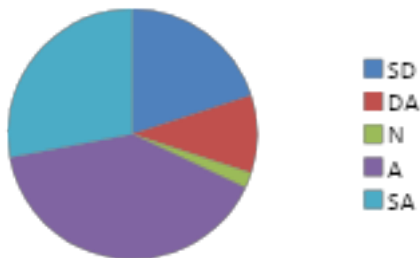
I talk optimistically about the future



DA	5
N	2
A	50
SA	38

I spend time teaching and coaching

I spend time teaching and coaching



I spend time teaching and coaching

SD	20
DA	10
N	2
A	40
SA	28

I re-examine critical assumptions for appropriateness

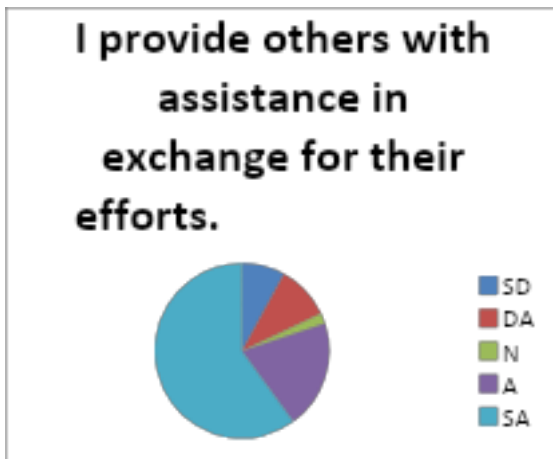
I re-examine critical assumptions for appropriateness



I re-examine critical assumptions for appropriateness

SD	20
DA	25
N	5
A	25
SA	25

I provide others with assistance in exchange for their efforts.



I provide others with assistance in exchange for their efforts.	
SD	8
DA	10
N	2
A	20
SA	60

I focus attention on irregularities, mistakes, exceptions and deviations from standards.



I focus attention on irregularities, mistakes, exceptions and deviations from standards.	
SD	50
DA	20
N	5
A	15
SA	10

I fail to interfere until problems become serious.

I fail to interfere until problems become serious.	
SD	50
DA	30

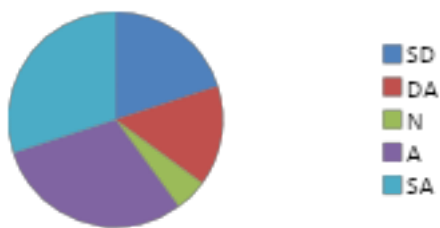
**I fail to interfere until
problems become
serious.**



N	5
A	5
SA	10

I understand the criteria of performance review of my organisation,

**I understand the criteria
of performance review
of my organisation**

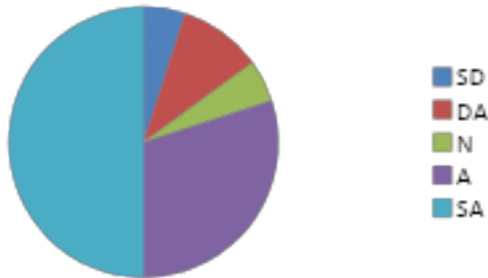


I understand the
criteria of
performance review
of my organisation

SD	20
DA	15
N	5
A	30
SA	30

I understand my job and how to carry it out,

I understand my job and how to carry it out,



I understand my job and how to carry it out,

SD	5
DA	10
N	5
A	30
SA	50

I am able to resolve unexpected schedules on time,

I am able to resolve unexpected schedules on time,



I am able to resolve unexpected schedules on time,

SD	20
DA	10
N	5
A	30
SA	35

I maintain good record of attendance in this organisation

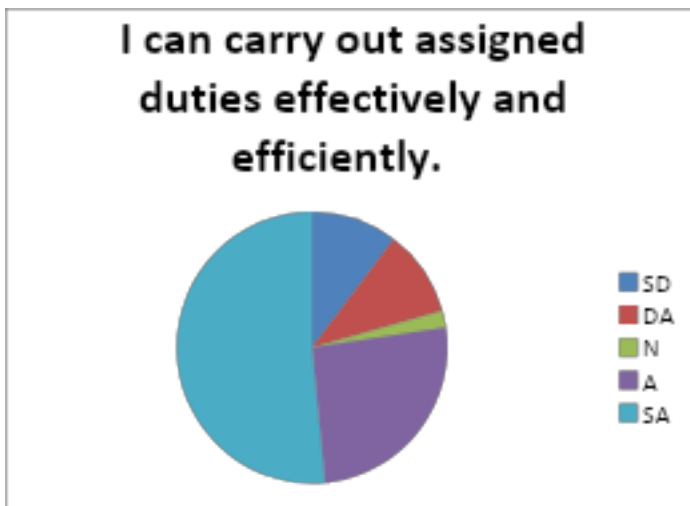
I maintain good record of attendance in this organisation



I maintain good record of attendance in this organisation

SD	30
D	20
N	19
A	20
SA	20

I can carry out assigned duties effectively and efficiently.



I can carry out assigned duties effectively and efficiently.	
SD	10
DA	10
N	2
A	25
SA	50

4.2 Correlation

The correlation matrix indicates that employee performance is strongly correlated with the transactional leadership style that is .274** similarly the transformational leadership is also positively correlated with team performance that is .184*

Correlations chapter 4

	LDTR	LDTs	EP
LDTR	1	.200*	.274**
LDTs	.200*	1	.184*
EP	.274**	.184*	1

*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed). n=122

The correlation matrix indicates that employee performance is strongly correlated with the transactional leadership style that is .274** similarly the transformational leadership is also positively correlated with team performance that is .184*

4.3 Regression

Model	t	sig
LDTR	3.121	.001
LDTS	2.039	.044

Dependent Variable: Employee performance R2 Transformational Leadership 34%
Transactional leadership 55%

4.4 Regression analysis indicates that the value of R square is .88% which indicates that it is significant, which means that 88% creates an impact on dependent variable is used in this study. While only 12% variation remained UN explained due to some unknown variables

4.5 Results:

H1 a: transactional leadership is associated with employee performance chapter 4

The result indicates that transactional leadership is highly correlated with employee performance as above table of correlation analysis shows that transactional leadership is positively connected with employee performance and in regression analysis value of t is also greater than 2 (i.e. 3.121) Transactional leadership is positively associated with employee performance (H1- Accepted)

H1 b: transformational leadership is associated with employee performance chapter 4

The result indicates that transformational leadership is correlated with employee performance but less than transactional leadership Above table of correlation analysis shows that transformational leadership is weakly connected with employee performance but in regression analysis value of t is greater than 2 (i.e. 2.039))

Transformational leadership is positively but weakly associated with employee performance (H2- Accepted)

4.6 Discussion:

This study was based on determining whether the leadership styles, i.e. Transactional or Transformational leadership style can increase the performance of employees working in Saudi Arabia. The results indicate that hypothesis1 (H1) has a strong positive correlation with employee performance with .27 ** the level of transformation importance was positive but weak i.e. 18 * then lead transactions in relation to employee performance, in our Saudi culture where power distance and uncertainty are high, leadership Reciprocity is more conducive to achieving goals, in a bureaucratic state where one man shows rules and authoritarian leadership follows the whole history, employees are also accustomed to leadership style in transactions and assume their leader It will be strict and follow Rules and regulations, so most preferred organization motivate their employees using transactions rewards such as promotion, rewards and sanctions, and so forth. Now with the passage of time, the changing direction and the moving ds of the transformational leadership style is slowing as mentioned above that the correlation. 18 * goes out between the transformational leadership style and the performance of the employees, but the performance level is low compared to the mutual leadership because the employees feel comfortable when they know that their leader will not attend to punish them. Or another reason may be that employees hope for promotions or rewards.

Chapter 5

Conclusion, Recommendations

5.0 Summary:

This research indicates that the employees are satisfied with the transformational leader but have not been given high performance, and these results show that when employees feel that their leader is always supportive and encouraged, employees take them light and thus results in a low level of productivity. Another important note that is discounted from the outcome is the transaction value R of the transaction

Leadership shows 55%, indicating that the employees that we chose for our research is heavily focused on leadership transactions while only 34% rely on transformational leadership and only 12% are other factors that influence employee performance. These results also reported that employee performance is highly dependent on leadership and can play a vital role in determining employee performance, so the organization must analyze carefully, and the type of leadership they must adopt if they want to increase employee performance and the result. The organization suggests us to choose the leadership style in Transactions so that employee performance can increase.

5.1 Conclusion

After analyzing the data we concluded the positive relationship between leadership styles and the employee performance and how the leadership style can affect the performance of the employees and this can be generalized and using this conclusion helps deeply the managers on how to increase their employees performance towards more competency and productivity and also this will lead to the fact that employees performance will affect the organization whole performance and the direction towards achieving its goals so for any managers or organizations in order to achieve best performance should focus and concentrate on the leadership style that suitable for the requirements that needed to be achieved.

5.2 Recommendations:

After analyzing the data, it is recommended that the organization of routine tasks depends on the mode of transactions in leadership and that the transformational leadership method should be used when there is a complexity of the tasks and tasks involved. But in the context of Saudi culture, it is suggested that new entrants or management of the business management focus mainly on leading transactions in order to take a high level of performance from their employees.

The implications of this research are extremely important for principals of companies or institutions while monitoring or supervising employees or subordinates because it may help them understand and implement the correct leadership style to increase followers' performance. It is proposed that the organization apply a combination of leadership style in transactions and transfer according to the specific situation and the nature of the task assigned to the employees

Restriction and future research Beyond the distinctive condemnations of survey measures, there are several important limitations to the current study that demonstrate that this research is not entirely final. First, it covers current research only and focuses on private institutions or organizations despite the presence of many government organizations.

So further deep researches are recommended in the future

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APPENDIX A: QUESTIONNAIRE

Dear Respondent

Your participation is voluntary and you can choose to decline to answer any question or to withdraw at any point. Any information provided by you during the research will not be attributed to you as an individual.

This survey should only take 4-5 minutes to complete

Be sure that all answers you provide will be kept in the strictest confidentiality

Research Title: **the impact of leadership styles on employee performance**

Objective: The study aims to investigate **Impact of leadership styles on employee performance of Almarai company Saudi Arabia**

Target population: employees of **Almarai company**

If you have read the above information and agree to participate in this study please proceed to fill in this questionnaire

Thank you

Section A: demographic Information

Please choose your related information:

Description	
Gender : Male Female	
Age: 18- 25 25-30 30-35 35-40	
Qualification Bachelor Master	

Section B :

The statements in this section to examine the independent variables :

transformational leadership .

Please tick (√)

By using **Likert Scale**

Strongly disagree	disagree	neutral	agree	Strongly agree
1	2	3	4	5

Question number	Question	1	2	3	4	5
1	I instil pride in others for being associated with me					
2	I specify the importance of having a strong sense of purpose					
3	I talk optimistically about the future					
4	I spend time teaching and coaching					
5	I re-examine critical assumptions for appropriateness.					

Transactional leadership:

Strongly disagree	disagree	neutral	agree	Strongly agree
1	2	3	4	5

Question number	Question	1	2	3	4	5
1	I provide others with assistance in exchange for their efforts.					
2	I focus attention on irregularities, mistakes, exceptions and deviations from standards.					
3	I fail to interfere until problems become serious.					

Section C:

The statement in this section describes employee performance.

Strongly disagree	disagree	neutral	agree	Strongly agree
1	2	3	4	5

Question number	Question	1	2	3	4	5
1	I understand the criteria of performance review of my organisation					
2	I understand my job and how to carry it out,					
3	I am able to resolve unexpected schedules on time,					
4	I maintain good record of attendance in this organisation					

5	I can carry out assigned duties effectively and efficiently
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