The *Status Quo* of Transformational Leadership in Social Security Sector in Jordan: Employees' Perspectives

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ABSTRACT

This study aimed to ascertain from Social Security Corporation employees' perspectives the extent to which their immediate job leaders possessed the characteristics of transformational leaders. In line with this was the attempt to ascertain the extent to which these employees saw the need for their corporation to change and how far this change was welcome by them. Another aim was to ascertain whether the need for change in the Social Security Corporation correlated with the acceptability of change by its employees. A further aim was to assess the impact of variables, such as age, qualifications, years of experience in job and whether the respondent works in a supervisory position or not on their views of the extent to which their immediate leaders possess the characteristics of transformational leaders.

The study made use of a questionnaire, which was responded to by four-hundred social security employees in the capital city of Amman, Jordan. Analysis of the questionnaire data made use of both descriptive and inferential statistical procedures.

Results indicated that employees expressed the need for their corporation to change in its administrative system and organizational process and that change would be welcome and accepted. Significant correlation was found between employees' feeling of their corporation's need to change and their perceptions of how far change would be welcome.

Results also showed that employees' job leaders have the characteristics of and behave as transformational leaders. Significant differences were found between the sub-samples of the study due to qualifications, and between those who work in supervisory job positions and those who do not in their views of their immediate job leaders. The findings posed some recommendations and suggestions for further research on transformational leadership in Jordan.

Keywords: Transformational Leadership, Transformational Leaders, Social Security.

1. INTRODUCTION

Interest in transformational leadership over the past three decades is the result of two tendencies (Simic, 1998, p. 50). First, significant global economic changes from the early 1970s – which followed on from about 25 years of post-World War 2 stability meant that many large radical changes in ways of doing business. Factors such as rapid technological change, heightened levels of competition, a rising flow of products from newly industrialized countries, volatility in OPEC (Organization of Petroleum Exporting Countries) pricing strategies, and

changing demographic structures created a turbulent, unstable and competitive environment in which significant organizational change was imperative. Changes often included downsizing and the adoption of new forms of organizational arrangement. These amendments took their toll on worker satisfaction and empowerment and broke "the old social contract of long-term employment in return for employee loyalty". Because companies needed to resolve the apparently contradictory challenge of finding new ways of affecting change while simultaneously building employee morale, new approaches to leadership were needed (Conger, 1999). Second, the theoretical base of work on leadership that prevailed in the 1970s was founded in explorations of traits, behaviours, and situations (contingency theories) and failed to account of some 'untypical' qualities of

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leaders (Simic, 1998, p. 50).

Transformational leadership is that which:

"... facilitates a redefinition of a people's mission and vision, a renewal of their commitment and the restructuring of their systems for goal accomplishment. It is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents. Hence, transformational leadership must be grounded in moral foundations".

(Leithwood, as cited in Cashin et al., 2000, p.1)

Transformational leadership fosters capacity development and brings higher levels of personal commitment amongst 'followers' to organizational objectives. According to Bass (1990b, p. 21) transformational leadership "occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir employees to look beyond their own self-interest for the good of the group." Together, heightened capacity and commitment are held to lead to additional effort and greater productivity (Barbuto, 2005; Leithwood and Jantzi, 2000; Spreitzer, Perttula and Xin, 2005).

Transformational leaders elevate people from low levels of need, focussed on survival (following Maslow's hierarchy), to higher levels (Kelly, 2003; Yukl, 1989). They may also motivate followers to transcend their own interests for some other collective purpose (Feinberg, Ostroff and Burke, 2005, p. 471) but typically help followers satisfy as many of their individual human needs as possible, appealing notably to higher order needs (e.g. to love, to learn, and to leave a legacy). Transformational leaders are said to engender trust, admiration, loyalty and respect amongst their followers (Barbuto, 2005, p. 28). This form of leadership requires that leaders engage with followers as 'whole' people, rather than simply as an 'employee' for example. In effect, transformational leaders emphasize the actualization of followers (Rice, 1993). Transformational leadership is also based on self-reflective changing of values and beliefs by the leader and their followers. From this emerges a key characteristic of transformational leadership. It is said to involve leaders and followers raising one another's achievements, morality and motivations to levels that

might otherwise have been impossible (Barnett, 2003; Chekwa, 2001; Crawford, Gould and Scott, 2003; Southwest Educational Development Laboratory, 2004).

2. PROBLEM OF THE STUDY

Many challenges are facing modern societies in today's world. These include the challenge of ensuring both social and economic developments for the citizens and raising their welfare. The state bodies with their bureaucratic systems and the private sector with the paucity of its resources make them unable to achieve the public projects that require special resources. Jordan, as a state aspiring to achieve high levels of development, has been trying to introduce change in all sectors of life, especially in the public service sector. A sector of paramount importance in the daily lives of citizens is social security sector which is the responsibility of the Social Security Corporation. This corporation, as all institutions in Jordan, is faced by great challenges to upgrade its performance and enhance the quality of the service it presents to the citizens. This is because of the need to cope with change accruing both nationwide and globally. This change in all its shapes and forms has become a necessity and a basic requirement for such institutions whose turn therefore is to adapt their organizational systems and work protocols and adjust them to the outer changes. However, this is the least that can be done in response to change.

Research Questions

Adopting an exploratory notion, this study aims to find answers to the following research questions:

1. To what extent do employees in Social Security Corporation see the need for this corporation to change? And how far can this change be considered welcome by employees?
2. Does the need for change by the Social Security Corporation correlate with the extent of change acceptance?
3. To what extent do leaders of social security corporation in Jordan possess the characteristics of transformational leadership?
4. Are there statistically significant differences amongst Social Security Corporation employees in their views of their leaders due to age, qualifications, years of experience in job and whether they work in a supervisory position or not?

3. HYPOTHESES OF THE STUDY

Corresponding with the research questions stated above, this study aims to test the following research hypotheses:

1. Employees in Social Security Corporation see that there is no need for their corporation to change and that change would be unwelcome by them.
2. There is no correlation between the need for change by the Social Security Corporation employees and the degree change would be welcomed by them.
3. Employees of Social Security Corporation believe that their immediate job leaders do not possess the characteristics of transformational Leadership.
4. There are no statistically significant differences amongst Social Security Corporation employees in their views of their leaders due to age, qualifications, years of experience in job and whether they work in a supervisory position or not.

4. PURPOSE OF THE STUDY

In the light of the exploratory position of this study, it aims to achieve the following:

1. Exploring the meaning of transformational leadership concept in the Jordanian context including its dimensions and varied characteristics, as one the recent concepts in leadership which has not been fully researched nor examined in the Arab context.

2. Scrutinizing what previous research has found concerning the importance of transformational leadership and its impact of the various aspects of institutions' work.

3. Ascertaining, from employees' perspectives, the extent to which leaders in Social Security Corporation in Jordan possess the characteristics of transformational Leadership.

4. Ascertaining from employees' perspective the extent to which Social Security Corporation employees see the need of their corporation to change its organizational systems and processes and how far this change is welcome.

5. Investigating the relationship between employees' attitudes to change and their perceptions of the extent to which their leaders possess the characteristics of transformational leadership.

6. Posing some necessary suggestions that help to create a generation of transformational leaders in Social Security Corporation.

7. A further aim of the study is to come out with a list of recommendations that would illuminate the scene for future research to be conducted in the field of transformational leadership in the Jordanian context.

5. SIGNIFICANCE OF THE STUDY

A study investigating the issues related to transformational leadership in Social Security Corporation in Jordan is of particular importance due to the fact that it is the first attempt to explore the extent to which the organizational and institutional culture in the Jordan social security sector is coping with the worldwide development in leadership and administration. This fact can be put in place, especially when we see global changes and transformations we experience everyday, such as globalization, open economy, etc. This necessitates the adoption and provision of leadership in public institutions in general and social security sector in particular that is able to induce change and keep away from the traditional old-fashioned style of work processing to a more challenging style that is able to cope with the global competitive atmosphere in the twenty – first century. This highlights the significance of this study. Moreover, the study can be considered the first to ascertain Social Security Corporation's employees' perceptions of the extent to which their leaders have the characteristics of transformative leaders. This is particularly significant since employees of an institution are those who know better than anyone else whether their leaders are transformative or not and why. They are the people who have the first contact with leaders and who can assess the type of leadership style exercised with them in their institutions. Exploring this from the leaders' perspectives only would have yielded less objective, deluding and far-from-real information. A further contribution of the study apart from its notion of exploration and assessment is its attempt to pose some suggestions as to how to recruit a cadre of transformative leaders, something that can be beneficial for public institutions in general and for the Social Security Corporation *per se*.

A further significant contribution of this study can be observed in its interest in human resources in terms of quality and the extent to which development in human resources in social security service in Jordan match the worldwide standards. This can be quite illuminating for policy makers and public service planners.

6. DESIGN OF THE STUDY

The descriptive analytical research approach was adopted for its suitability of the purpose of the study and the exploratory notion it adopts. This was also due to the study's attempt to explore the perspectives of a large number of employees in Social Security Corporation in Jordan.

Data Collection, Sampling and Analysis
The Study Questionnaire

Data were collected using a questionnaire consisting of three sections. The questionnaire was piloted to a similar sample of respondents selected from public service corporations based in Amman, the capital city. The aim was to assess the applicability of the questionnaire and the readability of its items. Another purpose was to check the potential of the questionnaire to cover the issues under investigation. To assess the face validity of the questionnaire, it was also handed to a number of 9 jury member specialized in public administration. They provided invaluable feedback on the questionnaire layout, wording and number of items and the categorization of items. Consequently, some items were changed, reworded, deleted and even added to suit the purpose of the study and the target respondents. To assess reliability, the questionnaire was re-administered to the same sample after five weeks. Reponses in both administrations were compared and a correlation co-efficient of 92% could be recorded.

The first is basically aiming to collect personal data about the target sample population. This section collected data about respondent's age, qualifications, years of experience in job, and whether he/she is working in a supervisory position. **The second** aimed to collect data concerning whether respondents felt there was a need for change in their corporation and whether they think change would be welcome by employees in their corporation if suggested. **The third** section consisted of 24 items all delving into the variety of characteristics that the administrative leader have. These are based on the four categories of characteristics of transformational leaders coined by Hellriegal et al. (1992). This section aimed to ascertain from the Social Security Corporation's employees' perspectives the extent to which their immediate leaders possess the characteristics of transformational leaders. Each of the four categories was addressed by six items. A Likert five-point scale was used with this section. These were as follow: (5 = Very much, 4 = Much, 3 = Average, 2 = A little and 1 = Very little or non).

Actual and final administration of the questionnaire was carried out to a random sample of 447 employees belonging to seven branches of the Social Security Corporation randomly drawn from a total social security manpower of around 1400 based in the capital city, Amman. 16 questionnaires were discarded because they were incomplete while 31 questionnaire were not returned. Completed questionnaires amounted to a number were 400, with a response rate of 89.48%). The questionnaire was administered in Arabic and translation was crosschecked by two professional translators. Questionnaires collected covered employees belonging to different administrative positions and duties. To assess the validity of the questionnaire, it was given to a number of fourteen university staff members in the departments of public administration in some universities in Jordan in addition to eight public service experts, whose suggestions were invaluable in the final design and layout of the questionnaire.

Statistical processing was conducted using Statistical Package for Social Sciences (SPSS) programme. Completely filled questionnaires were logged into the programme. Both descriptive and inferential statistical procedures were used.

7. LIMITATIONS OF THE STUDY

This study is limited to ascertaining Social Security Corporation employees' perspectives of the extent to which their immediate job leaders possess the characteristics of transformational leadership. It is also limited to exploring participants' perceptions of the extent to which they themselves see the need of their corporation to change its organizational systems and processes, and how far they think this change would be welcome. In this respect, the results of the study would be apply only to Social Security Sector in the capital city, Amman, Jordan.

8. REVIEW OF LITERATURE

Transformational Leadership: Conceptualization

Burns (1978) introduced the concept of transformational leadership, describing it as not a set of specific behaviors but rather a process by which *"leaders*

and followers raise one another to higher levels of morality and motivation". He stated that transformational leaders are individuals that appeal to higher ideals and moral values such as justice and equality and can be found at various levels of an organization. Burns (1978) contrasted transformational leaders from transactional leaders which he described as leaders who motivated by appealing to followers' self interest. Working with Burns' (1978) definition of transformational leadership, Bass (1985) asserts that these leaders motivate followers by appealing to strong emotions regardless of the ultimate effects on the followers and do not necessary attend to positive moral values. Other researchers have described transformational leadership as going beyond individual needs, focusing on a common purpose, addressing intrinsic rewards and higher psychological needs such as self actualization, and developing commitment with and in the followers (AASA, 1986; Bass, 1985; Bennis and Nanus, 1985; Coleman and La Roque, 1990; Kirby, Paradise, and King, 1992; Leithwood, 1992; Leithwood and Jantzi, 1990; Leithwood and Steinbach, 1991; Sergiovanni, 1989; 1990).

In summary, the literature reveals that effective leadership in an organization is critical. Early examinations of leaders reported the differences between leaders and followers. Subsequent leadership studies differentiated effective from non-effective leaders. The comparison of effective and non-effective leaders led to the identification of two dimensions, initiating structures and consideration, and revealed that effective leaders were high performers in both. Leadership was recognized as a complex enterprise, and as recent studies assert, vision and collaboration are important characteristics of effective leadership.

Transformational Leadership emphasizes behaviours that inspire and nurture others. It is a model of leadership that meets both the challenges of a rapidly changing environment and the need to emotionally engage everyone within the organization.

Transformational Leadership is about a range of behaviours that include:

- Developing and sharing an inspiring vision of the organisation's future.
- Behaving in ways that bring out the best in individuals and teams.
- Showing genuine concern and respect for others.
- Continuously investing in the development of themselves and others.

- Developing a culture of collaboration rather than command and control where change is welcomed as an opportunity rather than a threat.
- Recognising that leadership needs to be demonstrated at times by everyone in the organization.

Transformational Leadership: Dimensions

Anderson (1998) has proposed leadership skills for five areas. The first area is personal mastery, in which Anderson emphasizes the importance of clarity of beliefs and the purpose of life in "grounding" the transforming leader. The second area is interpersonal communication through which the leadership builds relationships with others. The third is counseling others on how to manage problems. The fourth is consulting on team and organizational development. The last area is versatility in terms of being able to shift styles, roles, and skills according to the situation at hand as well as according to others' preferences.

Though an understanding of transformational leadership predicated on its outcomes appears to have been achieved, Leithwood and Jantzi (2000) observed that despite (or perhaps as a result of) over four decades of work in the field (see, for example, Bennis, 1959), the literature in educational leadership offers no single conception of the processes that constitute transformational leadership. For instance, Gronn (1996) remarks on the close relationship between charismatic and transformational leadership while pointing out the absence of notions of charisma in transformational leadership. Moreover, most authors in the field propose that four factors make up transformational leadership whereas Leithwood (Leithwood and Jantzi, 2000) suggests six. These are set out in Table (1).

Nevertheless, it is clear that general understandings of transformational leadership are dominated by acceptance of the four dimensions set out in the left-hand column of Table (1) (see, for example, Stone, Russell and Patterson, 2003). These factors have been confirmed by empirical work in the area (Bass, Avolio, Jung and Berson, 2003, p. 208). In 1985, Bernard, Bass devised the Multifactor Leadership Questionnaire (MLQ), an instrument intended to measure transformational and transactional leader behaviours. Over the past two decades, and following application in scores of research studies involving military, educational, and commercial organizations (see Gellis, 2001), the MLQ has emerged as the primary means of quantitatively assessing transformational

leadership (Bryant, 2003). An outcome of this work is the isolation of four factors now accepted as being exhibited by effective transformational leaders. Their additive effect is summarized in Figure (1).

Table 1. Dimensions of Transformational Leadership.

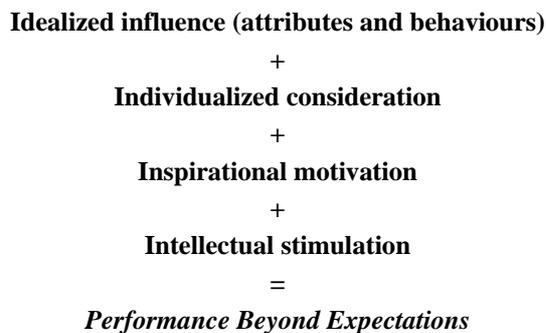| Four Common I's	Leithwood's Six factors
1. Idealized influence. *Charismatic vision and behaviour that inspires others to follow.* 2. Inspirational motivation. *Capacity to motivate others to commit to the vision.* 3. Intellectual stimulation. *Encouraging innovation and creativity.* 4. Individualized consideration. *Coaching to the specific needs of followers.* *Source: Barbuto (2005); Hall, Johnson, Wysocki and Kepner (2002); Judge and Piccolo, 2004; Kelly (2003); Simic (1998).*	1. Building vision and goals. 2. Providing intellectual stimulation. 3. Offering individualized support. 4. Symbolizing professional practices and values. 5. Demonstrating high performance expectations. 6. Developing structures to foster participation in decisions. *Source: Leithwood and Jantzi (2000).*

Idealized influence (attributes and behaviours)

+

Individualized consideration

+

Inspirational motivation

+

Intellectual stimulation

=

Performance Beyond Expectations

Figure 1. **The Additive Effect of Transformational Leadership**. *(Source: Hall, Johnson, Wysocki and Kepner (2002, p. 2).*

Idealized influence is about building confidence and trust and providing a role model that followers seek to emulate (Bono and Judge, 2004, p. 901; Simic, 1998, p. 52; Stone, Russell and Patterson, 2003, p. 3). Leaders are "admired, respected, and trusted" (Bass, Avolio, Jung and Berson, 2003, p. 208). Confidence in the leader provides a foundation for accepting (radical) organizational change. Clearly, idealized influence is linked to charisma (Gellis, 2001, p. 18). Charismatic leadership is a characteristic of transformational leadership and depends on leaders as well as followers for its expression (Kelly, 2003). The link between charismatic and transformational leadership is clearest during times of crisis within an organization (Kelly, 2003).

Inspirational motivation is related to idealized influence but whereas charisma is held to motivate individuals, inspirational leadership is about motivating the entire organization to, for example, follow a new idea. Transformational leaders make clear an appealing view of the future, offer followers the opportunity to see meaning in their work, and challenge them with high standards. They encourage followers to become part of the overall organizational culture and environment (Kelly, 2003; Stone, Russell and Patterson, 2003, p. 3). This might be achieved through motivational speeches and conversations and other public displays of optimism and enthusiasm, highlighting positive outcomes, and stimulating teamwork (Simic, 1998, p. 52). Through these sorts of means, transformational leaders encourage their followers to imagine and contribute to the development of attractive, alternative futures (Bass, Avolio, Jung and Berson, 2003, p. 208).

Intellectual stimulation involves arousing and changing followers' awareness of problems and their capacity to solve those problems (Bono and Judge, 2004; Kelly, 2003). Transformational leaders question assumptions and beliefs and encourage followers to be innovative and creative, approaching old problems in new ways (Barbuto, 2005). They empower followers by persuading them to propose new and controversial ideas without fear of punishment or ridicule (Stone, Russell and Patterson, 2003, p. 3). They impose their own ideas judiciously and certainly not at any cost (Simic, 2003, p. 52).

Individualized consideration involves responding to the specific, unique needs of followers to ensure they are included in the transformation process of the organization (Simic, 1998, p. 52). People are treated individually and differently on the basis of their talents and knowledge

(Shin and Zhou, 2003, p. 704) and with the intention of allowing them to reach higher levels of achievement than might otherwise have been achieved (Chekwa, 2001, p. 5; Stone, Russell and Patterson, 2003, p. 3). This might take expression, for example, through expressing words of thanks or praise, fair workload distributions, and individualized career counseling, mentoring and professional development activities. Besides the transformational leader must also comprehend those things that motivate followers individually.

Together, the four main dimensions of transformational leadership are interdependent. They must co-exist; and they are held to have an additive effect that *yields performance beyond expectations* (Gellis, 2001; Hall, Johnson, Wysocki and Kepner, 2002; Kelly, 2003). Table (2) summarizes the characteristics that accompany the four foundational attributes of a transformational leader. Transformational leaders are people who can create significant change in both followers and the organization they are associated with. They lead changes in mission, strategy, structure and culture, in part through a focus on intangible qualities like vision, shared values and ideas, and relationship building. They are able to give significance to diverse activities, illustrating, for example, the ways in which different people and groups might be working towards larger organizational objectives. Transformational leaders also find common ground that allows them to enlist followers in processes of change.

Table 2. Characteristics of Transformational Leaders.

• clear sense of purpose, expressed simply (e.g. metaphors, anecdotes)   • emotionally mature
• value driven (e.g. have core values and congruent behaviour)   • courageous   • risk-taking   • risk-sharing
• strong role model   • visionary
• high expectations   • unwilling to believe in failure
• persistent   • sense of public need.
• self-knowing   • considerate of the personal needs of employees
• perpetual desire for learning   • listens to all viewpoints to develop spirit of cooperation
• love work
• life-long learners   • mentoring
• identify themselves as change agents   • able to deal with complexity, uncertainty and ambiguity
• enthusiastic
• able to attract and inspire others
• strategic
• · effective communicator

Sources: Bass (1990a); Cox (2001); Epitropaki (undated); Hall, Johnson, Wysocki and Kepner (2002); Lussier and Achua (2004); Stone, Russell and Patterson (2003); Tichy and Devanna (1986); and University of Regina (undated).

Following Carlson and Perrewe (1995), ERIC (1992), Lussier and Achua (2004), and Yukl (1989) there are four stages of organizational change under transformational leadership. First, it is necessary to make a compelling case for change. The transformational leader helps to bring about change by making a convincing case for it. Second, it is important to inspire a shared vision, seeking broad input, and encouraging everyone to think of a new and better future. This needs to be cast in ideological rather than just economic terms. This might be achieved by involving all staff in the shaping and reshaping of the school/department's strategic plan on a regular basis. Staff might be surveyed to establish their wants and needs (ERIC, 1992). Inspiring a shared vision will also be achieved through coaching and conscious role modeling strategies. Third, change needs to be led. A sense of urgency must be instilled. Collaboration has to be encouraged and the self-confidence of followers' must be increased. In effect, it is vital to create an environment conducive to the creation and sharing of knowledge (Bryant, 2003, p. 37). It is necessary at this stage, to deal with the emotional resistance that typically accompanies change and this may be achieved through careful recognition of the individual needs of staff or followers.

Finally, change needs to be embedded. This is achieved by, for example, monitoring progress, changing appraisal and reward systems, and hiring staff with a commitment to collaboration. Together these should also empower followers to help achieve the organization's objectives. What leaders pay attention to, what they measure and how they measure it, and what they control (Carlson and Perrewe, 1995) are critical factors in transforming an organization's culture and embedding new ways of thinking and acting. In summary:

> *"the transformational leader articulates the vision in a clear and appealing manner, explains how to attain the visions, acts confidently and optimistically, expresses confidence in the followers, emphasizes values with symbolic actions, leads by example, and empowers followers to achieve the vision"*
> **(Stone, Russell and Patterson, 2003, p. 4).**

That transformational leadership is successful has been demonstrated by studies in a diverse range of professional and cultural settings, including military, schools and corporations (Bryant, 2003, p. 36). However, in their recent study of 'traditionality' in Taiwan and the United States, Spreitzer, Perttula and Xin (2005) make it clear that while transformational leadership is effective regardless of culture, the level of effectiveness depends to some extent on cultural values. Transformational leadership has also been demonstrated to result in a "high level of follower motivation and commitment and well-above-average organizational performance, especially under conditions of crisis or uncertainty" (Bryant, 2003, p. 36). As Carlson and Perrewe (1995, p. 834) observe, major changes in the organization's mission, strategies and level of follower commitment are likely to emerge as a result of transformational leadership. Odom and Green (2003) argue that principles of transformational leadership (i.e., intellectual stimulation, idealized influence) applied to ethical dilemmas faced by managers offers the prospect of less litigation and better ethical outcomes than the more common transactional approach to ethics.

Transformational leadership has been correlated with organizational citizenship. This is supported by a number of theoretical statements suggesting that transformational leadership should increase the likelihood of citizenship behaviours by followers. For instance, Bass (1990) stated

that transformational leadership should result in more engaged, more devoted, and less self-concerned employees, as well as in workers who perform beyond the level of expectations (Bass, 1985). House (1977) proposed that charismatic leadership should result in a workplace that performs above and beyond the call of duty. Shamir et al.'s (1993) theory of the motivational effects of charismatic leadership suggested *"increased social identification and value internalization will lead to ... a high level of 'extra role,' organizational citizenship behaviours"*. Linking transformational leadership to organizational citizenship behaviours, Podsakoff et al. (1996) argued that the effects of leadership should not be ignored. Moreover, they demonstrated that excluding transformational leadership from regressions predicting citizenship behaviours substantially reduced the proportion of variance accounted for. In addition, transformational leadership was argued to be correlated to perceived job characteristics. For example, Radostina et al. (2006) tested the notion that transformational leaders influence employees' perceptions of their jobs (viewing them as more significant and meaningful), which in turn influences the likelihood that they will engage in citizenship behaviours in the organization. It was also that transformational leadership is correlated to organizational citizenship.

Previous Studies on 'Transformational Leadership'

Purvanova et al. (2006) examined the role of employees' perceptions of their jobs as a link between transformational leadership and citizenship performance. They conducted a field study in which they examined employees' perceptions of their jobs as a mediator between managers' transformational leadership and employees' citizenship performance. Results of a follow-up analysis with employees in one oragnization holding the same job indicate that mangers' transformational leadership behaviours predict employees' job perceptions, even when objective characteristics of the job are invariant.

Al-Amri (2001) investigated the extent to which leaders of public institutions in Saudi Arabia possess the characteristics of transformational Leadership and whether employees in these institutions see the need for their institutions to change in addition to how far this change can be considered welcome. He also investigated the nature of the relationship between the need for change and the extent of change acceptance in one hand, and between this need for change and the characteristics of

transformational leadership that leaders possess. Findings of his study included: (1) a strong need by employees for change in their institutions; and (2) leaders of public institutions in Riyadh, the Capital city of Saudi Arabia, possess a very low level of all the characteristics of transformative leadership, something that highlights a high degree of dissatisfaction with the leadership style in their institutions. Findings also indicated the employees' strong feeling of the importance of change in all facets of work in their institutions so as to cope the recent developments worldwide. Responses also showed that change will be accepted by most employees, though at varying levels, especially in those institutions whose leaders possess a very low level of transformative leadership. Further statistical analysis also indicated a correlation between some characteristics of transformative leadership and the degree of change acceptance.

Popper et al. (2000) examine the hypothesis that to become a transformational leader a person needs to be both self-assured and have a positive model of self and to have keen and emphatic interest in others – a positive model of others. To test this hypothesis, they examined the relationship between attachment and leadership variables, using one source of information.

Jung et al. (2003) investigated the role of transformational leadership in enhancing organizational innovation. A multi-source approach was used to collect data from Taiwanese companies in the electronics/telecommunications industry. The findings supported a direct and positive link between a style of leadership, which was labeled as transformational, and organizational innovation.

Leach (2005) investigated the relationship between nurse executive leadership and organizational commitment among nurses in acute care hospitals. An inverse relationship between nurse executive transformational and transactional leadership and alienative (highly negative) organizational commitment was statistically significant. A positive association was demonstrated between nurse executive leadership and nurse manager leadership.

McCann et al. (2003) examined the relationship between charismatic transformational leadership behaviours, follower beliefs and organizational commitment. Analysis found that the follower beliefs of awe, inspiration and empowerment mediated the effect of charismatic transformational leader behaviours on organizational commitment. A path analysis suggested

awe and inspiration, but not empowerment, mediated the effect of leader behaviours on commitment, with leader behaviours being most strongly related to the follower belief of awe, and organizational commitment being most strongly related to the follower belief of inspiration.

Most, if not all, prior research reviewed above indicates that transformational leadership has significant and positive relations with both empowerment and an innovation-supporting organizational climate. Review of both literature and prior research has highlighted and brought to our consciousness the bounty of research conducted worldwide either to explore the existence of transformational leadership in different administrational systems or to assess its impact on the organizational systems. However, to the knowledge of the researcher, no study has ever addressed the potential of introducing the transformational leadership to the Jordanian public administration system in general and to the Social Security System *per se*.

9. FINDINGS OF THE STUDY

Background Information of the Study Sample

The questionnaire was administered to a random sample of 400 Social Security Corporation employees. These varied in age, qualifications and experience and if they work in supervisory positions, as indicated in Tables (3), (4), (5) and (6). The vast majority of respondents were of the age ranging between 20 and 49.

Table 3. Age.

Age	Frequency	Percent
20-29	111	27.8
30-39 year	127	31.8
40-49 year	133	33.3
50 year or more	29	7.3
Total	400	100.0

Concerning qualification, the majority (69 %) were holders of the first university degree.

Table 4. Qualifications.

Qualifications	Frequency	Percent
General Secondary School or Less	41	10.3
Diploma	83	20.8
Bachelor Degree	237	59.3
Higher Study	39	9.8
Total	400	100.0

As for experience in job, the vast majority of participants were having a job experience ranging between five years or less (30%) and more than 15 years (38%).

Table 5. Experience.

Experience	Frequency	Percent
5 years or less	119	29.8
6-10 years	46	11.5
11-15 years	84	21.0
more than 15 years	151	37.8
Total	400	100.0

Data indicates that the majority of participants (61%) were not working in supervisory job positions and less than forty percent were working as supervisors of others.

Table 6. Do You Work in a Supervisory Job?

Do you work in a supervisory job?	Frequency	Percent
Yes	157	39.3
No	243	60.8
Total	400	100.0

Participants' perceptions of the need of their corporation to change

The study aimed to ascertain the extent to which employees in Social Security Corporation see the need for this corporation to change its sub-systems and processes. Responses given in Table (7) indicate that the vast majority (93.3%) feel there a need thought less than half of this majority consider this need as not necessary (40.8%).

Table 7. Participants' Perceptions of the Need of their Corporation to Change.

Perceptions of the need to change	Frequency	Percent
There is no need for change	27	6.8
There is a need but not necessary.	163	40.8
There is a necessary need.	210	52.5
Total	400	100.0

Participants' perceptions of the degree of change acceptability

Participants were asked to show the extent to which the change needed in the sub-systems and organizational processes in the administrative system of Social Security Corporation was welcome by employees? This is because the need to change does not, in itself, guarantee change to be a success. The question in table (8) asked participants as to what extent do they accept change in the sub-systems and organizational processes in their corporation's administrative systems. Responses given in table (8) indicate that change would be greatly welcomed by (72.8%), moderately welcomed by (21.8%) employees of this corporation.

Table 8. Participants' Perceptions of the Degree of Change Acceptance.

To what extent do the employees accept change in the sub-systems and organizational processes in the administrative system?	Frequency	Percent
Refuse	22	5.5
Middle degree	291	72.8
Big degree	87	21.8
Total	400	100.0

Correlation between the need for change correlate and the extent to which Social Security Corporation employees accept change

The study aimed to ascertain whether the participants' perceptions of need for change correlates with the extent to which Social Security Corporation employees accept change. Using correlation analysis indicates that there is statistically significant correlation (p<.05). This is represented in Table (9).

Participants' perceptions of their leaders

The theoretical range of the scale was from 24 to 120 by obtaining the average score for each statement, 24 statements were found to be above the mid point (3). Analysis indicates that all subjects scored higher than the middle point of the overall scale score. All percentages refer to the number of subjects who think that their leaders have the characteristics to an extreme extent, to a great extent, to an average extent, to a weak extent or does not apply with statements indicative of characteristics of leaders. Concerning the scores obtained in the sub-scales (Idealized influence, Inspirational motivation, Intellectual stimulation and Individualized consideration) constituting the overall scale, these were, overall, higher than the mid point of each subscale. The above results suggest that the respondents to the questionnaire consider their leaders as having the characteristics of transformational leaders, as represented by the items of this section of the questionnaire.

As for responses to individual items in the first sub-scale (Idealized influence), these were ranked according to the level of endorsement respondents' give to these

items (see Table 10). As indicated by the ranking order of responses to individual items of the four sub-scales, respondents ranked highly that their leaders enjoy high levels of values and ethics that their behaviours reflect and that their leaders avoid using power and authority to achieve their personal interests and use them for work sake. In the third rank comes their view that their leaders exhibit behaviours that make of them models to be followed by followers. In the fourth rank comes their view that their leaders build confidence and trust and provide a role model that followers seek to emulate. This was followed by their views that their leaders behave in an ideal way admired by followers who believe in their ideas and support them, and that their leaders prioritize other's needs over personal needs. Responses to the second sub-scale (Inspirational motivation) indicate that respondents rank highly their leaders' showing loyalty and commitment to the realization of corporation's goals and future vision which would motivate followers to make more efforts in the first two ranks (items 10 and 12). In the third rank comes their view that their leader work to raise their morale, enthusiasm and optimism by focusing on the positives and enhancing teamwork. In the fourth rank comes their view that their leaders exhibit behaviour that is so inspiring that it makes followers feel that their work is worthwhile which would motivate them to perform better. In the fifth rank respondents see that their leaders involve them in building up a future vision of the corporation and update them with what is expected to do in the future. In the final rank, they consider that their leaders inspire them and motivate the corporation to adopt new and innovative ideas.

Table 9. Correlation between the Need for Change and Degree of Change Acceptance.

		To what extent do you believe the administrative system you work in needs change in its sub-system and processes?	To what extent the employees accept change in the sub-systems and processes in their administrative system.
To what extent does the administrative system you work in need change in its sub-systems and processes?	Pearson correlation	**1.000**	**.108**
	Sig. (2-taied)	**.**	**.031**

* Correlation is significant at the 0.05 level (2-tailed).

Responses to the third sub-scale (Intellectual stimulation) show that respondents ranked the view that their leaders seek to increase their awareness of the problems facing the corporation the highest. This was followed by their leaders avoid directing criticism to them when they make individual mistakes in front of their co-workers in the second rank. In the third rank, they valued equally their leaders' raising their awareness to solve problems in the corporation and leaders' encouragement for them to pose unconventional solutions for problems. They ranked finally their leaders' encouragement to them to innovate through tackling old problems with innovational solutions.

Responses to the fourth sub-scale (Individualized consideration) indicate that respondents put in the first rank their leaders' endeavors to achieve high level of cooperation among followers and raise their morale through listening to and respecting all different viewpoints. This was followed by their leaders' dealing with them in ways that respect their privacies and that differ according to their skills with the purpose of securing higher levels of achievement and that encouragement to them to continue achievement and professional growth. The third rank was represented by their view that their leaders' delegation of authorities parallel with mentoring. The fourth rank was given to their leaders' consideration of individuals' needs in order to develop their performance. The final position was given to leaders' trial to provide educational and training opportunities in an atmosphere that attends to individual differences amongst them.

In order to assess the impact of independent variables related to respondents' background, such as age, qualification, experience and whether they hold a supervisory job position or not, both 'One Way Analysis of Variance (ANOVA)' and 't-test for Differences' were used.

As indicated by the figures in table (11), no statistically significant differences at any level were recorded between the sub-samples- according to age- in their perceptions of their immediate leaders. This indicates that they all agree upon the range of characteristics of leaders represented by the items of the overall scale.

Table 10. Mean Scores and Standard Deviations of Respondents'
Perceptions of their Immediate Job Leaders.

	How do you describe your immediate job leader? *I think my leader….*	Mean	Std. Deviation	Rank
1	Behaves in an ideal way admired by followers who believe in his ideas and support him.	3.40	1.06	5
2	Builds confidence and trust and provides a role model that followers seek to emulate.	3.42	1.05	4
3	Enjoys a high level of values and ethics that his behaviour reflects.	3.83	1.01	1
4	Prioritizes other's needs over personal needs.	3.31	1.11	6
5	Avoids using power and authority to achieve personal interests and uses them for work sake.	3.49	1.22	2
6	Exhibits behaviour that makes of him model to be followed by followers.	3.45	1.06	3
7	Inspires followers and motivates the corporation to adopt new and innovative ideas.	3.27	1.10	6
8	Exhibits behaviour that is so inspiring that it makes followers feel that their work is worthwhile which motivates them to perform better.	3.31	1.04	4
9	Involves followers in building up a future vision of the corporation and updates them with what is expected to do in the future.	3.30	1.08	5
10	Shows loyalty to the realization corporation's goals and future vision.	3.60	1.04	1
11	Works to raise the morale, enthusiasm and optimism of followers by focusing on the positives and enhancing teamwork.	3.46	1.11	3
12	Shows loyalty and commitment to the goals of the corporation that it motivates followers to make more efforts.	3.53	1.05	2
13	Seeks to increase followers' awareness of the problems facing the corporation.	3.38	1.04	1
14	Encourages followers to innovate through tackling old problems with innovational solutions.	3.31	1.13	5
15	Encourages followers to pose new ideas.	3.33	1.18	4
16	Avoids directing criticism to followers who make individual mistakes in front of his/her co-workers.	3.35	1.12	2
17	Raises followers' awareness to solve problems in the corporation.	3.34	.993	3
18	Encourages followers to pose unconventional solutions for problems without fear of criticism.	3.34	1.08	3
19	Considers individuals' needs to develop their performance.	3.28	1.13	4
20	Tries to provide educational and training opportunities for followers in an atmosphere that attends to individual differences amongst them.	3.20	1.15	5
21	Delegates authorities parallel with mentoring.	3.35	1.09	3

22	Encourages his followers to continue achievement and professional growth.	3.50	1.06	2
23	Deals with followers in a way that respects their privacies and that differs in accordance with their skills with the propose of securing higher levels of achievement.	3.50	1.06	2
24	Seeks to achieve high level of cooperation among followers and raise their morale through listening to and respecting all different viewpoints.	3.51	1.14	1

Table 11. Differences amongst the Sub-Samples in the Characteristics
of Transformational Leaders Due to Age.

Sub-scales	Source of variance	Sum of Squares	Mean Square	F	df	Sig. (p<.05)
Idealized influence	Between Groups	235.332	78.44	2.223	3	.085
	Within Groups	13974.105	35.288		396	
Inspirational motivation	Between Groups	76.673	25.558	.850	3	.467
	Within Groups	11906.687	30.067		396	
Intellectual stimulation	Between Groups	44.958	14.986	.500	3	.683
	Within Groups	11875.480	29.989		396	
Individualized consideration	Between Groups	91.582	30.527	.922	3	.430
	Within Groups	13117.528	33.125		396	

As for qualifications, figures in Table (12) indicate statistically significant differences at the level of .05 between respondents in the sub-samples- according to qualifications- in their perceptions of their immediate leaders in both the second and third sub-scales (inspirational motivation and intellectual stimulation) (sig.=.023). applying Scheffe test to ascertain the source of variance indicates that variance is basically due to differences between those holding Diploma degree and those holding bachelor degree.

As for years of experience in job, figures in Table (13) indicate no statistically significant differences at any level between respondents in the sub-samples according to years of experience in job in their perceptions of their immediate leaders. This indicates that they agree upon the range of characteristics represented both in the overall scale and in the its component four sub-scales.

To ascertain the impact of whether respondents working in supervisory job positions differ from those who do not work in supervisory positions, t-test for differences was used. The mean scores of responses in the sub-scales were compared. Figures in Table (14) indicate statistically significant differences at the level of .05 between those who work in supervisory job positions and those who do not work in supervisory job positions in their perceptions of the range of characteristics of their immediate leaders in the first sub-scale (Idealized influence), the second sub-scale (Inspirational motivation) and the third sub-scale (Intellectual stimulation).

As indicated by the figured given in Table (14), the means of both types of respondents indicate that those who occupy supervisory job positions view their immediate supervisors more favorably, namely as holding the characteristics of transformational leaders represented in these sub-scales, than those counterparts who do not.

Results also indicate no significant differences between those who occupy supervisory job positions and those who do not concerning their perceptions of their immediate leaders' characteristics combined in the fourth sub-scale (individualized consideration). This highlights an agreement on these characteristics between both types of respondents.

10. DISCUSSION AND SUGGESTIONS FOR FURTHER STUDIES

The findings obtained by this study highlight the strong desire of the employees in Social Security Corporation to see change occurring in their corporation's sub-systems and processes. This reflects a feeling of dissatisfaction of the current practices of leadership and

supervisory work in this corporation. This finding was echoes by some research conducted by Al-Amri (2001). His study, which aimed to ascertain Saudi public service institutions' employees' perceptions of the need of their institutions to change, found out that employees saw a need for real change and development in all aspects and that job leaders in these institutions are not enjoying a satisfactory level of transformational leadership.

Findings also indicated that the vast majority of respondents (94.6%) see that they will accept change both moderately and strongly. This finding coincides with the above finding related to their perceptions of the need of their corporation to change. Further statistical analysis showed that there is a significantly positive correlation between the need for change and the acceptability of this change. The above findings highlight a positive orientation of these employees to change and a sincere conviction of its existence.

One of the aims of this study was to ascertain the extent to which leaders of Social Security Corporation in Jordan possess the characteristics of transformational Leadership. Findings indicated that participants, overall, hold favourable opinions of their immediate job leaders. Most of the responses indicate that respondents' immediate job leaders more or less do possess the characteristics of transformational leadership representing the six categories in Bass's model.

Results also indicated that transformational leadership has positive impacts on all organizational aspects of work in Social Security Corporation. It has affected employees' job satisfaction and the organizational performance as a whole. This was reflected in the employees' expressed feelings of fairness and loyalty to organization, all of which should be given more attention to, enhanced, and generalized to all public service sectors in Jordan. This also reflects the need to exert more effort to maintain this degree of satisfaction in employees' and promote it in a way that would induce more change to the better in all other sectors of public service in Jordan.

The study also aimed to ascertain the impact of participants' background variables, such as age, qualifications, years of experience in job and job position. Findings indicated significant differences amongst respondents in their perceptions of their immediate leaders due to qualifications- in their perceptions of their immediate leaders in their perceptions of the extent to which their immediate leaders enjoy the characteristics representing inspirational motivation and intellectual

stimulation. This indicates that qualifications as a variable is a very effective variable in this respect. The findings of the study indicated that job leaders in Social Security Corporation do possess the characteristics of transformational leaders as indicated by the responses of employees sampled in this study. This finding contrast with that obtained by Al-Amri (2001) in his study of transformational leaders in public institutions in the Kingdom of Saudi Arabia. His study found out that job leaders in Saudi public institutions possess a very low level of transformational leadership characteristics. This indicated that employees' dissatisfaction of the status quo of the administrative and organizational processes in their institutions. Responses also indicated that respondents looked forward to a transformational leadership that can help their institutions embark into the twenty first century with all its ambiguity, challenges and competitiveness.

Findings also indicated the strong impact of job position in the perceptions of respondents' of their immediate job leaders. Those working in supervisory job positions proved to hold more favourable views of their immediate job leaders than those who do not in three out of four categories of characteristics of transformational leaders. This difference might be due to the influence that their job positions impose upon them or, at least to their caution that their responses to the questionnaire would be taken against them and, hence, would affect their job positions in some way.

The findings of this small-scale study are by no means generalizable to the public service institutions and corporations. This is because of the differences in organizational system of each sector institutions within the Jordanian context. In this respect, further studies are strongly needed to examine empirically the extent to which job leaders in different public service institutions in Jordan have the characteristics of transformational leadership and the need of these institutions to change, as indicated by the findings of this study. Further studies are also needed to investigate the link between employees' satisfaction or dissatisfaction of the leadership styles used by their immediate job leaders and the quality of services presented by individual public service institutions and utilities.

In conclusion, the findings of the present study consistently show a bird's eye perspective. This is because data were obtained through one source, a questionnaire conducted to employees in Social Security Corporation. Further interviews, if conducted with these

employees may have yielded a more in-depth information and insight into why things are the way they are as well as more validation of their responses to the questionnaire. This can be the focus of a further study in this respect.

More importantly, insight could be gained from the findings related to employees' desire to have some change in their respective institutions. This insight is of paramount significance to the policy makers at higher levels of organizational decision to think about sources of employees' dissatisfactions of the status quo of the organizational and administrational systems and think about ways to eliminating causes of this feeling of dissatisfaction.

Table 12. Differences among the Sub-Samples in the Characteristics of Transformational Leaders Due to Qualification.

Sub-scales	Source of variance	Sum of Squares	Mean Square	F	df	Sig. (p<.05)
Idealized influence	Between Groups	132.194	44.065	1.240	396	.295
	Within Groups	14077.243	35.549			
Inspirational motivation	Between Groups	285.424	95.141	3.221	396	.023
	Within Groups	11697.936	29.540			
Intellectual stimulation	Between Groups	283.847	94.616	3.220	396	.023
	Within Groups	11636.590	29.385			
Individualized consideration	Between Groups	195.837	65.279	1.986	396	.115
	Within Groups	13013.273	32.862			

Table 13. Differences among the Sub-Samples in the Characteristics of Transformational Leaders Due to Years of Experience.

Sub-scales	Source of variance	Sum of Squares	Mean Square	F	df	Sig. (p<.05)
Idealized influence	Between Groups	86.623	28.874	.810	396	.489
	Within Groups	13374.990	35.664			
Inspirational motivation	Between Groups	101.700	33.900	1.130	396	.337
	Within Groups	11881.660	30.004			
Intellectual stimulation	Between Groups	5.894	1.965	.065	396	.978
	Within Groups	11914.544	30.087			
Individualized consideration	Between Groups	19.875	6.625	.199	396	.897
	Within Groups	13189.235	33.306			

Table 14. Differences between Those Who Work in Supervisory Job Positions and Those Who Do Not in their Perceptions of their Immediate Leaders.

Sub-scales	Mean		Standard Deviation		t-value	df	Sig. (P<.05)
	Those who work in supervisory positions	Those who do not work in supervisory job positions	Those who work in supervisory job positions	Those who do not work in supervisory job positions			
Idealized influence	25.66	24.14	5.51	6.17	2.52	398	.012
Inspirational motivation	21.3	19.9	5.2	5.6	2.36	398	.019
Intellectual stimulation	20.8	19.6	5.07	5.7	2.22	398	.027
Individualized consideration	21	19.9	5.3	5.98	1.86	398	.063

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