The Impact of Transformational Leadership Behaviors on Work Performance of Omani Civil Service Agencies

Adil Mohamed Zahran Al Kindy[1,2], Ishak Mad Shah[1] & Ahmad Jusoh[1]

[1] Faculty of Management, Universiti Teknologi Malaysia UTM, Johor Bahru, Malaysia

[2] Royal Court Affairs, Muscat, Sultanate of Oman

Correspondence: Adil Mohamed Zahran Al Kindy, Muscat, Sultante of Oman. Tel: 968-9935-1106. E-mail: dhab72@hotmail.com

Abstract

In line with the Recommendations of the Symposium of Development of Governmental Performance (Ministry of Civil Services, 2012), this study is investigating the behavior of the Omani Civil Service Agencies' (OCSA) middle managers Transformational Leadership behaviors in enhancing task and contextual behavior work performance. A review of the literature revealed that there is a positive relationship between transformational leadership behaviors and work performance behaviors. However, there is limited number of studies investigating this relationship in Oman generally and specifically in the public sector. The results are expected to show that the transformational leadership behaviors have a positive relationship with task and contextual work performance behaviors of OCSA.

Keywords: Civil services agencies in Oman, Middle Managers (leaders), transformational leadership behaviors, Heads of Section, work performance behaviors

1. Introduction

There is a large body of research related to transformation leadership of middle managers and work performance behaviors of their immediate followers in western context. However, these studies are scarce in the Arabian countries including Oman. The context of this study is Oman, a developing Arabian country that is located in the South East of the Arabian peninsula, with population of around five million. The Omani Civil Service Agencies (OCSA) comprise of 36 governmental agencies that follow the Civil Service Law. These agencies are one of the the the largest employers of the Omani work force in the public sector. Around 179 thousand employees work in these agencies with 1622 Middle Managers and 4439 Heads of Section (HoS) (Ministry of Civil Services, 2015). These HoS report directly to the Middle Managers as per the Civil Service hierarchy structure.

With emerging economies, and the scarcity of the resources, there is a challenge in many of developing countries such as Oman to cope with the world's requirement of having effective leaders to steer the resources of the organizations to achieve maximum performance. One of the current challenges of Omani governmental organizations, including the Civil Service Agencies, is inadequate level of performance to cope with these economical constraints. These challenges may be attributed to the quality and type of leadership of these agencies (Ministry of Civil Services, 2012).

The performance of an organization is driven by the performance of the individual members of that organization. Leadership style plays a great role in enhancing of individual work performance. Accordingly, this will contribute to the increase of the overall performance of the organization. Individual work performance behaviors may be enhanced by leadership behaviors. Transformational leadership is a form of leadership that may improve task and contextual performance behaviors. Therefore, it is essential that the leadership styles of Omani governmental organizations are examined to determine their efficiency, effectiveness and their role in performance enhancement of these organizations.

In order to gain an understanding of the situation of leadership studies in Oman, previous studies on leadership in the country and the Arabian Gulf region from 2001 to 2013 were examined. These studies revealed common results, the scarcity of these studies in the region. Examples of these studies are: Abdalla and Al-Homoud (2001) stated that the Arabian scholars did not pay a required level of attention to leadership studies and related

organizational practices in the Arabian Gulf countries including Oman. Further, it was reported that leadership research studies are limited in Oman, and the reason attributed to this scarcity is, the inherent difficulty of performing organizational research in this area (Al-Araimi, 2012; Dorfman & House, 2004). Moreover, Al Balushi (2012) argued that there have been very few studies on higher education leadership in Oman. This specific finding supports the general finding of the scarcity of leadership studies in Oman. There are other studies supporting this finding, for example (Al Zefeiti & Mohamad, 2015; Common, 2011; Khan & Varshney, 2013).

Moreover, Common (2011) stated that the current economical reform, will demand attraction of foreign investors and shift of culture from the dependency on public sector to private sector in Oman. These demands will require the development of leadership and the enhancement of work performance. In this study, the researcher believes that in order to reduce the dependence on the public sector including (OCSA) as a major source of employment, will call for the reduction of the number of employees in this sector. However, this reduction shall be achieved without the reduction of quality of service and productivity of these agencies. In order to achieve this goal, the issue of enhancement of work performance must be closely addressed. Furthermore, according to the Ministry of Civil Services (2012), the improvement of work performance of the employees and the development of leadership are two recommendations among many for performance improvement of the governmental agencies. These two recommendations are also part of the Omani Human Resources Development plans. In line with this requirement, this study will address two areas of the Omani Human Resources Development plans in the public sector, these two areas are; enhancement of work performance and recommendation type of leadership that will foster for this performance enhancement (Ministry of Civil Services, 2012).

Human element is the building block of organizational performance, accordingly, for an organization to sustain its performance, the human element must be continuously monitored, controlled and steered to the right direction in order to achieve the intended organizational performance. Hernaus and Mikulić (2013) stated that the two behavior work performance that are common across many job types and industries are: task work performance and contextual work performance. Accordingly, in this study, the approach is to form an understanding of the behavior work performance and determine the factors that will have influence on this type of performance. From previous studies, it was concluded that there are many factors that may influence individual behavior work performance, for example, adoptability culture trait, leadership, Job satisfaction, social structure empowerment, psychological empowerment, organization commitment, and employee work engagement (Ali, Jan, Ali, & Tariq, 2014; Dvir, Eden, Avolio, & Shamir, 2002; Givens, 2011; Gooty, Gavin, Johnson, Frazier, & Snow, 2009; Joo & Lim, 2013; Jose & Mampilly, 2014; Lee, Lee, & Kim, 2007; Manaf & Latif, 2014; Miao, Newman, & Lamb, 2012; Tuuli & Rowlinson, 2009; Yıldız, Baştürk, & Boz, 2014).

In line with the above mentioned studies, it was concluded that leadership is one of many factors that may have an impact on work performance behaviors. In fact, leadership is the key element to direct the organization including its human element to achieve its intended goals, accordingly, it is essential to examine leadership theories and styles and select the best leadership theory that is suitable in dealing with human and related behaviors. Among large diversity of leadership theories, such as Trait Theory, Behavioral Theories, Situational Leadership, Contingency Theories and, Transactional Leadership Theory, Transformational Leadership, is the most suitable theory in dealing with human element in organizational outcomes that include individual work performance. Many recent studies have supported this leadership theory in this type of situation (Bass, 1985; Bass & Avolio, 1994; Burns, 1978; Kouzes & Posner, 2007). The above scholars concluded that transformational leadership is the most ideal way of leading organizations with the current economical situation and constraints where performance is one of most demanded factors to overcome this situation.

The problem is converged in low level of performance in Omani Civil Service Agencies. This performance is a requirement to provide the expected high level of services to their end users and reduce number of employees working in OCSA without compromising the quality of services that is provided by these agencies. The reduction of number of employees will assist the Omani government in reduction of operating cost of these agencies, and thus, improve the government position to cope with the current economical constraints. Accordingly, the enhancement of individual work performance behaviors of employees of OCSA, is an essential requirement and a proposed solution that is in line with the Omani government vision related to Human Resources Development (Ministry of Civil Services, 2012).

This study investigating the ways to enhance behavior work performance as a proposed solution to the current problem. The effect of Transformational Leadership behaviors will have an impact on OCSA employees task performance and contextual performance. Task performance is responsible for the core activities of the organization. Accordingly, task performance improvement will directly contribute to the organizational

productivity of services or goods (Brownlee & Motowidlo, 2011). On the other hand, contextual performance contributes to sustain or improve the social, organizational, and psychological environment (or "context") in which the core technical activities take place (Brownlee & Motowidlo, 2011). Accordingly, contextual performance will further improve task performance by creating employees with extraordinary performance. Employees with extra ordinary performance are expected to further contribute to the core activities of the organization beyond and above of employees basic job assignment or as known task assignment and thus further improvement of employees overall work performance. Moreover, Hernaus and Mikulić (2013) reported that the outcome variable of task and contextual performance institutes an initial position in establishing the entire employees contribution to a wider system of the organization and both are essential for the organizational achievements.

In summary, with high performance behavior employees, organization may improve the level of productivity of goods or services with less number of employees. Accordingly, the reduction of employees will contribute to the reduction of operational cost of the organization, thus improve its position to cope with the economical constraints, at the same time it can provide high level of services to the end users without increasing the operational cost.

2. Method

2.1 Transformational Leadership

Kouzes and Posner (2007) define leadership as "the art of mobilizing others to want to struggle for shared aspirations (Kouzes & Posner, 2007, p. xi)". According to Burns (1978) Transformational Leadership is a process that seeks to "raise the level of human conduct and ethical aspiration of both the leader and led, and thus it has a transforming effect on both (Burns, 1978, p. 20)". Transformational leaders inspire ordinary people to make extraordinary things happen in organizations. It is about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards (Kouzes & Posner, 2012, p. 2)". Bass (1985) stated that, transformational leadership looks up to its followers and striving to achieve extraordinary performance from the followers through the transformation their attitudes, their values, and their motives from lower to higher plane of arousal and maturity. Bass (1990) specified that 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 their employees to look beyond their own self-interest for the good of the group (Bass, 1990, p. 21)". Additionally, Bass and Stogdill (1990) stipulates that this transcending beyond self-interest is for the "group, organization, or society (Bass & Stogdill, 1990, p. 53)". The spirit of transformational leadership is, a process of building commitment to organizational objectives and thereafter, empowering followers to work on achieving those objectives (Gregory Stone, Russell, & Patterson, 2004; Yukl, 1998). The result of this process, at least in theory, is enhanced follower performance (Burns, 1998; Gregory Stone et al., 2004; Yukl, 1998)

In light of the above, the main description of Transformational Leadership is, the process of making changes and transformation of its followers (Northouse, 2004). According to Jackson (2014) transformational leadership is concerned about values, ethics, emotions, long term goals, standards, including the assessment of followers', satisfying their needs, motivates them and treating them with grace and dignity. Furthermore, transformational leaders building their followers and make them confident in their ability to perform the assigned task efficiently, through encouraging the followers to embrace the work group mission (Deluga, 1988).

The effectiveness of transformational leadership theory may be stipulated in a way that, it has been used and proven by scholars in variety of settings and industries, such as manufacturing, government, business, education, healthcare, community service, entertainment, profit, and nonprofit organizations. The theory was used to study the leadership experiences of individuals in these industries (Bass & Riggio, 2006; Kouzes & Posner, 2007; Strack, Fottler, & Kilpatrick, 2008). Further, Smith (2015) stated that the transformational leadership implementation has been widely embodied in both public and private sectors, in organization in many countries, in diversity leadership levels within organizations.

There are many models of transformational leadership, for example (Bass, 1985; Bass & Avolio, 1994; Burns, 1978; Kouzes & Posner, 2007). For the purpose of this current study, Kouzes and Posner (2007) model of transformational leadership will be utilized. This leadership model comprise of five leadership behaviors, these behaviors reveal the necessary behaviors that leaders follow when they are striving to achieve an extraordinary performance from their followers (Kouzes & Posner, 2007). In fact, this model of transformational leadership is well utilized and has proved its effectiveness in wide spectrum of industries (Chen, 2014). In line with this, Kouzes and Posner (2007) reported that this model has been utilized by scholars to study the individuals

leadership experiences in a variety of industries such as manufacturing, government, education, healthcare services, community service, and entertainment. Additionally, the five behaviors of leadership presented a prudent and well-established method of conceptualizing that is applicable across cultures (Ammons, 2014; Posner, 2013; Zagorsek, Jaklic, & Stough, 2004). Moreover, despite the fact that this model has been in a private sector and organization setting in majority of researches and applications. However, there is evidence of its utilization in all levels of public and utility leadership. The five behaviors comprise elements of personal and interpersonal leadership and seem to be applicable in organizational and inter organizational settings (Getha-Taylor & Morse, 2013).

Based on Kouzes and Posner (2007) leadership is about an interrelation of many factors, including organizational goals, personal values, individual working preferences, organizational structure and rules. Furthermore, Kouzes and Posner (2007) reported that some of these factors can be clearly stated, and some of them remain hidden and may need a vigilant observation. Despite the fact that power and authority are two important elements that are utilized by leaders in leading and influencing their followers, a large number of observations revealed that many people with authority could not become leaders. On the other hand, in many cases, people who do not pose any formal authority can be leaders (Kouzes & Posner, 2007).

Kouzes and Posner (2007) argued that there is a significant focus on the relationship between the leader, and the followers. Leaders' enhancement of their capability in leading is about giving an opportunity to followers to demonstrate what is already within themselves to the outside world (Kouzes & Posner, 2011). A person becomes aware of the need to lead, through this process of self-reflection and examination (Kouzes & Posner, 2011). As confirmed by decades of studies of thousand of leadership cases, that every individual has the capacity to lead and make a difference (Kouzes & Posner, 2011). Kouzes and Posner's (2007) transformational leadership model comprise of five best leadership behaviors, these five behaviors are: Modeling the Way, Inspiring a Shared Vision, Challenging the Process, Enabling Others to Act, and Encouraging the Heart.

2.1.1 Model the Way

Leaders go first, that is what Modeling the Way means (Kouzes & Posner, 2007). Leaders obligation is to demonstrate the behavior they expect from their followers. Leaders are required to articulate the organizational values and put them into practice, because leaders represent the organizations. Leaders set the example through practicing the values that they preach (Caza & Posner, 2014; Kouzes & Posner, 2007).

2.1.2 Inspiring a Shared Vision

Leaders are required to encompass a future vision of the organization. That vision must be shared and engage the followers in order to motivate them. To inspire a vision into followers, the vision has to be associated with followers' motivation and interest, thus, it becomes truthfully shared, and in addition, it inspires the followers to embrace the vision (Caza & Posner, 2014; Kouzes & Posner, 2007).

2.1.3 Challenging the Process

This action takes place when the transformational leaders are challenging the system and encouraging their followers to do the same, in order to produce new ideas that will lead to the creation of new goods, processes or service. Leaders look out for challenges; these challenges will open opportunities that will examine their skills, allow them to find out the creative ways to enhance their organizations. In order to move forward, transformational leaders are willing to take a risk and create an environment of experimentation (Caza & Posner, 2014; Kouzes & Posner, 2007).

2.1.4 Enabling Others to Act

This behavior of transformational leadership involves the followers in planning and grants them the freedom of choice in decision making, accordingly, this behavior fosters collaboration, trust and empowerment. Enabling Others to Act allows the followers to perform their job and make them realize their full potential. The aim of transformational leadership is to help each follower feel capable and powerful. In addition, it aims to produce an environment of trust, human dignity and promotion of teamwork (Kouzes & Posner, 2007).

2.1.5 Encouraging the Heart

Transformational leaders have to express legitimate concern for followers. Followers contributions should be recognized and accordingly, genuine encouragement should be given to them by their leaders. Through linking rewards to performance, transformational leaders assist their followers to realize the impact of their behaviors on organizational values (Caza & Posner, 2014; Kouzes & Posner, 2007).

2.2 Work Performance

Work performance is a measure of the ability of an individual to accomplish a specific task, or the degree of effort that an individual makes into achieving the organizational objectives (Khalid et al., 2012). It may also be described as a multidimensional construct that is based on behaviors and practices associated with organizational objectives (Khalid et al., 2012). Work performance may further be characterized by the employees behaviors that including their engagement at workplace (Manaf & Latif, 2014; Viswesvaran & Ones, 2000).

The general classification of individual work performance as per Koopmans (2014) comprise of the following; task performance, contextual performance, adaptive performance and counterproductive work behaviors. The two behavior work performance that are common across many job types and industries are task work performance and contextual work performance (Hernaus & Mikulić, 2013). According to Sun and Chiou (2011), the development performance model that was based on two domains was accomplished by Campbell (1990), these two domains are; job-specific task proficiency or as known task performance, and non-job-specific task proficiency or as known contextual performance.

As a follow-up on work of Campbell (1990), Borman and Motowidlo (1993) divided the performance domain as task performance and contextual performance. In supporting of this, Hernaus and Mikulić (2013) stated that the increasing number of researchers in the previous two decades, strongly suggested that the measurement of work performance should be considered as behavioral outcome that comprise of task performance and contextual performance behaviors (Borman & Motowidlo, 1993; Borman & Motowidlo, 1997; Campbell, 1990; Motowidlo & Schmit, 1999; Motowidlo & Van Scotter, 1994). In light of this, and for the purpose of this current study, task and contextual work performance behaviors will be utilized to measure work performance.

To shed more light on task and contextual performance, Borman and Motowidlo (1993) have offered a distinction between task performance and contextual performance, accordingly, these two behavior patterns are differentiated according to the way that they can contribute to or detract from organizational effectiveness. According to Brownlee and Motowidlo (2011), high performance task behaviors, those behaviors presume to contribute to effectiveness of the organization by their effect directly on the production of goods and services that is a core technical activity of the organization. On the other hand, high performance contextual behaviors, those behavior presume to contribute to effectiveness of the organization by sustaining or improving the social, organizational, and psychological environment (or "context") in which the core technical activities take place (Brownlee & Motowidlo, 2011). Additionally, Motowidlo and Van Scotter (1994) reported that task and contextual performance outcomes have their significance on work quality determination and they are responsible of improving work performance of the individuals. Moreover, Hernaus and Mikulić (2013) reported that the outcome variable of task and contextual performance institutes an initial position in establishing the entire employees contribution to a wider system of the organization and both are essential for the organizational achievements.

On the assessment of work performance behaviors, overall performance is reflected differently from task and contextual aspect of performance (Griffin, Neal, & Neale, 2000). Further, Kahya (2009) stated that task and contextual performance behaviors, are not independent from one another. In light with this, many authors reported that task and contextual work behaviors are virtually universal of overall work performance, and there is a distinction and interactions between them (Borman & Motowidlo, 1993; Borman, White, & Dorsey, 1995; Motowidlo, Borman, & Schmit, 1997; Motowidlo & Van Scotter, 1994; Van Scotter & Motowidlo, 1996). Furthermore, Conway (1996) reported that 55% of the variables were reliably sorted into the task category, on the other hand contextual category was responsible of 30% of them. It was reported that the remaining 15 % revealed disagreement (Borman, Penner, Allen, & Motowidlo, 2001; Conway, 1996).

In order to understand the factors that may affect work performance, it is essential to explain the predictors that are associated with work performance. Task and contextual performance are differently predicted by individual different constructs (Hattrup, O'Connell, & Wingate, 1998). To elaborate on this, Borman and Motowidlo (1993) reported that, task performance and contextual performance might be associated with different predictor attributes, and that cognitive ability probably is the best predictor of task performance, on the other hand, personality characterizes is a best predictor of contextual performance. Furthermore, results from researches provided supportive evidence that personally factors such as dependability, internal locus of control, extraversion, and agreeableness, are best predictor of contextual performance, while task performance highly linked with factors such as experience and job knowledge (Motowidlo & Van Scotter, 1994; Van Scotter & Motowidlo, 1996). The main responsible factor for the variation in task performance is attributed to the competency of individual in executing the task behavior activity (Borman & Motowidlo, 1993). Moreover, Motowidlo and Van

Scotter (1994) have established that task completion competency is associated with task behavior performance more than contextual behavior performance.

2.3 The relationship between Transformational Leadership and Work Performance

Transformational leaders building the followers and making them confident in their ability to perform their assigned task efficiently, through encouraging the followers to embrace the work group mission (Deluga, 1988). Transformational leaders motivate their followers to perform over and above their initial expected goals to the higher level of achievement, this is possible by engaging the followers to these elevated desires (Jackson, 2014). In line with this, Podsakoff, MacKenzie, Moorman, and Fetter (1990) stated that the effectiveness of the leaders is demonstrated by the leaders' ability to transform followers basic values, beliefs, and attitude. The result of this transformation, is the enhancement of the followers performance beyond of the organizational expectation. Moreover, there is empirical evidence on the positive relationship between transformational leadership and individual work performance (Birasnav, 2014; Dvir et al., 2002; Wang, Law, Hackett, Wang, & Chen, 2005). The theory of transformational leadership is based on the norm that leaders demonstrate certain behaviors that speed up employees' level of innovative thinking through which they enhance individual employee performance behaviors (Birasnav, 2014).

Moreover, Bryman (1993) stated that the reason of effectiveness of transformational leadership is that it goes far and beyond focusing on leaders, but it takes into consideration the followers' needs and then leaders followers relationship. Transformational leaders, in order to facilitate change in their organizations, use a wide spectrum of skills, traits and behaviors (Beamon, 2011). A central of transformational leadership often is a common vision, where charisma is widely utilized to motivate and inspire followers to engage and pursue to achieve their objectives (Beamon, 2011; Northouse, 2004). The reason for this induced positive work attitude of the followers that leads to positive work performance behaviors is that, transformational leaders strategically envision the future, create enthusiastic team spirit, and generate a commitment to the organizational 's vision (Bass & Avolio, 1994; Joo, Jun Yoon, & Jeung, 2012; Joo & Lim, 2013). It is worth to note that, there are many expectations for the success of transformational leaders, examples of these expectations are: define the need for change, create new vision and develop commitment to the vision, focus on long-term goals, inspire followers to accomplish the goals, change the organization to accommodate their new vision rather than work with the existing one, and guide followers to take greater responsibility for their own development (Yukl, 2011). These expectations contribute to individual behavior work performance enhancement.

The role of transformational leadership in enhancing individual work performance behaviors may be further demonstrated through the five practices of Kouzes and Posner's (2007) transformational leadership model. The five leadership behaviors are expected to build into the followers positive work attitudes and accordingly, foster for task and contextual work performance enhancement environment. Figure 1 representing the relationship between transformational leadership model of Kouzes and Posner's (2007) leadership behaviors and work performance behaviors. Leaders go first that is what Modeling the Way means. Transformational larders create progress and momentum to their followers and their organization by setting an example and building commitment through daily practices. A transformational leader builds an excellent program and thereafter, sets the example that a leader expects others to follow (Kouzes & Posner, 2007). A transformational leader assists followers to expand their competency and, enhance productivity within the organization, by building relationships with others, and fostering community building. When the followers have the belief that they are able to make a difference in their organizations, accordingly, the improvement of followers morale takes place, and they become more enthusiastic to take a role in the transformational change, within their organizations (Barut, 2012; Pennings, 2007).
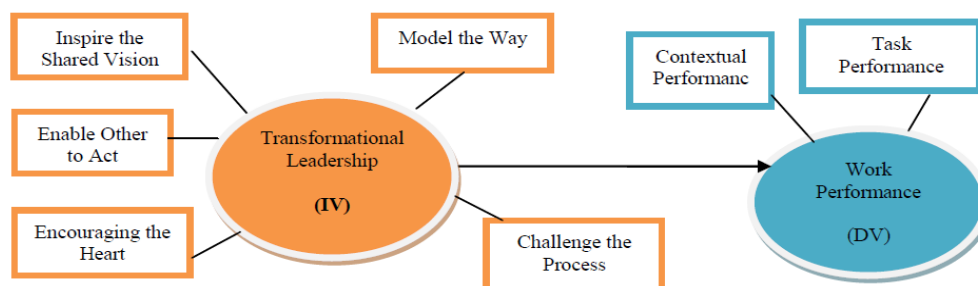

Figure 1. The relationship between transformational leadership behaviors and work performance behaviors

Leaders of organizations are required to have an important behavior, Inspiring a Shared Vision, in order to bring the followers together, foster a commitment, and share the vision of the future that an organization strives to achieve (Kouzes & Posner, 2007). Through the use of skilful and genuine positive language, personal energy, use of metaphors and symbols, leaders can generate an enthusiasm and excitements of the organization common vision to their followers (Kouzes & Posner, 2007).

Challenging the Process takes place either by transformational leaders creating new ideas or by recognizing and supporting their followers new ideas. This action occurs, when the transformational leadership challenging the system in order to produce new ideas that will lead to the creation of new products within the organization. Leaders searching for challenges; these challenges will open opportunities to examine their skills, allow them to find out the creative ways to enhance their organizations (Kouzes & Posner, 2007). Enabling Others to Act leadership behavior involves the followers in planning and grants them the freedom of decision making, accordingly, it fosters collaboration and empowerment. The results of Enabling Others to Act, does not allow the followers to merely perform their job, but also, make them realize their full potential(Kouzes & Posner, 2007).

According to Kouzes and Posner (2007), Encouraging the Heart facilitates for the required followers encouragement and motivation to achieve organizational objectives. The high expectations of the leaders for themselves and for those whom their lead, is a sign of a successful leader. Record of achievements, dedication, and daily demonstrations of what and how things need to be done is the basis of transformational leaders' credibility. Since transformational leaders are the most prominent personality in the organization and serve as a role model, they play a special role in the celebrating of individual or group achievements (Kouzes & Posner, 2007). By celebrating the achievement together, this act increases the followers' sense of belonging to the organization, and gives the leader an opportunity to enhance followers feeling that they are a part of the group and a part of something great and significant. Followers' inspiration to perform better is accomplished through the leaders' encouragement to their followers through recognition and celebration (Caza & Posner, 2014; Kouzes & Posner, 2007; Townley, 2009). The five behaviors of Kouzes and Posner (2007) transformational leadership model impact on employees work attitude behaviors. These positive work attitudes foster for an environment of enhancement individual work performance behaviors. Each of the these five behaviors exhibited a positive relationship with work performance behaviors, accordingly, it can be concluded that transformational leadership behaviors in general have, a positive relationship with work performance behaviors.

Additionally, the results of theoretical literature review revealed that, there is a positive relationship between transformational leadership and individual work performance (task and contextual performance), (Al-sharafi & Rajiani, 2013; Ali et al., 2014; Birasnav, 2014; Dumdum, Lowe, & Avolio, 2002; Dvir et al., 2002; Jackson, 2014; Joo & Lim, 2013; Judge & Piccolo, 2004; Kark, Shamir, & Chen, 2003; Menges, Walter, Vogel, & Bruch, 2011; Miao et al., 2012; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Pradhan, Pradhan, & Mazumder, 2012; Rowley, 2009; Smith, 2015; Wang et al., 2005; Yukl, 1999). The following Hypothesis is postulated based on the theoretical literature review:

H1: Transformational leadership is positively related to the work performance of followers (Task and Contextual Performance).

2.4 The Research Methodology and Research Design

The aim of this study is to investigate the relationship between transformational leadership behaviors and work performance behaviors among Omani Civil Services Agencies (OCSA) employees. Accordingly the general population of the study is the employees of OCSA, the target potation is the 4439 Heads of Sections (HoS) of these agencies. The transformational leadership behaviors of the middle managers and the work performance behaviors (Task and Contextual) of the immediate followers of the Middle Managers will be assessed based on perception of the HoS of these agencies. Therefore, survey questionnaire will be distributed on sample of 354 head of sections, representing the 36 OCSA selected based on random sampling. To confirm that the surveys are distributed based on population distribution of the N= 4439 in the 36 OCSA, study of the population was accomplished. Based on the output of population study, the surveys will be distributed to S=354 HoS proportionally. Refer to Appendix A- Representation of the Population Distribution of 36 Oman Civil Services Agencies Heads of Section (HoS).

The above sample size was calculated based on Krejcie and Morgan (1970) formula. For majority of management studies, researchers are satisfied to estimate the population's characteristics to be within plus or minus 3% to 5% of its true values (Saunders, Lewis, & Thornhill, 2012). Accordingly, for this study the desired level of precision would be +/– 5%. The sample size was calculated based on Krejcie and Morgan (1970) formula's for confidence level of 95%. Accordingly, for this study, the required sample size (S) is 354 of Head of

Sections of OSCA based on the provided target population size (N=4439) with the confidence level of 95% and precisian level of 5% and response distribution of 50% (p and q). To conform this result, Sample Size Calculator was utilized form the following web(http://www.raosoft.com/samplesize.html).The result was in conformance with the previous obtained results based on Krejcie and Morgan (1970) formula's, S= 354 per the above provided conditions.
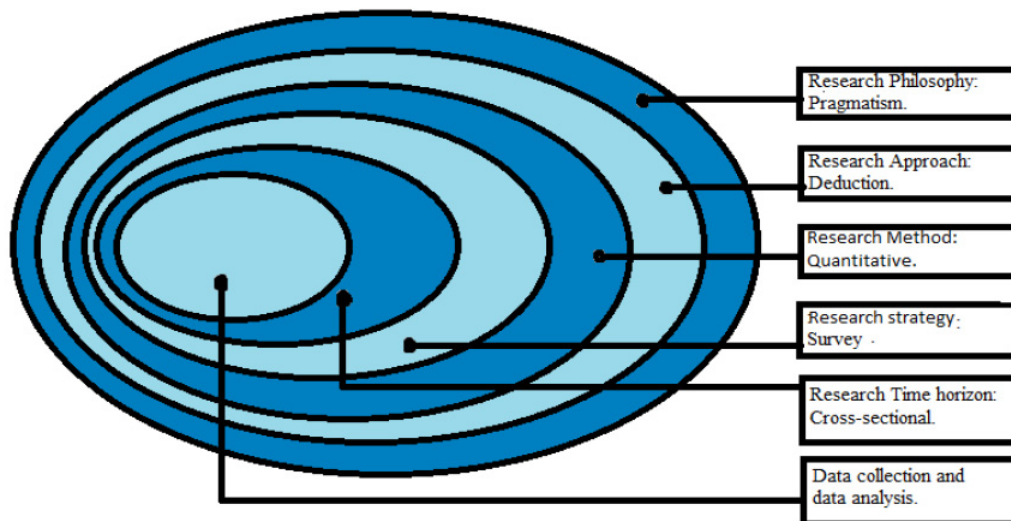

Figure 2. Research Process (Source: Adapted from Saunders et al. (2012))

Since methodology is part of the research design, it is essential to explain the research design adopted for this current study. The role of research design is crucial and has a high significance in business and management research. Because research design provides the link between the theory and the practical findings from empirical evidence or other methods or strategies such as survey (Frankfort-Nachmias & Nachmias, 2008). Research design, is the general plan of how the researcher will answer the research questions (Churchill Jr, 1979; Saunders et al., 2012). Moreover, Saunders et al. (2012), presented the research process as an onion that has many layers required to be peeled off in order to reach the core or the center of the onion, this core representing the data collection and data analysis. The layers representing the process of research as follow: philosophies, approaches, strategies, choice of method(s), time horizons, and techniques and procedures. These layers are demonstrated in Figure 2. In this study, the research layers methodology of Saunders et al. (2012) will be adopted as a framework for his study research design. The five layers presenting the following: the research philosophy in case of this study is pragmatic research philosophy, deductive approach of research, a quantitative method with survey strategy. This research is a cross section research in relation to the time horizon. Figure 2, represents the research process for this study based on the research onion layout of Saunders et al. (2012).

A quantitative research methodology with a deductive approach usually utilizes a survey strategy to collect data (Saunders et al., 2012). Accordingly, the detailed measurement instrument is based on quantitative survey will be used to cover the two main areas of data collection on transformation leadership behaviors, and work performance behaviors. The instrument will be translated to Arabic, the formal language of Oman, pilot tested, construct and content validated and will be checked for reliability. The collected raw data will be analyzed in order to formulate reply to the main research questions. The process will include, data analyses strategy, descriptive statistics, and detail requirements on the usage of Structural Equation Modeling (SEM). The detailed discussion will take place on the SEM including, the measurement model, Confirmatory Factor Analysis (CFA), and fit indices to check for good to fit of the measurement model. The process will also include the test for normality of the collated data as part of data analysis process of this study.

3. Significance of the Study

The importance of this study is derived from the area the researcher is intended to cover where literature revealed there is a scarcity in leadership studies, e.g. Omani context. The majority of the studies on transformational leadership and its impact on work related outcomes were conducted in western countries. Thus, this study is expected to contribute to the body of literature in leadership generally and the effect of

transformational leadership behaviors on work performance behaviors specifically. Another theoretical significance of this study is, it will evaluate Kouzes and Posner's (2007) Transformational Leadership model and its impact on work performance behaviors of public sectors in a region and culture where this model was seldom evaluated. In General, the results of this study may also address the gaps identified in literature.

Another significance of this study from practical point of view is that, the expected results of the current study suggests the evaluation of type of leadership and its effect on behavior performance of OCSA employees. The results of this evaluation, will provide information to the higher officials of the Ministry of Civil Service. Accordingly, the Omani government through the Ministry of Civil Services may utilize this provided information, as one of the basis to set up the future Human Resources Development (HRD) plans that call for the enhancement of work performance and the development of leadership in accordance with the Recommendations of the Symposium of Development of Government Performance (Ministry of Civil Services, 2012).

4. Conclusion

The current study investigates the Middle Managers leadership behaviors of Omani CSA and the effect of these behaviors in enhancing individual work performance behaviors of their immediate followers, the Heads of Section. Based on the theoretical literature review, it suggested that there is a positive relationship between transformational leadership behaviors and work performance behaviors.

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Appendix A

Representation of the Population Distribution of 36 Oman Civil Services Agencies Head of Section (HoS).
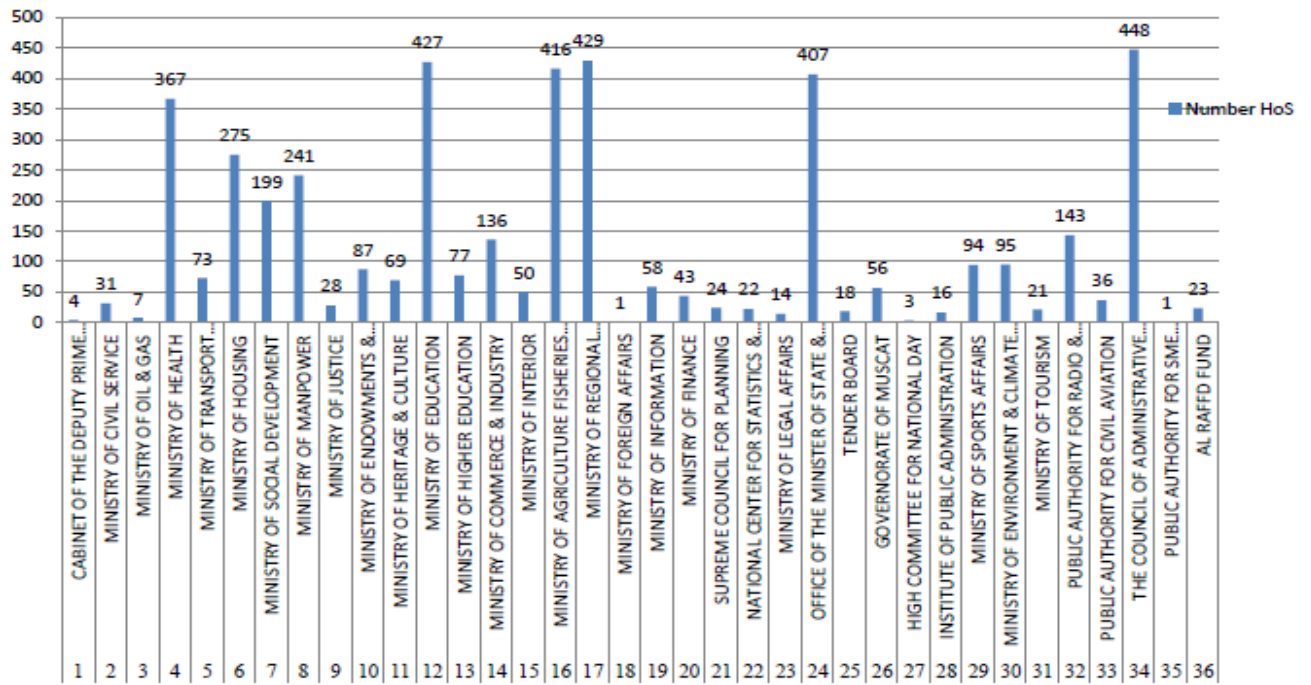
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