

TRANSFORMATIONAL LEADERSHIP AND ITS IMPACT ON THE JOB PERFORMANCE AT GREAT MUNICIPALITIES IN JORDAN

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ABSTRACT

This study aimed to identify the effect of transformational leadership on the job performance of workers in major municipalities in the North of Jordan. To achieve the results of the study, a questionnaire consisted of (40) paragraphs was developed to measure the variables of the study and its dimensions, achieve its goals, and test its hypotheses. The study revealed that there is an important and statistically significant positive effect of the practice of transformational leadership on job performance with a determination factor of (R^2) of (221). The study also showed that there was an effect of the four variables of transformational leadership, the most influential of which was after inspiring motivation with an explanatory capacity of (22). (50%), while it showed that the least impact on job performance is after intellectual stimulation with an explanatory capacity amounting to (17.6%). The study recommended increasing more interest on the transformational leadership practices, by conducting training programs and workshops for mayors that would motivate the concept and practice of transformational leadership, and the necessity for municipal leaders to give more importance caring for employees and meeting their needs through tools of motivation.

Keywords: Transformational, Leadership, Job Performance, Municipalities, Local Administration

INTRODUCTION

Leadership plays a major role and implements important changes that enhance the ability of municipalities to fulfil their roles and tasks. Transformational leadership motivates subordinates to achieve extraordinary accomplishments and results (Sani & Maharani, 2012). The pivotal matter of success or failure of municipalities depends on the decisions conducted by their leaders; thus, effective leadership is the core demand and requirement of the organizations (Mahar, 2020). The current era is witnessing many rapid developments and successive changes as a result of the knowledge explosion and the revolution in information and communication. This has made organisations face many challenges and difficulties in working out how to keep pace with such changes and how to adapt to them (Zaid & Amron, 2018). Although there are many factors inside and outside the organisation that affect the level of job performance, there are many factors that indicate that leadership within the organisation plays an important role in creating the appropriate management environment. One of these leadership styles that have been demonstrated by scientific progress and technical development is transformational leadership. Leadership asserts a comprehensive change and deals with new patterns of leadership in 21st century namely the transformational and transactional styles. Transformational leadership is looking to transform vision into a shared vision, as subordinates work to turn that vision into reality. In other words, the transformational leadership pattern can reflect the following behaviours: individualised consideration, intellectual stimulation, inspirational motivation, attributed charisma, idealised influence motivation (Bass & Avolio, 2003).

The concept of job performance has received great attention in many areas such as psychology, human resource management and other fields (Johari et al., 2012); this is because it is one of the most important indicators of the efficiency and productivity of the organisation (Dörner, 2012). The reasons for the emergence of local administration in general and the municipalities in particular are to ensure speedy delivery of local services in an efficient and effective manner, taking into account the needs of the local citizens and their desires, away from routine patterns and the complexity of procedures (Taaamneh et al., 2018). Behaviourally, it should be noted that job performance is concerned with the outcome of the work related to an individual's behaviours (Shooshtarian et al., 2013; Zaman et al., 2014). Al-Nsour (2014) showed that the municipalities in Jordan suffer from a limited response to the needs of the local citizens resulting from the poor performance of its employees. So, there is a need to improve the performance of human resources in the municipalities as an important step in improving the effectiveness of urban management. These challenges require the administrative leaders in general, the mayors and the heads of local councils in particular to assume the characteristics of transformational leadership to form a base and a starting point for the advancement of municipalities and the raising of the level of employees' performance.

The overall aim of this study is to evaluate the impact of transformational leadership on improving the performance level of job performance in great municipalities in Jordan. The objectives of the study were:

1. To identify the level of the practicing of transformational leadership behaviour in great municipalities at governorate centres in the Northern Region of Jordan.
2. To identify the level of job performance in great municipalities at governorate centres in the Northern Region of Jordan.
3. To evaluate the effect of transformational leadership behaviour on job performance in governorate centres in the Northern Region of Jordan.

REVIEW OF LITERATURE

Transformational Leadership

The concept of transformational leadership was developed by the American scientist James Burns in 1978 in his book 'Leadership'. He was the first to replace transactional leadership with transformational leadership. He defined it as an attempt to excite subordinates and encourage individuals, groups and organisations to change for the better. According to Robbins (2007) transformational leaders try to inspire subordinates to surpass their own self-interests for the sake of the organisation, and they are capable of having a deep and extraordinary impact on their subordinates (Alsafadi & Altahat, 2021). They take care of the developmental needs of individual subordinates; and do their best to change subordinates' awareness of issues by considering their creativity in dealing with problems. Transformational leaders are able to provoke, arouse and inspire subordinates to extend additional effort to attain group goals. They encourage creativity and innovation and development, thus improving job performance (Argyris & Scho, 1996).

The transformational leader is characterized by a high tolerance of environmental uncertainty, where they make and integrate change. They are characterized by high energy, dynamic, mobile, high-energy, persistent, and have a strong influence on others. Murphy (2005) emphasized that the transformational leader has the ability to communicate the

organisation's mission and vision clearly to subordinates. They are also able to motivate them and build confidence and respect between the two parties in order to achieve the goals of the organisation. Bass & Avolio (1994) added that it is the transformative leadership that works to broaden and revitalize the interests of subordinates and deepen their level of awareness and acceptance of the group's vision and goals. It also aims to broaden employee perceptions beyond their self-interest for the general good of the organisation. Bass & Avolio (1994) have identified four dimensions of transformational leadership:

1. The ideal effect, which means the admiration, respect, and appreciation of their subordinates. For them, he is a good example, and he presents the needs of his subordinates over his personal needs;
2. Inspirational motivation, this means the leader's role as a catalyst for employees by inculcating meanings and provoking a love of challenge, clarifying their future expectations, adhering to organisational goals, and stimulating team spirit through enthusiasm and idealism;
3. Intellectual stimulation, this is in reference to the leader's quest to find good ideas, encourage his staff to solve problems creatively, and support creative applications for doing business; and
4. Individualised consideration, whereby the utmost attention is paid to the workers, meeting their needs, recognising their aspirations and accomplishments, which enables them to acquire appreciation and caring for their physical, spiritual, emotional and mental needs, and always listening to subordinates, and providing them with support, advice and training.

Job Performance

The concept of performance is defined as the ability of an individual to successfully accomplish the tasks required of him using the resources available at work (Borman & Motowidlo, 1997; Gamal, 2007). It was also known as the tasks and responsibilities that individuals perform during a certain period of time to achieve the goals of the organisation in which they work (Petsri, 2014). It is worth noting that there is no agreement among scholars to define job performance, some of them believes that it is a set of behaviours related to the completion of tasks and others believe that it is represented by the ability of the individual to accomplish the tasks. However, it can be defined as the ability and desire of an individual to carry out activities related to his job on time and in a specified manner (Shouket et al., 2020).

One of the most important factors that affect job performance is the employee's ability to do the work and his desire to do so (Dörner, 2012). Therefore, organisations are trying to improve performance levels by optimising employee expertise and skills in addition to providing an appropriate work environment to accomplish tasks in a way that promotes the organisation. The idea of performance includes two concepts: efficiency, which links the relationship between inputs and outputs; and effectiveness (Astuti et al., 2020).that links results with expected outcome or goals. Thus, the performance evaluation includes revealing the level of the subordinate's degree of implementation of his job related to performance size, speed, accuracy and quality (Maryam et al., 2013).

Job performance can be measured using the following variables: quality of work, persistence, job outcomes, productivity and effectiveness of training (Tseng & Huany, 2011). Others added the necessity of identifying the individual's goals and the outcomes of his job and their conformity with the expected goals (Yang & Hwaug, 2014). Another metric includes employee personal characteristics and the job environment. Personal traits consist of knowledge, skills, ability and motivation, while the job environment consists of work expectations, feedback, workplace and tools and incentives (Green & Heywood, 2008). This study adopted the fields and elements used in the evaluation of job performance by the United States Office of Personnel Management (2001), which consists of the following:

- (1) Degree of work knowledge, awareness of work requirements, steps to perform work, adherence to work procedures and rules, work policy, and knowledge of organisational goals;
- (2) The size of the performance, which includes the amount of work an employee can do, the amount of speed of completion and the efficient use of time;

- (3) Production quality, which means the performing of tasks accurately, providing distinguished services of high quality and dealing with customers patiently and courteously without bias and attention to the work details; and
- (4) Cooperation (job relations), which includes sub-variables such as the ability to form relationships with supervisors and co-workers, coordination and harmonisation of his activities with the activities of others, and the realisation of the interconnection between his duties and the tasks of the department in which he works (Taamneh et al., 2020).

Transformational Leadership and Job Performance

It is agreed that leadership plays a prominent role in the organisation's ability to successfully achieve its goals. Transformational leaders rouse their subordinates to achieve extraordinary results, and they are also able to align subordinate goals and those of their organisations. Many studies have shown the positive impact of transformational leadership on job performance. Mostly the results of studies show that transformational style and transactional style of leadership have positive impacts over the performance of employees but many of the studies reported in their results that the transformational style is more pronounced (Kark & Chen, 2003; Achmad & Vivin, 2012; Tsigu & Rao, 2015). It is worth mentioning that transformational leadership has been shown by empirical research as being positively linked to attitudes, (Almaaitah et al., 2017). perception and job performance (Zhuet al., 2005). Transformational leaders drive subordinates to have mission, vision and to align with organizational objectives, encouraging and motivating them to show high level job performance (Sundil, 2013).

A study conducted by Cyprain (2018) found overall support for the influence of the transformational behaviours of idealised influence, inspirational motivation and individualised consideration, but not for the influence of intellectual stimulation on job performance. Jeevan & Sonia (2015) revealed in their study that various traits of transformational leaders, namely, idealised influence, intellectual stimulation, inspirational motivation and individualised consideration, assist in developing better relationships with the subordinates, which inspire the employees to better performance (Jeevan & Sonia, 2015). Contrary to studies in the literature that showed the advantage of transformational leadership over transactional leadership in its impact on job performance, a study conducted by Shoukat, et al., (2020) showed that transformational leadership style is insignificant with regard to its contribution to job performance in the banking sector; the study revealed that transactional leadership style works more on employees.

RESULTS AND DISCUSSION

This section is devoted to answering the two questions of the study and testing its hypotheses. To answer the study questions, means, standard deviations and levels of the sample estimates were calculated on the dimensions as a whole and on the items of each dimension, as follows:

Question 1: What is the level of practicing of transformational leadership behavior in the great municipalities in Jordan?

Rank	Number	Dimensions	Average	Standard deviation
1	3	inspirational motivation	3.65	1.1
2	1	Ideal influence	3.56	1.084
3	4	individualized consideration	3.49	1.119

4	2	intellectual stimulation	3.44	1.119
		Transformational leadership	3.53	1.041

Table 1, shows the mean values recorded for the four dimensions of transformational leadership which were 3.65, 3.56, 3.49 and 3.44 for inspirational motivation, idealised influence, individualised consideration, and intellectual stimulation, respectively, with standard deviations of 1.100, 1.084, 1.119 and 1.119 for the same dimensions, respectively. The table reveals that the 'Inspirational Motivation' dimension has an average level with a mean of 3.65. This result can be explained by the fact that mayors, after their success in the elections, gradually lose their enthusiasm and motivation when undertaking the tasks required of the residents as a result of the set of challenges and difficulties facing them. One of the most important difficulties is surplus of employees where at least 40-50% exceeds actual need, in addition to most resources being unskilled and untrained (Alnsour, 2014; Taamneh, 2020). This does not mean that the manpower in Jordan is unqualified and with no experience, but that qualified people prefer to work in the private sector due to the limited financial income in the municipal sector. Also, if we add to these challenges the critical financial situation of the municipalities in the Kingdom (except for the Municipality of Amman), we find that mayors are unable to implement the basic duties and tasks of these municipalities, which prevents the creation of motivation and enthusiasm for mayors and causes them to feel disappointed. As for the 'Idealised Influence' dimension, the study revealed that the level of practicing of this dimension of transformational leadership came at a moderate level with a mean of 3.56. This result can be explained by several reasons indicated by the respondents' answers, perhaps the most important of which is the limited technical and administrative skills of the mayors due to the lack of participation of many of them in training programs, and the tendency of some of them to exploit their jobs to achieve special benefits for them and favouritism.

The 'Individualised Consideration' dimension came at the third rank, with a medium degree, with a mean amount of 3.49. This result can be explained according to the respondents' answers noting the limited interest of municipal leaders in the training and development of staff, and insufficient freedom to participate, in addition to the complaints of many employees about the lack of objectivity and justice in the management and performance appraisal. The 'Intellectual Stimulation' dimension ranked last in transformational leadership practices, with a moderate level, with a mean of 3.44. This result can be justified by the limited orientation to motivate employees towards creativity at work and to suggest new methods in how to perform tasks and duties, and not to seek different views when solving problems.

Question 2: What is the level of job performance in the great municipalities in Jordan?

Rank	Number	Dimensions	Average	Standard deviation
1	4	Cooperation	4.26	0.779
2	3	Quality performance	4.25	0.73
3	2	Volume of performance	4.23	0.749
4	1	Work knowledge	4.22	0.711
		Job performance	4.24	0.675

Table 2 shows means, and standard deviations of the job performance dimensions of employees in great municipalities, as discussed below:

Level of Cooperation

The results of the study revealed a high degree of cooperation between employees, with a mean of 4.26 and a standard deviation of 0.779. This result can be explained by the high cooperation among employees, high awareness of the tasks of municipal work and their sub-units, and the high level of coordination between co-workers. It seems that they realise that the nature of municipal work requires concerted efforts between staff to achieve the goals, needs and satisfaction of citizens. This is expected of the respondents since they occupy leadership and supervisory positions, which represent about 55% for director, deputy director and assistant director and 34% for department heads, in addition to about 11% for Heads of local councils.

Quality of Performance

The results of the study showed a high degree of quality practices with a mean of 4.25 and a standard deviation of 0.730. This result can be explained by the availability of skills and positive attitudes of respondents towards recipients of local services and their eagerness to provide the best quality services. This may be a reflection of the higher education level of respondents in great municipalities, as about 61% hold bachelors and master's degrees. It is worth noting that the majority of the sample is from the municipality itself and its residents, which makes them keener to deal well with citizens and their needs.

The Size of the Performance

The study revealed a high degree of the size of job performance with a mean of 4.23 and a standard deviation of 0.749. This result can be explained by the employees' keenness to provide local services to citizens and to utilise the working hours to complete the residents' transactions. This is consistent with the characteristic of the local administration represented in the rapid response to the requests and needs of the local citizens away from the procrastination and bureaucracy that may be rooted in other government departments.

Work Knowledge

The result of the study revealed a high degree of work knowledge with a mean of 4.22 and a standard deviation of 0.711. This result can be explained by the fact that employees have adequate knowledge of the requirements for performing the tasks assigned to them. They also adhere to the work rules and procedures, in addition to having a thorough knowledge of the general policies that govern municipal work.

Assumption of Normality

Normality as an essential assumption of multivariate analysis refers to the shape of the data distribution of a metric variable and its correspondence with the normal distribution (Hair et al., 2010). Skewness values that are out of +1 to -1 infer a considerably skewed distribution (Hair et al., 2010), based on the result generated as shown in Table 3, both the Skewness and Kurtosis of metric variables were below the critical value.

Item	Skewness	Kurtosis	Item	Skewness	Kurtosis	Item	Skewness	Kurtosis
a1	-0.691	-0.162	a17	-0.418	-0.827	a15	-0.55	-0.691
a2	-0.514	-0.486	a18	-0.408	-0.76	a16	-0.68	-0.377

a3	-0.389	-0.826	a19	-0.382	-0.775	a8	-0.439	-0.782
a4	-0.44	-0.766	a20	-0.404	-0.779	a9	-0.294	-0.822
a5	-0.45	-0.876	a21	-0.472	-0.769	a10	-0.303	-0.809
a6	-0.485	-0.891	a13	-0.733	-0.286	a11	-0.363	-0.828
a7	-0.465	-0.836	a14	-0.45	-0.608	a12	-0.426	-0.752
b16	-0.935	0.294	b14	-0.982	0.436	b1	-1.265	1.837
b17	-1.169	0.808	b15	-1.125	1.058	b2	-1.064	0.971
b18	-1.205	1.282	b6	-1.143	1.338	b3	-0.958	0.662
b19	-1.138	0.482	b7	-0.866	0.366	b4	-1.024	0.669
b11	-1.047	0.672	b8	-1.183	1.331	b5	-0.906	0.74
b12	-0.98	0.292	b9	-0.967	0.041			
b13	-1.167	1.237	b10	-0.965	0.483			

The result indicated that the data set did not violate the normality assumption, indicating that all variables were approximately normally distributed.

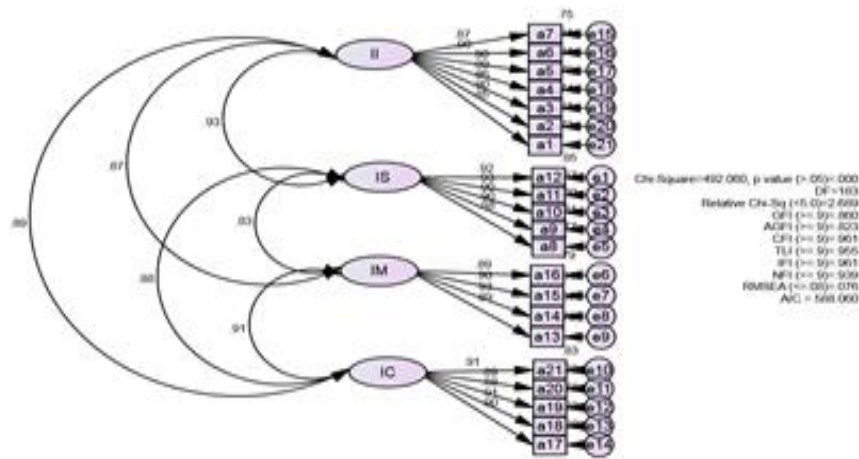


FIGURE 1
TRANSFORMATIONAL LEADERSHIP VARIABLE

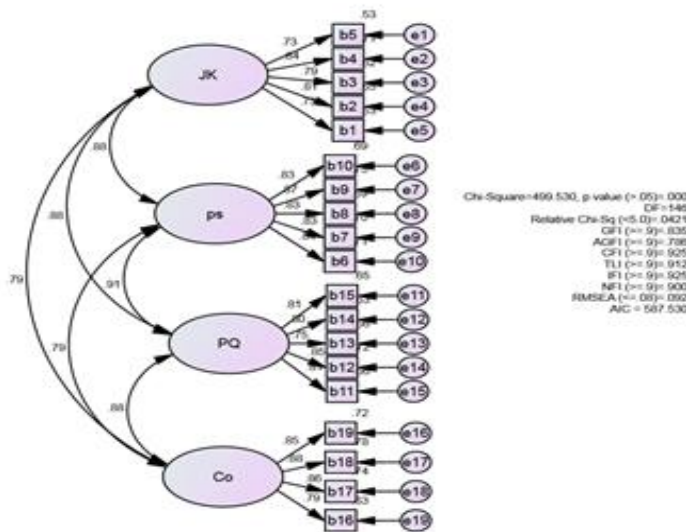


FIGURE 2
ASSUMPTION OF NORMALITY

Testing Research Hypotheses

Independent variable	R	R²	B	SD error	T	F	Sig
Transformational leadership	0.473	0.221	0.307	0.034	9.121	83.198	0
Ideal effect	0.452	0.202	0.282	0.033	26.592	74.106	0
Individualized consideration	0.438	0.189	0.264	0.032	8.275	68.483	0
Inspirational motivation	0.478	0.225	0.293	0.032	9.226	85.127	0
Intellectual stimulation	0.423	0.176	0.255	0.032	28.829	62.88	0

It is noticed from Table 4 that the value of the regression coefficient (R^2) is equal to 0.221 and it is a statistically significant at the level of 0.05 significance. This means that the transformational leadership variable has an explanatory capacity for the change in job performance by 22.1 % and the value of R is 0.473; this means that there is a positive direct relationship between transformational leadership and job performance and, accordingly, the main hypothesis was accepted and verified. This may be attributed to the fact that the transformational leader possesses the characteristics of influence and motivation, in addition to his interest in training and development of workers and his taking into account of individual differences; this will contribute to the improvement of the job performance. This finding is in agreement with the studies of Sundilk (2013); Cyrain (2018), which showed a positive effect of transformational leadership style upon job performance.

In order to test the four sub-hypotheses of transformational leadership and the impact of each of them on job performance, Table 5 indicates that there is a positive effect with statistical significance for the four dimensions of transformational leadership on job performance. The study further explored the impact of each dimension of transformational leadership on job performance, and the most influencing dimension on job performance. The researchers note that the inspirational motivation dimension (the third sub-hypothesis) had the largest positive effect among the transformational leadership dimensions by improving job performance with an explanatory capacity for the change in job performance by 22.5%. The idealized influence dimension came second in terms of its impact on the independent variable (Job Performance) with an explanatory capacity of 20.2% (first sub-hypothesis). Table 3 showed that the 'individualized consideration' dimension of transformational leadership ranked third in terms of its impact on job performance with an explanatory capacity for the change in job performance of $R=18.6\%$ (second sub hypothesis). However, the 'intellectual stimulation' dimension had the least positive impact with an explanatory capacity for the change in job performance by $=17.6\%$. In total, the effects of the four dimensions of transformational leadership on job performance were close, as the explanatory capacity (R^2) ranged between 17.6%-22.5%.

CONCLUSION AND RECOMMENDATIONS

The researchers agreed that transformational leaders are leaders who inspire their followers to transcend their self-interests for the good of the organisation. A variety of studies showed that transformational leadership has an impact on increasing the level of employee performance and organisational performance. It is worth noting that the establishment of municipalities came to achieve a set of administrative, political, economic and developmental goals. Achieving these goals requires transformative leaderships capable of advancing local administration units, especially in light of the great challenges they face in Jordan (Taamneh et al., 2019).

The study revealed that the level of mayors' practice of transformative leadership behaviour was of a moderate degree and a mean of 3.53 in total. As for the dimensions of transformational leadership, the result showed that the dimension of inspirational motivation came in the first rank and with a moderate degree with a mean amount of 3.65. As for the dimension of idealised influence, it ranked second with a moderate extent and a mean of 3.65; whereas the dimension of individualised consideration came at the third rank with a moderate level and a mean of 3.49. Finally, the dimension of intellectual stimulation occupied the last rank, with a moderate extent, and a mean of 3.53. The results of the study revealed that the extent of job performance in great municipalities came to a high degree with a mean of 4.24. The four job performance dimensions (*i.e.* cooperation, quality of performance, volume of performance and work knowledge) were all at a high extent with means of 4.26, 4.25, 4.23 and 4.22, respectively.

The results of the study showed that there was a positive impact of transformational leadership behaviour practices on the job performance in great municipalities in Jordan, with determination factor ($R^2=0.221$). In other words, the transformational leadership explained 22% of the variation in job performance. The explanatory ability of the four dimensions of transformational leadership in variation of job performance was convergent, ranging from 17.6%-22.5%. Based on the results, especially those related to transformational leadership behaviour practices, there is an urgent need to pay attention to these practices through conducting training programs, seminars and workshops for mayors to consolidate the meanings of transformational leadership. The study also recommends the need for leaders to pay attention to, train and empower employees. The establishment of role models and good morals by mayors provides an opportunity for employees to emulate them. Also, activating the role of oversight in local administration units is an important issue to ensure that the municipality's energies and resources are harnessed for the public interest. An encouraging and promoting high-performing person creates and entrenches a culture of achievement in the municipalities.

IMPLICATIONS FOR PRACTICE

To evaluate the impact of transformational leadership on job performance, researchers utilised quantitative method using survey questionnaire from 290 personnel selected purposively from the positions of heads of local councils, directors, deputy director and heads of departments. The results of the study showed a moderate extent of transformational leadership style and practices. This is not surprising if we know that the election process for mayors depends on subjective electoral principles and behaviours and tribal and regional criteria instead of competence and programmatic criteria (Taamneh et al., 2018). The local administration in Jordan is witnessing unremitting efforts by the government represented in the restructuring of local administration to form the provincial councils, municipalities and sub-municipalities, all of which is in order to raise the level of performance, especially for the municipalities. In this sense our study is timely and is recommending more mechanisms and ways to promote transformational leadership practices in local administration in Jordan. Researchers believe that there is a need to establish an institute for local administration to be mandated with the responsibility of training and developing human resources in the municipal sector, starting with mayors and up to junior employees.

AUTHOR CONTRIBUTIONS

Conceptualization: Prof. Mohammad Taamneh, Areej Alshboul.

Data curation: Areej Alshboul.

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Validation: Areej Alshboul.

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Writing – review & editing: Mohammad Almaaitah.

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