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**THE EFFECT OF TRANSACTIONAL
LEADERSHIP ON EMPLOYEES' PRODUCTIVITY:
EXPLORATORY STUDY; DUHOK**

MASTER THESIS

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ABSTRACT**Master's Thesis****The Effect of Transactional Leadership on Employees' Productivity:
Exploratory Study; Duhok****Ahmed Abdi FAQI****Firat University****Social Science Institute****Business Administration Department****Elaziğ, 2021; Page: XI+105**

We study how transactional leadership affects the employee's productivity in a number of companies in Duhok city. Due to the transformation of the business environmental, especially after COVID 19, it is important to understand how such leadership styles affect the organization's and employees' productivity. The participants within this study consisted of managerial leaders in the selected companies.

There were a total of (120) questionnaires mailed out and (98) usable questionnaires were returned, yielding (87.5%) of percent response rate. Hence, by using hypotheses to evaluate a correlation that discovers the relationship between both variables of the study, the effect of transactional leadership on the employees' productivity and its dimensions. The study analysed the data to provide answer in the research sample, and hypothesis testing using a number of methods and statistical tools such as standard deviation, correlation, and regression and one-way ANOVA that was verified by the premise of research.

The study found that there is a significant and positive correlation between transactional leadership and employees' productivity, this means that the more responsive managerial leaders are to depend on transactional leadership in their activities then this will lead to an increase in the level of productivity and organizational growth. An important conclusion is that the transactional leadership has positively contributed to an increase in employees' productivity in the companies of the study sample. Given these finding, we suggest that companies and managerial leaders actively increase their leadership abilities and enter the business competition in the market place. Moreover, the

study found that state there are differences in transactional leadership and employee's productivity according to demographic characteristics except academic achievement differences. Furthermore, a set of recommendations are highlighted that mainly focus on the transactional leadership and the productivity of employees to sustain the organization growth and success.

Keywords: Transactional leadership, employees productivity, workplace environment and organizational growth.



ÖZET**Yüksek Lisans Tezi****İşlemsel Liderliğin Çalışanların Verimliliği Üzerindeki Etkisi;
Açıklayıcı Bir Araştırma; Duhok****Ahmed Abdi FAQI****Fırat Üniversitesi****Sosyal Bilimler Enstitüsü****İşletme Ana bilim Dalı****Elazığ, 2021; Sayfa: XI+105**

Bu araştırmanın temel amacı işlemsel liderliğin çalışanların üretkenliği üzerindeki etkisini ölçmektir. Bu amaçla Duhok ilindeki özel sektör çalışanları örneklem olarak seçilmiştir. Pek çok işletme özellikle COVID 19 ile birlikte iş ve çevresel bir dönüşüm yaşamaktadır. Özellikle bu dönemlerde liderlik tarzlarının organizasyonlar ve çalışan üretkenliği üzerindeki etkisini anlamak oldukça önem kazanmaktadır. Bu nedenle araştırma seçilen şirketlerin lider yöneticilerine yoğunlaşmaktadır.

Araştırmada 120 anket dağıtılmış ve analize uygun sağlıklı 98 anket elde edilmiştir. Anketlerin yanıtlanma oranı %87,5'tir. İşlemsel liderliğin çalışanların üretkenliği üzerindeki etkisini analiz edebilmek için her iki değişken ve alt boyutları arasında hipotezler geliştirilmiş ve hipotezleri test etmek için standart sapma, korelasyon, regresyon gibi bir dizi istatistiki yöntem ile analiz yapılmıştır. Araştırma sonuçları işlemsel liderlik ile çalışan üretkenliği arasında istatistiki olarak anlamlı ve pozitif bir ilişki olduğunu göstermektedir. Bir başka ifade ile yöneticiler işlemsel liderlik yaklaşımını benimsediklerinde çalışanların üretkenliği artış göstermektedir. İşletmelerde koşullu ödül ve ceza sistemlerinin kurulmasının işletmelerin üretkenliğine katkı sağlayacağı da önemli bulgulardan biridir. Araştırmanın son bölümünde bulgularından yola çıkarak organizasyonlara büyüme ve sürdürülebilir rekabet avantajı elde edebilmeleri için işlemsel liderliğe ve üretkenliğe odaklanan bir dizi öneri sunulmaktadır.

Anahtar Kelimeler: İşlemsel liderliği, her ikisinin istisnalarına göre yönetim (bilinen ve bilinmeyen) gizli ödül ve ceza, çalışan verimliliği, işyeri ortamı, büyüme Kurumsal.

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CHAPTER ONE

1. AN INTORDUTION TO THE STUDY

1.1. General Introduction

At normal times, organizations face frequent uncertainties of varying consequences and difficulties in the marketplace, while attempting to find out a sustainable and creative solution for environmental problems and dilemmas, especially after COVID 19 worldwide crisis. It's obvious that organizations throughout the world are struggling to find adequate solutions for many challenges they currently face. Thus, the organization needs a new leadership style to sustain operate in such situations. Each organization that concentrates on the effects of leadership can be more successful than the other organizations that do not. This is because the leaders play a crucial role in the process of external evaluation, directing and dealing with obstacles that subordinators might face, and create organization's excellency in order to carry on the transformation (Chu & Lai, 2011; Odumeru & Ifeani, 2013:355).

Leaders should therefore begin assembling the foundation of the operating model so that they can steer their organization under conditions of extreme uncertainty (Finne et al., 2020). The different size of organizations need the leader's power in order to achieve the organizational goals, and without a variety of mentality and rationalism of leaders that hold different social, ethnical and environmental point of views might be difficult for the organization to constantly keep in a virtuous successful level. It's clear enough in the business world that one of the main factors of an organizations' success is to have an effective leader to run the business ultimately to the right path. A vast number of researches and conferences have been conducted to raise the term leadership. All organizations fulfill their tasks with resources such as workforce, machinery, materials and money, each one of these resources depend one another to ensure efficient overall performance. Also, leadership is a process in which leaders participate in different activities to achieve their goals. This might be for one's own reasons or for others' interests and these may or may not be compatible with organizational objectives (Herse et al., 2008:5). Also, leadership is about exploiting the organizational resources efficiently and effectively, as leadership is an elusive and mysterious term.

Recently, transactional leadership and transactional term has become a very important term in different societies and it's obvious that leadership development has to be practiced in every organization that wants to be a leader in the marketplace and create a value.

The perspective of transactional leadership style might be various from one person to another, or condition to another. Burns (1978) initially described the transactional leaders as those who identify the requirement of their subordinates and respond to them by developing a close link between effort and reward.

On the other hand, employees' productivity usually is measured through whether the employees perform their jobs and fulfill the duties in a decent and proper way or not (Sukedo, 2017:1112). Throughout this study, we attempt to raise the importance of leadership in general and transactional leadership in specific and concentrate on employee productivity in private sector companies in Duhok governorate, Iraq. The research also aims to provide recommendations and an effective study for these companies to underline available gaps and capacities to have higher level of employees' productivity, throughout a relevant leadership style; this would be helpful to overcome any obstacles that might stumble the process of productivity. The study will aim to redefine the transactional leadership for the purpose of supporting an increase of the productivity within these companies.

1.2. Statement of the Problem

It's observable in the present era, the difficulties which are facing organizations generally and business organizations specifically and massive information and data that the organizations and individuals are dealing with, that every organization needs to follow and find a relevant strategy to deal with the obstacles or problems.

It's clear enough that most of the organizations failed because of the philosophy and mentality of the managers and leaders in the top management levels. The leadership is about solving problems and trying to keep and motivate individuals in order to achieve the goals, the organization should look after the leadership styles and try to ensure the existence of an appropriate style that is being applied with the employees.

Furthermore, the relationship between the leaders and their employees are becoming more difficult based on the problems that are occurring on the daily work basis. The leaders can indicate the performance of the companies when leaders make relevant

and right decisions concerning the productivity. Leadership is playing an important role for ensuring the sustainability of any organization. The power of leaders depends on the philosophy and the strategy to influence on their subordinates to obtain the objective. In this research, we attempt to find out and study the effect of transactional leadership on employee's productivity. This study includes two main parts, the first one is the theoretical part and the second part is the analytical part both of which will be adapted in companies in Duhok city.

This study aims to figure out how to increase the employee's productivity throughout transactional leadership style and whether there is any impact and correlation relationship between the two variables. Understanding and implementing leadership styles that correlate with the different innovation variable may lead to lower expenses.

1.3. Purposes of the Study

The current challenges and dilemmas that organizations are facing worldwide are increasing day after day, and that is causing more creative and innovative work in order to be in a decent situation in the marketplace.

Leadership is playing an important role for ensuring the sustainability of any organization. The power of leaders depends on the philosophy and strategy of leaders to influence on their subordinates to obtain the objective. In this research we attempt to find out and study the effect of transactional leadership on employee's productivity. The main purpose of the present study is to explore the impact of transactional leadership on employee's productivity in a sample of managerial leadership in private sector companies among a sample selected for this study in Duhok city. This study includes two essential parts, the first one is the theoretical part and the second part is the analytical part, both of which will be adapted on eight companies in Duhok.

The research will aim to clarify the following issues:

1. To what extent the managerial leaders practice transactional leadership style with their employees in the selected companies?
2. To what extent the employees in the selected companies are productive?
3. The logic behind study sample to understand the concepts of employee productivity?
4. Are there any relationships between transactional leadership and employee's productivity?

5. Is there a statistical indication on the impact of transaction leadership on employee's productivity?
6. Providing a theoretical framework for researching variables which enables researchers' contributions to the subjects of these variables to enrich the academic aspect of the study with references from scientific sources.

1.4. Objectives of the Study

The purpose of this study is to attain the following objectives:

1. Pointing out the importance of the transactional leadership and employee's productivity in managerial leadership in purpose to increase the company's growth.
2. Determine the stages of implementation of the transactional leadership style in the sample selected companies.
3. Come up with a relevant conclusion on the transactional leadership and employee's productivity in the managerial leaders in the selected companies, with providing a number of appropriate recommendations in this field.

1.5. The Scope and Limitations

The scope of the study's theoretical aspects is limited to transactional management, employee productivity and their dimensions, while the scope of the study's practice is limited to data collection and analysis, and results discussion. one of the biggest challenges that this study faces is the movement restriction due to the COVID 19 pandemic that in a sort of extend made the data collection and reaching the participants kind of difficult.

In addition, one of the key limitations of this study is collecting the data, particularly the tool used for the questionnaire; the dissemination of the questionnaire might take time, in particular the respondents were the management leaders of private sector companies, and the respondent's need to react reasonably and objectively to the questionnaire and to avoid bias to it.

1.6. The Significant of the Study

The significance of the present study comes from the significant of its variables investigation and the importance of the sample in the study to various aspects, namely:

1. **The Theoretical side:** The present study gains importance in the academic aspect by exploring two vital variables in management literature which deal with Transactional Leadership and Employees Productivity. As the variables are dynamic in their nature and it require for further improvement, the study aimed to provide a theoretical background for these variables and to enrich the topic with available academic references.
2. **The field side:** The significant of the field side of the study come from the importance of the approaches it discovers to apply the Transactional Leadership and Employees Productivity to improve the Private sector company's productivity.



CHAPTER TWO

2. THEORETICAL BACKGROUND

The purpose of this chapter is to provide a theoretical background on the transactional leadership and the employees productivity, as it one of the main requirements for any academic study. The leadership concept is on the crucial term to understand it and link it this research. The leadership theories, styles and characteristic also took a part of this chapter. Furthermore, this chapter has included the different aspects regarding how to increase the productivity and the diverse approaches on managing employee's performance in the organizations. It's important to mention, the chapter is focused also on the previous studies for the variables of transactional leadership and employee's productivity.

2.1. Transitional Leadership

Leadership is one of the key roles used in any organization. It's determined that it's the track of the foundation; therefore, it's one of the major studying matters in management (Odumeru & Ifeanyi, 2013). Transactional leadership is one of the styles that have gained enormous importance in recent decades. Transactional leadership style was first developed by Max Weber in 1947 and then by Bernard Bass in 1981. The managers often use transactional style because it cons on the basic of management functions which is planning, organizing, leading and controlling.

The transactional leadership clarifies the inimitable variance in result variables after following up the influence of transactional leadership (Bass, 1985). However, the combined management or leadership styles in the daily work in reality is the transactional leader, and the leader is behaving according the contingent support. The studies show by contingent support (positive and negative) the leader will be able to raise the subordinates performance, and the job satisfaction will be high and it will decrease the job behavior (Al Hawari, 2002).

The concept of leadership and its definition is perceived and promoted in various ways, in industrial stand point promotes leadership as transactional, exclusive and hierarchical and more postindustrial perspectives embrace leadership as inclusive, rational and empowering others. Northouse (2007) and Rost (1991) indicate that there are

different numbers of leadership definition and it can be defined in various ways; therefore, it's hard to come up with one unified definition. After years of attempting, the scholars were able to generate an understanding of leadership as following:

- Armstrong (2009: 4): defined leadership, as an influence on others that they tend to act towards the achievement of a goal that they might not have achieved so readily had they been left to their own devices.
- Daft (2014:6): leadership is the process of influencing subordinates and empowers them in order to achieve planned goals.
- Yukl and Van Fleet (1992) argued that leadership definitions differ in different aspect such leadership type, leadership goals and management methods.
- Mumford, Zaccaro, Harding, Jacobs, and Fleishman (2000): Leadership is a complex process that provides solutions to social problems.
- Salancik & Pfeffer, (1978): Leaders determine and shape their subordinates' work atmosphere, in terms of psychosocial aspect.
- Western (2016:26) mentioned that leadership is not only owning groups and it's not combined between skills and abilities, it has psychosocial influencing dynamic, and he attempted to clarify the concept of leadership as he mentioned in the following terms:
 - **Psycho**, it indicates that leadership is a psychological and dynamic thing that occurs within the individual himself and between individuals as a group, as the leadership consults the soul, the subconscious, and the emotions within an individual and groups.
 - **Social**, it refers to the social structure and social interaction of leadership, and that leadership is more than a relational phenomenon, rather, it is a reference to authority, power and control over materials and resources, and the use of information, knowledge, technology, culture and policies. When elaborating interpretations of the concept of leadership, the social sphere must be taken into consideration.
 - **Influencing**, it indicates that leadership has a specific power, which is to influence others, and broad term as leadership relies on a wide range of styles for the purpose to influence others.

- **Dynamic**, it indicates that leadership is not static, but rather a dynamic flow, it cannot be static, but rather is the process of moving individuals, meaning it is a social process.

Based on the above number of definitions, we can summarize the leadership concept as the following:

1. Leadership is about solving problems and finding relevant solutions.
2. Leadership is influencing people in order to attain the goals and objectives.
3. Leadership is a dynamic and social process.
4. Leadership is about reaching the level of empowering the people.
5. Leadership is the ability to convince people to go toward to achieve the organizational goals.
6. Leadership is about moving individuals toward a specific objective.

2.1.1. Previous Studies

This section will highlight a number of studies that related to Transactional Leadership as follows:

Chaudhry (2009): Impact of Transactional and Laissez Fair Leadership Style on Motivation: The study aimed to measure the impact of transactional leadership and laissez fair leadership style on employee's motivation. The study implemented in banking sector in Pakistan to determine which style is more effective to motivate the employees. The researcher has conducted a questionnaire and distributed to (278) employee in banking sector, and used descriptive study and co relational study (SPSS). The study has reached to several results as below:

- A. There is a positive significant relationship between transactional leadership and employee's motivation.
- B. There is a positive significant relationship between contingent rewards and motivation
- C. There is a positive significant relationship between management by exception (Active) and motivation.
- D. There is no significant relationship between laissez fair leadership style and motivation
- E. There is no significant relationship between management by exception (Passive) and motivation.

Alhefity, Ameen & Bhaumik (2012): The Influence of Transformational Leadership and Transactional Leadership on Organizational Excellence:

The objective of the above study is to identify the power of impact of transformational and transactional leadership on the excellence of organization. Quantitative data is collected from 218 in Fujairah Municipality and the sample has been selected randomly. The questionnaires were analyzed by using PLS (Partial Least Squares) SEM-VB (Structural Equation Modelling-Variance Based) applying the software Smart PLS 3.0. The study has found out that transformational and transactional leadership were positive and have been proven to be one of the significant predictors of organizational excellence.

- A. The study has found out a number of results: The results show that there is a positive and significant relationship between transformational and transactional leadership and organizational excellence.
- B. The results of the study are valuable for decision-makers and help to improve organizational success and localization programs.
- C. The results there is a strong positive impact of the transformational and transactional leadership style on organizational excellence.
- D. The finding could be useful for the further promoting the awareness of the municipalities, and developing and improving the quality of organization outcomes.

Kalsoom & Ali Khan & Zubair (2018): The impact of transactional leadership and transformational leadership on employee performance: A case of FMCG Industry of Pakistan:

The study is about the two leadership styles and their impact on employee's performance in FMCG industry in Pakistan. The data were gathered from 318 employees and it was concluded that while both types of leadership have a positive connection to employee performance; however, transactional leadership strongly correlates positively with employee's performance, Linear regression analysis was also used to estimate the contribution of the predictor to the output of the employees along with the Pearson correlation, the study has found out a number of results:

- A. There is a highly positive correlation between transactional leadership and employee's productivity.
- B. There is a weak positive correlation between transformational leadership and employee's productivity.

- C. Results shows that the transactional leadership is more effecting to the employee's productivity in a positive manner comparing to transformational leadership style, while transformational is also affecting positively in employee's productivity.

Ebrahimi, P., Rezvani Chamanzamin, M., Roohbakhsh, N., & Shaygan, J. (2017): Transformation and transactional leadership: which one is more effective in the education of employee' creativity: The study attempted to examine the effect of transformational and transactional leadership on education of employees, the hypotheses of the study were on the impact of transformational and transactional leadership styles on employees' creativity. The questionnaire was distributed with 548 employees in the education department in Iran, for examining the relationship between the variables structural equation modeling were used for this purpose. Furthermore, the findings illustrated that the way of learning orientation effect on leadership styles and employees' creativity. The study has reached out to the following results:

- A- The findings showed that there is no significant relationship between transactional leadership and employees' creativity.
- B- The results have showed that female leaders are more transformational.
- C- The findings illustrated that there is a relationship between transactional leadership and employees' creativity; also male managers were more successful in transactional leadership.
- D- The findings showed that there is a significant impact of transformational leadership on learning orientation.

Riaz, Adnan, and Mubarak Hussain Haider (2010). "Role of transformational and transactional leadership on job satisfaction and career satisfaction: The research was conducted to examine the impact of transformational and transactional leadership on job and career satisfaction. The questionnaire was distributed among 240 of participators in different private sector organizations working in the capital of Pakistan, the organizations who are running in the capital of Pakistan was the population of the current study, and the sample was the employees who are working at the lower and middle levels of management.

The study has found out the following results:

- A- The results illustrated that transactional leadership is significantly related to job success.

- B-** Transformational leadership and job success have been found is highly linked to career satisfaction.
- C-** The regression analysis show that job success depends more on transformational and transactional leadership compared to career satisfaction.
- D-** There is a positive relationship between the two styles transformational, transactional leadership styles and job success and career satisfaction.

2.1.2. Leadership Theories

There are various numbers of leadership theories and schools that has been developed throughout the history of leadership. The scholars came up with different perspective and practices of leadership; we can briefly go through leadership theories and the improvement of it:

2.1.2.1. Situational leadership

This leadership theory is referring to the leader is dealing with each situation differently. Situational leadership theory particularly is evolved from task-oriented versus people-oriented leadership continuum (Bass, 2008), (Graeff,1997), (Lorsch, 2010), (Yukl, 2011) and (Bass, 2008), mentioned that situational leadership is a part behavioral approach and school. However, situational leadership model was firstly developed in Ohio University and considerate situational factors and readiness of subordinates (Hersey & Blanchard, 1969). Blanchard and Hersey clarified that the subordinates' readiness refers to subordinates' abilities to take on specific responsibilities rather than a personality factor. They clarified that the efficiency of leadership could be increased if the two leader behaviors are properly combined considering the level of preparation of the subordinates (i.e., high task readiness versus low task readiness). As the name of the approach suggests, the situational approach focuses on leadership in situations. The assumption of the theory is that different situations demand different kinds of leadership. From this perspective, to be an effective leader requires that a person adapt his or her style to the demands of different circumstances (Northouse, 2016: 93).

These concepts reflected the notion that the best thing to do relied on the situation the leader was facing. The most well-known and used situational theory includes determining the essence of the challenge and the follower's motivation or ability to learn and using that to evaluate the particular style the leader should use. Despite widespread

debate and use of this theory, however, no evidence remains to support its validity (Jones, 2007: 4).

The situational approach emphasizes that leadership is composed of both a directive and a supportive component, and that each has to be implemented correctly in a given situation. To decide what is required in a particular situation, a leader must evaluate the followers and assess how capable and dedicated they are to perform a given goal. Based on the premise that followers' skills and motivation differ over time, situational leadership implies that leaders should change the degree to which they are directive or accommodating to meet the changing needs of followers (Northouse, 2016: 93-94).

This theory stated that there is no a perfect situation for the perfect leader, but the situation is determining the way of taking the decisions based on the available information. The figure (1) illustrated the factors that effects to the effective of leader which includes difficulties of situation, traits, employee's awareness, needs of the employees, collective decision making, the relationship between the leader and the members and the sources of power (Ibrahim, 1997:365)

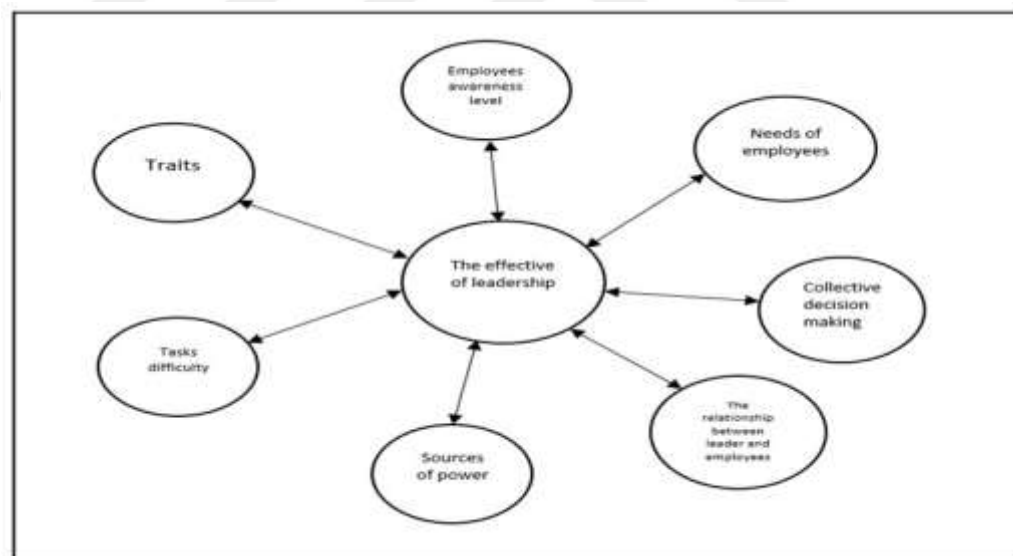


Figure 1. The factors affect the effective of leadership

Source: Mohammed Ibrahim, (1997: 366).

We could conclude that this kind of leadership behavior is based on the situation and leaders are selecting the relevant styles that could serve and solve the problems that the organizations have.

2.1.2.2. Functional leadership

From the early stage, the leadership scholars have noted that the production of functional behavior is one of the important components of leadership processes. This theory is based on a combination of the trait theory and the attitude theory. The leadership characteristics are different from one job to another based on the requirements of jobs, and the positions of the leader determine the function of leader. The leader has throughout their present positions all the power with the employees without convincing them, this theory is close enough to the official power that will be used in order to lead the subordinates via the instructions and orders (Kallda, 1997, 24). This theory indicates that both the leader and subordinates are organizing attempting to attain the desired goals, and a number researched claimed that there are varies of goals as following:

1. **Organizing goals:** It is represented that leader set up the general policies, influencing to others, defining duties, responsibilities and channels of communication, dividing roles and specializations according to the effectiveness of employees in the organization, coordinating the efforts of workers and encouraging their cooperation to work as one team towards achieving the goals of the organization.
2. **Personal goals of leaders:** It is represented in proving the ability to succeed in leadership and carrying out the tasks required to enhance his position and improve his social, economic and employment status. This is facilitated by the convergence of the leader's goals with the goals of the organization and the individual and collective goals of the subordinates (Kenaan, 1992: 104-107).

Nevertheless, this theory considers that leadership is based in essence of the functional interaction between personality with all its positions and the surrounding and environmental conditions. According to this theory this theory, the framework and the employee's performance are determined (Qandil, 2010), we can number these functions as following:

- a. Identify the needs of the employees and respect their thoughts, ideas and feelings.
- b. Taking the jobs and duties of jobs into consideration, and this means the leader divides the works and organizes it and make adequate decisions.
- c. Attaining the goals of the employees
- d. And it includes other functions such as (Orientation, decision making, planning and coordination).

2.1.2.3. Visionary leadership

Visionary leadership is about transferring the picture of the future to reality; it's also to communicate a potential image of a group in order to convince others to contribute in the implementation process (Day, 2014). The visionary leadership method has originated from the criticism against an extreme consideration on rationality without taking into consideration the human side (Hughes, 2005). Visionary leadership is a very important key element that tells and shows for us the strategic direction of the organization and answers the question why change is worthy for the organization and the employees. However, this is kind of leadership that considers on the future mission and how to keep process on the track to stay at its best during the work (Cinar& Kaban, 2012).

The organization becomes self-supporting when the subordinates understand and accept the vision of the leader (Daft, 2005). The vision of the organization should be close or match with individuals' values. Berlew (1974) mentioned that the vision no matter how it is will be translated into reality; it will not deliver any meanings for the employees whose values are different from those applied by the vision. Nevertheless, visionary leaders recognize that they are able not work effectively on their own. They need the support of their subordinates to accomplish the targets (Kantabutra & Avery, 2002). An extraordinary leader is always expected to strongly involve employees in their jobs so that they feel inspired, emotionally connected, dedicated to the future, and be aware of the future vision as a result of their commitment (Kantabutra & Avery, 2011).

2.1.2.4. Trait Theory

In the consideration of the scholars in the 20th century, the trait method was one of the first systematic attempts to research leadership. In the early 20th century, leadership qualities were analyzed to determine what made certain people better leaders. The theories that were formulated were called "great man" theories because they concentrated on recognizing the inherent qualities and characteristics exhibited by great social, political, and military leaders (e.g., Catherine the Great, Mohandas Gandhi, Indira Gandhi, Abraham Lincoln, Joan of Arc, and Napoleon Bonaparte) (Northouse, 2016: 19)

Trait theory illustrates that people inherit those traits, attributes and obtain leadership skills. In addition, it describes distinct traits or behavioral attributes that leaders share, for instance self – confidence, extraversion, optimism and bravery are all characteristics that can be related to great leaders (Cherry, 2019). This theory tries to

illustrate distinctive characteristics in leader personality by defining a range of personal characteristics, and the leaders could be identified by observing personality traits and identifying them. In contrast, the traits can be enhanced throughout training, experience and practice (Goff, 2003). Other scholar stated that the traits apply to repeated behavior patterns and the trait approach seeks to clarify the actions of people in many circumstances based on certain strengths of traits that they retain (Hogan, 1991). Furthermore (Qandil, 2010) and (Al Ajame, 2010) claimed that this theory is based on a basic concept, which indicates that effectiveness of leadership depends on certain traits and characteristics that distinguish the personality of the leader from others, and the leadership traits could be as following:

- a. Physical traits such as (health, length and width).
- b. Knowledge traits such as (Intelligent, education and forecasting).
- c. Social traits such as (communication skill, how to gain others).
- d. Emotional traits (self-control and emotional maturity).
- e. Formal traits (attractive and etiquette).

The table (1) provides a list of the traits and features that were identified by researchers from the trait method. It shows clearly the breadth of traits linked to leadership. also demonstrates how difficult it is to select such traits as definitive leadership traits; some of the traits appear in most of the survey studies, while others appear in only one or two studies regardless of the lack of specificity. However, it represents a general convergence of research about which characteristics are leadership traits.

Table 1. Studies of Leadership Traits and Characteristics

Stogdill (1948)	Mann (1959)	Stogdill (1974)	Lord, DeVader, and Alliger (1986)	Kirkpatrick and Locke(1991)	Zaccaro, Kemp, and Bader (2004)
intelligence attentiveness vision responsibility inventiveness persistence confidence sociability	intelligence masculinity adjustment dominance extraversion traditionalism	attainment persistence insight initiative confidence responsibility cooperativeness tolerance sociability influence	intelligence dominance masculinity	motivation Ability knowledge tasks Integrity cognitive drive	cognitive abilities extraversion conscientiousness emotional stability openness agreeableness motivation social intelligence self-monitoring emotional, intelligence problem solving

Source: R. P. French, Jr., and B. Raven, (2004).

To summarizing the table above, Stogdill's conducted his first survey in order to identified a number of important leadership traits that connected to how individuals in a different of groups becomes leaders. The results illustrated that the average people in the leadership role in various from an average group member regarding the following eight traits: attentiveness vision responsibility inventiveness persistence confidence and sociability. The findings of Stogdill's first survey also showed that an individual does not become a leader only because that individual owns certain traits. Rather, the traits that leaders possess must be relevant to circumstances in which the leader is operating. As stated previous, leaders in one situation may not necessarily be leaders in another situation. Findings illustrated that leadership was not a passive state but resulted from a working relationship between the leader and other group members. (Northouse, 2016:22).

Stogdill's second survey also recognized traits that were positively related with leadership. The list comprised the following 10 characteristics:

1. Start driving for responsibility and work completion.
2. Capacity to organize social communication processes to the reason at hand.
3. Influencing other people behaviors.
4. Willingness to handle interpersonal pressure.
5. Self-confidence and sense of personal identity.
6. Risk taking and originality in problem solving.
7. Vigor and persistence in pursuit of goals.
8. Willingness to accept consequences of decision and action.
9. Ability to influence other people's behavior.

Also, Mann's (1959) findings were obtained through a more sophisticated procedure known as meta-analysis. According to Lord et al., intellect, masculinity, and superiority were all significantly linked to how people viewed leaders. The authors argued strongly based on their results that characteristics could be used to make consistent forms of discrimination between leaders and nonreaders through circumstances (Lord et, 1986). In the 1990s, researchers began to look into the leadership characteristics linked with "social intelligence," which is described as the ability to comprehend one's own and others' emotions, actions, and beliefs and to act appropriately (Marlowe, 1986).

Zaccaro (2002) characterized social intelligence as having capabilities including such social knowledge, social acumen, self-monitoring, and the option to select and execute the best response given the uncertainties of the situation and social context.

Several empirical studies have shown that these skills are important for successful leaders. Such social skills were included in the categories of leadership qualities highlighted by Zaccaro, Kemp, and Bader (2004).

2.1.2.5. Great Man Theory

The theory of the great man prevailed in management thought in leadership in the eighteenth century AD, and the theory was based on the assumption that great events and results are carried out by great men, and the leaders born with having a collective of characteristics that followers desired have these characteristics by their leaders (Stogdill, 1974, 154).

Great man theory might not be accepted commonly today, and it assumed that all leaders were men and all were great (i.e., of the noble class). Thus, those who assumed leadership roles were determined by their genetic and social inheritance. It was not conceivable that those from the 'working class' could be leaders, that leadership might be learned, or that women are able to be leaders (Jones, 2007: 27). Thomas Carlyle claimed the best interests of the heroes that "universal history" is the history of the man who is proficient in the world. Also, Carlyle stated in his "great man theory" that leaders are born and who are only given the skills and characteristics could be a leader in the future. He believed that the great man is born rather than created. Sidney Hook, an American philosopher, extended Carlyle's perspective by stressing the distinction between the eventful man and the even-making man (Dobbins & Platz, 1986). Carlyle suggested as well that in a historical scenario, the eventful man remained complicated but not really decides the outcome. On the other hand, he argued that the even-creating man's behaviors dictated the course of events, which might have been very different if he had not been involved in the process. The events that founded man's positions as a result of outstanding capacities of intellect, will, and character rather than distinguished behavior.

However, as events unfolded, it became clear enough that this approach of leadership was morally flawed, such as Napoleon, Hitler, and others, raising doubt on the Great Man theory (Nawzan & Khan, 2016: 1). Other authors claimed that the skills and abilities of leadership are innate, and the great leaders are born, not developed. This theory often depicts a leader as noble, mythic figures that are destined to rise to power when it is needed. Since leadership is particularly military, thought to be predominantly a male (Olulube, 2013).

2.1.3. Leadership Styles

The leadership styles surely affect the organization's performance and goals. Today the employees need to understand the tasks and to be oriented from the leaders and lines manager, in order to promote a high productivity and performance. If there is a good relationship available between leaders and employees, the productivity level will be high (Nanjundeswaraswamy & Swamy, 2014:57). Thus, the different styles of leadership need to be understood in terms of theoretical and practical perspective. Nevertheless, there are many styles which has been determined and discovered from the scholars during the history. Some of which are as following:

2.1.3.1. Democratic Style

This type of leadership relies on negotiation. The leader is delegating the tasks to the employees and encourages them to contribute and participate in decision making process. Democratic leaders are much directed and extent of the level of making employees practices a bottom-up approach to decision making instead of a top-down approach (Mayer & Clemens, 1999). Also, it motivates the employees to examine how their values align with those organizations, and appeal to their ideal sense of what the organization can possibly be, and encourage them to do their best for the greater goals (Bass, 1985).

2.1.3.2. Autocratic Style

In this style the communication between leader and subordinator is weak. The autocratic leader relies on the employee's opinion and the level of relationship is pathetic as well. Autocratic leaders are oblivious to the subordinators needs, concerns and explicitly delegate duties without debate or negotiations with the subordinators (Shell, 2003). The leaders in this style are not empowering others because of the mentality that they could take over their authority and job place. The autocratic leaders always attempt to make decisions individually without taking care of subordinator's opinions.

2.1.3.3. Bureaucratic leadership

Bureaucratic leaders always follow the rules and code of conduct, they attempt to keep themselves on the track of laws and ensure they are not breaking the roles of the organizations. Each organization usually has their own procedures that are followed by

employees, and could be customers as well. Bureaucratic is not only in the regulation, but it could be in different aspects and fields. Weber (1947:363) has clarified a certain characteristic of bureaucratic organizations, and these characteristics included “A division of work regarding functional specialization, a system rule which is covering the duties and rights of each position and clear procedures that deal with different work situations (Richard, 1963). As known, bureaucratic culture is mostly available in government organizations, and the management style is based on authoritarian, top-down communication, individual seeking for stability, initiatives are limited, and decision making is centralized (Claver et al., 1999).

2.1.3.4. Transformational leadership

Transformational leadership includes four terms (motivational inspiration, individual consideration, idealized influence and intellectual stimulation). Idealized influence means that subordinates determine dealing with the leaders in trust and respect. Motivational inspiration means to develop, build communication and attempt to attain the vision. Individual consideration refers to the idea that leaders coach and acknowledge that every individual in the organization has his/her own abilities and needs (Brevard et al., 2014). Furthermore, transformation leadership as a concept has been initiative introduced in political researchers by James Macgregor Burns in 1978 and it has been known as organizational psychology and management (Odumeru& Ogbonna, 2013:356).

2.1.4. Conceptual Definition of Transactional Leadership

Transactional leadership refers to as leadership approach that concentrates on the role of oversight, organization and people productivity and performance. This type of leadership leads subordinates throughout awards and punishments, these leaders pay attention to the work of the followers to locate faults and anomalies. This kind of leadership is work effectively when crises occur and in emergency situations, as well as in some particular projects (Odumeru & Ifeanyi, 2013:358). Based on Caldwell & Spinks (1992:179) perspective, transactional leadership contains the behavior of the supervision of the performance, provision of contingent personal rewards and contingent material rewards in purpose to attain the organization objectives.

In the business environment, transactional leadership is found to be more successful than in the other fields such education, military and public sectors (Judge&

Piccolo, 2004). It's centralized on the agreement relationship between the leader and the followers, the followers requested to follow the orders and rules, and beside that they will gain rewards if they successes in accomplishing the procedures and activities, and in case if the followers failed in finishing the tasks effectively and effectively based the plan, they will face punishments (Bass, 1985). Consequently, in this situation leaders base on the rewards on the condition meeting the expectations and management by expectation either active, when the subordinators are taken a corrective action and have devoted errors, or passive, when the leaders take action and jobs standards and procedures fail to be met (Dubinsky et al., 1995), this approach of leadership has been built as a reward system to meet the leaderships desired results beside the subordinators performance expected. Therefore, the leader would be counterproductive and would motivate subordinators to reach one level, while subordinators maintain and keep their level of productivity at a minimum level, management would leave them alone to accomplish their work, but when the productivity dropped below from the required level. The subordinators will pay of the level of responsibility and their job might be affected (Bass, 1990). Odumeru & Ogbonna (2013:358) argued that transactional style is not seeking for the change future, it's entirely kept the situation and things the same, and it's mostly effective in crisis and in emergency case, and when the project needs to be run out in a specific way.

Hence, Burns (1978) initially described the transactional leaders which is identifying the requirement of their subordinators and respond to them by developing a close link between effort and reward. The power is usually given to leaders to maintain people in the track and evaluate and correct subordinator's performance, and to reward the effectiveness when the required outcomes are achieved (Couto, 2007). Also, transactional leaders base their management style upon the notion of reward (Jolson et al., 1993). And this sort of leadership approach of leadership consists of a contingent reward by providing a clear instruction to subordinates, who benefit from the rewards and attain the organizational and individuals' goals. Groves & Larocca (2011:511) sees that the transactional leaders influence on the followers throughout managing their behaviors and the agreed rewards between them, and through minimizing performance problems by the early monitoring and direct intervention, and this kind of leader style depend of power, rewards and punishments to influence the subordinators and their performance, and ensure the respect of the benefits between the two side.

We come up with the results, that transactional leadership is one of the most important leadership styles in the modern business and management world. The leaders are applying this style most commonly, and it's a style that the subordinates and leaders are agreed on the rewards approach and punishments, in contrast, the leader determine the level of commitment from the subordinates' side, also in what extent the subordinates are accomplishing the tasks and jobs required.

2.1.5. The characteristic of Transactional Leadership

There are a various number of characteristics for transactional leadership, and the leader in this style how it should be based on the management and leadership perspective. Al Ajami (2010:89) has mentioned a number of the characteristics of transactional leadership style:

- The exchange is based on clarifying and sympathizing with what is required from the subordinates and respects them.
- The transactional leadership style is based on the exchange between the leader and subordinates.
- The transactional leader will motivate and encourage the subordinates with conditions or in motivating and intimidation approach.
- And it's based on the exchange process between the leader and subordinates.
- Transactional leader follow management by exception approach, and the leader might intervene if the situation is needed.
- And this kind of leadership style is democratic. It considerate on the quantity and the job satisfaction.
- The job stress could affect the evaluation process.

2.1.6. Advantages of transactional leadership

Transactional leadership has a big impact in management and leadership style in the modern business world, and has a several advantages for the organization and individual. Odumeru& Ifeanyi (2013:358-359) has explained the advantages and the qualities of transactional leadership style as in the following points:

1. Transactional leaders mostly use punishment and reward to gain subordinates commitments.

2. This kind of leadership style accepts objectives, organization current culture and the structure of the organization. The leaders here attempt to be action-oriented and instructive.
3. The leaders have the desire to work within the systems and negotiate to achieve the organizational goals.
4. Also, their perspective is to think and figure out inside the box in solving problems.
5. Transactional leadership has two main elements, management-by-exception sustains the situation, and monitor and initiate corrective action to be taken in order to improve subordinates performance, in case if the subordinates didn't meet the performance required. The second element is contingent rewards; the subordinates will gain it if they provide a good level of performance.

In this manner, (Travis & Media, 2014) sees that there are several other benefits for transactional leadership style:

2.1.6.1. Powerful Motivator

As known, the employees need to have a job to pay for the costs of life, such as bills, transportation and so on, the transactional leadership provides contingent rewards which are one of the important tools to move and motivate employees to attain a high result.

2.1.6.2. Getting Results Faster

This leadership approach runs very well when short-term results are required and needed in a fast way, for instance providing rewards and bonus for sales associates to meet holiday demand, or offering vacation extra time for the employees if they finish project and work by time in effective and efficient way, this kind of approach always ensures that the work gets done, and it does little to ensure the long-term loyalty of employees or their job satisfaction.

2.1.6.3. Low Cost

Since this style depends on reward and punishments, based on that most employees can be performed or led without training or required traits such as vision and inspiration, the employees will have desire to perform well and attain the organization goals, and implement the agreed plans and policies.

2.1.6.4. Easy to Follow

This approach leaves little space for misunderstanding or ambiguity, followers and managers implement the jobs and tasks required, however the manager provides the tools and guidelines needed and set up a clear policy and reward system such as (Bonus, promotion, vacation, health and care services) and punishments system and could the subordinates face threat such as losing jobs.

2.1.7. The Disadvantages of Transactional Leadership

Transactional leadership style has also a serious disadvantages or weaknesses for organizations and individuals. (McCarthy et al., 2008) has mentioned some numbers of weaknesses of the current style and it's as following:

1. It's kind of tough-love approach of leadership style by monitoring and controlling, top-down direction.
2. The leader has the right to follow the roles and punish the employees if they fail in accomplishing tasks.
3. The level of fairness, fear of failure, accountability, from them employees could be increase because of punishments promises and system.
4. Also, transactional leadership is a short term, and it might affect the sustainability, competitive, long -term goals.

Another scholar (Al Hawari, 2002:253) clarified a several issues of transactional leadership style could be not effective for some reasons:

1. Lack of financial resources could organization face, and incapability to provide reward for the employees. Job -stress could causes negatively on evaluation process.
2. The lack of effectiveness level with using punishments against the employees.
3. Lack of leader's skills and not providing a clear guidelines and orientation for the employees.
4. The system and policies of punishments and reward system could be not relevant tow work and effective.

2.1.8. The Dimensions of Transactional Leadership

Since the transactional leaders have the desire and believe should occurred, and taken in place by building a good relationship between subordinates and the leaders

(Bass, 1990; Gardiner, 2006). Transactional leadership has four components and dimensions to measure the transactional leadership behavior:

2.1.8.1. Contingent rewards

Contingent reward is a tool that the leaders are applying to motivate the employees in order to achieve a high performance and productivity. On another side, developing expectation and materialistic, tangible rewards systems, and this should be built up based on the transaction between leaders and employees (Judge & Piccolo, 2004). Others claimed that contingent reward exchanges reward for effort and promote good performance with reward and recognition (Bass, 1990). The leader and the subordinator agree on a number of roles and duties from two sides, one of the roles is to agree on the rewards or to avoid punishments in the works, as we mentioned recently this approach can be reasonable effective in encouraging subordinators to achieve a high performance and productivity, and the subordinators has to show their disciplines for this purpose.

Akar (2010: 35-36) claimed that both conditional reward and conditional punishment are characteristics of transactional leadership, and one of the characteristics of transactional leaders is to pay attention to the results regardless of the procedures, which in this way reveals the flexibility of these leaders' writings in extending their mandate to lay down rewards and deviation to improve performance and maintain progress by followers, increase job satisfaction and productivity of the organization, and achieve targets required.

When relationship is more stable and the communication between leaders and followers is good, the performance will change in a positive track. Both followers and leaders are entering into an agreement or contract to pursue the vision and organization's purpose within the context of their values. The loyalty of each is to the vision and supporting each other to stay true to that vision (Chaleff, 2010). The research has illustrated that positive feedback is an important predictor of work engagement (Halbesleben, 2010). In a researcher perspective, the contingent reward could be an effective tool for achieving and sustaining the employee's productivity, the high performance, and it could improve and develop the work quality.

2.1.8.2. Contingent punishments

The leader who applies performance contingent punishments and rewards is more effective than the leader who uses non-contingent punishments and rewards (Podsakoff, 1982). The importance of contingent reward and punishments behaviors has been noted in two recent years (Judge & Piccolo, 2004; Podsakoff et al., 2006). Punishments are enforced in different ways, including reproaches for diminished dismissals or demotions and it's often used as a method to decrease the probability that the undesirable behavior will happen again (Skinner, 1953). However, punishments can have both positive and negative consequences, punishment can take the form of contingent and non-contingent punishment with the former being delivered due to poor behavior and latter being delivered randomly. Nevertheless, contingent punishment is a type of negative reinforcement that depends upon recipient's behavior (Podsakoff et al., 2006). Employees who receive contingent reward or punishments also tend to feel more satisfied with their jobs. It's is not necessarily surprising that individuals who receive rewards in the workplace are more satisfied with their work, but some managers may find it surprising that leaders who manage contingent punishments also tend to have more satisfied employees (Podsakoff et al., 2006).

Contingent rewards and punishment not only help to clarify the positions of people they are presented to, but also give a clear indication of other subordination that observes or learns about their actions in acceptable behavior.

2.1.8.3. Management by Exception (MBE) (Active)

Management by exception has two elements and is divided into two types; active and passive. Most of the leaders here would not determine problems and the reason is because they feel they are mocking peers and this could lead to poor level of communication and lack of trust and confidence. It could be seen as keeping the situation in harmony (Sarros& Snatora, 2001). This style investigates at any deviation from the rule and corrects any changes as they occur (Bass, 1990). Moreover, (Watkins, 2008) and (Northouse, 2003) both claimed that transactional leaders applying MBE (active) throughout concentrating their thoughts on the mistakes and deviation that doesn't match with the agreed plans and activities. The leaders follow micromanagement approach in order to discover the mistakes closely, and that means the leaders here take correct action when the deviation occurs and when the standards haven't met because the active leader

are serious in finding errors and mistakes in order to solve and revise them before it's too late.

There are a number of conditions in implementing the management by exception: (Altaybe, 2002: 60-61)

1. The efficiency of top management and its ability to extrapolate the exceptional situations it may face in the implementation of its various activities.
2. The desire of the top management to delegate its authority and confidence in its subordinates to take responsibility in accordance with the powers that granted to them.
3. Efficiency of the organization's employees, and their ability to take responsibility and the strength of their affiliation with an organization.
4. An effective communication system to follow the course of the administrative process and provide the necessary information.
5. Effective incentive system to increase productivity and enhance loyalty.
6. Stability in all circumstances and situations, and the organization's lack of vulnerability to any instability that may face it.

Leaders support subordinates and orient them on how to perform work in the business and how to accomplish the organizational objectives. The leader ensures that the work matches with organizational mission and vision and doesn't interfere unless the objectives aren't being met and achieved.

2.1.8.4. Management by Exception (MBE) (Passive)

This is another part of management by passive exception, the leader who follows this approach doesn't primarily go into the issues and problems unless the problem is complex and the responsible person couldn't solve it (Odumeru & Ifeanyi, 2013:358). The followers here are playing in achieving the organization's mission. Leaders should be close to followers in order for the power to play pivotal role. The duty of leader is transforming the vision to follower's behaviors and takes them from ambiguous to a clear enough status. Throughout this style leaders' action is reactive, they intervene when the problems are obvious, they compare employee's performance, productivity and the agreed plan and contract between the follower and leaders (Smothers, 2008). Once the followers feel understood, they can suggest and ask questions if there is an error in the

work process to get at the root of any problem. However, the leader who is suffering with staff's productivity is mostly open for receiving suggestions and recommendations.

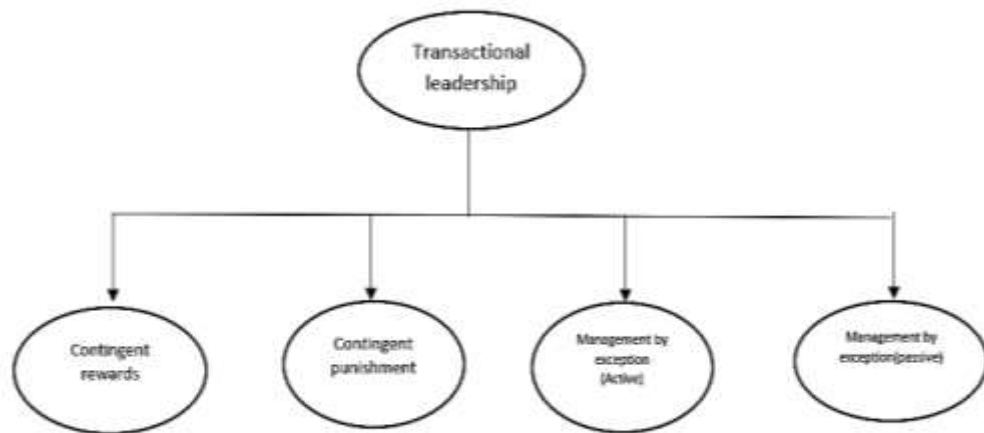


Figure 2. The dimensions of transactional leadership.

Source: Based on literature reviews.

2.1.9. The Difference between Transactional & Transformational Leadership

It's obvious in many researches that there is a link and misunderstanding between both leadership styles, transactional and transformation leadership. Burns has distinguished between the two styles, by explaining that, transformational leaders are the leader who communicate and truly engage with subordinates, through considering on higher instructions and orders substantial needs, also attempt to develop a new method, ways to improve the quality of work and performance (Odumeru & James, 2013). While transactional leaders are leaders exchange rewards and loyalty of subordinates, and tend to be more passive, but transformational tends to show engaging behaviors that include a mission sense.

Table 2. The Difference between Transactional and Transformational

#	Transactional	Transformational
1.	Works within the culture of organization	Tent to implement new ideas and methods and facilitating the change of organizational culture.
2.	Leadership is mostly reactive and responsive	Leadership is initiative or proactive
3.	The subordinators attaining the goals throughout rewards and punishments set up by leader	Employees here attain the goals throughout moral values and developing a new idea.
4.	The leader motivates and encourage employees by appealing and linking to their own self-interest and needs	The leader motivates subordinators to put the interests of group first.
5.	Management-by-exception: maintain work status: monitor to correct action to improve employee's performance.	Tends to promote creative and innovative ideas to solve problems and issues.

Source: Odumeru& James, (2013).

In this sense, Ingram (2019) explained transactional and transformational strengths for the organization to adopt it. The previous author mentioned that transactional style can identify small business operational details quickly. It combines all the details, including information and data, to build a strong reputation in the marketplace and preserve the productivity is in a high level. While the transformational leadership can support strategic plans and development of the small business and organizations, transformational style helps in shooting for ambitious goals, and they might attain a rapid success throughout the vision and building the skills of the team by leader.

2.1.10. Transactional Leadership and Followership

Followership occurs in increasingly complex, unpredictable, and diverse market environments, with numerous realities centered on a variety of beliefs, goals, and requirements. Globalization's actual threats, such as intensified competition, far-reaching sociocultural and economic trends, and the rapid rate of growth, are introducing new difficulties for organizations (Küpers, 2007:1).

Kelley (1992, 1998) offered one of the earliest studies of followership, identifying four categories of followers: sheep, "yes" people, alienated followers, and successful or

outstanding followers. Sheep are active people who follow the leader or manager's orders but are not actively involved in the group's work. In contrast, “Yes” people are actively interested in the group's work and enthusiastically help the leader; however, they do not initiate suggestions or think for themselves (Jones, 2007:6). Alienated supporters believe for themselves and are often critical of what the leader is doing; however, they do not publicly discuss such thoughts, seem disengaged, and “rarely devote time or energy to propose alternative options or other approaches” (Grossman & Valiga, 2005: 47).

Leadership and followership, more precisely, are emerging new moments that include both personal and society halons. Person and social halons could be seen in complex temporal relationship of emergence and temporal inclusion, rather than as static artifacts in space, in this view of an occasion. As interconnected holonic phenomena, leadership and followership are best represented as a hierarchical phase. Individual and social halons meet within the interiors and exteriors of both individual (singular) and collective (plural) viewpoints in such holarchy as shown in figure (3). An integral model requires a multilevel study that considers the contextual, inter-subjective, and objective aspects of leaders and leadership, as well as followers and followership, based on this holistic understanding and its integrative potential.

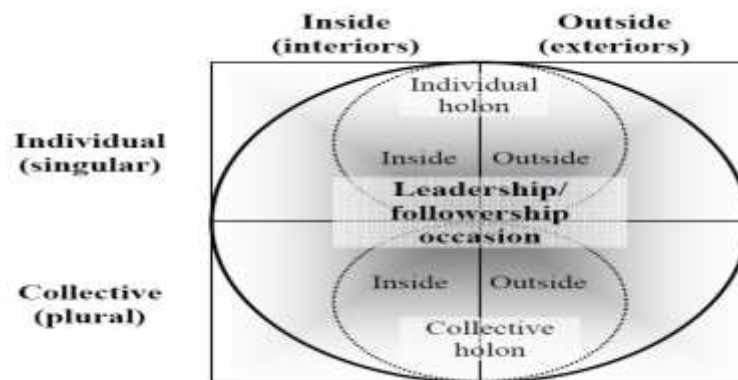


Figure 3. The modified holonic leadership/followership occasions

Source: M. Edwards, (2006).

Internal and external, as well as person and collective, aspects of leadership and followership are all taken into account in an integral approach. For organizational practices to be consistent, compatible, and creative, effective and sustainable leadership

and followership (and their interrelationships) must pay attention to all of these different dimensions and interrelationships.

The unique interconnected processes of intentional, behavioral, sociocultural, and structural realms are central to an integral understanding of leadership and followership (as actual occasions). The internal spheres of a leader and follower, as well as their respective external, behavioral dimensions and the mutual embedment of leadership and followership, can all be evaluated using these domains. As a result, integral theorizing distinguishes between two simple polar dimensions of halons and development: an interior-exterior and an individual/agency-communal element of halons and development (Kupers, 2007:198).

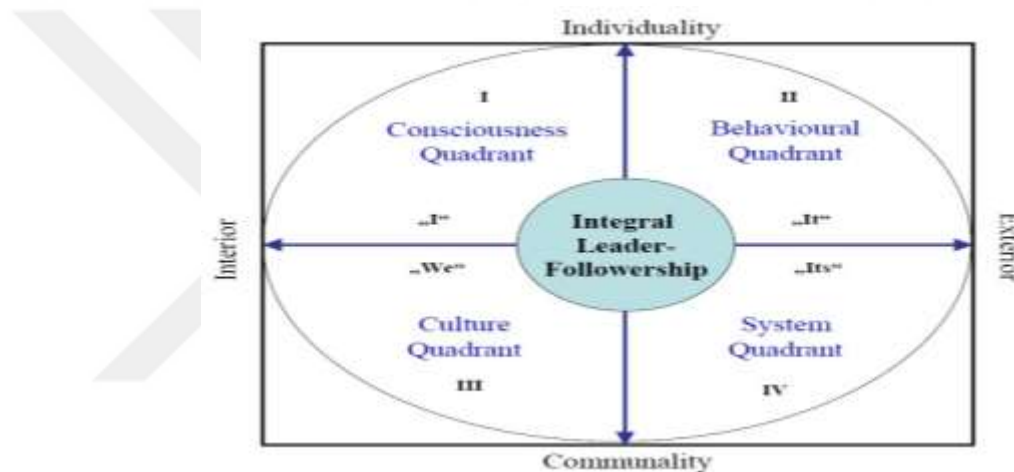


Figure 4. Quadrants of Leadership and followership

Source: Kupers, (2007).

According to quadrant I is the individual/internal aspects, which includes the intrapersonal or internal truth of a person as an individual, whether they are a leader or a follower. Personal beliefs, attitudes, intentions, and meanings, as well as diverse experiences, are all part of this. This is the quadrant; the expression of unique self-relationships, a feeling of befuddlement, raptures, or vocation, internal language or other forms of intrapersonal communication (e.g., sensations) are involved in visions, photos, sounds, thoughts, intuitions, and so on).

Regarding the business perspective, the first quadrant illustrates the readiness and self-management motivation and devotion to oneself, a mission, or an organization. In this quadrant, the focus is on assisting organizational participants in defining their

leadership and followership styles so that they can obtain a clearer understanding of themselves and their influence on others. It also considers how a leader's or follower's psychological, cognitive, emotional, and volitional dimensions affect the organization and its growth. This realm is known as the consciousness quadrant because it represents the self's personal experience of being alive. It is especially important to leadership and followership. (Chatterjee et al., 1998; Young et al., 2002)

The individual external factors of enacted leadership and followership are addressed in the second quadrant. This is the realm of external characteristics, awareness, tangible abilities and their application, embodied action, transparency, and measurable and refined performance levels. Empirical observation, assessment, and analysis can be used to view this behavioral world from a methodological perspective. This quadrant also includes opportunities for training and growth that promote the development and implementation of competencies and peak performance, as well as coaching, preparation, decision-making, and every other ability that improves individual effectiveness (Kupers, 2007:200).

The duty of transactional leadership and followership to reach to the performance level requires of the specific tasks, competencies, and actions to accomplish the larger goals of the organization. In this term, leaders and followers manage performance-related resources, staff, and time efficiently and check that tasks and costs are on target and are being carried out appropriately. The third quadrant is concerned with the internal dimensions of leadership and followership as a whole. This quadrant encompasses shared culture, myths, legends, and beliefs. Unwritten values, common sense worldviews, taboos, and informal norms all fall under this umbrella. It encourages leaders to pay attention to the deeper meanings of collective symbols, sociocultural goals, and dreams. Crucial ingredients for long-term organizational performance, such as organizational honesty and morale, are also discussed in this quadrant (Kupers, 2007:201).

The last quadrant describes the external facets of leadership and followership as a whole. This is where capital, equipment, technology, organizational architecture, strategic strategies, and workflow procedures or structured policies and rules come into play. Institutional factors, external constraints, and forces all play a role in shaping it (e.g., natural resources, climate, etc.). Financial systems and incentive schemes, as well as the quantity and quality of outputs, productivity, and performance, are all part of it. In other words, it is critical to see the company as a success framework at this stage (Kupers,

2007:202). The leaders in their consideration needs and types of the followers in their organizations in purpose to find out a suitable approach to deal with them. Because the approach, the leader and followers mutually observe and respond to each other's personal qualities and actions is an essential factor in the relationship between them. The transactional leadership needs to transfer a clear vision to the follower's minds. The leaders need to empower the followers to outline organizations policies and establish system based on the values and principles contained in the philosophy.

2.1.11. Transactional Leadership Style Leading to Change

Contrasting transactional leadership style could enable leaders in the organization to lead facilitate the change required. It's clear enough that the success of change process is rely on employee's productivity. The root of a leader's duty is to change the situation into better organization position. Using a traditional leadership approach, the institutional environment that they operate, the prevalence of traditional cultural values will change by using such as leadership styles will be most probably evolutionary rather than revolutionary, unless there is a quick or systemic economic event (Mc Carthy et al., 2008). Since the transactional leadership styles rely on several tools and approaches, as we mentioned recently such as contingent rewards, punishments and both management by exception (active and passive). This style would not success without commitment of the employees to appeal the leader's instructions and follow the strategy of working.

The organization should have a clear change strategy and use the styles that serve that strategy in purpose to stay in the path. Herskovits and Meyer (2002) has defines commitment to change as a force that binds and individual to a course of action deemed necessary for the successful implementation of a change in initiative, moreover the same scholars have mentioned three dimensions for the change commitments as follow:

2.1.11.1. Affective Commitment to Change

This refers to the willingness to accept a particular change which recently introduced in the workplace. Based on strong emotions, transition the change being implemented in the organization, the follower will stay with the organization because they are mainly emotionally linked to the organization, and their perspective will likely be it is best choice for the employees to continue working and employment with the particular organization and this emotions is rely on emotional decision, and it will built a desire to

stay in the organization based on their willingness, and that will mostly lead to productivity.

2.1.11.2. Continuance Commitment to Change

Here the employees are in the understanding process of change and the resistance and difficulty might be faced during the change, and associated with particular costs to the organization and to themselves. The employees endure committed due to the high cost leaving the job, in such this status the employees have not enough choice to decide what to do. Based on previous the employees will stay in the organization because it would have many ramifications for them to make decision to take off their commitment to the organization to leave. In other words, the employees will stay and they could suspend their leaving because it will costly.

2.1.11.3. Normative Commitment to Change

Employees internalized the values and objectives of the organization; the employees stay with the organization because they have certain perspective that they have to stay and they feel must do so. There is a very interesting theory for change that Baroud (2010) has developed it and its included three factors, in the scholar stand point this theory is beneficial for occurring required for sustainable change, and these factors as following:

a. Mission

It has to be written clearly and understandable for every individual in organization and it has to be direct to targeted people in a way that they employees will understand and far away from ambiguously.

b. The Approach

This stage is including what are the mechanism and the appropriate strategy for the individuals in the organization, and the places and positions need to be changed. And the target people it has to be assigned, the right place, in order to make the change occur.

c. Sustainability

It's a continuous attempt to make the change happen, and after it's occurred, the responsibility of management is to transfer this change to individuals' behaviors; moreover, the responsibility as well is to prevent mistakes and deviations in daily process or activities.

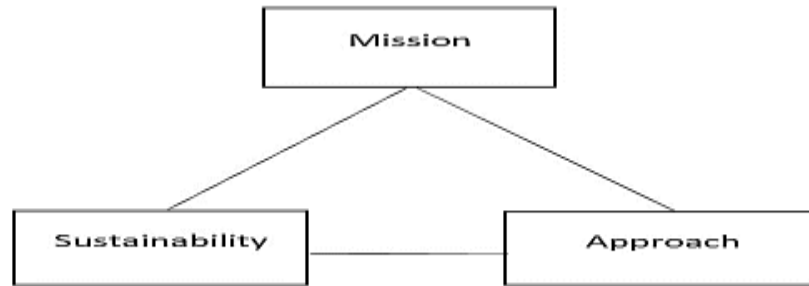


Figure 5. The three dimensions of the change management

Source: Baroud, 2010.

Therefore, the leader always needs to explore a new strategy for getting work done, if the leader does search for a professional to address and determine the causes of intractable behavior, this is a sign for professionalism and power. And it should be linked to the change strategy that the management adopted, the role of transactional leader is following the change philosophy and organization policies, and considers the individual's benefit that they will have because the follower would not have the motivation if the leader hasn't showed them the rewards they will get.

2.2. Employees Productivity

The current section is including the employee's productivity as a dependent variable of this study in terms of theoretical aspect. To address and clarify the main idea of the productivity, as is known, the main objective of every organization is to increase the productivity. Therefore, it's important to know the process of increasing the productivity in the organizations. This section is also including a number of literature reviews that mentioned in previous studies and the development of the productivity. Also, it's necessary to mention the three selected dimensions of the employee's productivity that the study adopted for the dependent variable in this chapter.

2.2.1. Concept of Employees Productivity

The management of people at workplace is a vital part of the management process, understanding the importance of individual in the organization is comparatively on its efficiency to the degree to which it achieves its objective. The good management in the organization frequently sees a regular worker as the root source of productivity, because the employee is the fundamental source of organization success. Many effective

organizations are sturdily committed to look after their employee requirements because they confidence that organization that stand-in employee satisfaction can secure greater employee commitment (Popoola et al., 2007:1). To maintain economic growth and productive efficiency, it is necessary to maximize employee's contribution to the organization's objectives. Therefore, employees in the organization are the most critical and the toughest of all resources. It is not enough to use it, but it is also important to ensure that it does its function efficiently. Only through preparation and growth will this be possible. Overall, managers agree that education and growth lead to the enhancement of employee performance and organizational efficiency (Abdullahi, 2018). Lack of employee's productivity will lead to organization's failure and if the employees are not committed to their work, it will give an undesirable effect on employee's productivity which to a large range contributes vastly to not attain their objective. Furthermore, the human resource is critical and difficult to organize and manage. It is because human behavior is highly changeable, it's different only from individual to individual and but also from culture to culture.

The concept of employee's productivity can be defined in a diverse way, and there is a high number of researchers and scholars who put respect effort on this matter, Meneze (2006) defined productivity as the individual ability to produce respectable quality of work and services according to the predictable standards set by the employers, or beyond the expected standards.

Employees' productivity can also be measured according to the employee's efficiency within a certain and specific period of time (Gummesson, 1998). Sels et al. (2006) mentioned that productivity is a practical results and processes based on that every individual can implement their tasks and jobs more effectively and efficiently. Furthermore, productivity could be described as the proportion between an output measurement and an input measurement (Sauermann, 2016). Armstrong and Tylor (2010) claimed that the employee's productivity can be defined as behavior that achieves these results. Another author mentioned that "the results that employees can produce with minimum effort is called productivity" (Rui & Pitarma, 2003) and per hour results generation and quality of result is known as productivity (Sehgal, 2012).

Akerele (1991) claimed that productivity is the 'measure of how well a nation's resources are utilized for achieving a set of results and reaching the highest level of employee's productivity with the least costs of resources.

The atmosphere in the workplace has a clear influence on the office and employee's productivity, and it was found out that collaboration was supposed to be the factor to have the most positive effect on productivity, and disruption was perceived to have the most negative impact (Haynes, 2008).

Additionally, the disengagement of employees is increasing and it becomes more central to make positive stimulus workforce (Pech & Slade, 2006). According to the recent authors, the focus is on indications of disengagement such as interruption, lack of interest, poor decisions and high absence rather than the root causes. Moreover, it's obvious that employee's productivity is a vital issue to managers and organizations as the main purpose of their job is to provide the best results that they can. Caruso (2009) mentioned that employees are the secret of the success of any manufacturing industry. In today's cost-competitive world, the emphasis is on getting tasks done throughout increasing the productivity of employees, additional to recent, productivity could be the effective and efficient utilization of all resources; capital, labor, material, energy, information and time (Nwaskie, 1991).

The researcher sees the employee's productivity in the level of attaining the expected outcomes of work. The manager particularly can supervise the productivity based on the agreed plan indicators. Nevertheless, the productivity purely relies on the commitment not only from the employees' side, but from the management or leadership side. The management should commit to the promises that they have agreed on in order to raise the productivity within their institutions.

2.2.2. Previous Studies

This part will address a number of studies that related to employee's productivity as follows:

Maduka & Okafor (2018): Effect of Motivation on Employee Productivity: A Study of Manufacturing Companies in Nnewi: The objective of the current study is to observe into the importance of the motivation in management toward individual's work Chicason group (Nig Ltd). Also, to investigates about the techniques of motivation implemented in manufacturing firms, and to discover the issue of hindering the success of employees' motivation in the firms. The study attempts to determine if motivation is caused of increasing the productivity and performance. Moreover, the descriptive study has been

used and accurate statistics to analyze the study data. Two sets of the questionnaires were distributed among the employees; one of them was for the management staff and the other one among senior and junior staffs. The outcome of the study was as following;

- a. The firms are not using incentive and other motivational means to stimulate the employees.
- b. The salaries paid to junior staff were quite low in regard to Nigerian National Joint Industrial Council.
- c. The junior staff prefers financial incentives than non-financial incentives.
- d. The management of the Nnewi manufacturing firms does not adequately provide for employees and their families' healthcare packages.

Abdullahi, M. S. (2018). Effect of training and development of employee's productivity among academic staff of KANO State Polytechnic, Nigeria: The aim of this research is to study the effect of the training and development on employee's productivity, the sample was the academic staff of Kano State Polytechnic, the quantitative method has been used in the study, and the sample size was (233), and the participators has been selected randomly out of (590) of the academic staff, they study used regression analysis in order to test the hypothesis throughout (SPSS). The above study has found out the following results:

- a. The training style has a significant effect on the productivity of employees.
- b. The training design has a significant effect on the productivity of the employees.
- c. The presentation and delivery style have impact of the employee's productivity.

Fajardo,F.(2019). The Role of Mindfulness in Increasing Employee Productivity in both Tactical and Strategic: The study is focused on the mindfulness and impact of it on employee productivity, and aimed to investigate either the impact is different from its two styles tactical and strategic. Questionnaires, surveys and interviews have been used and distributed on 27 responders. Likewise, the participators who attended and completed the mindfulness workshop and descriptive statistics were also used for data analyzing. The study has reached to the below results:

- a. The participants have become more mindful in the post mindfulness practice workshop.
- b. The mindfulness and mindfulness practice have a positive effect on employees' productivity.

- c. The mindfulness and mindfulness practices have impacted individually on increasing awareness and controlling the emotions.
- d. Results shows that as long as the organizations are applying the mindfulness practices it could support in increasing productivity throughout providing efficient tools in order to cope and deal with stress.

Rezaei, M., Rezaei, M., Zare, M., Akbarzadeh, H., & Zare, F. (2014). The Effects of Information Technology (IT) on Employee Productivity in Shahr Bank (Case study of Shiraz, Iran): The aim of the current study is to investigate the way IT and its effects on the employee productivity, the exploratory interviews tools have been used for conducting the study based on the theoretical and literature background which included spirit of competitiveness, innovation, creativity and motivation, and quality improvement, job satisfaction and the spirit of human resources. The results illustrated that there is a positive relationship between IT and human resources productivity. The study has reached out to the following results:

- a. The application of IT will motivate the employee and will improve the quality of productivity.
- b. It will play a vital role in improving the process of problem solving and ensuring the productivity.
- c. Providing software mechanisms for the employees will play a significant factor in developing the human resources and which will spontaneously lead to productivity.

Mangale, N. M. (2017). The effects of compensation on employee productivity a case study of Kenya literature bureau, South C Nairobi NAIROBI, (Doctoral dissertation, MUA): This study examined the effects of compensation on the productivity of employees with special emphasis on the Literature Bureau in Kenya. The research sought to address of how the employee's productivity is effecting compensation in Kenya literature Bureau in the country of Nairobi. The descriptive method has been used throughout questionnaires as a research tool, the questionnaires distributed over (150) employees of Kenya Literature Bureau, moreover SPSS is used for data analyses by qualitative and quantitative methods. The respondents mentioned that the company was not concerned about their personal needs such as childcare and home partner. There is also an effect of the work atmospheres such as seating, lighting, noise visibility and

jobs promotion. The relationship between the high level of management and the employees defines the employees' productivity, therefore, the financial compensation such as health insurance and providing paid leave has an effect on employee's productivity.

2.2.3. The Importance of Employees Productivity

Every organization needs to plan for increasing employee's productivity; it's well known that the main aim of business is cumulative profits, the path for having a high rate of profits. Productivity is also a product of both effectiveness and efficiency, it is the state in which the enterprise is productive, and it is the concept that directs and guides the management of the production system and measures its success. For these and other reasons, productivity has occupied an important place in economic institutions, and its importance to the economy has ended as whole (Antar, 2017). Similarly, it can be mentioned that productivity of individual reflects the contribution, performance, higher income and greater appreciation of employee superiors, and if it decreases, this will indicate a lack of employee's contribution to his job and society. In other words, the employee will be exposed to loss income in addition to other psychological effects such as dissatisfaction (Mansour, 2013).

Human resources are crucial for every organization, focusing on human resources should be the duty for the organization meet at least minimum requires needs of employees in purpose achieving a high productivity and organizational change. Therefore, these resources have undergone time changes as shown by the emergence of the concept of economic productivity.

In addition, human being is one of the main factors required for organizational change and survival and for achieving the desired goals and objectives. Human resources are what brings life to the organizations and ensures their sustainability. The factors of sustainability include motivation, creativity, innovation, competitiveness, cost savings, quality of employment, savings of working hours, work satisfaction and the spirit of human resources thus greatly influence the efficiency of human resources (Rezaei et al., 2014: 1208).

It's well known that the employees for most of the time are working under pressure and stress particularly in this business modern age. The employee is a human not a machine to work full time hours under pressure and stress, this assuredly effects the

productivity level and one of the biggest dilemmas that organizations are facing nowadays are related to finding a relevant strategy and approach that leads a proper work done by employees.

The main reason is why some countries have a tremendous development in their organizations than others are, because those organizations and business are consistently finding out the needs of their employees and societies.

2.2.4. Dimensions of Employees Productivity

Regarding the dimensions of the employee's productivity, the research contains and attempt to test three factors, that we anticipate has effects on employee's productivity which is (workplace environment, job satisfaction and organizational growth) and its as following figure (6):



Figure 6. The dimensions of employee productivity

2.2.4.1. Workplace Environment

The workplace is essential and it leads to increasing the productivity in the organization, and it's involves the physical, geographical location as well as the immediate surroundings of the workplace. Workplace environment is surely linking to working conditions and it's created by employee's interaction in and with organization climate. Carber (1998) claimed "Working conditions refers to the working environment and aspects of an employee's terms and conditions of employee". The health conditions have also a big impact on the organization and workplace environment, because it's strongly linked with the employee's enthusiasm and stability (Zyton, 2018). In sum, if the employee's health is not stable, they could not provide the predictable outcomes because the employees might feel uncomfortable with work conditions, and the employees might also lose the focus and consistent development thinking.

The concept of the environment expands to include the general environment, which is all that is outside the framework of regulation, including the social, economic, political, legal, cultural, social, natural, and psychological conditions in which the organization operates. The environment most specific and influenced by regulation is what directly affects the organization, starting from the regulatory climate within the organization, and the relevant organizations with the organization of beneficiaries, government and supervisory agencies, lobbyists and trade unions (Alqarwete, 2010)

Moreover, the organization's working environments can be divided into the following:

1. Internal environment: The elements within the organization that are unique to the organizations are objectives, administrative policies, work systems, administrative organization, human resources, etc.
2. External environment: The elements of the external environment related or affecting the organization, in which the organization participates with other organizations (Tarwana et al., 2012).

Many of the researches emphasize the need to recognize the nature of the working environment prevailing in any organization in its different dimensions, with the aim of adopting policies that will enhance the positive aspects and modify the negative aspects and improve the workers. Also, thus who their morale, which reflects positively on the realization of the objectives of the organizations, and work to best-in-class individual and collective needs and desires (Alzwei & Jawad, 2010)

Furthermore, the health component is very important and it refers to the protection of human resources from physical and psychological diseases that are likely to occur in the workplace. Which are caused by either the general physical climate or the individual working (job) itself, and these diseases do not occur immediately but over time. They are caused by constant exposure to their causes, which means that they occur cumulatively. Armstrong (2006:347) stated that the workplace environment contains two main parts:

1. **Physical working environment:** Includes the prevailing workplace conditions within the organization, such as ventilation, lighting, hygiene, work pressure, work spaces, noise, number of working hours and rest periods. etc., these circumstances have a reflection and impact on the safety and health of human resources at work and the effectiveness of their performance.

2. **The psychological and social working environment:** it includes the general social climate and its nature, social connections, the comprehensive relationships between human resources in the workplace, and the organizational conflicts that exist between workers. These aspects have a significant psychological impact on everyone who works in the organization, and the scope of these aspects of the relations between the presidents and each other, the relations of the presidents, their chairmen, the relations of the board of directors of the organization, each other. Moreover, Massoudi & Hamid (2017) stated that there is a number of physical components in the workplace environment such as temperature, heavy lifting and noisy and the following is the description per each one:
3. **Temperature:** Companies should maintain an acceptable employee temperature. Although the majority of people have their own preferences for warm and cold environments, an uncomfortable atmosphere can make employees poorly at work. When outdoor activities are carried out, employees must know how long they are exposed to direct sunshine, rain or snow. There should be appropriate safeguards to reduce the adverse effects of operating under harsh conditions.
4. **Heavy Lifting:** The risks of injury are raised by repetitive heavy lifting and adequate lifting methods must be used. Bursitis and herniation of the spinal discs are only a few conditions arising from inadequate lifting technique. Employees can make the lifting of items easier by using materials and equipment. Proper lifting training for employees can minimize negative effects from this physical environment.
5. **Enlightenment:** Without proper lighting people can struggle to see things that can result in tired eyes. This is particularly important for those who also use a computer to do work-related tasks. When you see contrasts between a computer's light and dark areas, you will experience headaches. Companies can enhance poor lighting by covering windows with light diffusers and drapes.
6. **Noise:** Increased levels of noise can lead to stress and fatigue in the workplace. Carpeting is recommended in order to control noise in an area. Hard surfaces reflect noise and increase the sound of everything that hits the surfaces of an office. Office computers may also lead to high levels of noise. Barriers to sound absorption can help to regulate this. The optimal range of sound for workplaces ranges from 55 to 65 decibels.

The management should be aware of the condition of the workplace and employees, they should have continuous process and performance to create the best workplace for the employees and that's leads to productivity. Furthermore, there are some other workplace factors that affect employee's productivity and performance as thus:

1. **Defined Process:** It's one of the main duties for the organization to clarify the work and set up a job description throughout communication and documenting (Chandrasekar, 2011:5). The organization should find ways to get its workers excited and set up formal and informal for rewarding workers who act in the required way. Rewards can include a mixture of internal rewards, such as difficult tasks and external rewards such as higher pay and peer recognition (Chandrasekar, 2011:5).
2. **Performance feedback:** is a method of exchange of information and dispute resolution between the employee and the boss. While the supervisor provides feedback and requirements, the employee may comment on his / her requirements. Although this is formal, it can be handled informally by closer links between two parties (Chandrasekar, 2011:5).
3. **Goal setting:** is an effective tool to attract employee motivation. There are two essential goals in organizations to direct people's actions and to inspire them to be more successful (Richards, 1978).
4. **Supervisor support:** The completion of the job is essential for employees. The interpersonal position of supervisors is essential to foster positive relations and increase employee morale (Chandrasekar, 2011:6).
5. **Monitoring / Couching:** Time and material resources should be developed and be available to employees in order to work with best efforts. Individual workloads and organizational structures and procedures should not prohibit employees from implementing existing skills or newly developed skills.
6. **Job opportunity/job aids:** Employees should be given the chance to practice their skills. The working environment is set up and should be include templates, manuals, models, checklists and other workplace aids that can reduce error rates and customer frustration (Chandrasekar, 2011:6).

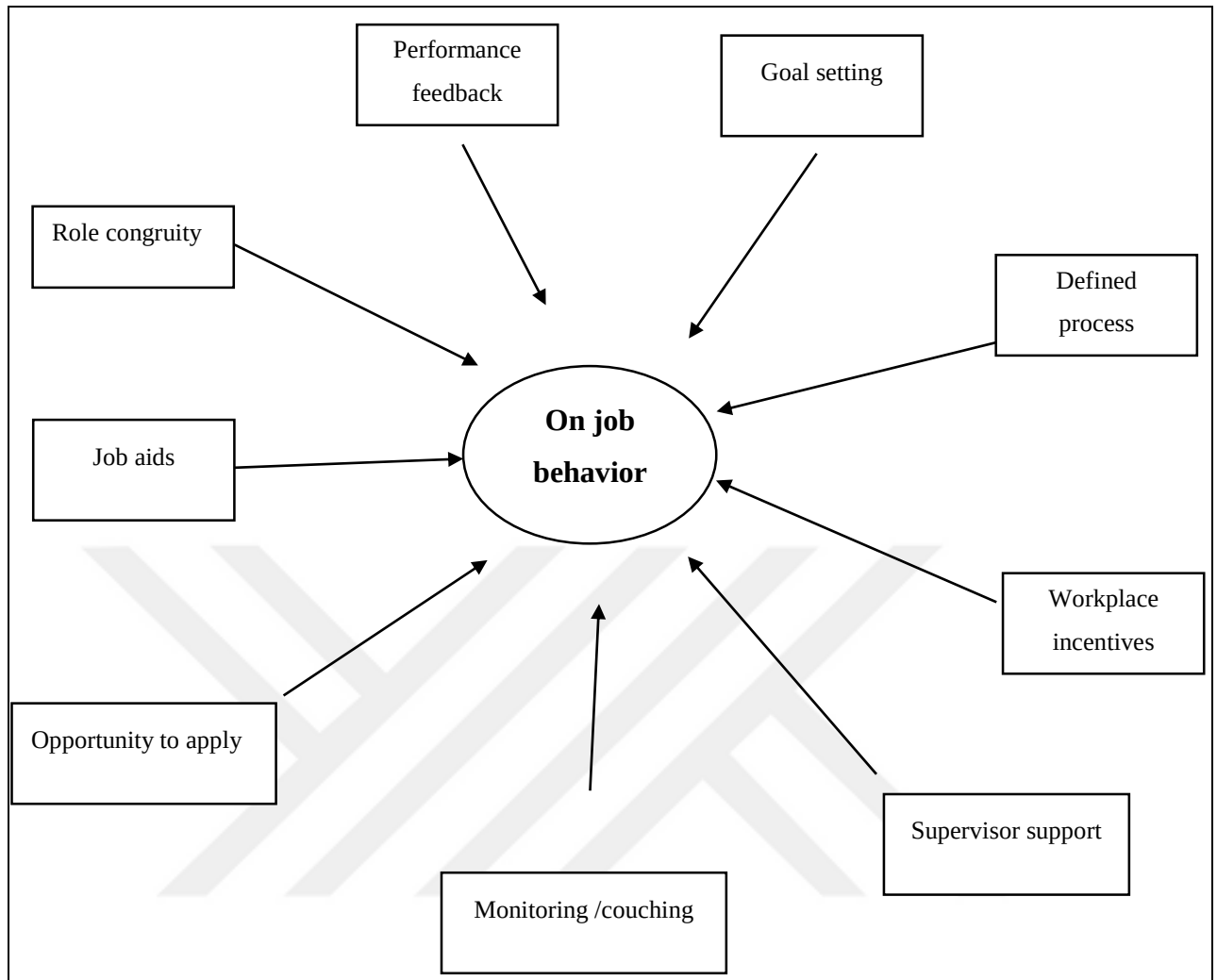


Figure 7. Factors of workplace that effects on employee's productivity

Source: Leblebici, D., (2012).

2.2.4.2. Job Satisfaction

One of the major topics in business field that has taken a crucial place is job satisfaction. The previous term refers to negative and positive feelings that employees have toward their career. The employees, when employed in any organization, have needs and desires that they want to attain them and desire it. Also, job satisfaction is extent to which expectations are met comparing to the reality, and its link to individual's behavior in the work (Davis, 1985). Employees have attitudes about many characteristics of their careers and jobs, and the most focal employee attitude is job satisfaction (Yusuf & Metiboba, 2013).

People also could have attitudes about different perspectives and how they see their job, and it depends on what kind of job they do either manager, subordinates, coworkers and their salaries (George et al., 2008).

Nevertheless, job satisfaction in the recent decades has become a part effectiveness of organization, and not only influencing on organization's culture but also on national culture such as action, duties, beliefs, history and language and values (Kreitner & Kinciki, 2000).

There are a number of job satisfaction theories and we would attempt to summarize them:

1. There are two part of theory that Herzberg claimed are motivator factors and hygiene factors. The hygiene part is a crucial theory but not as motivator parts, because the motivator part is the factor that brings the increase of performance. In contrast, Locke's discrepancy theory claimed that it's very important to consider that the discrepancies exist between the people expects and job offers, and this will lead to job satisfaction. Moreover, the Adam's equity theory tells us that the presence of inequity feelings will make the management to motivate and support employees and reduce the feeling of unfairness (Pardhan, 2009), there is also a dynamic relationship between work satisfaction and employee efficiency.
2. The two words are intertwined, some claim that satisfaction leads to success, while others suggest that success leads to satisfaction. Meaning that an individual's happiness on their job will produce better results. Regarding job satisfaction and turnover Victor (1964) mentioned that these are two bases for the job satisfaction. It's noteworthy that both are different from the original explanation studying job satisfaction, for instance, the perceived ability to influence efficiency.

The first one is definitely the clearest explanation is that the previous studies show significant associations between absenteeism and satisfaction as well as between turnover and satisfaction. Job satisfaction will therefore seem to be an essential priority of organizations wishing to minimize absenteeism and turnover. Parmajee (1979) claimed that there is a link between morale and job satisfaction, and morale is considered to be a state for the employee:

- a. For increasing and motivating to have a high productivity.
- b. For the employee, preferring to work in an energetic environment.

- c. Acting in a wisdom way when the crises occurred interested to attain benefit from the management promises. Satisfying and feeling comfortable about the job.
- d. When the employee has the desire to promote to higher position in the organization.

One of the crucial theories that explained the level of satisfaction in the humanity and the human reached to use a modern approach in them researches to explain the situation of the job satisfaction for the employees and its effect on the job satisfaction for the employees and still yet the researches conducting studies in order to discover the human satisfaction in the work. There is a well-known theory that attempted to explain the needs of the human which called "Needs theory". In the needs theory Maslow developed this theory based on the observations of the people's natural curiosity. Many other theories of human growth are similar to this theory that attempted to explain the needs and the level of human being satisfaction. Maslow studied what he called exemplary people such as Albert Einstein, Eleanor Roosevelt, and Jane Addams and Frederick Douglass rather than mentally ill or anxious people and unhealthy cases can yield only cripple psychology and a cripple philosophy. Maslow (1943) referred to as "deficiency needs" or "d-needs" are found in the pyramid's first four layers: respect, friendship and affection, comfort, and physical needs. There will be no physical evidence if these "deficiency needs" are not met – except for the most basic (physiological) need – however the person may feel nervous and tense (Coble, 1970: 62). The other needs are physiological needs; Maslow claimed that physical requirements are very important for the human being. The human body will not be able to function properly if these needs are not met, and it will inevitably collapse. The most significant needs are considered to be physiological, and they should be fulfilled first.

All creatures, including humans, need air, water, and food in order to survive. Clothing and shelter provide essential weather protection while a healthy birth rate affects the strength of the human sexual desire, sexual competitiveness may also influence it (Maslow, 1943). In addition, the safety needs in the hierarchy of Maslow, he stated when a person's physiological needs are met; their protection needs take priority and regulate their actions. People can (re-)experience post trauma disorder or trans generational trauma in the lack of physical protection, such as due to war, natural disasters, family violence, childhood abuse, and so on. The safety and security requirements and needs could be including financial safety and security, health, personal

safety (Maslow, 1943). Following the satisfaction of physiological and safety needs, the third level of human needs is interpersonal, which includes feelings of belonging. As seen in children who tend to abusive parents, this need is particularly high in childhood and can overcome the need for protection hospitalization, neglect, shunning, ostracism, and other deficiencies at this stage of Maslow's hierarchy such as intimacy, friendship, family.

Humans, according to Maslow, need a feeling of belonging and appreciation from their social groups, no matter how big or small they are. Clubs, coworkers, religious associations, professional associations, sports teams, and gangs are only a few parts of large social groups. Members of the family, romantic friends, mentors, employers, and confidants are only a few examples of small social interactions. Humans want affection and acceptance from others, both sexually and non-sexually (Maslow, 1943). Although Maslow originally believed that human needs had strict guidelines; he now believes that "hierarchies are interrelated rather than sharply divided." Both humans have a desire to be valued, which includes having self-esteem and respect for oneself. The desire to be recognized and respected by others is reflected by the idea of self-esteem. People often choose a career or hobby in order to gain attention. These activities provide a sense of worth or contribution to the individual. In this stage of the hierarchy, imbalances can lead to low self-esteem or an inferiority complex. People with low self-esteem often seek other people's admiration, and they will feel compelled to seek success or glory (Maslow, 1954).

In other hand, Maslow also stated for another human needs which is self-actualization. This level of need relates to an individual's full potential and how that potential is realized. This level is described by Maslow as the motivation to obtain anything one can, by becoming the best one can be (Maslow, 1954). Maslow went on to discover a new level of needs in his subsequent periods, while also questioning his initial vision of self-actualization (Maslow, 1996). The hierarchy below illustrated the above explanations and efforts.



Figure 8. Maslow hierarchy needs.

Source: Maslow, A. H, (1991).

If the organizations want to success and compete, the management needs to create a system and atmosphere that lead to employee satisfaction. If we look at the most successful and well-known companies in the world such, as Google, Apple and General Electric, it will be notice that their employees are satisfied with their top management, because the management has created a supportive environment for increasing the job satisfaction in the organization.

2.2.4.3. Organizational Growth

Growth is one of the main objectives for any organization in the world. Every organization works hard to grow and expand its operations in other places and has more resources and agents working for achieve the organizations' goals and objectives. Growth is defining as a change in the size of an organization where the size is expressed by membership or employer, and it is not accidental, it's consequence of decision to employee or to maximize the production in the demand response (Starbuck, 2013).

In contrast, Child and Kieser (1981) have mentioned a number of general clarifications and reasons for why growth is essential for any organization.

The first and clearest reason is that growth will lead to grow as a result of other strategies, as businesses fulfill their services' needs effectively, this performance encourages growth. Secondly, growth is often pursued directly because it promotes internal management of business. Enhanced surplus resource growth promotes dedication to organizational objectives and goals from different factions and addresses disputes between these factions. Third, growth helps organization to reduce their environmental

dependency by reducing instability or external influence, research has shown that larger organizations appear to have more reliable and stable results (Pferrer & Slancik, 1978).

Furthermore, the employees of organizations with a strong organizational culture is characterized by a high degree of commitment and belonging to the organization, the broad consensus on the values and beliefs of the central, and adhere to them strongly by all increases the sincerity of the work and their loyalty and strong adherence to the organization, and this represents an important competitive advantage for the organization with positive results on it (Hareem, 2009: 321).

The concept of organizational growth has had great attention in the studies as it is the main pillar for the stability of workers and the reduction of job turnover and lack of productivity, where scientists and researchers searched for sources and reasons of belonging and the consequences for the individual and the organization (Abdulkareem, 2017:122-123). From the previous perspective the organization could reach to high level of the productivity with the loyalty of the employees. Nevertheless, the organizational loyalty includes the following aspects:

1. An important component in creating a close relationship between individuals and the organization.
2. Belonging the individuals for the organization that will cause they will remain and not leaving the organization.
3. The loyalty ensures the productivity and effectiveness of the organization.

According to the studies and researches, the organization could be able to increase the raise the organizational growth and loyalty from the below indicators (Mathat, 2005:51):

1. The level of unity of the employees in the organization.
2. The level of sense of responsibility of the workers.
3. The level of active participation of the workers in the activities and operations of the organization.
4. Level of willingness to sacrifice for the organization.
5. Conversing in a good way about the organization in front of others.
6. Defend the organization from any criticism or conflicts.
7. Remaining and not leaving the organization
8. High morale of workers.
9. Focus on solving problems and not constant complaint.
10. Preference the Public benefit over the personal benefits.

The strategic business takes the advantage of large size stems from a variety of factors for instance, in situations where economies of scale can be achieved during development. Growth increases the productivity. Thus, competitive growth of an organization provides the resources for diversification, enabling an organization to spread its risks through many product lines or industries. It also provides large organization with the necessary resources to find out the development of new projects, if it's not profitable or to increase the profit if the organization is looking for profits.

2.2.5. Employee Empowerment & Employees Productivity

Employee empowerment is one of the management philosophies and development strategy that organizations adopt to increase the employee's productivity. Empowering the employees is a mechanism that extends the effect of developing leverage and leads to enhancing the capacities of individuals and teams also, to continue performance development by the utilization of their resources and the effective utilization of their person, collective skills to achieve corporate objectivity. In other words, empowerment is a tool for growth and organizational success (Ganjinia et al., 2013). Employee empowerment involving employee engagement, it's a complex management technique which has been demonstrated over 50 years of study. When properly implemented, will enhance efficiency, productivity and work satisfaction (Sashkin, 1986).

Furthermore, empowerment plays a crucial role in the wellbeing and satisfaction of workers and therefore improves their success in organizations. Empowerment is often characterized as the mechanism by which people can think, behave, act and take decisions independently and manage work. It's a sense of self-control over one's own fate (Heathfield, 2012). In addition, it's involves making people feel respected by including them in decisions, by asking them to contribute, praise them and have appropriate guidance and support on an on-going basis. It's provides employees the chance to contribute in organization's development, "when you allow you employees to think independently and assist the company, they will respond with increased work effort and greater efficiency" (Malan, 2002). On the other hand, Ongori and Shunda (2008) claimed that if the management needs to support the process of creating system that lead to a successful empowerment program, and they suggested some basic pillars of employee empowerment as thus:

1. **Resources:** It includes the tools, time, employee, financial resources and furniture's and technological machine.
2. **Coaching:** Providing guidelines and orient the employees, the leaders should have a mentorship perspective in order to mentor the employees and couch them in increase the empowerment and productivity.
3. **Alignment:** Organizational priorities are associated with policy (integration). Relevant, achievable, accomplished and practical management targets should be reached and the time period should be fulfilled.
4. **Information:** Management and decision making, the employees should receive the right information in the right time.
5. **Climate:** High morale among workers should be promoted and preserved. A higher degree of faith among the employees would make the right decisions at the right time and bring value to the organization.
6. **Training of Employees:** Management of organizations should be motivated to improve their workers' expertise and skills.

Hence, achieving empowerment is deeply linked to solving the roots of disempowerment and the downside of how power dynamics shape decisions, resources and well-being (Luttrell et al., 2009).

Nevertheless, the organization needs to set up a clear strategy to empower the employees in the organization. We can infer from the above scholars' efforts that the clearest the strategy organizations have for the empowerment, the more the organization reaches faster to a respectful level of market shares and productivity. Although, there will be various challenges to implements the strategy in this current incredible dynamic world environment, especially after the COVID 19 pandemic.

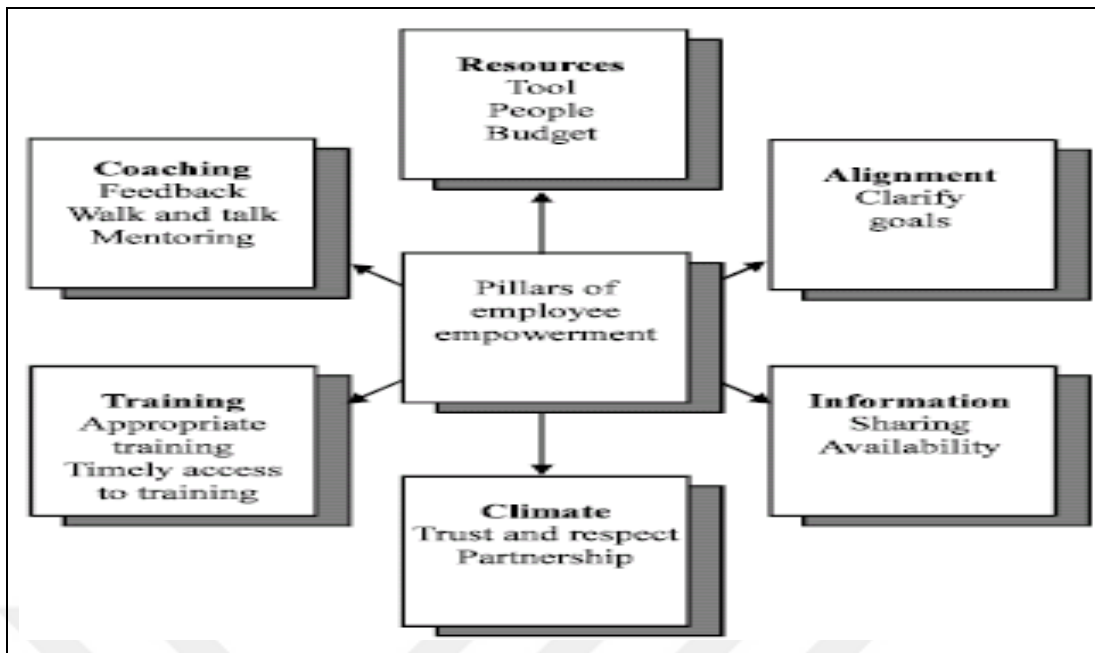


Figure 9. The basic pillars of employee empowerment

Source: Ongor & Shunda, (2009).

2.2.6. The Relationship between Employees Productivity and Performance

Both terms employee's productivity and performance have been used in literature in various studies, and both are links together in a kind of extend. Employee performance or the role performance refers to the results and behaviors officially expected by meeting organizational goals and by carrying out official work explicitly defined in the employment contract. Motowidlo & Van Scotter (1994) and Williams & Anderson (1991) claimed that it can be considered as one of the main effective strategy for successful business, if an employee is considered to be more motivated. The employee will be active in a wide variety of tasks and activities.

Managing performance is also referring to a process of creating work atmosphere and selecting which individual are able to perform to the best of their abilities (Aziri, 2011). The performance management has been as an approach to develop employee's productivity and managing their performance (Positer, 2003). Managing performance was traditionally described as the financial management mechanism by which the task and plan are translated into budgets and results are then compared with budgets (Malinga, 2004).

Based on above efforts, the researcher sees that the employee's performance is on the strategy and tool to measure the productivity, by setting up a clear mechanism on how to implement this process.

2.2.7. Advantages of Increasing Employee's Productivity and Performance

There are a number of advantages and outcomes of increasing employee's performance, the following are some advantages that Aziri (2011) declared:

1. The employees will stratify about their job.
2. The psychological problems of the employees will be decreased.
3. The commitment of the employees will be developed.
4. The level of employee's participation in the job will increase.
5. The productivity of the employees will be increased.
6. Employees earn higher pay and output bonuses.
7. Increased quality and quantity of total output.
8. The company increases its sales and market shares on the market.
9. Profit rises, contributing to market growth.
10. Goodwill of the organization goes high.
11. It will contribute to the growth of the national economy.

2.2.8. The Process of Management Performance that Leads to Productivity

The strategy for performance improvement must concentrate on creating a continuous and versatile process involving managers and stakeholders, this should illustrate how they can better work together to produce the desired results, it also focuses on retrospective performance evaluation and on future performance preparation and development. It provides the basis for ongoing and frequent discussions of performance and development needs between managers and individuals or teams. Performance management focuses on individual performance and growth, but can also be incorporated by teams (Maria et al.,2009). Hence, it's vital for the organization to tend to set up the process for managing the performance to increase the productivity of employees. Aziri (2011) mentioned that the process of managing performance goes through a number of steps as following:

2.2.8.1. Step I: Planning

Planning is the process in which the course of action for the future has been determined in advance. This helps to direct the execution of the tasks. The aim of doing the work would not be obvious without preparation. It can be several confusions like what to do, how to do it, when to do it, etc. Therefore, the first step is to prepare for the performance improvement process. The first stage is in which the boss and employee would address the current business climate and the organization's mission, current priorities, and employment to achieve goals. Additionally, in the planning process the organization has to take into consideration scanning business environment, goals, mission, developing job description and fix performance standard to attain the desired goals.

2.2.8.2. Step II: Executive plan

After planning performance management, operation or execution of the plan would be the next step. If the plan is not successful and not properly executed, the outcome is poor and the plan strongly will not be executed. The behavior must be taken concurrently with the work in the implementation stage. Managers or supervisors responsible for the job should act about coordination of the performance plan, coaching, training and education, encouragement and input. Whatever planned by the authority, the goals, tasks, processes, competence, priorities, obligations and accountability, and performance expectations anticipated of the performers must be communicated to all parties concerned. This will help significantly to clarify the criteria and confusions. This will support to get everyone's support. The execution plan should include communication, consoling, training, education, feedback and motivation.

2.2.8.3. Step III: Performance Assessment

The next step is performance measurement or evaluation. After the strategy is designed and executed, it is essential to see if the job is carried out according to the preparation and guidelines. The results must be measured. If not, staff and supervisors are not involved in the whole performance improvement process. A number of activities such as observation, mid-year access, year-end access and documentation of assessment work must be done in the performance evaluation.

2.2.8.4. Step IV: Final Review and Development Plan

The final operation that should be in the performance evaluation stage is documentation. This is a very critical task. In this stage, the evaluators must fill in the evaluation form. It should be signed and sealed if possible. The performance rating must be kept secret. Proper attention should be given to ensuring that records are not tempered or manipulated by anyone, this paper would apply to the discussion meeting for the preparation of the development plan. The corrective or improvement steps will be taken on the basis of the evaluation report, the evaluation report should be black and white, and also the oral evaluation report will not serve this purpose. The person who knows how to hold the records must be consulted. Furthermore, the handling of records should also be considered. If the planning, signature, communication and storage are taken carefully to document storage the further preparation would be very quick.

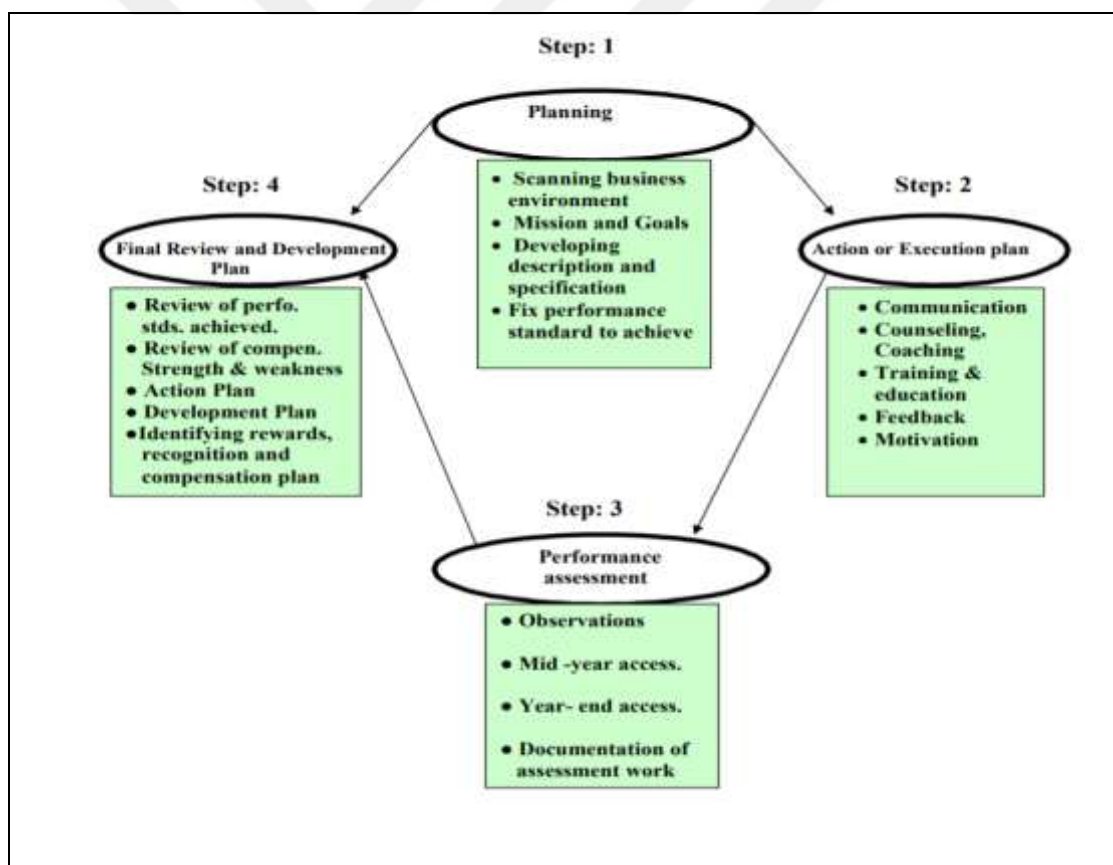


Figure 10. The process of management performance

Source: Aziri, (2011).

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter addresses the methodology applied in this study to examine effect of transactional leadership on the employee's productivity, and then to provide an answer to the study questions and the hypotheses. Therefore, this chapter deals with research design, research framework, research hypotheses, population, research instruments, data collection, and data analysis.

3.1. Research Design

Research design is the art and science of process that plan studies in order to obtain the most valid findings. The design of research is tremendously important since it identifies the study's success or failure. The research design will provide researchers with a detailed plan to guide their research. The main objective of this study is to test hypotheses that deal with a correlation between variables of the study, the effects of transactional leadership on employee's productivity in private sector companies and its dimensions. In addition, this relationship will be measured by certain tools and to enable the researcher to gain quantitative data which used with assumption with methods would deliver reliable and valid information for data analysis.

3.2. Research Framework

In the framework of this study will include two main variables, transactional leadership and its dimensions which represent the independent variable, and employee's productivity and its dimensions which represent the independent variable. The figure (11) demonstrates the research model and describes the relationship between the variables and their dimensions:

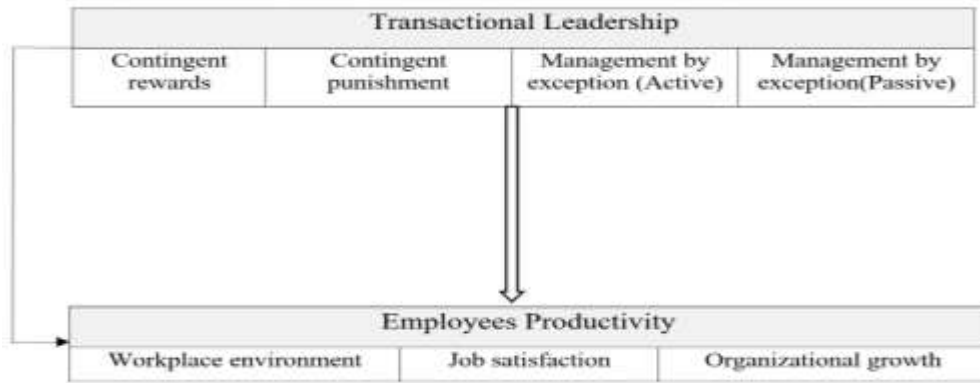


Figure 11. The research model

Source: By the Researcher Based on the Literature Review.

3.3. Research Hypotheses

Starting with the importance of the study, objectives and answering its questions.

The study adopted a number of hypotheses as follows:

Hypothesis 1.

H0: There is no effect of Contingent Rewards on Workplace Environment

H1: There is effect of Contingent Rewards on Workplace Environment.

Hypothesis 2.

H0: There is no effect of Contingent Rewards on Job Satisfaction

H1: There is effect of Contingent Rewards on Job Satisfaction.

Hypothesis 3.

H0: There is no effect of Contingent Rewards on Organizational Growth

H1: There is effect of Contingent Rewards on Organizational Growth.

Hypothesis 4.

H0: There is no effect of Contingent Punishment on Workplace Environment

H1: There is effect of Contingent Punishment on Workplace Environment.

Hypothesis 5.

H0: There is no effect of Contingent Punishment on Job Satisfaction

H1: There is effect of Contingent Punishment on Job Satisfaction.

Hypothesis 6.

H0: There is no effect of Contingent Punishment on Organizational Growth

H1: There is effect of Contingent Punishment on Organizational Growth.

Hypothesis 7.

H0: There is no effect of Management by Exceptions (Active) on Workplace Environment.

H1: There is effect of Management by Exceptions (Active) on Workplace Environment.

Hypothesis 8.

H0: There is no effect of Management by Exceptions (Active) on Job Satisfaction

H1: There is effect of Management by Exceptions (Active) on Job Satisfaction.

Hypothesis 9.

H0: There is no effect of Management by Exceptions (Active) on Organizational Growth.

H1: There is effect of Management by Exceptions (Active) on Organizational Growth.

Hypothesis 10.

H0: There is no effect of Management by Exceptions (Passive) on Workplace Environment

H1: There is effect of Management by Exceptions (Passive) on Workplace Environment.

Hypothesis 11.

H0: There is no effect of Management by Exceptions (Passive) on Job Satisfaction

H1: There is effect of Management by Exceptions (Passive) on Job Satisfaction.

Hypothesis 12.

H0: There is no effect of Management by Exceptions (Passive) on Organizational Growth

H1: There is effect of Management by Exceptions (Passive) on Organizational Growth.

Hypothesis 13.

H0: There are no differences in transactional leadership and employee's productivity according to demographic characteristics at the level (0.05).

H1: There are differences in transactional leadership and employee's productivity according to demographic characteristics at the level (0.05).

3.4. Sampling, Population, and Sample Size

The study population involved almost all management leaders in a several number of companies and random sampling adopted as a method in the selection of the study sample amounting to (112) respondents whose job title are, managers, chief executive officer (CEOs), head of departments, unites managers. The questionnaire was distributed to them through field visits. Nevertheless, (14) forms only have been removed due to some incomplete information. Thus, the sample was (98) questionnaire forms acquired for tests and analysis. The sample has been selected based on the random sampling of the companies that have the leadership level in their hierarchy.

3.5. Research Instrument

The main tool that has been used for the research is the questionnaire. The questionnaire is used in this study to collect data from targeted participants to achieve the research aim. The questionnaire is specifically designed to find the relationship between the transactional leadership and employee's productivity of the management leaders in the private sector companies. This questionnaire includes two main sections; the first section includes personal information such as gender, age, job title, job service years, and service year in position, education level. The second section is divided into two parts.

1. **The independent variable:** Which contains (27) designed questions adopted from transactional leadership literature.
2. **The dependent variable:** Which contains 18 designed questions adapted from employee's productivity literature.

The respondents are required to rank questions based on a five-point Liker scale as (Strongly disagree =5, Disagree =4, Neutral =3, Agree =2, and strongly agree =1).

3.6. Data Collection

The theoretical part depended on the descriptive analytical approach for gathering secondary sources of data and scientific references. The practical part based on a questionnaire that was used to collect the raw data from the respondents in purpose to prepare it for analysis, lastly (SPSS V.26) has been used for the analysis and finding out the data results.

3.6.1. Primary Data

The primary data was collected by the researcher via questionnaires; these data are unique and custom-made specifically to a particular study. For this research, primary data were collected by a printed questionnaire. Questionnaire is one of the best suitable methods to gain fruitful data and information regarding the research. Thus, the questionnaires were distributed among all management leaders in the private sector companies. For this study a total of (112) questionnaires were distributed; (98) completed questionnaires were received, and the response rate was (87.5%).

3.6.2. Secondary Data

For the present study, secondary data was commonly obtained from the literature reviewed articles, such as journals, magazines, books and the Internet. In addition, the findings and results of previous work in the same field provided a valuable basis for supporting resources.

3.7. Data Analysis

To analyze the data of the study many statistical measures that will be used as following:

1. Cronbach's alpha used to measure the reliability and credibility of the study variables.
2. Descriptive statistics involve means, standard deviation, and differences coefficient.
3. The multi correlation analysis used for examine the relationship between the study variables and their dimensions by using Pearson method.
4. Linear regression analysis using enters method to analysis the expected effect of the independent variable on dependent variable in our study.
5. Analysis of variance (One - Way ANOVA) to analyze the differences toward the study variables based on the demographic characteristics.

CHAPTER FOUR

4. RESULTS & DISCUSSION

This chapter would be about several paragraphs relating to field results, the data of which have been collected through the questionnaire form, as follows:

4.1. Study Population & Sample

A number of companies in Duhok city in Iraq formed a field for the current study, while the population of the study was represented by all individuals who occupy top management leader's positions. Therefore, the sample represented by a number of those individuals, starting with the chief executive officers and head of departments and unites as well, the groups of reasons have been chosen for a several reasons are:

1. The private sectors play some fundamental roles in developing the managerial leadership and in developing the society.
2. The private sector companies play a crucial role for developing the leadership styles and its perspective.
3. The transactional leadership style might be more applicable in the private sector.
4. It can be observed that there is lack of productivity in the private sector in Duhok, and the style of leadership could play a major role in determining the level of the productivity.
5. Determining the transactional leadership perspective in selected companies in the sample study in order to explore the effective of the transactional style in the private sector.
6. Contingent reward and punishments both are a new method for the companies considered, the researcher believes that it is important to recognize whether the managerial leaders applying it in their positions and companies.
7. There is a clear competition in the marketplace between companies in the private sector, increasing the productivity is the main objective for all the companies which lead to profit.
8. The study can provide a new outputs and outcomes for those companies have the desire to develop their leadership styles.

4.2. Questionnaire Distribution

The questionnaire was answered by the individuals who have a senior post in the eight companies in Duhok city in Iraq and (112) questionnaires were distributed, and (98) of which were valid for the analysis process with the response rate (87.5%). Table (3) illustrates the current study population and its sample, as well as the mechanism for disseminating the questionnaire:

Table 3. Questionnaire Distribution

Seq	Company Name	Distributed Questionnaire No.	Collected Questionnaire No.	Valid Questionnaire No.
1.	Skoda	15	13	13
2.	Yousif	14	12	12
3.	Lilaq	12	10	10
4.	Korek	15	13	13
5.	SAS	12	12	12
6.	Adnan Husen	17	14	14
7.	Qalay	15	15	15
8.	Rast	12	9	9
Total		112	98	98

4.3. Questionnaire Reliability

To test the reliability of the questionnaire, the study depends on Cronbach's alpha values for all the questionnaire variables. Table (4) includes the results of reliability as following:

1. The reliability of the entire questionnaire item was (0.848) which is greater than the normal reliability coefficient value (0.60), and this result suggests that the evaluation of reliability passes in all questionnaire items.
2. On variables the value of transactional management is (0.862), while the value of productivity of employees is (0.899) these both exceeds (0.60) and this result indicates that all the questionnaire items pass the test of reliability.
3. The highest reliability values have been calculated according to dimensions is (0.887), while in organizational growth items (0.862) the lowest value has been recorded, the values have also been higher than (0.60), and this result relates to the fact that each questionnaire item passed the reliability test.

Table 4. Questionnaire Reliability - Cronbach alpha

Variables	Variable Dimensions	Coefficient	Items No.
Transactional Leadership	Contingent Rewards	0.886	8
	Contingent Punishments	0.878	7
	Management by Expectation (Active)	0.887	6
	Management by Expectation (Passive)	0.867	6
Total Indicator For Transactional Leadership		0.862	27
Employees productivity	Workplace Environment	0.868	4
	Job Satisfaction	0.862	6
	Organizational Growth	0.862	8
Total Indicator For Employees Productivity		0.899	18
Total items		0.848	45

Source: Prepared by the researcher based on the analysis results.

4.4. Structure of the Questionnaire

The below table illustrates the sub variables, the numbers of paragraphs and the number of the paragraph for each sub variables. Moreover, the approved sources are also included in the Table (5).

Table 5. The Structure of the Questionnaire

Basic variables	Sub variables	The number of paragraphs	Paragraph numbers	Approved sources
Personal information	Company name, gender, age, marital status, educational qualification, years of service in the position and company and current position	6		
Transactional leadership	Contingent rewards	8	X1-X8	(Azaden,2015), (Wongyanon et al., 2015), (Chadury &Javed, 2012), (Breevaart et al., 2013) , (Tesng &Cho, 2009)
	Continent punishment	6	X9-X15	
	Management by exception (Active)	6	X16-X21	
	Management by exception (Passive)	4	X22-X27	
Employees productivity	Workplace environment	4	Y28-Y31	(Leblebici, 2012), (Eliyana &Muzakki, 2019). (Akhtar et al., 2014)
	Job satisfaction	6	Y32-Y37	
	Organizational growth	8	Y38 – Y45	

4.5. Demographic Characteristics of Participants

The researcher analyzes the study data using descriptive analysis statistics to identify the demographic characteristics of participants and to describe the output data using (SPSS V.26) packages, as seen in the Table (6):

1. **The Gender:** Results show that 70.4 percent of the sample is male, and 29.6 percent of the female. This high percentage of men is a natural rate in the companies because mostly male occupy in managerial leadership positions.
2. **Age:** The highest indicator of this characteristic shows that 48.0% of participants with age of less than 35 years, while the lowest ratio was 7.1% at the age more than 45 years, this indicate that the majority of respondents at the middle of their age, so they have a high capacity and good health in doing their work, while the rest of the sample individuals was 44.9% which is between age 35 to 45 year.
3. **Academic achievement:** Demographical data related to the academic achievement shows that 10.2% of the respondents hold postgraduate degrees, and the highest number of respondents were having bachelor degree 71.4%, while 9.2% were holding diploma, and the sample were in level of high school were 8.2% and lastly the respondents who were in the primary level 1.0%.
4. **Position level:** The results illustrates that 24.5 of the individuals were in the top management level positions, while 51 % were head of departments and 24.5% were as a head of unites. This indicates that the three positions are playing leaders' roles and having employees to lead them.
5. **Service years in the position:** the highest percentage of this characteristic illustrations that 52% of participants with 1 less than 3 years' service in the position as level of leader's positions, while the lowest percentage was 9.2% at the period of more than 7 years.
6. **Company service years:** the results show the majority of the respondents 66% served in the company for less than 3 years, and 29.9% served in the company for 5 to 10 years, and lowest percentage has been recorded 4.1% for the respondents who working in the company for more than 10 years.

Table 6. The Participant's Demographic Characteristics

Variable	Class	Frequency	Percent
Gender	Male	69	70.4
	Female	29	29.6
Age	Less than 35 Year	47	48.0
	35 to 45 Year	44	44.9
	More than 45 Year	7	7.1
Academic achievement	Postgraduate	10	10.2
	Bachelor	70	71.4
	Diploma	9	9.2
	High school	8	8.2
	Primary school	1	1.0
Position level	Top management	24	24.5
	Head of department	50	51.0
	Head of unit	24	24.5
Service years in the position	less than 3 Years	51	52.0
	3 to 7 Years	38	38.8
	More than 7 Years	9	9.2
Company service years	less than 5 Years	56	66.0
	5 to 10 Years	36	29.9
	More than 10 Years	6	4.1
Total		98	100.0

Source: Prepared by the researcher based on the analysis results.

4.6. Description and Diagnosis of Study Variables Characteristics

This section is including the description of the variables and the diagnosis, via data analyzing which related to the study, which includes the symbol, response scale, mean and standard deviation which has been used in the data analysis for each variable.

4.6.1. Description of Transactional Leadership

The Table (7) shows the distributions and percentages, standard deviations of transactional leadership and its dimensions as follows:

Table 7. Frequencies of Transactional Leadership

Variables	The main factors	Symbol	Response scale										Mean	Standard deviation
			Strongly agreed		Agree		Neutral		Disagree		Strongly Disagree			
			S	%	S	%	S	%	S	%	S	%		
Transactional Leadership	Contingent Rewards	X1	26	26.5	52	53.1	16	16.3	1	1.0	3	3.1	3.99	0.867
		X2	31	31.6	46	46.9	18	18.4	1	1.0	2	2.0	4.05	0.854
		X3	23	23.5	54	55.1	17	17.3	2	2.0	2	2.0	3.96	0.824
		X4	23	23.5	53	54.1	19	19.4	2	2.0	1	1.0	3.97	0.779
		X5	26	26.5	51	52.0	16	16.3	3	3.1	2	2.0	3.98	0.861
		X6	26	26.5	49	50.0	16	16.3	5	5.1	2	2.0	3.94	0.906
		X7	28	28.6	40	40.8	21	21.4	6	6.1	3	3.1	3.86	1.005
		X8	33	33.7	46	46.9	13	13.3	4	4.1	2	2.0	4.06	0.906
	Total		216		391		136		24		17		31.81	7.00
	Average		76.25				17		5.12				3.97	0.87
	Contingent Punishments	X9	34	34.7	42	42.9	17	17.3	5	5.1	0	0	4.07	0.853
		X10	31	31.6	43	43.9	18	18.4	5	5.1	1	1.0	4.00	0.897
		X11	29	29.6	48	49.0	15	15.3	4	4.1	2	2.0	4.00	0.897
		X12	29	29.6	44	44.9	14	14.3	9	9.2	2	2.0	3.91	0.996
		X13	26	26.5	38	38.8	26	26.5	5	5.1	3	3.1	3.81	0.991
		X14	33	33.7	43	43.9	18	18.4	2	2.0	2	2.0	4.05	0.889
		X15	26	26.5	53	54.1	15	15.3	2	2.0	2	2.0	4.01	0.831
	Total		208		311		123		32		12		27.87	6.54
	Average		74.1				17.5		6.28				3.98	0.93
	Management by exception (Active)	X16	30	30.6	49	50.0	14	14.3	4	4.1	1	1.0	4.05	0.842
		X17	27	27.6	47	48.0	22	22.4	1	1.0	1	1.0	4.00	0.799
		X18	38	38.8	38	38.8	18	18.4	3	3.1	1	1.0	4.11	0.884
		X19	34	34.7	47	48.0	14	14.3	3	3.1	0	0	4.14	0.773
		X20	41	41.8	40	40.8	14	14.3	2	2.0	1	1.0	4.20	0.837
			32	32.7	47	48.0	17	17.3	1	1.0	1	1.0	4.10	0.793
	Average		202		268		99		14		5		24.6	4.92
	Total		78.33				16.5		3.16				4.1	0.82
	Management by exception(Passive)	X22	38	38.8	39	39.8	18	18.4	2	2.0	1	1.0	4.13	0.857
		X23	41	41.8	42	42.9	9	9.2	3	3.1	3	3.1	4.17	0.942
		X24	33	33.7	41	41.8	18	18.4	2	2.0	4	4.1	3.99	3.99
		X25	35	35.7	40	40.8	18	18.4	3	3.1	2	2.0	4.05	0.990
		X26	27	27.6	46	46.9	20	20.4	5	5.1	0	0	4.02	0.924
		X27	27	27.6	46	46.9	20	20.4	5	5.1	0	0	3.92	0.919
Average		201		254		103		20		10		24.28	8.62	
Total		75.83				17.16		5				4.04	1.43	

Source: Prepared by the researcher based on the analysis results.

1. **Contingent Rewards:** The results illustrate from the answers of the respondents that the level of the agreement from (X1 – X8) was 76.25%, that indicates that the leaders in the companies in a respectable range motivate their employees in order to increase their productivity throughout contingent rewards. Also, the leaders attempt to encourage the employees when they correct if there were any kind of deviation. On the other hand, the neutral was 17%, and the proportion of disagreement from both options disagree and strongly disagree was 5.12%, lastly, the mean of this dimension was 3.97, and the standard deviation 0.87.
2. **Contingent Punishments:** In the current dimension which includes X9-X15, the responds show that the level of the agreement was 74.1%, which indicates to that the management leaders ensure to provide a clear enough orientation for the employees on the contingent punishments system and procedures. Additional, to that the leaders administering negative feedback and criticize to employees who exhibit poor performance or undesirable behaviors. Also, the management leaders deal with an acceptable justice when the employees did any deviation, as they mentioned in the results questionnaire. And the neutral level was 17. 5%. In addition, the disagreement percentage was 5.12%, while the mean results were 3.97% and the standard deviation was 0.87.
3. **Management by Exception (active):** In the present dimension which includes X16-X21, the responds express that the level of the agreement was 74.1%, which indicates that the management leaders provides clear enough orientations for the employees on the contingent punishments system and procedures. It also refers to that the leaders in the sample actively monitor the work of their subordinates, watch for deviation from rules and standards, also, taking corrective action to prevent mistakes, the management leader also deals with an acceptable justice when the employees did any deviation as they mentioned in the questionnaire. Also, the neutral level was 16.5%. The disagreement percentage was 3.16%, while the mean result was 3.97% and the standard deviation results was 0.82.
4. **Management by Exception (passive):** The current dimension which includes X22-X27, shows that the level of the agreement was 78.8%, which indicates to that, the leadership intervenes only when standards are not met or when the performance is not as per the expectations, and they might also use punishment as a response to unacceptable performance. Also, the neutral level was 17.16%. The

disagreement percentage was 5 %, while the mean result was 4.04 and the standard deviation results was 1.45.

4.6.2. Description of Employees Productivity

The Table (8) shows the distributions and percentages, standard deviations of Employees Productivity and its dimensions as follows:

Table 8. Frequencies of Employees Productivity

Variables	The main factors	Symbol	Response scale										Mean	Standard deviation
			Strongly agreed		Agreed		Neutral		Disagree		Strongly disagree			
			S	%	S	%	S	%	S	%	S	%		
	Workplace environment	Y1	35	35.7	39	39.8	16	16.3	4	4.1	4	4.1	3.99	1.030
		Y2	28	28.6	41	41.8	22	22.4	3	3.1	4	4.1	3.88	0.998
		Y3	38	38.8	39	39.8	14	14.3	3	3.1	4	4.1	4.06	1.013
		Y4	31	31.6	48	49.0	13	13.3	2	2.0	4	4.1	4.02	0.952
	Average		132		167		65		12		16		15.95	3.98
	Total		74.75				16.25		7				3.98	0.99
	Job Satisfaction	Y5	33	33.7	40	40.8	19	19.4	3	3.1	3	3.1	3.99	0.969
		Y6	30	30.6	43	43.9	21	21.4	2	2.0	2	2.0	3.99	0.891
		Y7	33	33.7	42	42.9	19	19.4	3	3.1	1	1.0	4.05	0.866
		Y8	37	37.8	38	38.8	18	18.4	3	3.1	2	2.0	4.07	0.933
		Y9	37	37.8	39	39.8	13	13.3	4	4.1	5	5.1	4.01	1.070
		Y10	33	33.7	41	41.8	13	13.3	7	7.1	4	4.1	3.94	1.063
	Average		203		243		103		22		17		24.05	5.79
	Total		74.33				17.16		6.5				4.00	0.965
	Organizational growth	Y11	32	32.7	47	48.0	14	14.3	3	3.1	2	2.0	4.06	0.883
		Y12	31	31.6	42	42.9	19	19.4	4	4.1	2	2.0	3.98	0.930
		Y13	25	25.5	5	5.1	16	16.3	4	4.1	3	3.1	3.92	0.927
		Y14	25	25.5	53	54.1	11	11.2	6	6.1	3	3.1	3.93	0.944
		Y15	33	33.7	39	39.8	21	21.4	2	2.0	3	3.1	3.99	0.958
		Y16	37	37.8	43	43.9	12	12.2	2	2.0	4	4.1	4.09	0.975
		Y17	39	39.8	35	35.7	18	18.4	4	4.1	2	2.0	4.07	0.966
		Y18	41	41.8	40	40.8	11	11.2	3	3.1	3	3.1	4.15	0.956
	Average		263		349		122		28		22		32.19	7.539
	Total		76.5				15.25		6.25				4.02	0.94

Source: Prepared by the researcher based on the analysis results.

1. Workplace Environment: The results indicate that the respondents' answers at the level of the study sample on this dimension through its indicators Y1-Y4 were tending toward agreement by 74.75%, that's indicate the managerial leaders attempting to specified budget for providing training for the employees. It also indicates that the companies seek to create an appropriate and relevant work atmosphere for employees which effect their productivity with the mean of 3.98 and a standard deviation was 0.99, while the proportion of disagreement within for this indicator was 16.25%.

2.Job Satisfaction: The data indicate that there is a large percentage of the study sample of 74.33% who agreed with this dimension represented by questions Y5-Y10, that refers the companies have a procedure and aim to make the individuals satisfied and try to set up positive feeling in order to feel positive in front of work and job. While the level of disagreement for this indicator was 16.25%, however, the mean for this indicator was 3.98 with the standard deviation 0.99.

3.Organizational Growth: The results of the respondents 'answers indicated, at the collective level of the indicators of the measures dimension represented in the questions Y11-Y18 and they were near agreement at a rate of 76.5%, this means the companies expands of their business unites and attempt to create the appropriate skills for the organizational performance, also to innovate new tools and methods in purpose to facilitate the work. In other side the results mean was 4.02 and a standard deviation was 0.94, while the proportion of disagreement reached 6.25% this was a high indication of the sample's agreement that they agreed on the criteria that describe the organizational growth.

4.7. Correlation Hypothesis Test

In order to rest the correlation hypothesis and explain the results, the study depends on multiple correlation coefficients by using (SPSS V.26), the Table (9) express the results of the test as following:

Table 9. The overall and partial correlation between study variables

Employees Productivity (Y) Transactional Leadership (X)	Workplace environment Y1	Job Satisfaction Y2	Organizational Growth Y3	Employees Productivity
Contingent Rewards X1	0.193	0.307**	0.287**	0.304**
Contingent Punishments X2	0.206*	0.364**	0.361**	0.358**
Management by Exception (Active) X3	0.195**	0.213**	0.241**	0.251**
Management by Exception (Passive) X4	0.628**	0.490**	0.567**	0.655**
Transactional Leadership	0.752**	0.478**	0.534**	0.769**

Source: Prepared by the researcher based on the analysis results.

* P < 0.05

** P < 0.01

N= 98

The aim of the current section is to test the study hypotheses to recognize the correlations between the main and sub-variables based on the data of the analysis description and the correlation relationships between the variables.

Table (9) illustrates that there is a strong correlation in term of statistically significance between the variable represented by transactional leadership and the variable represented by employee's productivity; this means that there is correlation between transactional leadership and employee's productivity at the significant value (0.01). The overall correlation results between the two-variable reached out (0.769**). The results there is a strong significant correlation between the dimensions of transactional leadership (0.304**, 0.358**, 0.251** and 0.655**) respectively with the employee's productivity at the significant value (0.01) regarding the correlation relationship between the dimensions of the two variables, the results show that there is a weak correlation between contingent rewards and workplace environment (0.193).

In sum, the results showed that there is a significant correlation between the transactional leadership and employees' productivity at the significant level (0.01).

4.8. Effect Hypothesis Test

In order to verify the range of effect of the transactional leadership as independent variable on the employee's productivity, the researcher used the application of simple linear regression by using statistical (SPSS), and the results illustrated as following:

a. Macro level

The multiple regression analysis has been used through enter method to identify effect levels of transactional leadership in the employee's productivity. The results in the Table 10 below shows that there is a significant effect of transactional leadership on the employees' productivity at the macro indicator level, the results calculated value of (f) (46.692) which is greater than the tabulated value of (3.94) at the level of significance level (0.05) with degree of freedom (4,93). Based on the above we can claim that the managerial leaders in private sector when they apply the transactional leadership style that will lead to increase the productivity of the employees. Concerning the value (R^2) it reached (0.327), which refers that the rate of (32.7%) of the changes in the employee's productivity can be attributed to transactional leadership, the recent results indicates that

the ratio of the remaining effect which was (67.3%) cause of the effects of the factors which not included in the research model.

Regarding the value (B0) was reached (0.863), and this is a good enough sign that any kind of changes in transactional leadership will lead to a change that estimated at (0.863) in the value of productivity variable and this a great change that can be raised to explain the effect relationship between independent variable transactional leadership in the dependent variable employee's productivity.

Table 10. The impact test at the macro level

TL \ EP	Employees Productivity		R ²	(F)values		(T) value
	B0	B1		Calculated	Tabulated	
Transactional leadership	0.863	0.572	0.327	46.692	3.94	1.66

Source: Prepared by the researcher based on the analysis results.

b. Micro level

The analysis results show in the below Table (11) the there is significant impact of the transactional leadership on the dimensions of employee's productivity which are represented by each of job satisfaction, organizational growth, except there is a weak impact of one of the dimension of transactional leadership which represented by contingent rewards on the workplace environment, as we recently explained it. The significant of the effect relation were supported by the calculated (F) value which are (9.740, 14.143, 6.450) and (72.036) respectively which are greater than the (f) tabulated value (3.94) with the degree of freedom (4, 93) as it shows in the Table (9). Based on the previous, there is an effect of transactional leadership on employee's productivity. In additional, if the respondent sample which represented by managerial leaders depends on transactional leadership in their daily tasks activities, this will lead to maximize the productivity.

On the other hand, based on the above results, we will be accepting the hypotheses (2,3,4,5,6,7,8,9,10,11 and 12) that state there is effect of the dimensions of transactional leadership on the dimensions of employee's productivity at the significant value (0.01). Except the two dimensions' contingent rewards and workplace environment for the first hypothesis, due to that the (H1) will be rejected and (H0) we will be accepted. The

hypothesis (H0) that states there no effect of conditional reward on workplace environment based on the results.

Moreover, the strongest effect has been occurred for the transactional leadership is in the management by exceptions (passive) and the value of the R^2 was (0.429), while the (B1) has reached out (0.655) which is states for a significant relationship, with (f) calculated (72.036) value greater than the tabulated (3.94). In the dimension of management by exception (active), the results were the weakest effect and least one with the R^2 amounted (0.063) and B1 amounted (0.251) which stated for least effect in the regression section.

Table 11. The Impact Test at Micro Level.

TL \ EP	Employees productivity		R^2	(F)values		(T) values
	B0	B1		Calculated	Tabulated	
Contingent rewards	0.313	0.304	0.092	9.740	3.94	1.66
Contingent punishments	0.378	0.358	0.128	14.143	3.94	
Management by exception (Active)	0.305	0.251	0.063	6.450	3.94	
Management by exceptions (Passive)	0.933	0.655	0.429	72.036	3.94	

Source: Prepared by the researcher based on the analysis results.

* $P < 0.05$

** $P < 0.01$

N= 98

4.9. Differences Hypotheses Test

In order to test the differences hypothesis among the study variables according to the demographic characteristics of the respondents, the findings of this analysis introduce the following:

4.9.1. Gender Differences

By using the (One – Way ANOVA) method, the results in the table (12) illustrated that there are no significant differences in the transactional leadership and employee's productivity, which can be reflected its source from the variation of the respondent sample. This conclusion depends on the values of calculated (F) for each variable (0.779), (2.586) respectively, which is less than the (F) tabulate which is (3.94) with degree of

freedom (4-93). Also, according to the values results of calculated (P-value) for these variables (0.462), (0.081) respectively, which they are greater than the value of the default level of significance for the study (0.05).

Table 12. Gender Differences

Variables	F value	Degree of Freedom	Tab. F	P-Value
Transactional Leadership	0.779	4	3.94	0.462
Employees Productivity	2.586	93		0.081

N=98

4.9.2. Age Differences

By using the (One – Way ANOVA) method, the results in the table (13) illustrated that there are no significant differences in the transactional leadership and employee's productivity, which can be reflected its source from the variation of the respondent sample. This conclusion depends on the values of calculated (F) for each variable (0.823), (0.195) respectively, which is less than the (F) tabulate which is (3.94) with degree of freedom (4-93). Also, according to the values results of calculated (P-value) for these variables (0.367), (0.659) respectively, which they are greater than the value of the default level of significance for the study (0.05).

Table 13. Age Differences

Variables	F value	Degree of Freedom	Tab. F	P-Value
Transactional Leadership	0.823	4	3.94	0.367
Employees Productivity	0.195	93		0.659

N=98

4.9.3. Academic Achievement Differences

By using the (One – Way ANOVA) method, the results in the table (14) illustrated that there are no significant differences in the transactional leadership and employee's productivity, which can be reflected its source from the variation of the respondent sample. This conclusion depends on the values of calculated (F) for each variable (1.516),

(3.627) respectively, which is less than the (F) tabulate which is (3.94) with degree of freedom (4-93). Also, according to the values results of calculated (P-value) for these variables (0.204), (0.009) respectively, which they are less than the value of the default level of significance for the study (0.05).

Table 14. Academic Achievement Differences

Variables	F value	Degree of Freedom	Tab. F	P-Value
Transactional Leadership	1.516	4	3.94	0.204
Employees Productivity	3.627	93		0.009

N=98

4.9.4. Current Job Position Differences

By using the (One – Way ANOVA) method, the results in the table (15) illustrated that there are no significant differences in the transactional leadership and employee's productivity, which can be reflected its source from the variation of the respondent sample. This conclusion depends on the values of calculated (F) for each variable (0.233), (4.235) respectively, which is less than the (F) tabulate which is (3.94) in the term of employee's productivity with degree of freedom (4-93). Also, according to the values results of calculated (P-value) for these variables (0.792), (0.017) respectively, which they are greater than the value of the default level of significance for the study (0.05) in the term of employee's productivity.

Table 15. Current job position Differences

Variables	F value	Degree of Freedom	Tab. F	P-Value
Transactional Leadership	0.233	4	3.94	0.792
Employees Productivity	4.235	93		0.017

N=98

4.9.5. Service years in the current position Differences

By using the (One – Way ANOVA) method, the results in the table (16) illustrated that there are no significant differences in the transactional leadership and employee's

productivity, which can be reflected its source from the variation of the respondent sample. This conclusion depends on the values of calculated (F) for each variable (0.654), (8.269) respectively in the term of employee's productivity, which is less than the (F) tabulate which is (3.94) with degree of freedom (4-93). Also, according to the values results of calculated (P-value) for these variables (0.522), (0.000) respectively, which they are greater than the value of the default level of significance for the study (0.05) in the term of transactional leadership.

Table 16. Service years in the current position Differences

Variables	F value	Degree of Freedom	Tab. F	P-Value
Transactional Leadership	0.654	4	3.94	0.522
Employees Productivity	8.269	93		0.000

N=98

4.9.6. Service years in the company Differences

By using the (One – Way ANOVA) method, the results in the table (17) illustrated that there are no significant differences in the transactional leadership and employee's productivity, which can be reflected its source from the variation of the respondent sample. This conclusion depends on the values of calculated (F) for each variable (2.948), (7.167) respectively in the term of transactional leadership, which is less than the (F) tabulate which is (3.94) with degree of freedom (4-93). Also, according to the values results of calculated (P-value) for these variables (0.037), (0.000) respectively, which they are less than the value of the default level of significance for the study (0.05).

Table 17. Service years in the company Differences

Variables	F value	Degree of Freedom	Tab. F	P-Value
Transactional Leadership	2.948	4	3.94	0.037
Employees Productivity	7.167	93		0.000

N=98

Therefore, based on the above outputs, we will be accepting the (H1) hypotheses (13) that state there are differences in transactional leadership and employee's

productivity at the level (0.05) according to demographic characteristics except academic achievement differences, and reject the (H_0) that state there are no differences in transactional leadership and employee's productivity at the level (0.05).



CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

A numerous of conclusions and recommendations stems from results of the present study that can be studies in accordance with the following paragraph:

5.1. The Conclusions

The present study reached the conclusions and once again tests the research framework and hypothesis for transactional leadership and employee's productivity. The study concludes that there is a significant and positive correlation between transactional leadership and employee's productivity. This means that the more responsive from managerial leaders to depend on transactional leadership their activities that would lead to increasing the levels of productivity and organization growth. Also, there is a positive significant relationship between transactional leadership variable and between dimensions of employee's productivity variable which are represented by each of workplace environment, job satisfaction and organizational growth. At the same time, there is a weak correlation between contingent rewards and workplace environment, and this mean that the managerial leaders in the sample did not depend on contingent rewards to create workplace environment. Regarding some specific dimensions of the employee's productivity the study found that there is a significant impact of management by exceptions (passive) on workplace environment which the dimension of employee's productivity, that means the managerial leaders depend on the management by exceptions as tool to create a productive workplace environment. While the transactional leaders attempting to provide a productive environment in the companies. The employees are more motivated in the study sample companies where transactional leadership style is used; the companies want to improve in both managements by exception (active and passive) to stay in a respectable productivity level.

In addition, the employees are more motivated in the study sample companies where transactional leadership style is used; the companies want to improve in both managements by exception (active and passive) to stay in a respectable productivity level. Nevertheless, it is observable the selected companies which contributed with the present study are implementing the transactional leadership in their managing strategy is a sort of

extend. That means the companies considered confirmed the importance of transactional leadership and positively contribute to increase the employee's productivity.

In the other hands, regression results from the considered companies illustrated that there is impact relationship between transactional leadership and employee's productivity.

In sum, the study illustrated that the important thing for the employees in selected companies is the rewards, which effects positively to the productivity. The companies need to establish and develop appropriate rewards systems which indicates the development of and professionalism of the companies. It is imperative that the leaders in the time being spend time, and put in their main duties how to increase the quality of work for the employees, in purpose to increase the productivity. Furthermore, it's impactful to adopt an appropriate leadership style is dependent on the circumstances of the company.

Regarding the demographic differences, the study results clarified that state there are differences in transactional leadership and employee's productivity at the level (0.05) according to demographic characteristics except academic achievement differences.

Lastly, the companies have to look over deeply to the environment around, and attempt to develop a strategy to survive and continues growing among the competitiveness specially after COVID 19 pandemic.

5.2. The Recommendations

The study developed a various number of recommendations as follows:

It is necessary for the companies to adopt the transactional leadership style, and the top management should take that under their further consideration plans.

The rewards and punishments as a system should be clear, and the managerial leaders should provide a clear orientation for the employees, and must be reviewed and improved frequently.

The managerial leaders need to provide a clear instruction to their subordinators regarding rewards, and punishments procedures.

We suggest that the companies of the current study sample apply transactional leadership more to their companies; employ's productivity and job satisfaction might be raised as a result.

The managerial leaders in the private sector should not only focus to the job satisfaction and organizational growth, and neglect the abilities of managerial abilities and skills; the leaders should pay a strong attention to work more on their skills.

Working on improving the workplace environment, such as the quality of air, temperature, heavy lifting, enlightenment, noise and comfortable office.

It is fairly clear that the managerial leaders need to draw the attention of their employees that work and productivity considerations of companies take priority.

It is extremely important for the managerial leaders to improve people's attitudes towards dealing with their colleagues in a team spirit to move job efficiency to levels beyond what it is now.

The managerial leaders should be encouraging the employees to be punctual, confident and be responsible team players.

Proper leadership program and training might avoid the miss-communication between the leaders and their subordinates.

Managerial leaders at the companies need to strengthen the attitudes of individuals towards dealing with their colleagues in a team spirit, to move the work productivity work to levels beyond what it is now.

The top management of the selected companies needs to set up a system to measure employees' performance, for instance conducting mid-term and end-term employees' performance in order to know the level of the productivity.

Managerial leaders should empower the employees in a sense to give them opportunity to provide their ideas, and this will lead to more organizational growth.

Encouraging the employees to practice self-development in each level in the company, and this needs to be planned and designed not only to improve the employees' task-related, technical skills, and leadership skills but also must include personal improvement, such confidence, cooperation, achievement, etc.

The transactional leadership style should not be ignored, because of importance to influence of the situation and must ultimately increase the productivity.

More empirical work still needs to be accomplished to have a clearer understanding of transactional leadership concept.

Providing more orientation for the subordinates the importance of increasing the productivity of them, and that will lead positively to their personal benefits.

Benefiting from the results of the current study, which produced strengths and weaknesses in the structure of both the transactional leaders and employee's productivity by private companies and directing their managerial leaders to determine weaknesses and improve them.

It will be more effective if there will be an agreement on the procedures between managerial leaders and the subordinators, and the subordinators should be conscious about the procedures.

The managerial leaders should constantly provide feedback to the employees, and identify their wants and need to ensure the sustainability of productivity.

In additional to that, the managerial leaders to ensure the monitoring process is implementing, to make sure the activities are leading to company's goals.

5.3. Future Studies Recommendations

The current study recommends the follow titles for some further studies as follow:

1. The effect of conditional rewards on the organizational growth.
2. The impact of conditional and punishment rewards on job satisfaction.
3. The role of management by exception in increasing the level of employee's performance.
4. The transactional leadership and its relationship with employee's empowerment.
5. The role of transactional leadership on organization growth.

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APPENDICES**Appendix 1: Questionnaire Form****T.C****FIRAT UNIVERSITY****SOCIAL SCIENCE INSTITUTE****BUSINESS ADMINISTRATION DEPARTMENT****Dear Sir / Madam Respondent**

Thank you for taking a part of your time to participate in this study survey. The main purpose of this questionnaire is to collect a data for our study which titled: **(The Effect of Transactional Leadership on Employees Productivity)**: An Exploratory study of the views of management leaders at private sector companies in Duhok City.

Please note that we are interested in your opinion about the questionnaire items for an academic purpose only, in purpose to get a Master Degree in the Department of Business Administration in Firat University. It does not need to mention your name in this survey.

We appreciate highly your kind cooperation and valuable time in completing the attached questionnaire.

Sincerely,

Researcher

Ahmed Abdi Faqi
Master Student

Supervisor

Asst. Dr. Hatice GOKCE DEMIREL

First: Personnel Information:

Please put the (√) sign in the place that shows your opinion regards the item.

1. Gender: ☐ Male ☐ Female.
2. Age: ☐ less than 35 ☐ 35 – 45 years ☐ More than 45.
3. Academic achievement: ☐ Elementary school ☐ Primary school ☐ Diploma ☐ Bachelor ☐ High studies.
4. Current job position: ☐ Top management ☐ Head of department ☐ Head of unit.
5. Service years in the current position: ☐ less than 3 ☐ 3-7 years ☐ 8 and more.
6. Service years in the company: ☐ Less than 5 years ☐ 5-10 years ☐ 10 and more.

Second: Independent Variables :Transactional Leadership

1. Contingent rewards

It's a behavior refers to leader behaviors emphasizing clarifying role and task requirements, and providing followers with material or psychological rewards contingent on the fulfillment of contractual obligations.

#	Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
X1	I discuss with my employees about the idea of contingent rewards.					
X2	I motivate the employee when he/she achieving more than expected from him.					
X3	I praise new and creative methods for achieving higher productivity.					
X4	I focus on the importance of having a collective sense of the company's mission to achieve higher productivity.					
X5	I reward performative employees who has achieved the highest productivity.					
X6	I convers seriously about the tasks that must be done to achieve higher productivity.					
X7	I praise the employee who corrected his/her deviations during the work period.					
X8	The employee is notified of what must be accomplished to obtain the reward he deserves for his efforts during the work period.					

2. Contingent punishment						
It's a behavior may be defined as a leader. administering negative feedback in the form of reprimands, criticisms, or disapproval to employees who exhibit poor performance or undesirable behaviors						
	Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
X9	I usually inform employees on the contingent punishments.					
X10	I determine the kinds of contingent punishments and the rate of failures that affects negatively on attaining higher productivity.					
X11	I inform the employee what must be done to achieve higher productivity to avoid contingent punishment.					
X12	I exclude inactive employee from the decision-making process.					
X13	I generalize collective punishment when failure occurs in the workplace and when the inputs are not matched with achieving higher productivity.					
X14	I treat employees fairly in applying the contingent punishment.					
X15	I remove the punishment when the employees re- correct the quality of work in order to achieve higher productivity.					
3. Management by exception (Active)						
transactional leaders actively monitor the work of their subordinates, watch for deviations from rules and standards and taking corrective action to prevent mistakes.						
	Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
X16	I follow all the mistakes affecting higher productivity.					
X17	I express my confidence that higher productivity will be achieved.					
X18	I consistently provide feedback to employees in order to achieve higher productivity.					

X19	I do what's necessary for the employee to achieve the standards set for achieving higher productivity.					
X20	I specifically discuss who is responsible for achieving high productivity.					
X21	I correct the deviation from its roots that affects higher productivity.					
4. Management by exception (Passive) transactional leaders intervene only when standards are not met or when the performance is not as per the expectations. They may even use punishment as a response to unacceptable performance.						
	Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
X22	I believe that there is no need for any procedures to be taken as long as the progress of work is achieving high productivity.					
X23	I avoid interference in important but not dangerous matters while working.					
X24	I delay answering important questions and issues that may negatively affect high productivity.					
X25	I leave the employee to accomplish the tasks assigned for him without consulting me.					
X26	I concentrate on setting thoughtful and realistic work standards to ensure avoiding problems and achieving higher productivity.					
X27	I wait for the problem to get bigger and then I take the necessary action.					
Third: Dependent Variable : Employees productivity						
1. Workplace Environment A group of elements that are acquired from the inclusive environment and it has influence on the organization and it's linked to a number of elements inside boundaries of organization.						
	Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Y1	The qualifications of university employees are commensurate with the nature of their responsibilities and duties at work.					

Y2	The university provides training courses for employees to increase capacity building and knowledge.					
Y3	The company seeks to provide an appropriate and relevant work atmosphere for employees which affects their productivity.					
Y4	I seek to divide the work for the purpose of gaining higher productivity which affects the achievement of the company's goals.					
2. Job satisfaction A number of Sentimental positive feelings that the individual feels in front of work and job, and that's shows to what extent the woke make the individuals satisfied.						
	Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Y5	I attempt to provide enough encouragement and motivation to employees.					
Y6	I attempt to raise the morale of employees in order to achieve higher productivity.					
Y7	There is a friendly relationship and cooperation between managerial leaders and employees.					
Y8	The company seeks to provide health insurance for employees					
Y9	The company seeks to provide round-trip transportation for employees.					
Y10	The salary scale of the employees are proportional to the degree they hold.					
3. Organizational growth It is the expansion of business entities as a result of retention of employees-the overflowing employees can be utilized in the establishment of subsidiary entities.						
	Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Y11	The company seeks to achieve the values of respect and appreciation among employees in order to achieve higher productivity.					
Y12	The company attempt to avoid conflicts and problems that hinder the progress of work.					

Y13	The company attempt to create the appropriate skills for organizational performance.					
Y14	The company attempt to innovate new tools and methods in purpose to facilitate the work.					
Y15	The company attempt to cultivate the values of cooperation and participation among employees to achieve higher productivity.					
Y16	The company attempt to improve the knowledge and intellectual capabilities of employees at work.					
Y17	The company attempt to make employees adhere to the positive behaviors stipulated in the labor laws and regulations.					
Y18	The company assess the employees to have the ability to plan for work future and obtaining higher productivity.					