

Original Article

Mediating Effects of Contingent Reward on the Relationship between Leadership Style and Quality Attention among the Top Management in Saudi Arabia Construction Sectors

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Abstract - With the development of technology and the new economy in a global village environment, different organizations are rising with strong hand to take control over the property development and construction sector. The research aimed at understanding the mediating effect of contingent reward in the relationship between leadership styles and quality Attention. A quantitative research was attempted to identify how contingent reward program can be employed by the leadership to increase the level of quality Attention. The research used questionnaire as the quantitative tool. The field work was done on 244 questionnaires distributed to respondents comprising of leaders and supervisors within the Saudi construction sector. The results of the study indicated that both transformational and transactional leadership had a positive influence on the contingent reward and leading to a good attention to quality. However, the transformational leadership was found to be more affected by the level of Contingency reward which in turn lead to a better-quality attention through its variables namely Charisma, Inspirational motivation, Intellectual stimulation and Individualized consideration. These variables had higher influence based on the coefficient results with the transactional leadership along with its variables including Expected efforts, Expected performance and Contingent reward. These findings highlight the need to examine the relationship between management and leadership in accordance with the brand equity and market value of the organization.

Keywords - Contingent Reward, Leadership Style, Quality Attention, Transformational Leadership, Transactional Leadership.

I. INTRODUCTION

From a thorough review of the research topic mentioning the mediating effect of Contingent reward on the relationship between leadership styles and quality attention by the CEOs or department

heads, the industry leaders in the sector were still found to be in-attentive to quality. Contingent reward should flow from higher to lower through effective leadership style with a view to increase quality attention. An intense investigation of building and construction industry of Saudi Arabia may reveal its importance to the economy.

The government of Saudi Arabia has already taken development initiatives on this industry. This suggests the importance of building and construction industry to the economy of this country. And thus, it needs much attention to be given on the increase of quality maximization. In this context, different research needs to be conducted on this sector identifying the importance of contingent reward by the top management to take decision. On the other hand, according to Polm (2007), this can be stated that many of the CEOs of different organization don't bother about the quality where they rely highly on the line manager to shoulder this responsibility.

II. RESEARCH BACKGROUND

In this section, the chapter provides the study outline and background. The chapter also provides an explanation of the issue under research, the objectives of the research as well as the research questions. The chapter continues with a discussion of the significance and contribution of the study, followed by the definitions of each main variable used. The chapter ends with a brief explanation regarding the organization of the whole thesis.

As a result of rapid, authoritative and ecological changes, times are changing faster than what we could have envisioned. The initiatives of organizations have crucial roles in shaping the specialists' discernments, reactions to hierarchical changes, and acceptance of developments. For example, prove based practices as far as characteristics, practices, impact, connection designs, part connections, control of a managerial position, or attributions. Quality change endeavors aim to improve the administration practices in organizations



while considering the needs and contributions of their employees and preventing any undesirable outcomes. Globalization, innovation, and data have also been identified as crucial components that motivate organizations to adopt certain measurements to boost their performance and quality. An effective administration of changes also requires the adoption of the strategies, procedures, and models being used by leaders to help their followers adapt to changes.

According to Burns, Sorenson, and Goethals (2004), a powerful authority is essential when an organization experiences changes and when leaders attempt to persuade their followers to fulfill a common vision. An authoritative procedure involves followers and leaders, with the latter being responsible for maintaining its relationship with the former and building other channels for correspondence. Leadership is a procedure or initiative that propels individuals to work toward a shared goal while following the guidelines of their organizations. Leadership also refers to the collaboration between leaders and followers, with the former influencing the latter. Although anyone can be a leader, those leaders who lack initiative are deemed incapable of influencing their followers.

An intense investigation of building and construction industry of Saudi Arabia may reveal its importance to the economy where an estimated number of 34 contracts, with each having incentives worth over \$500 million (SR1.9 billion), were granted in Saudi Arabia during the first half of 2009. Among the industries of gulf area, the companies of Saudi Arabia are finding big guns in taking contract where one fourth of \$1.9 trillion (mentioning) worth contracts are controlled by those industries. Moreover, the government of Saudi Kingdom has already taken development initiatives of this industry, which worth of around \$400 billion (SR1.5 trillion) of the total budget. This suggests the importance of building and construction industry to the economy of this country. On the other hand, according to Polm (2007), this can be stated that many of the CEOs of different organization don't bother about the quality where they rely highly on the line manager to shoulder this responsibility. Thus, the findings identified through research about the quality, attention of CEOs who will give direction through leadership styles to employees.

Contingent reward can help an association increase its level of efficiency. The International Organization for Standardization (ISO) defined quality as "The totality of attributes of an element (item or administration) that bear on its capacity to fulfill expressed or suggested needs" (Mentors, 2016), while Beringer and Hancock (1989) defined awareness as the "group's learning of both the inside and outer conditions of the flying machine and in addition the earth in which it is working. "By joining these two concepts together.

The relationship between leadership styles and quality attention is one of the most enduring debates in organizational research. This is complicated by the fact that there is no universally accepted definition of leadership styles and quality with Contingent reward practices as a mediator. This thesis aims to shed new light on this controversial subject by examining both formal and informal leadership styles and quality attention with Contingent reward as a mediator.

Shields

DiSegni, Huly, and Akron (2015) argued that initiative can have similar impacts on cash-related executions, sufficiency, biological congruity, and human resource practices. Verma et al. (2015) contended that certain leadership styles, such as transformational leadership, can promote the motivation of individuals and enhance the quality of their outputs. Yukl (2008) found that the practices and characteristics of leaders can influence their relationships with their followers, with most find out about change reasonability; incorporate engaging and transformational styles of the initiative. Many studies have found that, in general, TQM has had positive effects on company performance.

In the kingdom's the emergence of building and construction sector has been accompanied by an increasing number of opportunities and challenges as the government continues to implement various projects to enhance the infrastructural base of the kingdom. This sector is expected to witness a significantly brighter future in the next five years. The development of this sector must be forecasted and analyzed to meet the increasing demands of people (Al-Turki, Khan, & Al-Sheik, 2016). The above argument with the support of relevant literature leads to the following questions:

1. Is there a relationship between, transformational leadership trait – namely Charisma, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration and quality attention of CEOs/ department heads in building and construction companies in Saudi Arabia?
2. Is there a relationship between, transactional leadership (Efforts and Performance) and quality attention of CEOs/ department heads in building and construction companies in Saudi Arabia?
3. Does contingent reward mediate the relationship between transformational and transactional leadership (Charisma, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, Efforts and Performance) and quality attention of CEOs/ department heads in building and construction companies in Saudi Arabia?

III. THEORETICAL UNDERPINNING

A. Theoretical Background

According to Wanger (2016) enthusiasm for leadership expanded amid the early part of the twentieth century. Early leadership theories concentrated on what qualities associated with leaders and supporters, while resulting speculations took view at different factors, for example, situational variables and ability level. While various leadership theories have appeared, most can be named as one of eight noteworthy theories, which are related to the nature of the leader and the qualities that this leader possesses. Generally speaking, out of the leadership as a concept and as an approach to drive people into a better performance there appeared 8 major theories, which are Allio, 2012; Carnes, Houghton and Ellison, 2015:

Leadership has been defined in several ways. For instance, leadership may refer to a “process whereby individual influences a group of individuals to achieve a common goal” (Northouse, 2007, p. 5) or an interaction among the members of a group. Meanwhile, von Dran (2004) defined leadership as “The ability to influence a group toward the achievement of goals” (Ali, 2012, p.73). Leadership can also be defined as the “process by which a person influences other to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent” (Sharma & Jain, 2013, p. 310). Theorists generally define leadership based on “The traits—key characteristics, personality, and charisma—leaders possess, the tasks they perform, the positions they hold, and the accomplishments they achieve” (Barrett, 2010, p.4).

The following table summarizes the trends in leadership theory and research over time.

Leadership theories outlined so far differ from transformational leadership in dealing with first order changes, i.e. directly affecting immediate behavior of subordinates. Bass (1985) outlines that transactional approaches focus on increasing the quantity or quality of performance, a replacement of one goal for another, a shift from one action to another, a reduction in the resistance to actions or the implementation of decisions within an agreed framework. Transformational leadership deals with high order changes that include substantial changes in attitudes, beliefs, values, and needs. Avolio (1994) explains how this change (development) take place and its significance: “Development, however, refers to qualitative changes: a fundamental, shift from one level to another in understanding, beliefs, values, morals, and perspective. As individuals develop, the assumptions they maintain at one level of development no longer apply to the next higher level. Fundamental change or development described in this manner is critical to understanding how transformational leaders move followers to higher levels of development and potential. For example, where followers become concerned about the needs of their group instead of focusing on satisfying their own immediate needs and self-interests, then a fundamental shift in perspective has occurred in followers’ values and assumptions. Shifting followers to this higher level of development is essential to the operation of effective teams and to improving the overall effectiveness of organizational systems and cultures”

Table 2-1. Trends in Leadership Theory and Research (Bryman, 1992, p. 1)

Period	Approach	Core theme
Up to late 1940s	Trait approach	Leadership ability is innate
Late 1940s to late 1960s	Style approach	Leadership effectiveness is to do with how the leader behaves
Late 1960s to early 1980s	Contingency approach	It all depends; effective leadership is affected by the situation
Since early 1980s	New Leadership approach (includes transformational and charismatic leadership)	Leaders need vision

Leaders are initiators of progress whose actions influence the people who surround them. An

initiative takes place when a person inspires or gathers others to work toward a collective goal

(Bertocci, 2009). This study depends on the definitions of initiative which expect that “authority is a procedure whereby deliberate impact is applied by one individual over others keeping in mind the end goal to guide, structure and encourage authoritative exercises and connections” (Gary, 2002).

B. Leadership as Revealed in Theories

The history of leadership can be traced back to the 1800s when related theories, such as “Great Man” theory, were conceptualized (Bennis, 1990). These theories generally focused on centrality and control of power. Great Man theory postulates that leaders are born rather than made. This belief is based on the observation that those individuals who possess leadership qualities can pass their traits down to younger generations. However, this theory lost its popularity after the introduction of “trait” theory, which highlights specific traits that can qualify an individual as a leader. Those traits that are associated with leadership have been categorized into situation, status, achievement, capacity, and participation (Klingborg & Moore, 2006). However, Stogdill later questioned the ability of these traits to sufficiently explain leadership. The late 1940s saw the emergence of psychoanalytical theories that focused on what motivates individuals to lead others or follow certain leaders. These theories initially focused on the roles of organizations and groups and, in the 1960s, began to examine how individuals could push people to work toward a shared goal. This same view has been captured in exchange theory, which focuses on the social exchange of esteem, status, and rewards among groups and individuals. This idea is elaborated by situational leadership theory, which posits that the characteristics of followers and social situations can influence the characteristics of leaders (Chiun, Ramayah, & Wei, 2009). This theory also identifies several behavioral attributes of good leaders (e.g., achievement oriented, task oriented, participative, and supportive) and two situation variables that can qualify an individual as a good leader (e.g., environmental demands and personal characteristics of followers) (Klingborg & Moore, 2006). In the 1970s, the perspective toward leadership shifted from social psychology to management science and organizational behavior. The roles of managers and leaders also became indistinguishable as researchers began to integrate these two concepts. Meanwhile, the attribution theory that emerged during this period posits that some qualities can be attributed to certain individuals. The concept of “transformation” has also been introduced to describe leadership, while the concept of “transactional” has been associated with management (Garg & Ramjee, 2013). Studies on leadership continued to expand into the 1980s and presently have an overwhelming scope and size. These studies mainly explore organizational thinking and behavior, social behavior, Great Man theory, and the transformational, collaborative, influential, and

servant leadership types. Leaders are not responsible for their followers owing to the value-based spiritual relationship between these parties. Recent studies on leadership have also identified managing a dream and vision as a new concept that distinguishes effective leaders from ineffective ones (Chiun, Ramayah, & Wei, 2009). Leadership is presently viewed not as a personal service role but as a permanent position that is held by an individual. Leaders usually transfer their leadership responsibilities to others in response to the changes in their present circumstances. In this case, people can act both as managers and leaders simultaneously depending on their expertise, interest, and circumstances (Garg & Ramjee, 2013).

Leadership has been defined by many theoretical concepts, the most prominent of which include the situation concept, traits approach, and trait combinations.

C. Theories X and Y

McGregor (1966) proposed theories X and Y, which predict the behavior and performance of leaders based on how they perceive their followers.

Those leaders with theory X characteristics believe that their followers will not appreciate their work and that these employees need to be monitored closely to ensure that they will perform their assigned tasks. By contrast, those leaders with theory Y characteristics believe that their followers can perform their tasks without supervision. Previous studies relate theory Y with optimism, positivity, and participative leadership and argued that such characteristic depends on internal motivation, talking, or rewards (Tietjen & Myers, 1998).

Managers have begun to show theory X characteristics as early as 1966 (Tietjen & Myers, 1998). A recent study reported a different focus on leadership rather than management resulting into a shift from theory X attitudes into theory Y attributes. More recently, the focus changed from management to leadership, leading to a change from a Theory X attitude. Therefore, many managers have begun to adopt a participative leadership style (Tietjen & Myers, 1998). A similar study attempted to establish a relationship between managerial achievement and attitude by examining managers (Hall & Donnell, 1979). In the same study, those managers with theory Y characteristics set better goals for their organizations compared with those with theory X characteristics. These managers also employed better strategies to develop the abilities of their employees. Meanwhile, those managers with theory X characteristics had a low achievement level in their organizations (Hall & Donnell, 1979).

D. Trait theory

Similar to Great Man theory, trait theory predicts that some traits and qualities can make a

person become an effective leader. These traits may include acceptability to others, charisma, ability to attract the attention of others, ability to withstand pressure, and a problem-solving mindset.

Some leaders may have traits that can differentiate them from other leaders. These characteristics depend on the idea that leadership is a virtue that is passed to people at a young age. Trait theory asserts that leaders are born rather than built, that is, leadership is shaped by nature rather than nurtured. Trait theory adds that leaders must show an internal locus of control, sensitivity to others, high energy, and self-confidence. Other characteristics include intelligence, flexibility, and integrity (Avolio & Howell, 1992; Bass, 1990; House & Bartz, 1979; Cox & Cooper, 1989; Zaccaria, Foti, & Kenny, 1991).

Trait theory identifies several essential traits of leaders. The first trait is dominance. According to Lord, Dear Vader, and Alliger (1986), successful leaders can take charge, show respect to other staff members, and refuse to resort to intimidation. A person who refuses to take a leadership role must not be forced to become a leader because doing so will lead to an ineffective leadership. Dominance can also influence the quality of leadership.

The second trait is high energy. Bass (1990) argued that leaders must display high amounts of energy to realize the goals of their organizations. These leaders must also be able to withstand stress and demonstrate hope and enthusiasm. They are neither selfish nor pushy, can tolerate frustration, and make the right decisions to overcome obstacles.

The third trait is self-confidence. House and Bartz (1979) defined self-confidence as the ability of a leader to show confidence in his/her leadership, ideas, decisions, and capabilities. A leader who shows confidence in his/her abilities can instill confidence in his/her followers. In this way, s/he also becomes confident in the capabilities of his/her followers, thereby improving their working relationship.

The fourth trait is locus of control. Bass (1990) argued that those leaders with a locus of control can understand the motivations behind their behaviors. They can control both their behaviors and the outcomes of such behaviors. Those leaders with an external locus of control may also perceive that they have minimal control over their fate and whatever will happen to their performance. By contrast, those leaders with an internal locus of control can control their fate and can demonstrate

behaviors that may influence their performance in the organization. These leaders also take responsibility for their behaviors and for their own or their organization's performance.

The fifth trait is stability. Howard and Bray (1988) argued that stable leaders tend to display a high level of self-control. These leaders also show positivity, caution in their dealings, and self-awareness. They strive to understand their lives further and tend to achieve more in life compared with unstable leaders. Effective leaders also have a clear knowledge of their weaknesses and strengths and can orient themselves to improve their lives instead of being defensive.

The sixth trait is integrity. Cox and Cooper (1989) defined integrity as an ethical and honest behavior that typifies a person as trustworthy. Trustworthiness plays a vital role in the success of organizations. In many cases, developing trusting relationships can generate a large amount of profits and ensure sustainability in a global-based economy.

The sixth trait is high intelligence. Lord Vader and Alliger (1986) argued that a good leader must have an above-average level of intelligence, a cognitive ability to think critically to solve problems, and the capability to make effective decisions. Many effective leaders show intuition, which helps them effectively carry out their leadership roles.

The seventh trait is flexibility. Zaccaro, Fotiand, and Kenny (1991) defined flexibility as the willingness of a leader to adjust to various situations. A leader must be able to swiftly change and adapt to his/her environment. A flexible leader can also experience success in situations that suit his/her leadership style.

The eighth trait is sensitivity to others. Pfeffer and Viega (1999) argued that good leaders need to understand the viewpoints of others, the best way to communicate with other leaders, and how to influence them. These leaders show empathy and can place themselves in the position of others to look at things from a different perspective. These leaders are people-centered and tend to treat other employees as valuable persons in the organization.

Table 2- 2. Personal Traits of Successful Leaders

Physical characteristics Energy Activity	Social background Flexibility
Work-related characteristics Drive for achievement Drive for responsibility Task oriented Responsibility in pursuing goals Desire to excel	Social characteristics Social participation Ability to encourage cooperation Prestige Sociability and cooperativeness Popularity and diplomacy Interpersonal skills
Personality Creativity Ethical conduct and originality Personal integrity Self-confidence Alertness	Intelligence and ability Decisiveness Judgement Fluency of speech Knowledge

E. Behavioural leadership theory

Behaviorists have proposed their own definition of leadership. Specifically, they believe that anyone who shows good behavior can become a good leader. Behavioral leadership theory is based on the assertion that great leaders are made instead of conceived. Rooted in behaviorism, this theory focuses on the activities of leaders than on their mental qualities or inner states. According to this theory, individuals can figure out how to become leaders through education and perception.

F. Ohio State University leadership theory

The Ohio State University leadership theory identifies two types of leadership behaviors in an organization, namely, initiation and consideration. Consideration refers to the level to which a leader notices the needs of his/her followers. A leader must respect the feelings and ideas of his/her followers to build mutual trust. S/he must also listen to the concerns of these employees and provide them with valuable input.

Meanwhile, initiation refers to the degree to which a leader is task oriented and can provide clear direction to his/her followers. This leadership behavior aims to create a goal-oriented environment and involves teaching the followers on how to effectively perform their activities.

These two behaviors are independent of each other. For instance, leaders can demonstrate a high level of initiation yet a low level of consideration or vice versa. Studies in this field reveal that an effective combination of these leadership behaviors can improve the management of an organization (Nystrom, 1978).

G. University of Michigan leadership theory

The University of Michigan leadership theory compares effective supervisors with ineffective ones (Likert, 1967). Studies from the university have revealed that employee-centred leaders focus on the needs of their followers. This leader availability of supporting their subordinate and interacting with the following dimension over the employee-centred behaviour (Bowers & Seashores, 1966). This theory is vital because in addition to showing support to his/,an employee-centred leader promotes positive interactions with his/her followers while simultaneously trying to minimize organizational conflicts. In some ways, the leadership traits identified by this theory are similar to those identified by the Ohio State University leadership theory.

H. Leadership grid theory

Proposed by Blake and Mouton (1985), leadership grid theory allows researchers to rate leaders on a scale of one to nine and then plots these scores on a grid. This scale primarily focuses on the concern shown by leaders to their subordinates and the production of their organizations. This theory identifies four types of leaders, including an impoverished leader who shows low concern for his/her people and the production of his/her organization, an authority-compliant leader who shows high concern for the production of his/her organization yet a low concern for his/her employees, a middle-of-the-road leader who shows equal concern for his/her employees and the production of his/her company, and a country club leader who shows a high level of concern for his/her employees and a relatively low concern for the production of his/her company. A team leader may show a high level of concern for his/her people and the production of his/her organization and simultaneously attempt to

maximize the performance of his/her employees. Blake and McGanese (1991) argued that certain situations necessitate the adoption of a particular leadership style. Leadership grid theory cannot be used in similar situations but may be used in other leadership contexts that suit a particular situation (Jung & Avolio, 1999).

I. Contingency leadership theory

Proposed by Fiedler in 1951, contingency leadership theory is the first theory to focus on those variables that tend to interact with the personalities and behaviors of leaders. Fiedler believed that any leadership style must be kept constant and able to reflect the personalities of leaders.

Leaders are not expected to shift from one leadership style to another but may do so in various situations. Contingency leadership theory determines one's leadership style based on his/her tasks, present situation, and relationship with his/her followers (House & Aditya, 1997). Fiedler and Garcia also proposed cognitive resources theory, which follows the tenets of contingency leadership theory.

Contingency leadership theory typically focuses on those factors that can determine the most suitable leadership style for a situation. A single leadership style cannot be considered the most appropriate in all circumstances. The achievements of leaders depend on various factors, including their leadership style, the characteristics of their followers, and their present circumstances.

J. Cognitive resources theory

Cognitive resources theory (CRT) is a theory based on person by situation relation when a person as well as his individual variables and experience influence the leader. In this case, situational variables include the stress towards the followers and the leader. CRT is especially useful in the selection of leaders. Fiedler (1966) proposed two-step method for selecting leaders. In the first step, those individuals who possess the required experience and intellectual ability and are deemed well-suited for a certain job are selected. In the second step, the newly recruited leaders are given some resources that they can utilize to effectively function in their environments. The usefulness of CRT in this aspect has also been widely documented in the literature (Hughes, Gunner, & Curphy, 1999).

K. Leadership continuum theory and model

Proposed by Tannenbaum and Schmidt (1958), leadership continuum theory asserts that leadership behavior is developed continuously after a leader implements a leader-centered leadership approach and then adopts a subordinate-centered leadership approach at a later time. This theory primarily focuses on decision makers. Tannenbaum and Schmidt (1973) proposed some leadership styles

that can be adopted by leaders based on their leadership practices and performance. When choosing among different leadership styles, one must consider three forces, namely, the environment, the supervisor, and the followers. Each leader must also be able to exert a high level of influence on his/her adopted leadership style. For instance, a senior manager who adopts an autocratic leadership style and a middle manager who uses a similar style may tend to follow each other. The personality of the supervisor and the knowledge, values, background, and confidence levels of his/her followers must also be considered when choosing a leadership style. Based on their behaviors and personalities, many leaders appear to be more autocratic and less participative in nature. The followers must also be considered when choosing a leadership style because their personalities and behaviors can influence their leaders. For example, if the followers are willing and able to engage in leadership, then their leaders can easily adopt a participative leadership style. The leadership styles described by leadership continuum theory are similar to those described by the University of Michigan leadership theory and are suitable for those leaders who demonstrate job- and employee-centered behaviors.

An ideal leadership style must also consider the contributions of others. A perfect leader not only encourages his/her followers to invest in their organization but also builds their organizational commitment. In other words, a leader has the privilege to allow or disallow his/her followers to contribute to their organizations.

L. Path-goal leadership theory

House (1961) proposed path-goal leadership theory, which considers situational variables, identifies the moderators of situations, and explores the relationship between person- and task-oriented leadership as well as the effects of these leadership styles (House & Aditya, 1997). This theory also explains how the behavior of leaders can affect the performance and satisfaction of their followers. Unlike contingency leadership theory, path-goal leadership theory does not consider the characteristics and behaviors of leaders (House & Aditya, 1997). This theory is particularly useful when identifying the most appropriate leadership style for a given situation in order to achieve a high level of performance and job satisfaction (Dubrin, 1998). According to this theory, a leader must ensure that his/her followers have a reasonable level of motivation in order to realize their organizational and personal goals. The motivation of followers can be improved by clearly informing them about what they need to do to be awarded by the organization. Leaders must also work closely with their followers and guide them in identifying and developing behaviors that can facilitate their achievement of

goals and help them receive rewards. The path-goal leadership theory considers three factors, including situational factors, leadership styles, and environmental factors. Situational factors include locus of control, authoritarianism, and the ability of subordinates to achieve their goals. Authoritarianism refers to the extent to which the followers want their leaders to tell them what they need to do to complete their tasks efficiently. Locus of control refers to the extent to which employees believe that they can efficiently control others and the achievement of their goals. An external locus of control is observed when the subordinates believe that their achievements are being controlled by others, while an internal locus of control is observed when leaders console themselves. Some environmental factors that may influence task accomplishment include the structure or task of the workgroup and the formal authority. The leadership styles identified by the path-goal leadership theory may be useful in certain situations. A simple path-goal model may recommend the adoption of supportive and directive leadership styles, which have also been suggested by the leadership theories of the Ohio State University and the University of Michigan.

The leadership styles identified by the path-goal leadership theory can be described in several ways. First, these leadership styles are directive in nature. This style offers a high level of structure. Adopting a directive leadership style is crucial in situations where the followers prefer an autocratic leadership style. This leadership style is also suitable in situations where an external locus of control is present and where employees have a low skill level. Directive leadership can also be applied to accomplish tasks that require complex or ambiguous skills and to respond to situations that cannot be addressed by employees because of their limited experience.

Second, a supportive leadership style must be adopted in situations where the followers demand for a highly considerate leader. Leaders tend to provide their followers with an internal locus of control and adopting an autocratic leadership style may not be suitable in situations where followers have a high skill level. A supportive leadership style is especially useful in cases where simple tasks need to be fulfilled and when employees have advanced skills and extensive experience.

Third, a participative leadership style is especially useful in situations where the leader asks for the decisions of his/her followers. This leadership style is also useful in situations where the followers want to take on a leadership role or have an internal locus of control and advanced skills in the field. Participative leadership is also useful when fulfilling solving complex tasks that cannot be solved by

followers given their lack experience. This leadership style can be used in those cases where a leader has a set of achievable goals and expects his/her followers to lend a hand in exchange for rewards. In these cases, leaders have a great sense of direction and consider the demands of their followers. If the followers are willing to accept an autocratic style of leadership, then adopting an achievement-oriented leadership style is warranted. This leadership style can also be used in situations where simple tasks must be fulfilled and where followers have extensive experience in their respective fields.

M. Normative leadership theory

Managers must know when they need to take charge of the decision-making processes in their organizations. Vroom and Yetton (1973) argued that when adopting an autocratic leadership style, the leaders make their decisions independently without considering the inputs of their subordinates. This leadership style can be divided into AI, AII, CI, CII, and GII. AI refers to a situation where the leader may obtain information from his/her followers and then make a decision based on such information. CI is a consultative leadership style that allows leaders to meet with each of their followers and gather relevant information from them that can help in the decision making. However, the leader remains the ultimate decision maker and may or may not use the input s/he has received from his/her subordinates. In CII, the leader may organize a meeting with his/her followers to explain to them the current situation and then gather their opinions. After this meeting, the leader will make the decision on his/her own and may choose not to consider the input of his/her followers. In GII, the leader only makes a decision when his/her followers perceive such decision as appropriate. The leader also tries not to influence the decisions of his/her followers and may willingly consider the inputs that s/he has received from them.

N. Situational leadership theory

Unlike other theories, situational leadership theory goes beyond explaining why decisions are made and defines the maturity level of followers. This theory posits that the tasks of employees are closely related to their maturity levels. Situational leadership theory can be used to identify leadership styles that match a certain environment and facilitate performance improvements. The most appropriate leadership style can also identify based on the relationship between leaders and their followers as well as the difficulty of the task at hand.

Situational leadership theory suggests that leaders devise their game plan based on situational variables. Distinctive styles of leadership might be more suitable for specific sorts of leadership.

Hersey and Blanchard (1977) identified several leadership styles. First, the high task or low

behavior relationship leadership style is particularly suitable for those leaders who are in charge of followers with low maturity levels and are very willing to interact with their employees. These leaders must provide their followers with detailed instructions on how to complete their tasks. They also closely monitor the tasks at hand and make their decisions without considering the inputs of their followers.

Second, the selling leadership style is especially suitable for those leaders who are in charge of followers with low maturity levels. These leaders provide their followers with specific instructions while monitoring their outputs. They provide support by explaining to their followers the task at hand and by answering their questions. These leaders establish a long-lasting relationship with their followers by telling them why they need to complete their tasks according to their instructions. These leaders may also consult their followers before making a decision.

Third, the participating leadership style is useful for those leaders who are in charge of followers with moderate or high maturity levels. These leaders spend less time in providing their followers with instructions and instead allocate most of their time in providing encouragement. These leaders are outcomes oriented; they rarely monitor the activities of their followers and even allow them to work at their own pace. In sum, these leaders encourage rather than teach their followers on how to perform their tasks. These leaders also allow their followers to make decisions.

O. Leadership style theory

Lewin identified several leadership styles, the most basic of which include the autocratic and democratic leadership styles. An autocratic leader takes responsibility for all decisions being made in a company. This leader also informs his/her followers about what they need to do and checks on their progress regularly to ensure that his/her instructions are being followed.

Meanwhile, a democratic leader motivates his/her followers to make decisions on their own and work with others in finding out what needs to be done. Democratic leaders greatly trust their followers and allow them to work independently without supervision (Lewin et al., 1939).

Likert (1967) conducted an experiment on two groups that adopt the democratic and autocratic leadership styles and produced interesting results. Those employees in the autocratic leadership group reported excellent results after following the directions of their leaders yet showed some hints of dissatisfaction and loyalty. Meanwhile, those in the democratic leadership group achieved favorable

outputs with or without supervision from their leaders, held positive feelings about their leaders, and showed no signs of hostility. These findings clearly illustrate that democratic leaders provide their followers with some empowerment.

Tannenbaum and Schmidt (1969) argued that the behavior of leaders can be reflected in their followers. A leader may be autocratic (boss-oriented leadership), democratic (employee-centered leadership), or both autocratic and democratic. The autocratic leadership style focuses on how leaders get their work done. Those leaders who adopt such leadership style clearly communicate to their followers their roles and share some instructions that can help them achieve their goals. Meanwhile, those leaders who adopt a democratic leadership style focus on the needs of their followers and often try to build a relationship with them being sensitive to their needs, providing them with the necessary support, and showing them respect (Likert, 1961). Tannenbaum and Schmidt (1973) investigated the degree to which leaders are boss centered, employee centered, or both and found that such degree depends on the present situation of the organization as leaders often adjust their behaviors based on this situation. For instance, if there is pressure in the organization it should not take the leader a longer period of time to land at the subordinates, I have this pressure. In this situation, the leader must quickly make the right decisions and adopt an autocratic leadership style. Meanwhile, in other situations, the employees may be placed in a position where they learn about the decision-making process and ultimately want to take a leadership role. In this situation, leaders must adopt a democratic leadership style. If the employees show vast differences in their skills, then leaders must adopt an autocratic leadership style as it will be difficult to bring subordinate up to the leader's level. However, adopting such leadership style may greatly limit the independence of employees.

P. Great man theory

Great Man theory expects that the limit with respect to administration is inalienable and that an excellent leader is conceived rather than made. This theory often depicts great leaders as brave individuals who can act on initiative when required. The term "great man" was introduced at a time when administration was principally considered a male quality as far as military authority is concerned.

Participative leadership theory proposes that the perfect leadership style is one that considers the contributions of others. Accordingly, participative leaders encourage investments and commitments from their followers and have the privilege to allow or disallow their followers to contribute to the organization.

Q. Relationship theory

Relationship theory, also known as transformational theory, focuses on the relationship that is shaped between leaders and employees. Leaders encourage and motivate their followers by making them see the significance of their work. Transformational leaders specifically focus on the performance of their followers and aim to develop their potential. These leaders also often adopt excellent morals and norms. According to Dartey–Baah (2015) and Prasad and Junni (2016), transformational leaders can build one's resilience at the managerial and performance levels. By adopting this leadership style, leaders can show resilience when leading their employees toward the right path and subsequently improve their quality attention and awareness.

R. Management theory

Management theory, also known as transactional theory, focuses on supervision, association, and team management. This theory, which is often adopted in organizations, illustrates a management setup where employees are awarded for their actions. Specifically, fruitful workers are given additional compensation for their excellent performance, while poor-performing workers are criticized or rebuffed.

S. Theory and Approaches in the contingent reward by total quality management

Total quality management is the process of developing a framework of increasing contingent reward and outcome by effective leadership and guidance. TQM refers to a system of management which focuses on the commitment given by the employees in maintaining high standards of work. This is a way found to increase quality attention in the organization. Two approaches of Total quality management is highly used namely traditional approach and total quality approach. In this context, the traditional approach is found as an aged approach where inspection-rejection process is used. And the other process is found modern and effective in nature which is total quality approach. Under this approach, all the members of the organization are motivated to give commitment over ensuring quality in every aspects of operation.

The total quality management with its two highly used approaches can be used in developing contingent reward in the organization. The contingent reward then will mediate the relationship between leadership styles and quality attention of CEOs. To implement and practice Total quality management in the organization, a specialized team should be developed and shouldered with the responsibility of this. If the Total quality Management is implemented and practiced in the organization, strong contingent reward will easily be developed. Thus, in creating

contingent reward in the organization, the high importance of total quality of management needs to be assessed by the management and practiced in organization. On the other hand, another theory or approach which is used in the organisation to increase contingent reward can be used. This refers the way of developing communication, training and education, schedule and basic quality knowledge. By implementing this process, the management of an organisation can create contingent reward. Moreover, the importance of contingent reward triangle needs to be assessed and practiced in workplace to attain desired objectives.

T. Research Conceptual Framework

The conceptual framework is the key to the entire research study. Searing and Müller (2008). Further clarified a conceptual framework as a model that allows a researcher to produce a logical theory or opinion of the relationship between the constructs of research and allows for the proof of the hypothesized relationships between the research variables that have been identified as being significant to the research problem. Hence, a conceptual framework is primary to the overall research.

In this study, the conceptual framework is the several variables measured to determine the relationship between leadership styles (transformational and transactional leadership) and quality attention. Transactional leadership style was measured based on individualized, intellectual, and inspirational traits, while transactional leadership was measured based on performance, effort, and contingent rewards. Contingent reward was treated as the mediating variable in the framework also the quality assurance plays a crucial role in this process by applying control measures to an info procedure yield creation framework, revealing dissensions in the framework, maintaining a strategic distance from squandered assets.

Awareness must be connected to quality to emphasize the importance of quality in an organization. In this case, contingent reward can be defined as a state where the members of an organization become aware of the concept of quality, its standards, its practices, and the achievement of a high-quality product. In addition, contingent reward indicates that quality assurance is a duty of the entire organization and that awareness is a component of the framework that can reflect the wants and needs of clients (Stanton, 2001). And the transactional leaders can develop their contingent reward by utilizing a reward and discipline framework.

This study conceptual framework development adopts a quantitative cross-sectional survey and contingency theory to test its hypotheses (Barney, 1991; Grant, 1997). Statistical analyses are also performed to empirically evaluate the relationship

between organizational context (organization structure and organization strategy) as the independent variable and organizational performance as the dependent variable with organizational culture acting as the mediating variable. A mediator presents a means through which the predictor influences the criterion variable (Baron & Kenny, 1986; Frazier et al., 2004; Sekaran, 2003) and explains how or why certain effect is observed. Using a mediator is particularly beneficial in conceptualizing and explaining the impact of the independent variables on the dependent variable. In this work, organizational context is hypothesized to predict an organizational culture that can lead to a high organizational performance.

This study examines the roles of both transformational and transactional leadership styles in increasing the quality attention of leaders and employees and how such attention can be obtained by increasing their contingent reward. In other words, this study attempts to explore how one can achieve quality attention through contingent reward and how contingent reward can be achieved through leadership.

IV. RESEARCH METHOD

A quantitative research was attempted to identify how contingent reward program can be employed by the leadership to increase the level of quality attention. The research used questionnaire as the quantitative tool. The field work was done on 244 questionnaire distributed to respondents comprising of leaders and supervisors within the Saudi construction sector.

A quantitative online survey methodology was applied in the study, which examined and analysed the responses of the Transformational Leadership Style (LDSTF), (Charisma (CHAR), Inspirational (INSP), Intellectual (INTE) and Individualized (INDI), to Quality Attention (QATT), Transactional Leadership Style (LDSTN), Efforts (EFFO), Performance (PERF) and Contingent (CONT) in different building and construction industries in Saudi Arabian order to assess the important relationship between the leadership Style, contingent reward (CONT) and quality attention (QATT). Descriptive statistics were generated and analysed to further build on the investigation of the research questions, and the study's data responses were utilised to evaluate normality and other parametric requirements. Based on the initially proposed minimum sample size of 227, there was a sufficient sample size for the study, and the results of the study can be generalised to the general population.

A. Hypothesis development

Based on the theories of the study, the hypotheses are developed based on the ceos/

department heads in Saudi building and construction industry. whereas these hypotheses are classified into three groups. The first group relates to the relationship between transformational leadership Charisma (CHAR), Inspirational (INSP), Intellectual (INTE) and Individualized (INDI) transactional leadership expected efforts (EFFO), expected performance (PERF), and quality attention (QATT). The second group relates to the relationship between contingent reward (CONT) and quality attention (QATT). The third group relates to the mediating effect of contingent reward (CONT) on the relationship between transformational leadership Charisma (CHAR), Inspirational (INSP), Intellectual (INTE) and Individualized (INDI) transactional leadership expected efforts (EFFO), expected performance (PERF), and quality attention.

B. Charisma and Quality Attention of CEOs and department heads

Charisma related to the Quality have been classified into attention of leaders to Quality schemes. The Charisma leadership style emphasizes the importance of establishing clear goals, providing feedback, and focusing on predetermined goals and expectations. Charisma leaders must also clarify to their followers what they expect from them and explain how such expectations can be met, including the quality activities.

The purpose of authority has been examined for a long time and has received much attention from researchers after they have realized importance of leaders in preparing and motivating employees to work toward the same objective. Studies in this field have started from examining the ability of leaders to promote positive changes and accomplish individual and authoritative assignments (Atkinson & Pilgreen, 2011). The administration is a subject with a boundless demand as a huge part of the all-inclusive community are particularly or roundabout, purposefully or unwittingly, included amid the time spent being influenced or affecting others in the piece of the initiative. Researchers are also curious about the qualities that can transform a typical individual into an exceptional leader. Early studies on administration have specifically focused on the traits of leaders and proposed trademark theories of authority (Senthamil & Palanichamy, 2013).

This hypothesis is also based on the findings of Al-Harbi and Yusoff (2012), who suggested a connection between leadership style and quality management and argued that both transformational leaderships positively affect quality.

Charisma Leadership style and quality management are common concepts that can determine how organizations accomplish their objectives and goals. However, their significance and application greatly vary across different organizations. Despite their

distinctiveness, the relevance of each leadership style in organizations greatly depends on the working of the other, that is, when applied in the same organization, these leadership styles are interrelated yet detachable. Expediently, another focal research topic can be future studies on leadership styles and more analysis on how functional managers perceive on the quality system and formulate a study that will add value and help improve the perspectives and performance of traditional management on organisations as it has been attention of quality Based on the gap identified this study offers the following hypothesis:

C. H1 – Charisma have a significant relationship with Quality attention

Inspirational motivation and Quality Attention of CEOs and department heads.

An effective leader must possess certain qualities and aptitudes, the most basic of which is knowing how to deal with Inspirational leadership styles procedures and with the demands of clients and customers. The aptitudes, traits, attributes, and procedures of each Inspirational leadership style can be combined to formulate a new approach that can effectively improve quality administration and support the progress of an entire organization. Mixing these leadership styles can also help Inspirational leaders effectively influence their followers, organizations, and their approaches to quality administration. In any case, it is indispensable to grasp the piece of the initiative styles and progressive culture on the quality administration sharpens out in the open mending offices in Saudi Arabia, especially when the eventual outcomes of concentrates on specific authority styles have not been clear or unsurprising. The change of Inspirational leadership hypotheses and quality administration rehearses share the standard goals of improving various leveled execution and redesigning the work contribution of legitimate people. In any case, a specific leadership style that can help boost quality administration still needs to be identified. Nonetheless, authority is a key issue that requires an effective quality administration in an organization. The piece of specialist joins whole deal obligation to advancement and creative energy. HR is a key issue that requires administration limit. Data is a basic various leveled resource, and authority accepts a key part in empowering the procurement of learning. Leaders must be able to create a shared vision and direct the different departments of their organizations toward quality administration.

Amaanda, N. M. (2011) stated that management of Company need to in-depth study analysis to identify to what extent factors motivate the employees are required. The organization can still concentrate on specific areas which are evolved from this study in order to make the motivational programs more effective. Only if the employees are properly

motivated, they work well, and the organization will benefit from employee's performance. Measures should be taken to improve the motivational programs procedure in the future adopt the factors technique to Inspirational motivation and empower employees in order to improve quality. Based on the gap identified this study offers the following hypothesis:

D. H2– Inspirational have a significant relationship with Quality attention

Intellectual stimulation and Quality Attention of CEOs and department heads.

Studies in this field have started from examining the ability of Intellectual leaders to promote positive changes and accomplish individual and authoritative assignments (Atkinson & Pilgreen, 2011). The administration is a subject with a boundless demand as a huge part of the all-inclusive community are particularly or roundabout, purposefully or unwittingly, included amid the time spent being influenced or affecting others in the piece of the initiative. Researchers are also curious about the qualities that can transform a typical individual into an exceptional leader. Early studies on administration have specifically focused on the traits of Intellectual leaders and proposed trademark theories of authority (Senthamil & Palanichamy, 2013). Afterward, these studies have directly analyzed leaders and their correspondence with the other people in their organizations. The concept of Intellectual transformational authority has also received the attention of researchers and specialists and has been refined to cover a wide range of related concepts. Studies on Intellectual transformational authority have begun with the qualities of Intellectual transformational leaders and then examined their roles in ensuring enough administration. One theory that has received much attention in the literature is the Intellectual transformational and transactional administration hypothesis, which has also been called the "forefront administration hypothesis" (Paracha, Qamar, Mirza, & Waqas, 2012). The Individualized transformational leadership style combines four qualities, including celebrated effect, elevating motivation, individualized idea, and scholarly actuation (Garg & Ramjee, 2013). Meanwhile, the Individualized leadership style focuses on the assignment of errands to followers and offering them rewards for delivering an excellent performance. "Administration style is the way and system of giving direction, executing masterminds and rousing people." Given that authority styles are reflected in the practices and minds of leaders, they can be regarded because of how these people think and feel (Josanov & Pavlovic, 2014). in order to improve quality. Based on the gap identified this study offers the following hypothesis:

E. H3– Intellectual have a significant relationship with Quality attention

Individualized consideration and Quality Attention of CEOs and department heads.

Each Individualized leadership style relies on different Individualized and presumptions. A leader chooses his/her style based on his/her standards and qualities as well as the hierarchical culture of his/her organization and tests which of the available leadership styles can encourage or discourage his/her colleagues. The Individualized administration is the fundamental high ground that will continue (Justin &Wilton, 2014). Initiative can be defined as the style adopted by a leader in dealing with his/her followers. However, not all Individualized leadership styles can be considered appropriate or beneficial in all contexts. The selection of the most appropriate Individualized leadership depends on several factors, including the relationship between the social occasions incorporated, the nature of what ought to be done and the match or jumble between the inconvenience of the endeavor and the capacities available (Osabiya &Ikenga, 2015). In any case, this very certainty covers a significantly even more astounding subject. The pioneers through prodding their agent to achievement the association's targets and alter authoritative movements. The administration had been delineated like the position, commitment, affect get ready, character, an instrument to achieve a target and practices (Avolio &Bass, 2004). Having extraordinary analysts give most definitions is the showing of influencing the activities of a dealt with the social affair in its attempts toward setting goal and achievement objective. in order to improve quality. Based on the gap identified this study offers the following hypothesis:

F. H4- Individualized have a significant relationship with Quality attention

Expected Efforts and Quality Attention of CEOs and department heads.

Not many studies have connected Efforts transactional leadership to quality consideration. Nonetheless, leaders are widely recognized to have higher contingent reward than their followers. Efforts Transactional leaders can develop their contingent reward by utilizing a reward and discipline framework. According to Podsakoff and Rich (2001), offering unexpected rewards promotes hierarchical citizenship practices by increasing the trust of followers in their leaders. Efforts Transactional leaders have the power to review the output of their followers and correct or train them whenever they do not meet their predetermined goals. However, to further increase the quality attention of these leaders, they must work closely with their team members in achieving predetermined goals and convince them to follow their orders. This efforts leadership style

emphasizes the importance of establishing clear goals, providing feedback, and focusing on predetermined goals and expectations. Efforts transactional leaders must also clarify to their followers what they expect from them and explain how such expectations can be met. in order to improve quality. Based on the gap identified this study offers the following hypothesis:

G. H5 – Efforts have a significant relationship with Quality attention

Expected Performance and Quality Attention of CEOs and department heads.

Performance Transactional leadership represents the transaction exchange that occurs between leaders and followers. This exchange depends on the leader explaining to the followers what is needed and stating the conditions and the rewards. Hence, it assumes that followers are motivated by a system of rewards such as monetary incentives and promotion, and by punishment (Bass, 1990; Avolio and Bass, 2002; Antonakis et al., 2003; Bass and Riggio, 2006; Yukl, 2010; Lynch, 2012). It is argued that there are three behaviours involved with 47 in practising Performance transactional leadership Performance, active management by exception (MBE-A), and passive management by exception (MBE-P). Performance refers to the exchange process that occurs between leaders and their followers in which Performance made by followers are exchanged for specified rewards. Here, the leader clarifies the expectations and establishes Performance that will be given when the followers meet these expectations.

To knowing how, perceive the Performance quality and being able to measure Performance quality can benefit industry professionals in quantitative and qualitative ways. The measurement of quality can provide specific data that can be used in quality management; hence, organizations would be able to monitor and maintain quality. Assessing quality and better understanding how various dimensions affect overall quality would enable organizations to efficiently design the delivery process. By identifying strengths and weaknesses pertaining to the dimensions of quality organizations can better allocate resources to provide better service and ultimately better to external customers.

As Howell and Avolio (1993) stated; "Leaders described as Performance transactional concentrate their efforts on longer term goals; place value and emphasis on developing a vision and inspiring followers to pursue the vision; change or align systems to accommodate their vision rather than work within existing systems; and coach followers to take on greater responsibility for their own development, as well as the development of others". in order to improve quality. Based on the gap identified this study offers the following hypothesis:

H. H6– Performance have a significant relationship with Quality attention.

The contingent reward, charisma and Quality Attention of CEOs and department heads.

Through contingent reward, Charisma leadership styles show a statistically significant influence on the quality attention of the CEOs of department heads in the building and construction sector of Saudi Arabia.

From the review of quality system, it is surprising that the contingent rewards not among the Leadership Style. To explain this, Al-Harbi and Yusoff (2012) claimed it may be the Charisma requested that studies ignore the effect of their contribution causing the impact of the Charisma leader on enhance quality activity to go unmeasured. Most studies focus on the relationship between leadership skills, roles, and competencies with quality such as Hamid tohidi (2015), while few studies recommend studying the relationship between leadership styles and quality (e.g. Riaz and Noor, 2014; Balint Blaskovics, 2014; Jiang j, 2014; Morgan and Tanya L, 2012). Meanwhile Bond (2015) is the only the study to have suggested researching the relationship between leadership styles, critical success factors, and success of quality system. Based on this recommendation, this study will cover this gap by mediating the role of Contingent reward between the Charisma (Leadership Style) and quality attention Based on the identified gap, this study offers the following hypothesis:

I. H7- Contingent Reward significantly mediate the relationship between Charisma and Quality attention.

The contingent reward, inspirational and Quality Attention of CEOs and department heads.

Inspirational Leadership styles (Inspirational transformational) have a statistically significant influence on the contingent reward of CEOs or department heads in the building and construction sector of Saudi Arabia.

The hypothesis suggests that leadership style can influence contingent reward. In his exploration of how Inspirational leadership style effects of the of employee's performance by contingent reward, its market share, identity, and quality of its products, Batista–Taran (2009) found that employee can lead to contingent reward. Nanjundeswaraswamy and Swamy (2014) added that Inspirational leadership styles can influence the quality of the management process. Moreover, leadership style can promote the contingent reward of employees, and highlighting the importance of quality can greatly influence the overall performance of the organization.

Nging, teoh kae & rashad yazdanifard (2015), found that there is a strong positive relationship between inspirational motivation and activities of quality . In all quality activities are dependent on human resources. In other words, it is fast becoming accepted wisdom that it is people who deliver quality system and indeed people, who inspirational motivation are directly involved in a quality activities, facilitate achieving quality goals and consequently “quality attention ”.

From the review of quality system, it is surprising that the contingent rewards not among the Leadership Style. To explain this, Al-Harbi and Yusoff (2012) claimed it may be the leadership styles requested that studies ignore the effect of their contribution causing the impact of the leadership styles on enhance quality activity to go unmeasured. Most studies focus on the relationship between leadership skills, roles, and competencies with quality such as Hamid tohidi (2015), while few studies recommend studying the relationship between leadership styles and quality (e.g. Riaz and Noor, 2014; Balint Blaskovics, 2014; Jiang j, 2014; Morgan and Tanya L, 2012). Meanwhile Bond (2015) is the only the study to have suggested researching the relationship between leadership styles, critical success factors, and success of quality system. Based on this recommendation, this study will cover this gap by mediating the role of Contingent reward between the Charisma (Leadership Style) and quality attention Based on the identified gap, this study offers the following hypothesis:

J. H8 – Contingent Reward significantly mediate the relationship between Inspirational and Quality attention.

The contingent reward, intellectual and Quality Attention of CEOs and department heads.

Intellectual Leadership is a procedure wherein a single individual influence or motivates an entire team to work toward a shared objective. In line with this definition, leaders set the tone and culture of their entire organizations. Leaders differ from managers in some respects. For instance, managers issue the orders, while leaders deliver the changes and propel their employees to perform better. To connect themselves to their followers, leaders must actively show their gratefulness for the efforts spent by their employees in achieving a shared objective. Various definitions of administration have also been proposed in the literature to capture the properties and characteristics of various types of leaders. Following these definitions, leaders must be able to lead their followers toward achieving the objectives of their organizations, monitor and administer the execution of their roles, and teach them about the significance of their roles in the entire organization. In time, these employees demonstrate performance improvements after they are introduced to the

concepts of value and quality administration. Through intellectual transformational leadership, leaders can establish ceaseless contact with their followers and expand their frame of reference.

From the review of quality system, it is surprising that the contingent rewards not among the Leadership Style. To explain this, Al-Harbi and Yusoff (2012) claimed it may be the leadership styles requested that studies ignore the effect of their contribution causing the impact of the leadership styles on enhance quality activity to go unmeasured. Most studies focus on the relationship between leadership skills, roles, and competencies with quality such as Hamid tohidi (2015), while few studies recommend studying the relationship between leadership styles and quality (e.g. Riaz and Noor, 2014; Balint Blaskovics, 2014; Jiang j, 2014; Morgan and Tanya L, 2012). Meanwhile Bond (2015) is the only the study to have suggested researching the relationship between leadership styles, critical success factors, and success of quality system. Based on this recommendation, this study will cover this gap by mediating the role of Contingent reward between the Charisma (Leadership Style) and quality attention Based on the identified gap, this study offers the following hypothesis:

K. H9 – Contingent Reward significantly mediate the relationship between intellectual and Quality attention.

The contingent reward individualized and Quality Attention of CEOs and department heads.

Individualized transformational leadership Support to improving the financial standing of an organization may prompt competition from other firms. The developing data innovation encourages the procurement of data, and the utilization of online networking as a limited time device making business rivalry in Indonesia more tightly. In Indonesia, many organizations offer items that show several similarities. In this case, these organizations work toward enhancing the uniqueness of their products. Uniqueness is a critical component of organizations that can keep them ahead of their competitors. The private name system being utilized by retailers to sell their items also presents a challenge for today's organizations given that private name items tend to be less expensive than marked items. for the most part, give the preferred standpoint to the organization in picking up the piece of the overall industry. The retailers planned alluring bundling, which is not the second rate compared to comparative marked items plan. Bundling together those items that look like marked ones, taking masterfully crafted photographs, choosing the correct shading and layout, and writing enticing product descriptions can effectively make marked items seem inexpensive and attract buyers. The difficulties looked by these organizations, which thus requires an additional esteem that can have any

kind of effect to any organization occupied with different item classes, which is no exemption to the classification of results of the nourishment business division. Quality assurance plays a crucial role in this process by applying control measures to an info procedure yield creation framework, revealing dissensions in the framework, maintaining a strategic distance from squandered assets.

From the review of quality system, it is surprising that the contingent rewards not among the Leadership Style. To explain this, Al-Harbi and Yusoff (2012) claimed it may be the leadership styles requested that studies ignore the effect of their contribution causing the impact of the leadership styles on enhance quality activity to go unmeasured. Most studies focus on the relationship between leadership skills, roles, and competencies with quality such as Hamid tohidi (2015), while few studies recommend studying the relationship between leadership styles and quality (e.g. Riaz and Noor, 2014; Balint Blaskovics, 2014; Jiang j, 2014; Morgan and Tanya L, 2012). Meanwhile Bond (2015) is the only the study to have suggested researching the relationship between leadership styles, critical success factors, and success of quality system. Based on this recommendation, this study will cover this gap by mediating the role of Contingent reward between the Charisma (Leadership Style) and quality attention Based on the identified gap, this study offers the following hypothesis:

L. H10 –Contingent Reward significantly mediate the relationship between individualized and Quality attention.

The contingent reward, Efforts and Quality Attention of CEOs and department heads.

Another concept related to contingent reward is mindfulness, which Webb et al. (2016) defined as an inward model of Efforts leadership. According to this definition, a control system benefits from the internal model of the thing that is being controlled. For example, the cerebrum creates a body plan or an estimated model of its insides to control its development. When this model encounters a misalignment or misstep, the body fails to develop and retains its deficiencies. If within Efforts leadership demonstrate is missing, at that point the arm is less consistently kept up in an errand huge state, is less prepared to move a long way from a never again pined for the state and is more successfully irritated by external. In line with this speculation, the relationship between Efforts leadership and mindfulness resembles the connection between the body and the body plan. In other words, without mindfulness, achieving Efforts becomes impossible. Otherwise, Efforts remains in an errand-essential state and becomes exposed to the influence of various external factors.

According to Al-Hejin (2003), consideration is often related to several concepts, including insight, seeing, mindfulness, and perception. The presence of these concepts hinders the Efforts of the theories and results from different surveys, and such difficulty can be directly ascribed to the common subjectivity in describing these thoughts. In conventional mind science, Efforts and mindfulness are perceived as two sides of a coin.

From the review of quality system, it is surprising that the contingent rewards not among the Leadership Style. To explain this, Al-Harbi and Yusoff (2012) claimed it may be the leadership styles requested that studies ignore the effect of their contribution causing the impact of the leadership styles on enhance quality activity to go unmeasured. Most studies focus on the relationship between leadership skills, roles, and competencies with quality such as Hamid tohidi (2015), while few studies recommend studying the relationship between leadership styles and quality (e.g. Riaz and Noor, 2014; Balint Blaskovics, 2014; Jiang j, 2014; Morgan and Tanya L, 2012). Meanwhile Bond (2015) is the only the study to have suggested researching the relationship between leadership styles, critical success factors, and success of quality system. Based on this recommendation, this study will cover this gap by mediating the role of Contingent reward between the Charisma (Leadership Style) and quality attention Based on the identified gap, this study offers the following hypothesis:

M. H11-Contingent Reward significantly mediate the relationship between Efforts and Quality attention.

The contingent reward, Performance and Quality Attention of CEOs and department heads.

Al-Hejin (2003) also identified three criteria that an Performance must satisfy before thinking about a specific experience. First, s/he must exhibit a behavioral or subjective change in the manner of his/her experience. For example, a student may begin using endings in like manner of having been introduced to data those destinations the past tense. Second,

Performance must report that s/he thought about the association with the time it happened. For example, the student may report having thought about endings in the verbs at the period of introduction. Third, s/he must be able to portray the experience. For example, the student must have the ability to clarify the morphological oversee essential the reliable past tense. High mindfulness is achieved when all these conditions are met, while low mindfulness is observed if at least one of these conditions is not met.

From the review of quality system, it is surprising that the contingent rewards not among the Leadership Style. To explain this, Al-Harbi and Yusoff (2012)

claimed it may be the leadership styles requested that studies ignore the effect of their contribution causing the impact of the leadership styles on enhance quality activity to go unmeasured. Most studies focus on the relationship between leadership skills, roles, and competencies with quality such as Hamid tohidi (2015), while few studies recommend studying the relationship between leadership styles and quality (e.g. Riaz and Noor, 2014; Balint Blaskovics, 2014; Jiang j, 2014; Morgan and Tanya L, 2012). Meanwhile Bond (2015) is the only the study to have suggested researching the relationship between leadership styles, critical success factors, and success of quality system. Based on this recommendation, this study will cover this gap by mediating the role of Contingent reward between the Charisma (Leadership Style) and quality attention Based on the identified gap, this study offers the following hypothesis:

N. H12-Contingent Reward significantly mediate the relationship between Performance and Quality attention.

The contingent reward and Quality Attention of CEOs/ department heads.

The hypothesis establishes a link between contingent reward and the quality attention of CEOs or department heads. The hypothesis establishes the link between Contingent reward and the attention to quality among the heads of department. This link is seen to be valid showing that the level of reward that an individual reach may lead to a specific attention to details in the activity that the individual is undertaking. Webb et al. (2016) maintained that reward leads to attention reward is the inner model of attention or the attention mapping. An essential rule of this hypothesis is that a control framework profits by an inward model of the thing to be controlled. For instance, the cerebrum develops a body blueprint, an inexact inside model of the body, to help control development. In this hypothesis, without reward, attention ought to in any case be conceivable; however, the control of attention ought to endure. It ought to be less steadily kept up in an errand pertinent state, less ready to move far from an assignment unessential state, and all the more effortlessly annoyed by outer impact.

According to Al-Hejin (2003) attention and related terms, for example, cognizance, seeing, Reward, and comprehension are now and again utilized conversely in the writing, making it hard to think about hypotheses and results from various reviews. This might be because of the natural subjectivity in characterizing these ideas. Actually, in traditional brain science, attention and reward are regularly seen as two sides of a similar coin.

Reward can lead to attention as a cognitive approach within the mind of the individual and having some

external stimulus may help in increasing the level of Reward in the individual leading to the state of full attention to the details that are gathered in front of the mind. The same can be applied here; if leadership style had the power to create reward within the mind if the employee, then there would be a space for the employee to develop some type of attention which leads to a better performance and a more attention to quality of the product/service that the organization presents.

O. H13- contingent reward have a significant relationship with Quality attention

Findings

The schematic diagram as shown in the conceptual framework, several variables were measured to determine the relationship between leadership styles (transformational and transactional leadership) and quality attention. Transactional leadership style was measured based on Charisma, individualized, intellectual, and inspirational traits, while transformational leadership was measured based on performance, effort, and contingent rewards. contingent reward was treated as the mediating variable in the framework.

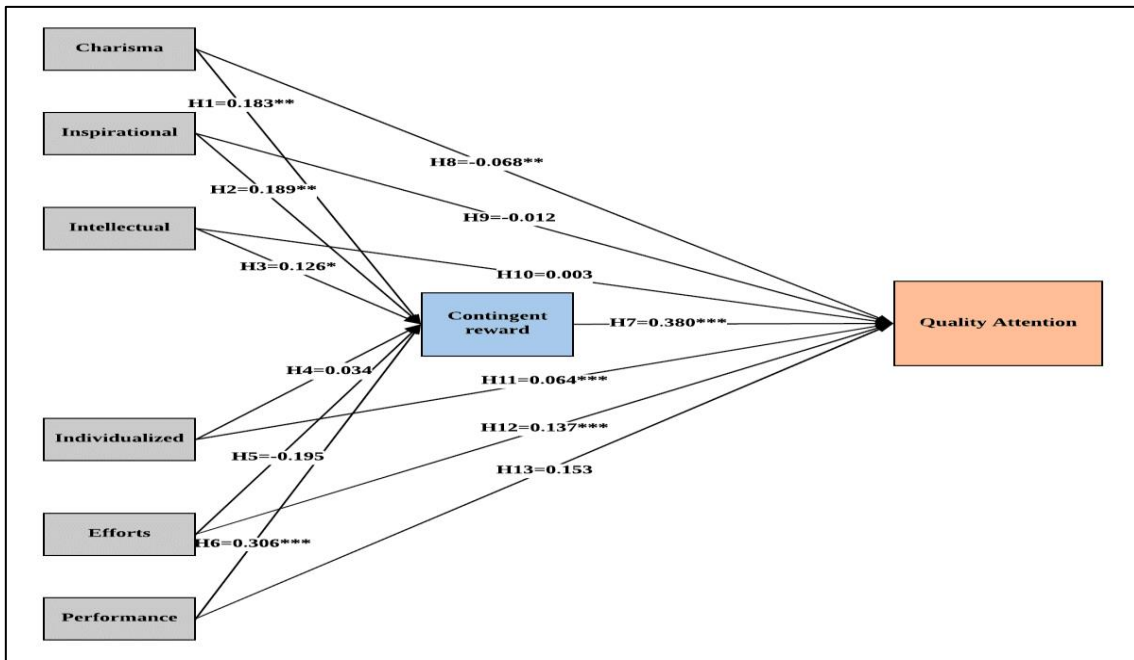


Fig. 2-1 Research Framework and Research Hypotheses

V. DISCUSSION OF THE STUDY ANALYSIS

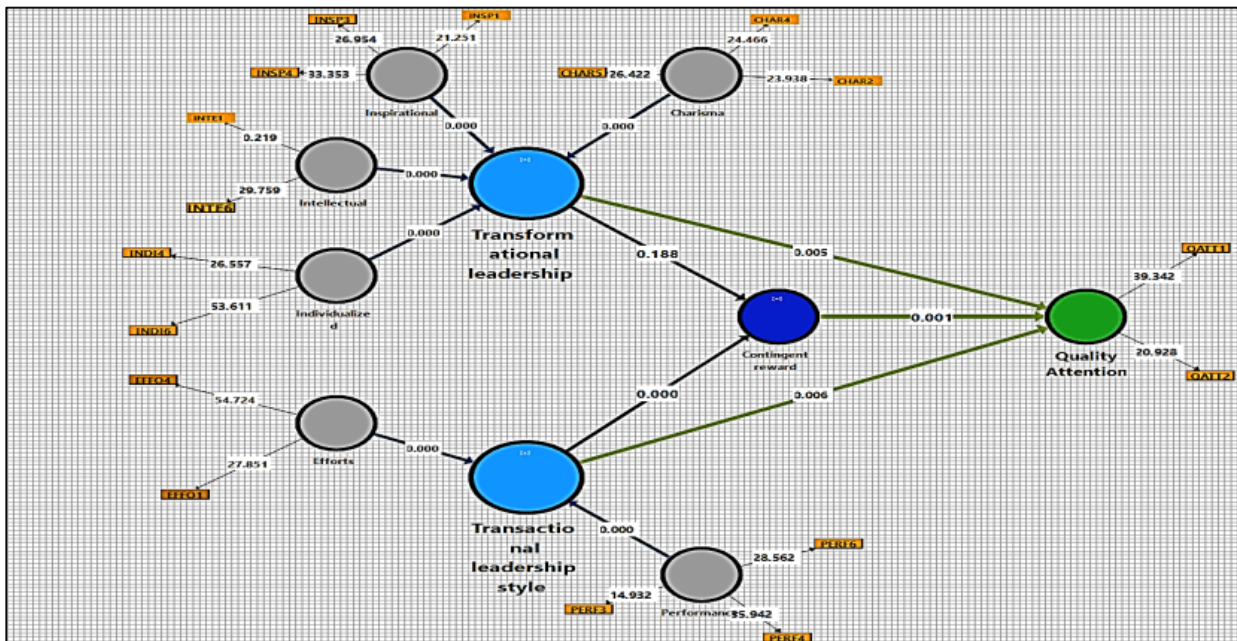


Fig. 2-2 Structural Model

This study was successfully answer the following research questions:

1. Is there a relationship between, transformational and transactional leadership Style (Charisma, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, Efforts, Performance, and Contingent) and quality attention of CEOs/ department heads in building and construction companies in Saudi Arabia?

2. Is there a relationship between, transformational and transactional leadership Style (Charisma, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, Efforts and Performance,) and contingent reward in building and construction companies in Saudi Arabia?

3. Is there a relationship between contingent reward and quality attention of CEOs/ department heads in building and construction companies in Saudi Arabia?

4. Does contingent reward mediate the relationship between transformational and transactional leadership Style (Charisma, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, Efforts and Performance,) and quality attention of CEOs/ department heads in building and construction companies in Saudi Arabia?

VI. SUMMARY OF THE RESULTS

The objectives of the study were to evaluate the direct empirical relationship between the transformational and transactional leadership Style with quality attention of CEOs/ department heads, contingent reward as mediator. The research questions examined in the study investigated the relationship between transformational and transactional leadership Style' contingent reward, and quality attention of CEOs/ department heads.

H1 was highly supported. Specifically, the results from the study showed there was a statistically significant relationship between Charisma and quality attention.

H2 was also highly supported. Specifically, the results from the study showed there was a statistically significant relationship between Inspirational and quality attention.

H3 was supported. Specifically, the results from the study showed there was a statistically significant relationship between Intellectual and quality attention.

this test.

H4 however highly supported. Specifically, the results from the study showed there was a statistically significant relationship between Individualized and quality attention.

H5 was rejected. Specifically, the results from the study showed there was no statistically significant relationship between Efforts and quality attention.

H6 however highly supported. Specifically, the results from the study showed there was a statistically significant relationship between Performance and quality attention.

H7 was also highly supported. Specifically, the results from the study showed there was a statistically significant relationship between Contingent reward and quality attention.

H8 was supported. Specifically, the results from the study showed contingent reward partially mediates the relationship between charisma and quality attention.

H9 was rejected. Specifically, the results from the study showed contingent reward cannot mediate the relationship between inspirational and quality attention.

H10 was rejected. Specifically, the results from the study showed contingent reward cannot mediate the relationship between intellectual and quality attention.

H11 was rejected. Specifically, the results from the study showed contingent reward cannot mediate the relationship between individualized and quality attention.

H12 was supported. Specifically, the results from the study showed contingent reward fully mediates the relationship between efforts and quality attention.

H13 was supported. Specifically, the results from the study showed contingent reward partially mediates the relationship between performance and quality attention.

Overall, nine of the ten hypotheses in this research were supported.

A. Testing the hypotheses of the study using (Path Analysis)

Direct and indirect influences

In order to measure the total direct and indirect influences between the dependent and independent variables the total effect test must be done, and the following table shows the results of

B. Standardized Total Effects of Direct hypotheses

Table 3. Path Coefficient of the Research Hypotheses

Hypo	Relationship	Std. Beta	Std. Error	T-value	P-value	Decision
H1	Charisma -> Quality Attention	0.183	0.060	3.038	0.003	Supported**
H2	Inspirational -> Quality Attention	0.189	0.072	2.604	0.009	Supported**
H3	Intellectual -> Quality Attention	0.126	0.062	2.052	0.041	Supported*
H4	Individualized -> Quality Attention	0.034	0.053	0.630	0.529	rejected
H5	Efforts -> Quality Attention	-0.195	0.075	2.606	0.009	Supported**

Table 4. Summary of THE Hypothesised Mediation Calculation

	IV- -> Mediator	Mediator -> DV	Automatic calculation	Standard deviation	Automatic calculation	Bootstrapped Confidence Interval		
Hypo	Path a	Path b	Indirect Effect	SE	t-value	95% LL	95% UL	Decision
H1	2.020	4.237	8.559	0.052	164.591	8.457	8.661	significance
H2	2.452	4.237	10.389	0.073	142.317	10.246	10.532	Significance
H3	0.636	4.237	2.695	0.056	48.120	2.585	2.804	significance
H4	-0.108	4.237	-0.458	0.069	6.632	-0.322	0.593	Not significance
H5	3.444	4.237	14.592	0.079	184.712	14.437	14.747	significance
H6	0.107	4.237	0.453	0.062	7.312	0.332	0.575	significance

Indirect Effect= (Path a Path b) *t-value=(Indirect Effect / SE)

LL = Indirect Effect -(1.96 SE) *UL= Indirect Effect +(1.96* SE)

C. Standardized Total Effects of Non-direct hypotheses

Table 5. Results of Examining Mediation Effects of contingent reward, Using Bootstrapping

Hypo	IV	M	DV	Path c		Path a		Path b		Path c'		"ab"		Comment
				Beta	Sig.	Beta	Sig.	Beta	Sig.	Beta	Sig.	Beta	Sig.	
H8	Charisma	Contingent reward	Quality Attention	0.115	0.076	-0.180	0.034*	0.38	0.000***	0.183	0.002**	-0.068	0.022*	supported - PM
H9	Inspirational	Contingent reward	Quality Attention	0.176	0.011*	-0.033	0.611	0.380	0.000***	0.183	0.003**	-0.012	0.609	Rejected
H10	Intellectual	Contingent reward	Quality Attention	0.130	0.044**	0.008	0.909	0.380	0.000***	0.38	0.038*	0.003	0.909	Rejected
H11	Individualized	Contingent reward	Quality Attention	0.097	0.132	0.167	0.037*	0.380	0.000***	0.361	0.514	0.064	0.075	Rejected
H12	Efforts	Contingent reward	Quality Attention	-0.058	0.415	0.361	0.000**	0.380	0.000***	-0.195	0.007**	0.137	0.000**	supported - FM
H13	Performance	Contingent reward	Quality Attention	0.458	0.000***	0.402	0.000**	0.380	0.000***	0.167	0.000***	0.153	0.000**	supported - FM

* p < .05; ** p < .01; *** p < .001

*(Path C): Total effect of IV on DV without M, (Path c'): Direct effect of IV on DV through M, (Path "ab"): Indirect effect of

*IV on DV through M, (Path a): Effect of IV on M (Path b): Effect of M on DV, PM: Partial mediation FM: Full mediation

Table 6. Summary of Examining Results of Hypothesised Effects of the Variables

	IV- -> Mediator	Mediator --> DV	Automatic calculation	Standard deviation	Automatic calculation	Bootstrapped Confidence Interval		Decision
	Path a	Path b	Indirect Effect	SE	t-value	95% LL	95% UL	
H8	-0.180	0.380	-0.068	0.030	-2.280	-0.127	-0.010	significance
H9	-0.033	0.380	-0.013	0.024	-0.523	-0.060	0.035	Not significance
H10	0.008	0.380	0.003	0.028	0.109	-0.052	0.058	Not significance
H11	0.167	0.380	0.063	0.036	1.763	-0.007	0.134	Not significance
H12	0.361	0.380	0.137	0.033	4.157	0.073	0.202	significance
H13	0.402	0.380	0.153	0.040	3.819	0.074	0.231	significance

Indirect Effect= (Path a Path b) *t-value=(Indirect Effect / SE)

LL = Indirect Effect -(1.96 SE) *UL= Indirect Effect +(1.96* SE)

*p<0.05, **p< 0.01, ***p<0.001

VII. CONTRIBUTIONS

This research has several contributions to the Saudi building and construction industries, some of which are theoretical while others are practical.

A. Theoretical Contributions

With limited theory on top management in the Saudi building and construction industries, the research has successfully shown the relationship between different variables that play major roles in quality attention. The relationship of transactional transformational leadership style and quality attention is important and a major contribution to the existing research on the subject. The use of empirical data in testing the hypothesis is important for building and construction industries CEOs and department heads who can seek to look for major differences between different regions as well as different building and construction industries. The research is also important for Saudi building and construction industries that have never assessed the different variables that affect

their quality attention .Understanding such factors as CEOs and department heads would enlighten them in making decisions and improving in future in regard to the implementation of quality system throughout the industry.

B. Practical Contributions

It was evident that different factors were being employed by the type building and construction industries in attention of quality. All the departments in the 25 companies could use the research in understanding and applying the and improving quality systems. Thus, the findings from the study contributed to the knowledge base of organisation and management as it explored, the identified independent variables and reported on the empirical evidences that explain the relationship between the leadership style' contingent reward and quality attention. In addition, the results of the study contribute significantly to the understanding of effective strategies for the improvement of quality attention, provide justification for improved training programmes for kind of each quality system, which is intended to be

applied within the company and can serve as a base for further research study. In understanding this, the top management could employ appropriate strategies in order to ensure that the variables identified in the study are adopted and improved for maximum results.

VIII. LIMITATIONS

One of the limitations was that generalisability can be affected if the desired sample size was not reached. However, this limitation was resolved in that there were enough sample responses for the study because the researcher acquired 244 completed survey responses for the study. Based on the selected online recruitment and data collection procedures, the study was limited only to CEOs and department heads, who had Responsible for managing quality systems within the company.

IX. SUGGESTED FUTURE RESEARCH

This study investigated the relationship between the leadership style leadership style, and quality attention as perceived and reported by the leadership style Based on the research results and findings acquired from the study, it is recommended that further research can be conducted on the relationship between leadership style Contingent Reward as mediator and product conformity, but with other types of Contingent Reward such as Laissez-faire Leadership style with a larger sample size. Moreover, given that this study was conducted with leadership style s based only in Saudi Arabia, a similar study can be conducted with leadership style s from various countries to assess whether there are variations in terms of the countries, ethnicities, or cultures of the leadership style.

RECOMMENDATIONS

The following recommendations are obtained from the analysis, discussion, and results of this study.

A. Managerial recommendations

1. Leadership, regardless of its style, must focus on attracting individuals to understand the goals and objectives of their organizations. In this way, the courses of both leaders and employees are clarified and they can perform their work in a homogenous manner.
2. Leaders must apply the rules, activities, and approaches in a unified way regardless of the differences in their leadership styles in order for their employees to show a better performance.
3. Seminars, workshops, and conferences on quality and quality management must be held regularly within in order for the employees to have a better understanding of quality and its aspects.
4. The idea of transformational leadership basically starts from the concepts of being aware of the needs and demands of other individuals. Therefore, promoting transformational leadership within an

organization can intensify the influence of this leadership style on employees and make them aware of the concepts of quality and quality management.

5. Transformational leadership can maximize the employees' understanding of the ideas and theories within their organizations. Therefore, managers must demonstrate transformational traits to enhance contingent reward and understanding within their organizations.
6. Employing a clear leadership style can help an organization promote a bright future for its employees and encourage them to deliver the best performance. Therefore, each organization must not only utilize a clear managerial approach but also highlight the importance of leadership.

B. Theoretical recommendations

Future studies must examine the influence of transformational leadership on the brand equity and market value of an organization.

The relationship between management and leadership in the building and construction sector must be thoroughly examined. Given that leaders directly deal with their employees while managers keep their distance from their employees, future studies must examine the nature of the relationship between management and leadership in a single business setting.

X. CONCLUSION

Overall, the results from the study showed strong support for the relationship between the transactional transformational leadership style' contingent reward and quality attention. In addition, all of leadership style' transformational and transactional adherence to the highest effect on quality attention was due to the leadership style' adherence to transformational, which provided strong support to attention of the quality.

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