*Original Article*

# Quality Attention/ Contingent Reward and Leadership Styles (Transformational / Transactional)

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*Abstract - With the development of technology and the new economy in a global village environment, different organizations emerged with strong hand to take control over the property development and construction sector. The research aimed at understanding the mediating factor that contingent rewardplays in the relationship between transformational, transactional leadership styles and quality attention. To achieve the aim, a quantitative research is attempted to identify how contingent rewardprogram is employed for the transformational, transactional leadership styles in order to increase the level of quality attention.The research used questionnaire as the quantitative tool. The field work was done by distributing questionnaire to 244 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 leadto 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 - Quality Attention, Transformational Leadership, Transactional Leadership, Contingent Reward.*

## I. INTRODUCTION

Although the terms "leadership" and "leadership styles" have been used for less than 200 years, the first use of the "leader" concept, from which the above two terms were derived, can be traced back to 1300 AD.

The terms leadership and management are clearly distinguished. This research focuses on leadership than on management to facilitate a broader understanding of this concept. Two leadership styles, namely, transformational and transactional leadership, are selected from the literature, compared, and linked to quality management, awareness, and attention.

### A. The Building and ConstructionCompanies in Saudi Arabia

The Kingdom of Saudi Arabia, which is the largest country in the entire Gulf Cooperation Council and the Middle East in terms of GDP and territory, has witnessed a vast expansion since its foundation. Saudi Arabia is regularly praised for the vast developments in its commercial industry. However, the development of Saudi Arabia is largely hindered by leadership issues.

In 2016, Saudi Arabia has achieved a compound yearly growth rate (CAGR) of 7.05%, which is higher than the 6.35% CAGR recorded from 2011 to 2015. This rate is expected to increase continuously from 2016 to 2020 as a result of the developments in the kingdom's transportation framework, human resources, fabricating plants, instruction offices, and healthcare and accommodation sectors (Park &Kincade, 2011).

The Saudi Arabian government has dedicated much of its resources to improving the quality of its commercial industry. The Kingdom is set for a proceeded with the solid time of development, particularly in the development division. The government has also delegated various "super tasks" to accelerate the advancement of its non-oil sector and to improve its development framework. For its monetary sector, Saudi Arabia plans to develop six financial urban areas in the kingdom (Zamberi &Ahmad, 2011) that are expected to generate 1.5 million jobs for a population of 5.8 million, contribute $250 billion to the kingdom's GDP, and increase its GDP per capita from $15,000 in 2006 to $35,000 in 2020. The development segment of Saudi Arabia is not only the largest and

fastest developing business sector in the entire Gulf area but is also the largest market in the entire Middle East. The continuous developments in the entire Gulf area, one-fourth of which have taken place in Saudi Arabia, are estimated to cost around US$1.9 trillion (SR7.1 trillion). Within the survey time frame (2010–2015), the building and construction sector of Saudi Arabia has demonstrated a record-softening execution and satisfactory increments in its contributions to the kingdom's GDP.

The building and construction sector of Saudi Arabia has continuously increased its contributions to the kingdom's GDP and has reported a 13% CAGR from 2011 to 2015. This sector has also been labelled as the fastest growing sector in the kingdom as reflected in its 9.5% contribution to the kingdom's GDP in 2015and its 4.5% annual growth from 2013 to 2017.As stated in its framework, this sector has planned developments worth US$293 billion that are expected to last until 2020.The building and construction sector is dominated by family-owned firms. However, in recent years, the other firms in this sector have rapidly developed as a result of the joint endeavors with temporary workers in the kingdom and other worldwide organizations (Al-Borie &Abdullah, 2013).

The advancements and changes in an economy are detached, all things considered, by the headway of its improvement industry which obliges critical establishment required in different divisions of the economy and moreover society. In 2016, Saudi Arabia is home to 30.8 million people and has been ranked 78th worldwide in terms of GDP (US$1.6 trillion), which can be attributed to its oil sector and the contributions of its various organizations.

The emergence of the kingdom's 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). Related to the examination of the expert at first fixated on its main impetus on singular characteristics or properties or styles of pioneers as observed by the earth, as component expecting a basic part between how pioneers and supporters relate to each other in this advancing condition (Kupers &Weibler, 2006).

The significant development of the kingdom's building and construction sector over the past decades has received considerable attention from researchers. Its activities experienced advancement times the national

typical. Such continued development also highlights the need to check whether the leadership style of the industry leaders contributes to the improvement of this entire sector. Understanding the mediating effect of contingent reward on the relationship between the leadership style and quality attention of CEOs or department heads is crucial in evaluating the aptitudes of leaders in the kingdom's building and construction industry. Understanding the types of activities in this sector is also fundamental in constructing a model for preparing the future leaders of this sector (Van Wart, 2004).

The building and construction sector of Saudi Arabia is the largest and fastest developing sector in the entire Gulf area. The present developments in this area are estimated to reach around $1.9 trillion (SR7.1 trillion), one-fourth of which can be traced back to Saudi Arabia. The various monetary, geographic, and governmental components of the kingdom have made Saudi Arabia outperform all of its neighbors in the Gulf area. According to industry specialists, 34 contracts, with each having incentives worth over $500 million (SR1.9 billion), were granted in Saudi Arabia during the first half of 2009. Although these agreements are altogether worth $50.1 billion (SR187.9 billion), such value is lower than that of the 49 contracts granted in 2008, which had an aggregate worth of $63.5 billion (SR238 billion).

Despite its current status, the government of Saudi Arabia is still determined to further develop its building and construction sector over the next five years by allocating a planned budget of around $400 billion (SR1.5 trillion). According to industry specialists, from October 2008 to April 2009, the Saudi Arabian government spent almost $137 billion (SR513.8 billion) on developing this sector. This value is more than twice larger than the estimated value of all activities in the kingdom that have been deferred ($62 billion) during this period. Government-driven ventures are vital in enhancing the building and construction sector of the kingdom, even mentioned that the recent financial crisis benefited the building and construction sector of the kingdom. In his words,

The worldwide monetary log jam has exhibited a lot of chances including discouraged costs of building materials and surplus limits in development organizations, gear and human capital. Every one of these difficulties was there six months prior however now we are discussing a cost advantage for development in the vicinity of 30 and 40 percent. Presently the test is the amount we can do in 24 hours a day, seven days seven days.

Moreover, the trade Arabia News Service reported that in June 2009, only 4% of all land ventures in Saudi Arabia, which had an aggregate value of$543 billion (SR2 trillion), were either discontinued or deferred. However only 30 and 25 of all 812-land recreation and foundation ventures in the kingdom were discontinued and deferred, respectively. As of now, around 460 ventures worth $289 billion (SR1.1 trillion) in the kingdom are still in the development stage, while an even larger number of ventures are being arranged, outlined, or in the offering stage (US–Saudi Arabian Business Council, 2010).

Accordingly, this research explores the mediating effect of contingent reward. As its theoretical base, this work adopts the transformational leadership theory of Bass and Avolio (2002, 2004), which describes a full range of various leadership styles. The literature on transformational and transactional leadership styles is also reviewed to further examine the effects of contingent reward.

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).

## B. General Overview of The Kingdom of Saudi Arabia (KSA)

The Kingdom of Saudi Arabia (KSA) is a country of 200 million square kilometersrepresenting about 80% of the Arabian Peninsula. It has 2410 kilometers of sea coasts,of which 1760 kilometers stretch along the Red Sea and 650 kilometers represent theeastern coast of the Arabian Gulf. Forest lands in Saudi Arabia cover 2.7 million hectaresand rangelands extend over 171 million hectares. KSA also includes 35 sq. km ofmangroves and 1480 sq. km of coral reefs. The country has an estimated population of 25.35 million inhabitants (MEP, 2009) and is a major oil and gas producer with aGDP/capita (total population) of SR 54,595.

Saudi Arabia has a semiarid, to hyper arid climate, characterized by very low rainfall(annual average of 70.5 mm) and extremely high evapotranspiration, resulting in waterscarcity and reduced vegetal cover. Only 2% of the country's land area is consideredarable, with the chief agricultural crops including dates and fruit.

The $CO_2$ emissions for the base year 1990 estimated in the first national communication(FNC) to the UNFCCC (2005) totaled 140,958 Gg and $CO_2$ sinks were 15,240 Gg. Theenergy sector contributed 90% of the total $CO_2$ emissions, followed by the industrialsector (8%) and agriculture (2%).

In terms of climate trends in KSA with regard to the scenarios adopted in the NFC (PME,2005), there is a general warming all over KSA which varies from a minimum of 0.15°C toa maximum of 0.75°C, with an average of 0.40°C. The pattern exhibits a clear systematicdistribution with stronger warming tendencies over the interior part of the country andan area of weaker warming along the western and eastern coasts. As for precipitationtrends, there are vast areas of rainfall deficits covering all northern parts of the Kingdom(as low as -40%) and the eastern slops of the Asir mountains (-14% in Abha).

Results obtained from running GCM models showed that an expected average warmingin the Kingdom for the year 2041 to be higher than the global average, and it is expectedto be highest (2.2-2.70C) during the summer in the north western region. The lowestwarming (0.2-0.40C) is expected in the south and the southwest.

Annual total rainfall for the year 2041 from the model IAP_97 shows an increase inmoisture ranging between 20 and 30% in the southwestern part of the country (Sarawat Response to Climate Change in the Kingdom of Saudi Arabia - El M. Darfaoui and A. Al Assiri Mountains) and a decrease (7-18%) in the rest of the country except for the Makkah andMadinah regions where the decrease is not expected to be more than 1%.Based on a 1% increase in coastal development per year and considering the projectedsea level rise estimated by the IPPC scenarios areas ranging between 401 and 1726hectares and between 1087 and 4674 hectares of sandy beaches are expected to be lostby the year 2100 along the Arabian Gulf and the red sea, respectively.

Saudi Arabia is particularly vulnerable to climate change as most of its ecosystems aresensitive, its renewable water resources are limited, and its economy remains highlydependent on fossil fuel exports, while

significant demographic pressures (2.3%increase), continue to affect the government's ability to provide for the needs of itspopulation. Figure 2.1 presented map of Saudi Arabia.



**Fig. 2-1 Map of Saudi Arabia Database: www. saudhelal.wordpress.com**

### C. Overview of KSA Construction and Contractor Awards

KSA's contractor awards across the building, infrastructure and energy sectors are projected to increase from US\$ 34,151 Million in 2017 to US\$ 40,068 Million in 2018. All companies that are working on contracts with government departments in KSA will need to modify their bills to include the 5% VAT.

The building construction sector is expected to register the highest contractor awards followed by the energy and infrastructure sectors in 2018 (refer Figure 4). Increase in

population growth, urbanization, and tourism are expected to drive growth in the building sector especially in the residential and leisure markets. According to Oxford Business Group the government is stepping up investment in KSA's transport infrastructure, fast-tracking key projects and creating new opportunities for service providers. Transport infrastructure gains prominence in the Vision 2030 and National Transformation Programme (NTP) as vital to economic growth. In 2018, the government has allocated 6% of its budget towards transport and infrastructure. Figure 4 represents KSA's building, infrastructure and energy construction contractor awards from 2015 to 2018 in US\$ Mn.
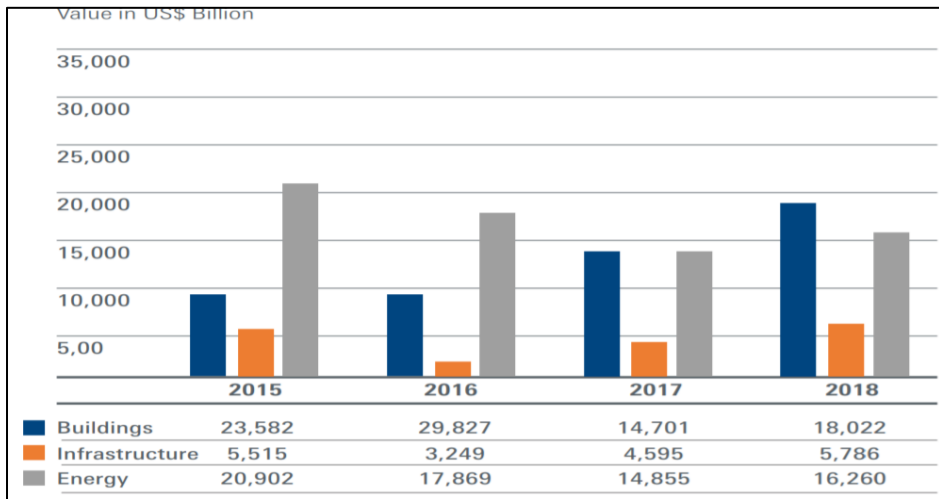


|  | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|
| Buildings | 23,582 | 29,827 | 14,701 | 18,022 |
| Infrastructure | 5,515 | 3,249 | 4,595 | 5,786 |
| Energy | 20,902 | 17,869 | 14,855 | 16,260 |

**Fig. 2-2 KSA Contractor Awards bySector,2015 018:www.venturesonsite.com**

## II. REVIEW OF THE RELATED STUDIES

### A. History of Leadership Research

The concept of leadership has a long history. However, the term "leadership styles" only emerged in the 1930s (Yukl, 2010). According to Yukl (2010), the understanding of leadership styles and behaviors follows the pattern set by the research programs of the University of Michigan and Ohio State University since the 1950s. Specifically, most leadership theorists in the early 1950s focused on effective leadership behaviors and their measurement. The pioneering studies in this field have also identified and categorized leadership behaviors into two broad groups, namely, those behaviors that focus on establishing relationships between leaders and followers and those behaviors that focus on accomplishing tasks.

The leadership theories that emerged in the 1960s and 1970s largely focused on the decision-making processes of leaders when addressing certain issues, such as the delegation of duties to their followers and the participation or involvement of these followers in the decision-making process. These theories also focused on the relationship between followers and leaders. Some of these theories include impression management concepts, implicit leadership theories, self-management concepts, and leader–member exchange theory. These theories also focused on power and explored how leaders could motivate their followers to implement their decisions or requests. These theories acknowledged different types of power, including legitimate, reward, coercive, referent, and expert power. Theorists also identified several strategies employed by leaders to influence their followers, including inspirational appeals, rational persuasion, personal appeals, legitimating tactics, coalition tactics, pressure, ingratiation, collaboration, exchange, appraisal, and exchange. Some leadership theories, including the contingency model, situational leadership theory, path–goal theory of leadership, cognitive resource theory, multiple-linkage model, and leadership substitute theory, also focused on the various aspects of situations that nullify or enhance the effects of the behaviors or traits of a leader (Yukl, 2010).

Leadership theorists in the 1980s focused on the symbolic and emotional aspects of leadership and proposed some theories related to transformational and charismatic leadership styles. Debates on the distinction between management and leadership were also ignited by the increasing interest on these concepts (Yukl, 2010). Some concepts that emerged during this phase include self-managed teams, cross-functional teams, role clarity, member skill, and virtual teams. The organizational failures in the 1990s and 2000s were associated with the unethical decisions of leaders and the increased research interest in the ethical leadership styles, integrity, and value of leaders. Several leadership styles, including authentic, transformational, authentic, spiritual, servant, and ethical leadership, can also help promote the ethical practices of leaders. The differences in the leadership styles of male and female leaders in non-western cultures also attracted some research interest.

### B. Conceptualization of Leadership

Leadership has been defined in various ways in previous studies, with some authors defining this concept as a ratified, idealized, beautiful, and sought-after skill. Moving away from its idealist conceptualization, Ali et al. (2015) defined leadership as a non-specific, process-oriented practice of challenging a process, modeling the actions of others, encouraging them to act, and creating a shared vision. Vandenberghe, Stordeur, and D'hoore (2002) perceived leaders as visionary risk takers who are capable of critical thinking and argued that being a leader is about showing creativity, courage, innovation, and openness to change and demonstrating the ability to think forward, overcome failures, and learn from others. According to Moe (2007), leaders are efficient, persistent, organized, administrative, and detail-oriented persons who can efficiently delegate tasks to their followers. Meanwhile, Riaz and Haider (2010) argued that effective leaders are team builders who can easily get along with others.

Leadership is also about being competent, honest, cooperative, dependable, fair-minded, motivating, resilient, respectful, patient, value-driven, emotionally mature, credible, inspiring, balanced, and tenacious. Al-Mailam (2004) argued that effective leaders can determine the fundamentals, start from the results, shape the future, create a leadership brand, and ensure the sustainability of their leadership. Chiun, Ramayah, and Wei (2009) shared that a leader must start from the results because leadership is about what an individual can deliver. In other words, leadership is about who is an individual, what s/he can do, and what s/he knows. Chiun, Ramayah, and Wei (2009) claimed that some leadership outcomes can be felt within an organization (e.g., organization capability and employee productivity), while other outcomes (e.g., investor confidence, customer share, and community reputation) are delivered within the organization. Wamy and Swamy (2014) commented that an effective leadership must involve determining the fundamentals because leaders must follow and master certain basic rules, while those leaders who fail to master these basics will be considered weak leaders.

According to Yang and Wei (2009), leaders are expected to get things done, invest in other people, demonstrate personal proficiency, shape the future, and manage others. Effective leaders must also be able to create a leadership brand that can be used by the next generation of leaders. Yang and Wei (2009) added that a leadership style that focuses on customers is an enduring leadership. Moreover, effective leaders can ensure that their leadership is sustainable. They defined sustainable leaders as those who can change their behavioral patterns to meet the requirements and expectations of their customers and followers. They specified seven attributes that leaders must exhibit to sustain their leadership, namely, simplicity, accountability, dedicated time, dedicated resources, emotion, and melioration.

Those leaders who demonstrate simplicity tend to focus on behaviors that can affect important issues. According to Hargis, Wyatt, and Piotrowski (2001), leadership sustainability calls for people to replace the clutter with a simple resolution and find simplicity in complexity. Simplicity involves prioritizing issues that matter the most, sequencing changes, and framing complex patterns into a simple phenomenon.

According to Hargis, Wyatt, and Piotrowski (2001), those leaders with dedicated time are generally careful with their time. They added that leadership sustainability can be influenced by the types of persons that leaders spend their time with, how they spend their time, and the issues on which they dedicate their time. Bass (1997) believed that those leaders who carefully invest their time like they do with their money have higher chances of implementing changes. Effective leaders also dedicate their resources, such as infrastructure and coaching, to support the implementation of such changes.

Bass (1997) argued that leadership sustainability is accompanied with accountability, that is, accountable leaders have the responsibility to deliver their promises. Meanwhile, Bass (1999) commented that those leaders who believe in sustainable leadership often track and measure their results as well as follow-up on the behaviors of their followers. According to James, Sarros, and Santora (2001), an individual can only achieve sustainable leadership by operationalizing, quantifying, and tracking desirable changes and behavior. Odumeru, Ogbonna, and Ifeanyi (2013) argued that the effective metrics for leadership must be timely, transparent, easy to measure, and tied to consequences. Leaders can also achieve sustainable leadership by having the necessary emotion and passion to make changes happen. Leaders also know how to improve certain situations by learning from their

mistakes and by showing resilience. According to Hartog et al. (1997), leadership sustainability requires leaders to understand the principles of learning, constantly reflect, frequently experiment, face their failures, develop resilience, continually improvise, and hide their weaknesses. Al-Mailam (2004) argued that an effective leadership requires ongoing communication and reinforcement, self-awareness and insight, and ability to share visions for the future. Other researchers contend that effective leaders can demonstrate an excellent performance and efficiently fulfill their responsibilities in the organization.

Previous studies highlight "leadership" as a complex yet significant concept in business organizations. Although leadership is not a new concept in the business field, this concept remains relevant because of its research significance. However, a universal definition for "leadership" is yet to be proposed. According to Anderson and Sun (2015), leadership refers to the ability of moving and encouraging a certain group to achieve an organizational objective that cannot be fulfilled without the presence of a leader in the organization. In line with this definition, leadership presents employees and organizations with a way to achieve their objectives that greatly depend on the abilities of their leaders. From another perspective, Mason (2011) defined leadership as a comprehensive practice for achieving a certain aim, encouraging others toward achieving such aim, and supporting the process of its achievement. In other words, leadership is a motivation, inspiration, and ability to use the components of an organization to achieve its desired aims.

Based on this definition, a leader must possess some special abilities to fulfill the aims of his/her organization. A leader must also bring out an effective, efficient performance from his/her followers to achieve the goals of the organization. Therefore, influencing employees and helping them develop certain abilities to achieve the goals of their organizations are crucial skills of leaders. Developing the organization and facilitating the achievement of its goals by using the available resources can also boost organizational performance (Anderson & Sun, 2015). Nevertheless, leadership success greatly depends on the personalities of leaders. According to Giltinane (2013), leaders must possess some personal characteristics, such as self-confidence, courage, purpose, ethical fitness, and ability to sort their priorities effectively.

According to Mason (2011), the personal characteristics of leaders are naturally developed by their life experiences, but such characteristics can also be found in any other person. In other words, leadership

characteristics can be cultivated in any individual by giving him/her the necessary skills and knowledge. Ricketts (2005) argued that leadership skills are founded and developed through education and training.

Successful business organizations develop the emotional intelligence of their leaders by cultivating their social skills, social awareness, self-management, and self-awareness (Giltinane, 2013). Elliott (2003) defined emotional intelligence as a necessary skill of leaders that can help them manage their emotions and influence their relationships with others through his/her emotional behaviors. In addition to training, analytical thinking, and good ideas, emotional intelligence is a crucial component of a successful leadership. Leadership styles are also significantly affected by the emotional intelligence of leaders.

### C. Transformational leadership vs. transactional leadership

Transformational leadership can be distinguished from transactional leadership from various perspectives (Walumbwa et al., 2005). From the behavioral perspective, those leaders who embrace transactional leadership tend to work with hierarchical limits and maintain the norm by setting objectives. Meanwhile, transformational leaders focus on the future and current challenges being faced by their organizations (Fisher et al., 2005).

Transactional leadership is outcome-and task-oriented leadership style that focuses on performance evaluation, rewards, and organization, while transformational leadership focuses on motivating followers by providing them with a clear vision for the future. While transformational leaders aim to push their followers toward achieving a shared goal, transactional leaders tend to focus on group performance, supervision, and the roles of organizations and are primarily concerned about keeping up every day advance exercises went for accomplishing foreordained objectives. In other words, transactional leadership underscores the existing objectives, limits, and structures of an organization. The challenges being faced by transactional leaders are effectively avoided by those who embrace the transformational leadership style (Fisher et al., 2005). Those leaders who embrace transactional leadership underscore the importance of consistently achieving the objectives of their organizations by disciplining and rewarding their followers. These pioneers are result and errand situated as well as time-cognizant (Walumbwa et al., 2005). By maintaining the status quo and closely monitoring how employees finish their tasks (Idris & Ali, 2008), this leadership style is particularly effective when

conducting highly specific projects with limited amount of resources and time.

Transactional leader is someone who values order and structure. They are likely to command military operations, manage large corporations, or lead international projects that require rules and regulations to complete objectives on time or move people and supplies in an organized way. Transactional leaders are not a good fit for places where creativity and innovative ideas are valued.

Transactional leadership is most often compared to transformational leadership. Transactional leadership depends on self-motivated people who work well in a structured, directed environment. By contrast, transformational leadership seeks to motivate and inspire workers, choosing to influence rather than direct others.

Transformational leaders aim to improve the work engagement and motivation of their followers and attempt to link their sense of self to the values of the organization. They lead by example to help their followers identify with the values and vision of their organizations. In sum, transformational leadership focuses on the weaknesses and strengths of each employee and aims to improve their capabilities and commitment to the goals of their organizations. These leaders seek employees' buy-in for decisions (Idris, & Ali, 2008; Fisher et al., 2005). According to Walumbwa et al. (2005), transformational leadership is more profitable, fulfilling, powerful, and inventive compared with other leadership styles as this approach enables the leader and his/her followers to work together toward shared goals and to benefit the organization.

Walumbwa et al. (2005) added that transformational leaders appreciate the efforts of their followers and improve their capacity by giving them motivation.Limsila and Ogunlana (2007) argued that transformational leaders share their vision with their employees and may even exercise force to achieve the goals of their organization. Those leaders who embrace this leadership style focus on values, innovative practices, and new standards. Their wide-ranging influence in their organizations or societies is also highly appreciated by their followers (Bass et al., 2008). According to Osabiya and Ikenga (2015), transformational leaders recognize the aspirations of their followers and embrace practices that can motivate their followers to show a better performance. They also endeavor to teach their followers about the importance of accomplishing certain goals (Osabiya & Ikenga, 2015). Accordingly, the followers of transformational leaders are driven by goals and self-enthusiasm (Osabiya & Ikenga, 2015). Meanwhile, other

researchers (e.g., Saqib et al., 2015) argued that transformational leaders aim to meet specific targets and objectives in light of personal inborn inspirations and that they adhere towards establishing their particular capacities.

Most leaders combine transformational and transactional leadership styles in different ways (Saqib et al., 2015). Previous studies also reveal that transformational and transactional leaders have different effects on their followers. Specifically, transactional leaders influence their followers via instrumental compliance, while transformational leaders encourage their followers through goal and value internalization (MacKenzie, Podsakoff, & Rich, 2001). MacKenzie, Podsakoff, and Rich (2001) added that transactional and transformational leaders can adopt complementary approaches to influence their followers. Specifically, while transformational leaders use transformational behaviors to influence their followers, transactional leaders use either punishments or rewards that are in line with the performance demonstrated by their followers.

## D. Leadership Compared and Contrasted with Management

The importance of management and leadership in affecting change has been widely acknowledged in the literature. Leadership differs from management although these two terms are often used interchangeably to refer to the same things (Shin & Zhou, 2003). Leaders are widely believed to demonstrate management skills, while managers are believed to demonstrate leadership (Bass & Bass, 2008). However, the terms "leadership" and "management" often evoke multiple meanings when used in different contexts. Leadership is now reconstituted within the management world of theory and practice to take an elevated position. By definition, leadership is seen as a process-oriented practice of challenging a procedure. Those people with leadership abilities can inspire a shared vision, lead the way for others, provide them with encouragement, and inspire them to take action (Dvir et al., 2002).

By contrast, management refers to contractual exchange of non-trivial things, including money, security, and jobs. Management also aims to instill obedience and compliance, while leadership aims to instill empowerment. Moreover, while management involves seeking higher wages and profits, leadership is about establishing an organizational culture that helps workers find challenges and a sense of meaning in their work (Avolio et al., 2004). Management also emphasizes the importance of fulfilling certain tasks that aim to facilitate, direct, and support the efficient

and timely maintenance of operations in an organization (Jung & Avolio, 2000). The outcomes of management include the efficient and effective completion of a task and the maintenance of operations without compromising the quality of a service or product, while those of leadership include determining the necessary actions, such as implementing systematic changes, paradigm shifts, transformation, innovation, and significant improvements as well as adding value to firms (Den Hartog et al., 1997)

Leaders and managers also have different characteristics. On the one hand, leaders are visionary, creative, and courageous risk takers and critical thinkers who can learn and overcome failures (Bass & Bass, 2008). They are also dependable, honest, fair-minded, respectful, competent, value-driven, supportive, motivating, patient, credible, tenacious, inspiring, balanced, resilient, and emotionally mature team builders who can easily get along with others. On the other hand, managers are detail-oriented, efficient, organized, administrative, persistent, and good delegators (Millissa & Cheung, 2011). They also focus on policy development, support, maintenance, compliance, implementing incremental improvements, and developing systems. The impetus for leadership also differs from that for management. Leaders are self-directed, opportunistic, serendipitous, situational, and able to show courage when faced with uncertain outcomes (Gumusluoglu & Ilsev, 2009; Lowe et al., 1996; Kane & Tremble, 2000). They are also able to motivate and inspire others, develop the potential of other people, create an environment that fosters collaboration and learning, attract high performers, and promote fluid teamwork (Millissa & Cheung, 2011). Meanwhile, managers focus on work outcomes, individual performance, and maintaining a productive work environment. In sum, while managers focus on achieving stability, leaders focus on creating change (Sanders et al., 2003; Podsakoff et al., 2006).

### E. Leadership and Quality Attention

Leaders play important roles in guaranteeing that their organizations conduct quality administration according to the set guidelines (Ebrahimpour, 2003; Kaynak, 2003). Such initiative can also influence the motivation of employees and subsequently affect the quality of their outputs (Waldman, 1994).

Many studies have attempted to measure the effects of leadership style on performance. Some studies evaluate such effects based on productivity, while others have analyzed the interactions among the leaders, environments, and followers as well as the effects of leader characteristics on employee satisfaction. These studies all show that the

characteristics of leaders can affect the actions of their followers and their achievement of organizational aims. Leadership plays a key role in strengthening the beliefs of employees in their organizations and motivating them to achieve their organizational aims (Hirtz et al., 2007).

However, these studies are limited in the sense that they have primarily focused on the effect of leadership on quality. As cited in Hirtz et al. (2007), Koch and Fisher (1998) studied the effects of leadership on performance and found that leadership can influence quality. Meanwhile, Hirtz et al. (2007) noted that the overall quality of organizations is mostly affected by the variables of leadership, including leadership style (transactional and transformational), characteristics of leaders, and their success in the organization. They also revealed that transformational leadership positively affects the successful execution of quality in organizations and that such success is negatively affected by passive leadership styles.

### F. Transformational Leadership and Quality Attention

Only few studies have simultaneously investigated transformational leadership and contingent reward. Nevertheless, transformational leaders are assumed to be more quality aware than those leaders who adopt other leadership styles. Based on their characteristics, transformational leaders have been widely acknowledged as successful leaders. These arguments provide a basis for examining how the term "administration "must be conceptualized. This better approach for intuition makes initiative that is gone for accomplishing authoritative targets and evacuates obstructions that may frustrate an individual or association from being beneficial (Arrington, 2010). Northouse (2001) argued that having the initiative to change can transform a person and that those leaders who adopt the transformational leadership style can motivate their followers to aim for improvement and development.

Transformational leaders have four unique characteristics that make them the focus of value consideration, namely, persuasive inspiration, glorified impact, singular thought, and scholarly incitement. As people with glorified impact, transformational leaders can serve as excellent examples to their followers and can be perceived as people who exercise sound judgment.

As people with persuasive inspiration, transformational leaders can persuade their followers to abide by the vision of their organization. They can promote camaraderie within their teams and help their

organizations increase their revenue and outperform their competitors. They can mentally and inventively encourage their colleagues as well as promote innovation and development by testing the convictions that are typically held by other people.

As people with scholarly incitement, transformational leaders can teach their followers to think practically and find solutions to their problems. They can also act as guides and mentors to their followers and motivate them to work together toward a shared objective (Hall et al., 2008). They can also promote a work atmosphere that is characterized by trust and steadfastness. These activities can effectively motivate employees to deliver something that is beyond what is expected from them (Embry, 2010), especially after they are given a reason to do so (Cooper, 2011). Transformational leaders can also cultivate individual and hierarchical changes by motivating their followers to use their past experiences and self-enthusiasm for the benefit of the organization (Basham, 2010; Ellis, 2007; Domerchie, 2011; Eyler, 2009; Agrusa, 2010).

As good examples to their colleagues, transformational leaders can utilize the four Is, namely, idealized impact, inspirational inspiration, intellectual stimulation, and individual consideration, to transform their followers into highly productive workers. Northouse (2001) investigated 39 cases of transformational leadership and found that those people who adopt such leadership style deliver better outputs, amass a larger number of followers, and show higher productivity compared with those who adopt other leadership styles.

### G. Transactional Leadership and Quality Attention

Not many studies have connected transactional leadership to quality consideration. Nonetheless, leaders are widely recognized to have higher contingent reward than their followers. 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. Transactional leaders are known for awarding their followers with substantial prizes for taking and executing their orders effectively. The fact that these leaders only offer prizes to those who have demonstrated an excellent performance proves that these leaders have contingent reward. By contrast, offering punishments to those employees who produce poor results may make these employees detached their leaders and subsequently reduce the quality attention of these leaders. 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 leadership style emphasizes the importance of establishing clear goals, providing feedback, and focusing on predetermined goals and expectations. Transactional leaders must also clarify to their followers what they expect from them and explain how such expectations can be met.

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). Afterward, these studies have directly analyzed leaders and their correspondence with the other people in their organizations. The concept of 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 transformational authority have begun with the qualities of transformational leaders and then examined their roles in ensuring a sufficient administration. One theory that has received much attention in the literature is the transformational and transactional administration hypothesis, which has also been called the "forefront administration hypothesis" (Paracha, Qamar, Mirza,&Waqas, 2012). The transformational leadership style combines four qualities, including celebrated effect, elevating motivation, individualized idea, and scholarly actuation (Garg & Ramjee, 2013). Meanwhile, the transactional 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 as a consequence of how these people think and feel (Josanov & Pavlovic, 2014).

Each leadership style relies on different convictions 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 convincing 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 leadership styles can be considered appropriate or beneficial in all contexts. The selection of the most appropriate 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 all the more astounding subject. The pioneers through prodding their agent to achievement the association's targets and alter authoritative movements. The administration had been delineated similar to 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.

The pioneers who amassed growing so as to head a fantasy without limits for the association, at that point pioneer talking vision with delegates, meanwhile moved the specialists to conquer deterrents (Antonakis et al., 2006). Previous studies have suggested that an effective administration must fuse together romanticized effect, individualized idea, inspiring motivation, insightful actuation, administration bytargets, surprising prizes, and free endeavor. These factors can be achieved by adopting three leadership styles. First, transformational leadership can join together romanticized effect, individualized idea, insightful actuation, and inspiring motivation. Second, transactional leadership can join together free endeavor, administration by targets, and surprising prizes (Jayasingam &Cheng, 2009). Third, laissez-faire leadership reflects a nonappearance of administration which shows itself as non-administration direct, having a propensity of escaping commitments. Laissez-faire leaders also confine themselves to basic hierarchical issues and delay their responses to essential issues. Evading responsibilities is also a typical element of laissez-faire leaders that only lowers their self-respect and disillusions their followers (Senthamil &Palanichamy, 2013).

### H. Transformational, Transactional Leadership and contingent reward

Although different initiative styles have been explored in previous studies, the present understanding of the term "administration "has been restricted to contingent reward.

There are studies that have linked leadership and rewards such as, Tohidi, H. (2011) the organization require a lot of interaction and communication between the people involved. Additionally, good activity often relies upon the ability of cross functional team to create a shared understanding of the task, the process and the respective roles of its members. To effectively operate with teams, organization must know to make, use, and keep them and their members, the paper provides a survey of research on teamwork productivity and effectiveness base on rewards, leadership, training, goals, wage, size, motivation, measurement and information technology. Kahai, S. S., Sosik, J. J., & Avolio, B. J. (2003) which analysis the revealed of social loafing was confined to the transactional leadership condition. Corresponding to the social loafing effect, anonymity led to lower group efficacy and satisfaction with the task and higher originality of solutions in the group rewards condition relative to the individual rewards condition. Transactional leadership was associated with greater group efficacy and solution originality than transformational leadership. Anonymity moderated the effects of leadership on group efficacy and satisfaction with the task; transactional leadership was associated with higher group efficacy and satisfaction with the task in the identified condition only. Sosik, J. J., Jung, D., & Dinger, S. L. (2009). Also examining the roots and rewards of altruistic leadership. Group & Organization management examined whether managers' values intensities and self-concept salience influence their altruistic leadershipbehavior and performance. Hypotheses derived from the goal hierarchy model of personality and the positive psychology literatures were tested using multisource data, two hundred and, eighteen managers reported, their self-transcendence and self-enhancement, values intensity and hoped-for and feared possible selves. Nine-hundred, and thirty-five subordinates rated, their manager's altruistic, behavior and 218 superiors provided ratings, of managerial performance. Results of partial least squares analysis indicated that managers' collective self-salience, partially mediated the relationships between self-transcendence and self-enhancement, values intensity and altruistic behavior. Subordinates' ratings of managers' altruistic behavior predicted superiors' ratings of managerial, performance. Managers', self-monitoring moderated the relationships between self-construal's, altruistic behavior, and performance. Bass (1985) argued that transactional contingent reward leadership builds the foundation for relationships between leaders and followers in terms of specifying expectations, clarifying responsibilities, negotiating contracts, and providing recognition and rewards for achieving expected performance. Transformational leadership enhances the development of followers, challenging them to think in ways in which they are not accustomed to thinking, inspiring them to accomplish beyond what, they felt was possible, and motivating them to do so by keeping, in mind the values and high moral standards that guide their performance (Avolio, 1999).

No previous study have examine the application of contingent reward in specific circumstances. Even though some studies have examined how transformational and transactional leadership can be affected by the hierarchical culture/atmosphere, authoritative structure, and external conditions of an organization, the mediating influence of contingent reward on the relationship between the leadership style and quality attention of CEOs or department heads has been ignored in the literature. Given the crucial role of contingent reward in improving leadership, this study examines the degree to which each leadership style affects the quality attention of CEOs or department heads.

Only few studies in Arabic countries have attempted to explore the leadership styles being adopted in the Middle East. Specifically, no previous study has examined the effect of leadership styles from the perspective of contingent reward as a mediator of the relationship between the leadership styles and quality attention of CEOs or department heads. In this way, there is an absence of studies looking at the logical and examining the authority conduct style that will prompt achievement change and powerful execution, albeit new viewpoints will be investigated by the expressive research on the administration styles. Accordingly, this study inspects the connection between the leadership styles (as the independent variables) and quality attention of CEOs or department heads (as the dependent variable) while using contingent reward as the mediating variable. The findings of this work are expected to clarify the effects of transformational and transactional leadership on the quality attention of CEOs or department heads in the building and construction sector of Saudi Arabia. This study also explores the connection between the attributes and perceptions of CEOs or department heads toward the leadership styles that are being adopted in their industry with an end goal to improve the management of organizations and provide directions for future research.

One of the key aspects seen as impacting employee performance is rewards. According to Eric (1994), rewards can be defined as various different benefits that are offered to employees in exchange for work or value. Rewards may differ in that they may be intrinsic or extrinsic, direct or indirect, and financial or non-financial (Armstrong, 2006;

Mahaney & Lederer, 2006; Mottaz, 1985). According to Gross and O'Malley (2007), rewards now include the opportunity for career enhancement as well as the impact that the working environment may have on the individual.

Leadership style are required to propose both intrinsic and extrinsic rewards as a means of increasing the quality system outcomes (Mahaney & Lederer, 2006). Many different reward systems may operate within Leadership style, (Blackburn & Rosen, 1993). It is important to understand that a reward system will essentially impact individuals and team members' performance, and quality attention. It is therefore crucial to implement an effective and efficient reward system based on each unique Leadership style needs (Kerrin & Oliver, 2002). Over the years, the reward systems have changed within Leadership style, from merely financially remunerating, individuals to motivating them to enhance the quality as well (Hankin, 2005). A reward system should be designed to motivate employees in terms of higher, performance, productivity, engagement and commitment, levels. Furthermore, the rewards system should also reflect on of quality attention, as well as should, ensure that Leadership style attract and retain their people, (Allen & Killman, 2001). The alignment of the overall rewards, to achieve the Leadership style strategies, must be bundle with quality achieved, effectiveness, positive work outcomes and increased, employee efforts (Bamberger & Levi, 2009).

Intrinsic and extrinsic rewards differ to a large extent. Intrinsic rewards focus, on the job and work itself, whereas extrinsic, rewards are external to the, job and the work that surrounds the job. Intrinsic rewards include growth opportunities, a sense of, accomplishment, status, acknowledgement, satisfaction, challenge, autonomy and responsibility (Mahaney & Lederer, 2006). An individual may derive intrinsic rewards through the ability to challenging work, receive. feedback and acknowledgement, as well as being provided, with the opportunity for develop their quality and work quality, (Mottaz, 1985). These employees will be able to produce results, yet at the same time this will reflect on the quality of their outputs and achieves the leadership success. (Mahaney & Lederer, 2006). Extrinsic rewards consist of pay, job security, benefits, promotions, raise in salary, and bonuses, (Mahaney & Lederer 2006; Mottaz, 1985). According to Goldsmith, Veum and DarityM(2000), leadership style ,remain competitive by continuously comparing their extrinsic rewards with other market players, thus ensuring higher levels of the employee productivity, engagement, and attention of the quality levels.

According to Bussin (2011), there are various disadvantages If the leadership does not link the rewards within output of quality. Monetary rewards, including salary and bonuses, fall under extrinsic rewards. It is asserted that extrinsic rewards have the ability to decrease an employee's intrinsic motivation to do the job (Balkin & Dolan, 1997; Bussin, 2011). The use of extrinsic rewards as a motivator may lead to individual employees and team members becoming money hungry, causing them not to focus on the work itself any longer (Balkin & Dolan, 1997). Extrinsic rewards may also act as a poor motivator and are not directly linked to an employee's level of quality and performance (Wruck & Jensen, 1998). On the other hand, extrinsic rewards are known to enhance productivity, increasing employee commitment to goals, decreasing turnover and attracting top talent individuals (Goldsmith et al., 2000). Thus, people may be attracted to their jobs, solely based on pay (Stajkovic &

Luthans, 2001). Extrinsic rewards may, be beneficial in allowing organisations to value their employees' contributions through the distributions of cash bonuses and monetary rewards. Long and Shields (2010) propose evidence that intrinsic or non-cash rewards have become more common within, organisational practices. Many organisations that have, adopted the practice of non-cash (intrinsic) ,the rewards make opportunity for the leadership to build structure of reward system within their organisations (Allen & Killman, 2001). Sweins, Kalmi and Hulkko-Nyman (2009) the top management should be obligated to explain to their employees how the reward system and structure works.

Greater leadership style is crucial in ensuring the rewards will be enhancement of the quality outputs.

### I. Transformational Leadership and Quality

Several researchers, including Deming (1986) and other experts in quality management, argued that transformational leadership is associated with visionary leadership and can greatly facilitate the implementation of quality management initiatives (Laohavichien et al., 2001; Waldman, 1994; Dean & Bowen, 1994).

Several studies have also described transformational leadership as a mechanism for creating quality management procedures and policies and for promoting a positive organizational culture. This leadership style also encourages changes and helps team members manage the discomfort that is brought upon by these changes (Tichy & Devann, 1986; Bass, 1985; Conger & Kanungo, 1987). According to Conger and Kanungo (1987), transformational leaders are able to persuade their followers to accept change.

Berson and Linton (2005) analyzed the relationship between transformational leadership and the promotion of quality management and found that transformational and transactional leadership styles often improve the quality and culture of an organization.

Laohavichien et al. (2009) examined the roles of transformational and transactional leadership in improving the quality of an organization. They found that transformational leadership affects the core aspects of quality management and its infrastructure, while transactional style leadership does not impact quality management at all.

Alharbi and Yusoff (2012) examined the relationship among the passive leadership styles, transformational and transactional leadership styles, and quality management practices being adopted in public hospitals in Saudi Arabia. They found that the transformational leadership style positively affects the quality management practices and performance of these organizations while passive leadership styles are negatively related with such practices.

Parzinger et al. (2009) assessed the influence of transactional and transformational leadership styles on the successful adoption of quality management programs and practices in software companies. They found that transformational leadership influences the successful adoption and implementation of quality management programs and practices in an organization.

Hirtz et al. (2007) investigated the correlation of the laissez-faire, transactional, and transformational leadership styles with organizational performance.They found a positive correlation between the transformational and transactional leadership styles and the implementation of quality management practices in the service and administrative departments of an organization but found a negative relationship between the laissez-faire leadership style and the successful implementation of these practices.

McFadden et al. (2015) revealed an association between transformational leadership and the successful implementation of continuous quality improvement practices in hospitals. However, this leadership style is considered an idle approach for establishing authority because transformative leaders usually wait for the consequences to occur before taking the necessary action. By contrast, transactional leaders provide their followers with two types of prizes, namely, expected and unexpected prizes. Unexpected prizesdepend on the fiscal and energy exchanges between the follower and the leader, where the latter specifies what s/he needs from the former and mentions what s/he liked or hated about his/her work outcomes (Chiun, Ramayah, &Wei, 2009). Meanwhile, in sudden prizes, the leader provides the follower with rewards when the latter successfully fulfills his/her responsibilities. These prizes, which can be tangible (e.g., salary increase) or intangible (e.g., recognition) can increase the levels of commitment, faithfulness, duty, and execution of employees (Deluga, 2011). These leaders can also punish (e.g., pay reduction or withheld benefits) those followers who deliver a subpar performance. Administration by extraordinary case dynamic relies upon system for successfully watching bungles and cleft in execution and endeavors; it is a helpful movement. As needs are, it is a negative trade, in light of the fact that the pioneer screens deviations from models and give remedial exercises (Joo and Lim, 2013). Administration by unique case uninvolved is near with dynamic however in such way; the pioneer just holds up until the point that deviations occur before interceding. This suggests the pioneers center more to the subordinate when helpful exercises are basic. In this way, there are no preventive exercises or tries by the pioneer to screen or effect execution (Zhu, Sosik, and Ronald, 2014).

Lee and Gharajedaghi (1998) revealed a close relationship between transformational leadership and quality management. Meanwhile, Horner (1997) argued that western leadership styles require managers to act as leaders who are guided by the principles of quality. In line with this finding, Feigenbaum (2007) showed that those leaders who demonstrate quality leadership are often guided by the principles of quality, pursue excellence in their respective fields, and provide their followers with support and motivation to help them achieve the goals of their organizations. Meanwhile, Luria (2008) argued that transformational leaders embrace leadership practices that can promote quality management, can identify effective ways that motivate and engage their followers to meet the goals of their organizations, and reinforce and communicate values that focus on quality.

Previous studies have consistently identified transformational leadership as the most effective, rewarding, innovative, and satisfying leadership style because this approach allows both leaders and followers to work together for the benefit of their organizations; in this case, those teams who are led by transformational leaders have shared dreams and values and develop mutual trust and respect (Walumbwa, Orwa, Wang,&Lawler, 2005). Transformational leaders perceive their followers as individuals, clearly discuss with them their objectives, and encourage critical exchanges with them. Therefore, transformational leaders must show confidence in sharing formalized power and use individual power as much as possible (Limsila &Ogunlana, 2007). Unlike other leadership styles, transformational leadership cultivates learning society where leaders can focus on new targets and creative practices as well as improve the self-esteem of their followers. An ideal transformational leadership is achieved when the leader earns the full respect of his/her followers and when these followers replicate the actions of their leader (Bass et al., 2008). These leaders can readily perceive the needs of their followers and actively push them toward delivering more than what is expected from them. Transformational leaders also attempt to manufacture the traits of their followers to help them deliver certain outcomes (Bass et al., 2008). They inspire their followers to set their own limits and look for other things on which they can focus. It is possible that value-based administration influences the larger part to out of the relationship amidst pioneers and supporters, but most leaders demonstrate a mixture of transformational and transactional leadership styles (Saqib et al., 2015).

Several studies (e.g., Shea & Howell, 1998; Waldman, 1994; Dean & Bowen, 1994) have supported the conclusions of Luria (2008) and Deming (1986), who argued that transformational leaders adopt visionary leadership and that the transformational leadership style is the most appropriate approach for ensuring quality management. Along with other researchers (e.g., Anderson et al., 1995; Anderson, Rungtusanatham,& Schroeder, 1994; Rungtusanatham et al., 1998), Deming (1986) argued in his quality management theory that the visionary management promoted by transformational leadership can lead to customer satisfaction. He also equated transformational leadership to visionary leadership and argued that the former can encourage cooperation between customers and suppliers. Through these two infrastructural quality management practices, transformational leadership may also influence the management of the core processes of an organization.

Kathuria and Davis (2001) examined the perceptions of followers toward their transformational leaders in organizations that emphasize the provision of high-quality services and products. They revealed that those leaders who adopt relationship-oriented leadership (i.e., those leaders who inspire others and actively seek their perceptions) and embrace communication leadership practices (e.g., informing others) are especially effective in such organizations. Meanwhile, Shea and Howell (1998) found that both transactional and transformational leadership styles determine and influence the effectiveness of a leader.

Transformational leaders often create a vision of an efficient, organized, and clean organization with minimal defects. Fisher et al. (2005) argued that these high expectations may contribute to the creation of an external and internal cooperation infrastructure that in turn can be used to promote design quality management. In line with this view, Podsakoff et al. (2006) argued that those organizations that emphasize transformational leadership have effective infrastructural quality practices. Bass and Riggio (2012) described TL as a process in which people are changed and transformed. It involves attempts to make changes that increase organisational effectiveness and the performance of the followers, by transforming the latter's personal values and self-concepts (Avolio and Bass, 2002; Antonakis et al., 2003; Sashkin, 2004; Bass and Riggio, 2006; Dubrin, 2007; Hawkins, 2011; Saenz, 2011). The theory is based on the assumption that followers need to be respected, appreciated, admired and trusted in order for the leader to gain their loyalty, and that everyone has a special contribution to make (Northouse, 2007; Lynch, 2012; Yukl, 2013). The existence of this kind of leadership is reflected in 48 subordinates who are enthusiastic about the leader's opinions and ideas (Schermerhorn, 2008). TL generates commitment from subordinates and produces a greater quantity of work and more creative problem solving (Saenz, 2011; Limsila and Ogunlana, 2008). It emphasises intrinsic motivation of followers, ethical behaviour, the development of leadership among team members, and a shared vision and goals (Bass and Riggio, 2006; Yukl, 2010). Hence, it deals with emotions, values, ethics and long-term goals, unlike transactional leadership which focuses on short-term goals (Northouse, 2007). Transformational leaders according to Bass and Avolio are associated with five transformational styles listed in Table 2.2 below.

In times of uncertainty, transformational leadership inspires and empowers followers to transform and implement changes. Transformational leaders create a linkage between the roles of leaders and followers. Mancheno-Smoak et al. (2009) found

cultural values and job satisfaction are high in transformational leadership. The process of nurturing followers to change builds consciousness that creates a culture where followers feel the empowerment and encouragement. By creating a successful vision, a lucrative organisational culture will emerge. Research studies found a link between transformational leadership and organisational effectiveness, while certain emerging cultures are conducive to performance (Xenikou and Simosi, 2006). Bass and Avolio (1993) concur with the connection of leadership and culture. The skill of transformational leaders reduces uncertainty and continues to reinforce values with positivity and fairness.

### J. Transactional Leadership and Quality

Transactional leadership the Leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements, focuses on setting clear, achievable goals, providing feedback, achieving predetermined goals, and meeting expectations. According to Howell and Avolio (1993), those leaders who adopt this leadership style work toward maintaining the status quo and facilitating an exchange of rewards (i.e., monetary bonuses, promotion, salary increase, changes in duties, and delegation of new responsibilities) and targets between them and their followers. Under this leadership style, followers work together with their leaders and follow their directions to achieve predetermined goals. Transactional leaders have the power to review the outputs of their followers, provide them with training whenever they fail to meet their goals, punish those who continuously demonstrate poor performance (such as by reducing their pay and benefits), and reward those who successfully achieve the objectives of the organization (Bass, 1990; Howell & Avolio, 1993; Humphreys, 2002). Accordingly, transactional leaders are required to clarify to their followers what is expected from them and explain how these expectations can be met.

Pounder (2002) argued that transactional leaders consider the transactional achievements of the requirements of both the employees and their organizations. This leadership style also focuses on the replacement and exchange of resources (Judge & Piccolo, 2004; Avolio, 1993).

Transactional leadership involves three dimensions of management, namely, exception-active, contingent reward, and exception-passive. Contingent reward focuses on the identification of objectives and the satisfaction that followers feel whenever they achieve their objectives. By dynamically observing the work of their followers, transactional leaders can implement necessary actions to address performance issues and avoid further complications. Meanwhile, some transactional leaders passively monitor their followers and refuse to take action until problems arise.

Despite providing them with rewards, transactional leaders often set high expectations for their followers. Nevertheless, these rewards can encourage employees to demonstrate steadfastness and develop a sense of responsibility.

Leadership studies have highlighted a connection between transactional leadership and quality administration. Such relationship has also been proposed in the bleeding edge initiative hypothesis, also known as the transformational and transactional leadership hypothesis (Parach et al., 2012), which posits that transformational leaders motivate their followers to work by using individualized reasoning (Garg &Ramjee, 2013). According to this hypothesis, transactional leaders focus on assigning errands to their followers and offering them rewards. Waldman (1994) argued that the transactional leadership style negatively influences quality administration. Although those leaders who adopt such leadership style may support the accomplishment of individualized objectives, such objectives may not be in line with those of quality administration.

Laohavichien, Fredendall, and Cantrell (2009) argued that transactional leadership is ideal for those firms that have effectively embraced quality administration. They analyzed the impact of transformational and transactional leadership styles on the changes in the quality of a firm and proposed to combine the value administration hypothesis with the authority hypothesis. By collecting information from quality directors, they estimated the initiative and quality change attributes of an organization and analyzed both of its quality and infrastructural administration to check whether these factors could influence the adoption of transformational and transactional leadership styles. They found that transactional leadership does not greatly influence the quality and infrastructural administration of an organization while transformational leadership can influence both quality administration and administration foundation. They also revealed that effective firms have significantly higher degrees of transformational and transactional leadership behaviors compared with unsuccessful firms.

MacKenzie, Podsakoff, and Rich (2001) examined the effects of transactional leadership on the sales performance of firms that adopt quality management practices. Although they failed to detect a direct effect of transactional leadership on sales

performance, they revealed that each dimension of transactional leadership affects a certain element of sales performance. For example, contingent punishment, as a dimension of transactional leadership, can reduce role ambiguity, which in turn can affect sales performance. According to Podsakoff and Rich (2001), contingent reward promotes organizational citizenship behaviors by increasing the trust of employees in their managers. These results support the findings of Avolio et al. (2004), who suggested that transactional leadership only serves as a channel through which transformation leadership positively affects the performance of a firm. In line with the above reasoning, Ovretveit (2005) argued that those people who aim to receive quality attention must have the characteristics of effective leaders (e.g., risk seeking, critical thinking, creativity, courage, willingness to change, innovation, forward thinking, and ability to overcome failure and learn from others). An effective leader must also be an efficient, persistent, organized, administrative, detail-oriented, and excellent delegator. An individual can also shape himself/herself into becoming an effective leader by continuously taking on leadership roles, building teams, and getting along with other people. S/he must also embrace the virtues of leadership, including competence, honesty, cooperation, dependability, fairmindedness, motivation, resilience, respect, patience, value-driven, emotional maturity, credibility, balance, and tenacity. Moreover, Fisher et al. (2005) argued that those leaders who receive quality attention often initiate change in themselves and in others.

## III. RESEARCH FRAMEWORK

In order to specify the research hypotheses targeted, a research structural model was developed in this study. The research structural model is intended to test 13 hypotheses related to direct effects betweenLeadership style (transformational and transactional). The study also examined the mediation effects of contingent reward on the relationships of the other constructs.

**Figure 3-1 illustrates the hypothesized direct and mediation effects in the research structural model.**
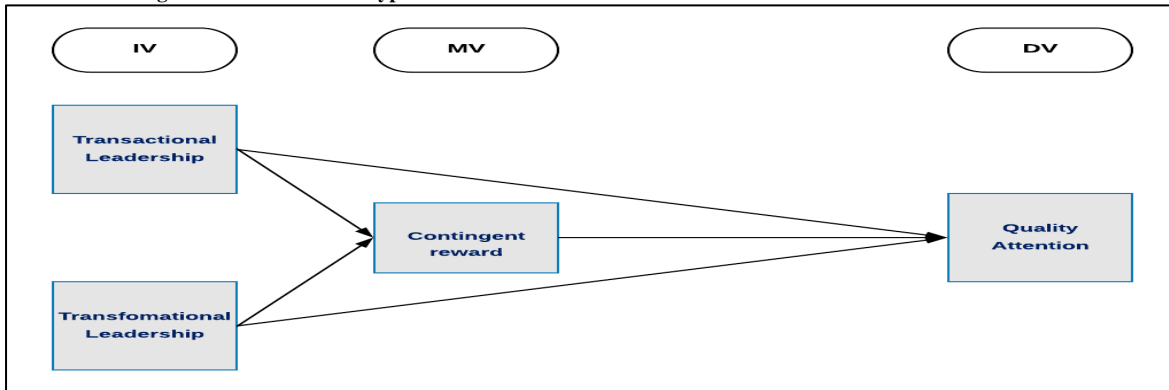
## IV. RESEARCH METHOD

A quantitative research is attempted to identify how contingent rewardprogram is employed for the transformational, transactional leadership styles in order to increase the level of quality attention.The research used questionnaire as the quantitative tool. The field work was done by distributing questionnaire to 244 leaders and supervisors within the Saudi construction sector.

### A. The Overall Measurement Model

Confirmatory factor analysis was used to assess the overall measurement model for Transformational leadership style, Transformational Leadership Style (LDTRF), Transactional Leadership Style (LDTRN), contingent reward (CONT)and Quality Attention (QATT). The overall measurement model included all latent constructs with their respective measured indicators specified in the previous individual CFA models.

As highlighted earlier, SEM is a data analytic technique commonly used to examine patterns of relationships among constructs (Cooper and Schindler, 2003). The latent constructs in the individual CFA models were all measured by several multi-item scales. The inclusion of all items and relative errors in the measurement and structural models leads to a complex and non-stable model because too many parameters need to be estimated. Thus, to overcome this problem, this research utilised parcels as indicators of latent constructs in the individual CFA models. Parcels are aggregations (sums or averages) of several individual items. Using parcels as indicators of latent constructs commonly have better reliability as compared with the single items (Coffman and MacCallum, 2005). As the result of using item parcelling procedure, the latent first-order constructs of Transformational Leadership Style (LDTRF), Transactional Leadership Style (LDTRN), contingent reward (CONT), model was converted into observed variables so that they could easily construct the overall measurement and structural model and reduce the model complexity.

**The overall CFA model was portrayed in Figure 4.6.**
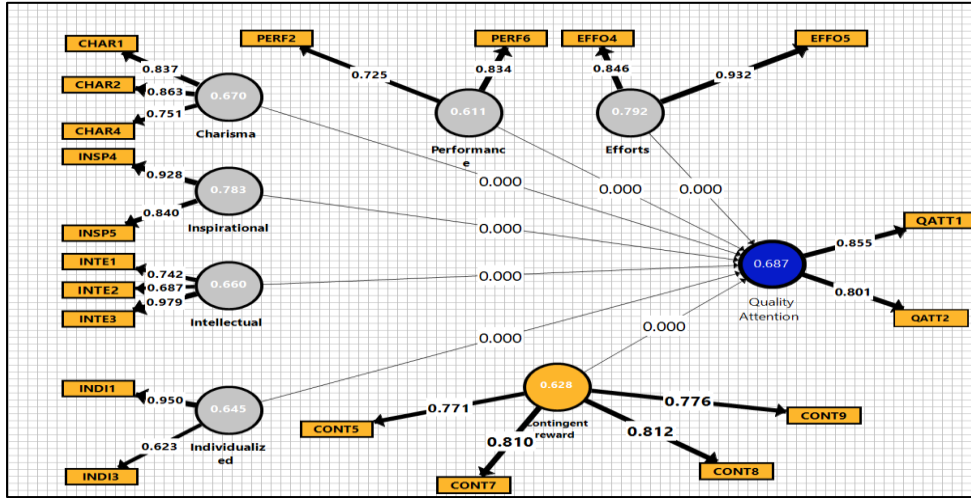


*Remember cut-offs: * Factor Loadings (>0.7) * CR (>0.7) *AVE (>0.5).*

*The Items values which not meet the required values were removed.*

| SSO | SSE | Q²(=1-SSE/SSO) | | Saturated Model | Estimated Model | R Square | R Square Adjusted | Items removed |
|---|---|---|---|---|---|---|---|---|
| 1,560.00 | 9030800 | 0.360 | SRMR | 0.094 | 0.094 | 0.332 | 0.304 | PERF1,3,4, 5 |
| | | | d_ULS | 34.624 | 34.624 | | | CONT1,2,3,4,6,10 |
| Chi-Square | 1630.718 | | | | | | 0.363 | |
| | | | NFI | 0.398 | 0.398 | GOF | | EFFO1,2,3,6, |
| | | | | | | | 0.192 | QATT1,2,3,4 |
| | | | rms | | | | | |

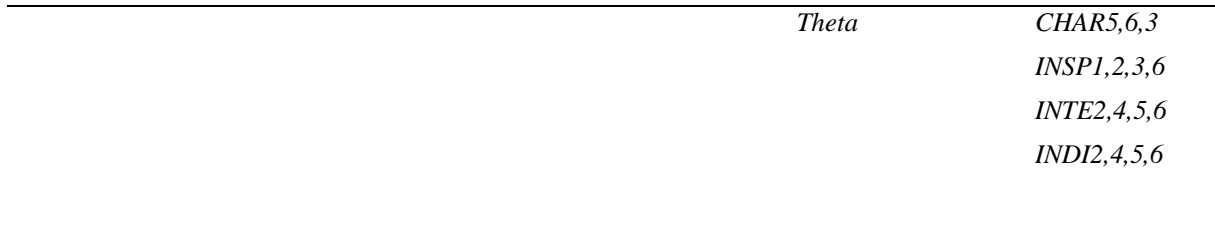|  | *Theta* | *CHAR5,6,3* |
|---|---|---|
|  |  | *INSP1,2,3,6* |
|  |  | *INTE2,4,5,6* |
|  |  | *INDI2,4,5,6* |

**Fig. 6 Overall CFA Model**

### A. GOF

According to the above figure , and global valid PLS model which have been given by Wetzels, Odekerken-Schröder, and Van Oppen (2009), the GOF for Overall CFA model is (0.328), which means the contingent reward values components, it can be concluded that the GOF model is medium and it's enough to considered sufficient global PLS model validity. Reliability and Convergent Validity.

Table 4.11 represents the result of Cronbach's alpha and convergent validity for the overall CFA model.

**Table 4- 11. Results of Cronbach's alpha and Convergent Validity for Overall CFA Model**

| Construct | | Item | Factor Loading | Average Variance Extracted (AVE)[a] | Composite Reliability (CR)[b] | Internal Reliability Cronbach's alpha |
|---|---|---|---|---|---|---|
| **Leadership Style Transformational (LDSTF)** | Charisma (CHAR) | CHAR1 | 0.837 | 0.670 | 0.858 | 0.815 |
|  |  | CHAR2 | 0.863 |  |  |  |
|  |  | CHAR4 | 0.751 |  |  |  |
|  | Inspirational (INSP) | INSP4 | 0.928 | 0.783 | 0.878 | 0.720 |
|  |  | INSP5 | 0.840 |  |  |  |
|  | Intellectual (INTE) | INTE1 | 0.742 | 0.660 | 0.777 | 0.721 |
|  |  | INTE2 | 0.687 |  |  |  |
|  |  | INTE3 | 0.979 |  |  |  |
|  | Individualized (INDI) | INDI1 | 0.950 | 0.645 | 0.791 | 0.798 |
|  |  | INDI3 | 0.623 |  |  |  |
| **Leadership Style Transactional (LDSTN)** | Expected Efforts (EFFO) | EFFO4 | 0.846 | 0.792 | 0.884 |  |
|  |  | EFFO5 | 0.932 |  |  | 0.777 |
|  | Expected Performance (PERF) | PERF2 | 0.834 | 0.611 | 0.876 |  |
|  |  | PERF6 | 0.725 |  |  | 0.750 |
| **contingent reward (CON)** | Contingent Reward (CONT) | CONT5 | 0.812 | 0.628 | 0.871 | 0.704 |
|  |  | CONT7 | 0.776 |  |  |  |
|  |  | CONT8 | 0.771 |  |  |  |
|  |  | CONT9 | 0.810 |  |  |  |
| **Quality Attention (QATT)** | Quality Attention (QATT) | QATT1 | 0.855 | 0.687 | 0.814 | 0.803 |
|  |  | QATT2 | 0.801 |  |  |  |

[a]: *AVE = (summation of the square of the factor loadings)/ {(summation of the square of the factor loadings) + (summation of the error variances)}.*
[b]: *Composite reliability = (square of the summation of the factor loadings)/ {(square of the summation of the factor loadings) + (square of the summation of the error variances)}.*

### B. Reliability and Convergent Validity

As shown in Table 4.11, all indicators have high factor loadings ranging from 0.979 to 0.623 indicating that the meaning of the factors has been preserved by these indicators.

The AVE values were above the cut-off 0.5 as suggested by Nunnally and Bernstein (1994), ranged from 0.598 to 0.796.

The composite reliability values exceeded the recommended value of 0.6 as recommended by Bagozzi and Yi (1988), ranged from 0.740to 0.882.

The Cronbach's alpha values were above the cut-off 0.7 as suggested by Nunnally and Bernstein (1994), ranged from 0.704 to 0.815

### C. Discriminant Validity

Table 4.12: represents the discriminant validity of the overall CFA model (Fornell-Larcker Criterion.

**Table 4-12. Discriminant Validity**

|  | Charisma | Contingent reward | Efforts | Individualized | Inspirational | Intellectual | Performance | Quality Attention |
|---|---|---|---|---|---|---|---|---|
| **Charisma** | **0.818** | | | | | | | |
| **Contingent** | 0.219 | **0.793** | | | | | | |
| **Efforts** | 0.528 | 0.330 | **0.892** | | | | | |
| **Individualized** | 0.342 | 0.350 | 0.520 | **0.812** | | | | |
| **Inspirational** | 0.465 | 0.355 | 0.431 | 0.321 | **0.888** | | | |
| **Intellectual** | 0.160 | 0.158 | 0.102 | 0.126 | 0.037 | **0.839** | | |
| **Performance** | 0.395 | 0.485 | 0.334 | 0.309 | 0.204 | 0.015 | **0.773** | |
| **Quality Attention** | 0.527 | 0.659 | 0.521 | 0.434 | 0.440 | 0.151 | 0.452 | **0.805** |

*Diagonals the square root of the AVE of the Latent variable and indicates the heist of any column and row.*

**Table 4-13. Discriminant Validity (HTMT)**

|  | Charisma | Efforts | Individualized | Inspirational | Intellectual | Performance | Quality Attention |
|---|---|---|---|---|---|---|---|
| **Charisma** | | | | | | | |
| **Contingent** | **0.15** | | | | | | |
| **Efforts** | 0.439 | | | | | | |
| **Individualized** | 0.538 | **0.465** | | | | | |
| **Inspirational** | 0.658 | 0.695 | **0.583** | | | | |
| **Intellectual** | 0.572 | 0.617 | 0.568 | **0.484** | | | |
| **Performance** | 0.343 | 0.866 | 0.214 | 0.859 | **0.402** | | |
| **Quality** | 0.137 | 0.102 | 0.297 | 0.269 | 0.306 | **0.382** | |

| Attention | | | | | | | |
|---|---|---|---|---|---|---|---|
| **contingent reward** | 0.255 | 0.18 | 0.204 | 0.26 | 0.169 | 0.133 | **0.103** |

The inter-correlations between the nine latent constructs Overall CFA model, as shown in Table 4.13, the correlations were less than the square root of the AVE by the indicators, demonstrating good discriminant validity between these factors (Kline 2005).

Upon examining goodness to fit of data, convergent validity and discriminant validity of the CFA model, it can be concluded that the overall measurement scale to assess the constructs and their relative items was reliable and valid.

### D. 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.

### E. 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.

### F. Limitations of the research

One of the limitations previously mentioned in Chapter 1 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.

### G. 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.

## V. RECOMMENDATIONS

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

## VI. 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.

## VII. 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.

## IX. 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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