

Leadership in the organization: A Conceptual Review

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Abstract

Leadership is a must in this global competitive work. Hence, the organization needs a leader who can understand and handle the complexity of the world. Therefore, as a leader should always improve the quality of knowledge related to leadership and implement it in the field where they contribute for, in this research as been chosen by manufacturing sector in Yemen. According to (World Bank, n.d.), that manufacturing is one of the important sector in economic growth in Yemen. Due to the civil war has effected on the economy of the country, hence the economy most needs manufacturing guidance and leadership (Schmitz). In this paper, will present the summarize and analysis the literature of leadership style, and focuses on the manufacturing in Yemen, since there is very limited literature relating to this topic.

Keywords: Leadership; Ttransactional leadership; Ttransformational leadership; Manufacture; Yemen

1. Introduction

The manufacturing sector in Yemen faces a lot of issues and problems that hinder its development (Aamer, 2015), and there are no other researches that talked about this issue in Yemen. As we know, leadership is a must in organization, and should play key role on the business sectors. The leader has to know the clear vision of the organization, and also know how to achieve goal. According to (Amanchukwu, Stanley, & Nwach) to be a good leader, a leader must have an experience, high commitment to the organization, knowledge and high-patience in carrying out its duties (Ameen, Almulla, Maram, Al-Shibami, & Ghosh, 2018). The good leader can impact to the performance of subordinates and satisfaction of the customers. To become a good leader, by increase the leadership development, through many factors, which are the knowledge, independence, training and experiences in many fields (Bass M. , 1990);. According to (Jenkins, 2013), that the basis of a good leadership is the strong character and selfless devotion to an organization. There are two styles of leadership has the most significant effect on performance are transactional and transformational. The relationship of the transactional leadership is based on the personality of the leader, trait and the ability to change by providing examples and challenges. According to (M., 1978) that transforming leadership is the process which is leaders and subordinates to help each other in order to turn up the levels of motivation and morale (Haddad, Ameen, & Mukred, 2018). The existence of leadership transformation will lead to fundamental changes in individuals and organizations.

Leadership and manufacturing can be likened as two sides of coin, which is complement each other. Long term success in manufacturing, depends on the leadership who has vision, intellectual, passion and integrity. The aim of this research is to discuss and identification the leadership style that exist, whether it is transactional or transformational, and focus on Yemeni manufacturing (Ameen & Ahmad, 2013). This research that may help develop manufacturing sector for the prosperity and well-being of Yemen.

Several studies have been done in the context of Yemeni organizations such as (Isaac, Abdullah, Ramayah, & Mutahar, 2017; Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2017; Isaac, Abdullah, Ramayah, & Mutahar Ahmed, 2017). This study to the best of our knowledge one of the first studies to highlights on the leadership style in the Yemeni context.

2. Literature Review

2.1 Definition of Leadership

Over the last two decades, the theory of leadership styles has been growth (Bass & Avolio, 1994). Leadership is one of the most significant branches of management (Wehrich, Cannice, M.V., & Koontz, H, 2008 ; Ameen, Almari, & Isaac, 2018). That leadership is an exceptional ability of individual characteristics (Forbes, n.d.); (Ameen & Ahmad, 2012). The concept of leadership is a human theory that is constantly researched, and it continuously develops a characteristic of leadership (Horner).

According to (Bass M. , 1990) established a breakthrough in this field when noted that leadership was not only a process of influence of the leader upon others but an interaction process that could be influenced by anyone involved. For Bass “leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of member. Leadership occurs when one group member modifies the motivation or competencies of others in the group. Any member of the group can exhibit some amount of leadership”. According to Adair, “Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and to improve their performance and to direct them towards goals. Leaders are a key source of influence on organizational variables as well as productivity (Badran and Khalifa, 2016; Mohamed et al., 2018; Al-Shamsi, Ameen, Isaac, Al-Shibami, & Sayed Khalifa, 2018) (Schein, 1992), "Leadership consists of method, not magic" (Schmoker, 2001). Good leaders can be achieved with the desire and hard work, a good leader does not born by itself without any effort to form it (Jago, 1982).

2.2 Transactional Leadership

The relationship between leader and subordinate is a gratification exchange design and have a purpose to give maximum benefit to each individual in the organization (Al-Obthani & Ameen, 2018). The focus of transactional is on the lead between leader and employees. This reciprocal process gives effect to the achievement of organizational goals, moreover the reciprocity process also capable of performing functions to provide conducive conditions and provide encouragement to subordinates as well as provide a good example in terms of achieving the vision of organization, this process also provides a safe nature from any undesirable risk, and only focus on organizational progress. The roots of this leadership style are- reward, penalty, economic exchange, emotional and corporeal exchanges and other such "transactions" (Umme Salma Sultana). Transactional leadership emphasizes the clarification of goals, work standards, assignments, and equipment (Tracey.). The transactional leader resists change and concentrates on attempting to maintain the status quo (Bass, Waldman, & Avolio, 1987).

As a transactional leadership factor, contingent reward entitles a task-oriented leadership behavior that provides followers with rewards (materialistic or psychological) depending on the fulfillment of certain tasks (Antonakis, Avolio, & Sivasubramaniam, 2003). According to (M., 1978), the transactional leader tends to focus on task completion and employee compliance and these leaders rely quite heavily on organizational rewards and punishments to influence employee performance.

Transactional leadership in organizations plays an exchange role between managers and subordinates (I., 2001). Transactional leadership style is understood to be the exchange of rewards and targets between employees and management (Howell J. M. and Avolio B. J., 1993) (Bass & Avolio, 1993) explained Transactional leaders motivate subordinates through the use of contingent rewards, corrective actions and rule enforcement. Transactional leaders also are capable of give punishment for poor effort or unsatisfied outcomes (Hargis, 2001). According to (B, 2003), the transactional leader will first validate the relationship between performance and reward and then exchange it for an appropriate response that encourages subordinates to improve performance. There are predefined concurrences with the subordinates in the transactional initiative as the transformational leadership has been examined on aggregate basic leadership.

Transactional leadership about relationship between leader and subordinate is a gratification exchange design and have purpose to give maximum benefit to each individual in the organization. The application of this style is usually for simple transactions on the market, where each of the leaders and subordinates moves from each transaction to achieve satisfaction. The marketplace demands reciprocity, flexibility, adaptability, and real-time cost-benefit analysis. At this time, many of the researchers are keen to explore the transactional leadership model (Bass & Riggio, 2006 ;Yazeed, Ali, & Al- Shibami, 2018). There are many criticisms of the leadership model, because it causes the short-term relationship between leaders and subordinates. Meanwhile, Burns argued that transactional leadership cannot increase the idea of subordinates (Nusari et al., 2018; Qoura, and Khalifa, 2016) (MACÏT, n.d.) .

2.2.1 Advantages and Disadvantages of Transactional Leadership

There are many advantages and disadvantages of transactional leadership (smallbusiness, n.d.):

Advantages: - Reward provides motivation for the subordinates.
- There is a clear structure within the organization.
- There is clarity of statement between reward and penalty among leaders and subordinates.
- Easy to implement,

Disadvantages: - Limited creativity by subordinates
- No self-development

2.3 Transformational leadership styles

The most famous of Transformational factor is inspirational motivation (Antonakis, 2004). The point of transformational leadership is advancement and spurring individuals where a transformational leadership or its employees how to exceed expectations among contenders, also more worried about taking upper hand through putting resources into human capital, upgrading their aptitudes and capacities via sound training and formative projects (Iqbal, Anwar , & Haider).

According to Bass and Avolio (I., 2001), transformational leadership happens when leader become wider and uphold the interests of the employees, once they generate awareness and acceptance for the purpose and assignment of the group, so when they blend employees to appear beyond their own self-interest for the good of the group. According to (Durga Devi Pradeep, 2011) in their study, the transformational leadership has significant relationship with performance outcomes. Also, the implication of their finding is that the managers who are perceived to demonstrate strong leadership behaviors, whether transactional or transformational will be seen as engaging in increasing the employees' performance. Previous studies have found that significant positive relationships exist between transformational leadership and subordinate satisfaction and leader performance measures (Yuki, 1989; Ameen & Ahmad, 2014). According to (Tracey.), in their research has shown that transformational leadership give an effect on perceptions of leader satisfaction and effectiveness outcomes. In transformational, the leader gives a great influence by involving himself directly in handling the product, so as to provide inspiration and motivation, as well as enhance each individual's intellectual property.

According to (Jandaghi & A.Farjani, 2008) in their research was discovered that transformational leadership in a successful company higher than unsuccessful companies. Means the characteristic of transformational leadership was implemented very well in successful companies. Also, according to (Edwards & Hill) in their journal research, it was found that transformational leadership has the same effectiveness for all levels of hierarchy in the manufacturing in UK context.

2.3.1 Advantages and Disadvantages of Transformational Leadership

Transformational leadership has a style that encourages subordinates, provides inspiration and motivation for subordinates to innovate and creates positive change (A. H. Aldholay, Isaac, Abdullah, & Ramayah, 2018). There are many advantages and disadvantages of transformational leadership:

- Advantages:
- Have high motivation
 - Have ability to make improvement and changing the organization
 - Encourage subordinates to solve the problem
 - Excellent at conveying new ideas
 - Have integrity and emotional intelligence (empathy with others)

- Disadvantages:
- No limit of communication to subordinates
 - Too focused on big ideas, thus the leader ignores the problems that lead to him

2.4 Characteristic Comparison between Transactional Leadership and Transformational Leadership

According to (Odumeru & Ifeanyi, 2013), that James Macgregor Burns differentiate between transactional and transformational leaders by describing that transactional leaders are leaders who get the loyalty and work from subordinates with exchanging the reward.

Table 1: Comparison between transactional and transformational leaders' characteristics:

Transactional Leader	Transformational Leader
Transactional leadership is a reciprocal relationship which includes productivity, loyalty and effort.	Transformational leaders have high motivations, able to give satisfaction to their subordinates, also provide the compound to them
Transactional leaders are always looking for ways to maintain the status quo in the organization	The transformational leaders leave no room, for the status quo
Leaders with transactional style have a very high confidence and have a demanding attitude to their organization	Leaders able to plan, execute and develop strategies to achieve the desired vision and have strong analytical skills, and encourage their subordinates to get involved in the organization also give them confidence
Short term relationship between leader and subordinates	Suitable for long term relationship between leader and subordinates

3. Dimensions of Leadership Styles



Figure 1: Dimensions of Leadership

According to figure 1, it shown that transactional leadership contains two dimensions and transformational leadership is contains four dimensions. The following is an explanation of each dimensions according to B.M Bass, J. Howell and B. Avolio:

A. Dimensions of transactional leadership:

- Contingent rewards:

Performance based on rewards, where a leader offers the rewards to subordinates, and exchange it with the goals that he establish. Subordinate will get what has been agreed if the goal of the leader is achieved, otherwise there will be punishment if the lead goal is not achieved which is called the contingent punishment (Odumeru & Ifeanyi, 2013), in other word punishment for poor performance

- Management by exception (active and passive):

Corrective action by leaders when subordinates makes a mistake. In active management means leaders will anticipate problems, progress monitoring of work, and corrective on the work. In passive management means leaders will fix the problem only if the problem exists.

B- Dimensions of transformational leadership:

- Influence Idealism:

Leader behavior that is a role model for subordinates. Therefore, the leader becomes a figure that is admired and imitated by the subordinates. Also, this relationship then consists of trust and confidence.

- Intellectual Stimulation:

How leaders reply to existing troubles, and how they deal with subordinates' minds, furthermore the subordinates are given space for expression in thought. The purpose of the freedom that they give is so that they can face problems and be able to develop their thinking toward the future. In other words, this system is not a standard, but this is a process to achieve organizational goals, so if found things that hinder the goal, then the leader can overcome or change the existing methods.

- Individual Consideration:

This style prioritizes teamwork, and means every individual who contributes to the organization. Furthermore, they understand the needs of the subordinates personally and professionally. This dimension contains the consideration of individual needs and the development of followers' individual strengths (Ameen & Kamsuriah, 2017). Also, focuses towards the leader's procedure on how the leaders monitors subordinates in achieving their targeted level of potential. Hence leader plays an important role as an advisor and propose the subordinate to accept the challenge for development growth (Bass, Waldman, & Avolio, 1987), (Bass B. , 1999). (Yukl, 2006) explained that the leaders developed individual behaviors through support and encouragement as well as provide training for his followers.

- Inspirational Motivation:

Leaders expose of behaviour to motivate and inspire employees by providing a shared challenging task to their subordinates (McCleskey, 2014)

4. Implications

The findings of this study have implications for the advancing theory and literature in context of manufacturing in Yemen (A. Aldholay, Isaac, Abdullah, Abdulsalam, & Al-Shibami, 2018). This finding also can give benefit for all industrial sectors (Mutahar, Daud, Ramayah, Isaac, & Alrajawy, 2017) in Yemen, especially in manufacturing sector. According to the comparison data, it is shown that transformational

leadership is suitable for the manufacturing sector. Transformational leadership is able to build long-term relationships between leaders and subordinates (Yukl, 2006). Where the leaders encourage and motivate the subordinates to boost their innovation skills. In modern technology, forcing leaders to think step ahead following the development of technology (A. H. Aldholay, Abdullah, Ramayah, Isaac, & Mutahar, 2018). Meanwhile, conventional leadership will not lead subordinates to get innovation (Linda A. Hill)

5. Conclusion

Organizations should increase spending on research and development in order to increase the organizational effectiveness (Osama Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2018; Osama Isaac, Abdullah, Ramayah, & Mutahar, 2018). In summary it has been shown by research that transformational leaders are more innovative and plant creativity in their staff or subordinates, where they are usually strongly correlated with high employee satisfaction rates, productivity, and decreased attrition rates where in essence a leader develops a vision that is followed by employees to accomplish the set goals (Dumdum, 2014)(Dvir, 2004). The success of an organization in an era of sophisticated technology that is constantly moving dynamically, it is appropriate if the leader of the organization relies on transformational leadership style (A. H. Aldholay, Isaac, Abdullah, Alrajawy, & Nusari, 2018; Abdulrab et al., 2017; Al-Tahitah et al., 2018).

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