

The Role of Transformational Leadership in Organizational Development: A Case Study of the Transocean Company in AlKhubar –Kingdom of Saudi Arabia

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Abstract

This study aims to investigate the role of transformational leadership in the development of the Transocean Company in AlKhubar, Kingdom of Saudi Arabia. The study explains some qualities of transformational leadership that affect organizational development. The study uses Bass Multifactor Leadership Questionnaire (MLQ) to measure the transformational leadership on a sample of (31). The results reveal that the dimensions of transformational leaders affect the development of the Transocean Company significantly.

Keywords: Transformational Leadership, Transactional Leaders, Leadership.

1. Introduction

Leadership has become the key issue in various organizations and societies. The emerging business environments locally and globally have forced organizations to be flexible, adaptive, entrepreneurial, and innovative in order to effectively meet the changing demands of the present-day business environment (Orchard, 1998; Parker & Bradley, 2000; Sarros, Cooper, & Santora, 2008; Valle, 1999). Adapting to these environments is not possible without a transformational leader who can solve problems and influence others to achieve higher goals. Studies have investigated the importance of transformational leadership and its distinct role in managing organizations and sustaining the process of change and development. Leaders provide vision to achieve goals, and followers feel that they have a vision of a better tomorrow. Although much has been written about transformational leadership, there is still a lack of specific research in the Arab world, especially in the Kingdom of Saudi Arabia. Therefore, this article is an attempt to understand the role of transformational leadership in developing being Transocean Company in Alkhubar, KSA and its significance for other Saudi organizations. In reviewing relevant literature, this study revealed several important links between transformational leadership and organizational achievements. Transformational leadership has been linked to a number of outcomes, such as employee commitment to the organization and both job satisfaction and satisfaction with a leader (Koh, Steers, & Terborg, 1995; Lowe & Kroeck, 1996). Bryman (1992) revealed that transformational leadership is positively related to a number of important organizational outcomes including apparent extra effort, organizational citizenship behaviors, and job satisfaction. According to Trice and Beyer (1993) and Schein (1985), leadership can change the culture of the organization by generating new established groups of beliefs, shared values, practices, and norms within organizations. Trust in the workplace is another outcome that is developed through the organization's leaders (Creed & Miles, 1996; Shaw, 1997). The study of (Judkrue, 2012) was conducted to identify the impact of transformational leadership on the success of multinational companies in Bangkok. The findings of this study revealed that the four dimensions of a transformational leader lead to organizational success in terms of organizational vision, setting objectives, working as a team, empowerment, communication, creativity and motivation.

The study of (Fanghui,2011) focused on the effects of transformational and traditional leadership on the performance of a private organizations. The study concluded that transformational leadership affects organizational variables. The study also proved that transformational leadership has effects on Chinese private sector organizations. The study of (Azmi ,2006) was conducted at the Ministry of the Interior, KSA, to identify the relationship between transformational leadership and administrative creativity. The study concluded that some of the civilian leaders working at the ministry have considerably traits and features of transformational leadership but not all of them. The study recommended the need to seek a means to equip the rest of the civilian leaders working at the ministry with traits and features of transformational leadership and train them on overcoming mistakes when discovered, in addition to being acquainted with the overall organizational objectives. Thus, the objective of this literature review is to promote a shared understanding of the nature of organizational transformations and shed light on the role of leadership in these transformations. This understanding has implications for which type of leaders we need for leading transformations in the organizations. Moreover, study discovered that there were very limited studies on transformational leadership related to Saudi organizations, which encouraged the researcher to undertake this study.

2. Theoretical Background

Initially, leadership was seen as an exchange relationship. Soon after a new model of leadership occurred and captured widespread attention of researchers. James Mac Gregor Burns (1978) conceptualized leadership as either transactional or transformational. Transformational leaders are those people who motivate and inspire followers to achieve extraordinary outcomes and in the process of work develop their own leadership capacity. Transformational leaders help followers to develop leadership potentials by positively responding to followers' needs, by empowering them and by setting the objectives and goals of the individual followers, and the larger organization, while transactional leaders are those people who believe in reward and punishment which in turn depend on the performance of the followers. The transactional leader views the relationship between managers and subordinates as an exchange process. When subordinates perform well, they receive some type of reward. When they perform inadequately, they are punished or at least not rewarded (Homans, 1950).

As part of their vital role transformational leaders motivate others to do more than they originally intended and planned. They set more challenging expectations and encourage subordinates to achieve higher performances. Transformational leaders again try to have highly committed and satisfied followers. Furthermore, transformational leaders empower followers and pay special attention to their individual needs and personal development, helping followers to develop their own leadership skills. Transformational leadership goes beyond exchange relations and is comprised of four dimensions (Bass, 1998): idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. First, leadership is idealized when followers seek to imitate their leaders and the way through which the leader influences his followers is by evoking emotions. Second, leadership inspires followers with challenges and persuasion that provide meaning and understanding. Third, leadership is intellectually stimulating, expanding the followers' use of their abilities. Intellectual stimulation is a process in which the major roles of the leader are to increase followers' awareness about surrounding problems and influence them to view the problems from a new perspective. Fourth, leadership is individually considerate, providing the followers with support, encouraging, sharing experiences, mentoring and coaching (Avolio and Bass, 2002).

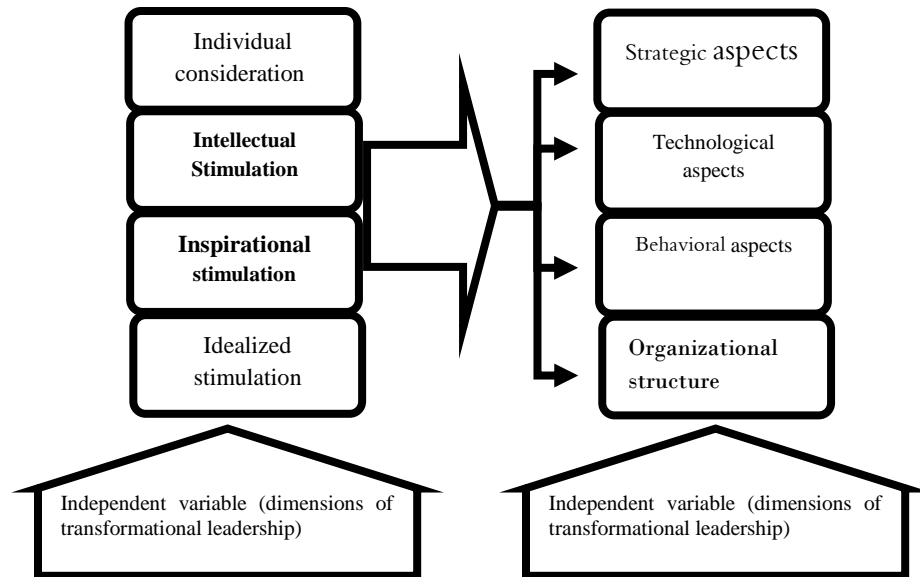
3. Transformation and Organization

Since leaders have unique traits, they influence the organization and society overall. In organizations, transformational leaders are seen as important elements to increase the efficacy and performance of such organizations. These organizations have to make some changes in order to adapt themselves with the environment. These changes could occur in areas, such as human resources, aims, strategies, structures, vision and mission and so on. Sometimes, the need to fundamental changes is essential in the organizations, in order to achieve higher performance. Empirical evidence has demonstrated that transformational leadership can produce positive results, such as leadership effectiveness, development of organizational citizenship behavior, follower commitment to the leader and the organization, as well as follower satisfaction on the job (Bass and Avolio, 1994; Gilesie and Mann, 2004; Rowold and Heinitz, 2007). The final outcome of transformational leaders is organizational performance improvement. A transformational leader provides a ground for long-term organizational changes which facilitate the access of organizational system to higher objectives.

In this study, the researcher tries to explain the situation of transformational leadership in successful and less successful Saudi organizations. The major model of change in this research is Bernard Boss's transformational leadership model.

The figure 1 represents the theoretical model of this study which the authors intends to develop and apply to Saudi business organizations.

Figure (1): Theoretical Model.



4. Background to Transocean Company

The Transocean Company is an international company that has several branches in different countries worldwide. It was founded in 1957 in Switzerland. Its executive head office is located in Houston, Texas, USA. In addition, the company has other offices and sites in the United Kingdom and the North Sea. The Saudi branch of the company is located in the city of AlKhobar in the coast of the Arab Gulf. In the past, the company was known as International Santa Fe Company LTD. The company is the main supplier for oil and gas-related marine services contracts. The company, is also involved in oil and gas exploration and production in deep seas as well as supplying digging machinery for various oil companies. The company adopted a vision, mission, values and modern technology that helped it to attain remarkable development. For instance, the value of its contracts during the two years 2005-2007 raised from \$10.9 billion to \$21 billion encouraging the company manager Mr. G.Micheal Albert to admit: "If it was not for the effort of 12,500 employees, who work tirelessly to improve the company's performance level, we could have not achieved such exceptional results". Judging by this information, we conclude that Transocean Company has a clear vision and approaches for solving problems relating to its activities. Moreover, the art of technology used in its operations keeps the reputation for the company and excellence for the services it provides. This is part of the technological changes considered important for any organizational development to occur. The company, also, has a strong commitment to values in discharging its various transactions. In that, Transocean Company embraces a set of values including financial discipline, respect, impartiality, integrity and technological pioneering (<http://www.deepwater.com>).

Building on the foregoing information, it could be said that Transocean Company has been chosen as a case study in view of its merits, values, vision and mission, in addition, to its leadership to which dimensions of transformational leadership apply.

5. Methodology

This study used the descriptive and analytical methodology which describes and analyzes the study variables that are linked to the dimensions of transformational leadership and their relationship to the development of Transocean Company. A questionnaire was used as a tool for data collection.

It included three parts: The first part concerned questions pertaining to personal information, while the second part was devoted to measuring the dimensions of a transformational leader. The third part was devoted to measuring the elements of change and development in the company. The role of Transformational leadership and the company's development were measured using the Likert Scale 5 points. A sample of 31 leaders was covered. The total number of leaders was 40. The questionnaire was self administered under the supervision of a research assistant.

6. Results

The findings of the study include views which have been summarized in terms of numbers and percentages. The statements (I strongly disagree/I disagree) and (I strongly disagree/I disagree) were put together for the purpose of simplifying the presentation.

Table (1) shows that all respondents are males, most of whom fall within a specific age group. The age group starts from 25 to below 35 (32%, followed by the age groups of 35 to below 45 and from 45 to below 55(23%). As for the academic qualifications, 42% of the respondent are BA/BSc holders, followed by diploma, secondary school certificate and M.A/MSc. holders at the percentages of 26%, 13%, and 10% respectively. No PhD holders are reported among the sample of study. As for the years of experience, 39% of the respondents have 20 years and above, while 23% have less than 5 years of experience and 19% of the respondents have work experience within the range of 5-10 years.

Table (1): Personal information of administrative leaders in the Transocean Company.

Variable	Level of Change	No.	Percentage
Sex	Male	31	100%
	Female	0	0%
	Total	31	100%
Age	Below 25 years	1	3%
	From 25 to below 35	10	32%
	From 35 to below45	7	23%
	From 45 to below 50	7	23%
	55+	3	10%
	Age not mentioned	3	10%
	Total	31	100%
Academic Qualification	Secondary school	4	13%
	Diploma	8	26%
	BA/BSc	13	42%
	MA/Msc	3	10%
	PhD	0	0%
	Qualification not mentioned	3	10%
	Total	31	100%
Years of experience	Below 5	7	23%
	From 5 to less than 10	6	19%
	From 10 to less than 15	2	6%
	From 15 to less than 20	3	10%
	20 +	12	39%
	Years of experience not mentioned	1	3%
	Total	31	100%

Table (2) shows the views of participants towards the idealized influence dimension in terms of (agreement – disagreement or neutrality). The results show that the most agreeable statement relates to the phrase " I encourage employees to stick to good values & manners ". 97% of respondents agree, followed by the statement " I realize the company's need to development " made by 94% .

The statement " I regard myself as a good example for employees" received the least percentage of agreement (61%) , followed by respondents who opted for the neutrality option (39%).

Table (2): Participants views on the element of idealized influence dimension.

Element (Statement)	I strongly agree/I agree		Neutral		I strongly disagree/I disagree		Total
	Number	%	Number	%	Number	%	
I realize the company's need to development.	29	94%	1	3%	1	3%	31
I instill in employees values of self-esteem.	26	84%	5	16%	0	0%	31
I regard myself as a good example for employees.	19	61%	12	39%	0	0%	31
I encourage employees to express their ideas and views.	27	87%	4	13%	0	0%	31
I encourage employees to stick to good values and manners.	30	97%	1	3%	0	0%	31
I sacrifice my personal interest for public. good.	22	71%	5	16%	4	13%	31

Table (3) shows participant views with respect to the inspirational stimulation dimension in terms of (agreement – disagreement or neutrality). The results show that the most agreeable statement is " I encourage employees to perform efficiently " scoring 97%, followed by " I direct employees to work as a team " which scored 94% , while the statements " I instill in employees a sense of belonging to the organization " and " I participate with employees in drawing up company vision and mission " followed, scoring 90% ,84% , 81% respectively.

Table (3): Participants views with respect to the Inspirational Stimulation Dimension.

Element	I strongly agree/I agree		Neutral		I strongly disagree/I disagree		Total
	Number	%	Number	%	Number	%	
I direct employees to work as a team.	29	94%	2	6%	0	0%	31
I instill in employees sense of facing up to challenges.	26	84%	4	13%	1	3%	31
I instill in employees sense of belonging to organization.	28	90%	3	10%	0	0%	31
I encourage employees to perform efficiently .	30	97%	1	3%	0	0%	31
I participate with employees in drawing up company vision and mission.	25	81%	6	19%	0	0	31

Table (4) shows participant views with respect to intellectual stimulation dimension in terms of (agreement – disagreement or neutrality). The results show that the most agreeable statement is " *I encourage employees to use innovative methods for problem –solving* " scoring 94% , while the statements " *I accept innovative ideas that develop the company* ", " *I view mistake as useful practical experience* " and " *I avoid criticizing employees in public when they fail* " rank second, all scoring 87%.

Table (4): Participants views with respect to Intellectual Stimulation Dimension.

Element	I strongly agree/I agree		Neutral		I strongly disagree/I disagree		Total
	Number	%	Number	%	Number	%	
I accept innovative ideas that develop the company.	27	87%	4	13%	0	0%	31
I view mistake as useful practical experience.	27	87%	2	6%	2	6%	31
I avoid criticizing employees in public when they fail.	27	87%	3	10%	1	3%	31
I encourage employees to use innovated methods for problem –solving.	29	94%	2	6%	0	0%	31

Table (5) shows participants views with respect to the individual considerations dimension in terms of (agreement – disagreement or neutrality). The results show that the statements " *I care for satisfying employees personal needs in order to promote their performance* " and " *I respect employees` views and convictions* " both scored the highest percentage of acceptance (90%), while the statements " *I deal with every individual in a manner that suits him/her* " and " *I communicate well with employees* " scored 84% . The least agreeable statement according to the respondents was the one that states " *I delegate some of my powers to employees in order to develop their capacity* ", scoring 74%.

Table (5): Participant views with respect to the Individual Considerations Dimension.

Element	I strongly agree/I agree		Neutral		I strongly disagree/I disagree		Total
	Number	%	Number	%	Number	%	
I care for satisfying employees personal needs in order to promote their performance.	28	90%	3	10%	0	0%	31
I deal with every individual in a manner that suits him/her.	26	84%	2	6%	3	10%	31
I take part in solving the problem of every individual employee.	25	81%	5	16%	1	3%	31
I communicate well with employees.	26	84%	5	16%	0	0%	31
I delegate some of my powers to employees in order to develop their capabilities.	23	74%	4	13%	4	13%	31
I respect employees views and convictions.	28	90%	3	10%	0	0%	31

Table (6) shows participant views with respect to the factors of change (development) in structural aspects in terms of (agreement – disagreement or neutrality). The results show that the highest statement in terms of respondents` acceptance was the one which states "Powers and responsibilities are well defined in the company " scoring 94%, followed by the statements "Employees are given real powers and responsibilities matching the nature of their jobs " and " Improving employees life quality by satisfying their needs" scoring at 84% , while the statement " Involving all echelons of administration in company decision-making" was the least agreeable option scoring 68% .

Table (6): Participants views with respect to the Factors of Change (Development) and Structural Aspects.

Element	I strongly agree/I agree		Neutral		I strongly disagree/I disagree		Total
	Number	%	Number	%	Number	%	
Powers and responsibilities are well defined in the company.	29	94%	0	0%	2	6%	31
Employees are given real powers and responsibilities matching the nature of their jobs.	26	84%	3	10%	2	6%	31
Improving employees life quality by fulfilling their needs.	26	84%	5	16%	0	0%	31
Involving all levels of administration in company decision-making.	21	68%	2	6%	8	26%	31

Table (7) shows participant views with respect to the factors of change (Development) in behavioral aspects in terms of (agreement – disagreement or neutrality). The results show that the highest statements in terms of respondents` acceptance were the two that contained "company cares for group work" and " company committed to professional ethics such as honesty and justice" both scoring 97% , followed by the statement that contained "developing the individual and improving his/her skills and motivations " which scored 94% , while the least agreeable statement was " Employees seek solutions for company problems " scoring 87% .

Table (7): Participant Views with respect to the Factors of Change (Development) in Behavioral Aspects

Element	I strongly agree/I agree		Neutral		I strongly disagree/I disagree		Total
	Number	%	Number	%	Number	%	
Developing the individual and improve his/her capabilities and motivations.	29	94%	1	3%	1	3%	31
Company cares for group work.	30	97%	1	3%	0	0%	31
Company committed to professional ethics such as honesty and justice.	30	97%	1	3%	0	0%	31
Employees seek solutions for company problems.	27	87%	2	6%	2	6%	31

Table (8) shows participant views with respect to the factors of change (development) in technological aspects in terms of (agreement – disagreement or neutrality). The results show that the most agreeable statement according to the respondents was the statement "Company cares for modern technology and its applications" scoring 100% . The statement " Company applies administrative information systems in managing its business " ranked second scoring 97% . Only one respondent opted for neutrality making this option to score only 3% .

Table (8) Participant views with respect to the Factors of Change (Development) in Technological Aspects.

Element	I strongly agree/I agree		Neutral		I strongly disagree/I disagree		Total
	Number	%	Number	%	Number	%	
Company cares for modern technology & its applications.	31	100%	0	0%	0	0%	31
Company applies administrative information systems in managing its business.	30	97%	0	0%	1	3%	31

Table (9) shows participant views with respect to the factors of change (development) in strategic, training and consultative aspects in terms of (agreement – disagreement or neutrality) . The results show that the most agreeable statement according to the respondents was " Company has a clear strategy for development " scoring 84% ,followed by the two statements " Company cares for technical consultations that leads to development " and " Good interaction between subordinates and managers " each scoring 81% . The statement " Company cares for training and educational programs " was the least agreeable option scoring only 74% .

Table (9): Participant views with respect to the Factors of Change (Development) in Strategic, Training and Consultative Aspects

Element	I strongly agree/I agree		Neutral		I strongly disagree/I disagree		Total
	Number	%	Number	%	Number	%	
Company has a clear strategy for development.	26	84%	4	13%	1	3%	31
Company cares for training & educational programs.	23	74%	7	23%	1	3%	31
Company cares for technical consultations that leads to development.	25	81%	5	16%	1	3%	31
Good interaction between subordinates & superiors.	25	81%	3	10%	3	10%	31

Table (10): Analysis of Correlation Between the dimensions of Transformational Leadership and aspects of Organizational Development (Change)

Dimensions of transformational leadership	Aspects of development (change) in company			
	Organizational structure	Behavioral	Technological	strategic Training & Consultative
Idealized stimulation.	.060	.150	.320	*.370
Inspirational stimulation.	.070	** .480	.260	.290
Intellectual stimulation.	.050-	** .510	*.400	*.420
Individual Consideration.	.030-	*.440	1.30	.260

Significant relation at significance level 0.05

** Significant relation at significance level 1.01 (Highly significant).

Table (10) which studies the correlation between dimensions of transformational leadership and aspects of organizational development statistical significance for correlation has been identified as follows :

1. The relationship between the company`s structural development and the dimensions of transformational leadership:

The study showed that there is a very weak correlation between the company`s structural development aspect and the dimensions of transformational leadership (and with no statistical significance) . This result indicates that leadership is more concerned with behavioral and technological aspects than organizational aspects.

2. The relationship between the company`s behavioral development and the dimensions of transformational leadership:

The study revealed a positive and statistically significant correlation between organizational development and intellectual stimulation (0.51) , followed by inspirational stimulation (0.48), then individual considerations (0.44). The correlation with idealized influence proved to be weak and has no statistical significance (0.15). The analysis, however proved a positive and statistically significant correlation between behavioral development and aspects of transformational leadership.

3. The relationship between the company`s technological development and the dimensions of transformational leadership:

The study found a positive and statistically significant correlation between technological development and intellectual stimulation (0.40), while the correlation with inspirational stimulation proved to be statistically insignificant (0.26), while the correlation with individual considerations is(0.31) and with idealized influence is (0.32) . These figures confirm that intellectual stimulation positively contributes to the interpretation of technological development, while the other dimensions of transformational leadership contribute positively to technological development albeit statistically insignificant .

4. The relationship between the company`s Strategic, Training and Consultative Development and the Dimensions of transformational leadership:

The study proved the existence of a positive and statistically significant correlation between strategic, training and consultative development aspects on the one hand & the intellectual stimulation on the other (0.42). while it amounts to (0.37) with idealized influence . The study proved that there is a positive, yet insignificant, correlation with inspirational stimulation (0.29). These figures signify that both intellectual stimulation and idealized influence contribute positively to the interpretation of strategic, training and consultative development although their contribution is statistically insignificant .

7. Discussion

In light of the statistical analysis of the research variables, the study found that the Transocean company of Khobar has high levels of transformational leadership dimensions, in particular the dimensions relating to elements of inspirational stimulation and intellectual stimulation as they are agreed on by 97% and 94%

respectively. Moreover, the study revealed a positive and statistically significant correlation between organizational development and intellectual stimulation (0.51), followed by inspirational stimulation (0.48), then individual difference (0.44). The study, however, proved that the correlation with idealized influences is not only weak but also statistically insignificant (0.15). Additionally, statistical significance exists between aspects of behavioral development and dimensions of transformational leadership.

Furthermore the study revealed a positive and statistically significant correlation between strategic, training and consultative development, intellectual stimulation (0.42) and idealized stimulation. The study also proved the existence of a positive, yet insignificant correlation with inspirational stimulation (0.29) and also with individual differences (0.26). These results mean that intellectual stimulation and idealized stimulation contribute positively to the interpretation of strategic, training and consultative development even though their contribution is not statistically significant. Finally the study revealed a positive and statistically significant correlation between technological development and intellectual stimulation (0.40) and a positive, yet statistically insignificant correlation with inspirational stimulation (0.26) and idealized influence (0.32), the thing that means that intellectual stimulation positively contributes to the interpretation of technological development, while the other dimensions of transformational leadership have a positive but statistically insignificant contribution to technological development.

8. Limitation and Future Directions

The sample of the study selected in this research was a relatively small sample and focused only on metropolitan city of AlKhobar in Saudi Arabia. However, the same study can be carried out by applying different techniques and by increasing the sample size in order to enhance the authenticity of results.

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