

Effects of Leadership Style on Quality Attention: The Mediating Role of Quality Awareness

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Abstract

The current study aimed at understanding the mediating factor that quality awareness plays between leadership styles and quality attention. The study employed the questionnaire as the quantitative tool and the interviews as the qualitative tool. Through distributing the questionnaire on (to) (231) leaders and supervisors within the Saudi construction sector, and meeting with (12) managers and CEOs within the same sector it was seen that leadership plays a key role in increasing the level of awareness towards quality leading to a good level of awareness to (delete) attention to quality. The results of the study indicated that both transformational and transactional leadership had a positive influence on the quality awareness and leading to a good attention to quality. However, the transformational leadership was found to be more influential on increasing the level of awareness which is in turn can lead to a better quality attention through its variables which are (Charisma, Inspirational motivation, Intellectual stimulation, Individualized consideration) which came to be higher in influence according to the coefficient results with the transactional leadership along with its variables including (Expected efforts, Expected performance, Contingent reward). The study recommended to thoroughly examine the relationship between management and leadership in accordance with the brand equity and the market value of the organization.

Keywords: Leadership, CEO, Transformational Leadership, Transactional Leadership

Introduction

Times are changing, more rapidly than we could have *imagined, in times of rapid organizational or environmental change*. Leadership in organizations is important in shaping workers' perceptions, responses to organizational change, and acceptance of innovations, such as evidence-based practices in terms of traits, behaviors, influence, interaction patterns, role relationships, occupation of an administrative position, or attributions.

Ng et al., 2015 sees that leadership as a process can have positive results, for example, accomplishing a shared objective, delivering an item or administration with enhanced quality, taking care of a client's issue, expanding trust, assurance and regard. on the other hand, (DiSegni, Huly and Akron, 2015) argued that leadership can likewise have effect on money related execution, influencing variables, for example, adequacy, ecological conformity and HR and that specific practices of pioneers can impact those components. However, (Verma et al., 2015) argued that specific sorts of authority in associations, for example, transformational, can

enhance execution and inspiration. (Yukl, 2008) There exists additionally confirm that practices and attributes of pioneers have impact on the achievement of changes in associations, with most learns about change viability; include appealing and transformational styles of leadership. According to Kahsay, Osanna and Durakbasa (2007) the journey for quality production together with the joining of the globe into a small village has constrained assembling ventures to keep running under exceptionally aggressive environment even to the most refined western enterprises. The test is turning out to be twofold to manufacture ventures of creating nations when all is said in done and Ethiopian assembling businesses specifically. They are quickly losing the hold showcase for imported items, which are less expensive and better in quality by and large. Hence, there is an earnest need to deal with method for enhancing item nature of Ethiopian assembling ventures to upgrade their market intensity. The journey itself can't be held on its own, it can't be run without the help of the insider members of the organizations, it needs to be run and tackled within the members of the organizations through the nature of the leadership that they are going through.

One of the aspects that an organization's member can help in increasing the level of productivity and identification in an organization is through having the so-called Quality Awareness. Basically, ISO defined quality as *"The totality of characteristics of an entity (product or service) that bear on its ability to satisfy stated or implied needs"* (Quality Mentors, 2016. P1). While the word Awareness was defined by Beringer and Hancock (1989. P2) as "crew's knowledge of both the internal and external states of the aircraft, as well as the environment in which it is operating". Gathering the two terms together, it can be seen that quality awareness is defined as the state of the individuals' total awareness of the quality of the product within their organization, the shortcomings in this products and the approaches to improve it. From another perspective, quality awareness can be defined as the state of being aware and totally conscious of the goodness of a certain quality (Hossim, 2011) and (Käser, 2010) saw that quality awareness is defined as "having knowledge of quality", in regard to aspects of sensations, perceptions, ideas, attitudes, and feelings related to an individual, enabling to progress (Käser, 2010. p 38).

However, awareness is a significant totality of physical, mental, and philosophical parts of sensations, recognitions, thoughts, dispositions, and sentiments identified with an individual or a gathering knowing about the dynamic and exhaustive protest of nature of a specific item, at any given time, or inside a given time traverse (Mayr et al. 2013. p 77).

The Kingdom of Saudi Arabia, the biggest as far as territory and GDP in the Gulf Cooperation Council (GCC) district and the Middle East, has proceeded with its expansionary improvement. The development and improvement of a nation and its economy is unfastened to a great extent by the advancement of its development industry which accommodates important foundation required in various divisions of the economy and additionally society. Taking a gander at key monetary depiction of Saudi Arabia, in 2016, the nation is home to 30.8 million individuals. With \$1.6 trillion, Saudi Arabia's worldwide positioning is 78th according to ostensible GDP, on account of the two principle contributing components - oil and administration segment.

Taking a glance at the present review of the development business, its blast time for the development business in Saudi Arabia with Increasing Opportunities, and difficulties as the

legislature is concocting huge advancement activities to widen the nation's infrastructural base. In the following five years, the eventual fate of the development business appears to be much brighter to a great extent. It is required to get more consideration in coming years to meet the requests of expanding populace (Al-Turki, Khan and Al-Sheikh, 2016). Identified with the investigation of authority at first centered on its driving force on individual qualities or attributes or styles of pioneers as saw by the earth, as element assuming a critical part between how pioneers and supporters identify with each other in this evolving environment (Kupers and Weibler, 2006).

Generally, in light of the exponential development of Construction Products area in the previous couple of decades, administration in this division has turned into a theme of enthusiasm, as in the course of recent years, this part has developed. Its operations experienced development times the national normal. This proceeded with development of the Construction Products area makes a need to comprehend if the administration style of chiefs plays a noteworthy figure that development. In such manner a vital piece of surveying key aptitudes in Construction Products division in the KSA pioneers is the capacity to comprehend and viably manage change, particularly, from the perspective " The Effect of Awareness on Quality as arbiters between the Leadership Styles and Quality Attention of CEO \ Heads Department", as understanding existing initiative styles at this segment will give an instrument essential for the advancement of future pioneers as the earth keeps on changing, requiring adaptability with a specific end goal to stay aggressive and the vital of this data could build up a model to prepare future CEO \ Heads Department for the Construction Products industry, thought that administration must concentrate on how authority fluctuates altogether starting with one circumstance then onto the next" (Van Wart, 2004).

The issue of quality attention in manufacturing is seen to be one of the most important aspects that have to be put into perspective. Many researchers have argued that the degree of awareness that employees and leaders have about the issue of quality plays an important role in the development and enhancements process within the production line. One of the ideas that have been put on the table is to evaluate employee and leaders based on the quality of their product. In another meaning, with a specific end goal to urge workers to focus on quality, quality related information ought to be utilized for assessing representative execution. Quality-related files ought to be joined with general worker execution measures. Quality-related information ought to likewise be utilized to assess the execution of representatives at various levels and the execution of the entire firm, and ought to be shown at the shop floor keeping in mind the end goal to make workers comprehend what happens concerning quality. If it's not too much trouble take note of that the real point of assessment is change, not feedback. Keeping in mind the end goal to have a viable assessment, a quality data framework is really essential, as it is a sorted out strategy for gathering, putting away, dissecting, and detailing data on quality to help chiefs at all levels (Paulová, and Milkva, 2011; Alloubani, Almatari, and Almkhtar, 2014)

The leadership style influences the level of quality awareness and attention, in that since Akhavan Tabassi and Hassan Abu Bakar (2010) argued that among all types of leadership, transformational and transactional leadership are among the leadership styles that deeply influences the quality awareness and attention in the construction industries and between the two type there appeared the transformational to be more influential on the quality attention and awareness among leaders compared to the transactional.

Nonetheless, organizations today are drastically not quite the same as organizations fifty years before. Leaders in contemporary organizations need to respond to an assortment of new difficulties, including decentralized authoritative structures, globalization, quickly evolving situations, different workforce, and new work courses of action. The above argument with the support of relevant literature leads to the following questions.

- 1- What are the effects of transformational Leadership on the organization Quality attention?
- 2- What are the effects of Transactional Leadership on the organization Quality attention?
- 3- What are the effects of Quality Awareness as a mediator between transformational Leadership and organization Quality attention?
- 4- What are the effects of Quality Awareness as a mediator between transactional Leadership and organization Quality attention?

Theoretical Underpinning

Given that great leaders do affect their devotees and associations, much research has gone into the field of leadership theory to better comprehend the quality and practices of individuals who exhibit achievement. In the course of the last quarter century, a vast group of research has risen around transformational-transactional leadership theory. Initially portrayed by James Burns in 1978, transformational leadership speaks to an authority style that is exemplified by magnetism and shared vision amongst leaders and supporters (Burns, 2010). The force of transformational leaders originates from their capacity to animate and motivate others to create excellent work. Interestingly, transactional leadership initiative portrays even more a "give and take" working relationship: compatibility amongst pioneer and devotee is set up through trade, for example, which is a prize framework for meeting specific destinations.

Odumeru and Ogbonna (2013) characterized leadership as the way toward impacting teams to accomplish objectives, while a leader is somebody who can impact others. A few theories have and are being advanced to clarify leadership adequacy. Two of the most noticeable initiative theories are Transformational and Transactional authority speculations. Since the late 1980s, speculations of transformational and transactional leadership have been proposed. Adaptations of transformational leadership have been proposed by a few scholars, including Bass (1985, 1996). Albeit most creator concur that Transactional and Transformational administration are distinctive in idea and by and by, many creators trust that transformational initiative fundamentally expands transformational leadership, bringing about more elevated amounts of individual, groups, and hierarchical execution (Bass and Avolio, 1994; Howell and Avolio, 1993; Lowe et al, 1996). Others concur that Transactional leadership is a subset of Transformational leadership.

Based on the above argument, the current research study is built on the transformational-transactional leadership theory, which connects between the two types of leadership based on its relation to increasing the performance of the employees, and supports them to give better results and better outcomes of their work within the organization. Through this support that is being given to employees through their work, their performance would go higher, which naturally would influence the quality of the product that they are working with, and hence, it would attract the attention of the leaders about the issue of quality and the type of influence that better quality and awareness of the concept of quality would bring to their organization in general and their employees in particular.

H1: There is a statistically significant influence of leadership styles (transformational and transactional) on the quality attention of CEO/ heads department.

The above hypothesis is built on the fact that the researcher assumes that there is an influence of the leadership style on quality management. The hypothesis draws the connection between the leadership styles and how the leader can put an influence over the employees who would influence the overall quality of the product/service that the organization offers. This hypothesis is drawn from a study by Al-Harbi and Yusoff (2012), who saw a connection between the leadership style and total quality management. According to the authors, there appeared to be that transformational and transactional leadership influence quality in a positive way and laissez-faire leadership had a negative influence on quality management in general.

Management requires numerous skills and talents, yet the most critical is managing the process of services which are offered to customers and clients. The mix of skills, attributes, characteristics and techniques for each style will yield a compelling leadership mode equipped for driving quality management and supporting long haul advancement in the organization. An orchestrated combination of these leadership styles will drive forward the leader's capacity to successfully impact the organization and in this way affect quality management approaches. Regardless, it is vital to comprehend the part of the leadership styles and hierarchical culture on the quality management hones out in the open healing facilities in Saudi Arabia, particularly when the after-effects of studies on particular leadership styles have not been clear or predictable.

H2: There is a statistically significant influence of leadership styles (transformational and transactional) on the quality awareness of CEO/ heads department at the building and construction site.

The above hypothesis suggests that there is an influence of the leadership style on the quality awareness. Given that awareness as a term is connected to a human skill, from that point employee awareness can contribute to the quality awareness which appeared in a study by Batista-Taran (2009) who tried to understand that influence of leadership style on employees awareness through developing and increasing the level of employee engagement which leads to a higher level of awareness and reaching the status of awareness in different aspects, including awareness about the organization, its market share, identity and quality of its product. Also, Nanjundeswaraswamy and Swamy (2014) argued that leadership style can influence the quality within the managing process. From their perspective they saw that

leadership style can generate awareness among the employee, where this awareness can be oriented to the importance and the criticality of the quality issue of the organization, which in turns can deeply influence the overall performance of the organization.

Different leadership theories have advanced to characterize the attributes, qualities, and styles of different leaders and management styles. From that point, leaders are supposed to lead their employees to accomplish the goals of the organizations the leaders are supposed to monitor and supervise the employees' performance, and it also comes through widening the employees' eyes on the importance of their performance, so, with the course to time, they would be able to present the best performance after being opened and trained about the issue of quality and quality management. This in general can come through the leader more than the manager, the leader in general in the person who deals directly with the employees and supervise what they present, with transformational leadership and the transactional leadership the leader will be able to be in a continuous contact with employees and widen their horizon about the issue of quality bearing in mind that this type of employees are usually aware of the concept of quality themselves.

H3: There is a statistically significant influence of quality awareness on the quality attention of CEO/ heads of department.

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

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

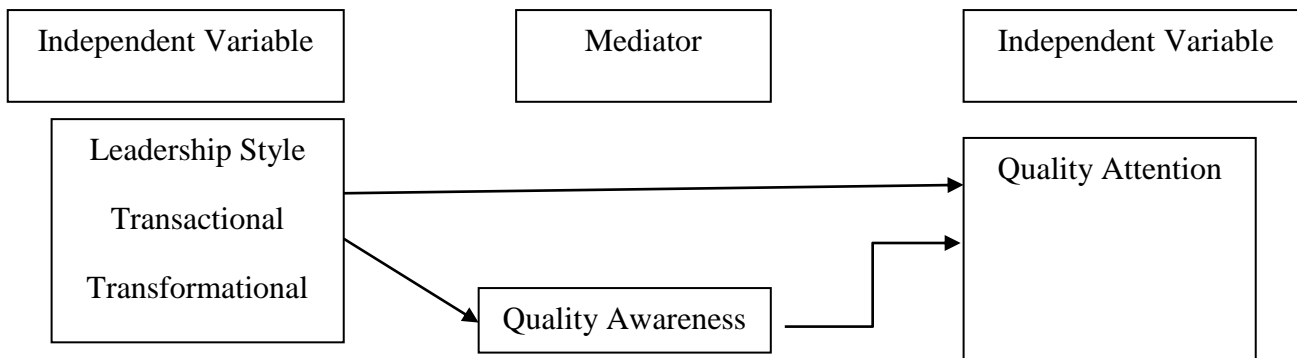
Awareness can lead to attention as a cognitive approach within the mind of the individual, and having some external stimulus may help in increasing the level of awareness in the individual leading to the state of full attention to the details that are gathered in front of the mind. The same can be applied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

H4: There is a statistically significant influence of leadership styles (transformational and transactional) on the quality attention of CEO/heads department pertaining to the building and construction products attributed to the quality awareness.

Going back to the study by Al-Harbi and Yusoff (2012) titled "Leadership Styles, And Their Relationship with Quality Management Practices in Public Hospitals in Saudi Arabia" in which the authors have focused on the transactional and transformational leadership with its positive influence on quality, the notion here is the fact that (awareness leads to attention) noting that having a certain level of awareness about a certain idea may lead to the individual's attention towards the process that this idea goes through in order to it to be polished and refined. From that point, the hypothesis is valid through arguing that if the leadership had the power to increase the level of quality awareness among people within the organization; then it would be able to drive more attention towards the concept of quality leading to a better performance and an increased level of quality in the product/service that the organization develops.

From another perspective, Condon (2011) argued that from a place of force, a leader can hold impact over employees going in number from a solitary worker to a huge number of employees within large multinational organizations. Hovin (2012) presents the issue of awareness based leadership, in spite of what is appeared through research and hypothesis on leadership improvement on the significance of expanded attention and self-awareness. It is noticed that a considerable measure of what is called leadership development is based on the approach of the leader to address the employees in a good way that has the ability to address the structures of the organization; in addition to that, it may be able to address the set of goals and objectives on which the organization was based on.

Theoretical Framework



Methodology

This study employed a single-industry sampling frame to control for the potential effects of organizational context on organizational performance. The current research is descriptive in nature. Descriptive research can be explained as describing some phenomena or any particular situation. Descriptive researches describe the existing situation instead of interpreting and making judgments (Creswell, 1994). The main objective of the descriptive research is the verification of the hypotheses that reflect current situations. This type of research provides information on the current scenario and focus on past or present such as job-stress (Fairbrother

and Warn, 2003). In order to obtain all the required data for this study, we select the mixed methods approach for this study. In this study, the research questions require both kinds of data namely, in-depth narrative data as well as numeric ones. The researcher cannot ignore any kind of these data as both of them should be included. Therefore, the mixed methods approach is deemed the most suitable for this study. This study used a random sampling method which is a probability sampling technique. Being a probability sampling technique, random sampling gives each individual a known non-zero chance of being chosen from the population. It also eliminates selection bias. The unit of the sample refers to the place from which the sample was withdrawn. The current research sample was withdrawn from one place which is (kingdom of Saudi Arabia). The sample consisted of the construction and building companies within the kingdom during the year 2017 which is operating legally in the country and registered as legitimate company. Therefore, the sample frame of this study is all departmental heads of the building and construction companies within Saudi Arabia.

The population size of this study therefore consisted of all the departments at the 25 most powerful building and construction companies in the kingdom of Saudi Arabia. The average heads department in each company appeared to be 23. So, based on Sekaran, & Bougie (2016) the sample size of this research is 575. If the sample sizes more than 30 and less than 500, is considered as suitable sample size. Based on that, the current research study sample was calculated through the website (SurveySystem.com, 2017). According to the calculator, the sample size of the current research study is (231) individual from differently chosen building and construction companies in the kingdom of Saudi Arabia as per the previous table. However, the sample of the study withdrawn from the total number of the population reached 40%. Based on that, the sample appears to be simple random sample, which is a (Staff, 2017) "*subset of a statistical population in which each member of the subset has an equal probability of being chosen*". In order to attain a reasonably sufficient response rate, the questionnaire was administrated by hand directly to the participants at their working office during the working hour. The survey questionnaire consisted of questions relating to background of participants, namely age, internet usage, gender, knowledge, proficiency and the usage of e-government services. The response rate reached 77% which is seen to be valid and acceptable. As for the model of the study; maximum likelihood) was used in order to test the integrity and consistency of the model. The following presents the analysis of the study hypotheses.

Discussion of the Study Analysis

The current study aimed at measuring the effect of Awareness on Quality as mediators between the Leadership Styles and Quality Attention of CEO \ Heads Department in a set of chosen companies in KSA. In another meaning, the study aimed at finding the role (mediating role) of quality awareness on the relationship between leadership style (transformational and transactional) and the quality attention.

Testing the hypotheses of the study using (Path Analysis)

Direct and indirect influences

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

Table (20): Standardized Total Effects

	Contingent	performance	efforts	Individualized	Intellectual	Inspirational	Charisma	awareness
Awareness	.180	.112	.029	.175	-.047	-.096	.359	.000
Attention	.060	.280	.032	.258	-.036	.240	.039	.127
Standardized Direct Effects								
Awareness	.180	.112	.029	.175	-.047	-.096	.359	.000
Attention	.037	.266	.029	.236	-.030	.252	-.006	.127
Standardized Indirect Effects								
Awareness	.000	.000	.000	.000	.000	.000	.000	.000
Attention	.023	.014	.004	.022	-.006	-.012	.045	.000

According to table (18), it was seen that the path in the model had an effect in a partial way through the direct and indirect effect for the variables of the study. The standardized effect reached (0.000) for (awareness) among all the variables bearing in mind that the indirect effects represent a reasonable effect that indirect in its nature. On the other hand, the effect of (attention) reached also (0.000) while the highest indirect effect in both variables (attention and awareness) came in favor of (charisma) with a score of (0.045).

As for the direct and usual effects for the variables of (charisma) within (awareness) reached (0.350) while the direct effect for the variable of (performance) within (attention) reached (0.266). The total effects indicated the direct effects added to it the indirect effects.

Goodness of fit Test

The related test of absolute conformity were done through AMOS v.23, the absolute significance gives us the chance of evaluate the risk which refers to concluding the level of conformity of the model.

Table (21): (Chi²) absolute results

Chi ² /df	Df) Chi ² (
4.727	12	56.724

Table (22): Results of Absolute Conformity

Absolute Conformity	Values
) Chi ² (56.724
Df	12
P, level	0.000
Chi ² /df	4.727
RMSEA Root Mean Square Error of Approximation	0.202
GFI Goodness of fit index	0.908
AGFI	0.655
RMR	0.163
NFI Normed fit Index	0.833
CFI Comparative fit Index	0.842

It appears from table the following:

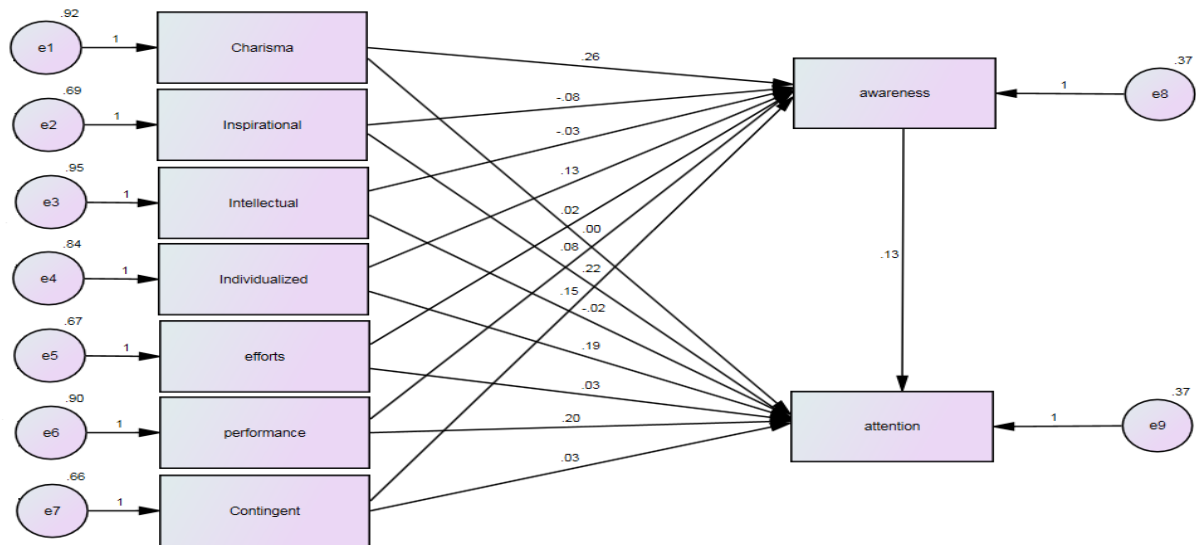
- GFI scored (0.908), the more the result is closer to 1 the more it would be fit. As for the AGFI it measures the commons between the variables of the study in accordance with the degree of freedom. Those two proves indicated the fit of the model of the study.
- RMR which was firstly mentioned by Sorbom and Jorskog (1984) indicated the mean and average of the rest of the variables. The closer this result to (0) the better it was. As for the current study, the RMR appeared to be (0.163) which means the result is accepted since it was closer to (0).
- The RMSEA which was mentioned by Steiger (1990) expresses the mean through the degree of freedom which scored (0.202). The result of the above table indicated that RMSEA was accepted as according to Schweizer, Reiss, Schreiner, & Altmeyer (2011) who saw that the closer this result to (0) to better it was. According to the table; RMSEA scored (0.202) which was acceptable.
- The NFI expresses the mutual variance between the variables according to model of the study. The closer this result to (1) the better is was. Based on the table above, the NFI scored (0.833) which indicated that the results were accepted.
- CFI measures the relative decline in the non-settlement which is estimated according to the results of (Chi²). The closer the result to (1) the better it was. As for the table above, it shows that CFI scored (0.908) which is seen to be accepted.

So, and based on the above argument, and bearing in mind the results of the AMOS v.23 of the study model it appeared that the model is totally accepted and it fitted the main hypotheses and sub-hypotheses of the current study.

Launching from the study model and its results which were tackled through (AMOS), the following table (21) shows the path analysis of the study model. The values above the paths indicate the direct standardized effects and the values above the variables indicate the coefficient.

Figure (3): Path analysis of the study model

Through the above figure (2) it can be seen that the hypotheses testing were as follows:



H⁰: There is no statistically significant relation between charisma and quality awareness

H¹: There is a statistically significant influence between charisma and quality awareness

According to the path analysis, (charisma) is an independent variable while (quality awareness) is a dependent variable which scored (0.26), on the other hand, (charisma) scored (0.916) of the variance values with the dependent variables (quality awareness) with B=0.26 which indicated the influence of charisma on quality awareness (positive) and the relation between the two variables is positive. This result indicated that the variable (charisma) has an influence on the variable (quality awareness) and the (P) values = 0.26 which is lower than 5%. Based on that, the results rejected the null hypothesis and accepted the alternative hypothesis indicating that there is an influence of charisma on the quality awareness variable.

H⁰: There is no statistically significant relation between inspirational and quality awareness

H²: There is a statistically significant relation between inspirational and quality awareness

According to the path analysis, (inspirational) is an independent variable while (quality awareness) is a dependent variable which scored (-0.080), on the other hand, (inspirational) scored (0.687) of the variance values with the dependent variables (quality awareness) with B=0.080 which indicated the influence of inspirational on quality awareness (negative) and the relation between the two variables is negative. This result indicated that the variable (inspirational) is not statistically influence on the variable (quality awareness) and the (P) values = -0.080 which is higher than 5% and scored (0.169). Based on that, the results accepted the null hypothesis and rejected the alternative hypothesis indicating that there is no relation

between inspirational and quality awareness noting that inspirational has no influence on quality awareness.

H⁰: There is no statistically significant relation between intellectual and quality awareness

H³: There is a statistically significant relation between intellectual and quality awareness

According to the path analysis, (intellectual) is an independent variable while (quality awareness) is a dependent variable which scored (-0.033), on the other hand, (intellectual) scored (0.952) of the variance values with the dependent variables (quality awareness) with $B = -0.033$ which indicated the influence of intellectual on quality awareness (negative) and the relation between the two variables is negative. This result indicated that the variable (intellectual) has no influence on the variable (quality awareness) and the (P) value is higher than 5% as it scored 0.534. Based on that, the results accepted the null hypothesis and rejected the alternative hypothesis indicating that there is no influence of intellectual on the quality awareness variable.

H⁰: There is no statistically significant relation between individualized and quality awareness

H⁴: There is a statistically significant relation between individualized and quality awareness

According to the path analysis, (individualized) is an independent variable while (quality awareness) is a dependent variable which scored (0.133), on the other hand, (individualized) scored (0.839) of the variance values with the dependent variables (quality awareness) with $B = 0.133$ which indicated the influence of individualized on quality awareness (positive) and the relation between the two variables is positive. This result indicated that the variable (individualized) has an influence on the variable (quality awareness) and the (P) value is lower than 5% as it scored 0.017. Based on that, the results rejected the null hypothesis and accepted the alternative hypothesis indicating that there is an influence of individualized on the quality awareness variable.

H⁰: There is no statistically significant relation between efforts and quality awareness

H⁵: There is a statistically significant relation between efforts and quality awareness

According to the path analysis, (efforts) is an independent variable while (quality awareness) is a dependent variable which scored (0.024), on the other hand, (individualized) scored (0.673) of the variance values with the dependent variables (quality awareness) with $B = 0.024$ which indicated the influence of efforts on quality awareness (positive) and the relation between the two variables is positive. This result indicated that the variable (efforts) has an influence on the variable (quality awareness) and the (P) value is higher than 5% as it scored 0.688. Based on that, the results accepted the null hypothesis and rejected the alternative hypothesis indicating that there is no influence of individualized on the quality awareness variable.

H⁰: There is no statistically significant relation between performance and quality awareness

H⁶: There is a statistically significant relation between performance and quality awareness

According to the path analysis, (performance) is an independent variable while (quality awareness) is a dependent variable which scored (0.082), on the other hand, (performance) scored (0.905) of the variance values with the dependent variables (quality awareness) with $B = 0.082$ which indicated the influence of performance on quality awareness (positive) and the relation between the two variables is positive. This result indicated that the variable (individualized) has an influence on the variable (quality awareness) and the (P) value is lower

than 10% as it scored 0.098. Based on that, the results rejected the null hypothesis and accepted the alternative hypothesis indicating that there is an influence of performance on the quality awareness variable.

H⁰: There is no statistically significant relation between contingent and quality awareness

H⁷: There is a statistically significant relation between contingent and quality awareness

According to the path analysis, (contingent) is an independent variable while (quality awareness) is a dependent variable which scored (0.0.153), on the other hand, (contingent) scored (0.665) of the variance values with the dependent variables (quality awareness) with $B=0.153$ which indicated the influence of contingent on quality awareness (positive) and the relation between the two variables is positive. This result indicated that the variable (individualized) has an influence on the variable (quality awareness) and the (P) value is lower than 5% as it scored 0.006. Based on that, the results rejected the null hypothesis and accepted the alternative hypothesis indicating that there is an influence of contingent on the quality awareness variable.

H⁰: There is no statistically significant relation between contingent and quality attention

H⁸: There is a statistically significant relation between contingent and quality attention

According to the path analysis, (charisma) is an independent variable while (quality attention) is a dependent variable which scored (-0.05), on the other hand, (contingent) scored (0.916) of the variance values with the dependent variables (quality attention) with $B=-0.05$ which indicated the influence of charisma on quality attention (negative) and the relation between the two variables is negative. This result indicated that the variable (charisma) has no influence on the variable (quality attention) and the (P) value is higher than 5% as it scored 0.938. Based on that, the results accepted the null hypothesis and rejected the alternative hypothesis indicating that there is no influence of charisma on the quality attention variable.

H⁰: There is no statistically significant relation between inspirational and quality attention

H⁹: There is a statistically significant relation between inspirational and quality attention

According to the path analysis, (inspirational) is an independent variable while (quality attention) is a dependent variable which scored (0.222), on the other hand, (inspirational) scored (0.687) of the variance values with the dependent variables (quality attention) with $B=0.222$ which indicated the influence of inspirational on quality attention (positive) and the relation between the two variables is positive. This result indicated that the variable (inspirational) has an influence on the variable (quality attention) and the (P) value is lower than 5% as it scored 0.000. Based on that, the results rejected the null hypothesis and accepted the alternative hypothesis indicating that there is an influence of inspirational on the quality attention variable.

H⁰: There is no statistically significant relation between intellectual and quality attention

H¹⁰: There is a statistically significant relation between intellectual and quality attention

According to the path analysis, (intellectual) is an independent variable while (quality attention) is a dependent variable which scored (-0.022), on the other hand, (intellectual) scored (0.952) of the variance values with the dependent variables (quality attention) with $B=-0.022$ which indicated the influence of intellectual on quality attention (negative) and the relation between the two variables is negative. This result indicated that the variable (intellectual) has no

significant influence on the variable (quality attention) and the (P) value is higher than 5% as it scored 0.680. Based on that, the results accepted the null hypothesis and rejected the alternative hypothesis indicating that there is no significant influence of intellectual on the quality attention variable.

H⁰: There is no statistically significant relation between individualized and quality attention

H¹¹: There is a statistically significant relation between individualized and quality attention

According to the path analysis, (individualized) is an independent variable while (quality attention) is a dependent variable which scored (0.188), on the other hand, (individualized) scored (0.839) of the variance values with the dependent variables (quality attention) with $B = -0.188$ which indicated the influence of individualized on quality attention (positive) and the relation between the two variables is positive. This result indicated that the variable (individualized) has a significant influence on the variable (quality attention) and the (P) value is lower than 5% as it scored 0.001. Based on that, the results rejected the null hypothesis and accepted the alternative hypothesis indicating that there is a significant influence of individualized on the quality attention variable.

H⁰: There is no statistically significant relation between efforts and quality attention

H¹²: There is a statistically significant relation between efforts and quality attention

According to the path analysis, (efforts) is an independent variable while (quality attention) is a dependent variable which scored (0.026), on the other hand, (efforts) scored (0.673) of the variance values with the dependent variables (quality attention) with $B = 0.026$ which indicated the influence of efforts on quality attention (positive) and the relation between the two variables is positive. This result indicated that the variable (efforts) has a significant influence on the variable (quality attention) and the (P) value is higher than 5% as it scored 0.674. Based on that, the results accepted the null hypothesis and rejected the alternative hypothesis indicating that there is a significant influence of individualized on the quality attention variable.

H⁰: There is no statistically significant relation between performance and quality attention

H¹³: There is a statistically significant relation between performance and quality attention

According to the path analysis, (performance) is an independent variable while (quality attention) is a dependent variable which scored (0.204), on the other hand, (performance) scored (0.905) of the variance values with the dependent variables (quality attention) with $B = 0.204$ which indicated the influence of performance on quality attention (positive) and the relation between the two variables is positive. This result indicated that the variable (performance) has a significant influence on the variable (quality attention) and the (P) value is lower than 5% as it scored 0.000. Based on that, the results rejected the null hypothesis and accepted the alternative hypothesis indicating that there is a significant influence of performance on the quality attention variable.

H⁰: There is no statistically significant relation between contingent and quality attention

H¹⁴: There is a statistically significant relation between contingent and quality attention

According to the path analysis, (contingent) is an independent variable while (quality attention) is a dependent variable which scored (0.033), on the other hand, (contingent) scored (0.665) of

the variance values with the dependent variables (quality attention) with $B= 0.033$ which indicated the influence of contingent on quality attention (positive) and the relation between the two variables is positive. This result indicated that the variable (contingent) has a significant influence on the variable (quality attention) and the (P) value is higher than 5% as it scored 0.546. Based on that, the results accepted the null hypothesis and rejected the alternative hypothesis indicating that there is no significant influence of contingent on the quality attention variable.

H⁰: There is no statistically significant relation between quality awareness and quality attention

H¹⁵: There is a statistically significant relation between quality awareness and quality attention

According to the path analysis, (quality awareness) is an independent variable while (quality attention) is a dependent variable which scored (0.133), on the other hand, (quality awareness) scored (0.665) of the variance values with the dependent variables (quality attention) with $B= 0.133$ which indicated the influence of quality awareness on quality attention (positive) and the relation between the two variables is positive. This result indicated that the variable (quality awareness) has a significant influence on the variable (quality attention) and the (P) value is lower than 5% as it scored 0.046. Based on that, the results rejected the null hypothesis and accepted the alternative hypothesis indicating that there is a significant influence of quality awareness on the quality attention variable.

Analysis of the Interview Answers

Based on the fact that the current study were following the mixed approach (qualitative and Quantitative), and launching from the fact that the researcher has chosen a questionnaire to be the tool of the quantitative part and the interviews for the qualitative part. The current section presents the answers of the sample of the study in regards to questions of the interviews; bearing in mind that the interview as a whole was in Arabic language, the researcher has filtered and classified the answers then translated them into English language to suit the language of the study.

Conclusion and Recommendations

The objectives of this study were to examine the effects of transformational leadership on the organization quality attention, to examine the effects of transactional leadership on the organization quality attention, to examine the effects of quality awareness as a mediator between transformational leadership and organization quality attention, and to examine the effects of quality awareness as a mediator between transactional leadership and organization quality attention.

Based on the analysis it was found out that both transactional and transformational leadership styles had a positive relationship with quality awareness and attention. However, the transformational leadership appeared to be more influential compared to the transactional leadership given to the nature and characteristics of transformational leadership and the nature of its influence on employees. In that sense, Transformational Leadership is a leadership style

that includes a pioneer endeavoring to fulfill objectives by learning and meeting the individual needs of their adherents. By building up the abilities furthermore, meeting the inherent needs of the adherents, they guarantee responsibility for forms and are urged to deliver at a more noteworthy level to meet the organization's objectives.

Transformational Leadership helps upgrade Quality Management by centering administration and initiative consideration on preparing, self-improvement of all adherents, and change forms. A Transformational Leader will propel an organization with the assistance of each individual inside the association. While contending in the commercial center today, organizations look for the most qualified pioneers utilizing the most exact business hones so as to pick up the most benefit. One test is realizing what style of initiative is most appropriate for the association amid times of development, change, and sustainment. Another test is choosing how a business will be race to remain aggressive and pick up the most benefit for financial specialists. The initiative needs of a business or association differs relying upon the kind of business, the staff or workers, and the short and long haul objectives of the business. The working technique, or how a strategies for success, executes, screens, and assesses its execution is frequently controlled by the sort of business and its aggressiveness. Leadership styles and administration rehearses are two parts of business that are normally considered as isolated domains inside an association. Is it workable for a leadership style to directly affect the administration practices of an association?

Recommendations

According to the analysis, discussion and conclusion of the data of the study, the current study recommends the following:

Managerial Recommendations

- 1- The leadership – regardless of its style – must focus more on attracting individuals to understanding the goals and objectives of the organization they are working in.
- 2- The management should apply the rules, activities and approaches and a unified way regardless of the leadership differences in order for the employees to be able to operate in a better way.
- 3- It is important for the management to employ the characteristics of the transformational in increasing the efficiency of quality awareness and understanding within the organization.
- 4- Employing a clear leadership can help the organization to establish a vivid future for its employees and encourage them to present the best performance they have. So, it is recommended for each organization to not only depend on a clear managerial approach but to activate the idea and the importance of its leadership as well.

Theoretical Recommendations

- 1- It is encouraged to carry out a research that examines the influence of transformational leadership on brand equity and the market value of the organization.

2- The relation between the management and the leadership should be thoroughly studied within the construction sector. So based on that; why not to examine the nature of the relation between the management and the leadership in one business setting.

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