

## **The Relationship Between Managerial Power and Transformational Leadership**

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### **Abstract :**

*This study investigates the relation between Managerial Power (Coercive power, Reward power, Legitimate power, Expert power, and Referent power) and Transformational leadership (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration). The topics of Transformational leadership and Managerial power have attracted considerable interest from both practitioners and academics in recent years This research aims to identify this relation in the Egyptian environment, and to highlight the main factors influencing Egyptian employees. For collecting data a questionnaire was used, 211 employees from different occupations responded, different age groups and different work levels were investigated. Hypotheses were tested and analyzed by means of a correlation analysis and a mean differences. It was found that Intellectual Stimulation is the most important Transformational leadership feature in Egypt and all of the features of Transformational Leadership have a positive*

*relation with Managerial Power in the Egyptian environment. Findings of this research provide theoretical and practical implications for researchers.*

**Keywords:** *Coercive power, Reward power, legitimate power, Expert power, Referent power Idealized Influence, Intellectual Stimulation, Inspirational Motivation, and Individualized Consideration.*

### العلاقة بين القوة الإدارية والقيادة التحويلية

#### الملخص :

تبحث هذه الدراسة في العلاقة بين القوة الإدارية (القوة القسرية ، قوة المكافأة ، القوة الشرعية ، قوة الخبراء ، وقوة الإحالة) والقيادة التحويلية (التأثير المثالي ، الدافع الملهم التحفيز الفكري والاعتبار الفردي) اجتذبت موضوعات القيادة التحويلية والقوة الإدارية اهتمامًا كبيرًا من كل من الممارسين والأكاديميين في السنوات الأخيرة. ويهدف البحث إلى تحديد هذه العلاقة في البيئة المصرية ، وتسليط الضوء على العوامل الرئيسية التي تؤثر على الموظفين المصريين.

تم استخدام الاستبيان لجمع البيانات. استجاب ٢١١ موظفًا من مختلف المهن ، وتم التحقيق في الفئات العمرية المختلفة ومستويات العمل المختلفة. تم اختبار الفرضيات وتحليلها عن طريق تحليل الارتباط وفروق المتوسط. لقد وجد أن التحفيز الفكري هو أهم سمة للقيادة التحويلية في مصر وجميع سمات القيادة التحويلية لها علاقة إيجابية بالقوة الإدارية في البيئة المصرية. تقدم نتائج هذا البحث آثارًا نظرية وعملية للباحثين.

الكلمات الرئيسية: القوة القسرية ، قوة المكافأة ، القوة المشروعة ، قوة الخبراء ، قوة الإحالة ، التأثير المثالي ، التحفيز الفكري ، الدافع الملهم ، التفكير الفردي

## 1.Introduction

Leadership in a business setting means directing workers with a strategy to meet the company's needs. It is motivating a group of people towards achieving a common goal. Transformational leadership as one of the modern leadership approaches. It is investigated with power. Actually, power is deeply attached to leadership. The leader's action and subordinates responses reflect the bases of power, which are regarded as appropriate and legitimate within their society.

The concept of power is one of the issues that could be used to asses decision points within organizations. Daft (2004) defined Power as the potential ability of one person to influence other people to accomplish orders. Kanter (1977) stated that leaders depend on personal power than job title to identify their power.

Power is considered a narrower scope of leadership. Leaders use power effectively to accomplish tasks in their organizations without relying on their job titles (positions).

Due to the important role played by power in organizations, many academics and practitioners show an interest in studying it.

Although many researchers investigated the concept of power there is a lack of studies investigating power in Egypt. This study

focus on this gap. This study explores the bases of Managerial power and Transformational leadership that dominates the business environment in Egypt.

## **2. Managerial Power**

Power is an intangible phenomenon, the fact that its use has been acknowledged to be situationally contingent (Koslowsky & Schwarzwald, 1993; Raven, 1988; Salancik & Pfeffer, 1977). Specifically, scholars suggest that an individual's exercise of power is contingent upon the situation.

Power according to Weber's (1947) classic definition, power is the ability of an individual to attain objectives despite the resistance of others. According to Pfeffer (1981), power is the potential ability to influence behavior, to overcome resistance, and to change the events. Bennis and Nanus (1985) and Kanter (1977) have suggested a somewhat different conceptualization of power. Bennis and Nanus identified that power is the basic energy to initiate and sustain action translating intention into reality while, Kanter identified power as the ability to get things done and to mobilize resources.

Lukes (1996) stated that power is a challenging term. Krausz (1986) stated that power is the ability to influence individuals and groups. While, Rahim (1989) investigated powerful leader to change or control the behavior of employees.

Power is a source of providing administering punishments (Keltner et al., 2003). It is the ability of the leader to influence others (French and Raven, 1959; cited in Goltz, 2003) .

*Analysis of the previous definitions of power shows the following:*

- 1) It is the key word here when we define power is the ability to influence others.
- 2) To influence others, one may depend on his ability to provide or withhold resources or administer punishments.
- 3) To influence others, one may depend on some shared objectives, opinions, values, and needs.

It was not enough to define power as a term, researchers and practitioners need to know the sources or bases of power. French and Raven (1959) constructed the earliest, best-known, and most frequently utilized typology of power bases (Mintzberg, 1983). This classification scheme includes five types of power: reward, coercive, legitimate, referent, and expert powers.

Coercive power, reward power, legitimate power, expert power, and referent power are identified by French and Raven (1959). Goltz (2003) ensured the types of power that were identified by French and Raven (1959) and used them in a study.

Power bases are as follows (Rahim et al., 2001: 1994):

- Coercive power is the perception that a leader has the ability to punish them if needed.
- Reward power is the perception that a leader rewards.
- Legitimate power is to prescribe and control behavior.
- Expert power is a leaders' job experience and special knowledge
- Referent power is the admiration or personal liking of the leader.

The first three powers are classified as position power, while the remaining two powers are classified as personal power.

### **3. Managerial Power in the Egyptian Culture**

Many researchers investigated leadership in the Egyptian environment. Centralization of power seems to be a dominant factor of the Egyptian culture, recent researches show a trend towards participation, for sharing decision making.

Egyptian organizations are highly centralized (Badran and Hinings,1981). Palmer et. al (1985) found that Egyptian officials tended to resist the delegation of authority and attempted to concentrate as much authority as possible in their hands. According to Hofstede (1980) Arab countries such as Egypt are characterized by high uncertainty avoidance and high power distance. Hickson and Pugh (1995) described the Arab culture from two extremes, firstly, Arabs are disposed to handle authority with high power distance. Secondly, they

pursue their own individual interests and do so by collectivistic means through personal relationships.

Some Egyptian managers consider participation as one of the most important managerial aspects in organizations. Elgamal (1993) depended on planning and issues of participation. Parnell and Hatem (1999) conducted a study at the American Chamber of Commerce in Egypt and compared the Egyptian and American management styles. The Egyptians showed a desire for participative style of leadership.

The leadership styles of Arab managers are conflicting (Atiyah 1992). Some follow an authoritarian style, which could be linked to the traditional leader in Arab societies, while others follow a consultative style. He concluded that the main features of organizations and management in Arab countries are over centralization and emphasis on control.

Actually, we find that some researchers identified the importance of concentration of power as a main dominant factor controlling public organizations in Egypt and therefore, conclude that it has a great effect on leadership (Palmer et al, 1985; Badran and Hinings, 1981; Kabasakal and Bodour, 2002) while others referred to the existence of participation for Egyptian leadership styles (Elgamal, 1993; Parnell and Hatem, 1999).

The link between managerial power and leadership is essential.

Power is considered a narrower scope of leadership. The crucial role played by power in organizations led many academics and practitioners to show a high interest in studying it.

#### **4. New Leadership Perspectives**

House's (1977) had shown interest in charismatic leadership. Many recent researches have been concerned with such issues as the charismatic leadership and its effects of on organizational performance and employees' well being (House and Shamir, 1993; Bennis and Nanus, 1985; Tichy and Devanna, 1986; Sashkin, 1988; Conger & Kanungo, 1998).

Burns (1978) developed an approach of inspirational leadership. Burns (1978) made the influential distinction between transactional and transformational leadership, based on a study of political leaders. He identified that transactional leadership occurs when one person takes the initiative in making contact with others for the purpose of an exchange of valued things, while, transformational leadership, on the other hand, occurs when one or more persons engage with others to raise one another to higher levels of achievement and motivation.

Transactional and transformational leadership were later used in organizational leadership by Bass (1985). However, Bass had a different view from Burns regarding the relationship between transactional and transformational leadership. Burns identified transactional and transformational leadership as two different



forms of leadership, while, Bass argued that the same leader could exhibit both patterns of leadership.

Bass (1985) identified three forms of transformational leadership which are charisma, individualized consideration and intellectual stimulation and two types of transactional leadership which are the contingent reward and management-by-exception.

This theory was later modified by Avolio, Waldman & Yammarino (1991) who identified four aspects of transformational leadership (the four Is). The individualized consideration and intellectual stimulation were retained, but the concept of charisma was replaced by the concepts of idealized influence and inspirational motivation. Also, Bass and Avolio (1993) modified this theory they identified seven leadership factors. These seven factors were categorized into active and passive categories. The active dimension included the transformational leadership (four Is) and contingent reward. While, the passive dimension consisted of management-by-exception and laissez-faire.

However, Bass and Avolio (1994) identified active and passive forms by adding the non-leadership laissez faire.

#### *Transformational and Transactional Leadership:*

- Idealized influence

Leaders become role models for their followers. They are admired, respected and trusted they avoid using power for personal gain.

- Inspirational motivation

Leaders motivate and inspire followers around them.

- Intellectual Stimulation

Leaders help to innovate and be creative by questioning assumptions, reframing problems.

- Individualized Consideration

Leaders treat each subordinate in a different way according to his or her particular needs.

- Contingent Reward

Leaders provide rewards in exchange for satisfactorily performing the assignment.

- Active Management-by-Exception

Leaders actively monitor mistakes and takes corrective action as necessary.

- Passive Management-by-Exception

Leaders wait for errors and, mistake to occur and then take corrective action.

- Non-Leadership, Laissez-faire

The laissez-faire style represents the avoidance or absence of leadership. (Bass and Avolio ,1994)

## **5. Transformational Leadership**

Transformational leadership is form of leadership which is considered to have four features: First transformational leaders are characterized by having an idealized influence. The leader here acts as a charismatic role model. He communicates collective purposes and values, Second, inspirational motivation is displayed when leaders motivate followers to perform at higher levels and achieve common objectives. Third, they give individualized consideration emotional support, and personal care for the employees. Finally, intellectual stimulation is displayed when leaders stimulate employees to be creative. (GarcíaMorales et al.,2012; Men&Bowen,2017; Wang et al.,2011).

The idea of transformational leadership theory suggests that leaders use behavioral dimensions such as charisma, ability to inspire and consideration of personnel to motivate followers and encourage organizational change. Transformational leadership and transparent communication are positively correlated with employee organizational trust, which in turn, positively influence employee openness to change (Yue et al, 2019). Inside the organization work engagement and

transformational leadership are mediated by structural empowerment (Amor et al,2020)

Many scholars as Gillespie & Mann, 2004; House & Shamir, 1993, have assumed that transformational leadership may perhaps be the most dominant model of successful leadership.

## **6. Transformational leadership and Job Satisfaction**

Job satisfaction, performance, commitment, and loyalty are enhanced by transformational leadership (Bass,1999; Braun,,Peus, Weisweiler, & Frey,2013). It has a great effect on job satisfaction and organizational commitment (Eliyana & Muzakki, 2019).

Transformational leaders engages in creating a vision, that clearly states the strategic direction of the organization, and takes employees concerns into consideration. It causes respect and trust from employees and are associated with positive employee behaviors in the workplace (Bass,1999; Braun et al.,2013; Herold et.al.,2008). It also enables access to information, opportunities and adequate resources. The individualized consideration and moral modeling affect organizational citizenship behavior through psychological ownership (Mi, et al., 2019).

Organizational commitment has positive relationship with work performance. (Hettachi, 2014). It ensures that employees

recognizes a particular group in the organization and maintain the status as the group member. To a great extent this helps them to work. (Robbins, 2006)

While Bass (1985) argued that transformational leaders seek to raise followers rather than keep them weak and dependent. This causes increased motivation and commitment on followers. There is nothing in the transformational leadership model indicating that leaders serve followers for the good of followers (Graham, 1991).

## **7. Willingness to Change**

Transformational leadership causes openness to change. Transformational leadership is positively related with employee organizational trust, which in turn, influences employees' openness to change. Transformational leadership affects employees' positive attitudes towards change.

Transformational leadership is particularly important in non-routine situations; this requires a need for change. (Pawar & Eastman, 1997).

Employees are not passive they always have a will to change. (Augustsson, Richter & vonThiele Schwarz, 2017).

Openness to change constitutes two components: willingness to support the proposed change initiatives and the positive affect towards change (Wanberg & Banas, 2000).

## **8. Positive Influences of Transformational Leadership:**

The transformational leadership employees build trust in the leader and this increases employees tendency to engage in organizational citizenship behavior.

Transformational leadership has been associated with the personal outcomes of the followers (Barling et.al.1996) as well as organizational outcomes (Boerner, Eisenbeiss, and Griesser, 2007).

Bass and Hater (1998) argued that transformational leadership increases their ratings of leaders effectiveness and adds to the prediction of employees satisfaction. Barling et al. (1996) investigated the impact of transformational leadership on employees' commitment to the organization. A pre test control group was used to assess the effects of transformational leadership training. Employees who received training perceived their managers higher on transformational leadership than employees who did not get training. Howell and Avolio (1993) found that leaders who used less management by exception and less contingent reward, as well as more individualized consideration, intellectual stimulation and charisma positively contributed to the achievement of business goals. Kuhnert (1994) designed a model that shows that transformational leaders use delegation to develop people and Pilliai et al., (1999) found that transformational leadership

influences fairness and trust. Managers' use of transformational leadership behaviors as a useful strategy in creating workplace conditions that promote better safety outcomes for patients and nurses.(Boamah et al,2018)

Transformational leadership is often characterized as a form of leadership that is based on trust, admiration, and an emotional connection between the leader and the followers.(Kirkland, 2011)

Transformational leadership causes safe climate, team learning and performance. (Anselmann et al, 2020);

## **9. The relationship between Transformational Leadership & Managerial Power**

Managerial power and Transformational leadership are deeply linked. Security in organizations should consider recruiting and developing transformational leaders to foster positive risk management and safety climates (Nelson et al 2013).

Transformational leadership has a positive relation with followers' performance, however, this could be changed when leaders possess high power values (Qiu et al. 2019). Transformational leaders with humanity assist followers performance (Qu et al 2018).

There is a great link between managerial power and transformational leadership. However, there is a gap in studying it in Egypt. The present study addresses this gap. This study explores the bases of Managerial power and Transformational

leadership that dominates the business environment in Egypt. It is investigated Egyptian employees.

### **10. Methodology**

This study is an exploratory study. It adopts the hypotheses-testing research design as it aims to explore the nature of certain relationships among two or more factors in a situation. It uses the non-probability convenience sampling. The non-probability sampling is adopted as time and cost rather than generalizability, they are critical to the purpose of this study. Convenience sampling, as one of the types of non-probability sampling, is used to collect quick, convenient and less expensive information. In convenient sampling the most easily accessible members are chosen as subjects.

We aim to investigate the relationship between Managerial Power (Coercive power, Reward power, Legitimate power, Expert power, and Referent power) and Transformational leadership (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration).



## **Research Hypotheses**

H1 There is a positive correlation between Coercive Power and Transformational leadership

H2 There is a positive correlation between Reward Power and Transformational leadership

H3 There is a positive correlation between Legitimate Power and Transformational leadership

H4 There is a positive correlation between Expert Power and Transformational leadership

H5 There is a positive correlation between Referent Power and Transformational leadership

H6 Inspirational Motivation is the most important feature of Transformational Leadership, while, Intellectual Stimulation is the least important feature.

The survey included people from different ages and occupational work. Questionnaires were used as a method of analysis. They were translated into Arabic language then they were distributed among the employees.

250 questionnaires were distributed but only 211 returned. The results were a total of 211 usable responses from the distributed questionnaires.

Firstly a table was designed to relate the questions asked in the questionnaire with the variables. Secondly, table was designed to relate the hypotheses with the number of the questions asked.

The following section shows us all these tables and results of our hypotheses.

**Table 1. Questions and Related variables**

Questions	Variables
1)Depends on giving instructions and orders 2)Expects unquestioning obedience	Coercive Power
3)Salary is considered very important 4) Incentives is according to merit	Reward Power
5)Takes consideration of all matters 6)Keeps track of all issues	Legitimate Power
7)Our supervisor has wide knowledge 8)Our superior is well experienced	Expert Power
9)Uses recent methods of leadership 10) Uses methods of leadership that are satisfying	Referent Power
11) Talks about the importance of having collective values 12)He considers the moral and ethical consequences in taking any decision	Idealized Influence
13)Confident that goals will be achieved 14) Enthusiastically talks about what needs to be accomplished	Inspirational Motivation
15) when solving problems he seeks different perspectives 16)Suggests new ways to complete assignments	Intellectual Stimulation
17)Helps his subordinates to build their strength 18)Makes a great effort to teach employees	Individual Consideration

The following table investigates the hypotheses with the variables

**Table 2 Hypotheses and Variables investigated**

H1	Q1,2 and 11-18
H2	Q.3,4 and 11-18
H3	Q.5,6and 11-18
H4	Q.7,8and 11-18
H5	Q.9,10 and11-18
H6	Q.11-18

A questionnaire was used it was divided into two sections. The first section was descriptive. It included information about age, the type of work, and experience. The second section included information about Power (Coercive, Reward, Legitimate, Expert and Referent) and Transformational Leadership

A likert scale was used as a five scale. (5) referred to strongly agree (4) agree (3) neutral (2) disagree and (1) strongly disagree. This indicated that (5) strongly agree referred to a very high degree of acceptance, while (1) strongly disagree refers to a very low degree of acceptance.

Reliability analysis was conducted to ensure that the data is reliable. Once this was ensured a correlation analysis and a mean comparison were conducted to test the variables.

A correlation analysis was conducted to measure the association of features of Transformational Leadership and power as an independent variable on the Egyptian employees'. Then a Mean

Comparison was used to consider the level of importance of Transformational Leadership in the Egyptian Culture.

### 10.1 Reliability Analysis

A reliability analysis was conducted to ensure the reliability of the variables. Internal reliability was used, according to Bryman and Carmer (1998) the most widely used methodology for estimating internal reliability is cornbach's alpha. It gives evidence of whether each scale is measuring a single idea (Bryman and Carmer,1998).

In this study cornbach's alpha was calculated for each set of variables aiming to measure a single idea. The Item to Total Correlation (ITTC) was measured for each variable representing managerial power and transformational leadership.

**TABLE 3 Reliability Analysis**

VARIABLE	ITEM TO TOTAL CORRELATION (ITTC)	CORNBACH'S ALPHA
CORCIVE	.581	.837
REWARD	.564	.838
LEGITIMATE	.449	.849
EXPERT	.573	.837
REFRENT	.544	.840
IDEALIZED INFLUENCE	.594	.835
INSPIATIONAL MOTIVATION	.563	.839
INTELLECTUAL STIMULATION	.597	.835
INDIVIDUAL CONSIDERATION	.688	.825

The results of this process show that a range of ITTC of the variables were between .449 and .688 and the cornbach's alpha for each scale ranged from .825 and .849. This indicates an acceptable degree of reliability.

## 10.2 Correlation Analysis

In our research we will use Pearson Product Moment Correlation to indicate the relationship and because this measurement is suitable for our variables which are considered interval.

Correlation indicates the strength and direction of the relationship between a pair of variables (Amin, 2008).

**Tables 4 the Correlation analysis between Managerial power and Transformational Leadership**

<i>Features</i>	<i>Idealized Influence</i>	<i>Inspiration Motivation</i>	<i>Intellectual Stimulation</i>	<i>Individual Consideration</i>
<i>Coercive Sig.(2 tailed)</i>	.405** .000	.362** .000	.351** .000	.390** .000
<i>Reward Sig.(2 tailed)</i>	.365** .000	.314** .000	.360** .000	.387** .000
<i>Legitimate Sig.(2 tailed)</i>	.266** .000	.264** .000	.260** .000	.347** .000
<i>Expert Sig.(2 tailed)</i>	.359** .000	.282** .000	.308** .000	.401** .000
<i>Referent Sig. (2 tailed)</i>	.351** .000	.310** .000	.353** .000	.409** .000

\*\* Significant correlation at 0.01 level(2-tailed)

\*Significant correlation at 0.05 level (2-tailed)

Table 4 shows that Coercive power has a strong relationship with Transformational Leadership. It has a relationship Idealized influence at .405\*\* Sig. at .000, Inspirational motivation at .362\*\* Sig. at .000, Intellectual stimulation at .351\*\* Sig. at .000 and Individual consideration at .390\*\* Sig. at .000. So our first hypothesis is accepted.

Reward power has a strong relationship with Transformational Leadership

It has a relationship Idealized influence at .365\*\* Sig. at .000, Inspirational motivation at .314\*\* Sig. at .000, Intellectual stimulation at .360\*\* Sig. at .000 and Individual consideration at .387\*\* Sig. at .000. So our second hypothesis is accepted.

Legitimate power has a strong relationship with Transformational Leadership. It has a relationship Idealized influence at .266\*\* Sig. at .000, Inspirational motivation at .264\*\* Sig. at .000, Intellectual stimulation at .260\*\* Sig. at .000 and Individual consideration at .347\*\* Sig. at .000. So our third hypothesis is accepted.

Expert power has a strong relationship with Transformational Leadership.

It has a relationship Idealized influence at .359\*\* Sig. at .000, Inspirational motivation at .282\*\* Sig. at .000, Intellectual stimulation at .308\*\* Sig. at .000 and Individual consideration at .401\*\* Sig. at .000. So our fourth hypothesis is accepted.

Referent power also has a strong relationship with Transformational Leadership. It has a relationship Idealized influence at .351\*\* Sig. at .000, Inspirational motivation at .310\*\* Sig. at .000, Intellectual stimulation at .353\*\* Sig. at .000 and Individual consideration at .409\*\* Sig. at .000. So our fifth hypothesis is accepted.

### 10.3 Mean Analysis

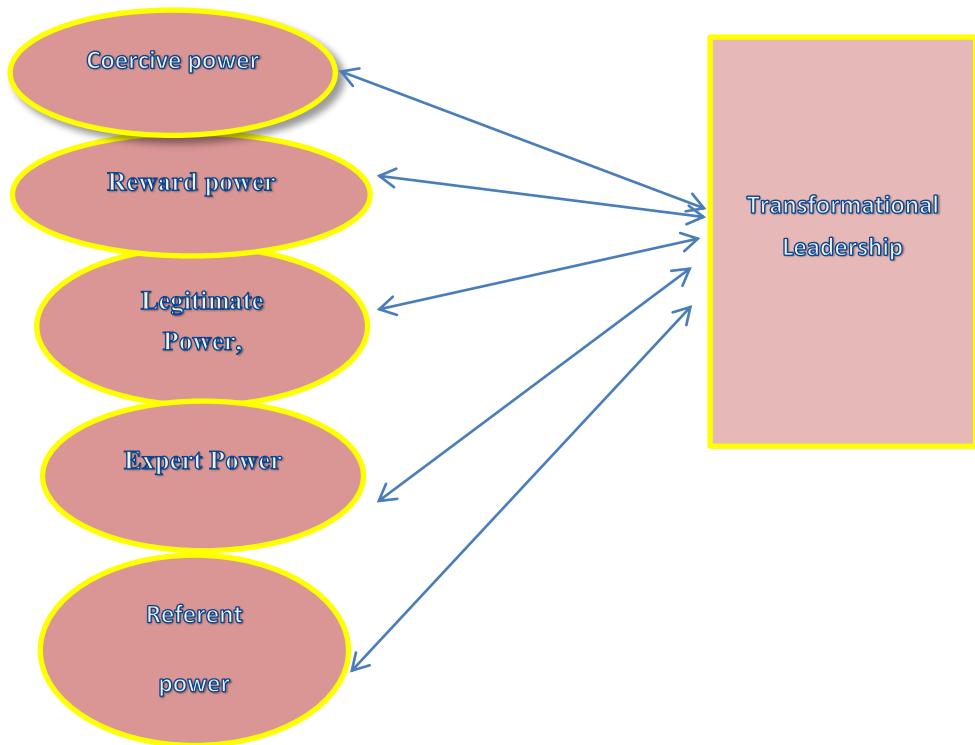
Mean Comparison was used to compare the means of the different features of Transformational Leadership, it was necessary to know the most important and the least important feature. Table 5 shows the mean comparisons.

**Table 5 Mean Analysis of Transformational Leadership**

	<i>Ideal Influence</i>	<i>Insp Motivation</i>	<i>Inte. Stimulation</i>	<i>Ind Considerion</i>
<b>N</b>	211	211	211	211
<b>Mean</b>	3.4455	3.7204	3.8673	3.6682
<b>St. Deviati on</b>	1.32400	1.34253	1.33859	1.32517

Table 5 shows that Intellectual Stimulation has the highest Transformational leadership feature and is considered the most important with a mean 3.8673, while, Idealized Influence is the least important with a mean of 3.4455. The Second in importance

is the Inspirational Motivation with a mean of 3.7204, the third is Individual Consideration with a mean of 3.6682. This indicates that our sixth and last hypothesis was rejected.



**Fig.1 The relationship between power and Transformational Leadership**



## 11. Discussion

The results of the study supported most of our hypotheses.

The correlation analysis shows a strong relationship between Transformational Leadership (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration) and Power (Coercive, Reward Legitimate, Expert and Referent powers).

Transformational Leadership is strongly correlated to Coercive, Reward Legitimate, Expert and Referent power. The Transformational leader whether he has the features of Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration has a deep relationship with Coercive, Reward, Legitimate, Expert and Referent power.

Transformational leader in the Egyptian culture uses different forms of power. He is coercive but not aggressive to differentiate between employees. He provides rewards on merit bases, he uses his legitimate power to direct the behavior of employees. He also is powerful as having experience in his area and most of the employees take him as a model referring to him.

The Mean Comparison indicates that Intellectual Stimulation is the most important Transformational Leadership feature in the Egyptian environment while, Idealized Influence is the least important.

## 12. Conclusion

The study investigates the features of Transformational Leadership and its relationship with Managerial Power. This is essential to investigate this effect to increase the Egyptian employee's productivity. However, considering this is very important to keep the organization successful.

As a Transformational leader in the Egyptian culture it is necessary to emphasize on Intellectual Stimulation, in order to attract employees and increase their productivity.

All of the Managerial power features are important for any transformational leader to consider, as they are strongly correlated with each other.

Coercive power is important as it shows fairness and equity.

Considering reward whether financially or non-financially is essential for productivity. Legitimate power is also essential as it ensures that the leader directs the behavior of employees.

Expert power gives confidence to the employees that their leader has a wide experience and could give information needed. According, to Referent power the employees are attracted to their leaders and consider them charismatic. The leaders have a great ability to inspire the employees and motivate them to work harder. Any transformational leader aims to create a boundary for employees so that employees could work within.

Further research is needed to illustrate transformational leadership in Egypt and other Arab countries. Investigations

are needed in the public and private sectors, in other occupations, in Egypt or Arab country, to elicit more information on productivity.

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