
EURASIAN JOURNAL OF BUSINESS AND MANAGEMENT

www.eurasianpublications.com

THE IMPACT OF TRANSACTIONAL LEADERSHIP AS A STRATEGIC IMPERATIVE IN PROJECT EXECUTION AT A MOBILE COMPANY IN THE GAZA STRIP, PALESTINE

Larry Enoch Jowah

Cape Peninsula University of Technology, South Africa
Email: jowahl@cput.ac.za

Ihab Alagha

Cape Peninsula University of Technology, South Africa
Email: Ihab.agha32@gmail.com

Received: February 5, 2021

Accepted: April 24, 2021

Abstract

Leadership is critical for the functioning of society and of any organization, and the effectiveness is incumbent on leader and follower congruence. The effectiveness of a leader is therefore inevitably contingent to the leader's ability to develop a balance between the objectives of the followers, the leader and the organization. This is compounded by the factors that inform leader behavior, follower expectation and the tasks to be performed. Chief amongst these would be culture, religion, levels of follower education, and the tasks to be performed. The Gaza Strip is a heavily militarized, paternalistic and strongly religious environment, allowing for an environment that encourages transactional leadership. The research sought to establish the acceptability of transactional leadership at a large telecommunications organization in the Gaza Strip. The target population was employees of the organization and their perceptions about transactional leadership. The findings indicate a high acceptability of transactional leadership style by the employees of the organization.

Keywords: Leadership, Transactional Leadership, Strategy, Project, Project Execution and Job Satisfaction

1. Introduction

The Palestinian telecommunications sector has undergone a long period of Israeli control preceding the Palestinian Authority's (PA) existence. The PA is a result of Oslo Pact of 1993, in which the PA inherited a volatile situation due Israeli occupation. The PA devised an emergency plan to expand and reconstruct the dilapidated infrastructure. In keeping with technological advancement, the systems had to be updated. The development of the system included; physical infrastructure, rehabilitation of networks, and development of systems for effective licensing of the services. Consequently, the telecommunications system have been extensively privatized

through the facilities provided by The Palestine Telecommunications Company – (PALTEL). Advancement of global communication helps the authority to meet the much-needed internal communication. Jawwal (a private company) involved in telecommunications has successfully digitalized the system in the occupied territory. The company services upward of 2.85 million people and new projects are executed on a continuous basis. In view of the changes necessary to meet the global changes, and the need to develop the territory, it is expedient then that there be a review on the leadership types that would help accelerate the process. This study aims to evaluate the acceptability of transaction leadership among these globalized conservative employees, identify the prevailing leadership patterns at the selected company in Gaza strip, to evaluate the leadership system at Jawwal company and identify the employee's performance and leadership attitudes. This study used mixed research methodology quantitative and qualitative. Both methodology used to reach out the maximum number of participants. In brief view of leadership in general and transactional leadership in specific style of this study. This study used survey to collect the required data. The survey was divided in 5 different dimension that cover all follower's aspects. SPSS program used to analyses the data, also the researchers used open ended questions.

2. Background

Traditionally, management is about effective planning, controlling, monitoring and time management. Increasingly, it is clear that management has become more complex and requires strategic leadership and thinking to keep pace with global changes. Increasingly, in the Palestinian context, leadership faces several multi-dimensional structural challenges, complicated by operations in a highly legal and military environment where a leader has to deal with, namely;

- i. Demotivated employees because of the political environment with violence all around the country,
- ii. Globalization, which requires a more relaxed environment for the organization to compete globally given the existing technology,
- iii. The changing culture of the society affected by globalization, ever changing marketing terrain.
- iv. The advent of the Fourth Industrial Revolution (4IR) which will impact on the business and employment in the Gaza strip.
- v. The new crop of modernized and culturally "rebellious millenniums" who see things differently from old traditional values.

These factors have impacted greatly on the way managers have to navigate this unstable and unpredictable business climate (Heller, 2007). The employees live in an environment that causes tremendous stress because of the war situation, the leader is still expected to be effective. This suggests that a contingent leader must have high emotional intelligence (EQ) to ensure that situation relevant people are employed to achieve organizational goals. According to Jones and Rudd (2008), leaders cannot solve problems on their own, they need assistance to motivate employees to perform. Jowah and Lapi (2015) assert that the effectiveness of a leader is a direct function of the followers' perceptions about good leadership.

2.1. Followership is key to leadership success

Jowah (2013) posits that the ability to lead is because the leader is able to create a leader-follower equilibrium that moves on a continuum. The continuum is illustrated in Figure 1.

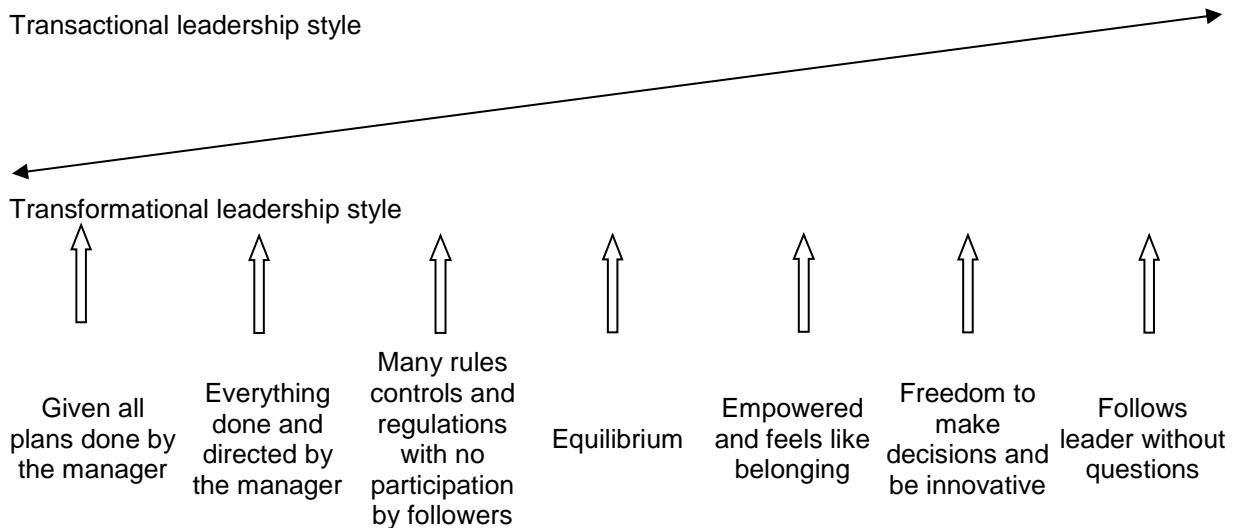


Figure 1. Followership continuum (based on transactional and transformational leadership)

Source: Jowah (2013)

The ability of followers to make choices and the power within them (as individuals or labor unions) determine the extent to which they may become cooperative. The level of education, types of skills and political connection in the organization are other factors to be considered in the way the followers respond (Hayes *et al.* 2015). Societal structures are other serious factors in the way leaders lead, the Arab community is largely patriarchal and the system of leadership is inevitably as such. De Vries *et al.* (2010) concur and suggest that this regional system is characterized by, among other things the type of education, political environment and the societal settings. Therefore, according to the implicit theory of followership (Jowah, 2013) styles would be accepted on the basis of expectations. This is in agreement with the expectancy theory (Purvis, 2015) suggesting that people work well where some of their expectations are considered as part of the leader's behavior.

Table 1. Factors affecting followership and expectations

Culture	The culture accepts the standards that lead the community environment to come together. Though there are no books written on, what should be done – people grow up with the understanding of what is acceptable.
Values	These are aspects, beliefs that are considered dearly by the practitioners and these (usually derived from culture) inform the behavior of an individual. Though values may change over time, they may be the last part of determinants of human behavior to go.
Experiences	Subordinates or followers, whichever way they may be classified have interacted with other people before. The interactions may have been positive or negative, but these inform the follower on how they will respond to other external stimuli.
Fears and concerns	There needs to be a degree of trust between the leader and the follower, in that the followers do not know if they will get what they want or need. There is the fear of uncertainties, fear of which may be managed if the leader provides the expected leadership to the followers.
Ambition	Whilst there are different levels and or forms of ambitions from individual followers, many employees have wishes to be fulfilled. Sometimes depending on the skills or education levels, they may aspire to be managers themselves. A good leader is one who satisfies that expectation.

Source: Wang and Peng (2016)

Offerman *et al.* (2001) point out that the values of the followers are critical attributes in the leader – follower relationship. If a leader does not speak to the needs or expectations, the subordinates may not cooperate with the leader resulting in failed leadership and poor job performance. Lee and Reade (2018) posit that followers have their own values and belief systems which inform their behavior, and an effective leader will have only two options – work to change the situation (Baciu, 2018), or fit themselves into the situation. The following table considered the followers' culture, values, beliefs, experiences, fears, and the follower's ambitions matter too. Table 1 details the causal factors of followership and leadership relationship.

The nature of the followers, therefore, is best understood by the leader being able to align himself / herself with the human complexities. Followers have their own styles also, which, as alluded to, depend on their values, the basis of which, a leader may fail or succeed. Based on this, Jowah (2013) proposes 4 generics but distinct types and styles of followership in an organization, namely;

- i. The submissive introverts with little self-confidence;
- ii. The nonscientist ones who want to be consulted;
- iii. The “we know it too” ones who want to make decisions;
- iv. The “better than you” ones who think they can manage better.

Every follower is a “concoction” of many other things, chief among them are, experiences, culture, values, fears and concerns, ambition and expectations (Banerjee and Roy, 2013). Leadership therefore is not a “one stop formula” Giovanella *et al.* (2017) that can be used or practiced to a given standard, and is inevitably tied on to the community where it will be practiced. It is however universally acceptable that management or leadership involves people (Saeed, 2014), who themselves differ in many respects as they will most certainly have different experiences.

2.2. Definitions of leadership

According to Sellgren *et al.* (2006), leadership concerns integrating leaders and followers, or top managers and employees, in a manner so that leaders or top managers try to influence followers or employees to achieve the company's stated goals. Northouse (2010) defines leadership as an art, which manages the organization and its employees to lead and accomplish the company's vision. Vidyarthi *et al.* (2014) define leadership as an important instrument in the hand of leaders to achieve the organization's main targets.

2.3. Types of leadership

An environment with good Leader-member relations motivates employees to work together to build the company's image (Sellgren *et al.* 2006). The new focus for leadership centers on renewal and change, not much on stable efficiency. As such, firms try to adopt different leadership styles, chief among these are transactional and transformational leadership styles (Vidyarthi *et al.* 2014). A comparison of these two most prominent leadership styles is illustrated in Table 2.

The two most popular or most written of leadership styles are generally contrasted against each other as opposing each other. Transactional leaders are perceived as leading by making transactions of trade-off deals with the subordinates as a way of getting them to participate (Pieterse *et al.* 2010). This style is based on two factors, namely; reward system and management by exception supported by clear structures to help employees in the execution of their tasks. On the other hand, transformational leaders show focus on relationships and use the four factors, namely; charisma, inspirational motivation, intellectual stimulation and individualized consideration (Ruggieri, 2009). The followership base is increased by forming relationships, respecting employees, and focus on teamwork. The relationship between the two is illustrated in Figure 2.

Table 2. Comparison of transactional and transformational leadership styles

Transactional leadership	Transformational leadership
Is preoccupied with power and position, politics and perks	Is preoccupied with purposes and values, morals, and ethics
Is mired in daily affairs	Transcends daily affairs
Is short term and hard data orientated	Is orientated toward long-term goals without compromising human values and principles
Focuses on tactical issues	Focuses more on missions and strategies
Relies on human relations to lubricate human interactions	Releases human potential- identifying and developing new talent
Follows and fulfils role expectations by striving to work effectively within current systems	Designs and redesigns jobs to make them meaningful and challenging
Supports structures and systems that reinforce the bottom line, maximize efficiency and guarantee short term profits	Aligns internal structures and systems to reinforce overarching values and goals

Source: Mugizi et al. (2019)

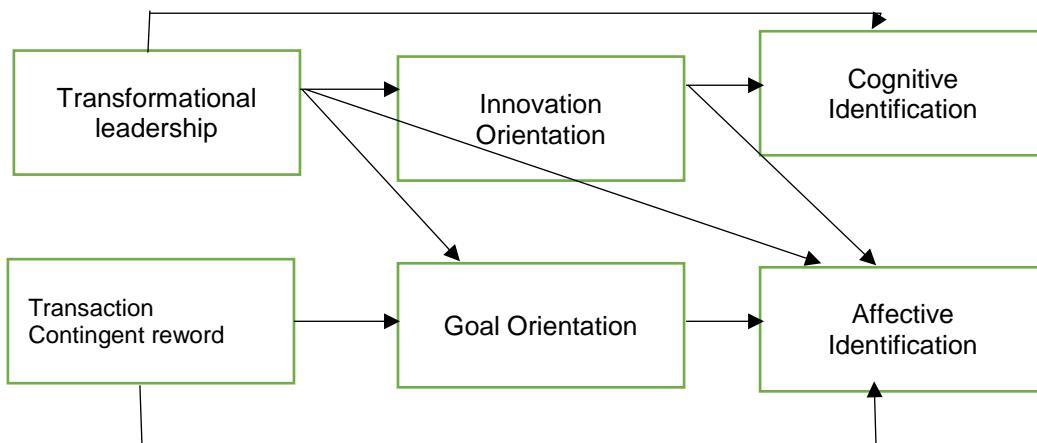


Figure 2. Relationship between transactional and transformational
Source: Liu (2010)

Transactional leadership (as illustrated above) focuses directly to goal achievement (goal orientation) and the affective identification whereas transformational leadership involves innovation and cognitive identification. Transactional leadership, therefore, is very appropriate where the tasks and the outcomes do not need any form of thinking outside what is set before the practitioners. Outside of these two main leadership styles, there are numerous other not popular in literature (Breevaart et al. 2014). These are discussed briefly as follows, namely; commanding thinking is based on traditional idea of leadership, leaders influence other people to achieve goals quickly and leaders can be powerful and assertive (Hartnell et al. 2016), pacesetting style has high levels of performance because the leaders and followers use high standards of performance, but this style gives no feedback to followers (Aron et al. 2019). Democratic style, according to Jowah and Peretu (2019), is unlike an autocratic style of leadership; here, employees are involved in decisions, and the style focuses on followers' contributions. The leaders know how to delegate responsibility to others. Affiliative style tries to solve problems that followers face by building teams that will connect to each other, whilst receiving praises from leaders; however, the style renders poor levels of performance (Jowah and Peretu, 2019). Visionary leadership style understands the processes, procedures and methods that the employees work within. Being able to transform the company's visions into its reality is essentially the work of a visionary leader (Stam et al. 2010). Coaching style includes teaching and supervising employees. Here, the

leadership considers where and how to improve results. This style helps followers to improve, and to inspire their performance (Nazarudin *et al.* 2009).

2.4. Focus on transactional leadership

The focus of the study is the impact and acceptability of the transactional leadership in an organizational at the heart of a paternalistic environment. The first impression would be that paternalistic views will lend themselves on using transactional leadership to make employees to perform (Deichmann and Stam, 2015). This style, as indicated in Figure 2, is clearly not applicable easily in all situations, and consequently does not apply well to a certain caliber of followers. Customer support which involves most routine work may be the most ideal (Liu, 2010) as this allows for schedules on delivery times that do not need innovation. Tasks that require self-motivation or steering committees will not be suitable for this style. Shahhosseini (2013) posits that transactional leadership may be best suitable where outcomes are clearly predictable, with fixed standards to be adhered to.

2.4.1. Advantages of transactional leadership

Since 1947 when it was first detailed, researchers have noted some advantages of this leadership type, in as much as it has disadvantages too. The transactional style is based on the reward system, thus it affects productivity because employees are presumably paid on a performance matches reward basis. This is thought to motivate employees to perform for the reward (Breevaart *et al.* 2014) and this benefits hard workers who get rewarded for that. The structured organizational system limits mistakes and states the goals clearly and thereby making individual targets and expectations from the firm clear (Avci, 2015). Reduction in mistakes saves the organization from preventable losses preventable, the process involves micromanagement (McCleskey, 2014) of the employees because the manager monitors everything done by the employees. Fewer errors may be allowed to go unnoticed where there is close supervision, there are measurable systems to help employees meet acceptable performance levels (Tomte, 2016). The benefits of transactional leadership are, namely;

- It rewards and recognizes the work done by self-motivated employees.
- It rewards employees who follow instructions and completes tasks in time.
- Because its short term goals can be realized quickly to reward the worker.
- The worker is clear about the rewards they will get from the operations.
- It is the most ideal for work environments where structure and systems must be reproduced.
- It helps in the alignment of everyone in the organization and produces uniformity.

2.4.2. Disadvantages of transactional leadership

The reward system may cause despondency amongst the employees as it focuses on tasks to the exclusion of human relations. The transactional leadership style is seen as a none flexible style (Bucheli *et al.* 2010) since the leader is literally in charge of everything taking place. It limits employee creativity, rigid and sticks on to the book with little concern about the prevailing situations at that moment. Thus the leaders are not open to new ideas (Cuervo-Cazurra and Genc, 2008), and both the firm and the employees may not compete well in the dynamic market environment. Jowah and Peretu (2019) posit that when employees “engaged” in the process of company matters they feel they equally own the business, treat it, and protect it as theirs. This involves the insensitive nature of leaders to employees’ emotions and circumstances (Masa'deh *et al.* 2016) since they are taken as or used as means of production, and when the product is completed then the transaction is over – “they get paid after all.”

The demerits of transactional leadership are, namely;

- i. Transactional styles do not work well in flexible operational environments,
- ii. Workers are generally rewarded with money on and not with other rewards,

- iii. It does not recognize nor reward individuals who take personal initiatives,
- iv. It limits personal creativity and tells the employee just what they have to do,
- v. The structure tends to be too rigid and may impact negatively on individual,
- vi. It will not apply well to people with certain levels of skill and experience.

In view of all the preceding, transactional leadership styles are a reality, sometime likened to Aithal and Kumar (2016) X and Y theories. It would appear that transactional leaders do not have full trust in the ability of their subordinates. In as much as it has some elements of contingency in it, there is much also of leader behavior being forced on the people to change. The situation sometimes may demand the use of transactional leadership if pressure is needed to get work done. The company understand that the radical religious regime is the main driven system in the culture.

2.5. Cultural environment

Culture, though it is “an acquired pattern of living that is passed on from generation to generation in a group,” is everything to some people (Ayman and Korabik, 2010, p. 157). It gives people a sense of belonging and therefore becomes general difficult to change individuals if they remain in the same environment. Both leadership and followership find their base in culture, although other factors (education, exposure and circumstances) may alter or bring variations to the levels of adherence to cultural values. The environment in the Middle East (where the Gaza strip is) is predominantly if not exclusively Islam. It is this cultural setting that is used to develop the prototype of what good leadership is (Hartnell *et al.* 2016), and is what informs the follower responses. The globalization has introduced different values and expectations suggesting that there is no homogenous community and thus the value systems have changed (Muna and Khoury, 2016). It can be hypothesized that, though the region is highly paternalistic (suggesting *transactionalism*), not all Palestinian followers and leaders may subscribe to those values in this age. Considering also the pronouncements from contingency theories, the leadership style may depend largely on the situation (Tayeh *et al.* 2018). Due to exposure, Palestinian leaders also have different characteristics with many foreign companies possibly headed by non-Palestinians (Jarad, 2012). Much of the existing leadership is likely to be a blend of many other value systems because of globalization bringing about different ways of perceiving things. This should also be understood within the context of mobile workforce within the Strip at all organizational levels thereby importing or exporting different values.

3. Problem statement

Jawwal is a telecommunications business operating in the Gaza Strip characterized by political unrest, limitations to access because of political upheavals together with high levels of poverty. The Gaza Strip is unique because of the political climate and the prevailing circumstances. Typically, a patriarchal structure striving to fit into the worldwide wave of globalization including gender exclusivity. With this, the type of leadership is expected to fit into the current trends as the followers largely determine the way they are led. Globalization has increased the flow of information and has brought about a high degree of changes in attitude, perceptions and values even amongst conservatives. The research intends to evaluate how transactional leadership style would impact positively in the implementation of projects in this environment. The globalized followership may have different thoughts about effectiveness of certain leadership styles in this largely patriarchal society; the research seeks to measure the extent of the shift from the traditional leadership methods.

4. Research objectives

Objectives are the specific aims to be achieved by this survey within the time frame of the research. It is these objectives that inform the methods to be followed and the resources needed for the project. The objectives are classified as, primary objective and secondary objectives. The

Primary objective is to evaluate the acceptability of transactional leadership among these globalized conservative employees. Secondary objectives are derived from the primary objective and they simply serve to provide more detail on the primary objective such as: to identify the prevailing leadership patterns at the selected company in the Gaza Strip, to identify how leadership system at Jawwal company organizes employees to perform well and meet objectives, to identify how employees' performance is measured and the probable rewards, to identify the prevailing or acceptable leadership style in the selected organization in the Gaza Strip, to identify the feelings of these employees about the way they work and the leadership processes, to identify the generic leadership attitudes prevailing among the management and leadership of the organization.

5. Research design and methodology

This study uses the mixed research method combining qualitative and quantitative research methodologies. Both methods were chosen in an effort to reach out to the respondents whilst providing the researcher with both the breadth and depth of this study in an area considered to be conservative. The methods allowed for detailed information on the participants and in terms of their biography. A Likert scale was used also to measure the perceptions and attitudes of the respondents. The Likert scale ranking was 1-5 with strongly agree, agree, neutral, disagree and strongly disagree. The Likert scale is followed by open ended questions which allowed for free interaction with the respondents. The research methodology used was in two stages starting with extensive literature review (as books, articles, previous studies and reports). The second step was the fieldwork, which involved meeting respondents at the Jawwal company.

The target population in the study was individuals starting from middle managers to shop floor employees, these are impacted on by the systems and they would be able to assist with the information on how they are managed and how they feel about it. The organization employees an average of 3,000 employees within the Gaza strip but in different locations. Not all of them are employed directly by Jawwal, close to 50% of the workers are contracted to Jawwal with special projects. The workers were easy to differentiate because of their uniforms, which distinguished them from the permanent employees from Jawwal. The focus was on Jawwal Telecommunications employees. Employees of the company starting from supervisors and below were randomly sampled, using some elements of convenience in cases where they were in meetings. Of the nearly 1,500 Jawwal employees, just over 170 employees were interviewed and the findings were based on the responses from these employees. It was not easy to get all the people in one place at a particular time because many of them work shifts.

6. Findings

The following Table illustrated the type of Supervision. Table 3 has eight items, the item, which comes first based on level of agreement, is "I like leader coaching me", the item, which comes last, based on agreement level is "I like a manager that is strict with employees" and it is medium of agreement. The total degree of agreement on type of supervision construct was high agreement. According to results, there is positive significant among Type of Supervision goes to agreement.

The result shows that the respondents largely say that they agree (55.9% with 26.5% strongly agreeing) making a total of 82.4%. Overwhelmingly, the respondents favor or would like a leader who uses coaching as a leadership style.

Table 3. Type of supervision

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
1	I like a manager that is strict with employees	9%	21%	24%	33%	15%
2	I like a leader who is always watching my performance	3%	6%	9%	62%	21%
3	I like a leader who will always coach me	0%	15%	3%	27%	60%
4	I like a manager who is formal with the employees	3%	15%	21%	39%	34%
5	I prefer a leader who leaves me to work alone	3%	34%	21%	39%	15%
6	My manager is strict with employees	6%	21%	24%	42%	9%
7	My manager is always watching my work	0%	15%	12%	56%	18%
8	My manager coaches me	0%	15%	3%	39%	45%

The second diminution is organizing the people. Table 4 shows the highest level of agreement level is 88.8% which is explain that the employees at Jawwal like the leader who motivate them. The second highest degree is 88.2% among the items is "I like leader who develops the best of you". The result from this diminution is the means the employees like the motivation to provide the best of the employees.

Table 4. Organizing of employees

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
9	I like leader who develops the best of you	0%	3%	6%	39%	54%
10	I like leader who uses technical competence	0%	6%	3%	48%	45%
11	I like manager who uses initiating structure	0%	6%	3%	39%	53%
12	I like leader who empowers the employees	0%	6%	0%	45%	50%
13	Employees like to motivate leadership	0%	8%	0%	39%	56%
14	My manager develops my performance	0%	6%	9%	42%	45%
15	My manager uses technical competence	0%	6%	18%	45%	33%
16	My manager use initiating structure	0%	6%	15%	45%	36%

There is large acceptance of empowerment of the employees in Table 5, those strongly agreeing at totaling level at 94%. The empowerment of employees seems to be of particular interest to the workers as evidenced by the 94%, generalization is inevitable.

The third diminution is management performance. Table 6 shows the highest agreement among the items and the less agreement among the items. However, the highest degree of agreement is "I like managers who develop mission", the level of agreement is 87.1%. The second highest agreement among the items is "I like leader who focuses on work stability". The results from these two highest agreement items show that the employees prefer to work with manager/leader who has clear future plan.

Table 5. Management of performance

		Strongly disagree	Disagree	Neutral	Agree	Strongly disagree
		1	2	3	4	5
17	I like leader who focuses on work stability	0%	6%	3%	48%	45%
18	I like leaders who is overly dominant	6%	27%	15%	24%	30%
19	I like leader who focuses on operation work	0%	12%	12%	50%	27%
20	I like leader who trains employees	0%	6%	6%	45%	45%
21	I like managers who develop mission	0%	6%	9%	30%	56%
22	My manager focuses on stability	6%	6%	3%	48%	39%
23	My manager is overly dominant	6%	27%	21%	30%	18%
24	My manager focuses on work operation	0%	6%	15%	62%	18%

The interviews show massive agree 47.1% with 44.1% strongly agreeing that mean more than ¾ of population are agreed totaling 91.2%. These indicate that they are happy to work with leaders or a leader who strive to find stability in the work place. Generalization can be made that the Arabs in the Gaza strip seem to be comfortable working in a stable environment where there are no new products of operation systems will be tried and continue to cause confusion.

The fourth diminution at this study is the leadership style. Table 6 shows the highest degree of agreement is "I like leader who is open to new ideas" the level of agreement is 87.9%. The second items of highest agreement are "my manager uses new idea at the work environment", the level of agreement at this item is 85.3%. The results of highest items show that, the employees like to integrate with leaders/managers thinking outside the box, creative and importing new ideas.

Table 6. Style of leadership

		Strongly disagree	Disagree	Neutral	Agree	Strongly disagree
		1	2	3	4	5
25	I prefer a leader who allows me to work on my own	0%	12%	27%	48%	15%
26	I like leaders who are open to new ideas	0%	6%	9%	30%	56%
27	I like leader who uses rewards and punishment	0%	15%	18%	39%	30%
28	I prefer leader who allows my self-interest first	24%	30%	24%	21%	3%
29	I prefer managers who are thinking outside the box	6%	9%	6%	42%	39%
30	My manager allows me to work on my own	0%	6%	21%	48%	27%
31	My manager uses new ideas at the work environment	0%	6%	3%	50%	42%
32	My manager uses rewards and punishment	3%	18%	6%	45%	30%

Being allowed to work alone with little supervision may be a sign that the manager trusts the employer with what they are doing. A combined strongly agree (26.5%) and agree (47.1%) of the respondents were in the affirmative with a total of 73.6%. This suggests that close on ¾ of the staff complete represented here have confidence in what they are doing.

The fifth diminution at this study is related to followers feeling. Table 7 shows the highest degree of agreement which is "I like leader who lets me create new idea", the level of agreement is 87.6%. The second highest degree of agreement is "I like leader who is oriented the employees", the level of agreement is 87.1%. The tow highest agreement result are the

employees like work with leaders who give them attention and provide new helpful ideas. Also, the employees prefer to work with leader guide them and allow them to perform much.

Table 7. Feeling of followers

		Strongly disagree	Disagree	Neutral	Agree	Strongly disagree
		1	2	3	4	5
33	I prefer a leader who allows me to perform much	0%	6%	3%	42%	50%
34	I like leader who minimizes the challenge	3%	9%	9%	36%	45%
35	I prefer Leader who clarifies what is the acceptable at work place	0%	9%	6%	50%	36%
36	I like leader who is oriented the employees	0%	3%	9%	39%	50%
37	I like leader who lets me create new ideas	0%	6%	0%	45%	50%
38	My manager lets me work as I like	15%	18%	35%	30%	3%
39	My manger reduces the priority for employees	15%	39%	18%	24%	6%
40	My manager guides me for acceptable work	0%	12%	6%	53%	30%

Every manager would feel honored and feel effective if they can get their subordinates to produce or perform "much" more than expected. Using the same reward system, it can be expected that senior management would equally reward the manager "handsomely." A unanimous 91.2% of agreement wish to be allowed to perform much. Not clear if they want to perform much because of the "rewards system" or merely because they would want to feel good by doing well.

The last diminution in this study is leadership attitude towards employees. Table 8 shows the highest degree of agreement among the items "I like leader who focuses on responsibility" the agreement level is 88.8%. The second highest agreement item is "I like leader who sets goal and takes action" the agreement level is 88.2%. The result of this agreement means the leaders at Jawwal pay high attention to employees through taking responsibility over the employees, also prefer to work with leaders that have positive thinking.

Table 8. Feeling of leaders

		Strongly disagree	Disagree	Neutral	Agree	Strongly disagree
		1	2	3	4	5
41	I like a leader who treats me as a lazy person	50%	27%	0%	9%	15%
42	I like leader who sets a goal and takes action	0%	6%	0%	42%	53%
43	I prefer leader who hangs out with positive people	0%	3%	6%	42%	50%
44	I like leader who focuses on responsibility	0%	3%	3%	42%	53%
45	I like dealing with funny leadership	0%	6%	18%	42%	36%

Table 8 shows the strong level of agreement by 94.1%. There is a general consensus that the transactional methods as announced in theory are actually existing on the ground in this organization understudy. This allows another generalization that the acceptability of a leadership style by subordinates may also have to do with their philosophy about what leadership and even eldership is about.

For this study, we primarily offered the respondents a form of a discussion forum by asking them to state their opinions about particular aspects of leadership. The requests are stated / repeated in the way they appeared in the questionnaire. The most 10 most frequently stated opinions and or views were recorded in ascending order.

REQUEST 1; State at most five things you can say to define the type of leaders you have in your organization.

- i. They are generally old man who have good experience and want to be respected and obeyed.
- ii. They always have answers to the problems we have because they know a lot about our organization.
- iii. They are generally very religious and allow people to go for prayer at set times in a day so that we become good.
- iv. They always decide what is good for us because they know us and understand us very well.
- v. They promote those that work hard and make sure that these become our future leaders in the organization.

REQUEST 2; Please tell us any five types of leader behavior that motivates you to work at your organization.

- i. I like a leader who loves people and talks to people so that we understand them and work well with everyone.
- ii. I like a leader who rewards people fairly according to how they have performed in their section.
- iii. I like a leader who shows that they love me so that they understand when I have a problem to solve.
- iv. I like a leader who gives a fixed plan on exactly what I should do because I do not want to fight if I do different things.

REQUEST 3; Please tell us any five types of leader behavior that discourage you from loving your work at your organization.

- i. I do not like a leader who is there all the time watching you and what you are doing moment by moment.
- ii. I do not like a leader who shouts at me when I make a mistake and treat me like a small child.
- iii. I do not like a leader who is too old because he does not understand or want to listen to anything else.
- iv. I do not like a leader who has favorites in the workplace especially if I am not his favorite employee.
- v. I do not like a leader who does not communicate but expects that I must know what he is thinking.
- vi. I do not like a leader that does not allow me to think and do things different from the tradition.
- vii. I do not like a leader who dictates things to me instead of us sharing views so that I know why he wants things that way.
- viii. I do not like a leader who talks only to a few people and we hear things as rumors from those who are always privileged to know.

- ix. I do not like a leader who never recognizes my performance when I have done something good at my work station.

REQUEST 4; Please state five things you would do differently if you were the leader in your organization.

- i. I will always have some training workshops for employees in different levels of their operations.
- ii. I will give incentive bonuses to people according to how they have performed as individuals.
- iii. I will always ask individuals to think out solutions to the problems we have in the organization.
- iv. I will know employees individually so that I understand their situations and the type of social problems they have.
- v. I will employ and train some women also to work in places where they supervise other people.
- vi. I will always ask employees to give me their operation plans regularly every month to see what they are doing.
- vii. I will always discuss the plans for the units with the different supervisors and will also tell the people.
- viii. I will develop a career path for everyone and show them what they can be if they perform to a certain standard.
- ix. I will not have standing rules where no principle is involved but will make decisions depending on the situation.

7. Conclusions

The aim for this study is to establish the perception and attitudes towards the type of leadership at the mobile company. This is in view of the existing martial law and the highly militarized environment together with the traditional paternalistic culture of the region. The objective is therefore to establish the use and acceptability of the transactional leadership style at Jawwal mobile company operating in Gaza strip. The statements that were needed to be ranked were essentially those that are stated as negatives about transactional leadership. The intention was to make a comparison between the Gaza Strip employees and the general world few and their understanding of what is perceived to be the disadvantages of the style. Surprisingly, the employees are happy with the transactional leadership as stated in the literature on leadership, the followers do not find anything amiss with that leadership style.

According to results of this study, the researcher's recommendation as following;

- The employees at Jawwal like the manager who are flexible with them. In other words, based on the level of disagree, the manager do not have to be strict with the employees and they should give them space to lead.
- Jawwal should put more effort in technical competence and initiating structure to improve the manager's performance and provide high service to customers. Also, Jawwal should coach managers on technical competence and initiating structure to provide high work qualities.
- The researcher recommends that Jawwal must avoid the dominant managers/leaders to be on right track of productivity and providing service. Jawwal must create environment between managers/leaders to avoid the weakness performance.
- However, the researcher recommends that, the leaders/managers should give the employees a gaudiness of work framework to provide more productivity. Also, leaders have to give the employees some space to apply themselves in the work environment.

- In this stage, the researcher recommends that Jawwal should apply adopt teamwork method more to provide satisfaction among follower's, also Jawwal should increase the reword method among followers to increase the work quality.
- In addition, the researcher recommends not using lazy leadership style at Jawwal.

References

- Aithal, P. S. and Kumar, P. M., 2016. Comparative analysis of theory X, theory Y, theory Z, and Theory A for managing people and performance. *International Journal of Scientific Research and Modern Education (IJSRME)*, 1(1), pp. 2455-5630.
- Aron, B., Solène, B., Ilona, D., Aleksandr, D., Anna, K., Erika, M., Bilal, P., Daniil, S., Jan, S., Lisa, T. and Oula, V., 2019. *Business and leadership: Approaching an emerging future for business Spring 2020, humanity's twilight moment: leading in the change*. e-Magazine, 2019.
- Avci, A., 2015. Investigation of transformational and transactional leadership styles of school principals, and evaluation of them in terms of educational administration. *Educational Research and Reviews*, 10(20), pp. 2758-2767. <https://doi.org/10.5897/ERR2015.2483>
- Ayman, R. and Korabik, K., 2010. Leadership: Why gender and culture matter. *American Psychologist*, 65(3), 157-170. <https://doi.org/10.1037/a0018806>
- Baciu, L. E., 2018. Expectancy theory explaining civil servants' work motivation. Evidence from a Romanian city hall. *The USV Annals of Economics and Public Administration*, 17(2 (26)), pp. 146-160.
- Banerjee, S. and Roy, S., 2013. On the road to an encyclopedic schema of ethical management: A concoction of multifarious Vedantic philosophies. *International Journal of Business Ethics in Developing Economies*, 2(1), 51.io <https://doi.org/10.26643/think-india.v16i2.7821>
- Breevaart, K., Bakker, A., Hetland, J., Demerouti, E., Olsen, O. K. and Espenik, R., 2014. Daily transactional and transformational leadership and daily employee engagement. *Journal of Occupational And Organizational Psychology*, 87(1), pp. 138-157. <https://doi.org/10.1111/joop.12041>
- Bucheli, M., Mahoney, J. T. and Vaaler, P. M., 2010. Chandler's living history: The visible hand of vertical integration in nineteenth century America viewed under a twenty-first century transaction costs economics lens. *Journal of Management Studies*, 47(5), pp. 859-883. <https://doi.org/10.1111/j.1467-6486.2010.00927.x>
- Vidyarthi, A., Erdogan, B., Anand, S., Liden, R. C., and Chaudhry, P. R., 2014. One member, two leaders: Extending leader-member exchange theory to a dual leadership context. *Journal of Applied Psychology*, 99(3), pp. 468-483. <https://doi.org/10.1037/a0035466>
- Cuervo-Cazurra, A. and Genc, M., 2008. Transforming disadvantages into advantages: developing-country MNEs in the least developed countries. *Journal of international Business Studies*, 39(6), pp. 957-979. <https://doi.org/10.1057/palgrave.jibs.8400390>
- De Vries, R. E., Bakker-Pieper, A. and Oostenveld, W., 2010. Leadership= communication? The relations of leaders' communication styles with leadership styles, knowledge sharing and leadership outcomes. *Journal of Business and Psychology*, 25(3), pp. 367-380. <https://doi.org/10.1007/s10869-009-9140-2>
- Deichmann, D. and Stam, D., 2015. Leveraging transformational and transactional leadership to cultivate the generation of organization-focused ideas. *The Leadership Quarterly*, 26(2), pp. 204-219. <https://doi.org/10.1016/j.lequa.2014.10.004>
- Giovanella, P., Cabral, L., Costa, A. P., de Oliveira Camargo, F. A., Gianello, C. and Bento, F. M., 2017. Metal resistance mechanisms in Gram-negative bacteria and their potential to remove Hg in the presence of other metals. *Ecotoxicology and environmental safety*, 140, pp. 162-169. <https://doi.org/10.1016/j.ecoenv.2017.02.010>
- Hartnell, C. A., Kinicki, A. J., Lambert, L. S., Fugate, M. and Doyle Corner, P., 2016. Do similarities or differences between CEO leadership and organizational culture have a more positive

- effect on firm performance? A test of competing predictions. *Journal of Applied Psychology*, 101(6), pp. 846. <https://doi.org/10.1037/ap0000083>
- Hayes, L. A., Caldwell, C., Licona, B. and Meyer, T. E., 2015. Followership behaviors and barriers to wealth creation. *Journal of Management Development*, 34(3), pp. 270-285. <https://doi.org/10.1108/JMD-09-2013-0111>
- Heller, K. J., 2007. Retreat from Nuremberg: the leadership requirement in the crime of aggression. *European Journal of International Law*, 18(3), pp. 477-497. <https://doi.org/10.1093/ejil/chm025>
- Jarad, N. G., 2012. *The construction manager leading characteristics for the success of construction projects in the Gaza Strip*. [dissertation]. Gaza: Islamic University.
- Jones, D. and Rudd, R., 2008. Transactional, transformational, or laissez-faire leadership: an assessment of college of agriculture academic program leaders'(deans) leadership styles. *Journal of Agricultural Education*, 49(2), pp. 88-97. <https://doi.org/10.5032/jae.2008.02088>
- Jowah, L. E. and Beretu, T., 2019. An evaluation of the impact of the management practices and how they impact on employee-engagement: Employees perceptions. *African Journal of Business Management*, 13(8), pp. 264-273. <https://doi.org/10.5897/AJBM2018.8700>
- Jowah, L. E. and Laphi, L., 2015. Project leadership competencies: the case of project leadership in construction project. *Entrepreneurship and Innovation Management Journal*, 3(1), pp. 1-31.
- Lee, H. J. and Reade, C., 2018. The role of Yin-Yang leadership and cosmopolitan followership in fostering employee commitment in China. *Cross Cultural & Strategic Management*, 25(2), pp. 276-298. <https://doi.org/10.1108/CCSM-12-2016-0216>
- Liu, W., Zhu, R. and Yang, Y., 2010. I warn you because I like you: Voice behavior, employee identifications, and transformational leadership. *The Leadership Quarterly*, 21(1), pp. 189-202. <https://doi.org/10.1016/j.lequa.2009.10.014>
- Masa'deh, R. E., Obeidat, B. Y. and Tarhini, A., 2016. A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach. *Journal of Management Development*, 35(5), pp. 681-705. <https://doi.org/10.1108/JMD-09-2015-0134>
- McCleskey, J. A., 2014. Situational, transformational, and transactional leadership and leadership development. *Journal of Business Studies Quarterly*, 5(4), pp. 117-130.
- Mugizi, W., Tumuuhaiseand, G., Samanya, B. and Dafiewhare, A. O., 2019. Leadership styles and retention of teachers in private primary schools in Bushenyi-Ishaka municipality, Uganda. *Open Journal of Leadership*, 8(04), pp. 167-187. <https://doi.org/10.4236/ojl.2019.84009>
- Muna, F. A. and Khoury, G. C., 2016. *The Palestinian executive: Leadership under challenging conditions*. London: Routledge. <https://doi.org/10.4324/9781315554853>
- Nazarudin, M. N. B., Fauzee, O. S. M., Jamalis, M., Geok, K. S. and Din, A., 2009. Coaching leadership styles and athlete satisfaction among Malaysian University Basketball team. *Research Journal of International Studies*, 9(1), pp. 4-11.
- Northouse P. 2010. *Leadership: theory and practice*. 5th ed. Los Angeles: Sage
- Pieterse, A. N., Van Knippenberg, D., Schippers, M. and Stam, D., 2010. Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment. *Journal of Organizational Behavior*, 31(4), pp. 609-623. <https://doi.org/10.1002/job.650>
- Purvis, C., Zagvazdin, Y. and Rambo, A.H., 2015. Developing leadership by recognizing strengths in ourselves and others.
- Ruggieri, S., 2009. Leadership in virtual teams: A comparison of transformational and transactional leaders. *Social Behavior and Personality: an International Journal*, 37(8), pp. 1017-1021. <https://doi.org/10.2224/sbp.2009.37.8.1017>
- Saeed, T., Almas, S., Anis-ul-Haq, M. and Niazi, G. S. K., 2014. Leadership styles: relationship with conflict management styles. *International Journal of Conflict Management*, 25(3), pp. 5-16. <https://doi.org/10.1108/IJCMA-12-2012-0091>

- Sellgren, S., Ekwall, G. and Tomson, G., 2006. Leadership styles in nursing management: preferred and perceived. *Journal of Nursing Management*, 14(5), pp. 348-355. <https://doi.org/10.1111/j.1365-2934.2006.00624.x>
- Shahhosseini, M., Silong, A. D. and Ismaill, I. A., 2013. Relationship between transactional, transformational leadership styles, emotional intelligence and job performance. *Researchers World*, 4(1), pp. 14-22.
- Shahhosseini, M., Silong, A. D. and Ismaill, I. A., 2013. Relationship between transactional, transformational leadership styles, emotional intelligence and job performance. *Researchers World*, 4(1), pp. 14-22.
- Stam, D. A., Van Knippenberg, D., and Wisse, B., 2010. The role of regulatory fit in visionary leadership. *Journal of Organizational Behavior*, 31.4 (2010), pp. 499-518. <https://doi.org/10.1002/job.624>
- Tayeh, B., Al-Hallaq, K., Alaloul, W. and Kuhail, A., 2018. Factors affecting the success of construction projects in Gaza Strip. *The Open Civil Engineering Journal*, 12, pp. 301-315. <https://doi.org/10.2174/1874149501812010301>
- Tomte, C.E., Fossland, T., Aamodt, P.O. and Degn, L., 2019. Digitalisation in higher education: mapping institutional approaches for teaching and learning. *Quality in Higher Education*. <https://doi.org/10.1080/13538322.2019.1603611>
- Wang, X. and Peng, J., 2016. The effect of implicit-explicit followership congruence on benevolent leadership: evidence from chinese family firms. *Frontiers in psychology*, 7, 812. <https://doi.org/10.3389/fpsyg.2016.00812>