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# An Exploration of Leadership Styles and Motivation in Egyptian Business Organizations

Nady Ahmed El-Zayaty  
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# Walden University

College of Management and Technology

This is to certify that the doctoral dissertation by

Nady El-Zayaty

has been found to be complete and satisfactory in all respects,  
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the review committee have been made.

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Walden University  
2016

Abstract

An Exploration of Leadership Styles and Motivation in Egyptian Business Organizations

by

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MBA, University of Findlay, 2009

BS, American University in Cairo, 2008

BA, American University in Cairo, 2008

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

February 2016

## Abstract

Leadership styles can have a profound impact on employee motivation and performance. The changing global business landscape has drawn much attention to transformational leadership as an approach that addresses the demands of organizations in this complex environment. The purpose of this qualitative grounded theory study was to understand the nature of employee motivation with regard to leadership styles and the role of transformational leadership in Egyptian business organizations. Seventeen Egyptian professionals were recruited through a combination of e-mail and telephone procedures and were interviewed regarding their experiences with organizational leaders; their perception of the ideal organizational leader; their feelings about the tenets of transformational leadership theory; and how leadership styles influence their job performance, job satisfaction, and the achievement of their career related goals. Data were analyzed and emerging patterns and themes were established, such as participants holding largely negative views regarding the majority of leadership behaviors and employee motivation techniques they presently experience and being very receptive to the majority of aspects of transformational leadership. These patterns and themes culminated in the development of a theory for the ideal leadership style for Egyptian employees. The study yielded information that can make it easier to lead and motivate employees in Egyptian business organizations, and increase the ability of Egyptian organizations to effect positive social change by way of leadership practices that allow organizational stakeholders to enjoy the positive impact on society of organizations that are better led, more productive, and more focused on a greater sense of social wellness.

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## Dedication

I would like to dedicate this work to my parents whose endless toil and patience has helped me become the person I am today. Their guidance and continued support through the many ups and downs in my life will never be forgotten.

To my friends all over the globe, you all mean more to me than you know. Know that each and every one of you has impacted my life more than you think.

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## Chapter 1: Introduction to the Study

Organizational leadership is one of the foremost concerns of organizational stakeholders in the contemporary business world. Researchers have found that leadership style has a significant influence on organizational performance and success (Jamaludin, Rahman, Makhbul, & Idris, 2011). Traditionalists have historically viewed the ideal organizational leader as one who is capable of commanding, controlling, and directing those in an organization (Houglum, 2012). The complex challenges that have arisen in the global business environment have led many researchers and business leaders to rethink these principles in favor of conceptions of leadership that allow organizations to adapt to the changes and demands of an increasingly complex environment (Pless, Maak, & Stahl, 2011). The rift between traditional leadership styles and the demands of the global business environment have given rise to many different approaches to leadership.

Although many leadership styles exist, certain leadership styles have been heralded as being more capable than others of addressing the challenges that contemporary leaders face. An increasing number of researchers have suggested that transformational leadership is an ideal leadership theory for organizational leaders to adopt as they strive to meet the demands of the changing global environment (Riaz, Ramzan, Ishaq, Akram, & Karim, 2012; Warrick, 2011). However, increased knowledge and literature regarding the behaviors of successful leaders, many organizational leaders still cling to traditional or outmoded forms of leadership (Pless et al., 2011). Furthermore, the majority of existing research regarding transformational leadership in the workplace has been limited to Western organizational settings (Miao,

Newman, & Lamb, 2012). The extent to which transformational leadership would succeed in various global contexts has yet to be established.

In this study, the subjects of leadership and employee motivation in an Egyptian context were explored. Experts have linked high levels of employee motivation to an increased accomplishment of individual as well as organizational goals and increased employee efficiency and performance (Khan, 2012). The largest potential social implications of this study revolve around the benefits of a better understanding of how to lead and motivate the Egyptian workforce; matters that could lead to improved employee performance, job satisfaction, and productivity in Egyptian organizations. These implications are significant not just for leaders and employees in Egyptian organizations, but might also prove useful to organizational stakeholders in other parts of the world.

This chapter contains discussion of the background of the problem and the gap in knowledge explored to justify the research. The problem statement, purpose of the study, and research questions are outlined. The conceptual framework, nature of the study, operational definitions, assumptions, scope, limitations, delimitations, and the potential significance of the study are also discussed.

### **Background of the Study**

Very few studies have addressed the topic of leadership and change in an Egyptian context. Metwally (2012) explored the impact of gender on leadership and managing change in Egyptian public sector organizations. The researcher studied archival data and conducted semistructured interviews to better understand the influence of various cultural factors on the leadership styles of both male and female Egyptian

leaders. Metwally concluded that leadership styles used by Egyptian leaders are related to many cultural factors and are not related solely to gender. The author examined a single organization and she did not include any conclusions regarding the ideal leadership style for employee motivation.

Many countries in the Middle East and North Africa have similar cultural traits and social tendencies (The Hofstede Center, 2014). Very close geographically and culturally to Egypt is the United Arab Emirates. A quantitative study conducted by Suliman and Moadkhan (2013) explored the influence of national culture and its dimensions on various leadership styles in the United Arab Emirates. The researchers found that national culture tends to support the use of certain leadership styles, while dissuading others. Similarly, using quantitative methods, Jogulu (2010) found evidence of the influence of national culture on the emergence of particular leadership styles. This research expanded upon the empirical understanding of the link between culture and leadership styles. Jogulu suggested that culture and leadership interact in a unique manner in different contexts.

The influence of culture on the perception of a leader's conduct and performance is a relevant consideration for assessing different leadership styles. Holt, Bjorklund, and Green (2009) conducted research that explored the relationship between cultural background and leadership perceptions. They explored the notion of the ideal leader and whether perceptions of the ideal leader were culture-bound. They suggested that the hopes and expectations for the conduct and manner of organizational leaders from their followers can be dependent on culture. The overall understanding of diversity in the



workplace and the influence of culture on leadership perceptions was enhanced through this study.

Few researchers have conducted qualitative studies of culture and its relationship to leadership, particularly in an Egyptian context. Only one of the aforementioned studies, Holt et al. (2009), involved the use of any form of qualitative inquiry in its approach. Combining various elements of the aforementioned studies by expanding their breadth in certain areas and narrowing their focus in others, enabled a qualitative exploration of leadership in Egyptian organizations with respect to cultural factors. The aim of this study was to help build support for ideas regarding the ideal leadership styles for motivating employees in Egyptian organizations, potentially benefitting organizational stakeholders in a number of ways.

### **Problem Statement**

Through experience living and working in Egypt, I have observed that antiquated methods of leadership persist in virtually all organizational contexts to some extent. The merits of participative and less authoritarian styles of leadership have been covered in countless contemporary studies, yet have seemingly failed to take hold in the nation. The detrimental effects of the use of antiquated methods of leadership for organizational stakeholders has been established in numerous studies (Flemming, 2011; Sakiru, D'Silva, Othman, DaudSilong, & Busayo, 2013). The general business problem is that despite evidence of the problems associated with authoritarian leadership styles, the practice of directive leadership, rather than empowering forms of leadership, seemingly persists in business organizations in Egypt. The specific business problem is the lack of literature

regarding both leadership methods and employee motivation in Egyptian business organizations. The state of leadership in Egyptian organizations as explored in this study could be of great benefit to organizational stakeholders at all levels and might help shed light on an issue that has seemingly not been thoroughly addressed in the literature.

### **Purpose of the Study**

The purpose of conducting this qualitative study was to interview the lived experiences of Egyptian professionals who are working in Egyptian business organizations. The focus of this study was to explore leadership styles being utilized by leaders in Egyptian business organizations. How these styles compare and contrast to the tenets of transformational leadership was examined in order to establish the current state of leadership in Egyptian business organizations as well as how applicable the tenets of transformational leadership are within the Egyptian cultural context. Singh and Krishnan (2007) suggested that many leadership theories are rife with assumptions that primarily hold true in a North American setting that may not extend to other cultures. Understanding the place of transformational leadership in the Egyptian workplace remained an unexplored subject matter and presented an opportunity to further the understanding of transformational leadership in a non-North American context. Data from this study might contribute new insights into how to best lead and motivate professionals in Egyptian business organizations and contribute to social change by way of increased employee motivation that will allow organizational stakeholders the world over to enjoy the benefits of organizations that are more productive, successful, and better led.

### **Research Questions**

The primary research question was, what are the characteristics of the ideal leadership style for motivating employees in Egyptian organizations? The secondary questions include the following:

RQ1. How do employees in Egyptian organizations describe their experiences with their organizational leaders?

RQ2. How do employees in Egyptian organizations describe the influence of leadership styles they experience on their job performance?

RQ3. How do employees in Egyptian organizations describe the influence of leadership styles they experience on their job satisfaction?

RQ4. How do employees in Egyptian organizations describe the influence of leadership styles they experience on the achievement of their career related goals?

RQ5. How do employees in Egyptian organizations describe the characteristics of an ideal leader?

RQ6. How do employees in Egyptian organizations describe the relationship, if any, between the characteristics of transformational leaders and the characteristics of an ideal leader?

### **Conceptual Framework**

The conceptual framework of the study is transformational leadership theory. James Burns pioneered transformational leadership theory in the late 1970s as a paradigm for understanding and characterizing the interactions between organizational leaders and

followers (Burns, 1978). Burns essentially categorized leadership styles in an organization as either transactional or transformational. According to Burns, transactional leaders are those who attempt to leverage the ability to reward or punish as motivation for follower actions. Transforming leaders are those who seek to transcend a reward/punishment paradigm and inspire followers to higher levels of performance by looking beyond self-interest to a greater sense of collective good (Jamaludin et al., 2011). When juxtaposed, the two approaches clearly represent opposite ends of a spectrum with respect to leadership styles.

With respect to this study, transformational leadership theory was used as the conceptual framework to ground the study and as a lens through which to compare and contrast the current leadership styles being displayed in Egyptian organizations. As a leadership theory that has garnered much attention in the leadership literature, and one that many observers consider to be an ideal model for leadership in the global business environment, transformational leadership theory is an ideal lens through which to interpret study findings. It was incorporated into the nature of the research questions being asked and was used in the interpretation of the analyzed data. An in-depth explication of transformational leadership theory and its tenets will follow in Chapter 2.

### **Nature of the Study**

The methodology selected for the study was grounded theory. It was an appropriate methodology because the research question and subquestions were open-ended in nature. The questions selected were aimed to facilitate the analysis and interpretation of the meanings research participants attribute to the questions asked. A

grounded theory study made it possible to probe deeply into the heart of the phenomenon, leadership styles and motivation in Egyptian organizations, while attaining a sound general understanding of the matter, leading to the development of a theory about the ideal form of Egyptian leadership and potentially creating a springboard for future studies. A grounded theory approach facilitated the development of a theory to explain the phenomenon, not just understanding the phenomenon more deeply. The use of a grounded theory approach enabled the collection and analysis of qualitative data designed to help construct a theory of the phenomenon to be studied (Charmaz, 2006). The use of grounded theory proved ideal for the intended purposes of the study and facilitated all of the objectives of the research.

The primary objective for data collection was gathering sufficient data capable of painting a complete picture of the topic. A carefully selected purposive sample of participants facilitated the gathering of relevant data (Charmaz, 2006). Participants who fit the profile of being an Egyptian professional, having an Egyptian organizational leader, and being fluent in English were sought out through professional contacts in order to build a sufficient sample. In-depth interviews were the primary mode of data collection for this study. In order to collect enough data to sufficiently understand the phenomenon, 17 in-depth interviews with individuals fitting the aforementioned criteria were conducted until data saturation was reached.

### **Definitions**

Egyptian employee: For the purposes of this study, Egyptian employees will be defined as employees who are Egyptian citizens, have Egyptian organizational leaders, and are fluent in English and Arabic.

Leadership: The process utilized by leaders to influence others to contribute to group goals (Kaiser, McGinnis, & Overfield, 2012).

### **Assumptions**

One of the primary assumptions of this study was that transformational leadership is an ideal style of organizational leadership for many leaders, followers, and organizational stakeholders. Even with the prevalence of literature supporting this assumption for the North-American context, there was a dearth of research suggesting the same for non-North American contexts. This assumption was necessary because transformational leadership theory was used as the conceptual lens for the study. It was assumed that the employees who participated in the study were representative of typical Egyptian employees, as most Egyptian employees speak or are fluent in English. It was also assumed that ensuring that participants can also speak and understand Arabic, the national language of Egypt, would help minimize adverse effects of having interviews conducted in English. Another assumption was that participants would be willing to participate in the study and respond to the questions asked in an open and honest manner.

### **Scope and Delimitations**

The specific aspects of the research problem addressed in the study were employee motivation and organizational leadership in an Egyptian context, as well as the

potential effectiveness of transformational leadership theory in an Egyptian organizational setting. The population included in this study was English and Arabic speaking Egyptian employees with Egyptian organizational leaders. Interviews were conducted in English, yet in order to minimize potential bias of this condition, participants were also be required to speak and understand Arabic, the national language of Egypt. Nevertheless, the findings of this study are potentially transferable to employees working in organizations in other Eastern cultures.

### **Limitations**

One of the primary limitations of the study was that although demographic information regarding participants was captured, it was not used in the criteria for selecting participants. Another limitation was with regards to the use of the English language for in-depth interviews. Participants were selected in part on their ability to conduct in-depth interviews in the English language. The use of spoken and written English in Egyptian organizations is prevalent and very common, but may have left a certain segment of the population, those who could not express themselves in English, unrepresented. In order to mitigate any adverse effect of this particular limitation, participants were also required to speak and understand Arabic, the national language of Egypt.

### **Significance of the Study**

#### **Significance to Theory**

This study can potentially contribute a great deal to the body of knowledge in the discipline of organizational leadership. Foremost, the lack of research regarding

organizational leadership and employee motivation in an Egyptian context was addressed. Furthermore, while the applicability of transformational leadership in non-Western contexts has appeared in the literature, it has not appeared in an Egyptian or Arab context. Likewise, the information gleaned from this study could prove very useful to scholars and other researchers who might wish to conduct studies related to leadership in other countries with cultures different from North American and European countries.

### **Significance to Practice**

Information gleaned from this study could prove very significant to practitioners and policy makers who lack information regarding the leadership style that best motivates the Egyptian professional workforce. Adopting policies consistent with the findings of the research might yield results that save a great deal of effort and resources for organizational decision-makers. Additionally, professionals in Egyptian business organizations might begin to encounter motivational techniques in their organizations that align more appropriately with what they genuinely value.

### **Significance to Social Change**

The interests of stakeholders the world over must be considered before making certain business decisions because stakeholders are affected either directly or indirectly by an organization's actions. The increased emphasis and awareness of stakeholder needs and satisfaction is one of the most interesting byproducts of the globalized business environment (Mishra & Mishra, 2013). Stakeholder needs often reflect the greater needs of society. This research revolved around leadership and employee motivation in an Egyptian context, which has several potential implications for positive social change.



Primarily, the study yielded information that will make it easier to better lead and increase employee motivation in Egyptian organizations. By way of more sound leadership practices or increased employee motivation, organizational stakeholders the world over may enjoy the benefits of organizations that are more productive, successful, and better led.

### **Summary and Transition**

The purpose of this chapter was to ensure that the importance of a study centered on employee motivation and leadership in management in an Egyptian context was established. The background of the problem, the problem statement, the purpose of the study, research questions, and stated conceptual framework all synthesized to pave the way for an exploration of the subject matter. The fact that leadership styles and employee motivation have gone relatively unstudied in an Egyptian context suggested a strong need for this study. Chapter 2 will provide a thorough literature review covering the current body of knowledge and research relevant to employee motivation and leadership as they pertain to this study.

## Chapter 2: Literature Review

The problems that this research focused on were the nature of employee motivation and the applicability of transformational leadership in Egyptian organizations. Many researchers have studied transformational leadership, but few have studied the concept in non-Western contexts, in particular that of Egypt. Information regarding employee motivation in Egyptian organizations is another area of inquiry that is greatly underrepresented in the literature that this research focused on. The purpose of the research was to explore the leadership styles that are being utilized by Egyptian organizational leaders, the factors that motivate Egyptian employees, and to compare and contrast them to the tenets of transformational leadership theory.

Leadership is one of the most important components of organizational life. The subject of leadership has gained an increased level of attention in the literature in recent history (Ismail, Mohamed, Sulaiman, Mohamad, & Yusuf, 2011; Kamisan, & King, 2013). Leadership is a complex process, containing many subcategories and nuances, yet at its essence, leadership is generally conceived of as the process utilized by leaders to influence followers to contribute to group goals (Kaiser, McGinnis, & Overfield, 2012). Despite a core that remains similar, different leadership styles include many different tenets that reflect different values.

Leadership as a process has also evolved greatly over time (Groves & LaRocca, 2011; Houghlum, 2012). Historically, ideal organizational leaders have been conceived of as authoritarian in nature and capable of controlling those in an organization. These individuals had almost complete authority over followers and were considered

uncontestable in their authority. Advances in research and changes in the business environment have altered perspectives about ideal leadership however. It has often been suggested that the use of antiquated methods of leadership in the present day are ineffective and detrimental not only to organizational performance, but also the interests of organizational stakeholders (Fleming, 2011; Kovjanic, Schuh, Jonas, Quaquebeke & Dick, 2012; Lorinkova, Pearsall, & Sims, 2013; Sakiru et al., 2013). The increased importance placed on satisfying organizational stakeholders has greatly altered the landscape of organizational leadership.

Newer conceptions of organizational leadership that more appropriately reflect the nature of the contemporary business environment have gained popularity in the literature. As the forces of globalization and the proliferation of technology have continued to integrate those all over the world, leadership methods designed to deal with cross-cultural issues and the diverse needs of those in the globalized work force have emerged (Eisenberg et al., 2013). Emerging types of leadership tend to be more inclusive or participative in nature, and are more considerate of the unique nature and needs of followers in an organization. Leadership of this variety has been linked to higher levels of employee satisfaction, organizational success, and stakeholder value (Houglum, 2012; Sajjad, Ghazanfar, & Ramzan, 2013). Achieving organizational success is an objective of all organizational leaders, but no one leadership theory is best for all situations.

Despite evidence suggesting that certain leadership styles are more conducive to organizational success than others, research has also suggested that ideal leadership styles, as perceived by followers, can vary drastically between followers from different

cultural backgrounds (Holt et al., 2009). Cultural diversity can lead to different communication styles, drivers of motivation, and ethical principles, meaning that a leadership style that appeals to one group of people might not appeal to another based solely on their cultural background (Neves & Melé, 2013). The influence of culture on the utility of certain leadership styles is important for understanding the practice of leadership in a culturally diverse global environment.

Further casting complexity on the matter of leadership in the global business environment are considerations such as those made by Singh and Krishnan (2007), who suggested that many of the leadership theories offered in the literature may be more applicable in North America as opposed to other nations or cultural contexts due to built-in cultural assumptions inherent in the theories themselves. The aim of this study was, therefore, to explore the subject of transformational leadership theory, an approach to leadership that has garnered much praise in North America, in an Egyptian context, a subject matter that had gone unexplored in the literature.

This chapter will begin with an outline of the literature search strategy used to complete the literature review, including a list of accessed library databases and key search terms, as well as a description of the iterative search process underlying the endeavor. Subsequent sections will deal with an identification of the conceptual framework used for the study, a synthesis of primary writings on the phenomenon, an identification of key elements inherent in the framework, and descriptions of how the concept has been applied in previous research. Following that is an exhaustive review of the current literature on the subject of transformational leadership and the way

researchers have approached matters related to the problem addressed by the present research. The chapter concludes with a general summary of the major themes in the literature, an outline of what is and is not known related to the topic of the study, and a description of how the present study fills a gap in the literature.

### **Literature Search Strategy**

The search for literature spanned several research databases. As this research primarily related to business topics, business and management themed databases were the primary databases accessed in the literature search. Business Source Complete/Premier, ABI/INFORM Complete, SAGE Premier, and LexisNexis Academic were all used to locate relevant research and complete the literature review. Since some of the relevant research topics pertained to motivation, cultural identity, and other topics that are wider in scope than the business world, psychology databases were also utilized. Both the PsycINFO and PsycARTICLES databases were used to broaden the search for literature and glean resources.

Key search terms were *leadership*, *transformational leadership theory*, *transformational leadership*, *transactional leadership*, *organizational leadership*, *leadership and Egypt*, *leadership and developing nations*, *management and Egypt*, *leadership and developing nations*, *traditional leadership*, *employee motivation*, *stakeholder theory*, *organizational stakeholders*, *Hofstede's cultural dimensions*, *Herzberg*, *Maslow's hierarchy of needs*, and *Maslow*.

The search for literature was an iterative process with the most direct search terms, such as *transformational leadership theory* and *Egypt*, and then continuing to

search the same database, gradually broadening the range of search terms. The previous search query would have been broadened to *transformational leadership theory*, and then finally *transformational leadership*. The search would then move laterally to the subject of Egypt, with the search query becoming *leadership* and *Egypt*. The search would close with separate searches for terms such as *leadership* or *Egypt* being searched for in isolation, with the aim of finding relevant information within a broad range of studies. A similar approach was taken for each general subject that was an element of the literature review.

In order to increase the relevance of the research, the search findings were initially sorted according to relevance, and then reorganized so that those with the most recent publication date appeared first. This manner of organizing the search results facilitated the goal of having the present study primarily based on research published within the past 5 years. Searching each of the databases mentioned above in order to produce as many potential sources as possible for each subject pertaining to the study was the beginning of the process. Business databases were prioritized, and then any topic related to the subjects of motivation or culture received searches in psychology databases to broaden the scope of the findings.

In cases where there was a dearth of research, or few to no exact matches in the database searches, such as *transformational leadership* and *Egypt*, search results that focused on subjects different from the focus of this study, yet had potentially overlapping content were sought out. Even if the focus of a study was different, or if a given study touched upon a very niche aspect of a relevant search term, aspects of backgrounds to

problems, literature reviews, and theoretical frameworks often contained some information that could be gleaned and incorporated into the present study. For example, searches for terms such as *transformational leadership* and *Egypt* returned almost no search results. Information that was worth incorporating or that highlighted the lack of literature on the subject matter was gathered where applicable by searching for related terms such as *transformational leadership* and *developing nations* or *Egypt* and *leadership*.

### **Conceptual Framework**

Leadership is an integral process for organizational operations. As a practice, leadership has gained considerable prominence in scholarly literature over the past few decades (Fleming, 2011; Kovjanic et al., 2012; Latham, 2014). Leadership can be defined in a number of ways, but for the purposes of this research, it was defined as “a process whereby an individual influences a group of individuals to achieve a common goal” (Northouse, 2010, p. 3). At its core, leadership has always been about influencing others to take action.

Despite an underlying foundation that has remained relatively stable, leadership as a practice has evolved greatly since it first emerged as a topic in the literature, and the preferred methods for leading organizations have changed with the changing of the times (Kaiser et al., 2012). Directive, controlling, and top-down managerial authority tends to highlight classic interpretations of leadership (Berg, Barry, & Chandler, 2012; Fleming, 2011). Leaders adhering to this school of thought tended to focus on task proficiency, or the ability of followers to meet the formal requirements of their jobs. Leaders would offer

their followers very specific performance goals, and strict guidance on how to achieve those goals; then they would outline the performance standards necessary to meet those goals. Traditional conceptions of leadership also tended to lean heavily on the concepts of contingent rewards and punishment as underlying motivators for follower compliance (Bass, 1985; Martin, Liao, & Campbell, 2013). It was once believed that such methods would yield the greatest benefits to an organization, but time has proven such notions incorrect.

Traditional conceptions of leadership have given way to newer, emerging styles of leadership with a different focus. As the field of leadership has evolved, researchers have suggested that a shift towards leadership styles that emphasize the importance of human relationships, teamwork, and flatter organizational structures was in order (Ismail, Reza, & Mahdi, 2012; Lorinkova et al., 2013). Leaders adhering to emerging conceptions of organizational leadership have a tendency to share power with their followers, provide less structure for tasks, and encourage creativity (Martin et al., 2013). The evolution of organizational leadership has largely occurred side-by-side with changes in the internal and external environments that organizations operate within. Psychological precepts underlying theories on motivation, cultural diversity in the workplace, and the interconnected nature of the global business environment have all spurred changes in the way organizational leadership has been approached (Aritz, & Walker, 2014; Byron & Khazanchi, 2012; Holt et al., 2009). The evolution of leadership styles has expanded to include many different ideas and many emerging concepts important to organizational stakeholders.



Creating shareholder and stakeholder value are top pursuits for the majority of organizations. Among the many reasons that leadership and emerging leadership styles in particular have become a focal point of discourse in management circles and in the literature is because of the positive connotations for business outcomes that are associated with successful leadership (Ismail et al., 2011). Leadership is a vital element of ensuring organizational sustainability, and research has indicated that emerging and empowering forms of leadership are one of the effective factors at motivating high performance and purposeful action in employees (Belle, 2014; Jamaludin et al., 2011). Strong organizational leadership has also been linked to higher levels of employee motivation, employee retention, and employee engagement. Employee motivation and engagement have in turn been linked to higher levels of customer satisfaction and increased financial performance for organizations (Hilliard, 2013; Wiley 2013). Many approaches to leadership involve tenets aimed at encouraging employee empowerment, motivation, and engagement.

Even in the face of many approaches to leadership that aim to achieve positive outcomes for both employees and organizations, one approach to leadership that conforms to many of the constructs considered favorable in the contemporary business environment and that received much attention and praise in the literature is transformational leadership. Its diversity and range as an approach to leadership has put it at the forefront of leadership styles that have proven successful with leaders, followers, and organizational stakeholders (Ismail et al., 2011; Warrick, 2011). Transformational

leadership has and continues to receive attention in the literature and was used as the conceptual framework for this study.

### **Transformational Leadership Theory**

Transformational leadership theory was first proposed by James MacGregor Burns in the late 1970s. Burns suggested that most approaches to leadership that had emerged at that time could be categorized as either transactional or transforming (i.e., transformational) in nature (Burns, 1978). These two conceptions of leadership took decidedly different approaches to organizational leadership and by way of that, employee motivation.

### **Transactional Leadership**

As an approach to leadership, transactional leadership is rooted in rules and regulations, and conforms to many of the tenets of now antiquated theories of organizational leadership. Transactional leaders are directive leader who use their formal position of power to influence and control those in an organization (Bass, 1985; Lorinkova et al., 2013). As a practice, transactional leadership is characterized by leadership behaviors that entail viewing interactions between leaders and follower as exchanges. The ability to reward certain behaviors and punish or withhold reward from other behaviors is the means used to elicit desired behaviors and discourage undesirable behaviors for transactional leaders (Bass 1985; Burns, 1978). The interactions between transactional leaders and their followers are governed by exchanges that resemble transactions.

The ability to offer contingent reward and punishment is vital for the transactional leader. The primary means for attaining loyalty, motivating employees, and encouraging goal completion is based on the ability to reward and punish (Bass, 1985). Bass and Avolio (1994) would go on to build upon the concept of follower reward within the paradigm of transactional leadership by positing the concept of contingent reward. Scenarios involving contingent reward entail a leader promising a reward for a certain behavior or outcome, monitoring the situation, and then taking the corrective actions necessary until the desired outcome is reached (Ertureten, Cemalcilar, & Aycan, 2013). Appealing to the basic motivators of their followers is something transactional leaders must do.

The exchanges that transpire when transactional leadership methods are employed are linked to the needs of followers, such as financial remuneration or professional promotion (Bass, 1990; Burns, 1978). Camp and Torres (2011) suggested that leaders who adopt such a style can be termed contingent reward transactional leaders. Contingent reward transactional leaders are transactional leaders in practice, yet expend their efforts clarifying task and role requirements in order to give followers the motivation to seek out the rewards they offer, be they psychological or material in nature (Camps & Torres, 2011). Although contingent reward transactional leaders have a broader vision than traditional transactional leaders, their methods have many of the same limitations.

One of the greatest shortcomings of transactional leadership as a practice is that the power a leader wields is inherently bound to their ability to punish and reward. If the reward or punishment being wielded by a leader is something that a follower does not

value or ceases to place value upon, then the leader's ability to control or motivate the follower diminishes. If a leader cannot offer either a contingent reward for compliance or intervention for non-compliance, then their ability to lead and motivate is greatly limited because they have offered little other incentive for compliance (Ravazadeh & Ravazadeh, 2013). There is definite ceiling on the amount of effort employees will exert when their performance is framed around the concepts of reward and punishment.

Research has suggested that styles such as contingent reward leadership, when an incentive is offered as the primary motivator for follower performance, can have adverse effects on followers, including diminished employee creativity (Byron & Khazanchi, 2012). Creativity has repeatedly been emphasized in the literature as being a necessary component for overcoming organizational problems and as a critical aspect of solving the diverse nature of the challenges organization's face in the global business environment (Castro, Gomes, & de Sousa, 2012; Eisenbeiß & Boerner, 2013). Diminished motivation and creativity represent established flaws with such approaches, but additional shortcomings are inherent to contingent reward leadership styles.

An additional shortcoming of transactional leadership as an approach to leading is that it will not inspire employees or followers to achieve greatness or seek out exceptional performance. Since the motivation in such a system lies solely around the lines of reward and punishment, followers have no motivation to push themselves to any point drawn beyond these lines. They may work hard, but only hard enough to achieve a given reward. Likewise, they may not work hard at all, yet simply hard enough to avoid

punishment (Jamaludin et al., 2011; Shanker, Bhanugopan, & Fish, 2012). Regardless of what transpires, employees are not likely to engage with their work in a meaningful way.

Two important concepts for healthier organizational life in the global business environment are work engagement and organizational justice. Strom, Sears, and Kelly (2014) conducted a study that examined the role of transactional leadership as a moderator between these concepts. Their quantitative study indicated that transactional leaders were more likely to elicit a sense of anxiety in employees, thus spurring their attitudes in the workplace to be strongly affected by their perception of justice in the workplace. It was suggested that employees conceived of transactional leaders as having low moral standards, thus potentially perpetuating injustice in the workplace. Due to their high anxiety, followers were often found to react sensitively to their perception of workplace justice when engaging in their work. This study conveyed the nuanced ways in which transactional leadership can influence many aspects of organizational life and ultimately be detrimental to leaders, followers, and the organization as a whole.

Transactional leadership reflects many antiquated notions about how to motivate followers. Leadership of the transactional variety was once the most pervasive paradigm in organizational leadership (Bass, 1985; Burns, 1978). Where transactional leadership is still being utilized, leaders will often cling to the leadership style as a means to preserve the status quo, and with it, the privileged positions of those at the top of organizational hierarchies. The literature is replete with studies suggesting that those adhering to transactional leadership styles will have relatively low levels of success in their organizations. Transactional leaders are able to control employees, direct organizational

affairs, and produce some financial success for their organizations (Caldwell et al., 2012; Groves & Larocca, 2011; Jamaludin et al., 2011; Shanker, et al., 2012). Nonetheless, the shortcomings with transactional leadership mean that such an approach is unlikely to achieve the levels of success and excellence that those opting for a transformational style of leadership can achieve.

### **Transformational Leadership**

Transformational leadership in many ways represents the opposite of transactional leadership. Transforming (i.e., transformational) leadership was the second, and more ideal paradigm of leadership proposed by Burns (1978). As a leadership style, transformational leadership has gained popularity and dominated the literature on leadership and emerged as a leading approach to leadership over the past few decades (Weinstein, 2013). Transformational leaders are leaders who seek to transform their organizations and followers by inspiring followers to adopt new perspectives, be creative, reach their highest potential, and achieve positive group outcomes (Bass, 1998; Bass & Riggio, 2006; Ertureten et al., 2013). Transformational leaders acknowledge the shortcomings of transactional leadership approaches to leadership and take a different approach towards leading and employee motivation. Transformational leadership can be conceptualized as the philosophical opposite of transactional leadership. In contrast to transactional leaders, transformational leaders do not try to control their followers over a series of instances or transactions, but instead engage in an ongoing process that aims to achieve motivation and excellence for both leader and followers (Bass, Avolio, &

Atwater: 1996.) When compared to transactional leaders, transformational leaders have a decidedly different philosophy towards prompting follower behavior.

Unlike transactional leaders who attempting to elicit behavior through a reward/punishment exchange system, transformational leaders influence follower behavior through the development and communication of collective visions for wellness and success that transcend self-interest and extend to the greater good of larger groups (Bass & Avolio, 1994; Burns 1978). Motivating followers to look beyond self-interest and turn outwards towards collective wellness is typically predicated upon the ability to satisfy the various needs of followers, be they material or less tangible higher order needs (Burns, 1978). While research has suggested that factors such as pay and compensation do in fact have a large impact on job satisfaction, achieving the highest levels of motivation and follower engagement has been suggested to require leadership styles that look beyond monetary compensation (Ruiz-Palomino, Sáez-Martínez, & Martínez-Cañas, 2013). The principles of transformational leadership continued to expand and grow with time and the factors that would prove to ultimately resonate with followers went beyond their basic needs.

Bass (1985) offered one of the greatest contributions to the core principles of transformational leadership when he expanded upon Burns' framework and posited the importance of the fulfillment of the emotional needs of followers to the transformational leadership framework. He suggested that a shift in leadership practices away from approaches that focused on the rewards from leaders to motivate follower behavior was needed to achieve the highest levels of organizational performance. This shift away from

monetary rewards and the prospect of punishment can be seen in the four core dimensions of transformational leadership.

### **The Four Dimensions of Transformational Leadership**

Transformational leaders can be identified because they tend to engage in certain behaviors and exhibit certain traits. A transformational leader has four defining characteristics (Bass, 1985; Bass, 1990). The way in which these characteristics are conveyed by leaders can vary greatly depending on the organization, the industry, the situations an organization is facing, or other variables that might influence a leader's behavior. Regardless of internal or external variables, the four core aspects of transformational leadership relate to the following categories: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Avolio, Waldman, & Yammarino, 1991; Bass 1998; Bass & Avolio, 2000). These four components when employed in concert ultimately inform the decisions and actions of a transformational leader.

**Idealized influence.** Idealized influence is the first of the four core principles of transformational leadership. Idealized influence refers to a leader's ability to act as a charismatic role model; capable of garnering the admiration of those he or she leads (Kovjanic et al., 2012). Idealized influence is exemplified by leaders who live and act out the ideals that they attempt to instill in their followers. Successfully engaging in idealized influence requires a level of charisma, enthusiasm, and integrity so great that it is capable of capturing the imagination of followers to the degree that they believe in the vision of their leaders and are encouraged enough to base their behavior upon the model



their leaders set forth (Avolio, et al., 1991; Bass, 1985; Schuh, Zhang, & Tian, 2013).

Contrary to approaches to leadership where there may be a large difference between a leader's actions and what they ask of followers, idealized influence suggests that leaders are consistent in word and deed.

**Inspirational motivation.** The second core principle of transformational leadership is inspirational motivation. Inspirational motivation refers to a leader's ability to provide a motivating vision to followers, highlighting the meaning in their work while instilling a sense of optimism (Kovjanic et al., 2012). The importance of a future vision is emphasized with this trait of transformational leaders, because it is designed not only encourage followers to overcome the challenges they presently face, but also sustain their motivation throughout their journey to goal attainment. Inspiring followers to the necessary degree requires clearly articulating and conveying the inherent value of the vision that a leader has crafted. Inspiration must be of the highest degree given that the vision being crafted may not be designed to appeal to the self-interest of followers, but to a greater sense of good that may not resonate with them as directly (Groves & LaRocca, 2011; Schuh et al., 2013). Inspirational motivation goes beyond standard conceptions of motivation by truly attempting to elicit excellence from followers not only in the present, but also in the future.

**Intellectual stimulation.** Intellectual stimulation refers to an inherent characteristic of the work and tasks followers engage in. Intellectually stimulating work compels followers to be creative, innovate, and embrace new ideas and methods with respect to problem solving and task completion (Groves & LaRocca, 2011). For leaders,

ensuring that the work of followers provides intellectual stimulation will provide an influx of new ideas and creativity from followers. When followers are provided with intellectual stimulation, they are given a platform to feel more respected and directly engaged with their work and the problems their organization's face (Kamisan & King 2013). Even if the work that followers engage in is routine in nature or relatively consistent, promoting intellectual stimulation is possible by encouraging followers to reframe existing tasks or to try to find flexible or new ways to approach common scenarios (Gandolfi, 2012; Kamisan & King 2013). Intellectual stimulation is an important element of keeping employees engaged while allowing them to contribute to the advancement of processes and procedures in an organization.

**Individualized consideration.** Individualized consideration is the final dimension of transformational leadership. It refers to the individual attention followers receive from their organizational leaders (Groves & LaRocca, 2011). Transformational leaders are often viewed as mentors by their followers, and are therefore highly familiar with their followers and in-tune with their personal and professional needs (Bass, 1985; Gandolfi, 2012). By ensuring that follower needs are met, not only do transformational leaders cultivate a sense of trust in followers, but also ensure that unfilled needs are not a barrier between follower motivation and the achievement of organizational goals. Furthermore, individualized consideration is one of the greatest ways for transformational leaders to convey to their followers that just as they are compelled to care for the greater good and the larger vision that leaders promote, likewise, their leaders care for their individual needs. McClean, Burris, and Detert (2013) suggested that improvements in behavior and

actions from a single employee have the potential to elicit a similar effect on others and the larger work environment, further highlighting the importance of this tenet of transformational leadership.

With its emphasis on cooperation and teamwork, transformational leadership is often linked to increased harmony in the workplace. Yi-Feng (2014) carried out a study that successfully linked transformational leadership to increased instances of cooperative conflict resolution in organizations. Conflict in the workplace can be very disruptive, hurting organizational performance and hindering individual ambition and team cohesion (Singleton, Toombs, Taneja, Larkin, & Pryor, 2011). Despite the limitation of the study being conducted in a Chinese context, the researcher was able to link relatively universal aspects of transformational leadership, namely inspiration and motivation, to the creation of successful cooperative conflict resolution, strengthening the potential transferability of his findings.

A great deal of the success transformational leadership finds in the workplace can also be attributed to the notion that, at its core, transformational leadership conceives of an organization as a cohesive whole rather than a collection of disparate parts. Leaders, followers, and organizational stakeholders are all considered integral parties to achieving organizational success (Lievens, Van Geit, & Coetsier, 1997). Such a holistic view inherently produces policies and approaches to organizational conduct where no party's professional or human needs are compromised for financial success or to appease a specific group of stakeholders or those at the top of an organizational hierarchy at the expense of others.

Research involving transformational leadership spans a gamut of topics. Some studies have extolled the virtues of transformational leadership and its positive influence on followers and organizational operations, some have called for its widespread implementation, and others have suggested that it is an ideal method for leading organizations in the global business environment (Gandolfi, 2012; Ismail et al, 2011; Warrick, 2011). Research such as that by Shanker, Bhanugopan, and Fish (2012) has suggested that an increased prominence of transformational leadership is called for in contemporary organizations due to its tendency to foster positive organizational innovation, a key aspect of organizational success in the global environment. Whatever the specific reasoning may be, the literature has produced a plethora of reasons for organizational leaders to adopt a transformational leadership style.

The global business environment is characterized by a great deal of diversity. An increased focus on understanding and nurturing the diversity found in the global environment has also contributed to the great deal of attention organizational leadership has garnered in the literature, emerging as a recurring theme as to why transformational leadership should be adopted by leaders (Aritz & Walker, 2014; Kovjanic et al., 2012; Nielsen & Nielsen, 2013). Many studies have explored the role of transformational leadership with respect to the diversity found in the global business environments, either contextually or through specific case studies (Kamisan & King, 2013; Ravazadeh & Ravazadeh, 2013; Singh & Krishnan 2007). Research of both varieties is important for framing the current study with its exploration of transformational leadership in an Egyptian context.

### **Transformational Leadership, Diversity, and Follower Performance**

Diversity is a common characteristic of workplaces in the global environment. Leading diverse teams can be a complex matter. Diverse teams require dynamic leaders, and research has confirmed that leaders have come to play a large role in motivating and improving team adaption and performance (Holt et al., 2009; Neves & Melé, 2013). In addition to the inherent complexity of leading a diverse team, succeeding in an increasingly complicated global business environment requires the accomplishment of complex tasks, thus requiring that teams have synergy and be characterized by the cultivation of successful relationships (Lorinkova et al., 2013; Metcalf & Benn, 2013). Different leadership styles either facilitate or hinder the ability to synergize the creation and maintenance of these diverse teams.

Empowering and participative forms of organizational leadership, particularly transformational leadership, has been suggested as an ideal way to lead diverse teams, and has also been linked to higher levels of employee motivation, increased employee retention, and greater employee engagement. Employee motivation and engagement have in turn been linked to higher levels of customer satisfaction and increased financial performance for organizations (Hilliard, 2013; Kovjanic et al., 2010; Wiley 2013). Strom, Sears, and Kelly (2014) posited that organizations that are extremely functional and productive tended to have employees who were more highly engaged in with their work, in a physical, cognitive, and emotional sense.

Understanding what motivates employees is of the utmost importance to the contemporary organizational leader. Since highly engaged and motivated employees are

more likely to be satisfied, and therefore retained by an organization, greatly contributing to the attention that has been given to discovering what motivates employees (Sajjad et al., 2013). The question of what motivates employees has been approached from many angles. Chung Hee, and Scullion (2013) identified two types of motivation as having an influence on employees, intrinsic and extrinsic. Lenin, Hansen, and Laverie (2012) added to these two types a third form of employee motivation, apathetic. Grant and Berry (2011) suggested a fourth type of motivation, prosocial, could also weigh heavily in the motivation of employees. Different types of motivation appeal to different aspects of a human's needs, meaning that no one type is sufficient to fulfill all of an employee's needs.

Intrinsic motivation is outlined as the type of motivation that is derived from the inherent satisfaction of engaging in an endeavor or activity. Extrinsic motivation is defined as the motivation to perform a task or activity in order to achieve an external goal, typically to earn a reward or as a means of avoiding punishment. Apathetic motivation has been defined as instances where there is a minimal interest or motivation for the performance of certain activities, duties, or tasks (Achakul & Yolles, 2013; Levin, Hansen, & Laverie, 2012; Yidong & Xinxin, 2013). Studies such as that by Grant and Berry (2011) and Grant (2012) highlighted the importance a fourth type of employee motivation, prosocial motivation, identified as the kind of motivation born of the desire to help or benefit others. Keeping employees engaged and motivated with their work not only entails eliciting enthusiasm about their personal work experience, but also for the organization in a larger sense (Strom et al., 2014). Attending to all four types of

motivation is crucial for all types of leadership, as motivation is the key driver of follower action.

When viewed through the lens of transactional and transformational leadership, it can be deduced that transactional leaders lean almost exclusively on extrinsic motivators, which could lead to instances of apathetic motivation. Motivation linked to intrinsic motivators or prosocial motivation clearly relates more closely to transformational leadership and its focus on inspiring followers to higher levels of morality and its emphasis on leaders seeking out motivation for followers rooted in higher order needs (Jamaludin et al., 2011). Multiple studies have found that intrinsic motivators are superior to extrinsic motivators when it comes to motivating employees (Jiming & Xinjian, 2013; Yidong & Xinxin, 2013). Different motivators ultimately appeal to different employee needs and not all needs are qualitatively equal.

Understanding motivators in their various forms is an integral aspect of successfully motivating followers. Transformational leaders in particular must be highly in-tune with the basis of follower motivation in order to help employees aspire to their highest potential as individuals and team members (Ashikali & Groenevald, 2013; Kamisan, & King, 2013). Tracing and systemizing the factors that can contribute to motivation is therefore important for transformational leaders, and can be framed using two prominent theories of motivation, Abraham Maslow's hierarchy of needs theory and Herzberg's motivation-hygiene theory (Herzberg, 1966; Maslow, 1954; Ruiz-Palomino et al., 2013). These theories help contextualize different forms of motivation with respect to how and why they might appeal to different individuals.

## **Maslow's Hierarchy of Needs**

For decades, researchers have been trying to better understand the concept of human motivation. The literature regarding employee motivation often finds its origins in notions of human motivation posited by Maslow (Datta, 2010; Fisher, 2009). Maslow (1954) posited a theory for the classification of human needs that he divided into five categories. He suggested that the fulfillment of these various types of needs were sequential in nature. That is, until one classification of need was satisfied, an individual would not necessarily seek out needs of a higher order.

When utilizing Maslow's framework, the five categories of needs are often envisaged as a pyramid, with the lowest order needs at the bottom and the highest at the top. The categories of need from bottom to top sequentially are physiological, safety, love and belonging, esteem, and self-actualization (Lester, 2013; Maslow, 1954). Understanding the manifestations of these categories in a general sense as well as in an organizational context can help organizational leaders understand the underlying motivations of their employees (Datta, 2010; Fisher, 2009; Lester, 2013). Each of the five categories helps explain an element of the cumulative theory Maslow posited to explain human motivation.

**Physiological.** Physiological needs are those needs that are considered the most basic in nature. They are classified as lower-order needs, those needs necessary for physical survival, such as sleep, food, and air to breathe (Walsh, 2011). When placed into an organizational context, physiological needs relate to an adaptable work environment, the basic necessities to complete a job, and stable working hours (Schnoor,



2012). The presence of elements in the workplace capable of fulfilling physiological needs allow employees to seek fulfillment of the next level of lower-order need, safety.

**Safety.** After an individual's basic needs for physical sustenance are met, they are likely to become concerned with their need for safety. The presence of safety needs allow a person to preserve the physiological needs they have fulfilled as well as continue the ascent through different levels of need fulfillment. Maslow (1987) suggested that those individuals who are free from extreme weather conditions, excessive criminal behavior, violence, and general chaos were likely experiencing safety. Within the context of an organization, safety needs can be met by providing a safe work environment, adequate employment contracts, job security, and satisfactory pay (Schnoor, 2012). Achieving the need for safety allows individuals to begin to fulfill their needs related to love and belonging.

**Love and belonging.** Love and belonging needs are of a social nature, and amount to needs related to the desire for belonging, friendship, and membership in groups that allow someone to feel included and approved of. Ideally, these affiliations are coupled with feelings of affection (Datta, 2010). In the workplace, these needs are typified by the social aspects of organizational life, such as friendly interactions, feeling valued and included on teams, and membership in different sub-groups of the workplace (Schnoor, 2012). After fulfilling the need for love and belonging, individuals are prepared to attempt to satisfy their higher-order needs.

**Esteem.** Esteem is considered the first higher-order need. Esteem needs are those needs related to achievement, both personal and professional, as well as personal

enrichment gained through serving others or self-development (Datta, 2010). Esteem represents a step away from basic or lower-order needs towards needs that are not necessary for existence, but represent finer levels of the human experience (Walsh, 2011). In the workplace, esteem will typically relate to an individual being respected and appreciated for his or her efforts, especially those that exceed what is required to fulfill his or her duties (Schnoor, 2012). Once needs related to esteem have been satisfied, only the highest level of Maslow's hierarchy, self-actualization remains to be fulfilled.

**Self-actualization.** Self-actualization entails an individual reaching his or her highest potential as a human being. Achieving self-actualization may vary greatly from individual to individual in form and substance, yet it is considered the single highest-order need. It entails achieving high levels of creativity, morality, and purpose (Walsh, 2011). Self-actualization in the workplace is often characterized by increased autonomy, personal freedom, and the ability to make choices (Schnoor, 2012). Self-actualization is found at the top of Maslow's hierarchy and represents the final level of this theory.

### **Herzberg's Motivation-Hygiene Theory**

Aside from Maslow's theory, Frederick Herzberg's theory for motivation is another common framework for understanding workplace motivation. Herzberg (1966) posited a theory of motivation known as the two-factor theory, or motivator-hygiene theory. His theory suggested that individuals tended to be motivated by two types of needs that could be categorized as hygiene or motivator factors. Hygiene factors were those factors that helped individuals avoid dissatisfaction, whereas motivator factors provided actual motivation (Teck-Hong & Waheed, 2011). Organizational leaders

attempting to understand employee motivation from a perspective other than that posited by Maslow can look to this theory to find an alternate explanation.

**Hygiene factors.** In an organization, hygiene factors are not inherently found in the work itself. Examples of hygiene factors include the policies and practices that govern employee life, interpersonal relationships, career stability, and general work conditions, all of which are external to the work. Herzberg's theory outlined that having these various hygiene factors in place did not necessarily provide satisfaction, but that if they were not present, they would in fact produce dissatisfaction for followers and employees (Hyun & Oh, 2011; Islam & Ali, 2013). Hygiene factors, while having an influence on employee motivation, do not inherently provide motivation themselves.

**Motivator factors.** Motivator factors are those factors that can actually prompt employee motivation to increase. Factors of this nature are intrinsic to the work itself (Herzberg, 1976). In the workplace, motivation factors are characterized by room for personal growth, advancement opportunities, respect, and feelings of worth and achievement (Hyun & Oh, 2011). Motivator factors are those that should be nurtured by leaders attempting to increase levels of employee motivation.

Herzberg's theory of motivation can be used as a sound framework for transformational leaders attempting to understand the motivation of their followers. Motivator factors such as personal growth and opportunities for achievement and self-worth are consistent with the overarching objectives of transformational leadership. The ability of transformational leaders to create favorable work conditions, satisfy employee needs, and cultivate strong workplace relationships indicates that they will help create

work environments with the presence of motivation and hygiene factors capable of satisfying employee needs (Grant 2012; Warrick, 2011). Although Herzberg's theory of motivation provides a somewhat more rudimentary framework for understanding employee motivation than that of Maslow, it still accounts for the majority of motivating factors likely to be present in the workplace.

When viewed through the lens of either of the aforementioned motivational theories, transactional leadership can be understood to only fulfill lower-order needs or hygiene factors. Transactional leadership emphasizes controlling, rewards, punishment, and a strictly defined role for followers. It also only has the ability to satisfy individuals with respect to pay and the basic needs required to complete a job, such as supplies and tolerable work conditions (Bass 1985; Burns, 1978; Schnoor, 2012). The capacity to satisfy lower-order needs exclusively suggests an inherent inadequacy to transactional leadership as an approach to employee motivation.

The tenets of transformational leadership, when compared and contrasted to either Maslow's theory or that of Herzberg's theory, can be understood as having the potential to satisfy all of the lower- and higher-order needs of employees. Transformational leadership emphasizes teamwork, cooperation, high levels of morality, and the promotion of values contributing to a greater good (Bass, 1998; Bass & Riggio, 2006; Ertureten et al. 2013; Lievens et al., 1997). These manifestations of transformational leadership relate to needs distributed throughout every stage of Maslow's hierarchy, suggesting it has the potential to fulfill the needs of humans at all levels in an organizational setting.

Furthermore, outcomes such as those aimed for by transformational leaders can clearly provide both hygiene and motivator factors as outlined by Herzberg's theory.

Transformational leadership is a diverse and malleable approach to leadership. It has often been heralded as one of the best leadership model for motivating diverse groups of individuals in a complicated global environment (Gandolfi, 2012; Ismail et al, 2011; Warrick, 2011). Identifying motivating factors is therefore desirable for leaders who aim to motivate followers by appealing to their values and encouraging them to transcend self-interest for a greater sense of good that relates to shared, collective wellness (Bass, 1985). Be it through the models of Maslow, Herzberg, or otherwise, studies have conveyed that regardless of human diversity there are certain human needs that are seemingly universal in nature, and that the fulfillment of these needs can be a significant source of motivation (Lester, 2013; Teck-Hong & Waheed, 2011). The universality of certain motivating factors does not preclude the existence of motivating factors that differ greatly between individuals and contexts.

Despite the universality of certain human needs, not all individuals are the same, and no two individuals are motivated in exactly the same ways. Aside from the obvious differences and unique factors that make up each individual in an organization, larger cultural differences can explain certain trends of patterns that characterize motivation, communication, and other matters of preference between different nations, employees, and organizational stakeholders (Aritz et al., 2014; Lund, Scheer, & Kozlenkova, 2013; Nederveen Pieterse, Van Knippenberg, & Van Dierendonck, 2013). Examining and the understanding the cultural differences between individuals in their organizations can help

leaders better understand the individuals and groups they lead, as well as help them adopt approaches and policies as leaders that will yield the best results.

### **Leading Culturally Diverse Teams**

Different individuals have different motivational preferences. Motivational theories are of great importance to organizational leaders and stakeholders because they are utilized to help understand the behaviors and attitudes of those in an organization (Teck-Hong & Waheed, 2011). The behaviors and attitudes of those in an organization are greatly influenced by aspects of the culture that individuals identify with. By understanding the different cultural dimensions of various national cultures, leaders can contribute to an understanding of the types of people in a given nation as well as what might motivate individuals they lead who come from different national backgrounds. One of the most widely accepted models for understanding various cultures, the individuals within them, and the traits that characterize these individuals is Hofstede's cultural dimensions theory (Jobs & Gilfoil, 2012; Mirabela & Madela, 2013). Understanding the diversity that has come to characterize the global environment through the lens of Hofstede's theory can greatly contribute to effective leadership within the environment.

### **Hofstede's Cultural Dimensions Theory**

The prevalence of diversity within the workplace as well as the expansion of international operations in the global business environment suggests that organizational leaders must be sensitive to the cultural differences between individuals and prepare themselves to lead culturally diverse teams. Hofstede (1983) outlined four cultural

dimensions that allowed for the comparison of different national cultures to aid in the assessment and understanding of the different values and characteristics of individuals in different nations. In time, his framework would be built upon to include two new cultural dimensions, totaling six dimensions of national cultural to characterize nations. The six dimensions outlined were power distance, uncertainty avoidance, individualism, masculinity, long-term orientation, and indulgence versus restraint (Mirabela & Madela, 2013). Each dimension contributes to the explanation of a given culture and the values and tendencies of its members.

**Power distance.** The first cultural dimension utilized in Hofstede's model is power distance. Power distance refers to the extent to which members of a society accept inequality and the uneven distribution of power within a society (Hofstede, 1994). Nations with a high power distance tend to have citizens who readily accept that large gaps in power, monetary wealth, and social status are a normal element of society. In cultures with a low power distance, equality and egalitarian ideals are more commonly found and promoted (Lund, Scheer, & Kozlenkova, 2013). Power distances permeate any construct that involves hierarchal power structures.

**Uncertainty avoidance.** The second cultural dimension of Hofstede's model is uncertainty avoidance. Uncertainty avoidance relates to a culture's perception of the opportunities and threats they are presented with (Hofstede, 1983). Cultures which tend towards higher uncertainty avoidance are typically very risk averse, highly accepting of formal rules, and intolerant of unknown or unpredictable situations. Cultures and societies with lower uncertainty avoidance tend to be less rule-driven, are more tolerant

of new and different ideas, and are more willing to take risks (Mirabela & Madela, 2013). Riskiness has benefits as well as consequences, so the avoidance of uncertainty can be characterized as beneficial in some scenarios and can be seen as detrimental in others.

**Individualism.** Individualism is the third cultural dimension of Hofstede's model. Individualism represents the extent to which those in a society prefer to act as individuals versus members of a group (Hofstede, 1983). Members of an individualistic society are expected to be responsible for their own wellness, the defining characteristics of their personality, and the choices they make. In collectivist cultures, society favors, and is built upon, social groups. Individuals are often born into these groups. These groups can come in the form of extended families and other social groups of which an individual is a member. These groups are seen as providing security, protection, and belonging in one's life in exchange for loyalty (Mirabela & Madela, 2013). Individualistic cultures are the natural counterpart of collectivist cultures.

**Masculinity.** Masculinity within the context of this model refers to the emotional range of behaviors characterizing those in a society. While not relating to gender roles in the strictest of senses, cultures with a high masculinity index tend to espouse and place an emphasis on values that have traditionally been attributed to men, such as being authoritarian in nature and focused on the pursuit of material success. The counterpart to masculinity is femininity. Cultures which tend towards femininity often place a higher importance on tenderness, relationships, and achieving a high quality of life (Mirabela & Madela, 2013). While neither masculinity nor femininity can be said to be inherently



superior within the context of this model, different scenarios and contexts would likely benefit from leanings towards one versus the other.

**Long-term orientation.** The fifth cultural dimension, and the first to be added to the model after its initial inception, is long-term orientation. Cultures with a long-term orientation tend to place great importance on the future and value persistence and the adaption of behaviors to deal with changing circumstances. The converse of long-term orientation is short-term orientation. Short-term oriented societies tend to place a high value on matters related to the past and present, such as predictability, traditions, and the preservation of current situations (Lund et al., 2013). The extent to which being short or long-term oriented can be said to be positive or negative largely depends on the context from which it is being viewed.

**Indulgence versus restraint.** The sixth and final dimension to be added to this model is indulgence versus restraint. A society that values indulgence is more open to ideas related to enjoying life and having fun through the gratification of human desires. A society that values restraint typically values curbing the gratification of these desires through social norms and various rules that create boundaries (Overbaugh, 2013). Both indulgence and restraint will be present in any given society, but the degree to which they are valued and accepted can differ greatly.

### **The Cultural Dimensions of Egypt**

The Arab World as a collective tends to exhibit certain tendencies regardless of nation. In a study analyzing the tendencies found in Egypt, Kuwait, Lebanon, Libya, and Saudi Arabia, the average scores for the Arab World were determined to 80 on the power

distance index, 38 on the individualism index, 52 on the masculinity index, and 68 on the uncertainty avoidance index. Egypt as a nation received scores of 70 for power distance, 25 for individualism, 45 for masculinity, 80 for uncertainty avoidance, 7 for long-term orientation (pragmatism) (Hofstede Center, 2014). Within an organizational context, these scores have many implications, some clear, others less obvious.

The high score on the power-distance index suggests that those in Egypt have a tendency to accept rigid power structures, typically very hierarchical in nature. These power structures need little justification for their existence, as they are readily accepted, and therefore come under little scrutiny. The score also reveals that in most organizations, power tends to be centralized and distributed unequally, something not questioned by followers. Organizational leaders also have a tendency to be autocratic in nature (Herrera, Duncan, Green, Ree, & Skaggs, 2011; The Hofstede Center, 2014). Power distance can influence many of the internal mechanisms within an organization and a high score suggests unfavorable dynamics between leaders and followers.

The relatively low score on the individualism index suggests that Egyptian society is collectivistic in nature. This means that from a young age, individuals are taught and conditioned to understand the importance of belonging to groups, such as family, social cliques, and the greater society. Along with these values, individuals are conditioned to view their own desires and ambitions through the lens of what these social groups deem acceptable. Within an organizational context, membership in or affiliation with groups such as prominent families and influential social circles can provide employment opportunities, as well as influence the treatment an individual receives within the

organization. Decisions related to career advancement can also often be related to membership in various groups and the individual's relative importance to these groups (Herrera et al., 2011; The Hofstede Center, 2014; Mirabela & Madela, 2013). Low levels of individualism suggest a tendency for success in the workplace to be more daunting for those who do not adhere to a more collectivist mentality.

The average score of 45 on the masculinity index suggests that Egyptian society is largely masculine in nature. For society, and the workplace, the greatest implication of this score is that life is often seen as vehicle for work more than enjoyment. In decidedly masculine societies, organizational leaders are typically very assertive and decisive. Organizational life is typically very competitive and conflict resolution is typically achieved through argumentation until one party relents, rather than amicable conflict resolution (Herrera et al., 2011; The Hofstede Center, 2014; Mirabela & Madela, 2013). A masculine society does not lend itself to work environments that fulfill the higher order needs of individuals.

The very high score of 80 on the uncertainty avoidance index reveals that members of Egyptian society prefer to avoid the majority of uncertain situations. Rather than attempting to take control of future circumstances, Egyptians prefer to let the future take its course and adapt alongside it as it unfolds. Within the context of organizational life, cultures exhibiting similar traits tend to adhere to very rigid codes of conduct and a small range of acceptable behavior, with a low tolerance for ideas and behaviors that deviate from established norms (Herrera et al., 2011; The Hofstede Center, 2014; Mirabela & Madela, 2013). High levels of uncertainty avoidance suggest that Egyptian

society is characterized by very conservative decision making and a high aversion to risk-taking.

Egypt received a score of 7 on the pragmatism (long-term oriented) index. This score reveals that as a people, Egyptians are extremely short-term oriented and tend not to worry themselves with future circumstances as much as with preserving the past and present. In terms of organizational life, this means that preservation of current status quos and respect for traditional methods are highly valued (The Hofstede Center, 2014). Such tendencies can prove problematic for organizations that need to adjust to a rapidly changing global-environment.

With a score of 4 on the indulgence scale, Egypt highly favors restraint over indulgence. Egyptian society therefore places a great deal of importance on modesty, religious practices, and repression. A society that favors restraint likely sees the manifestation of this trait in intra-organizational relations more than any particular performance metric, but the importance of intra-organizational relations to the contemporary business environment means there are likely many implications of this finding (Berg et al., 2012; The Hofstede Center, 2014). While this score might have its greatest implications for the way members conduct their personal lives, within an organizational context, this cultural dimension still has meaning.

No particular set of cultural dimensions can be said to be inherently good or bad in a universal sense. Despite this, some cultural dimensions are more conducive to creativity, resourcefulness, and cooperation (Sadler & Hofstede, 1976). For example, Egypt is collectivist in nature while simultaneously having the tendency to avoid

uncertainty (The Hofstede Center, 2014). Taken in isolation, aspects of a collectivist culture can be favorable in the workplace. One may be able to encourage teamwork, cohesion in the workforce, and the achievement of collective goals beneficial to an entire organization. However, when combined with a culture that values avoiding uncertainty, collectivism can be seen as problematic. Any potentially unique or adventurous ideas that could benefit an entire organization may be shunned because it is not acceptable to a group mind-set that attempts to preserve order and minimize outlying ideas and behaviors (Jobs & Gilfoil, 2012; Suliman & Moadkhan, 2013). Such a combination could prove extremely limiting and detrimental to organizations in a global environment characterized by a need for creativity and innovation.

Another combination of factors, such as the scores for power distance and masculinity, illustrate a similar quandary for organizational leaders in the region. Egypt tends to exhibit very high power distances that create rigid organizational hierarchies where leaders typically remain unquestioned in their decision making. A strong masculinity index also means that these leaders are very decisive, assertive, and possibly even combative in nature (The Hofstede Center, 2014). Having an individual far removed from lower level employees and the day-to-day operations of their organizations with the ability and power to make decisions that receive little scrutiny is a very dangerous proposition for organizational wellness (Jobs & Gilfoil, 2012; Suliman & Moadkhan, 2013). Such a combination can easily lead to poor decisions being made and allowed to run unchecked, much to the detriment of an organization.

A final permutation of Egypt's cultural dimensions reveals more implications for those in the work environment. The combination of having a tendency to avoid uncertainty while also being a highly masculine culture can be extremely confining in the business environment (The Hofstede Center, 2014). Such a combination can create individuals who will be fearful of new, innovative ideas if they can be considered risky, and who become hostile and combative if pressed about the issue (Jobs & Gilfoil, 2012; Suliman & Moadkhan, 2013). In an increasingly competitive global environment, where risk taking and innovation are integral elements of success, organizations cannot afford to place themselves in such situations.

By examining the various cultural dimensions of a nation or people, a great deal of information can be gleaned about the strengths and weaknesses of a workforce, what motivational techniques might appeal to them, and the nature of limitations likely to be encountered in the working world. When viewed as a series of factors working in concert with one another, even more insight can be gained about how different cultural dimensions can work for and against those in an organization (Jobs & Gilfoil, 2012; Suliman & Moadkhan, 2013). The cultural dimensions that characterize Egypt not only inform us about those in the nation, but can provide insight into the values that govern organizations within the nation.

Knowing information about the values and behaviors of a given people is important for organizational stakeholders of all types, be they internal or external to the organizations. Understanding the ways cultural diversity manifests in the workplace is an inherent element of transformational leadership, as characterized by its tenets of idealized

influence, individualized consideration, intellectual stimulation, and inspirational motivation, and can greatly contributing to the success of this leadership paradigm in the workplace (Groves & Feyerherm, 2011; Homan & Greer, 2012). Within the paradigm of transformational leadership, cultural intelligence and awareness of the defining characteristics of nation's citizens are particularly necessary in order to be effective.

### **Transformational Leadership and Cultural Intelligence**

The effectiveness of a given leadership style is often linked to the differing characteristics of those being led. A great deal of contemporary research has explored the impact of leadership style on diverse teams (Greer, Homan, Hoogh, & Den Hartog, 2012; Klein, Knight, Ziegart, Chong Lim, & Saltz, 2011; Lund, et al., 2013). The global business environment is characterized by a great deal of diversity. While this diversity can take many forms, cultural diversity is one of the most pronounced forms of diversity in the workplace. Frameworks such as that created by Hofstede were made to assist in the understanding of other cultures, how they work, and what values and ideas appeal to those in different nations.

Different leadership styles may have more or less appeal to individuals from different cultural backgrounds. Therefore, understanding how to lead a diverse team with different proclivities for communication and motivation is of concern to contemporary leaders (Ewoh, 2013; Neves & Melé, 2013). The concept of cultural intelligence is one often explored in the literature as a means for leaders to understand different cultures, it has been described as a series of constructs and concepts that can enhance an individual's ability to succeed in and interact with other individuals in cross-cultural scenarios

(Eisenberg et al., 2013). A leader's level of cultural intelligence is not only important for understanding employees, but also for motivating employees in an effective manner.

Effective leaders are often those who understand their workforce and what motivates them to take action. Groves and Feyerherm (2011) conducted a study exploring the contribution of a leader's cultural intelligence to leadership performance outcomes. For their qualitative study, they collected data from almost 100 organizational leaders and over 300 organizational followers to assess the extent to which a leader's cultural intelligence could be considered a relevant competency for diverse work environments. The researchers found that cultural intelligence is a proven leadership competency that can greatly contribute to the perceptions follower's hold regarding their leaders and team performance. The study helped establish the importance of cultural intelligence for leadership styles in the global business environment.

Transformational leadership is more than just a general competency for leaders. The mediating role of transformational leadership with respect to diversity management and the affective commitment of employees was the focus of a study by Ashikali and Groenevald (2013). Affective commitment is a conception used to measure an employee's desire to strive to their utmost to accomplish the vision and mission of an organization (Budihardjo, 2013). The researchers used survey data from almost 11,000 employees to test the impact of diversity management on the affective commitment of employees. Transformational leadership as modeled by organizational leaders who are perceived to be the initiators of diversity management was found to have a significant positive influence on the affective commitment of employees. Affective commitment is



conceptually aligned with aspects of transformational leadership that encourage employees to transcend their own personal interests (Bass & Avolio, 1994). By transcending personal interest, employees are more likely to contribute to the accomplishment of larger group objectives.

Despite the seeming inescapability of diversity in the modern workforce, team diversity is not always linked to positive outcomes. Bias within groups and the creation of subgroups can contribute to less admiration between team members, reduced levels of trust, and increased instances of intra-team conflict (Earley & Mosakowski, 2000; Homan & Greer, 2013). Dealing with team strife and the negative situations that arise in diverse teams is therefore another concern for the contemporary organizational leader.

Leadership consideration is another topic pertinent to the discussion on diversity and leadership. A study by Homan and Greer (2013) examined the role of leader consideration on negative group processes that arise in diverse teams. Through research spanning three qualitative studies, they concluded that negative group processes, such as team members perceiving their team in terms of subgroups, or inter-group bias, were significantly mitigated by leaders with high levels of consideration. A major limitation of this study was a somewhat focused, and therefore limited, range of the term diversity. Nonetheless, the diversity of the samples and the inclusion of three studies helped affirm the notion that leader consideration is favorable for diverse teams. One of the primary tenets of transformational leadership, individualized consideration, can be directly paralleled to leader consideration and therefore be understood as a major strength for using transformational leadership as a style for leading diverse teams (Groves &

LaRocca, 2011). Transformational leadership not only places a large emphasis on individuals and their needs, but also simultaneously places a great deal of importance on the larger work group.

Transformational leadership promotes cohesion and synergy between team members, thus requiring leaders to be sensitive to the skills necessary to manage and lead with respect to the concept of diversity as found in the global environment. Ismail, Reza, and Mahdi (2012) conducted a study analyzing the relationship between transformational leadership and cultural intelligence. For the purposes of their research, cultural intelligence was defined as the ability of an individual to successfully adapt to different cultural environments that are different from his or her own. In their quantitative study, the researchers distributed questionnaires to over 150 organizational managers to help understand the relationship between cultural intelligence and transformational leadership. The researchers concluded that exhibiting cultural intelligence was found to be a regular part of transformational leadership. They then suggested that the positive relationship between transformational leadership and cultural intelligence was of great benefit to organizations that have a great deal of cultural variety, as cultural variety can help equip organizations with creativity and the ideas necessary to deal with complex situations (Ewoh, 2013). The established benefits to an organization of leaders exhibiting high levels of cultural intelligence make it an invaluable trait for the contemporary organizational leader.

### **Transformational Leadership and Intercultural Competence**

As important as the four dimensions of transformational leadership are to the successful use of the leadership style, the way these dimensions are conveyed is of great importance as well. Due to the inherent importance of communication style to transformational leadership as manifested by a leader's oratory and rhetorical skills, Gandolfi (2012) conducted a study examining the potential influence of national culture on a leader's communication style and how it related to the implementation of transformational leadership in different cultural contexts.

National culture will undoubtedly have an influence on the communication style of leaders. Gandolfi (2012) surveyed various approaches to transformational leadership as well as the communication types utilized in various cultural contexts in order to gain insight into how effective transformational leadership truly was in different cultures. His research highlighted the importance of facets of intercultural competence such as communication skills, empathy, charisma, and the ability to build and maintain relationships. He concluded that different social norms and unique cultural contexts tended to make different followers embrace different leadership styles. Although the ideal leadership model for different contexts was found to often be culture-bound, many leadership traits were found to be universally favorable. In particular the tenets of transformational leadership were suggested as being favorable in positively influencing individual and organizational goal attainment. Gandolfi also suggested that the lens of intercultural communication competence was useful as predictor of the communication

approaches that could lead to the assessment of the utility of transformational leadership in different cultural settings.

### **Transformational Leadership and Organizational Stakeholders**

The prominence of topics related to leadership has continued to grow in the literature. One of the many reasons that leadership theories, and in particular transformational leadership theory, have garnered so much interest in the literature is due to the interconnected nature of the global business environment characterized by numerous organizational stakeholders and their influence on the contemporary organization (Harrison & Wicks, 2013; Mishra & Mishra, 2013). Organizational stakeholders are those groups or individuals who are influenced by the operations or objectives of an organization (Tashman & Raelin, 2013). Being aware of stakeholder needs and maintaining good relations with stakeholders are considered integral parts of an organization's duties with respect to social responsibility and business ethics (Freeman, 1984; Mishra & Mishra, 2013). The responsibilities organizations hold with respect to their stakeholders help ensure that the problems and needs of stakeholders are not neglected while trying to achieve organizational success.

The world today is characterized by many global problems. Issues related to sustainability are often the subject of management discourse, particularly with respect to organizational stakeholders. Increased levels of pollution, imbalanced economic opportunities, human and worker rights, policies regarding environmental wellness, and the exploitation of resources and workers in developing nations are considered global problems (Gibson, 2012; Walsh, 2011). Navigating the world of stakeholder needs

successfully requires leaders in tune with leadership styles that account for stakeholder needs.

Every organization has stakeholders; these stakeholders include employees, customers, owners, society, governments, interest groups, and many others. In the interconnected global business environment, an organization's stakeholders can be found all over the world, and might not be as easy to identify as local stakeholders. Irrespective of whether organizational stakeholders are internal or external to the organization and whether they are located near or far, frameworks such as stakeholder theory account for the complexity of relationships between organizations and their stakeholders.

Stakeholder theory is a rich and complex concept. Over time, it has evolved to look beyond the simple economic concerns of stakeholders to more subtle or higher-order needs such as a sense of justice (Harrison & Wicks, 2013). Transformational leadership, with its focus on collective wellness, and a greater good, has been suggested to be an ideal leadership method for contemporary organizations concerned with stakeholder satisfaction (Basford, Offermann, & Behrend, 2014). Stakeholder satisfaction encompasses many different domains and can be achieved in many ways depending on the choices organizational leaders make.

Organizational leaders have a significant impact over many of the dynamics and processes in the modern organization. Elements of organizational operations, such as the allocation of resources, decision making, rules, communications, corporate culture, rewards and punishments, as well as organizational strategies and visions, are all heavily influenced by organizational leaders (Collinson, 2014). The literature has also suggested

that while managers and leaders do typically want to pursue the financial interests of the organization, other considerations, such as the needs of stakeholders, will also be more greatly considered with emerging types of leadership (Saleh & Grunewald, 2013). Pursuing stakeholder needs is becoming less of an option for the contemporary organizational leader and more of an expectation.

Employees are considered one of the primary groups of stakeholders in an organization, and one of the most important in the present day. Employees are considered human capital, and in a business environment that relies heavily on innovation, creativity, and other intangibles for organizational success, meeting the needs of employees has taken on an increased importance (Kashive, 2013). Meeting or exceeding employee needs is an integral element of attracting and retaining an organization's human capital.

Approaches to organizational leadership such as transformational leadership incorporate the needs of organizational stakeholders and make them a deliberate part of organizational conduct. In particular, transformational leaders inspire employees who are highly engaged with their work and organizations, these employees were found to believe that their organizations supported an appropriate balance between life and work, the opportunity for growth, a platform to become excited about the work, and a workplace where a motivating vision has been communicated to them by their leaders (Wiley, 2013). Furthermore, research has suggested that followers of transformational leaders felt greater intrinsic value with respect to goal accomplishment and in turn were more motivated and aroused to participate in the goal accomplishment (Jabnoun & Aisha Juma,

2005). Choudhary, Akhtar, and Zaheer (2013) suggested that transformational leadership was an excellent style of leadership conducive to positively influencing employees, the ability to empower followers, encourage strong performance, and promote successful communications.

### **Shortcomings of Transformational Leadership**

Like any theory or philosophy, transformational leadership is not without its detractors. Despite its accolades and overwhelming support in the literature, some studies have indicated that those who adopt a transformational leadership style are not always successful as leaders (Belle, 2014; Grant, 2012). The success of charismatic leaders, such as those who adopt a transformational leadership style, has not been conclusively verified in different national contexts, in part because different behaviors are not necessarily conceived of in a consistent manner in different countries (Cavazotte, Hartman, & Bahiense, 2014; Tsui, Nifadkar & Ou, 2007). The way different behaviors and decisions are interpreted can vary greatly and, as such, their effectiveness can fluctuate.

Transformational leadership places a great deal of emphasis on satisfying stakeholder needs. Despite the emphasis that transformational leadership places on stakeholder needs, Effelsberg, Solga, and Gurt (2014) conducted a quantitative study in order to examine the role of ethical employee behavior as a role of transformational leadership. The researchers suggested that although ethical conduct was an established element of transformational leadership, it had not been proven that transformational leadership in turn inspired ethical behavior in followers.

Transformational leaders attempt to inspire employees to aspire to behaviors that transcend their own self-interest, yet it remained to be seen if transformational leadership inspired behavior that transcended organizational self-interest to adequately consider organizational stakeholders from the perspective of the average follower. For their study, two surveys were developed and administered in order to test the likelihood of employees with transformational leaders to engage in unethical pro-organizational behavior (UPB). The research concluded that transformational leadership was positively correlated to the willingness of followers to engage in UPB, largely due to a tendency for followers to be more loyal to their organizations than greater overarching ethical principles. These findings revealed important information on a potential flaw with transformational leadership, not an inherent flaw necessarily, as the leadership approach does not promote unethical behavior, but a flaw in the way it might be perceived and interpreted by followers.

Other studies yet have been more critical of transformational leadership. Some researchers suggested that despite its favorable reputation in leadership circles, one of the byproducts of transformational leadership can be diminished follower creativity (Eisenbeiß & Boerner, 2013). Others, such as Singh and Krishnan (2007) and Basford, Offermann, and Behrend (2014), have indicated that research about transformational leadership has largely been conducted in the context of the United States and therefore may have limited applicability outside of that specific national context.



### **Other Leadership Styles**

Although the focus of this research was on transformational and transactional leadership styles, many other leadership styles exist that should be considered to help present a fuller picture of the practice of leadership (see Table 1). Autocratic leadership is characterized by unilateral decision making and absolute control by leaders. When employed, such a leadership style can facilitate speedy decision-making, yet at the expense of the inclusion of followers. The laissez-faire leadership style can be described as an extremely passive form of leadership where leaders do not make many concrete decisions. Leaders allow followers to make many of their own decisions, thus promoting creativity and self-reliance at the expense of concrete direction and guidance (Al-Khasawneh & Futa, 2013). These two styles of leadership represent opposite ends of the spectrum of leadership behaviors.

Servant leadership is characterized by leadership that prioritizes the needs of followers before those of leaders. As a leadership style, servant leadership can greatly improve follower satisfaction and increase the personal growth of employees. Its emphasis on personal growth and cultivating skills and talents in employees means that it can take a long time for the results of servant leadership to materialize (Washington, Sutton, & Sauser, 2014). Servant leadership may sound counterintuitive when compared to antiquated notions of leadership, but its merits are well established.

Participative leadership is another common leadership style that emphasizes equality between leaders and followers, by attempting to include the participation of employees in decision-making and frequently soliciting the input of employees. A

participative leadership style promotes teamwork and team performance, yet can reduce the efficiency and harmony in a group or team if certain members have their ideas rejected (Arnold & Loughlin, 2013). In spite of its potential shortcomings, the inclusion of employee ideas in the decision making process makes this style of leadership less alienating and more inclusive for followers.

Situational leaders tend to allow their leadership style to vary depending on the role called for by the circumstances and situations they face as leaders. The flexibility of this style of leadership can help these types of leaders be successful under many different sets of circumstances, yet the lack of a consistent form of leadership may hinder the ability of situational leaders to attain long-term goals and objectives (Hopen, 2010). In summation, the absence of a clear and established approach to leadership may counteract the inherent flexibility of this approach.

Leader-member exchange theory underlies a leadership style that emphasizes two-way (dyadic) relationships between leaders and followers. Meaningful knowledge-sharing is at the center of this leadership style, with an added emphasis on the personal relationship between leaders and followers (Hassanzadeh, 2014). Charismatic leadership is a leadership style that emphasizes the personal charisma of leaders to exert influence over employees to motivate them to pursue short-term goals and long-term organizational visions. Charismatic leaders can easily motivate employees to high-levels of achievement and lofty goals, yet their ability to do so does not necessarily translate into the skills and circumstances necessary for the attainment of these goals (Yang, Tsai, & Liao, 2014). Charismatic leadership, while having a great deal of potential, might not be

linked to enough concrete business outcomes to make it a preferred approach to leadership.

Table 1

*Taxonomy of Leadership Styles*

<i>Leadership Style</i>	<i>Characteristics</i>	<i>Weaknesses</i>	<i>Strengths</i>
Transformational Leadership	Common where leaders want followers to achieve high levels of motivation and morality.	Might not be as effective in non-Western nations	Has proven very effective when implemented properly
Servant Leadership	Leaders prioritize the wellness of followers and try to serve the needs of followers before their own	Can take a great deal of time to fully produce results	Can increase follower satisfaction, sets a strong example for followers
Laissez-Faire	Leaders are largely hands-off and high levels of freedom given to followers	Can reduce the efficiency of groups and teams	Encourages creativity, innovation, and self-reliance
Participative	Attempts to create equality between leaders and followers	Employees whose ideas are not used may feel alienated.	Increased team cohesion, improved team performance

*(table continues)*

Autocratic	Decision-making is solely for formally designated leaders.	Followers feel excluded, limited range of opinions goes into decision-making	Promotes speedy decision-making
Leader Exchange	Emphasis on the dyadic relationship between leaders and each of their followers	Individual personalities might clash and taint the nature of the dyadic relationship	Promotes two-way relationship exchanges between leaders and followers, facilitates strong personal relationships
Transactional	Common in culture driven society	Only motivates if followers are interested in what they are being offered as an incentive	Operates on a simple to understand reward/punishment basis
Situational	Leadership style will vary upon the situation and the specific circumstances of decisions to be made	Lack of consistency might be confusing to employees	Highly flexible, can be tailored to suit different situations
Charismatic	Highly expressive leaders with an emphasis on exerting social influence	Can cultivate unrealistically high expectations	Can serve to highly motivate employees and positively influence employee commitment

*Note:* Adapted from “The Impact of Leadership Styles Used by the Academic Staff in the Jordanian Public Universities on Modifying Students' Behavior: A Field Study in the

Northern Region of Jordan,” by A. Al-Khasawneh and S. M. Futa, 2013, *International Journal of Business and Management*, 8, p. 4; “Integrating Transformational and Participative Versus Directive Leadership Theories,” by K. A. Arnold and C. Loughlin, 2013, *Leadership & Organization Development Journal*, 34, p. 68; “Leader-Member Exchange and Creative Work Involvement: The Importance of Knowledge Sharing,” by J. F. Hassanzadeh, 2014, *Iranian Journal of Management Studies*, 7, p. 379; “The Changing Role and Practices of Successful Leaders,” by D. Hopen, 2010, *The Journal for Quality and Participation*, 33, p. 6; “How Do Transformational Leaders Foster Positive Employee Outcomes? A Self-Determination-Based Analysis of Employees' Needs as Mediating Links,” by S. Kovjanic, S. C. Schuh, K. Jonas, K. N. Quaquebeke, and R. Dick, 2012, *Journal of Organizational Behavior*, 33, p. 1035; “How Distinct is Servant Leadership Theory? Empirical Comparisons with Competing Theories,” by R. R. Washington, C. D. Sutton, and I. Sauser, 2014, *Journal of Leadership, Accountability and Ethics*, 11, p. 12; “Examining the Mechanisms Linking Behavioral Integrity and Affective Commitment: The Mediating Role of Charismatic Leadership,” by F. Yang, Y. Tsai, and W. Liao, 2014, *International Journal of Organizational Innovation (Online)*, 6, p. 155.

### **Transformational Leadership in Non-Western Contexts**

One of the most important considerations when assessing the potential utility of transformational leadership is its applicability in different cultures. Singh and Kirshnan (2007) conducted a mixed-methods study reporting on three studies regarding the use of transformational leadership in India. As a starting point, the researchers pointed out that the majority of research on the subject of transformational leadership uses the Multifactor Leadership Questionnaire (MLQ) to assess transformational leadership (Bass, 1985; Bass & Avolio, 2000). The MLQ has been criticized, however, for losing relevance across cultural boundaries. In particular, the researchers contended that theories on leadership can often be riddled with assumptions that make them more relevant in a North American context than other cultural contexts.

The researchers proposed an alternate scale for gauging transformational leadership in an Indian context in order to account for the unique cultural dynamics of

India. The study entailed collecting data from different managers and data in three stages beginning with grounded theory research, followed by an exploratory factor analysis and confirmatory factor analysis, and finally a survey. The researchers concluded that the unique aspects of national culture limited the universal description and applicability of complex processes such as organizational leadership (Singh & Krishnan, 2007).

Amongst the limitations of this study were the conclusions that many of the findings were likely specific to the Indian context and that participants included in the study were required to have a certain level of English in order to participate in the study, thus excluding certain groups of the Indian population.

Another non-Western nation where the utility of transformational leadership was examined was South Africa. Mokgolo, Mokgolo, and Modiba (2012) conducted a study regarding the implementation of transformational leadership in South Africa. Calls for emerging leadership methods by interest groups prompted the study which was designed to help gauge the possibility of transformational leadership being a catalyst for resolving many of the challenges South African organizations faced. Over 1000 individuals were given the MLQ, Leadership Acceptance Scale (LAS), the Job Satisfaction Survey (JSS), and the Job Performance Survey (JPS) in order to assess how transformational leadership related to leadership acceptance, job satisfaction, and job performance. The researchers concluded that a very notable correlation existed between transformational leadership and leadership acceptances, job satisfaction, and job performance. One of the largest limitations of this study was that as a quantitative study it did not allow for deep probing into questions regarding complex leadership matters. Despite this limitation, the study

did help establish the potential feasibility and adoptability of transformational leadership in a South African context.

The body of literature of transformational leadership in non-Western contexts was extended with a study of transformational leadership in a Chinese setting. Lin, Ho, and Lin (2013) explored the relationship between traditional Chinese values and transformational leadership. In the study, the researchers outlined two different sources of different Chinese values, the Confucian and Taoist traditions. It was argued that dimensions of national culture, as exemplified by Hofstede's cultural dimensions theory, did not account for the possibility of two distinct sources of national culture. The researchers developed two scales, one to account for the relationship between Taoist values and transformational leadership, and a second to account for the relationship between Confucian values and transformational leaders. The findings of the study indicated that Confucian work value was more aligned with transformational leadership behavior as a whole, yet Taoist work value was more consistent in predicting intellectual stimulation, one of the four aspects of transformational leadership. Their study helped establish an important consideration regarding the limitations and potential shortcomings of generalizing national cultures when using frameworks such as that of Hofstede.

The relationship between emotional intelligence and transformational leadership in Pakistan was previously the subject of a quantitative study. Khan, Khan, Saeed, Khan, and Sanaullah (2011) conducted a study researching the link between emotional intelligence and transformational leadership in Pakistan. Despite the existence of little prior research regarding transformational leadership in Pakistan, the researchers

hypothesized that prior research regarding the significance of emotional intelligence towards the successful utilization of transformational leadership would be confirmed in the Pakistani context. Approximately 200 managers from different sectors were administered two surveys, the Emotional Quotient inventory (EQi) to gauge emotional intelligence and the MLQ to measure transformational leadership. The researchers found that their research confirmed their hypothesis and that there was in fact a positive correlation between emotional intelligence and transformational leadership in Pakistan. A significant limitation of this study was the fact that data collection was done with convenience sampling which could have lowered the overall ability of the findings to be generalized. Despite this limitation, the conclusion that findings from prior research in a non-Pakistani context held true in Pakistan is of importance to the potential transferability of findings from one study on transformational leadership to another in different cultural contexts.

### **Leadership in the Arab World**

Within the context of the Arab World, the relationship between leadership and national culture has been the subject of prior research. Suliman and Moadkhan (2013) carried out a quantitative study to help measure the effects of national culture on the tendencies and behaviors of leaders in the United Arab Emirates. They conducted a survey of managers from different countries and performed statistical analysis on their results to help understand the relationship between managerial behaviors and national culture. Their findings suggested that certain leadership behaviors were promoted by national culture in a broad sense, and that within the United Arab Emirates, leadership



styles that were culturally endorsed were more likely to be adopted by organizational leaders.

One of the few recent studies regarding leadership in an Egyptian context emphasized the topic of gender. Metwally (2012) conducted a study exploring the topic of leading and managing change in an Egyptian context, with a focus on the difference gender makes on the process. A case study was undertaken by studying archived data, observing participants, and conducting semistructured interviews. The researcher's findings were that leadership characteristics tied to leading and managing change in Egypt were in fact culture bound to an extent, with gender only playing a minor role. A major limitation of the research was that it was all centered on a single organization, limiting the generalizability of the findings. Nonetheless, this study, as well as that by Suliman and Moadkhan (2013), have conveyed that within the Arab World, leadership styles tend to conform to cultural norms and expectations.

### **Summary and Conclusions**

Research has suggested that leaders who adopt a transformational leadership style outperform and are more successful than who adopt transactional leadership styles. Successful leadership in the global environment does not depend on the ability of leaders to direct and control, but rather on their ability to inspire, cooperate, and develop long term visions to which followers are committed. The four dimensions of transformational leadership directly benefit organizations and contribute to the factors necessary for organizational success in the global business environment. Furthermore, the tenets of

transformational leadership are malleable enough to lend themselves to the diversity found in the contemporary workplace.

The motivation of followers can be accounted for in a number of ways, with two prominent and widely accepted frameworks being the most commonly used. Through Maslow's hierarchy of needs theory and Herzberg's motivation-hygiene theory, organizational leaders can help understand the various needs of employees and link these needs back to the motivation that drives their followers.

For those dealing with a culturally diverse workforce, tools such as Hofstede's cultural dimensions theory are useful for understanding the values and traits that characterize those belonging to a given nation. Transformational leadership theory has been suggested to be an ideal leadership style for many national cultures, and an approach to leadership that is not only beneficial to leaders and followers, but also additional organizational stakeholders who stand to benefit from a more cohesive, productive, and successful institution.

Despite its praise in the literature, some researchers have criticized transformational leadership as having some detrimental effects on organizational life and employees. Furthermore other researchers have questioned the assumptions that underlie transformational leadership theory, suggesting it may not be an appropriate leadership style for certain cultures.

With respect to the topic of this study, transformational leadership and employee motivation in an Egyptian context, very little was known. The cultural dimensions of Egypt as a nation are known, but a dearth of literature regarding how these cultural

dimensions actually influence organizational leadership and employee motivation in the field created an opportunity for exploration.

The present study filled two important gaps in the literature. The first was with respect to the implementation and potential effectiveness of transformational leadership in an Egyptian context. How well transformational leadership may be implemented in various cultures has been explored in the literature, but no studies involving Egypt were found. The second gap it filled was with respect to general knowledge regarding employee motivation and organizational leadership in an Egyptian context. Information about employee motivation and leadership techniques in Egypt was sorely lacking in the literature and can be of great benefit to organizational leaders, followers, and stakeholders.

By conducting a qualitative exploration of employee motivation and the applicability of transformational leadership in Egypt, the present study aimed to probe deeply into two important concerns for contemporary organizational leaders. Irrespective of how applicable transformational leadership is in an Egyptian context ultimately proves to be, collecting and analyzing data regarding the present status of organizational leadership and employee motivation in Egypt can greatly extend the knowledge available about leadership and organizational life in the country.

### Chapter 3: Research Method

The purpose of this qualitative study was to explore the leadership styles utilized by leaders in Egyptian organizations. Examining how these styles compare and contrast to the tenets of transformational leadership in order to help assess the current state of leadership in Egyptian organizations as well as how applicable transformational leadership is within an Egyptian cultural context were the focus. This chapter includes description of the research design and rationale, role of the researcher in the study, the methodology, and issues of trustworthiness.

#### **Research Design and Rationale**

The phenomenon addressed in this study was an exploration of employee motivation, leadership, and the applicability of transformational leadership in an Egyptian setting. Leadership is herein defined as the process utilized by leaders to influence others to contribute to group goals (Kaiser, et al., 2012). For the purposes of this study, Egyptian employees were defined as employees who are Egyptian citizens, have an Egyptian organizational leader, and are fluent in English and Arabic. Employee motivation is defined as the actions or words that provide that stimulate an individual's behavior (Achakul & Yolles, 2013). The operational definitions would ultimately serve to inform the data collection instruments and process.

Qualitative research was the tradition selected for this study. A qualitative methodology was appropriate because the research question and subquestions were open-ended in nature. The questions selected were done so to facilitate the analysis and interpretation of the meanings research participants attribute to the questions asked

(Charmaz, 2006). The central question was, What are the characteristics of the ideal leadership style for motivating employees in Egyptian organizations? Secondary questions included the following:

RQ1. How do employees in Egyptian organizations describe their experiences with their organizational leaders?

RQ2. How do employees in Egyptian organizations describe the influence of leadership styles they experience on their job performance?

RQ3. How do employees in Egyptian organizations describe the influence of leadership styles they experience on their job satisfaction?

RQ4. How do employees in Egyptian organizations describe the influence of leadership styles they experience on the achievement of their career related goals?

RQ5. How do employees in Egyptian organizations describe the characteristics of an ideal leader?

RQ6. How do employees in Egyptian organizations describe the relationship, if any, between the characteristics of transformational leaders and the characteristics of an ideal leader?

Qualitative research is ideal for subject matters that have not been the focus of prior inquiry. A qualitative study made it possible to probe deeply into the heart of the phenomenon while attaining a sound general understanding of the matter (Charmaz, 2006). Qualitative inquiry also aided in understanding the phenomenon explored from the perspective of participants as expressed directly by them, potentially creating a springboard for future studies (Patton, 2002). Within the qualitative tradition, several

approaches were considered for the study, with a grounded theory approach being chosen.

The approach selected was grounded theory because there was an interest in exploring the general phenomenon in question, beyond specific instances of the phenomenon. A grounded theory approach enabled the collection and analysis of qualitative data designed not only to help provide an original analysis of the data collected but also allowed for the construction of a theory regarding the phenomenon studied. Constructing the theory came inductively from the findings of the research, stemming from the interviews conducted for the research (Charmaz, 2006; Patton, 2002). The culmination of the research was the construction of a theory designed to answer the research questions.

### **Role of the Researcher**

My roles as the researcher was pivotal in the data collection process. Since in-depth interviews were the main source of data, conducting the interviews was the primary role played as the researcher. Conducting the interviews in an ethical manner that facilitated full, accurate findings was my objective.

Acknowledging the personal and professional relationships between participants and me as the researcher was important to help in understanding any ethical concerns or conflicts of interest that might have arisen from the nature of these relationships. As for professional relationships, several of the participants were coworkers or professional acquaintances whom I have worked with in some capacity in the past. I was not in a supervisory position with any of these individuals however. Furthermore, I had no

formal or informal power over any of the participants in any manner. A few of the target participants were personal acquaintances of mine, yet none of these individuals were exceptionally close. These considerations were to ensure that the selection process occurred in a manner that helped avoid unduly influencing any of the responses participants provided during the research.

Participants were not informed of any intended outcome of the research in an additional attempt to help manage any biases that from the nature of the relationships between the participants and me. The research was not designed to attempt to prove or disprove any particular point. Its intention was an exploration of a subject matter, which could help increase understanding and knowledge with respect to professional life in Egyptian organizations. Candid responses and full disclosure from participants were a priority without any particular direction for responses being encouraged.

Preliminary ethical considerations included clearly explaining the purpose of the research and interviews and not asking leading questions during the interviewing process. Participants might have been uncomfortable discussing their attitudes and feelings towards their organizational leaders, particularly if any sentiments expressed were critical or negative in nature. In order to mitigate any discomfort and allay the fears of participants, the real names of participants were not included in the findings reported. Additionally, interviews were conducted away from any participants' jobsite in order to ensure the confidentiality of the information participants revealed and to increase the comfort of participants.

All participants signed an informed consent form prior to engagement in research to ensure they were aware of the protection of their rights (see Appendix A). Additional ethical considerations were made during the actual writing of my research and will be made during the dissemination of my research, such as avoiding biased language, ensuring no falsified reports, and releasing the details of the research and study design to allow readers to determine the credibility of the study for themselves (Creswell, 2009). No discernible ethical considerations went unaddressed during the various stages of the research process.

There was no incentive for participation in the study. If participant were curious as to why participating in the study is worthwhile, the addition of the research to the literature on leadership and employee motivation in Egypt as well as the study's potential contribution to potentially affect positive social change were explained. These explanations were neutral with respect to any influence on the kinds of answers participants would give during the actual interviews because the study was exploratory in nature.

## **Methodology**

### **Participant Selection Logic**

The population of this study was Egyptian employees. Employees were defined as individuals who have pursued higher education or training in order to acquire specialized skills for their profession. The participants were Egyptian and employed in an organization that had an Egyptian leader. To facilitate the data collection process and ensure accuracy, participants were screened to be fluent in English, yet were required to



be fluent in Arabic, the native language of Egypt as well to ensure they were not exceptionally unrepresentative of the Egyptian populace.

As a qualitative study, this research was focused on a relatively small, purposefully selected sample. Purposeful sampling involved carefully selecting participants who were likely to be rich in information for the purposes of the research. Then, the sample was studied to help reveal insight and a thorough understanding regarding the phenomenon being studied (Patton, 2002). Purposeful sampling would ultimately help direct the theoretical sampling process.

Participant selection is a critical aspect of qualitative research. The overall objective of participant selection is to target individuals and gather sufficient data capable of giving as complete a picture as possible of the topic being explored (Charmaz, 2006). Building a sufficient sample occurred by using personal and professional contacts to find participants who fit the profile of being an Egyptian professional, having an Egyptian organizational leader, and being fluent in English.

After identifying a potentially suitable participant, they received a briefing on the nature of the study and their level of interest in being a participant was gauged. If someone wished to participate in the study, they received a questionnaire consisting of a series of brief questions regarding their nationality, the nationality of their organizational leader, their proficiency in the English and Arabic languages, and the nature of their employment. If the answers to these questions conformed to the requirements of the research, they were informed and contacted with information regarding when data collection was set to begin.

Potential participants were sought through personal and professional contacts. A large professional network of potential participants in my own organization as well as several employees in other organizations with whom I have collaborated were targeted. Furthermore, many personal acquaintances that fit the criteria required for participation in the study were contacted.

When an individual was identified as a potential participant, they were contacted either personally, via telephone, or through email to be informed about the study. If a potential participant was interested in participating in the study, received a brief questionnaire via email regarding their background and demographic information to help identify their characteristics and determine if they fit the target population for the study (Patton, 2002). If the response to the background and demographic questionnaire did not eliminate the individual from participation in the study, they received either an email or phone call informing them of their eligibility for participation in the study.

In order to collect enough data to sufficiently understand the phenomenon; 17 in-depth interviews with individuals fitting the aforementioned criteria were conducted in order to achieve data saturation. Data saturation is a concept within data collection that entails continuing to introduce new participants into a study until the data collected begins to become redundant in nature and new insights cease. The nature of achieving data saturation in qualitative studies can lead to ambiguity in the early stages of research, yet preliminary considerations included the quality of the interviews, the type of sampling used, and the level of experience of the researcher (Marshall, Cardon, Poddar,

& Fontenot, 2013). Once data saturation was achieved, the data collection process was considered complete.

### **Instrumentation**

Two data collection instruments were employed in this study. The first, a short questionnaire was developed (see Appendix B) to help establish if participants met the criteria necessary to participate in the study and to capture demographic information, based on examples posited by Patton (2002). The questionnaire was administered prior to participation in the study. The questionnaire was designed to screen participants with a few basic questions and demographic information regarding their eligibility to participate in the study. Demographic information captured proved relevant during the data analysis phase of the research process.

The primary mode of data collection for this study was the interview protocol. The interview protocol constituted the second data collection instrument (see Appendix C). The instrument was developed to help sufficiently answer the research questions and establish the content validity of this study because the questions in the interview protocol were an expansion of the primary research question as well as sub questions directed toward the participants (see Appendix D). The purpose of the interview guide was to ensure that the same general lines of inquiry were followed for each participant interviewed. An interview guide also helped to manage the limited amount of interview time spent with participants by following a sequence of predefined questions, while still providing flexibility within the interview framework (Patton, 2002). The interview

protocol would ultimately serve all these purposes and allow for the research questions to be answered sufficiently.

### **Procedures for Recruitment, Participation, and Data Collection**

The recruitment of participants was through personal and professional contacts. Potential participants were personally contacted via telephone or through email to be informed about the study. If interested, they were sent a brief questionnaire via email regarding their background and demographic information to ensure they were part of the target population for the study. If they were, then an interview was scheduled.

Interviews took place in a variety of locations, with the locations being primarily designed to facilitate the interview and to maximize the comfort of participants. Participants were asked about locations that might be convenient for them, with the requirements being that it was not the workplace of a participant, that the environment was suitable for an in-depth interview without the potential for distractions, and that it was comfortable for the participants.

Interviews were on an individual basis, with no group interviews. The frequency of interviews was directly linked to how quickly eligible participants were able to conduct interviews and the amount of data collection needed in order to achieve data saturation. The duration of each interview also varied. Interviews followed an interview guide approach to interviews. The questions asked were listed and asked in the same general sequence in order to ensure that the same general structure was pursued for each of the interviews. Interviews were conducted until data saturation was reached. Initial recruitment efforts helped secure many participants, and the initial participant pool

helped secure additional participants through the snowball method, with contact information of potentially eligible individuals solicited, and then contacted via email or telephone for inclusion in the study sample.

Question sequencing was also of great importance to the interview process. Interviews began with noncontroversial questions that elicited responses that were descriptions of personal behaviors and experiences. Such questions encouraged participants to begin speaking in a descriptive manner. Questions then gradually began to solicit opinions or feelings on more probing matters related to the research question and subquestions in order to help capture the lived experience of participants (Patton, 2002). The interview process would remain flexible while staying rooted within the framework of the interview protocol.

Data was recorded using a digital audio recorder. Participants were made aware of when the recording process began and ended. Any relevant notes or observations were recorded on the interview guide used during the interview process. In order to give maximum attention to the participants and the interview, minimal note taking occurred during the interview process. Only observations and notes that might have been lost unless recorded at the time were noted.

Exiting interviews were characterized by a debriefing procedure. It began by asking the participants if they had any questions regarding the study or their participation in the study. Participants were then asked about their general feelings about the interview process and any suggestions or concerns they may have had regarding it. Finally, they

were thanked for their participation and informed that they would be contacted when follow up information was required.

### **Data Analysis Plan**

Data collected was almost entirely from the recordings of the in-depth interviews and notes taken during the interview process. Interview depth went beyond the surface of events and experiences to explore the topic being researched fully. The questions asked were intensive and open-ended, yet directed and emergent in nature. Upon completion, the data was hand-coded to help organize the data. Responses that correspond to a specific research questions were coded accordingly and other themes and topics of significance that emerged were identified and coded. As part of grounded theory approach, a theoretical sampling strategy was used to help seek relevant data to help refine the emerging categories that were used to help develop the theory of ideal leadership. Theoretical sampling also aided in developing the properties of the categories identified until new categories were saturated (i.e., no longer emerged). Data was sorted, diagrammed, and integrated to aid in the development of content and analysis.

Discrepant cases were grouped together and analyzed to help assess if they are simply outlying cases, or if there was a potential pattern or common thread underlying these cases worthy of being explored (Charmaz, 2006). NVivo qualitative data analysis software was used to dig deeply into the data and strengthen the analysis while highlighting relationships and findings that might have otherwise gone unobserved.

The sum of the data and themes that emerged were organized, analyzed, and ultimately used to develop a theory of the ideal Egyptian leadership style grounded in the

lived experiences of the participants of the study. The development of the theory was the culmination of the aforementioned processes and pondering, seeking possibilities, establishing valid connections, and asking relevant questions with respect to the research question and the data collected. The ultimate aim of the theory developed was to use the power of analysis to theorize about how the actions, social structures, and meanings that participants have attributed to their lived experiences related to the research questions (Charmaz, 2006). The generation of a theory that answered the research questions posed in the study was the culmination of both inductive and deductive processes.

### **Issues of Trustworthiness**

Addressing issues related to the trustworthiness of research can help legitimize the finding of a study when being evaluated. Because the researcher has been immersed in the research process, their perspective is different from that of their audience (Charmaz, 2006). Strategies for establishing the credibility, transferability, dependability, and confirmability will help ensure the legitimacy of the findings of this research.

### **Credibility**

Establishing the credibility of this study primarily revolved around ensuring that the research intimately explored the topics of employee motivation and leadership in Egyptian organizations. Every attempt was made to establish strong links between the data collected and the arguments and analysis presented in the study (Charmaz, 2006). Any claims made regarding the findings of the study have been backed by sufficient data to ensure they are merited.

**Transferability**

Ensuring transferability or the likelihood that some of the findings of a study can be transferable to other organizations, individuals, or settings was another important part of the research process. A detailed description of the issues and circumstances of the present study helped identify potential congruence between this study and other similar contexts, and the level of potential inferential generalization to other settings (Carcary, 2009). Transferability can play a large role in the ability of this study to serve as a springboard for future research.

**Dependability**

Establishing the dependability of the research was a vital component of legitimizing the study's findings. Establishing the dependability of the research findings relied heavily on the audit methods used to help establish confirmability (Carcary, 2009). Additionally, triangulation was used to help test for consistency between the findings of this study and previously published research on employee motivation and organizational leadership, particularly those that occurred in non-Western contexts (Patton, 2002). Establishing dependability also helped provide opportunities for greater insight into the approach to inquiry used in this study and the phenomenon in question.

**Confirmability**

The confirmability of the research was established early on in the research process. Structuring the research in such a manner that it could easily be externally audited for issues of trustworthiness and the motivations behind the actions and influences I have as a researcher, will allow the analytic and methodological processes



followed in the research to be assessed by others. Clearly and explicitly explaining the research intentions and process as well as providing as much information as possible about the data collected and data analysis will help the confirmability of the research be greater (Carcary, 2009). Confirmability is of the utmost importance to establishing the legitimacy of the study's findings.

### **Ethical Procedures**

The majority of ethical considerations related to having human participants were addressed by attaining approval from the Walden University Institutional Review Board (IRB). Prior to the collection of data, approval from the IRB was granted. Human participants in this study were treated in an ethical and equitable manner, remained anonymous, and were free from exposure to potentially harmful or detrimental circumstances. Those volunteering to participate in the interview process were required to sign a consent form before participation. Participants were also informed that they were allowed to leave the study and withdraw early for any reason they saw fit without scrutiny. There were no outstanding ethical concerns regarding recruitment materials for the study.

Data were collected in such a way that that the identity of participants would remain unknown and that confidentiality was maximized. All participants remained anonymous for the purposes of this study in order to encourage candid, forthcoming responses from participants. Personal motivations and the perceptions of organizational leaders can be sensitive matters. Data such as the recordings of interviews are stored on a desktop computer, with a backup of the data being made on an external hard-drive in case

of failure in order ensure that data is preserved. Access to this information requires a password only known to me.

Although some of the research participants were from my own work environment, no conflicts of interest arose. Individuals approached for participation from my own work environment were not individuals with whom there is a power differential. Furthermore, individuals from different teams and departments were prioritized to further create distance between participants and myself. There was no use of incentives for participation in the study.

### **Summary**

This section included relevant information related to the research design and rationale, role of the researcher, methodology, and issues of trustworthiness. All efforts were made to ensure that this qualitative grounded theory exploration of employee motivation and organizational leadership in an Egyptian context was a thorough and trustworthy account of the phenomena being explored. In Chapter 4, the specifics of the setting, demographics, as well as the findings of the actual data collection, analysis, and results will be presented.

## Chapter 4: Results

The purpose of this exploratory research was to understand the nature of employee motivation with respect to leadership styles and the potential role of transformational leadership in Egyptian business organizations. The research questions for this study consisted of one central question and six subquestions. Identifying the characteristics of the ideal leadership style for motivating employees in Egyptian business organizations was the function of the central research question. Exploration of participants' conceptions of the ideal organizational leader, their feelings towards the tenets of transformational leadership theory, the experiences of Egyptian professionals with their organizational leaders, the motivational techniques they encountered in the workplace, and the influence of leadership style on their job performance, job satisfaction, and the ability to achieve their career related goals were the functions of the subquestions.

This chapter will begin with a description of the research setting. Following will be a section that presents the demographics and relevant characteristics of the participants of the study. The next section will pertain to data collection and will include the number of participants, the location, frequency, and duration of data collection for each instrument, a description of how the data were collected, and information regarding any unusual circumstances encountered during data collection. The section after that will cover the data analysis process and will include reporting on the process used to move inductively from coded units to larger representations as well as descriptions of the specific codes, categories, and themes that emerged from the data. The next section will

include evidence of trustworthiness including information regarding the credibility, transferability, dependability, and confirmability of the study. The following section will be for the results of the study and will address each research question and present data to support each finding. Then, a section on how the results of the study interrelated to help develop a theory of the ideal leadership style for Egyptian leaders will be presented. The chapter will conclude with a summary of the answers to the research questions and provide a transition into chapter 5.

### **Research Setting**

The research setting of the study varied depending on the stage of the research process as well as the personal preferences of participants. In this early phases of the research, the primary objective was to identify individuals interested in participation and who fit the desired profile of being an Egyptian professional, having an Egyptian organizational leader, and fluency in the English language. All contact and communication used to identify and interact with the initial purposively selected pool of participants in this phase took place either through email or via the telephone.

When the time came for conducting the in-depth interviews with eligible participants, the research setting varied somewhat on a case-by-case basis. Since participants were sharing potentially sensitive information about their organizational leaders, all efforts were made to minimize the risk of social or economic loss. Therefore, data collected via in-depth interviews were collected away from the site of employment of participants. Doing so ensured information was not accidentally overheard and ensured maximum comfort for participants. Private study rooms at a local university and private

rooms at a public library were the primary locations for data collection. For participants that were unable to arrange to meet in person, Skype was used to facilitate the interview process.

Data were transcription, interpretation and the scheduling of follow-up meetings to ensure accuracy of the interpretation of the initial interviews took place after interview completion. The majority of follow-up interviews took place in the same location as the initial interviews with the exception a few extra follow-up interviews being conducted via Skype. At the time of the study there were no known personal or organizational conditions that influenced participants, their experiences, or the interpretation of the study results.

### **Demographics**

Professional contact analysis helped to identify potential participants for the study. For participants to be considered potentially eligible for the study, their inclusion would have to pose no conflict of interest. By contacting individuals either via email or the telephone, their interest in the study was assessed. Interested parties were sent a brief questionnaire via email to assess whether their background and demographic information would qualify them for participation.

Those deemed eligible needed to be Egyptian, have an Egyptian organizational leader, and be fluent in the English language. No adult participants were excluded from the study having met the aforementioned criteria and no efforts were made to deliberately distribute the number of participants along lines of age or gender. Eligible participants were emailed informed consent forms to inform them about the nature of participation in

the study. After informed consent forms were signed and returned via email, participants were contacted to schedule interviews.

The final demographic breakdown of participants included nine of the total participants being male and eight being female. Age distribution was primarily concentrated in two age brackets, those aged 24-30 and those aged 31-40. Participants were all Egyptian professionals, had Egyptian organizational leaders, and were fluent in the English language. Participants came from a diverse range of business organizations with the professional services sector having the greatest number represented with 5 participants and the telecommunications industry being represented by 4 participants. The remaining participants came from sectors such as financial services, information technology, and banking.

### **Data Collection**

Two phases of data collection occurred. The first phase of data collection occurred with participants recruited through a carefully selected purposive sample. The second phase of data collection was done using a theoretical sampling strategy that was facilitated using the snowball method. Participants from the first phase of the data collection process were asked to refer individuals they believed would be interested in participating in the study and who they believed would be particularly insightful about matters discussed during the interview process. Seventeen total individuals with a diverse range of attributes participated in the study (see Table 2).

Table 2

*Demographics of Participants*

<i>Category</i>	<i>Quantity</i>
Males	9
Females	8
Age 18-23	1
Age 24-30	9
Age 31-40	6
Age 41-50	1
Age 51-60	0
Age 60+	0

A total of two data collection instruments were employed in this study. The first was a short questionnaire (see Appendix B) that was developed to help establish if participants met the criteria necessary to participate in the study and to capture demographic information. The questionnaire was administered prior to participation in the study and was designed to screen participants with a few basic questions and collect demographic information regarding their eligibility to participate in the study. The questionnaire was emailed to participants and was designed to take about 5-10 minutes to complete. Completed questionnaires for participants were saved stored on a password protected personal computer and then copied and backed-up on a personal flash drive as a password-protected archive.

The second data collection instrument employed was the interview protocol (see Appendix C) designed to help answer the research questions. The interviews that were conducted in person were conducted either at private study rooms at a local university or

at private rooms at one of two public libraries. Four interviews were conducted over Skype because arranging for interviews in the preferred locations was too difficult for interviewees due to scheduling conflicts. Interviews took approximately 30 minutes each to complete. The data collection process as a whole, from the time initial emails to potential participants were sent until the conclusion of the final interview was approximately 8 weeks.

For the interviews conducted in person, an Etekcity miniportable digital recorder facilitated the recording of data. A program called iFree Skype Recorder was used to record the interviews conducted via Skype. No variations in the data collection plan presented in chapter 3 occurred and no unusual circumstances were encountered during the data collection process.

### **Data Analysis**

Grounded theory research focuses on social processes and aims to ask questions designed to answer questions regarding what happens during certain processes and how individuals interact (Charmaz, 2006). The research questions used in this study were thus open-ended in nature and revolved around social processes. At the beginning of the study purposive sampling method was used to find initial participants and conduct interviews using an interview guide created to help answer the research questions. These individuals were carefully targeted because they were deemed capable of providing insight into the social processes being researched as well as answering the research questions.

Grounded theory research also places an emphasis on inductive analysis, with studies moving from particular ideas to those that are more general in an attempt to



develop new perspectives and theories from the observation process (Sbaraini, Carter, Evans, & Blinkhorn, 2011). Research of this nature entails engaging in data analysis immediately, concurrently with the data collection process, a process that would ultimately facilitate the theoretical sampling process. As data was collected from participants, it was coded, which entailing analyzing the data and compartmentalizing the findings into refined categories in order to facilitate the comparison of different data, cases, and events (Charmaz, 2006). As data was collected, it was immediately recorded and transcribed. Transcripts were then coded. Nvivo 10, computer software designed to assist qualitative researchers in qualitative data analysis, was used beginning at this stage in the research to aid in the organization of data and to assist in categorization and coding.

### **Line-by-line Coding**

There were two primary phases of coding for this study. For the initial phase line-by-line coding was used. Line-by-line coding entailed naming each line of the transcribed data. As Charmaz (2006) suggested, during the coding process it was important to remain open, keep codes simple, preserve the actions being related by participants, and compare the various data with one another as the process progressed. The constant comparative method facilitated comparison and was used to help establish various distinctions in the data, to make comparisons between the data collected, and to help identify similarities and differences early on.

Line-by-line coding by nature produces a great variety of codes. Examples of codes that emerged from various questions included: “leader doesn’t give time to

followers”, “leader doesn’t accept suggestions”, “leader is confrontational/adversarial”, “a desire to seek other employment”, “feelings of boredom at work”, “motivation is largely self-driven”, “earning annual bonus is primary source of motivation”, “positive feelings about leaders as role models”, and “positive conception of leaders as mentors”.

### **Focused Coding**

Line-by-line coding helped identify gaps in the data as well as build insight into what type of data to collect next. The second phase of coding entailed focused coding. Shifting to the focused coding phase entailed selecting the codes that appeared most frequently in the initial coding phase. The codes selected for this phase were more directed and conceptual in nature with the ultimate aim of facilitating the categorization and analysis of data (Charmaz, 2006). Examples of focused codes include: “large power distance”, “unfair treatment of followers”, “lack of benefits for going above and beyond”, “present motivational techniques unsuccessful”, “lack of loyalty to the organization”, “motivation is largely self-driven”, “lack of harmony in the workplace”, and “desire for guidance and direction”. Focused coding strengthened the ability to cross-analyze interviews and facilitated the comparison of participants’ experiences and actions. By comparing the various data, the focused codes emerged (Charmaz, 2006). Both the initial and focused coding phases allowed the unification of various ideas and themes in the data due to the conscious consideration of the theoretical meanings of the data collected as well as the codes and categories that emerged.

### **Memo Writing**

Next began the memo-writing phase, which provided an opportunity to analyze the data and codes, as well as ideas about the codes selected. It allowed an opportunity for the creation of notes and explanations behind the codes and categories that had emerged during data collection. As Charmaz (2006) suggested, memos were initially written by hand to facilitate spontaneity of thought and analysis, and then transferred to electronic documents once fleshed out to facilitate any further development of memos. After selecting some focused codes and writing memos on them, many preliminary categories were established. By engaging in the constant comparative method, more data was gathered by focusing on categories through theoretical sampling.

### **Theoretical Sampling**

Theoretical sampling served to help cement the developing theory by pointing toward areas in the data set that were underdeveloped and to help test some of the interpretations made during earlier phases of the research. Theoretical sampling began after ten interviews had been conducted and was started after the development of a few categories to direct the sampling process. Extensive memo-writing regarding these interviews allowed for the piecing together of a tentative outlook on the leadership styles and motivational techniques being used in Egyptian business organizations.

The initial purposive sampling process helped direct the research towards participants who were likely able to answer the research questions of this study. The initial ten participants were each asked at the conclusion of their initial interviews if they were familiar with other potentially willing participants fitting the profile for this study

that they believed, having already engaged in the interviews themselves, would be familiar with and knowledgeable about the subject matter of the study. The snowball technique therefore helped the pool of participants in the study grow not only in size, but also in the number of cases that would prove to be information-rich for the purposes of this study (Patton, 2002). Beyond purposive sampling, the second phase of the sampling process would entail theoretical sampling.

Theoretical sampling consisted of selecting participants that had been recommended through the snowball method who likely had the ability to address lingering questions and gaps in the research that still needed to be answered to fulfill the objectives of the research. Over the course of 7 additional in-depth interviews, the learning process about motivational techniques and leadership styles being utilized continued and information about why followers believed they encountered these methods, and how these methods and techniques influenced a host of employee behavior continued to grow. Knowledge about the feelings of Egyptian professionals towards the tenets of transformational leadership theory and how they thought they would interact with such methods in the workplace was also established.

The theoretical sampling process helped to check, elaborate, and delineate relationships between categories. It also helped shape and define the parameters of the ongoing process of data collection and ultimately the memos written from the theoretical sampling process were more precise. The process also allowed for the collection of pertinent data that helped build and refine the categories selected to help build the emerging theory (Charmaz, 2006). The process facilitated the development of theoretical

categories and allowed for the prediction of where there were gaps in the data collected so that as the research process continued, gaps in the data set could be filled in. It also facilitated the ability to make theoretical conjecture and then check its accuracy by continuing to collect and analyze data (Charmaz, 2006). The use of theoretical sampling helped direct the research process as it unfolded and helped ensure the data being collected was relevant to the purposes of the study.

### **Categories**

The coding process would ultimately provide the foundation for the development of the theoretical categories. Initial coding, which in this case took the form of line-by-line coding, helped separate data into categories and to see the underlying processes at work in the experiences of participants (Charmaz, 2006). Writing memos on codes also helped to clarify the data collected in the field. Having already created focused codes, the next step was to treat significant codes as conceptual categories for the purposes of analysis. Categorizing proved to be an important step in the grounded theory process because it aided in the process of identifying certain codes as having greater significance and facilitated the synthesis of common themes and patterns from several codes into analytical concepts (Charmaz, 2006). Different categories and concepts aligned with different subquestions posed in the research.

Many categories emerged from the collected data. Examples of categories for subquestion 1 included “interpersonal traits of leaders”, “incentives for acting in desired manner”, “qualities describing personalities of leaders”. Examples of categories for subquestion 2 included “Working hard enough to get bonus”, “dislike of job/wanting to

leave”, and “motivation from within or non-external sources”. Examples of categories for subquestion 3 included: “low levels of satisfaction”, “worse than low levels of satisfaction”, “satisfaction during specific instances”, and “lack of satisfaction for specific reasons”. Examples of categories for subquestion 4 included “inability to achieve goals” and “lack of desire to achieve goals”. Examples of categories for subquestion 5 included “personality traits”, “interactions with followers”, and “philosophy of leadership”. Finally, examples of categories for subquestion 6 included “interactions with leaders”, “roles of leaders”, and “interaction with own job/work life”.

### **Themes**

The categories that emerged were then developed into themes that aligned more closely with the research questions. For example, themes for subquestion 1 included: “monetary incentives used as primary motivator”, “inaccessible leadership/large power distances”, “untrusting”. Examples of themes for subquestion 2 included, “performance aligned with effort required to earn bonus”, “diminished performance due to depression/stress”, and “boredom in workplace hampers productivity”. Examples of themes for subquestion 3 included, “low levels of satisfaction due to leadership style”, “general sense of apathy in the workplace, and “outright dislike of job/work environment”. Examples of themes for subquestion 4 included, “lack of ability to achieve larger, long-term career goals” and “satisfactory for launching preliminary career goals/gaining experience”. Examples for themes for subquestion 5 included “trustworthy”, “do not micromanage”, and “empathetic towards followers”. Themes for

subquestion 6 included “favorable attitudes towards idealized influence/leaders as role models” and “preference to not have leaders as friends/involved in personal matters”.

After completing 17 interviews, perpetually being engaged in the constant comparative method while coding, categorizing, and writing memos, the categories reached saturation. Charmaz (2006) indicated that a category was saturated when the continued gathering of data neither provides theoretical insights nor contributes to the properties of core theoretical categories. Reaching this point meant there was no need to continue gathering data because interviews ceased providing new insights and the primary categories of the theory being developed were understood and fully fleshed out (Charmaz, 2006). Completing data collection segued into the process of more thoroughly organizing and analyzing the codes, categories, and memos.

The next step taken was to sort, compare, and integrate memos. As Charmaz (2006) suggested, memos were sorted according to the titles of categories, compared, and how their order reflected the studied experience was considered. The next objective was to create a balance between the experience studied, the categories, and the theoretical statements that had been made until that point in the research. With the continued assistance of NVivo 10 many categories were created and a thorough analysis of the data set was conducted.

### **Evidence of Trustworthiness**

Providing evidence of trustworthiness for this study revolved around adhering to the procedures and guidelines outlined by Walden University and the IRB. Furthermore, all of the methods previously outlined in Chapter 3 to help establish the trustworthiness

of this study were closely followed. No adjustments or deviations from the plan to implementing measures of trustworthiness to this study occurred.

### **Credibility**

Establishing credibility for this study entailed making sure that the claims made regarding the findings of the study were backed by sufficient data to ensure they are merited (Charmaz, 2006). In this chapter as well as in the subsequent chapter, every attempt has been or will be made to establish strong links between the data collected and the arguments and analysis presented in the study. Primary data is rooted in empirical evidence gathered in accordance to the methods outlined for the purposes of this study as approved by the IRB. All secondary data presented in this study is from peer-reviewed sources and has been cited appropriately as outlined in the sixth edition of the Publication Manual of the American Psychological Association. Member checking via follow-up interviews was also used as a means to help ensure the accuracy of interviews and that the meanings and interpretations of the data collected were in line with what participants intended.

### **Transferability**

Ensuring transferability for this study entailed including a detailed description of the issues and circumstances of this study to help identify potential congruence between this study and others in similar contexts as well as the level of potential inferential generalization to other settings (Carcary, 2009). Every effort has been made in this chapter and will be made in the subsequent chapter to ensure that descriptions of the issues and circumstances of this study are sufficiently detailed and supported either with



empirical evidence from this study or secondary data from peer-reviewed sources to ensure a high level of transferability.

### **Dependability**

Establishing the dependability of the research relied heavily on the audit methods used to help establish confirmability (Carcary, 2009). Triangulation of data was also used to help establish consistency between the findings of this study and previously published research on employee motivation and organizational leadership, particularly those that occurred in non-Western contexts. Several studies (Jogulu, 2010; Metwally, 2012; Miao, Newman, & Lamb, 2012; Singh and Krishnan, 2007; Suliman and Moadkhan, 2013) helped contextualize the data collected in this study and provided a benchmark against which the data could be compared and check results against aspects of other studies that shared elements with this study.

### **Confirmability**

The confirmability of the research involved structuring the research process around the guidelines and practices mandated by the IRB and proceeding through the study in a manner such that it could easily be externally audited for issues of trustworthiness and the motivations of the researcher (Carcary, 2009). The research intentions and process have clearly and explicitly been described and as much information as possible about data collection and analysis has been provided to help strengthen the confirmability of the research. The procedures used to locate and select participants for this study as previously outlined to the IRB were strictly followed. All documentation including initial invitations to participate in the study, follow-up

invitations to participate, signed consent forms, and data collection instruments have been fully completed and stored.

### **Study Results**

The constant comparative method served as the cornerstone for both the data collection and data analysis processes. The constant comparative method facilitated a level of rigor during data collection and analysis that would assist in the emergent design of the research and the development of an emerging theory regarding the phenomenon being researched. Engaging in the constant comparative method meant that as each interview was conducted, it was analyzed before progressing to subsequent interviews. Each interview was then compared to the previous interviews collected and common and emerging categories were noted and ranked according to their frequency of occurrence. NVivo 10 was once again employed to help organize, compare, and analyze the data collected. A table was created for each research question which aided in the analysis of findings and helped identify patterns, themes, and relationships between categories. Many categories and themes emerged throughout the data collection and analysis process, with the most dominant and frequently occurring themes being noted and those that only had one or two occurrences being dismissed as superfluous.

Table 3 summarizes results with respect to research subquestion 1. Some of the key factors identified by participants regarding their experiences with their organizational leaders as well as the percentage of participants that identified with the sentiment are presented in the table. The results revealed that the experiences that participants related most were largely negative in nature. For example, participant one stated, “They dangle

the yearly bonus in front of you, but what they don't realize is that you once you've secured the bonus you have no reason to do more than the bare minimum." Participant four related, "I find that most leaders are terrible at communicating. Even if they are telling you something that you have no problem with, the way that they say it will make you have problems with it."

Table 3

*Egyptian Employees' Descriptions of their Experiences with Organizational Leaders*

Factors	Percentage of Participants Identifying
Monetary incentives used as primary motivator	82
Inaccessible/Large power distance	76
Untrusting	76
Not empathetic	71
Poor at communicating	71
Lack of fairness in interactions with followers	65
Dictatorial in manner	59
Lacking in soft skills	53
Create a high pressure atmosphere	41
Lack of respect towards followers	41
Intimidation techniques used	35
Helpful in technical matters	29
Demeaning to followers	23

Table 4 summarizes results with respect to research subquestion 2 and the key factors identified by participants regarding the influence of leadership styles experienced in the workplace on their job performance. The results revealed that the vast majority of participants aligned their efforts at work with what was required to achieve financial

bonuses and/or annual promotions in title. Poor performance and boredom in the workplace were also common factors. Participant 17 stated, “Every day at work is the same as the last, I’m rarely encouraged to push myself, and if I am, there’s no incentives to do so. I tend to be bored more than anything else.” A significant number of participants also reported that their performance was self-driven, either by a sense of duty to organizational stakeholders, the belief that one must exert their utmost in the workplace, or from a natural tendency to always work to the best of their ability regardless of the leadership style they encounter. Participant four related, “I always push myself to the limit [...] it doesn’t matter if I have the best boss in the world, the worst, or no boss at all, I always give 100%.”

Table 4

*Egyptian Employees’ Descriptions of the Influence of Leadership Styles on Their Job Performance*

Factors	Percentage of Participants Identifying
Performance is aligned with effort required to earn annual bonus or promotion	71
Performance diminished due to leadership styles creating depression/stress	53
Boredom in workplace hampers performance	59
Can meet deadlines and goals but put in no extra effort	41
Desire to leave current employer keeps performance down	35
Performance is unaffected	35
Personal desire to achieve is primary	29

driver of performance

Table 5 summarizes research subquestion 3 and some of the key factors identified by participants regarding how they describe the influence of the leadership styles they experience on their job satisfaction. The findings revealed that an extremely large percentage of participants identified with low levels of job satisfaction due to the leadership styles they encountered. Participant 11 stated, “I really dislike the way my boss interacts with me and tries to bully me into doing the things he wants done...and that makes me hate going in to work most days.” A great number of participants also expressed a large sense of apathy in the workplace and job satisfaction that was only high at the time of receiving performance bonuses. Participant 16 stated, “I feel most satisfied when I receive my annual bonus and that is when I like my job, but that tends to fade pretty quickly after you get your bonus.” Only 17% of participants stated they felt sufficiently satisfied with things the way they presently are.

Table 5

*Egyptian Employees’ Descriptions of the Influence of Leadership Styles on their Job Satisfaction*

Factors	Percentage of Participants Identifying
Low level of satisfaction due to leadership style	76
Satisfaction at its highest at the time of receiving a bonus or promotion	65
General sense of apathy in the workplace	59
Low level of satisfaction due to low ceiling for advancement	41

Outright dislike of job and/or work environment	35
Low to the point of seeking other employment	29
Found environment demoralizing	23
Satisfaction is higher when praise or other non-monetary acknowledgement is given	23
Feelings of depression and sickness	17
Low level of satisfaction due to perceived gender insensitivity	17
Feelings of not being utilized in areas of strength	17
Satisfied with things the way they are	17

Table 6 summarizes research subquestion 4 and some of the key factors identified by participants with respect to the influence of leadership styles on their ability to achieve their career related goals. The majority of participants related that there was a lack of ability to achieve larger, long-term career goals within their organizations. Participant 2 related, “Managers and leaders here want to tear you down, they are afraid that you will outperform them and eventually take their jobs...they aren’t confident in their own abilities so they make sure you can never reach their level.” Almost half of the participants believed that career related goals could only be achieved within their current organizations. Participant 2 stated:

You’ll end up really good at navigating the company, its bureaucracy and its way of doing things but you’ll only build a limited amount of technical experience [...] succeeding in your job depends on who you know just as much as what you know. If you go to another company you won’t be much more useful than a new hire.

Almost half of the participants believed that the leadership styles they experienced were sufficient for achieving preliminary career goals, or those in line with what someone just entering the workforce out of college would aim to achieve with their first employer. A small number of participants felt that leadership styles they countered facilitated career goals. The same number of participants suggested they were unable to achieve their larger career goals, but that it had less to do with leadership styles and more to do with overarching cultural factors that made advancement to upper-tier positions very difficult.

Table 6

*Egyptian Employees' Descriptions of the Influence of Leadership Styles on their Career Related Goals*

Factors	Percentage of Participants Identifying
Lack of ability to achieve larger, long-term career goals	59
Career goals can largely be achieved only within their current organization	47
Satisfactory for launching preliminary career goals/gaining experience	41
Lack of motivation creates a lack of ambition	35
Current techniques facilitate steady career goal completion	17
Inability to achieve larger career goals, but due to cultural	17

Table 7 summarizes research subquestion 5 and some of the key factors identified by participants regarding how they describe the ideal organizational leader. The majority

of traits that emerged were related to trust, a desire to develop followers, and a sense of concern for followers. Participant 5 stated, “The most important thing is they should trust their followers. My current boss doesn’t trust us as people or in our ability to get anything done. How am I supposed to trust him or my teammates in return?” Participant 13 related:

My boss can’t accept ideas that he didn’t come up with himself. He claims he wants us to be creative, but whenever anyone makes a suggestion for something new he always says ‘that’s good...but how about we do it this way’...meaning his way.

Participant 16 added, “An ideal or perfect boss would train me, tell me what to do, and then leave me alone to do my job without breathing down my neck or micromanaging me.”

Table 7

*Egyptian Employees’ Descriptions of the Characteristics of an Ideal Leader*

Factors	Percentage of Participants Identifying
Trustworthy	88
Trusting of followers	88
Do not micromanage	76
Make employees feel appreciated	76
Encourage employee growth	71
Available, easily accessible	59
Empathetic towards followers	53
Strong communicators	53
Interested in employee ideas and opinions	47
Willing to receive constructive criticism	47



Friendly	41
Support new concepts at work	35
Interested in more than just money	29
Not threatened by success followers	17

Table 8 summarizes research subquestion 6 and how participants described their feelings towards the characteristics of transformational leaders with respect to their conception of the ideal organizational leader. Using the major tenets of transformational leadership: idealized influence, inspirational motivation, individualized consideration, and intellection stimulation as a basis for the questions asked, the participants responded in an overwhelmingly positive fashion towards the traits of transformational leaders. Participant 1 stated “I would love to be stimulated intellectually at my job instead of feeling like a cog in the machine. It would get you thinking about your job even when you’re not there.” Participant 2 related, “Large, long-term goals that require serious motivation are good because they can motivate you for a long time, not just a week or two or until a certain project is completed.”

The one outlying finding with respect to the traits of transformational leaders and participants’ conception of the ideal leader was that when asked about individual consideration and receiving attention to their personal needs, the majority of participants stated that individualized consideration was desirable only if it meant leaders did not get to know followers on too personal of level. When follow-up questions were asked, participants stated that they largely preferred to keep work relationships strictly professional in nature and that they did not feel comfortable with colleagues or leaders crossing into the realm of friendship. Further follow-up revealed that those holding this

sentiment believed that they might be judged for their personal behavior, the way they lived their lives, or that the concept of friendship in the workplace would entail expectations for special treatment and that they were uncomfortable with that.

Participant 6 summarized:

I wouldn't wanting my boss knowing how I spend my free time, my money situation, or where me and my kids go on vacation or what my hobbies are. I just think that culturally we aren't good at giving people personal space [...] so then you have your boss trying to suggest where you should live and what you should do, where your kids should go to school and wondering about why you do this instead of that [...] I don't know [...] I just prefer to keep that out of my work-life.

Table 8

*Egyptian Employees' Descriptions of the Relationship between the Characteristics of Transformational leaders and Ideal Leaders*

Factors	Percentage of Participants Identifying
Favorable attitudes towards individualized consideration/tending to needs and feelings of followers	100
Favorable attitudes towards intellectual stimulation in the workplace	94
Favorable attitudes towards idealized influence/leaders as role models	88
Favorable attitudes towards inspirational motivation to achieve lofty goals	82
Preference to not have leaders as friends/involved in personal matters	76

Table 9 summarizes the data on the central research question regarding the characteristics of the ideal leadership style for motivating employees in Egyptian organizations. Research subquestion 8 explored the overlap participants saw between the characteristics of an ideal leader and those found in transformational leaders. For the purposes of answering the central research question, characteristics of ideal leaders explicitly stated by participants that could also be identified as being present in transformational leaders were grouped together under one of the main tenets of transformational leadership that characterized such behaviors: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Bass, 1985). For example, individualized consideration/tending to needs and feelings of followers, covers a wide range of behaviors identified by participants as being present in the ideal leader. Behavior such as leaders making employees feel appreciated, encouraging employee growth, being empathetic, showing interested in employee ideas, and being interested in more than just money were thus placed under this broader category . Offering intellectual stimulation covered factors identified by participants such as showing interest in employee ideas and opinions, supporting new concepts at work, and encouraging employee growth. Idealized influence encompassed factors such as being interested in more than just money, willingness to receive constructive criticism, being trustworthy, and trusting of followers. Other prominent characteristics that were not as easily classified were identified on their own.

Table 9

*Characteristics of the Ideal Leadership Style for Motivating Employees in Egyptian Organizations*

Factors	Percentage of Participants Identifying
Offer individualized consideration	100
Offer intellectual stimulation in the workplace	94
Offer idealized influence	88
Offer inspirational motivation	82
Do not micromanage	76
Preference to not have leaders as friends/involved in personal matters	76
Available, easily accessible	59
Strong communicators	53
Friendly	41
Not threatened by success of followers	17

Piecing together how the different factors identified in this research interrelate facilitated the process of developing a theory for the ideal leadership style for Egyptian organizations. At its core, the proposed theory highly resembles transformational leadership theory. Extremely high levels of overlap were identified between behaviors associated with each of the four core tenets of transformational leadership theory:

idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation and participants' conception of the ideal organizational leader (Ismail et al., 2012). In addition to the aforementioned overlaps, there are several considerations suggested based upon the results of the research.

In addition to a foundation built upon the principles of transformational leadership theory, participants identified the desire for hands-off leaders that do not micromanage. Leaders who are easily accessible, strong communicators, and who are not threatened by the success of followers were the most desirable in the eyes of participants. These traits are likely to be possessed by many effective leaders, with those who adopt transformational, laissez-faire, or participative leadership styles being the most likely to possess these traits (Al-Khasawneh & Futa, 2013; Arnold & Loughlin, 2013; Kovjanic et al., 2012). Although these traits are not exclusive to transformational leaders, they are all commonly displayed by transformational leaders.

The most significant element of the proposed theory that could be considered to run counter to what is typically found among transformational leaders is the strong desire participants related for leaders who did not blur the lines between amiability in the workplace and friendship. An overwhelming number of participants related that while they enjoyed the idea of a leader who is friendly in nature and who catered to their personal needs, they did not want such relationships to extend beyond the workplace or to involve having their leaders be familiar with aspects of their personal life including matters related to family, finance, and leisure activities. The individualized consideration component of transformational leadership largely revolves around the individual attention

followers receive from their leaders (Groves & LaRocca, 2011). As mentors deeply involved with their followers, transformational leaders are typically familiar with the personal and professional needs of their followers (Bass, 1985; Gandolfi, 2012). This research revealed that Egyptian professionals in business organizations are not comfortable with the idea of their leaders being familiar with their personal lives and therefore this consideration should be accounted for by leaders trying to adopt such an approach to leadership in an Egyptian organizational context.

The different elements of the proposed theory brought together reveals that the ideal form of leadership for Egyptian business organizations is a modified version of transformational leadership. The proposed leadership style should be built upon the four major tenets of transformational leadership theory, implemented by a leader who is a strong communicator has an amicable personality, and ideally implemented in a work environment characterized by a low power distance. The individual should be able to navigate the professional environment in such a way that they are capable of showing genuine care and interest in matters deemed important to their followers on a personal level without crossing into a relationship that would be deemed friendship in a non-professional capacity.

### **Summary**

The answers to the research questions presented in this chapter revealed that Egyptian professionals in business organizations have a largely negative view of the interactions they have with their organizational leaders and the motivational techniques they encounter in the workplace. Relationships with leaders were characterized as having

a large power distance and leaders themselves were considered rather dictatorial, uneven in their treatment of followers, and poor at communicating. The participants in the study revealed that they are often bored in the workplace, not as productive as they could be, and tend to align their performance with what is required to receive annual bonuses or promotions. The participants also related low levels of job satisfaction and high levels of apathy in the workplace. The majority of participants felt that the leadership styles they experience limit their ability to achieve their long-term career goals. The ideal organizational leader for participants was conceived of as being trustworthy, trusting, easily accessible, relatively hands-off, and empathetic towards followers. Participants related an overwhelming amount of overlap between the characteristics of their ideal organizational leader and the characteristics of transformational leaders. The largest discrepancy in the data was the great reservation participants held with the idea of having their leaders getting to know them on a personal level and crossing over from a professional relationship into one of friendship. Piecing the various data together, a proposed theory for the ideal form of leadership for leaders in Egyptian organizations, a modified version of transformational leadership theory, was presented.

In this chapter the setting of the study, the demographics of participants, as well as specific information regarding the nature of the data collection process were described. Data analysis was presented including descriptions of the coding process, specific codes, categories, and themes that emerged from the data. Evidence of trustworthiness and the measures taken to ensure credibility, transferability, dependability, and confirmability were described. The results of the study were presented and each research question was

addressed as organized by research question. Tables and quotations were used to strengthen and support the findings of the research as well. Chapter 5 will include an interpretation of the findings presented in this chapter. It will also include a description of the limitations of the study and recommendations for further research in this area. The implications of this research with respect to positive social change, practice, as well as the methodological, theoretical, and empirical will be described as appropriate.



## Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this study was to explore employee motivation and leadership behaviors in Egyptian business organizations. The experiences of Egyptian employees regarding their experiences with organizational leaders, their perceptions of the ideal organizational leader, their feelings about the tenets of transformational leadership theory, and how leadership styles influence their job performance, job satisfaction, and the achievement of their career related goals were explored. The purpose of the study was to help explore the current state of organizational leadership and employee motivation within Egyptian business organizations with the ultimate aim of developing a theory about the ideal leadership style for Egyptian employees.

Key findings include that Egyptian professionals in business organizations have a largely negative view of the interactions they have with their organizational leaders and the motivational techniques they encounter in the workplace. Relationships with leaders are characterized by large power distances and leaders are deemed dictatorial in nature, uneven in their treatment of followers, and poor at communicating. Participants identified high levels of boredom in the workplace, a lack of productivity, and a tendency to align performance with what is required to receive annual bonuses or promotions. Participants also related low levels of job satisfaction and high levels of apathy in the workplace. The majority of participants also felt that the leadership styles they experienced limited their ability to achieve their long-term career goals. The conception of the ideal organizational leader for participants was an individual characterized as being

trustworthy, trusting, easily accessible, relatively hands-off, and empathetic towards followers.

### **Interpretation of Findings**

That participants held largely negative views regarding the majority of leadership behaviors and employee motivation techniques they presently experience in their organizations was one of the key findings. This research also established that the behaviors and attitudes exemplified by organizational leaders in Egyptian business organizations align with the characteristics of transactional and autocratic leadership styles (See Table 1).

### **The Current State of Leadership in Egyptian Business Organizations**

Transactional leaders tend to use their formal positions of power and the ability to offer or withhold rewards as their primary tool for motivation (Bass 1985; Burns, 1978). An overwhelming number of participants in this study stated that monetary incentives were commonly used as the primary source of motivation they received from their leaders (See Table 3). Furthermore, the vast majority of participants revealed that their job performance was typically aligned with what was required to earn financial bonuses or promotions (See Table 4), revealing that their primary motivation was a reward they wanted to earn. Such behavior is typical in workplaces characterized by transactional leadership and can lead to diminished effort and a lack of achievement in the workplace (Shanker et al., 2012). Transactional leaders also has a tendency to favor established practices, routines, and ways of doing things without experimenting with techniques or newer ways of carrying out routine practices. Participants in this study related an inability

for their leaders to accept new or creative ideas as well as having a tendency to preserve the status quo in the workplace (See Table 7), once again linking the practices participants' experiences with transactional leadership. Transactional leadership tends to be prevalent in culture driven societies, something Egypt can easily be classified as, so its prevalence in Egyptian business organizations is not surprising (Hofstede Center, 2014; Lee & Liu, 2012). Transactional leaders while prevalent in Egypt, are not the only kind of leader commonly found.

The prevalence of autocratic leadership in Egyptian business organizations was also established. Leadership that is autocratic in nature has a tendency to limit decision-making solely to formally designated leaders thus leaving followers feeling excluded (See Table 2). Participants in this study described their leaders as being inaccessible, not empathetic to follower needs, dictatorial in manner, and commonly wielding intimidation techniques to get their ways (See Table 3). In spite of its prevalence, autocratic leadership is far from ideal for the contemporary global business environment as it can leave employees feeling disenfranchised, ineffective, and unable to achieve to their maximum potential (Hopen 2010; Sakiru et al., 2013). Many of the tendencies this research revealed about organizational leadership in Egypt can be traced to cultural factors more than any perceived effectiveness of the leadership styles.

### **National Culture and the Current State of Leadership in Egypt**

National culture has a profound effect on leadership styles (Lee & Liu, 2012; Neves & Melé, 2013). Examining the results of this study through the lens of Hofstede's cultural dimensions theory and the six dimensions included in its framework: power

distance, uncertainty avoidance, individualism, masculinity, long-term orientation, and indulgence versus restraint, can further enhance the understanding of the findings of this study (Hofstede, 1983; Mirabela & Madela, 2013). The scores that Egypt received on the six dimensions are consistent with what participants related about their experiences with leadership styles and employee motivation.

Egypt's score on the masculinity index was 45, revealing that Egyptian society tends to be rather masculine in nature. A high score on the masculinity index tends to suggest a society with workplaces that are authoritarian in nature and focused on the pursuit of material success (Herrera et al., 2011; The Hofstede Center, 2014; Mirabela & Madela, 2013). That rewards linked to monetary gain or formal positions of power and status were the most common motivators used by organizational leaders was confirmed in this study. Furthermore, the majority of participants identified with the sentiment that their organizational leaders were dictatorial in manner (See Table 3).

With a score of 80 for uncertainty avoidance, Egyptian society can be categorized as extremely risk averse. Cultures with a high level of uncertainty avoidance tend to have organizations characterized by rigid codes of conduct, only a small range of accepted behaviors, and a low tolerance for ideas and behaviors that deviate from established norms (Herrera et al., 2011; The Hofstede Center, 2014; Mirabela & Madela, 2013). The findings of this study confirm these assertions with participants reporting rigidity in the workplace, boredom due to established routines, and a desire for more freedom and support for new concepts in the workplace (See Tables 2, 5, and 7).

On the long-term orientation (pragmatism) index, Egyptian society received a score of 7. As a short-term oriented culture, Egyptians have a tendency to place a lower value on future circumstances than on preserving the past and present. For organizational life, such behavior tends to manifest in a preservation of the status quo and respect for traditional methods (The Hofstede Center, 2014). Once again, the findings in this study confirmed what the cultural dimensions index suggested. Organizational leaders in Egyptian business organizations were revealed to be rigid, unaccepting of new ideas, and as having a tendency to cling to traditional forms of organizational leadership (See Tables 3 and 4).

Egyptian society received a score of 70 for power distance, meaning that it is characterized by high power distances with rigid, hierarchical power structures that tend to remain intact unquestioningly. Such an assessment is consistent with what participants related regarding their workplaces. Over three-fourths of participants described their organizational leaders as inaccessible due a large power distance and reported an inhibiting ceiling for advancement within the formal hierarchy of the organization were reported by many participants (See Tables 3 and 6).

Egypt received a 38 on the individualism index. The low score Egyptian society hold on the individualism index reveals that Egyptian society has a tendency towards collectivist behaviors. Within the context of organizational life, collectivist societies tend to allow membership or affiliation with important or influential groups influence employment opportunities and the treatment individuals receive within an organization. Career advancement is also often tied to membership in various groups of this nature

(Herrera et al., 2011; The Hofstede Center, 2014; Mirabela & Madela, 2013). The majority of participants in this study confirmed these tendencies by reporting that they believed that a lack of fairness characterized the interactions of their organizational leaders with different followers (See Table 3). Furthermore, participants related an overwhelming general sense of dissatisfaction with their jobs due to the leadership styles they encountered, with the majority of participants stating that they were unable to achieve their larger, long-term career goals with their organizations (See Tables 5 and 6).

On the whole, this research confirmed what prior research and the literature has revealed about the current state of leadership in the Arab World and Egypt. More importantly than confirming findings in the literature, this study revealed that Egyptian professionals in business organizations have a largely negative view of the interactions they have with their organizational leaders and the motivational techniques they encounter in the workplace. They feel underutilized, dissatisfied, and unable to actualize their potential to be satisfied and achieve their utmost in the workplace. The proposed ideal practices for motivating and leading Egyptian professionals in business organizations in fact share very little with what is currently being practiced in the majority of these organizations.

### **Proposed Theory for Leadership in Egyptian Business Organizations**

The interview guide utilized in this research facilitated exploration of the perspectives of Egyptian professionals and their relationship to leadership and employee motivation. The guide focused on two primary themes, the first was the lived experiences of Egyptian professionals with respect to the leadership and motivational

techniques they had experienced in their places of employment and the second was the feelings of the participants towards the tenets of transformational leadership.

As the interviews progressed, it became clear that the styles of leadership and the techniques for motivation participants were encountering in their workplaces were neither motivating nor effective from the perspective of organizational outcomes. The leadership styles and motivational techniques being used could easily be categorized as transactional or autocratic in nature (See Table 1), and seemed to be very dissatisfying to participants. The interviews also focused many questions about the feelings of participants towards leadership practices typically utilized by transformational leaders.

Despite the absence of transformational leadership behaviors in Egyptian business organizations, and cultural tendencies that would seemingly make transformational leadership practices unpopular with Egyptians, participants were very accepting and open to the prospect of leadership and motivational techniques that align with those found with transformational leaders (The Hofstede Center, 2014). Participants in this study related an overwhelming amount of overlap between the characteristics of their ideal organizational leader and the characteristics of a transformational leader (See Table 7).

The ideal organizational leader for participants is trustworthy, trusting, easily accessible, relatively hands-off, and empathetic towards followers. They are also conceived of as being strong communicators, willing to receive constructive criticism, supportive of new concepts, and interested in employee ideas and opinions (See Table 7). Despite the overwhelmingly positive feelings participants held towards leaders with the

characteristics of transformational leaders, there was a major consideration that data revealed regarding the manifestation of the tenet of individualized consideration, a component of transformational leadership dealing with the individual attention followers receive from their leaders. When practicing individualized consideration, it is not uncommon for leaders to become familiar the personal and professional needs of their followers (Bass, 1985; Gandolfi, 2012). This research revealed that Egyptian professionals in business organizations are not comfortable with the idea of their leaders being familiar with their personal lives and therefore this modification to transformational leadership theory should be considered an important element of the ideal theory for leadership in Egyptian business organizations.

The answers to the research questions presented in this chapter revealed that relationships with organizational leaders as reported by followers were characterized as having a large power distance and leaders themselves were rather dictatorial, uneven in their treatment of followers, and poor at communicating. The participants in the study revealed that they are often bored in the workplace, not as productive as they could be, and tend to align their performance with what is required to receive monetary bonuses or promotions. The participants also related low levels of job satisfaction and high levels of apathy in the workplace. The majority of participants felt that the leadership styles they experience limit their ability to achieve their long-term career goals

The ideal theory for leadership in Egyptian business organizations proposed closely resembles transformational leadership theory. This research affirmed that Egyptian professionals are very receptive to the majority of the aspects of



transformational leadership theory but with a potentially important exception, ensuring that the lines between a professional relationship and personal friendship are not blurred in the process of leading followers.

### **Limitations of the Study**

One of the primary limitations of this study was that although demographic information regarding participants was captured, it was not used in the criteria for selecting participants. Doing so allowed for a rather diverse participant pool, which was not inherently limiting in any way, but did not facilitate the drawing of conclusions and findings from more refined demographic groups and characteristics.

Another limitation of this study was with regards to the use of the English language for in-depth interviews. Conducting in-depth interviews in the English language was one of the requirements participants were screen for. The use of spoken and written English in Egyptian organizations is prevalent and very common, but might have left certain segments of the population, namely those who could not express themselves in English, unrepresented. In order to mitigate the adverse effect of this particular limitation, participants were required to be able to speak and understand Arabic, the national language of Egypt. Nonetheless, there remains a possibility that worthwhile information might have escaped this research due to the limitation relating to language.

### **Recommendations**

As a grounded theory study, the objective of this research was to probe deeply into the heart of the phenomenon of leadership styles and employee motivation in

Egyptian business organizations, while attaining a sound general understanding of the matter. The research culminated in the development of a theory about the ideal form of Egyptian leadership. Such an approach to the research made it ideal for potentially serving as a springboard for future studies.

One of the primary recommendations for future research based upon this study involves exploring the attitudes of organizational leaders in Egyptian business organization about their attitudes and beliefs regarding leadership practices and employee motivation. The findings of this study conveyed that the leadership and employee motivation techniques presently being used in Egyptian business organizations are not those that would be considered the most effective for achieving positive organizational outcomes as suggested by the literature (Flemming, 2011; Sakiru et al., 2013). Exploring why such a resistance to change from currently established practices exists would be paramount to understanding the full picture regarding organizational life and the mindsets that govern the interactions between leaders and followers in Egyptian business organizations.

Along similar lines, the results of this study revealed that the beliefs and attitudes of employees in Egyptian business organizations regarding what they deem to be the ideal leadership and employee motivation practices to allow them to flourish in the workplace differ greatly from those currently being practiced. Future research exploring why employees in Egyptian business organizations allow the incongruence between behaviors they would like to see practiced and those that are practiced to persist would greatly aid in understanding the phenomenon. An enhanced understanding of the

platforms available or unavailable for employees to voice their opinions on these matters could greatly contribute to understanding the work environment in Egyptian business organizations as well as the specific barriers that exist that might be preventing change from the perspective of employees.

Another recommendation for future research based upon the findings of this study focuses on the demographics of participants. One of the limitations of the present study was that although demographic information regarding participants was captured, it was not used in the criteria for selecting participants. Various demographics such as gender or age could potentially effect the experiences of employees with leaders in their organizations. Such considerations are particularly pertinent because a sizeable number of female participants reported that gender insensitivity in the workplace was a source of distress for them (See Table 5).

Age is another demographic that if focused on could potentially shed more light on the phenomenon being explored. Many of the aspects of Egyptian society and the leadership styles encountered within business organizations in the country can be attributed to a profound respect for tradition and culture (Suliman and Moadkhan (2013; The Hofstede Center 2014). The majority of participants in the present study were clustered in the 24-30 and 31-40 year old age brackets (See Table 2). Exploring whether or not there is a generational rift or gap in the expectations and desires of different age groups of professionals could also greatly improve the understanding of the phenomenon being explored.

A final demographic that could be taken into consideration during future research is the sector from which employees come. Participants in this study came from a diverse range of sectors including professional services, telecommunications, financial services, information technology, and banking. Future research using an isolated sector or comparing and contrasting the experiences of employees in two different sectors could greatly expand the understanding of the experiences of employees and whether they are as wide-spread as the present study suggested or whether specific sectors have organizational leaders with certain proclivities with respect to leadership styles and employee motivation techniques.

The final suggestion for future research focuses on the language used to conduct the research. In this study, in-depth interviews were conducted in English. In order to minimize potential bias, participants were also required to speak and understand Arabic, the national language of Egypt. Even with this consideration, there are many Egyptian professionals in business organizations who do not speak English. Future research where participants are limited to being only Arabic-speakers, could reveal a great deal about the lived experiences of individuals who went unrepresented in the present study. Whether their experiences would be greatly different remains to be seen, but research regarding the matter would be helpful in understanding if there is different treatment for individuals who might lack some of the socioeconomic benefits that could lead to fluency in the English language.

## **Implications**

The purpose of this research was to understand the nature of employee motivation with regard to leadership styles and the potential role of transformational leadership in Egyptian business organizations. Developing a sound understanding of the phenomenon was the first step necessary for catalyzing change. The implications of this study for social change, theory, and practice are numerous.

### **Implications for Positive Social Change**

The importance placed on the satisfaction of global stakeholder needs for the contemporary organization has increased greatly in recent times (Mishra & Mishra, 2013). Groups or individual people that are affected by an organization's operations and objectives are considered its stakeholders, and before making business decisions, the interests of stakeholders are increasingly considered because they are intertwined with the interests of the organization (Tashman & Raelin, 2013). Stakeholder needs often reflect the greater needs of society. This study explored leadership and employee motivation practices in an Egyptian context, which has several potential implications for positive social change.

The first and most prominent implication for positive social change from this study is that the research has helped yield information that can make it easier to lead and increase employee motivation in Egyptian organizations. By assessing and establishing the current state of organizational leadership and employee motivation in Egyptian business organizations as well as the attitudes of the professionals employed in these organizations, leaders in Egyptian business organizations can better align their practices

with those proven to be effective and help achieve organizational objectives. Whether these objectives are related to corporate social responsibility, environmentally friendly business practices, shareholder advocacy, or by trying to positively influence public policy, an organization that is more successful and more influential can affect more positive social change for their stakeholders (Harrison & Wicks, 2013). By implementing practices employees value and stimulating a greater sense of motivation and productivity in the workplace, there is a much greater chance for the fulfillment of organizational stakeholder needs and objectives the world over.

Along similar lines, Egypt is a developing nation. Developing nations contend with a host of stakeholder issues that are more pronounced than they are in developed nations. Issues related to pollution and degradation of the natural environment, imbalanced economic opportunities, diminished human and worker rights, and the exploitation of resources and workers are global problems with a greater prevalence in developing nations (Gibson, 2012; Walsh, 2011). An emerging emphasis on tackling these issues due to the interconnected nature of the globalized business environment places greater importance on them (Harrison & Wicks, 2013; Mishra & Mishra, 2013). The information gleaned from this study could help promote positive social changes with respect to these difficult issues.

### **Implications for Theory**

This study has many potential implications for theory and the literature regarding organizational leadership and leadership theories. The lack of empirical research regarding organizational leadership and employee motivation in an Egyptian context has

been contributed to by this study. Additionally, although the subject of transformational leadership in non-Western contexts has appeared in the literature, it has not been explored in an Egyptian or Arab context. The present study provided an exploration of the current state of employee motivation and leadership in Egyptian business organizations, providing a much needed source of information previously absent in the literature.

As a grounded theory study, this research explored the phenomenon of leadership styles and employee motivation in Egyptian business organizations and helped develop a theory about the ideal form of Egyptian leadership. Such an approach to the research made it ideal for potentially serving as a springboard for future studies (Patton, 2002). Future researchers interested in matters related to employee motivation or leadership in an Egyptian context as well as transformational leadership in an Egyptian context can have a foundation from which to create their own studies. It has been contended that the majority of research regarding leadership and employee motivation theories are often built upon assumptions that presuppose certain North American and Western European cultures and norms (Singh & Krishnan, 2007). The information gleaned from this study also has the potential to assist other researchers who might wish to conduct studies related to leadership and employee motivation in countries with cultures that diverge from those found in North American and Europe.

### **Implications for Practice**

Information from this study could prove very significant to practitioners and policy makers in Egyptian organizations. The lack of literature regarding leadership practices and motivational techniques in Egyptian organizations suggests that many

policies and approaches to leadership and employee motivation are not rooted in empirical evidence. Adopting policies and approaches consistent with the findings of this study might yield results that save a great deal of effort and resources for organizational decision-makers, allowing them to promote greater harmony, productivity, and the achievement of business outcomes in the workplace (Ismail et al., 2011). Furthermore, although this research was centered on Egyptian business organizations, the implications for practice very well might extend to non-business organizations, and could potentially help leaders in organizations of all varieties.

Finally, professionals in Egyptian business organizations have now had the opportunity to express their thoughts and engage in research that helps establish their feelings and attitudes about what they currently encounter in the workplace as well as what they would ideally like to see. With little to no empirical research on these matters prior to this study, professionals in Egyptian business organizations may have been subjected to practices they find undesirable out of either a lack of information over what they find preferable, or due to miscalculations or incorrect assumptions about what might be the best way to lead or motivate them.

### **Conclusions**

Transformational leadership is a flexible and effective approach to leadership. It has repeatedly been suggested to be one of the best leadership models for motivating diverse groups of individuals in an ever-changing global business environment (Gandolfi, 2012; Ismail et al, 2011; Warrick, 2011). This exploratory research provided a great deal of understanding and insight into the nature of employee motivation and leadership styles



in Egyptian business organizations. The lived experiences of Egyptian professionals in business organizations with respect to their organizational leaders, their perceptions of the ideal organizational leader, their feelings about the tenets of transformational leadership theory, and how leadership styles influence their job performance, job satisfaction, and the achievement of their career related goals were all related. This study not only helped explore the current state of organizational leadership and employee motivation within Egyptian business organizations, but also culminated in the development of a theory for the ideal leadership style for Egyptian employees. Organizational leadership and employee motivation are some of the most pressing matters facing organizations and organizational stakeholders alike in the global business environment. The information gleaned from this research not only has great implications for theory and practice, but also for the ability of Egyptian organizations to effect positive social change with respect to their numerous stakeholders.

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## Appendix A: Consent Form

### CONSENT FORM FOR:

#### **Exploring Employee Motivation and Leadership Styles in Egyptian Organizations**

You have been invited to participate in a research study exploring employee motivation and leadership styles in Egyptian organizations. The researcher is inviting Egyptian employees to participate in order to relate their experiences in these domains. This form is part of the “informed consent” process allowing you to understand this study before deciding if you would like to participate. You are welcome to keep a copy of this form for your own records.

The study is being conducted by Nady El-Zayaty, a PhD in Management candidate at Walden University.

#### **Background Information:**

The purpose of this study is to explore employee motivation and the leadership behaviors in Egyptian business organizations.

#### **Procedures:**

Agreeing to participate in this study means you will be asked to:

- Participate in an interview lasting approximately 30-45 minutes where you voluntarily relate your opinions regarding employee motivation and leadership methods you have experienced.
- Participate in a follow-up meeting lasting approximately 20-30 minutes to ensure accuracy of the interpretation of the initial interview.

- You are also giving consent to having the interview recorded in order to ensure the accuracy of the data collected.

Here are some sample questions:

1. Tell me about what employee motivation means to you.
2. Describe your experiences with the motivational techniques used by your organizational leaders.

**Voluntary Nature of the Study:**

Participation in this study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. If you elect to participate in the study you are free to change your mind at any time. You may stop at any time.

**Risks and Benefits of Being in the Study:**

Being in this type of study involves some risk of the minor discomforts that can be encountered in daily life, such as fatigue from a prolonged period of talking or stress from discussing your organizational leaders and work environment. Being in this study would not pose risk to your safety or wellbeing. The benefits of being in this study primarily revolve around helping advance the amount of knowledge about leadership and employee motivation in an Egyptian context.

**Payment:**

No payment or incentives are being offered for participation in the study.

**Privacy:**

All information gathered from your participation in the study will be confidential. The researcher will not use your personal information will not be used for any purposes outside of this research project. Your name and any information that may identify you personally will not be included in any of the reported findings of the study. The data collected will be kept for a five year period after the conclusion of the study as required by university policy.

**Contact Information:**

Any questions or concerns may be directed to the researcher (Nady El-Zayaty) either through email: [nady.el-zayaty@waldenu.edu](mailto:nady.el-zayaty@waldenu.edu) or via telephone: 0121-221-1561. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 001-612-312-2110. Walden University's approval number for this study is and it expires on.

**Statement of Consent:**

I have read the above information and feel well enough informed to make a decision about my involvement in the study. By signing below, I understand that I am agreeing to the terms described above.

Printed Name of Participant

Date of consent

Participant's Signature

Researcher's Signature

## Appendix B: Participant Screening Questionnaire

Please circle or underline the best response

1. Are you an Egyptian? Yes No
2. Is your organizational leader an Egyptian? Yes No
3. How strong is your spoken English? Very Strong Average Not Very Strong
4. How strong is your spoken Arabic? Very Strong Average Not Very Strong
5. Are you a college graduate? Yes No
6. Did you acquire specialized training or certification for your current job?

(The following questions will have no bearing on your eligibility to participate)

7. Gender: Male Female
8. Your age group: 18-23 24-30 31-40 41-50 51-60 60+



### Appendix C: Interview Protocol

1. Tell me about what employee motivation means to you.
2. Describe your experiences with the motivational techniques used by your organizational leaders.
3. What elements of the leadership styles you encounter in your workplace influence your job performance and in what ways?
4. What elements of the leadership styles you encounter in your workplace influence your job satisfaction and in what ways?
5. How do you feel that the leadership styles you encounter in the workplace influence the achievement of your career related goals?
6. Describe the traits and characteristics of the ideal organizational leader.
7. Describe your feelings towards the idea that your organizational leader acts as a mentor or coach towards you, attending to your personal needs
8. Describe your feelings towards the notion that your work should provide you with intellectual stimulation and require innovation and creativity on your part.
9. Describe your feelings towards the notion that your organizational leader should inspire you to loft goals and long-term visions that require effort and optimism on your part to attain.
10. Describe your feelings towards the notion that your organizational leader should act a role model for you and fellow employees to model and aspire to be like.

## Appendix D: Research Question Matrix

Research Question	Corresponding Interview Question(s)
RQ1	IQ1, IQ2, IQ3, IQ4, IQ5
RQ2	IQ3
RQ3	IQ4
RQ4	IQ5
RQ5	IQ6
RQ6	IQ6, IQ7, IQ8, IQ9, IQ10