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Determination of the Relationship Between Leadership Perceptions of Blue Collars and Organizational Outcomes by Using MLQ Analysis

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Abstract

The relationship between leadership and organizational outcomes was investigated by some academicians. Since leadership is a phenomenon that keeps numerous characteristics together and that is the basis of shaping organizational structures, its relationship with organizational outcomes is of particular concern both to the academic world and the business world in practice. Within this scope, the relationship between several different leadership models and organizational outcomes was investigated; however, in the researches, leadership perception studies were carried out only for white collar personnel. When it is considered that particularly most of the employees (followers) working in the production sector are blue collar employees, it is thought that investigating the leadership perceptions of blue collars plays an important role in determining the contribution of leadership types to organizational outcomes.

In this study, with the information obtained from 296 blue collar employees who work in food and manufacturing industry in Kocaeli and Istanbul, heavily industrialized provinces in our country, by means of multifactor leadership questionnaire (MLQ), the relationship of leadership behaviors with organizational outcomes (efficiency, satisfaction and extra effort) was investigated. When the multifactor leadership scale (MLQ) was applied to the participants, it was seen that the nine components that shows all leadership dimensions stated by Bass were not clearly decomposed from each other. As a result of reliability and internal consistency tests applied to these data, active and passive leadership dimensions were revised. As a result of the analysis conducted considering these data, the relationships of active and passive leadership dimensions with organizational outcomes were investigated and it was found out that organizational outcomes had a positive strong relationship with active leadership dimension.

Keywords: Active Leadership, Passive Leadership, Multifactor Leadership Questionnaire (MLQ), Organizational Outcome, Efficiency, Satisfaction, Extra Effort

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1. Introduction

Although leadership behaviors exist since the existence of humanity, scientific researches about scientific leadership just began in the 20th century [52].Today, leadership is one of the concepts that are studied a lot and there is still no clear agreement on its definition. Several definitions of leadership were made according to the ability, personality, efficiency in relationships, cognitive and emotional approaches of a leader and the focus on an individual or a group [10], [12], [60] or according to a person's directing the other persons, organizational structure, ability to establish or facilitate relationships in a group or organization [60] . Stating that leadership is the ability of a person to direct a group toward a specified goal, Stogdill (1974) said "there are as many definitions of leadership as there are leaders". According to Jacobs&Jacques et al (1990), leadership is the name of a process that enables "collective effort and the desire to achieve a purpose to be continued". Schein (1992) said "leadership is the ability to start evolutionary changes in order to step outside the culture and get better." House et al (1999) defined leadership as "the ability to influence, motivate individuals and enable individuals to contribute to the success and effectiveness of the organization"

Leadership researches have emphasized democratic and autocratic approaches for the last fifty years. Then, the distinction between task-oriented and relations-oriented gained importance, therefore, the necessity to develop individuals, groups and organizations came into prominence. In order to deal with the resistance developed against leadership development, the concepts of democratic, participative, relations-oriented and thoughtful leadership were formed and put into practice. While focusing on more quality and efficient products and service in the past, it was accepted by a large mass that it was better to focus on attitudes, values, beliefs and needs for bigger and more effective changes [9]

Besides leadership behaviors, how a leader should behave in order to improve organizational outcomes also became a topic of research [8], [35], [57], [59]. Traditional leadership behaviors known and applied up to the present are the viewpoints defined as transactional leadership behaviors described by Burns (1978) and Bass (1985). Recently, leadership behaviors reflecting charismatic and transformational behaviors that concentrate on meeting the needs of employees and their dedication to organization and that show themselves in this way have been defined [2], [24], [36], [41], [56]. According to Bass, the positive contributions of leaders that meet the needs of the employees and measure their efficiency and intervene and transformational leaders that improve the values to organizational outcomes are bigger when compared to the others [9].

The main purpose of this study is to measure the relationship between the leadership characteristics identified in the MLQ analysis by Bass and organizational outcomes. Thus, a response will found out to the question which characteristic of leadership should be preferred to make an organization <u>effective</u>, <u>satisfy</u> blue collar employees and enable them to show <u>extra effort</u>.

Starting from this purpose, in the study, firstly a discussion about basic leadership types will be presented, then organizational outcomes determined in the MLQ analysis will be completed and after that research findings obtained from the analyses conducted will be compared to the findings of the previous studies. The study will be completed with the parts including conclusions, future studies and suggestions for the business world.

2. Literature Review And Hypotheses

2.1. Leadership

Recent studies carried out about leadership behaviors are related to transactional leadership and transformational leadership [52] and this recent resurgence of interest appears to be accompanied by an acceptance of the distinction between transactional and transformational leadership [49].The distinction between transformational and transactional leadership was first conceptualized by Burns (1977) [27].Within this framework, while, according to the researchers, transformational leadership strengthens

employees by instilling high values and beliefs [12], [40], transactional leadership focuses on the success of the goal [4].Quinn (1988) compares transactional and transformational leadership with relations oriented-task oriented leadership, Fiedler, (1967) compares them with employee support-protecting normative structure, Korman, (1966) compares them with directive-participative or autocratic-democratic leadership [33], Bass (1990b) claims that transactional-transformational paradigm was not replaced by other models and that these leadership behaviors had a different viewpoint. Bryman (1992) states that transformational leadership resembles the concepts like charismatic, inspirational or visionary leadership [28]

Leadership was mainly investigated in 3 dimensions as transactional, transformational and laissez-faire leadership in the MLQ analysis of Avolio and Bass (1995). In this analysis, we wish to determine the situation of transactional and transformational leadership that shows the characteristics of active leadership versus passive leadership that is the opposite of transformational leadership. The literature related to the 3 leadership types is summarized below.

Transactional leadership: According to Burns (1978), transactional leadership entails an exchange between leader and employees. Employees forms certain valued outcomes to receive them when they act according to their leader's wishes. Bass (1985) states transactional leadership as a cost-benefit exchange process. If the job done does not provide the necessary motivation and satisfaction, the leader compensates for the deficiencies through his or her behavior. In this leadership, the leader clarifies the success criteria, that is, what is expected from employees, [28],[39]. Transactional leadership occurs when a leader offers a reward in exchange for effort , determines goals and rewards and, in some cases, organizes employees or their work according to the service provided. Transactional leadership focuses on behavior/success. If there is a change in success, he/she seeks to reward/punish or correction as active/passive. Efficiency of a leader is measured by the success of the goal. Efficiency can be created with conditional reward but it does not provide development as much as the characteristics of transformational leadership because corrective behaviors are generally less effective than constructive behaviors. Again, corrective leadership behavior works in case of an accident, threat or catastrophe [4].The first of the components of Bass's transactional leadership dimensions is conditional reward[28]. Reward for success is determined by drawing a constructive way-goal. This approach clarifies expectations; enhance the level of mutual satisfaction [48]

The second and third components of transactional leadership are the two types of management by exceptions. Management by exceptions refers to a leader's being active only when, in practice, things go bad and standards are not met. If the things go well and achievements and goals that are determined are met, leaders do not intervene in the employees and direct them [32]. As for the management by exception active, one of the components of management by exceptions, a leader actively observes standards and procedures, takes action when there happens to be works deviating from standards and wants the rules to be obeyed to eliminate errors[4], [28],[48]. As for the management by exception passive, a leader makes a move after errors and exceptional activities occur [28].In the management by exception passive no effort is made for the errors not to be repeated [48]. Management by exception passive is less effective than management by exception active and it is not a suitable leadership behavior in places where continuous improvement philosophy (kaizen) is applied [4]

Transactional leadership is pragmatic, present day-oriented, coordinates the organization with roles and arrangements, is tough, reactive and takes its power from its position [26],[31] .This type of leadership is a leadership model that occurs when the purpose of communicating is needed in order to change something [9].Transactional leadership is an interaction process in which an individual exchanges the things whose value is determined without a superior purpose with another individual [42].This type of leadership behavior can be said to bring success under the conditions where uncertainty, change and development pressure are low in terms of environmental conditions [43].

Transformational leadership: Transformational leadership occurs when leaders broaden and elevate the interest of employees. They raise awareness by enabling employees to accept and approve the purposes and pay particular importance to the interests of the group rather than their self-interests.

Transformational leaders focus on charismatic-success, and reach it by stimulating subordinates intellectually, meeting their needs one by one and encouraging subordinates intellectually. Being charismatic makes the leader gain great power and effect. By this mean, employees identify themselves with their leader and feels great belief and confidence for their leader. This leader suggests he can do anything for his/her followers when they work well. They pay attention to the employees individually and the different characteristics of their employees. They consult to those who want to grow and develop themselves. The employees working with intellectual stimulation produce solutions by considering the problems out of the ordinary. Difficulties are seen to be the problems needed to be solved. Employees admitted that they spent more effort if their leaders showed this type of leadership [10].Transformational leadership has four components, which are explained in detail below.

Charisma-Idealized influence: Burns and Bass divided charisma or idealized influence in transformational leadership into two sub-factors. Idealized influence attribute and idealized influence behavior [47]. Here, leaders are faithful, inspire confidence, do not collapse in case of difficult situations, protect their most important values or show they protect, is aware of the goal that should be succeeded, show loyalty to the purpose and make decisions by considering ethical and moral aspects. This type of people becomes a source of confidence and proud for the employees.

Inspirational motivation: Leaders are more optimistic for future and they present a continuously developing vision and high standard models and they make enthusiastic speeches, encourage their subordinates and tell them why the thing that must be done should be done.

Intellectual stimulation: Here, leaders question the status quo, try to change traditions and beliefs. They present the employees new viewpoints and enable these people to be able to look at the events from different perspectives. They encourage them about telling their opinions and stimulate creativity.

Individualized consideration: Leaders are interested in the employees' needs and abilities, they listen to them carefully, give advice for their self-development, they teach and direct them [45].In the transformational leadership, it is important to make employees gain vision, make them believe change is necessary and instill them belief. Thus, free ideas can be presented by enhancing efforts, desires and wishes of the employees [31].Transactional leaders motivate employees for the expected success while transformational leaders aim more than the expected. In the transformational leadership, employees are committed to their leaders. This type of leader enables his/her employees to change and develop the organization [28].

Laissez-faire Leadership: Laissez-faire leadership is a behavior dimension where there is no leadership and leader is not seen around. This type of a leader has a personality that does not pay importance to and care about anything and that does not follow the employees and authorize them [4].Employees cannot find their leaders most of the time [45].When help is asked for from the leader, he/she cannot succeed in helping and shows resistance against the employees to express their opinions in important cases [13].This type of leadership shows a negative correlation with both organizational outcomes and the other active leadership behaviors [10].The leadership model here should not be mixed with the leadership that plays a less active role after transformational leadership behavior is applied [28]. Although Laissez-faire leadership stays close to the management by exception passive due to its passive characteristics, it does not intervene even after errors occur on contrary to the management by exception passive. Therefore, it is considered proper to be investigated separately [4], [45]. Den Hartog et al. (1997) and Hinkin and Scriesheim (2008), in the researches they conducted, state that the laissez-faire leadership dimension and the component of management by exception passive show negative correlation with all the other components.

2.2. Organizational Outcomes

Again, many leadership researches carried out during this process put forward the causal effects of leadership behaviors on organizational outcomes [53]. The definition of organizational outcomes also varies according to the authors. Accordingly, indicators such as efficiency, group growth, preparedness for crisis, financial indicators, satisfaction of employees, loyalty to the objectives of the group, being psychologically well, development of the employees are good for measuring organizational outcomes; absence, willingness, amount of complaints, work slowdown and sabotage can be used as organizational outcomes. Of these, the most preferred ones in the literature are successful achievement of a task and participation into the purpose of a task [60].

Many researchers argue that both transformational and transactional leadership are closely related to individual, group and organization's success. In the MLQ model, three basic organizational outcomes considered by Avolio and Bass are efficiency, satisfaction and extra effort. Extra effort can be defined as directing employees to do more than the expected and enhancing their desire for success and to achieve a difficult goal. It is known as one of the outcomes in which active leadership models are directly effective. Efficiency is defined as meeting the needs of the employees regarding work, keeping the group beyond the authority of the organization and considering organizational requirements as a primary goal. The third organizational outcome considered by Avolio and Bass is satisfaction. Using leadership methods that satisfy employees is defined as an effort to establish warm, open and honest interpersonal relationships along with selecting working styles that will create satisfaction with the others [1]. According to Avolio and Bass, leader's efficiency, her/his perception as a good motivator and her/his satisfying the employees regarding work methods, are again seen in transformational and transactional leadership which are considered as active leadership models [6]. Many researchers found out that transformational leadership was more related to organizational outcomes such as efficiency, satisfaction and extra effort when compared to transactional leadership and laissez-faire leadership [50]. Besides the outcomes mentioned in several independent scientific studies, it was determined that transformational leadership was quite effective in efficiency, innovation and sales performance. Transactional leadership is just related to the "success of the management" and focuses on reaching annual goals.   Additionally, laissez-faire leadership or a situation where there is no leader was found to be negatively effective on the employees.

Previous studies show us that there is a direct relationship between the leadership models considered within the scope of the study and organizational outcomes. For this reason, the basic hypothesis of the study:

H$_1$*: There is a significant relationship between leadership models and organizational outcomes.*

Figure 1: Research Model
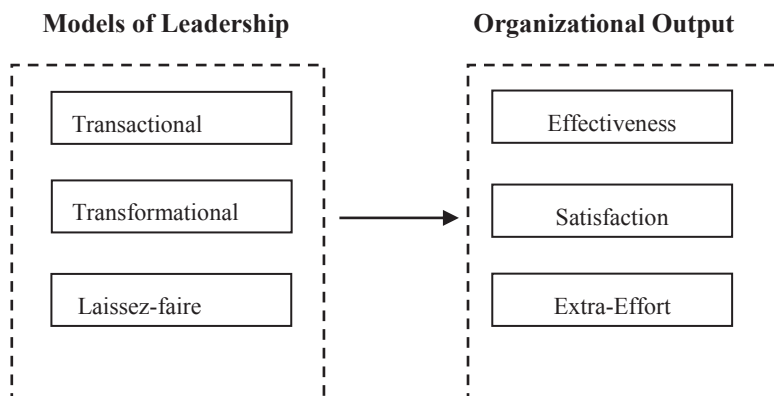
3. Methodology

3.1. Data Collection Method and Demographic Distribution of Sample

Permissions were taken both from company owners and HR and Production Managers by visiting small and medium scale companies in the food and manufacturing sector in Kocaeli and Istanbul; this study was conducted with 330 people working for these companies. Some of the companies were personally visited and by this means participants were directly reached, the scales filled out by the employees were taken back on the same day. When the companies are classified according to the number of the employees, 3 companies employs more than 250 people, 2 companies employ 50-249 people and 3 companies employ 10-49 people. The people filling out the questions of the scale were blue collars and majority of them were graduates of primary school. When the filled scales were checked with eyes, the scales of 34 people were taken out of evaluation due to the reasons such as not filling most of the questions, ignoring the scale, filling out in a hurry to pass it off, getting bored. Since the number of questions left unanswered by 296 people was, at most, nearly 5% of the total number of questions answered, these questions that were left unanswered were filled by using series mean method and all data were made complete.

3.2. Measures

59,2% of the participants are in the food sector and 40,8% are in the manufacturing sector. 39,8% of those work for the companies employing more than 250 people and 32,7% of those are in the business life for 31 years or more. 51% of 296 participants are at the age range of 31-40, 49% avoided to state their ages. Great majority of the participants were male and the number of males are 4 times more than the number of women. 140 participants have been working for the companies for 0-5 years. Half of them completed their fist years at the companies they work. The number of blue collars who did not state the number of years they have worked for their companies was 52. Great majority, 134 people, of participants is graduates of primary school and it is followed by the graduates of high school with 96 people. 66 people avoided to state their education level. Mostly those working in the production, 165 people, participated in the research, 2 people did not state at which department they work. 193 people work as a worker, 66 people work as a master, 37 people did not state their position at work.

3.3. Data Collection Device (MLQ)

In this study, MLQ Rater Short Form (5X), Avolio and Bass's (1995) multifactor leadership scale, which is in demand most in the literature as a scale, was used. Firstly, MLQ Rater Short Form (5X) was translated from English into Turkish and some questions were adapted to the Turkish culture. The first 36 questions (items) of this questionnaire with 45 questions measure three leadership dimensions and the questions also measure the components of the leadership dimensions. The components of transformational leadership, one of the leadership dimensions, are called as Intellectual Stimulation, Charisma-Idealized Influence (Behavior and Attitude), Inspirational Motivation, Individualized consideration, while the components of transactional leadership, the other leadership dimension, are called as Conditional Reward, Management by Exception Passive and Management by Exception Active. The last leadership dimension is found in the scale under the name of Laissez-faire leadership [5], [12], [13], [19]. All the components of these leadership dimensions were tried to be measured by means of 4 questions. The last 9 questions measure organizational outcomes: 3 questions representing the component of making extra effort (extra effort), 4 questions representing the component of making employees efficient (efficiency) and 2 questions representing the component of satisfying employees (satisfaction).

Likert's 5-point scale was used as measurement technique. The possible responses to be given to the questions in the questionnaire were determined as "1=Never", "2=Rarely", "3=Sometimes", "4=Usually" "5=Often but not Always".

Totally ten questions were asked in order to learn demographic information. These questions include Sector of the Company, Number of Employees, Age of the Enterprise, Age, Gender of the Employee, How long they have worked for that company, how long they have been in business life, Education level, Which Department They work for, and their position at the company. The participants who thought the responses they would give about their superiors would not be kept confidential preferred not to complete some of these ten questions although they were told the personal information would be kept confidential.

4. Analyses and Results

The multifactor leadership questionnaire was considered with its original construct as 9 components under 3 leadership dimensions determined by Avolio and Bass (1995); firstly, no structural intervention was performed. The questionnaire was not applied validity and reliability tests, whether the questions had any other meanings in the Turkish culture were not questioned , they were accepted to be understood properly by the participants and component correlations were investigated by means of SPSS 15.0 by accepting all components as they are without omitting any questions.

According to anti-image table values, since all variables were bigger than 0.50 (r>0.30), all variables were considered in the factor analysis. During the analysis, eigenvalues revealed several factors whose values were higher than one [31].Despite the condition that the value of the factor loads of the questions should be at least 0,4, factors that were obtained after the analysis were non significant and since the factors did not focus on a single subject, factors could not be named. Therefore, factor structure seemed suitable for the analysis of dependent and independent variables separately with varimax rotation and the formation of leadership dimensions with forcing factor analysis. Significant factor structures were tried to be formed that could be explained by forcing the number of factors to three and two [28]. In this study, two factor structures appear to be the factors that can be best explained. These two leadership dimensions are passive (PL) and active (AL) leadership. When the analysis is considered, conditional reward (CR), one of the components of transactional leadership, goes under the dimension of active leadership, and management by exception passive goes under the dimension of passive leadership (PL). Management by exception passive (MBEP) shows positive high correlation with Laissez-faire (LF) dimension and Hinkin and Scriesheim (2008) states that there is no significant relationship between conditional reward (CR) and management by exception active (MBEA) and that management by exception passive (MBEP) shows the highest positive correlation with laissez-faire (LF) and the other transactional leadership components.

Since some variables got a value over .50 in more than one factor and the factor load of some variables remained under .50, variables were removed one by one during the analysis stage and the analysis took its final form as shown below. Since the remaining variables were perceived as similar to transactional and transformational leadership and these two leadership models were defined as active leadership in the literature, our first factor was named as Active Leadership (AL). Additionally, as stated in some studies in the literature, it was seen that management by exception passive dimension of transactional leadership formed passive leadership (PL) by combining with laissez-faire leadership, forming. Since KMO= 0,880 and p=0.001 in the first factor analysis considering leadership questions, this factor model was accepted significant for the hypothesis test.

Organizational outcomes were subjected to a separate factor analysis and during the first trial it was convinced that all the questions formed a single factor; and respondents did not distinguish the questions related to efficiency, satisfaction and extra effort from each other and it was accepted for the study as a single dimension. According to the results of the analysis in which all the related questions were included

in the factor structure, when KMO= 0,901 and p=0.001, the model was accepted, hypothesis tests were carried out in this factor structure. Related factors and questions are shown in the table.

Table 1: Factor Loads of Dependent and Independent Variables

Leadership Dimensions: Active and Passive Leadership Var. %43,46	AL %30,78	PL %12,68	
(S25)	0,769		
(S13)	0,720		
(S26)	0,699		
(S10)	0,697		
(S31)	0,688		
(S36)	0,685		
(S32)	0,664		
(S21)	0,645		
(S16)	0,635		
(S1)	0,612		
(S15)	0,604		
(S11)	0,582		
(S29)	0,580		
(S14)	0,576		
(S34)	0,568		
(S30)	0,567		
(S9)	0,564		
(S23)	0,553		
(S28)		0,7 31	
(S7)		0,693	
(S20)		0,687	
(S12)		0,667	
(S33)		0,635	
(S5)		0,594	
Organizational Output. %52,25			OO %52,25
(S42)			,840
(S44)			,819
(S41)			,804
(S38)			,703
(S40)			,693
(S39)			,678
(S37)			,673
(S43)			,661
(S45)			,597

AL: Active Leadership, PL: Passive Leadership, OO: Organizational Outcomes, Var.: Explained Variance

4.1. Correlation Analysis:

Mean and standard deviation values were identified for all variables and correlation matrix was formed for all variables to be used for hypothesis testing. Mean and standard deviation values are in an acceptable range. Cronbach a internal consistency indicator was used while carrying out tests to measure the reliability and internal consistency of the components [25]. According to Nunally (1967) and Kline (1999, cf. Field, 2005), Cronbach a over 0,70 is accepted as adequate for consistency. Alpha values are also over 0.70 determined in the literature. Analyses conducted so far indicates that variables are valid and reliable. Besides, correlation values shows a negative relationship between active and passive leadership as expected and in addition to this, it was seen that active leadership got a positive value and passive leadership got a negative value as estimated based on the literature.

Table 2: Mean, Standard Deviation and Correlation Values of Variable

	Variance	Mean	1	2	3
1.Active Leadership	0,060	3,452	(0,916)		
2.Passive Leadership	0,023	2,266	-,289(**)	(0,770)	
3. Organizational Output	0,032	3,399	,835(**)	-,352(**)	(0,883)

4.2. Regression Analysis:

The direction of the relationship between the variables was tested by means of linear regression. As expected, there is a significant and positive relationship between Active Leadership (Al) and organizational outcomes. Similarly, Passive Leadership negatively affects the organizational outcomes comprising extra effort, satisfaction and efficiency.

The research hypothesis can be revised based on its new variable structure obtained as a result of the study and expressed as follows;

H₁ₐ: *Active leadership has a positive effect on organizational outcomes.*

**H₁ᵦ:** *Passive leadership has a positive effect on organizational outcomes.*

As a result of the analyses conducted, both hypotheses were accepted. As a result of the empirical analyses in this study, it is thought to provide a contribution to the literature from the perception/viewpoint of the blue collars regarding the discussion related to the functionality of the MLQ model.

Table 3: Regression Model between Variables

Dependent Variables	Independent Variable	
	Organizational Outputs	
Active Leadership	0,801**	F: 237,696 R^2 : 0,708 DW: 1,874
Passive Leadership	-0,120**	

Figure 2: Result Model
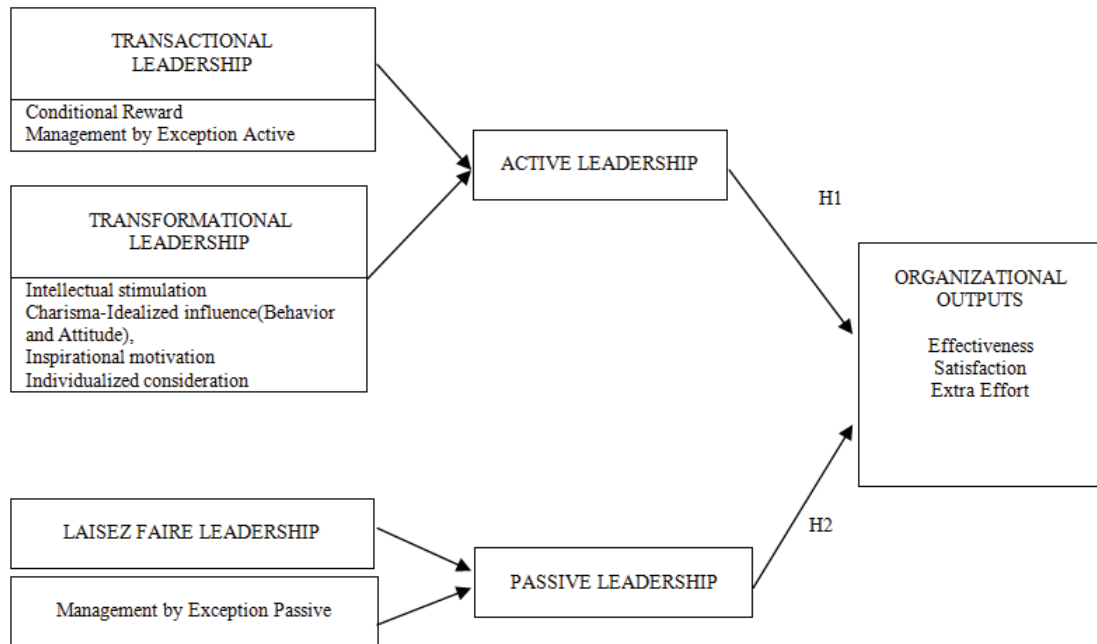
5. Conclusion

Six/seven factor structure of Bass (1985) was investigated several times and subjected to criticism and corrections[9],[10],[14],[15],[17],[20],[28],[38],[58],[60]. According to these authors, six/seven factor structure can not be formed experimentally and as a result of this it is said that some components should be combined. MLQ 5X cannot separate transformational leadership behaviors and collect components under one dimension [23].Researchers reapplied the questionnaire by omitting some components as a whole or some questions in the components [7].

Schriesheim et al (2009) states that many questions of the multifactor leadership scale (MLQ) cannot clearly explain the dimensions and components desired to be measured and that the MLQ cannot consistently measure the nine components it has. In this respect, the MLQ was subjected to several criticisms within conceptual framework [22]. According to Bass (1997), idealized influence attitude (IIA) and idealized influence behavior (IIB), two of the components of transformational leadership, can be gathered under a single component called charisma component (CHA). It was also said that Charisma component (CHA) and inspirational motivation (IM) component are not clearly distinguished and expressed (Tepper and Percy, 1994, [50].Individualized consideration (IC) and conditional reward (CR) components were also combined (Bass, 1997) and this new dimension was called supportive/constructive leadership [7].In the other leadership researches conducted, it was seen that charisma (CHA) component and inspirational motivation (IM) component were determined as a single component and that conditional reward (CR) and individualized consideration (IC) were not separated from each other. Conditional reward (CR) and individualized consideration (IC) components also fulfill the same needs, but one focuses on growth and development while the other focuses on tangible rewards that are promised [13].Again, in some of the studies in the literature, Laissez-faire leadership (LF) dimension was combined

with management by exception passive (MBEP) to provide suitability for criteria and called passive leadership (PL) [58].Many researchers state that management by exception passive (MBEP) component forms another dimension with laissez-faire (LF) leadership unlike transactional leadership, [28],[30], [32], [58]. Den Hartog et al(1997), in the researches they conducted, say that laissez-faire (LF) dimension and management by exception passive (MBEP) dimension show negative correlation with the other components, but positive correlation between each other. Bycio et al. (1995), in the MLQ analysis they conducted on nurses, stated that components of transformational and transactional leadership were found but components of transformational leadership had high-level correlation with each other and there was no strong difference in the relationship between all of these components and leadership outcomes. Additionally, Bycio et al (1995) observed that a simpler (active-passive leadership) factor structure formed.

In this study which reveals the perception of the blue collars with Turkish participants and with a different viewpoint from the other studies, the situations explained above show the same results with this study, leadership models and components found show difference with Bass's (1985) six/seven factor structure. In the 3 dimension leadership models found out after internal consistency and reliability analyses and in 2 dimension leadership model found out as a result of the factor analysis, laissez-faire leadership was explained very clearly whereas the distinction between transformational and transactional leadership could not be clearly explained. These two dimensions were combined under the title of active leadership dimension. Yukl (2002) stated that the correlation between transformational leadership components was very high and therefore structural validity was open to question and transactional leadership dimension in the questionnaire focused more on the negative aspects of the employees. Bass states that transformational leadership and transactional leadership are not opposite poles and that these are separate concepts but the best leaders are the ones who achieve both styles according to the situation [28].

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