

# The Role of the Transformational Leadership in Enhancing the Social Responsibility at the Five Stars Hotels in the Hashemite Kingdom of Jordan

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## Abstract

This study was conducted to discuss the Transformational Leadership's role (TL) in enhancing the social responsibility at the Five Stars Hotels in the Hashemite Kingdom of Jordan. Thus, a random sample of (TL) was chosen. Moreover, reliable statistical tools, such as, Transformational Leadership Questionnaire (TLQ), Social Responsibility Questionnaire (SRQ), and a List of Social Responsibility Questioner to community leaders, besides deviation standards, t- test, multi regression, simple regression,  $Ch^2$ , one- way ANOVA, and Person Correlation Coefficient were used. Outcomes of the study revealed that there were no significant statistical differences under level ( $\alpha \leq 0.05$ ) of enduring the social responsibility that was attributed to leadership level from views of the administrative leaders at the private Five Star Hotels and community leaders. Also, the findings showed that there were no statistical differences under the level ( $\alpha \leq 0.05$ ), between the administrative leaders' exercising of the dimensions of transformational leadership, and the degree of enduring the social responsibility at the same hotels.

**Keywords:** Transformational leadership, social responsibility, sustainable tourism, enabled sustainability, Hotel Management, Jordan

## 1. Introduction

In the 21<sup>st</sup> Century, "Tourism," is globally described as the future industry, as it became one of the top three industries i.e. (Telecommunications, IT, Tourism Industry), it is considered the driving force for economic services. Its development & rapid growth made it of special and unique comparative advantage among other industries. These facts compelled Jordan to meet requirements of the tourism market, and to exert additional efforts for achieving a vast touristic recovery that suits the tourism in the Hashemite kingdom of Jordan.

The tourism sector has recently witnessed fundamental changes in various fields, which compelled tourism organizations to change their management traditional methods, and to adopt the modern management's concept should they intend achieving their goals effectively and efficiently. The changes included, increasing the global competition among productive organizations, and the rapid technological development in all fields. It's worth mentioning here that the tourism organizations' keeping in line with the process of change and development in the administrative leadership, is not a random process, but it is a systematic and scientific one that achieves organizational stability, increases efficiencies of its employees, and rises their significant statistical level of intellectual, cultural, and scientific, administrative and technical cadres. Moreover, building the cadre at all significant statistical level to activate all society organizations. This requires a wise leadership that holds responsibility and influences others in order to achieve organizational or collective goal/goals. Thus, attention by researchers and practitioners on the concept of leadership has been paid lately, as leadership is considered the keystone to recover the tourism organizations.

### 1.2 The Study Problem:

The tourism industry in the 20<sup>th</sup> century was and is still carrying out a vast constructivism changes that fit the requirements of the knowledge explosion and technological progress era. Knowing that the tourism institutions have been facing some confusion due to the fact that many hotel managers have received their official training at a time when the leadership theories focused on the methods of efficient manager or the very beginnings of the leadership reciprocity theory, thus, they did not get a chance to know this modified theory or the theory of

transformational leadership and its applications .

In light of the aforesaid, the current study came to meet an important need, that is to access the practical and scientific results of the subject, and then knowing the degree of exercising concepts of transformational leadership by Five Stars Hotels' managers in the Jordanian Kingdom, and their ability to endure social responsibility so as to motivate this important side that the paper tackled. Meanwhile the pattern of transformational leadership in tourism industry, and the leaders' degree to endure social responsibility are globally proposed issues these days, as a true recovery of the leadership patterns in the tourism industry is still direly needed.

### 1.3 Research Questions and Hypotheses:

Q. 1: To what degree do Five Star Hotels' managers in the kingdom exercise dimensions of transformational leadership, from their view?

**The following null hypothesis emanated from the above question:**

**HO1:** Managers of Five Star Hotels don't exercise the dimensions of transformational leadership (ideal influence, individuals care, mental counseling and inspirational motivation), under the significance level ( $\alpha \leq 0.05$ ).

Q. 2: To what degree do managers at the Five Star Hotels endure social responsibility, from their view?

**The following null hypothesis emanated from the above question:**

**HO2:** Managers of Five Star Hotels don't endure the dimensions of the social responsibility i.e. (social dimension, environmental dimension, economic dimensions), from their view under the significance level ( $\alpha \leq 0.05$ ).

Q. 3: To what degree do managers of Five Star Hotels endure social responsibility, from the point of community leaders?

**The following null hypothesis emanated from the above question:**

**HO3:** Managers of Five Star Hotels don't endure the dimensions of the social responsibility (social, environmental and economic dimensions) from the point of community leaders under the significance level ( $\alpha \leq 0.05$ ).

Q.4: Is there any proven significant statistical difference to the degree of the Five Star Hotels' administrative leaders of enduring the social responsibility that attributed to level of leadership from their view and the local community leaders' view?

**The following null hypothesis emanated from the above question:**

**HO4:** No significant statistical differences under the significance level ( $\alpha \leq 0.05$ ) to the degree of the Five Star Hotels' managers enduring of the social responsibility that attributed to the level of leadership from their and the local community leaders' views.

### 1.4 Importance of the Study:

*It is hoped that the outcomes of this research study will:*

- Benefit administrative leaders in the kingdom through acknowledging the importance of exercising the transformational leadership of the social responsibility at the hotel enterprises.
- Serve as a compass that guides the hotel enterprises to choose administrative transitional leaders, and to rehabilitate and train them to endure social responsibilities.
- Enrich the theoretical literature in the fields of transformational leadership, and social responsibility.

### 1.5 Study Objectives

The study aimed to identify the role of the transformational leadership in enhancing social responsibility for the Five Star Hotels in the Jordanian Kingdom, through:

- Knowing the degree of commitment of the administrative leaders at Five Star Hotels to transformational leadership from their view.
- Programs of the social responsibility presented by the Five Stars Hotels in the economic, social and environmental fields, from the local community leaders' view.

## 2. Literature Review

The Administrative Literature is saturated with many studies that tackled topics of the study, of which a study conducted by (Rasdj , 2013), under the title 'Degree of Applying the Concepts of Transformational Leadership in the Tourism Industry – Applicable Study on the Classified Tourism Offices in Athens,' that aimed to know the degree of commitment of the tourism offices' managers to the transformational leadership. Results showed that characteristics of transformational leadership and its elements among the managers of tourism offices were average, and that there were significant statistical differences in the elements of transformational leadership according to the significance level ( $\alpha \leq 0.05$ ). As for the (Ytuber, 2013), he favored the 'Adoption of the Concepts of Transformational Leadership on the Performance of Tourism Enterprises in 'New-Zealand' to know the impact of transformational leadership's dimensions on the performance of tourism enterprises in New Zealand. Results showed existence of a positive effect of the transformational leadership's performance at the tourism enterprises. Thus, the study concluded stating that the tourism enterprises in New-Zealand have average significant statistical

level for the transformational leadership's characteristics.

Ad-Dmoor also conducted a study in 2009 under the title 'The Impact of Reciprocity Leadership and Transformational Leadership Patterns to acquire Workers the Skills of Critical Thinking at Hospitals in Jordan,' which aimed at measuring the impact of these patterns as independent variables represented in 7 dimensions that are: Exemption Management & Attitudinal Reward, Ideal Influence (the behavior), Ideal Influence (the features), Leader Respecting and Paying Attention to his/her Employees, Inspirational Motivation, Intellectual Energizing in acquiring workers the skills of critical thinking as a dependent variable, which includes critical thinking skills and preparations. The skills were represented in explanation, analysis, evaluation, conclusion and self-organization. As the preparations were represented in knowledge, open-mind, analysis and organization, looking for truth, self-confident and ability to critical thought.

Shqoqarh conducted a study in 2012 under the title 'Degree of Exercising the Transformational Leadership at the Middle East University from the view of the Academic and Administrative Staffs of the University' that aimed at knowing the degree of exercising the transformational leadership at the Middle East University. A random sample consisted of 95 members of the above staffs was selected. And multi-leadership Questioner (MLQ) was used to measure the degree of exercising the transformational leadership generally, and in particular, its 4 dimensions: (Ideal Influence, Individuals care, Inspirational Motivation, Intellectual Energizing), after being translated into Arabic and checking its credibility.

Outcomes of the study indicated that the degree of exercising the transformational leadership at the Middle East University from the view of the academic and administrative staffs was very high. As for the four dimensions of the questionnaire, the arithmetic mean was 4.39 very high with regard to inspirational motivation, and high with regard to individuals care by an arithmetic mean of 4.09, but 'T' test didn't reveal any significant statistical differences among responses of the sample on the three dimensions of transformational leadership under the significance level ( $\alpha \leq 0.05$ ), while the study revealed a significant statistical differences under significance level ( $\alpha \leq 0.05$ ) with regard to inspirational motivation, and in favor of the academic members.

Meanwhile, other researchers such as (AL-Syaidh, et al., 2015; Darawsheh, et al., 2016; Masa'deh, et al., 2015) studied the influence of formational and transactional leadership either in hospitals, universities, or business companies on employees' knowledge sharing practices, and the impact of transactional leadership on job performance, and then on firm performance. Others focused on the work environment of hotels or the impact of traditional managers on the behaviour of their employees (Abu Rumman, 2013; Al-Hussein, 2015).

The research study came to accomplish what researchers have already made in an attempt to build a theoretical framework that really contributes in adopting the concepts of transformational leadership at the Five Stars Hotels in Hashemite Kingdom of Jordan.

### 3. METHODOLOGY:

- The Survey Descriptive Method that relies on studying the actual fact or phenomenon and describes it accurately in terms of quality and quantity was adopted. As the qualitative term describes the phenomenon's characteristics, while the quantity term describes the digital ones, and its degree of association with other phenomena. The targeted population of this study was the managers of five star hotels, head of sections, directors of departments and community leaders. Five star hotels were selected randomly all over the Hashemite Kingdom of Jordan for the purpose of this study. Data were collected in December 2014 up to July 2015.

*To answer the questions of the study and testing its hypotheses, (SPSS) program was adopted, using the following statistical methods:*

- Frequencies and percentages to describe the demographic variables of the research study sample.
- Cronbach Alpha Equation to make sure of the degree of stability of the scale used.
- Arithmetic means and standard deviations so as to answer the questions of the research study, and to know the main and sub relative importance of the variables of the research study.
- Pearson Correlation to check the dimensions of the relationship between transformational leadership and dimensions of social responsibility from the view of the administrative leaders in Five Star Hotels.
- Analyzing simple and multiple regressions, and 'T' test, to know the relation and influence between the variables of the research study.
- Analyzing the (One Way ANOVA),  $\chi^2$  and equation of interval width so as to describe the importance of the research study's variables.

### 4. OUTCOMES ANALYSIS:

The question and answer method was adopted through answering the null hypotheses emanating from it.

**Answer of Q. 1:** To what degree do Five Star Hotels' managers in the kingdom exercise the dimensions of transformational leadership, from their view?

**Answer of the null hypothesis (HO1) of the Question 1 was:**

The administrative leaders at the Five Star Hotels in Jordan don't exercise dimensions of transformational leadership (ideal influence, individuals care, mental counseling, inspirational motivation), under the significance level ( $\alpha \leq 0.05$ ).

Arithmetic means, standard deviations, degree of exercising and Grades were calculated before testing this hypothesis.

Table 1: Arithmetic means, standard deviations, Grades and degree of exercising the dimensions of transformational leadership by the administrative leaders in the Five Star Hotels, from their view

T	Transformational leadership dimensions	Sample						A.M*	S.D*	Grade	Endurance Degree
		Chancellor		Deans		Managers					
		A.M*	S.D*	A.M*	S.D*	A.M*	S.D*				
1	Ideal influence	3.41	0.47	3.31	0.62	3.23	0.67	3.32	0.45	3	Very High
2	Individuals care	3.10	0.71	3.13	0.72	2.87	1.02	3.08	0.60	5	High
3	Mental counseling	3.12	0.56	3.21	0.46	3.14	0.62	3.27	0.63	2	Very High
4	Inspirational motivation	3.54	0.46	3.43	0.52	3.23	0.70	3.54	0.46	1	Very High
Arithmetic mean & general standard deviation of the dimensions of transformational leadership								3.33	0.5		Very High

\* Arithmetic mean (A.M)

\* Standard Ddeviation (S.D)

Table (1) points to the degree that the administrative leaders at Five Stars Hotels exercise the dimensions of transformational leadership from their view. It also shows existence of significant differences between the arithmetic means and the dimensions of the questionnaire with regard to the responses of the selected members of the sample. So, to test the significance of these differences statistically, 'T' test was used on the sample so as to verify that administrative leaders at the Five Star Hotels exercise the dimensions of transformational leadership jointly under significance level ( $\alpha \leq 0.05$ ).

Table 2: Outcomes of 'T' test were used to verify that administrative leaders at the Five Star Hotels endure the dimensions of transformational leadership jointly.

Subject	A.M*	S.D*	'T' calculated	'T' scheduled	DF	S.L* Sig*
administrative leaders exercise the dimensions of transformational leadership	3.23	0.64	24.353	15.64	1.50	0.000

\* Significance level (S.L\*) ( $\alpha \leq 0.05$ )

Table (2) shows the result of exercising the dimensions of transformational leadership jointly by the administrative leaders at Five Star Hotels in Jordan. The statistical analysis results showed that the administrative leaders at the Five Star Hotels are exercising dimensions of transformational leadership, as the joint value of calculated 't' of dimensions of the transformational leadership was 24.353 compared with the value of scheduled 't' that was 1.654. That means the administrative leaders at the Five Star Hotels exercising transformational leadership's dimensions (ideal influence, individuals care, mental counseling , inspirational motivation) at the significance level ( $\alpha \leq 0.05$ ).

**Answer Q. 2 & the null hypotheses emanated from it:** To what degree do Five Star Hotels' managers in the kingdom endure social responsibility, from their view?

**Answer of the null hypothesis (HO2) of the Question 2 was:**

The administrative leaders at the Five Star Hotels in the Jordanian kingdom do not endure dimensions of the social responsibility i.e. (social dimension, environmental dimension, economic dimension), from their view, under the significance level ( $\alpha \leq 0.05$ ).

In order to test the null hypothesis above, arithmetic means, standard deviations, grade, and endurance degree were calculated.

**Table (3):** Arithmetic means, standard deviations, grades, and endurance degrees of the administrative leaders in the private Five Stars Hotels for the dimensions of social responsibility, from their view.

T	Transformational leadership dimensions	Sample						A.M*	S.D*	Grade	Endurance degree
		Hotel Managers		Heads of Sections		Managers					
		A.M*	S.D*	A.M*	S.D*	A.M*	S.D*				
1	social dimension	3.00	0.60	3.00	0.60	2.79	0.50	3.00	0.60	1	High
2	environmental dimension	2.86	0.02	2.86	0.02	2.59	0.02	2.67	0.02	2	High
3	economic dimension	2.78	0.07	2.78	0.07	2.58	0.60	2.68	0.60	3	High
<b>Arithmetic mean &amp; general standard deviation of the dimensions of The social responsibility</b>								<b>2.85</b>	<b>0.60</b>		<b>High</b>

**Answer Q. 3:** To what degree do Five Star Hotels' managers in the kingdom endure social responsibility, from local community leaders' view?

**Answer of the null hypothesis (HO3) emanated from the Question 3 was:**

The administrative leaders at the Five Star Hotels in Jordan don't endure any social responsibility (social dimension, environmental dimension, economic dimension), from the local community leaders' view, under the significance level ( $\alpha \leq 0.05$ ).

In order to test the null hypothesis above, arithmetic means, standard deviations, grade, and endurance degree were calculated.

**Table (4):** Arithmetic means, standard deviations, grades, and endurance degrees of the administrative leaders in the private Five Stars Hotels for the dimensions of social responsibility, from the local leaders' views

T	Social Responsibility Dimensions	Sample										A.M*	S.D*	Grade	Endurance degree
		Businessmen		Media		Public Institutions		Tourism Organizations		Tourism Offices					
1	Social Dimension	2.03	0.63	2.67	0.65	2.32	0.80	2.56	0.50	2.48	0.56	2.57	0.71	1	High
2	Environmental Dimension	1.85	0.58	2.38	0.56	2.33	0.69	2.67	0.45	2.43	0.76	1.75	0.67	3	Average
3	Economic Dimension	2.67	0.43	3.02	0.5	2.67	0.45	2.83	0.67	2.78	0.57	2.73	0.60	1	High
<b>Arithmetic mean &amp; general standard deviation of the social responsibility</b>												<b>2.24</b>	<b>0.64</b>		<b>Average</b>

- Significance level ( $\alpha \leq 0.05$ )

Table 4 shows that the administrative leaders at the Five Star Hotels in Jordan don't endure any social responsibility, from the view of the local community leaders.

**Answer of the Question 4 and the null hypothesis emanated from it:**

Q.4: Is there any proven significant statistical differences to the degree of the Five Star Hotels' administrative leaders' enduring the social responsibility that was attributed to leadership level from their view and the local community leaders' view?

To test this hypothesis,  $\chi^2$  of matching to verify the difference in the degree of administrative leaders at Five Star Hotels enduring of the social responsibility from their view and the local community leaders' views.

The  $\chi^2$  outcomes for good matching to verify the differences in the degree of administrative leaders at Five Stars Hotels enduring the social responsibility from their view and the local community leaders' views. See **Table (5) below:**

Subject	Their view		Community leaders' view		Ch <sup>2</sup> calculated	S.L*
	A.M*	S.D*	A.M*	S.D*		
Social responsibility from the administrative leaders, and local community leaders' views	<b>2.85</b>	<b>0.05</b>	<b>2.23</b>	<b>0.64</b>	<b>240.356</b>	<b>0.462</b>

\* Significance level (S.L\*) ( $\alpha \leq 0.05$ )

Table (5) shows differences among the administrative leaders in Five Stars Hotels' endurance degree of social responsibility from their view and community leaders' view. Results explained that there are no significant statistical differences in the endurance degree of the administrative leaders at Five Stars Hotels of the social responsibility from their view and the community leaders' views. As the  $\chi^2$  calculated value was: (240.356), which is less than the  $\chi^2$  scheduled value that was: (312.302). Thus, the null hypothesis is accepted which means, lack of significant statistical differences for the degree of administrative leaders at Five Star Hotels' endurance of



social responsibility that was attributed to the significance level ( $\alpha \leq 0.05$ ), from the community leaders view and their view.

**Answer of the Question 5 and the null hypothesis emanated from it:**

Is there any significant statistical relation between the dimensions of the transformational leadership and social responsibility from the view of the administrative leaders at the Five Star Hotels?

- To test this hypothesis, the Pearson Correlation Coefficient was used to verify the nature of relation between the dimensions of transformational leadership and the dimensions of the social responsibility of the administrative leaders at the Five Stars Hotels.

**Table (6) :** Correlation coefficients Matrix between the dimensions of transformational leadership and the dimensions of the social responsibility of the administrative leaders at the Five Star Hotels

VARIABLES	Social dimensions of social responsibility	Environmental dimensions of social responsibility	Economic dimensions of social responsibility
Ideal influence	*0.436 P = 0.000	*0.278 P = 0.000	*0.274 P = 0.000
Individuals care	*0.471 P = 0.000	*0.156 P = 0.000	*0.254 P = 0.000
Mental counseling	*0.375 P = 0.000	*0.355 P = 0.000	*0.131 P = 0.001
Inspirational motivation	*0.465 P = 0.000	*0.347 P = 0.000	*0.151 P = 0.001

\*Significant at  $P \leq 0.01$

Table (6) shows the correlation coefficients between the independent and the dependent variables, where a morally significant correlation is seen. According to the results presented, it seems that the researched variables are morally correlated, which means any increase or decrease in any would similarly affect other variables.

**Answer of Question 6 and the null hypotheses emanated from it:**

**Q. 6:** To what degree do dimensions of transformational leadership i.e. (ideal influence, individuals care, mental counseling , inspirational motivation), enhance social responsibility at the Five Stars Hotels?

To test this hypothesis, the multi-( $\beta$ ) & Variance Analyses were used to verify effects of the dimensions of transformational leadership in enhancing the social responsibility at the Five Stars Hotels.

**Table (7):** Outcomes of 'multi-( $\beta$ )' test for the effects of the dimensions of the transformational leadership in enhancing social responsibility at the Five Star Hotels

Dependent Variable	( R )	( R <sup>2</sup> )	F Calculated	DF		S.L*	$\beta$	"t" calculated	S.L*	
Social responsibility at the Five Stars Hotels	0.427	0.147	13.170	among aggregates	3	0.000	Ideal influence	0.147	1.772	0.006
				remainders	156		Individuals care	0.236	1.697	0.005
							Mental counseling	0.456	3.239	0.000
				total	159		Inspirational motivation	0.363	1.324	0.013

\*\* Significance statistical level ( $\alpha \leq 0.05$ )

Table (7) shows effect of the transformational leadership's dimensions (ideal influence, individuals care, mental counseling , inspirational motivation) in enhancing social responsibility for Five Stars Hotels. Though, results of the statistical analysis showed statistical significance for the dimensions of transformational leadership (ideal influence, individuals care, mental counseling, inspirational motivation) in enhancing the social responsibility for the hotels, see Table (7). This confirms the rejection of the null hypothesis, and therefore the alternative hypothesis is accepted that shows presence of a statistical significance effect for the dimensions of transformational leadership (ideal influence, individuals care, and mental counseling, inspirational motivation) in enhancing the social responsibility for the Five Stars Hotels in the Hashemite Kingdom of Jordan at the significance level ( $\alpha \leq 0.05$ )

**5. Results:**

1. Results of the 't' relevant to the inspirational motivation dimension showed that administrative leaders at Five Stars Hotels in the Hashemite kingdom of Jordan, are very highly exercise this dimension under a significance statistical level ( $\alpha \leq 0.05$ ), as it is the 1<sup>st</sup> of use and exercise among other dimensions of transformational leadership.

2. They do not endure the social responsibility (social dimension, environmental dimension, economic dimension) from their view at the significance level ( $\alpha \leq 0.05$ ).
3. They do not endure (environmental dimension) of the social responsibility from their view at the significance level ( $\alpha \leq 0.05$ ). Also, results of the (HO2-2) relevant to the environmental dimension showed the same from their view at the significance level ( $\alpha \leq 0.05$ ).
4. The hotel enterprises are convinced that voluntary benevolence work that care for the poor and the needy people, and the social responsibility that cares for developing the society, shall be separated vis-à-vis the long run programs and strategic plans.
5. There is a statistical significance effect for the dimensions of transformational leadership (ideal influence, individuals care, mental counseling, and inspirational motivation) in enhancing the social responsibility of the Five Stars Hotels in the Jordanian Kingdom. Through examining results of using the multi & simple- $\beta$  regression tests, a value of (0.149) of variables in the level of social responsibility for the Five Stars Hotels that resulted from variable of level of interest in the dimensions of transformational leadership, was seen.
6. View of the administrative leaders at the Five Stars Hotels regarding their enduring of the 3 dimensions of the social responsibility jointly i.e. (social, economic and environmental dimensions) was moderate, but local community leaders' view on that was weak.
7. Social responsibility of the hotel enterprises' role towards the entire local community is big, as they provide services to the local community, and try to develop rational solutions to its problems.

#### 6. Recommendations:

1. Media means shall pay attention and spread the culture of social responsibility, and its values.
2. The State shall facilitate all measures related to the functions of the hotel enterprises to endure their social responsibilities through incentives.
3. Organizing local and regional workshops that include decision makers to determine the social responsibility's criteria of hotel enterprises, and to encourage competitive advantage through awards for excellence in exercising the social responsibility.
4. Forming specialized departments for the social responsibility at the hotel enterprises that hold responsibility of planning and carrying out the programs, and coordinating with the relevant authorities.
5. Adopting (ISO 26000) for the social responsibility, and implementing it in the hotel enterprises.
6. Putting the social responsibility with a specific budget at the top of priorities of their plans & strategies, but shall be away from public and marketing relations and/or crisis management.

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