

Investigating the Impact of Transformational Leadership Behaviours on Organizational Performance through Psychological Ownership in Gold Industry in Saudi Arabia

Aref Abdulkarem Ali Alhashedi Wan Normeza Wan Jihad Mohammad
Universiti Teknologi of Malaysia, Kuala Lumpur

Abstract

This study focuses on enhancing organizational performance in gold industry in Saudi Arabia. Effective management; in particular, involves good leadership style. The ability to properly manage an organization is equivalent to being an effective leader. Because managing organizations mainly involve being able to direct the efforts a particular group of individuals. Consequently, transformational leadership behaviour can be considered as an effective factor to enhance organizational performance. Organizations can enhance their performance via psychological ownership PO. In recent years, psychological ownership has been a growing interest for numerous authors and researchers. However, there is a lack of empirical studies regarding causes and consequences of PO, and a mediating role of PO in Arab countries; especially, in Saudi Arabia. Accordingly, this research investigates the impact of transformational leadership behaviour as an independent variable on organizational performance through the mediating role of psychological ownership.

1. Introduction

Saudi Arabia possesses more mineral resources than any other country in the Gulf region and the soil in Saudi Arabia is rich in gold. Development of the gold industry sector therefore occupies a prominent position in Saudi Arabia's program. Ma'aden was formed as a Saudi joint stock company on 23 March 1997 for the purpose of facilitating the development of Saudi Arabia's mineral resources. Ma'aden's activities have focused on its active gold business which has grown in recent years to include the operation of five gold mines: Mahd Ad Dahab, Al Hajar, Sukhaybarat, Bulghah, and Al Amar (Ma'aden, 2014). According to World Gold Council (2014), among the top 40 countries in the world Saudi Arabia is the one of largest markets for gold because of trading \$8 billion worth of gold each year.

The role of managers in gold and jewellery companies is very critical and significant in order to enhance the performance of their shops and companies (Fakeeh, 2009). Effective management; in particular, involves good leadership style. The ability to properly manage an organization is equivalent to being an effective leader. Because managing organizations mainly involve being able to direct the efforts a particular group of individuals. Accordingly, transformational leadership behaviour can be considered as an effective factor to enhance organizational performance (Katou, 2015).

In this regard, this study attempts to answer if transformational leadership behaviour can impact positively on organizational performance within gold industry in Saudi Arabia. Transformational leadership behaviours inspire and motivate employees to commit to achieve a shared vision and transform employees into creators or innovators (Bass and Riggio, 2006). More closely, transformational leadership behaviour is generally defined as a relationship between a leader and employees. Within this relationship, employees increase their performance as well as organizational performance (Northouse, 2007).

2. Literature Review

2.1 Organizational Performance

This part of the study reviews the studies which have been conducted so far in connection with organizational performance from various aspects. For example, Chiang and Hsieh (2012), the impacts of perceived organizational protection and psychological empowerment on job performance with regard to the mediating effect of organizational citizenship behaviours have been investigated. The results of this survey specified that both perceived organizational protection and psychological empowerment positively impact on organizational citizenship behaviours; but perceived organizational protection had a negative impact on job performance. The findings of this survey also indicated that organizational citizenship behaviours and psychological empowerment positively impact on job performance.

Antony and haryya (2010) empirically established an indigenously developed model for measuring organizational performance. The paper presented a model based on seven variables, at the overall and work unit level, for measuring organizational performance tested by using a large sample. A structured questionnaire was developed for collecting data from 407 respondents from 230 organizations. Summated scale average method is used for calculation of organizational performance. It was established that organizational performance could be measured by consolidating performance variables, using two different methods: performance can be measured

by averaging the performance variable scores. The authors tested a simple indigenous model for measuring organizational performance for SMEs. It used a summated scale average method for organizational performance.

Top 40 reported official gold holdings (as at December 2014)

No.	Country	Tonnes	% of Reserves
1	United States	8,133.5	73%
2	Germany	3,384.2	68%
3	IMF	2,814.0	-
4	Italy	2,451.8	67%
5	France	2,435.4	66%
6	Russia	1,208.2	12%
7	China	1,054.1	1%
8	Switzerland	1,040.0	8%
9	Japan	765.2	2%
10	Netherlands	612.5	55%
11	India	557.7	7%
12	Turkey	529.1	16%
13	ECB	503.2	27%
14	Taiwan	423.6	4%
15	Portugal	382.5	75%
16	Venezuela	367.6	69%
17	Saudi Arabia	322.9	2%
18	United Kingdom	310.3	11%
19	Lebanon	286.8	22%
20	Spain	281.6	22%
21	Austria	280.0	43%
22	Belgium	227.4	35%
23	Philippines	195.1	10%
24	Kazakhstan	191.8	26%
25	Algeria	173.6	4%
26	Thailand	152.4	4%
27	Singapore	127.4	2%
28	Sweden	125.7	8%
29	South Africa	125.2	10%
30	Mexico	122.7	2%
31	Libya	116.6	5%
32	Greece	112.4	70%
33	BIS	111.0	-
34	Korea	104.4	1%
35	Romania	103.7	9%
36	Poland	102.9	4%
37	Iraq	89.8	5%
38	Australia	79.9	6%
39	Kuwait	79.0	9%
40	Indonesia	78.1	3%

Source: IMF IFS; World Gold Council (2014)

Shahin et al., (2014) investigated the influence of employees' perception of organizational citizenship behaviour and the impact of it on organizational performance. This survey was performed using structural equation modelling (SEM). The statistical population composed of the managers of Mazandaran small- to medium-sized enterprises. The analysis of the data obtained from distributed survey questionnaire has been performed by SPSS18 and AMOS18 software. Findings imply that organizational citizenship behaviour in turn has positive and significant impact on organizational performance. Results of this survey also indicated that organizational citizenship behaviour impacts on sub-criteria of enterprise performance (i.e. financial, customer, learning and growth, internal processes).

Mastrangelo (2013) replicated previous findings exploring the mediating effect of personal leadership on professional leadership and intentions to cooperate, and to extend the model by examining organizational performance. Employees from two school districts (one high performing, the other low performing) in New York

State completed a survey designed to gather their perceptions of study variables. Professional and personal leadership are positively related to employee intentions to cooperate, personal leadership mediates the effect of professional leadership on employee intentions to cooperate, and employees in the high-performing organization rated all study variables higher than employees in the low-performing organization. The study's findings are compelling, and it uses a commonly accepted methodology (i.e. questionnaire), however, its limitations should also be considered. First, predictor and outcome data were both collected from the same respondents. Such an approach could contribute to same source bias. Second, many of our measures were collected via questionnaire.

Anders and Huber (2014) explained how an organization's performance measurement system can influence the appropriateness of an organization's responses to threats. Inductive and deductive reasoning, drawing on major theories and on empirical findings in the management literature. An organization's performance measurement system can influence the effectiveness of the organization's detections of threats and the appropriateness of the organization's responses to threats and, in these ways, contribute to the organization's robustness and sustainability.

2.2 Transformational Leadership Behaviour

This part of the study reviews the studies which have been done regarding the causes and consequences of transformational leadership behaviour in connection with other variables. In addition, this section discusses the construct of transformational leadership behaviour in details as well as its basic differences with management. For example, the fundamental differences between management and leadership have high impact on the way in which business processes are carried out in the organizations. In general, managers exercise control, emphasize rationality, expect employees to operate efficiently, have impersonal attitudes towards achieving goals and importantly, do not involve in risk-taking activities. In contrast, leaders make practical efforts to perform tasks, have personal attitudes towards achieving goals, and importantly, perform risk-taking activities (Zaleznik, 1992). Since leadership is a source of achieving and sustaining competitive advantage, the process of transforming managers into competent leaders will increase the performance of a current firm over its competitors.

Tannenbaum et al. (1961, p. 24) defined leadership as "interpersonal influence exercised in situations and directed, through the communication process, toward the attainment of a specified goal or goals". In general, top-level leaders widely involve in designing hierarchical structure, various policies development, and devising business strategies.

Middle-level leaders usually explain and interpret developed structure, policies, and business strategies to their followers. And low-level leaders administer the structure with the help of knowledge and rewards (Katz and Kahn, 1978). In general, Burns (1978) classified leadership as transactional leadership and transformational leadership.

Transactional leadership is an exchange or trade-off process in which leaders reward either employees' efforts to fulfill obligations or their performance to achieve predetermined goals (Bass and Riggio, 2006). It is in the forms of contingent reward – informing employees that there is a correlation between reward offered and efforts taken to achieve the set goals; management by exception (active) – monitoring employees' job performance and deviations from standard, if necessary, corrective actions have been taken; and management by exception (passive) – carrying out corrective measures once problems have been occurred (Bass, 1999).

Furthermore, transformational leadership behaviors inspire and motivate employees to commit to achieve a shared vision and transform employees into creators or innovators (Bass and Riggio, 2006). Transformational leadership behaviour is generally defined as a relationship between a leader and employees. Within this relationship, employees increase their performance and understand their potential due to the behaviors of leaders (Northouse, 2007). These behaviors are idealized influence, intellectual stimulation, inspirational motivation and individualized consideration. Idealized influence behavior transforms leaders as role models for their employees, promotes leaders to risk takers and polishes leaders to inspire ethical principles (Bass and Riggio, 2006).

Inspiration motivation behavior supports leaders to inspire and motivate employees by providing a very challenging job. It facilitates leaders to communicate expectations and create commitment among employees to achieve shared vision (Bass and Riggio, 2006; Bass and Avolio, 1995). Researchers focus idealized influence behavior as a part of charismatic leadership theory (Dubinsky et al., 1995). In parallel, others describe combined idealized influence and inspirational motivation behaviors as charismatic leadership behavior (Avolio et al., 1999). Intellectual stimulation behavior questions assumptions held by the organizations and re-formulates problem-solving procedure.

2.3 Psychological Ownership

Pesqueux (2012) discussed these manifestations prior to comparing the notion of social contract with psychological contract based on two criteria: an anthropology of the individual and an anthropology of the contract. After delineating the notion of contract (and its correlates agency, gift, exchange and association) and

reviewing the “epithet-based” contracts, the two dimensions of the contract (social and psychological) will be addressed and compared based on two anthropologies, one of the individual and one of the contract. This comparison underscores the relevance of contractualism today and the richness of comparing across different eras and perimeters. If these two aspects have anything in common, it is whatever links the contract with sociality. This comparing process must underscore two limitations, namely anachronism (the two texts were written two centuries apart), and underpinning, a political underpinning in the social contract and an organizational underpinning in the psychological contract. It thus looks as though the organization was made of the same substance as the nation, which – like the notion of governance – may lead to some kind of confusion between contract and constitution, contracting power and constituent powers.

Man and Farquharson (2015) explored psychological ownership (PO) during team-based projects as part of entrepreneurship education. The critical incident technique using semi-structured interviews was adopted on a sample of 20 participants involved in team-based entrepreneurship education activities. From reported critical incidents interpretation of the participants’ perceived ownership behaviour centred on: “what” participants perceived they owned; “when” PO occurred; and “how” they perceived that ownership. Different forms of collective and individual levels PO exist as an important element in the context of team-based entrepreneurship education activities. The form of PO changes at junctures during different stages of team-based entrepreneurship education activity. Moreover, PO is heavily influenced by a range of individual and group-based factors, specifically the social interaction at the start of such projects and self-reflection towards the end. Further investigations might be made on the measures of PO, and on the relationship between PO and learning outcomes in entrepreneurship education. The impact of group dynamics and culture on the formation of PO should be addressed.

Li et al., (2015) investigated the mediating role of psychological ownership which includes both organisation-based psychological ownership (OPO) and knowledge-based psychological ownership (KPO) on the relationship between affective commitment and knowledge sharing. This paper is an empirical study based on structural equation modelling, with a sample of 293 employees from 31 high-technology firms in China. The result indicated that affective commitment had a significant positive effect on OPO but no effect on KPO; OPO was positively related to both common and key knowledge sharing, while KPO exerted a negative impact on both; common knowledge sharing was positively related to key knowledge sharing; the relationship between affective commitment and key knowledge sharing was multi-mediated by OPO and common knowledge sharing. This study mainly focused on the knowledge sharing at an individual level; therefore, the authors suggest future studies re-examine the hypotheses proposed in this research at the team level.

Peng et al., (2014) investigated the relationship between job- and organization based psychological ownership. In addition, the authors explored the emergence and outcomes of psychological ownership in Chinese context. Time-lagged survey data from 158 Chinese participants were used to test several hypothesized relationships employing partial least square techniques. Job-based psychological ownership appeared to mediate the relationship between experienced job control and organization-based psychological ownership. In addition, a statistically significant relationship between job-based psychological ownership and job satisfaction, organizational citizenship behaviors and turnover intentions, and a statistically significant relationship between organization-based psychological ownership and job satisfaction were observed. A negative relationship between organization-based psychological ownership and knowledge withholding was also observed. All questionnaires were self-report.

3. Conceptual framework

3.1 Transformational Leadership Behaviour and Organizational Performance

This section reviews the studies which have been done for the relationship between transformational leadership behaviour and organizational performance. According to Zhu et al. (2013), Over the last 30 years a great deal of research has examined the direct effects of leadership on work outcomes such as job performance, creativity, and organisational citizenship behaviour. During this period the focus of leadership research has shifted from transactional (i.e. where the leaders provide rewards in return for the followers performance) to transformational (i.e. where the leaders motivate their followers to perform beyond expectations) models of leadership (Pillai, 2013). However, although in the last decade scholarly research on the topic of leadership has witnessed an impressive increase, resulting in the development of diverse leadership theories (Dinh et al., 2014), it is only in recent years that research started sorting out the mechanisms that mediate the relationship between transformational leadership and work outcomes (Zhu et al., 2013). One such mechanism has focused on the development of follower trust in the leader (i.e. the belief in the integrity, character, and ability of the leader (Kark et al., 2003).

In another study, Katou and Greece (2015) investigated the serially mediating mechanisms of organisational justice, organisational trust, and employee reactions in the relationship between transformational leadership and organisational performance. The study is based on a national sample of 133 organisations from

the public and private sectors in Greece and on data obtained from 1,250 employees at three hierarchical positions. The statistical method employed is structural equation modelling. The findings of the study suggest that responsive and supportive transformational leadership behaviour have a positive impact on organisational growth. Additionally, this impact is mediated by organisational procedural justice, organisational trust integrity and dependability, and organisational commitment. The major message of the study to decision makers and practitioners is that leaders should work at fostering organisational commitment by improving perceptions of fairness and trust, consistent with the context where the organisation is activated.

Generally, above section pointed the literature for the studies which have been done so far regarding the relationships between transformational leadership behaviour and organizational performance. Thus, this study attempts to investigate for the bellow hypothesis in the gold industry in Saudi Arabia.

H1: Transformational leadership behaviour will have a positive influence on organizational performance in the Saudi Arabian gold industry.

3.2 Transformational Leadership Behaviour and Psychological Ownership

This section reviews the studies which have been done for the relationship between transformational leadership behaviour and psychological ownership. Psychological ownership is about the possessive trends in people and in that sense; it has been around for well over a century (Pierce et al., 2003). However, it is fairly young to organization studies (Luthans and Avolio, 2009). After some initial theorizing (Pierce et al., 2001), researchers have attempted to develop measures as well as empirically test its antecedents and consequences in organizational set up (Avey et al., 2009). The construct appears to have gained a degree of acceptability over the years.

In another study, Alok (2013) asked two research questions: first, how leadership relates to psychological ownership and second, how dyadic duration influences this relationship. Using correlational research design, the author collected cross-sectional data from 182 Indian professionals working in various organizations in India. The author used structural equation modelling to test the study hypotheses. The results showed that leadership positively influenced organization-based promotive psychological ownership; however, it shared no relationship with preventive psychological ownership or territoriality. Relational transparency and self-awareness factorials of leadership influenced belongingness and self-efficacy factorials of psychological ownership beyond what leadership as the second-order factor could account for. Leader self-awareness negatively related to follower self-efficacy. Leadership completely accounted for the effects of moral perspective and balanced processing factorials on psychological ownership. Dyadic duration was not found to have significant moderation effect. Overall, the findings imply that leadership may make followers dependent and allow less relational substitutability. Moral perspective may be more central to leadership construct than self-awareness. Moreover, it may not be appropriate to consider territoriality as a part of psychological ownership construct.

H2: Transformational leadership behaviour will have a positive influence on psychological ownership in the Saudi Arabian gold industry.

3.3 Psychological Ownership and Organizational Performance

Davila and Elvira (2007) used psychological contracts theory to explore performance management practices in Mexico paying particular attention to the impact of national culture, social and structural factors. The paper examines the content of psychological contracts from the viewpoint of both parties in the employment relationship – managers and employees – in the context of performance appraisals. It conducted focus groups and interviews at these two organizational levels in three different organizations. Findings are organized around three themes: performance appraisal systems, the promises (fulfilled and unfulfilled) and the sources of terms and conditions as the content of psychological contracts for managing and participating in performance evaluation systems. For each theme the paper presents and contrasts the viewpoints of managers and employees. Because of the sensitive cultural nature of performance appraisals, the findings help managers implement this process by explaining the underlying psychological contracts in Mexico. Specifically, employees experience the socio-emotional behaviors that accompany performance evaluation and engage in the process at different levels of commitment. Both managers and employees respond according to their needs and what they perceive to be the company's reward.

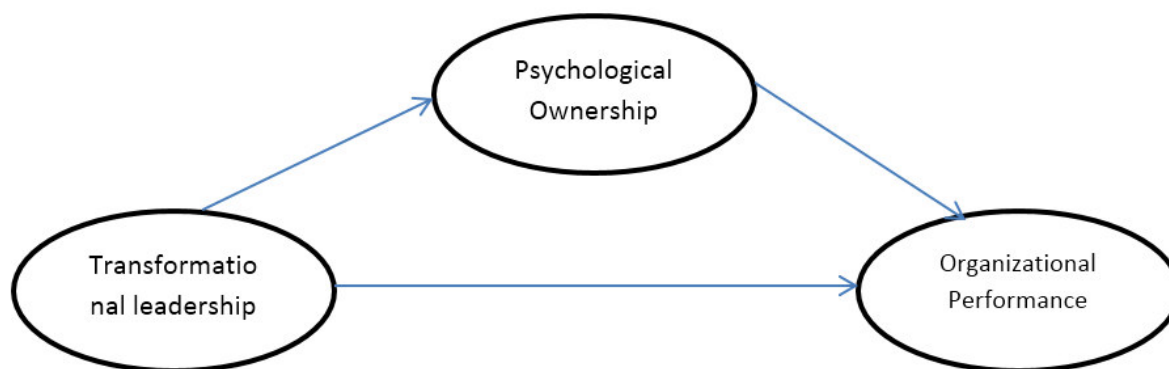
Berent-Braun et al., (2012) examined the relationship of ownership behaviors with both firm financial performance and family assets in the context of family owned businesses. The research framework allows for a comparison of predictions drawn from social psychological, economic, and management literature. The hypotheses are tested using ordinary least squares hierarchical regression analyses conducted on a nonrandom sample of medium and large family businesses. The empirical results identify four potential categories of responsible ownership behaviors: professionalism, active governance, owner as resource, and basic duties. Professionalism (i.e. acting in accordance with expectations and agreements among owners and in relation to the

firm) is the only behavior positively associated with financial performance.

Peng et al., (2014) investigated the relationship between job- and organization based psychological ownership. In addition, the authors explored the emergence and outcomes of psychological ownership in Chinese context. Time-lagged survey data from 158 Chinese participants were used to test several hypothesized relationships employing partial least square techniques. Job-based psychological ownership appeared to mediate the relationship between experienced job control and organization-based psychological ownership. In addition, a statistically significant relationship between job-based psychological ownership and job satisfaction, organizational citizenship behaviors and turnover intentions, and a statistically significant relationship between organization-based psychological ownership and job satisfaction were observed. A negative relationship between organization-based psychological ownership and knowledge withholding was also observed. This paper examined how organization-based psychological ownership emerges from control over work via job-based psychological ownership. The authors also investigated the impact of psychological ownership in Chinese context. Thus, based on the reviewing the literature, this study comes up with the following hypotheses:

H3: psychological ownership will have a positive influence on organizational performance in the Saudi Arabian gold industry.

H4: psychological ownership will mediate the relationship between transformational leadership behaviour and organizational performance in the Saudi Arabian gold industry.



Conceptual Framework

The conceptual frame work of this study brings about possible relationships between constructs namely transformational leadership behaviour, and organizational performance. In this regard, this study presents that transformational leadership behaviour impacts positively on organizational performance through psychotically ownership in the area of gold industry in Saudi Arabia.

4. Discussion

The main concern of this study is to address the relationship between transformational leadership, psychological ownership, and organizational performance. There is one dependent variable in this study named as organizational performance and. More closely, this study attempted to review the studies which have been done for the relationship between the variables of this study. There is one independent variable as transformational leadership behaviour. However, there is one mediating variable named psychological ownership mediating the relationship between dependent and independent variables. In this regard, transformational Leader Behaviours measures how leaders develop and articulate a shared vision and set high expectations that motivate, inspire, and challenge followers (Podsakoff et al., 1996). Organizational Performance is about how successful the organizations are in order to meet their goals (Brown, 2005). Psychological Ownership is a measurement of a cognitive-affective construct defined as, “the state in which individuals feel as though the target of ownership or a piece of that target is theirs,” and reflects “an individual’s awareness, thoughts, and beliefs regarding the target of ownership” (Avey et al., 2008)

In addition, evaluating organizational performance is one of the most important management agendas; because the key to accessing continuous improvement is in the ability to continually evaluate organizational performance. Many organizations have understood the importance of continuous evaluation of performance, and they are applying various approaches to performance evaluation in the organization (Fernandes et al., 2006). Furthermore, transformational leadership behaviour supports multiple paths to provide solutions for solving job problems and restricts leaders from publicly criticizing employees (Bass and Riggio, 2006). In the current business world, it is essential for organizations to form new techniques and gain new thoughts how the administration could keep working and create their business and stay aggressive. Expanding rivalry between the organizations is convincing them to gradually move far from their bureaucratic administration style to a correspondence administration style.

5. Conclusion

Current literature for the relationship regarding the studies for the fields of transformational leadership behaviour and psychological ownership showed inconclusive or even contradictory results. For example, Alok (2013) stated that leadership completely accounted for the effects of moral perspective and balanced processing factorials on psychological ownership. However, it is fairly young to organization studies (Luthans and Avolio, 2009). In addition, in recent years, psychological ownership (PO) has been a growing interest for numerous authors and researchers. However, there is a lack of empirical studies regarding causes and consequences of PO, and a mediating role of PO in Arab countries; especially, in Saudi Arabia (Sayed Ibrahim, 2016). Accordingly, the present research attempts to investigate how this relationship between transformational leadership behaviour and psychological ownership in the gold industry in Saudi Arabia, thus, the research gap that guides the author's inquisitiveness.

In addition, this study highlighted the studies which have been conducted for the relationship between psychological ownership and organizational performance. However, they were similar to this study but some differences were observed as well. For instance, Berent-Braun et al., (2012) examined the relationship of ownership behaviors with both firm financial performance and family assets in the context of family owned businesses. Furthermore, based on the research problem showing an ineffective performance in gold industry in Saudi Arabia (Gold Official Porta, 2012) as well as the lack of studies regarding causes and consequences psychological ownership (Sayed Ibrahim, 2016); therefore, this section concludes the hypotheses regarding the cause and consequences of psychological ownership for the relationship between transformational leadership behaviour and organizational performance in the Saudi Arabian gold industry.

REFERENCES:

- Anders, S., Pyl, P. T., & Huber, W. (2014). HTSeq—a Python framework to work with high-throughput sequencing data. *Bioinformatics*, *btu638*.
- Avey, J.B., Avolio, B.J., Crossley, C. and Luthans, F. (2009), "Psychological ownership: theoretical extensions, measurement, and relation to work outcomes", *Journal of Organizational Behavior*, Vol. 30 No. 2, pp. 173-191.
- Avey, J.B., Avolio, B.J., Crossley, C. and Luthans, F. (2009), "Psychological ownership: theoretical extensions, measurement, and relation to work outcomes", *Journal of Organizational Behavior*, Vol. 30 No. 2, pp. 173-191.
- Bass, B.M. (1999), "Two decades of research and development in transformational leadership", *European Journal of Work and Organizational Psychology*, Vol. 8 No. 1, pp. 9-32.
- Bass, B.M. and Riggio, R.E. (2006), *Transformational Leadership*, Lawrence Erlbaum Associates, Mahwah, NJ.
- Berent-Braun, M. M., & Uhlener, L. M. (2012). Family governance practices and teambuilding: Paradox of the enterprising family. *Small Business Economics*, *38*(1), 103-119.
- Brown, W. A. (2005). Exploring the association between board and organizational performance in nonprofit organizations. *Nonprofit Management and Leadership*, *15*(3), 317-339.
- Burns, J.M. (1978), *Leadership*, Harper & Row, New York, NY.
- Dinh, J.E., Lord, R.G., Gardner, W.L., Meuser, J.D., Liden, R.C. and Hu, J. (2014), "Leadership theory and research in the new millennium: current theoretical trends and changing perspectives", *The Leadership Quarterly*, Vol. 25 No. 1, pp. 36-62.
- Dubinsky, A.J., Yammarino, F.J. and Jolson, M.A. (1995), "An examination of linkages between personal characteristics and dimensions of transformational leadership", *Journal of Business and Psychology*, Vol. 9 No. 3, pp. 315-335.
- Fakeeh, M. S. (2009). *Saudization as a Solution for Unemployment* (Doctoral dissertation, University of Glasgow).
- Fernandes, K., Raja, V. and Whalley, A. (2006), "Lessons from implementing the balanced scorecard in a small and medium size manufacturing organization", *Technovation*, Vol. 26 Nos 5/6, pp. 623-634.
- Kark, R., Shamir, B. and Chen, G. (2003), "The two faces of transformational leadership: empowerment and dependence", *Journal of Applied Psychology*, Vol. 88 No. 2, pp. 246-255.
- Katz, D. and Kahn, R.L. (1978), *The Social Psychology of Organizations*, Wiley, New York, NY.
- MacKenzie, G., & Peng, D. (2014). Introduction (pp. 1-6). Springer International Publishing.
- Northouse, P.G. (2007), *Leadership: Theory and Practice*, Sage, Thousand Oaks, CA.
- Pesqueux, Y. (2012). Social contract and psychological contract: a comparison. *Society and business review*, *7*(1), 14-33.
- Pierce, J.L., Kostova, T. and Dirks, K.T. (2001), "Toward a theory of psychological ownership in organizations", *Academy of Management Review*, Vol. 26 No. 2, pp. 296-310.
- Pillai, R. (2013), "Transformational leadership for crisis management", in Dubrin, A.J. (Ed.), *Handbook of*

- Research on Crisis Leadership in Organizations, Edward Elgar Publishing, Cheltenham, pp. 47-66.
- Podsakoff, P.M., MacKenzie, S.B. and Bommer, W.H. (1996), "Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors", *Journal of Management*, Vol. 22 No. 2, pp. 259-298.
- Shahin, A., Shabani Naftchali, J., & Khazaei Pool, J. (2014). Developing a model for the influence of perceived organizational climate on organizational citizenship behaviour and organizational performance based on balanced score card. *International Journal of Productivity and Performance Management*, 63(3), 290-307.
- Tannenbaum, R., Weschler, I.R. and Massarik, F. (1961), *Leadership and Organization*,
- Upadhyay, S. K., Kumar, J., Alok, A., & Tuli, R. (2013). RNA-guided genome editing for target gene mutations in wheat. *G3: Genes| Genomes| Genetics*, 3(12), 2233-2238.
- Zaleznik, A. (1992), "Managers and leaders: are they different?", *Harvard Business Review*, Vol. 72 No. 2, pp. 126-135.
- Zhu, W., Newman, A., Miao, Q. and Hooke, A. (2013), "Revisiting the mediating role of trust in transformational leadership effects: do different types of trust make a difference?", *The Leadership Quarterly*, Vol. 24 No. 1, pp. 94-105.