

The Influence of Transformational Leadership Behaviours on Oman Public Employees' Work Performance

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Abstract

The purpose of this paper is to investigate the influence of transformational leadership behaviors work performance in the context of Omani governmental organizations. The research emphasizes that transformational leadership is a crucial element to enhance employees' performance. Transformational leadership Inventory was used to measure transformational leadership behaviors. Contextual and task performance were used to measure work performance. Quantitative survey method was applied and a sample of 335 middle-level managers of Omani public civil service organizations was selected to answer the instrument. Analysis of Moment Structures (AMOS) was utilized to analyse the collected data and test the research questions, and hypotheses. The techniques of data analysis comprised descriptive statistics, a Confirmatory Factor Analysis (CFA), and a Structural Equation Modeling (SEM) analysis. The empirical results indicate that transformational leadership behaviours (core transformational leadership, providing individualized supports, intellectual stimulation, and setting high performance expectation) have a significant impact on contextual performance. Whereas, core transformational leadership and providing individualized supports have a significant impact on task performance.

Keywords: Contextual performance, Oman, Public organization, Task performance, Transformational Leadership behaviors, Work performance

1. Introduction

In recent years, organizations have been living in an era where change becomes inevitable, and they are operating dynamically, which, in turn, require a very quick response to the fast movement in business domain. The challenge of performance improvement in organizations has intensified along with the struggle to supervise the quality of the workplace and globalization, international trade, the rising expectation of citizens, and accelerated competition among organizations all have led to organizations' focusing, particularly, on the quality within the contexts of the past few decades (Akdere, 2006). Organizations have different sources distinguish them from their competitors; some of these sources are the leader's ability to fuse organization production skills and new technologies into practice that empowers specific entities to familiarize the rapidly changed chances (Hamel & Prahalad, 1990).

Transformational leaders influence followers and drive organizational changes by promoting process values such as honesty, loyalty, and fairness, while emphasizing the end values of justice, equality, and human rights (Mendonca, 2001). Transformational leaders raise their subordinates' emotions instead of depending on rational process to motivate them (Moss & Ritossa, 2007). Leaders have positive effects on their subordinates by creating a sense of attachment to the job, being fair, and recognizing good performance (Macey & Schneider, 2008).

Indeed, all over the world public organizations face numerous challenges and obstacles to be more responsive to the needs of citizens (Nusair *et al.*, 2012). Oman is no exception; after raising expectation of Omani citizens, the Omani government has encouraged Omani public organizations to develop and enhance their performance (Ministry of Civil Service, 2012).

Earlier researcher (Ali *et al.*, 2014; Dvir *et al.*, 2002; Givens, 2011; Joo & Lim, 2013; Jose & Mampilly, 2014; Lee *et al.*, 2007; Manaf & Latif, 2014; Miao *et al.*, 2012; Tuuli & Rowlinson, 2009; Yıldız *et al.*, 2014) revealed that, there are numerous factors may impact employees' work performance, for instance, Job satisfaction, adoptability culture trait, social structure and psychological empowerment, employee work engagement,

organization commitment, and leadership.

No doubt, leaders are committed to handle the demand of changes that arise from both the inside and outside organizations (Kouzes & Posner, 2003). Multiple researchers and practitioners have stressed that leaders have to foster the acceptance of group goals and support group goals by encouraging subordinates to work together toward the achievement of their organizations' objectives (Bennis & Nanus, 1985; Podsakoff *et al.*, 1990).

Al Zefeiti and Mohamad (2015) suggest that effective leaders who have appropriate proficiency is needed in Omani organizations to deal with unpredictable events that may occasionally arise to increase their employees' performance. However, researchers argue that there remains a gap in leadership literature specifically in Middle East and North Africa (Mendenhall *et al.*, 2008; Pless *et al.*, 2011; Rao & Abdul, 2015).

2. Problem Statement

Public organizations take a leading role in providing the best services to the community such as, health services, educational services, transportation and communications, and housing services. However if they want to be more successful, they need to response very quick to the fast movement in business domain by clearly encourage and foster subordinates' performance. Leadership is a crucial factor that may have considerable influence on work performance (Yukl, 1998). Therefore, public sector needs professional leaders to achieve organizational goals and objectives.

Previous research has devoted a great deal of attention to the relationship between leadership and work performance. The findings in this area, however, are not entirely consistent Therefore, the relationship between transformational leadership and work performance has attracted considerable interest from both practitioners and academics. Much of the interest on these variables is based on the outcomes of the previous researches which have revealed that these concepts may have an influence on the organizational goals (Khan *et al.*, 2013; Yousef, 2000).

Yet, there is limited research investigating leadership within public sector organizations (AlKindy *et al.*, 2016; Andersen, 2010; Fernandez *et al.*, 2010; Teelken *et al.*, 2012). Although incredible achievements were recorded by previous research, emphasizing the overall significance of transformational leadership in enhancing employees' work performances; there is also considerable reported research that calls for the needs to examine individual transformational leadership dimensions (Deinert *et al.*, 2015). More specifically, there is a lack of studies that investigated the influence of transformational leadership behaviours demonstrated by Omani top managers level and how that impact employees' work performance. This study, therefore, is unique as it will help to address this issue in an effort to improve the understanding of the influence of transformational leadership on employees' work performance in Arabian Gulf Countries in general and in Omani setting in particular.

3. Research Objective

The aim of this paper is to investigate the influence of transformational leadership behaviours (dimensions) on Omani employees' contextual and task work performance. Based on the research objective stated, the following research question was addressed:

Q1. Do transformational leadership behaviours (dimensions) influence Omani public employees' contextual and task work performance?

4. Literature Review

4.1 Transformational Leadership

Transformational leadership is a familiar topic and it is the most outstanding issue in recent research and theories of leadership (Davidson, 2014; Palrecha *et al.*, 2012; Taylor, 2014). Transformational leadership is the most frequently leadership research since the 1970s (Bass, 1985; Bass *et al.*, 1990) for increasing motivation (Charbonneau *et al.*, 2001), performance (Barling *et al.*, 2002), identification and high innovation (Bass *et al.*, 2003; Scott, 2003) and managing organizations change (Bass and Riggio, 2006). Avolio *et al.* (1991) asserted that change and development are the two key elements necessary for any supervisor to become a transformational leader. Cacioppe (1997) argues that one of transformational leadership tasks is encouraging followers to adopt the vision of organisation as their own. Moreover, Burns (1978) reveals that transformational leadership inspires followers to enhance the level of their ethics, beliefs and coalition with the objectives of the organisation. Bass (1985); Shamir *et al.* (1993); and Sashkin (2004) perceive transformational leaders have the capability of inspiring and motivating followers to accomplish organizations' goals as their own. Transformational leaders make subordinates aware of the need for personal development and achievement and motivate them to work for the good of the organization (loyalty) rather than for their personal gain (George and

Jones, 2008). Schepers *et al.* (2005) claimed that transformational leaders allow employees to think creatively, analyzed the problem from numerous angles and explored new and better solutions of the problem by using technology. Sarros *et al.* (2002) suggest that transformational leadership is an approach to leadership that based on encouraging others to perform more than what they originally thought possible. Leadership in Omani governmental organisations stresses on transformational leadership to enhance its performance. Podsakoff *et al.* (1990) have conceptualized transformational leadership behavior inventory (TLI) that consisting four key behaviours associated with transformational leaders such as, (1) core transformational leadership that consists articulating a vision, providing a role model, and fostering the acceptance of group goals, (2) providing individualized support, (3) high performance expectations, (4) intellectual stimulation. Nutt and Backoff (1993) argue that transformative leader who articulate a vision of change, encourages subordinates to participate in change process and support them to perform the predetermine change to achieve the desired objectives. Walumbwa *et al.* (2004) Leaders who provide an appropriate model can foster subordinates' loyalty and respect through desired behaviors. Pillai and Williams (2004) transformational leaders can encourage subordinates becoming more committed to their organization by promoting cooperation between subordinates, assisting them to work together, and getting them transcend their personal self-interest for the good of the group. Providing individualized support behaviours encourage subordinates to take on increasingly more responsibilities in order to develop to their full potential (Avolio & Bass, 1995). Leaders who successfully behave intellectual stimulation, support change, persuade subordinates to be risk takers, and encourage them to think creatively and innovatively (Bass and Riggio, 2006). Transformational Leadership researches focus primarily on profit organisations such as private sector's organisations, but recently, many researchers have called for conducting transformational leadership research in public organisations (AlKindy *et al.*, 2016; Andersen, 2010; Currie *et al.*, 2009; Fernandez *et al.*, 2010; Teelken *et al.*, 2012; Vogel & Masal, 2012).

4.2 Work Performance

Employees work performance is essential for any organization as it produces organizational overall performance (Berberoglu & Secim, 2015). Work performance contains employees' behaviour relevant to production of goods and services (Hughes *et al.*, 2008). Work performance is the whole goals and objectives that accomplished by a certain employee (Griffin, 2004). This performance results jointly from employee's effort and ability toward achieving organization's targets. Kocak (2006) defines performance as all activities that employees involve to fulfil their obligations toward achieving organizational goals and objectives. Indeed, all organizations whether they are, public, private, profitable or non-profitable have objectives and goals. Therefore, work performance is defined as behaviour that is related to accomplish organizations' goals and objectives (Campbell, 1990).

Performance is classified into two categories; that is task performance and contextual performance (Borman & Motowidlo, 1993). Task performance comprises in-role responsibilities that differ from one job to the other. It refers to employees' direct involvement in practical duties in the process of achieving practical outcomes (Borman & Motowidlo, 1997). Task performance refers to job-specific behaviours including core job responsibilities (Motowidlo & Schmit, 1999). Task performance, also, represents labour activities that are specified by an official job description (Harrison *et al.*, 2006).

Contextual performance represents extra-role activities that support the social and organizational environment (Borman & Motowidlo, 1993). Contextual performance refers to employees' contribution in activities that shape working contexts (Borman & Motowidlo, 1997). Contextual performance also refers to non-job specific behaviours such as, volunteering for extra work, following rules and regulations (Motowidlo & Schmit, 1999). Contextual performance, also, represents voluntarily motivated work behaviours that go beyond an official job description but contribute to the psychological and social contexts around the job (Harrison *et al.*, 2006).

Tan and Lau (2012) argued that the choice of performance measures used to assess employee work performance is critical due to its effect on employees' attitudes such as their perceptions of fairness, job satisfaction and organisational commitment.

Indeed, employees are required to do their ordinary duties in accordance to their formal job descriptions. Employees are also expected to expand their efforts to go beyond their formal job requirement and to exert extra effort to suggest creative and innovative ideas to enhance their organizational effectiveness (Law *et al.*, 2010). Employees are required to coordinate with other and discuss organizational issues, exchange ideas, suggest and recommend ways to accomplish extraordinary work (Borman & Motowidlo, 1993).

4.3 The Influence of Transformational Leadership on Work Performance

Enhancing employees' work performance to achieve organisational goals and objectives is an enduring challenge for most organizations. Researchers have conducted many studies to identify the factors responsible for

increasing employees' work performance (Kamdar & Van Dyne, 2007; Wang *et al.*, 2005). Certainly, leadership is a crucial factor that may have considerable influence on work performance (Yukl, 1998). Practically, Sarmiento *et al.* (2007) state that all existing theories of leadership asserted that leaders can have a substantial influence on subordinates performance.

Indeed, supervisors play a bridge role between the organization and the employees, as they play an effective role in new employees' adaption to the organization. Transformational leaders have a considerable influence on employees' work performance by stimulate them to accept organizational goals and objectives as their own goals. Employees under supervision of transformational leaders, are able to have control and authority over their work, which in turn, enhance their work performance. Also, employees are encouraged to use their abilities and bring their own ideas to solve problems (Şahin *et al.*, 2014). Researchers asserted that transformational leadership is one of the most influential factors motivating public employee performance (Paarlberg & Lavigna, 2010; Park & Rainey, 2008; Trottier *et al.*, 2008; Wright *et al.*, 2012).

Numerous of researchers postulate that the most influence of transformational leadership is the ability of leaders to lift ordinary people to extraordinary heights and cause subordinates to achieve more than they are expected to do, because they are expected to perform beyond the level of expectations (Bass, 1985; Yukl, 1989). However, Podsakoff *et al.* (1990) posit that the majority of researches that have been conducted to investigate the influence of transformational leadership on performance, in fact, focused on the impact of transformational leadership on in role performance instead of extra role performance. Therefore, transformational leaders are urged to focus on subordinate's extra-role performance (Bass & Riggio, 2006) rather than in-role performance (Graham, 1988).

Certainly, previous research has devoted a great deal of attention to the relationship between leadership and work performance. The findings in this area, however, are not entirely consistent. In the last few years, other researchers, also, revealed that there is no linkage between transformational leadership and work performance (Chi *et al.*, 2007; García-Morales *et al.*, 2012).

Nevertheless, researchers point out that there is a positive relationship between transformational leadership and work performance (Bono & Judge, 2003; Choi, 2006; Mullen & Kelloway, 2010; Senthamil & Palanichamy, 2011; Walumbwa *et al.*, 2008; Wang & Howell, 2012). Moreover, Podsakoff *et al.* (1996) suggest that individualized support, and fostering the acceptance of group goals have a significant effect on employee in-role performance.

Indeed, numerous of researchers have suggested that there is a positive association between leaders' consideration and subordinates' work performance (Farris & Lim Jr, 1969; Greene, 1975; Lowin & Craig, 1968). Furthermore, MacKenzie *et al.* (2001) state that there is a direct relationship between transformational leadership dimensions (e.g. individualized support and intellectual stimulation) and performance. They further state that some aspects of transformational leadership are related both directly and indirectly to performance while high performance expectations were not related either directly or indirectly to performance.

Deconinck and Beth (2013) have examined the relationship between transformational leadership and performance. Transformational leadership behaviour were measured using the transformational leadership behaviour Inventory developed by Podsakoff *et al.* (1990). The results show that two measures of transformational leadership, individualized support and core transformational behaviour that consists articulating a clear vision, providing an appropriate model, and fostering the acceptance of group goals were related positively to increased performance by the sales force. Also, they suggest that a sales manager who articulates a vision and serves as a role model for salespeople can influence their performance. However, the result exhibited that setting high performance expectation and stimulating salespeople intellectually do not lead to increased performance.

Therefore, the contradictory research findings in previous researches guided this study to investigate the transformational leadership behaviours influence on Omani employees' work performance, as shown in Figure 1, which led to the design research hypotheses.

H1: Core transformational leadership has a direct impact on task performance

H2: Providing individualized support has a direct impact on task performance

H3: Intellectual stimulation has a direct impact on task performance

H4: Setting high performance expectations has a direct impact on task performance

H5: Core transformational leadership has a direct impact on contextual performance

H6: Providing individualized support has a direct impact on contextual performance

H7: Intellectual stimulation has a direct impact on contextual performance

H8: Setting high performance expectations has a direct impact on contextual performance

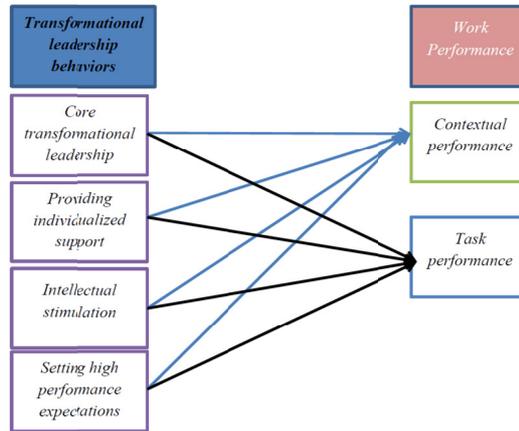


Figure 1: Research Framework

5. Research Methodology

5.1 Sample and Data Collection

This research attempted to describe the impact of transformational leadership behaviors on work performance. The quantitative data was collected through survey instrument out of (500) questionnaires were distributed with (360) returning. Of the (360) that returned, (25) questionnaires were rejected, due to incomplete and defective response given by the respondents, resulting in (335) usable questionnaires yielding a response rate of 93%. Details are demonstrated in Table 1.

The stratified sample sampling was used in this study and the sample size has been chosen according to the population of Omani public civil services organizations that applying Civil Service law and the percentage of the middle managers in each organizations then the sample was selected randomly.

The data were then analyzed using Statistical Package for Social Sciences (SPSS) and AMOS. The questionnaire applying five-point Likert scale.

Table 1. Response Rate of the Questionnaire

Survey method	Questionnaire	Frequency	Percentage (%)
Paper Survey	Return	Returned	360
	Rate	Unreturned	140
	Usable Rate	Useable and Non Defective Responses	335
		Defective Response and Rejected	25
			72
			28
			93
			7

5.2 Transformational Leadership Dimensions

Transformational leadership behaviours (TLB) was measured using scale developed by Podsakoff *et al.* (1990). The scale used four dimensions to measure the TLB. The dimensions are core transformational leadership (Core), providing individualized support (PIS), intellectual stimulation (IS), and setting high performance expectations (SHPE) (Deconinck & Beth, 2013; MacKenzie *et al.*, 2001; Schwepker Jr & Good, 2013). To describe their direct supervisor’s leadership behavior, participants responded to 29 items, twenty three questions adapted from Podsakoff *et al.* (1990), and six questions were developed for this study, an example of measurement is, my leader gets the group to work together for the same goal, making use of 5-point rating scales with 1 = Strongly disagree and 5 = Strongly agree.

5.3 Work Performance Subscales

Work performance instrument is composed of two subscales corresponding to different types of work performance; (a) task performance (WPR) (O’Reilly & Chatman, 1986; Williams & Anderson, 1991), and (b) contextual performance (WPE) (Brockner *et al.*, 1992; May *et al.*, 2002). To describe their work performance, participants responded to 12 items, making use of 5-point rating scales with 1 = Strongly disagree and 5 = Strongly agree.

6. Result

As factor analysis and structural equation modeling both necessitate variables to be normality distributed, it was crucial to test normality in this research to confirm whether that a sample of observation comes from a normal distribution (Hair *et al.*, 1995; Kline, 2011; Tabachnick & Fidell, 2001). Utilizing AMOS, an examination of both skewness and kurtosis showed that the absolute values were within the recommended levels suggesting univariate normality. However, there was one items (WP.Role6r) in the work performance construct which does not have normal distribution. The work performance construct consists of twelve items. Since only one item of all the twelve items does not meet the normality assumption, it appears that this situation should not be a major concern.

In the measurement model, as shown in Figure 3, all the items were tested to check, whether all the confirmed items of constructs, significantly contribute as a whole in the proposed model of the current study. Table 2 indicated that, the default model required some adjustments, in order to achieve the required model fitness. First step was to remove those items, showing factor loading less than 0.50 (Hair *et al.*, 2010). Initial results signalled a weak model fit and item loadings of the constructs. Table 2 shows the results of the initial factor loadings of items IAV6, WP.Role5, WP.Role6, WP.Extra2 and WP.Extra6 were removed from the further analysis due to low value of factor loading, rest of the items were retained.

Table 2. Factor loadings

Construct	Items	Item Loadings	Result	
CORE	IAV6	0.487	Removed	
	IAV	IAV5	0.770	Retained
		IAV4	0.798	Retained
		IAV3	0.789	Retained
		IAV2	0.791	Retained
		IAV1	0.830	Retained
	PAM	PAM4	0.782	Retained
		PAM3	0.889	Retained
		PAM2	0.910	Retained
		PAM1	0.843	Retained
	FAGG	FAGG7	0.568	Retained
		FAGG6	0.803	Retained
		FAGG5	0.788	Retained
		FAGG4	0.860	Retained
		FAGG3	0.847	Retained
		FAGG2	0.874	Retained
		FAGG1	0.857	Retained
	PIS	PIS4.r	0.911	Retained
PIS3		0.876	Retained	
PIS2		0.854	Retained	
PIS1.r		0.859	Retained	
IS	IS4	0.827	Retained	
	IS3	0.848	Retained	
	IS2	0.845	Retained	
SHPE	IS1	0.830	Retained	
	SHPE4	0.814	Retained	
	SHPE3	0.816	Retained	
	SHPE2	0.930	Retained	
WPR	SHPE1	0.932	Retained	
	WP.Role1	0.755	Retained	
	WP.Role2	0.745	Retained	
	WP.Role3	0.675	Retained	
WPE	WP.Role4	0.655	Retained	
	WP.Role5	0.315	Removed	
	WP.Role6r	0.271	Removed	
	WP.Extra1	0.884	Retained	
	WP.Extra2	0.295	Removed	
	WP.Extra3	0.821	Retained	
	WP.Extra4	0.684	Retained	
	WP.Extra5	0.832	Retained	
	WP.Extra6	0.304	Removed	

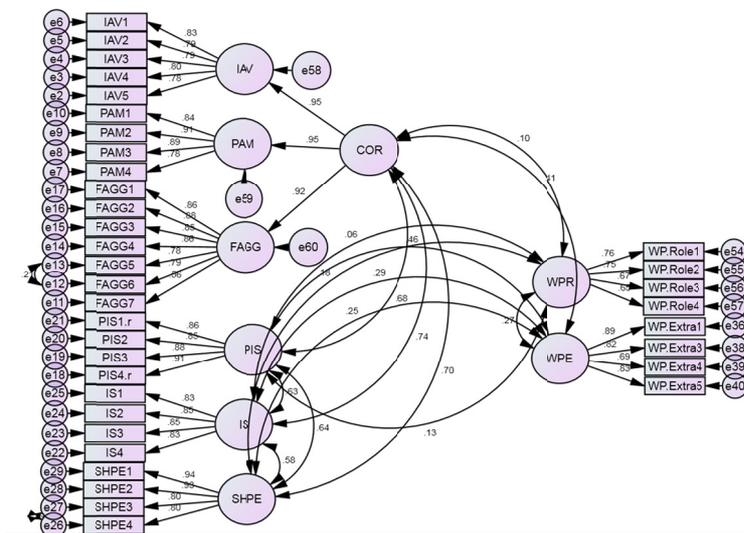


Figure 2. Measurement model

The values for goodness of fit was Chi-Square= 9.93; (DF=2), Relative Chi-Sq (<5.0) = 4.98, CFI=0.996, TLI= 0.931, NFI= 0.995, GFI=0.994. RMSEA= 0.041. These values showed that measurement model achieved good model fitness. The last step for achieving model fitness was to correlate error terms of the items having modification indices above than 40.

Convergent validity determines the amount of correlation, among the measures of the same concept (Arbuckle, 2011; Hair *et al.*, 2010; Rasli, 2006). The convergent validity is achieved when all items in a measurement model are statistically significant. Awang (2014) recommends that the value of average variance extracted (AVE) should be equal to or greater than 0.50 to validate using a construct. Thus, as shown in Table 3 the convergent validity for this scale was established because each factor loading constructs was more than .50 (Awang, 2014).

Table 3. Convergent Validity

Construct	Items	Item Loadings	CR	AVE
COR	IAV5	0.778	0.958	0.884
	IAV4	0.8		
	IAV3	0.79		
	IAV2	0.794		
	IAV1	0.83		
	PAM4	0.784		
	PAM3	0.889		
	PAM2	0.909		
	PAM1	0.844		
	FAGG7	0.564		
FAGG	FAGG6	0.791	0.929	0.766
	FAGG5	0.776		
	FAGG4	0.861		
	FAGG3	0.849		
	FAGG2	0.878		
	FAGG1	0.86		
	PIS4.r	0.91		
PIS	PIS3	0.876	0.904	0.702
	PIS2	0.854		
	PIS1.r	0.859		
IS	IS4	0.825	0.925	0.756
	IS3	0.85		
	IS2	0.848		
	IS1	0.827		
SHPE	SHPE4	0.798	0.925	0.756
	SHPE3	0.799		
	SHPE2	0.933		
	SHPE1	0.937		

WPR	WP.Role1	0.805	0.801	0.503
	WP.Role2	0.758		
	WP.Role3	0.752		
	WP.Role4	0.758		
WPE	WP.Extra1	0.754	0.884	0.658
	WP.Extra2	0.753		
	WP.Extra3	0.674		
	WP.Extra4	0.65		
	WP.Extra5	0.832		

The measurement model should be free from redundant items to achieve discriminant validity (Awang, 2014). The inter-construct correlation of each variable and square root of average variance extraction indicate that all the constructs have adequate discriminant validity, as the square root of average variance extracted is greater than inter-construct correlation of each variable and also the values of inter construct are less than .85 (Awang, 2014). Thus, these results provide sufficient evidence of discriminant validity of the constructs (see table 4).

Table 4. Discriminant Validity

Constructs	IS	PIS	SHPE	WPR	WPE	COR
IS	0.838					
PIS	0.633	0.875				
SHPE	0.582	0.635	0.869			
WPR	0.060	0.134	0.181	0.709		
WPE	0.289	0.461	0.251	0.266	0.811	
COR	0.741	0.682	0.703	0.099	0.414	0.940

This study hypothesized that, four behaviours of transformational leadership (Core transformational leadership, Providing Individual Support, Intellectual Stimulation, setting high performance expectation) have a significant effect on work performance (Contextual and Task) (H1 and H8). Figure 2 illustrates results of the path model.

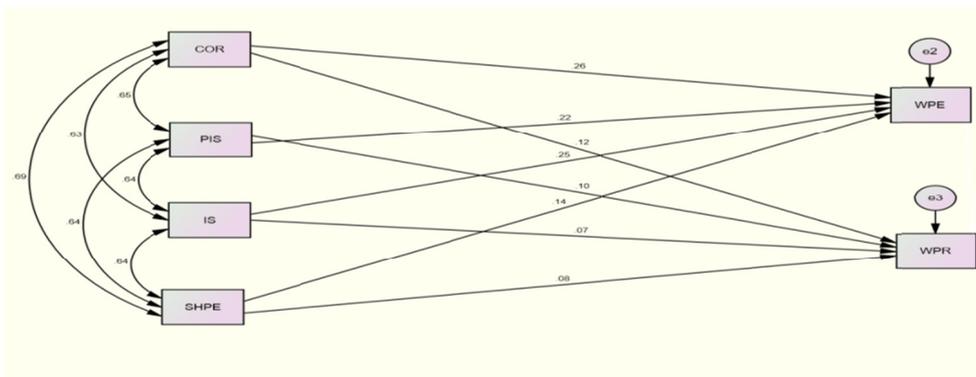


Figure 3. Transformational Leadership- Work Performance

The researcher proposed the hypothesis *H1: Core transformational leadership has a direct impact on task performance*. Results as shown in table 4 indicated that the path coefficient value is 0.134; critical ratio is 2.63 and p value 0.009. This indicates the significance of the direct relationship between Core and WPR. The researcher proposed the hypothesis *H2: providing individualized support has a direct impact on task performance*. Results as shown in table 4 indicated that the path coefficient value is 0.113; critical ratio is 2.33 and p value 0.020. This indicates the significance of the direct relationship between PIS and WPR. The researcher proposed the hypothesis *H3: intellectual stimulation has a direct impact on task performance*. Results as shown in table 4 indicated that the path coefficient value is 0.086; critical ratio is 1.72 and p value 0.086. This indicates there is insignificant direct relationship between IS and WPR. The researcher proposed the hypothesis *H4: setting high performance expectations has a direct impact on task performance*. Results as shown in table 4 indicated that the path coefficient value is 0.091; critical ratio is 1.84 and p value 0.066. This indicates there is insignificant direct relationship between SHPE and WPR.

The researcher proposed the hypothesis *H5: Core transformational leadership has a direct impact on contextual performance*. Results as shown in table 4 indicated that the path coefficient value is 0.27; critical ratio is 4.57 and p value 0.000. This indicates the significance of the direct relationship between Core and WPE. The researcher proposed the hypothesis *H6: providing individualized support has a direct impact on contextual*

performance. Results as shown in Table 5 indicated that the path coefficient value is 0.24; critical ratio is 4.17 and p value 0.000. This indicates the significance of the direct relationship between PIS and WPE. The researcher proposed the hypothesis *H7: intellectual stimulation has a direct impact on contextual performance*. Results as shown in table 4 indicated that the path coefficient value is 0.269; critical ratio is 4.68 and p value 0.000. This indicates the significance of the direct relationship between IS and WPE. The researcher proposed the hypothesis *H8: setting high performance expectations has a direct impact on contextual performance*. Results as shown in table 4 indicated that the path coefficient value is 0.14; critical ratio is 2.48 and p value 0.013. This indicates the significance of the direct relationship between SHPE and WPE.

Table 5. Testing Hypothesis Using Standardized Estimates (Hypothesized Model)

	Hypothesized path			B	S.E.	C.R.	P	Supported
H1	Core	→	WPR	.134	.051	2.631	.009	Yes
H2	PIS	→	WPR	.113	.049	2.326	.020	Yes
H3	IS	→	WPR	.086	.050	1.717	.086	No
H4	SHPE	→	WPR	.091	.049	1.836	.066	No
H5	Core	→	WPE	.270	.059	4.574	.000	Yes
H6	PIS	→	WPE	.236	.057	4.166	.000	Yes
H7	IS	→	WPE	.269	.058	4.676	.000	Yes
H8	SHPE	→	WPE	.144	.058	2.475	.013	Yes

7. Research Contributions and Recommendation for Future Study

This study is expected to provide additional insight into the influence of transformational leadership behaviours, on work performance, which should contribute to the future development of this line of research, specifically, in a non-western country. It expands the generalizability of transformational leadership behaviours beyond the limits of US-EU contexts, as this research has been conducted in a developing country e.g. Omani governmental organizations and thus samples from several governmental sectors, such as, finance, manpower, education, tourism, and health were examined, thereby answering the call for research on leadership in different cultures (Gardner *et al.*, 2010; Hartog and Dickson, 2012; Kuchinke, 1999; Pieterse *et al.*, 2010). Accordingly, the results of this study will strengthen the existing knowledge on the effectiveness of US-based transformational leadership behaviours in developing countries.

Moreover, from a practical viewpoint, Omani public organizations are advised to invest more in transformational leadership training and in the selection of top level managers with these leadership behaviors to increase their employees' work performance. Thus, the current research should attract public sector leaders' attention to the importance of adopting the appropriate transformational leadership behaviours. These could result in enhancing employees' employees' work performance, consequently providing quick and good services to citizens.

The findings of the present research are limited to the middle-level managers in the Omani public civil service organizations and thus cannot be generalized to the Omani context as a whole. Future longitudinal and experimental research that covers both Omani public and private organizations would help confirm the causal paths investigated in the current research.

8. Limitation

It is imperative to note that since this research examined the transformational leadership behaviours of top-level managers and their impact on middle-managers' work performance within public service organizations. It limits the nature of this kind of highly sensitive information. The extraction of this kind of highly sensitive information may be less accurate due to the reluctance divulge. Additional research, preferably qualitative research, should now be conducted to compensate for any lack of data in this current study

9. Conclusion

The purpose of this study is to examined the influence of each transformational leadership components on employee work performance. Transformational leadership dimensions are positively related to employee work performance. This indicates that transformational leadership components emerged as the contributing factor and play important roles in enhancing employees' work performance. Moreover, the need to extend the research on the influence of separate dimensions of transformational leadership to gain a deeper understanding of the nature and the antecedents of these leadership behaviours, rather than the usual practice of combining them into one overall scale as reported in the literature (Deinert *et al.*, 2015; Van Knippenberg and Sitkin, 2013) is met in this

research, by examining the influence of individual transformational leadership dimensions on contextual and task performance. There are limited studies that have examined the relationships between transformational leadership dimensions and contextual and task performance generally and with respect to Omani public service organizations. One of the objectives of this research is to examine these relationships, by investigating the direct effects between them. It is therefore demonstrated through the findings from this research, that a significant relationship exists between some of transformational leadership dimensions and some of work performance dimensions. Indeed, this research has empirically investigated the conceptual model and demonstrated that all transformational leadership behaviours such as core transformational leadership and providing individualized support, intellectual stimulation and setting high performance have a positive direct influence on employees' contextual work performance and two of transformational leadership behaviours such as core transformational leadership and providing individualized support, have a direct influence on employees' task performance. Thus, the results of this research emphasize that transformational leadership dimensions have different impacts on employees' work performance.

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