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RESEARCH ARTICLE

Consideration and Methodological Approaches in Studying Transformational leadership Impact on Work Performance Behaviors.

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Abstract

The purpose of the current paper is to shed light on the mythological approaches of developing behavioral and cognitive explanation of performance at work place, concentrating on the significant role of transformational leadership and psychological empowerment in an Omani Arab work environment. The most appropriate methodology adopted in this research paper is pragmatic, deductive, quantitative, explanatory, hypothesis testing, survey type and cross sectional time frame research. The detailed measuring instrument based on quantitative survey is utilized to encompass the three main areas of data collection, transformation leadership behaviors, psychological empowerment and work performance behaviors. The methodological approaches also encompasses, data analyses strategy, descriptive statistics and, the requirements and the usage of Structural Equation Modeling (SEM). In this study, to comprehend the strength of independent and mediation construct applicability for the enhancement of behavior performance is most definitive requirement. The problem is converged in a low level of performance in Omani Civil Services Agencies. This performance is a requirement to provide the expected high level of services to their end users. This methodological approach was design as part of research methodology of doctorate thesis in the role of transformational leadership in enhancement work performance behaviors, mediating the role of psychological empowerment of the Omani Civil Services Agencies (OCSA).

Introduction:-

The context of this study is the Omani Civil Service Agencies (OCSA) located in Oman, an Arabian developing country that is located in the south east of the Arabian peninsula with population of around five million. OCSA consist of 36 public agencies that implement the Civil Service Law. The main purpose of these agencies in to provide civil services to the Omani public. OCSA considered the largest employer of Omani work force in public sector, around 179 thousand employee work in this sector with 1622 Middle Manager and 4439 Heads of Section (HoS) (Ministry of Civil Services, 2015). In Oman since the early 1970s, extraordinary efforts have been exerted in private and public sectors striving for development of the human resources in order to reach a trustworthy level in comparison to other developed countries in the field of human resources development (Al Zefeiti & Mohamad, 2015). With the leadership of His Majesty the Sultan Qaboos, Sultan of Oman, Oman took a large step of advancement, from a single economy with large deficiencies in modern infrastructure and advanced public services into a modern state with advanced infrastructure, health, education and diversified economical system (AL-Saleh, 1998; Al Zefeiti & Mohamad, 2015).

However, with emerging economies, and the scarcity of the resources, there is a challenge in many of the developing countries such as Oman to cope with world requirement of having an effective work force with high level of performance that is required to overcome these economical constraints. This challenge extends to OCSA and that to have work force with an adequate level of performance, that is required cope with these economical constraints (Ministry of Civil Services, 2012). These challenges may be attributed to the quality and type of leadership of these organizations (Al Zefeiti & Mohamad, 2015; Ministry of Civil Services, 2012). Individual member performance in the organization is the main drive of its overall organizational performance (Ali, Jan, Ali, & Tariq, 2014). Leadership style and behaviors have a significance impact of enhancement individual work performance behaviors, thus increases the overall organizational performance (Ali et al., 2014; Common, 2011). Transformational leadership is a form of leadership that may improve work performance (Khan & Varshney, 2013). Therefore, the examination of leadership styles of OCSA is a fundamental requirement to establish its efficiency and effectiveness in enhancing work performance of these agencies.

Literature Review:-

Transformational Leadership:-

Kouzes and Posner (2007) define leadership as “the art of mobilizing others to want to struggle for shared aspirations”. Transformational leadership and its related processes was described by Kouzes and Posner (2012) in the following words: "Transformational leaders inspire ordinary people to make extraordinary things happen in organizations. It is about the practices leaders use to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards (Kouzes & Posner, 2012)". The main description of transformational leadership is the process of creating changes that will yield a transformation of followers (Northouse, 2015).

The theory of transformational leadership effectiveness, has been proven and has been utilized by researchers in a large diversity of industries and settings, for example, manufacturing, government, business, education, healthcare, community service, entertainment, profit, and nonprofit organizations, additionally, the theory was used to study the leadership experiences of individuals in these industries (Bass & Riggio, 2006; Kouzes & Posner, 2007; Strack, Fottler, & Kilpatrick, 2008). Further Smith (2015) stated that the implementation of transformational leadership has been practiced broadly in public and private sectors, in organizations in many countries and in diversity leadership levels within organizations.

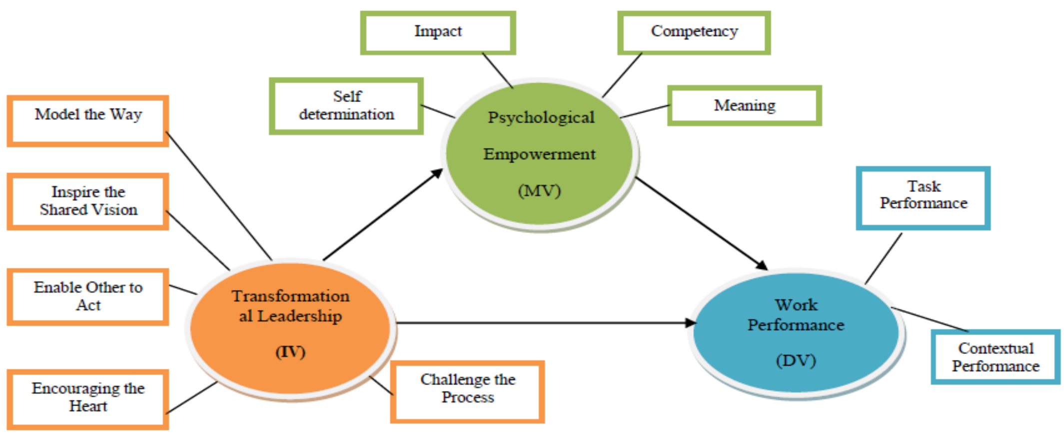

Figure-1The Conceptual Frame Work

Work Performance :-

Work **p**erformance is a measure of the ability of individual to accomplish a specific task or the degree of effort that individual makes in to achieve the objectives of the organization (Khalid et al., 2012). It may also be described as multidimensional construct that is based on behaviors and practices associated with organizational objectives (Khalid et al., 2012). Further, work performance may be characterized by the employee behaviors that including their engagement at work place (Manaf & Latif, 2014; Viswesvaran & Ones, 2000).

The two behavior work performance that are common across many job types and industries are task performance and contextual performance (Hernaus & Mikulić, 2013). According to Sun and Chiou (2011), the development performance model that was based on two domains was accomplished by Campbell (1990), these two domains are;

job-specific task proficiency, non-job-specific task proficiency. Follow-up on work of Campbell (1990), Borman and Motowidlo (1993) divided the performance domains as task performance and contextual performance. Brownlee and Motowidlo (2011) sated that task performance behaviors, those behaviors presume to contribute directly to a core technical activity of the organization such as the production of goods or services. Contextual performance behaviors, on the other hand, those behaviors believed to contribute to the organizational effectiveness by sustaining or improving the social, organizational, and psychological environment where the core technical activities take place (Brownlee & Motowidlo, 2011). Further, Hernaus and Mikulić (2013) emphasized that, Increasing number of researchers in last two decades, strongly suggested that the measurement of work performance should be considered as behavioral outcome that comprise of task performance and contextual performance behaviors (Borman & Motowidlo, 1993; Borman & Motowidlo, 1997; Campbell, 1990; Motowidlo & Schmit, 1999; Motowidlo & Van Scotter, 1994).

Psychological Empowerment :-

Conger and Kanungo (1988) described empowerment as the "process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information (Joo & Lim, 2013, p. 474)". However, Thomas and Velthouse (1990) followed up on Conger and Kanungo 's concept by the development of the theoretical framework that significantly presents empowerment as an intrinsic task motivation that is based on four cognitions. These four cognitions mirror the employees orientation to their work. Further, Thomas and Velthouse (1990) defined psychological empowerment, as a set of cognitions or states influenced by the work environment that help to create an active-orientation to one's job.

Psychological empowerment based on Spreitzer (2008) may be defined as a set of psychological states that are necessary for individuals to feel a sense of control in relation to their work. This psychological concept is paying attention to how employee experience their work and their role in relation to the organization (Spreitzer, 2008). Further, Tuuli and Rowlinson (2009) added the following definition based on previous studies of (Conger & Kanungo, 1988; Spreitzer, 1995; Thomas & Velthouse, 1990) this definition is "Psychological empowerment is a constellation of experienced cognitions manifested as sense of meaning, competence, impact and self-determination".

The relationship between transformational leadership Psychological Empowerment and work performance:-

The results of the theoretical literature review revealed the following: first, there is a positive relationship between transformational leadership and individual work performance (task and contextual performance), (Al-sharafi & Rajiani, 2013; Ali et al., 2014; Birasnav, 2014; Dumdum, Lowe, & Avolio, 2002; Dvir, Eden, Avolio, & Shamir, 2002; Jackson, 2014; Joo & Lim, 2013; Judge & Piccolo, 2004; Kark, Shamir, & Chen, 2003; Menges, Walter, Vogel, & Bruch, 2011; Miao, Newman, & Lamb, 2012; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; Pradhan, Pradhan, & Mazumder, 2012; Rowley, 2009; Smith, 2015; Wang, Law, Hackett, Wang, & Chen, 2005; Yukl, 1999). Second, there is a positive relationship between transformational leadership and individual psychological empowerment(Allameh, Heydari, & Davoodi, 2012; Barut, 2012; Beamon, 2011; Dvir et al., 2002; Jackson, 2014; Joo & Lim, 2013; Kark et al., 2003; Lana & Chongb, 2015; Smith, 2015; Tapke, 2011; Yukl, 2011). And third, there is a positive relationship between psychological empowerment and individual work performance (Indradevi, 2012; Liden, Wayne, & Sparrowe, 2000; Maynard, Gilson, & Mathieu, 2012; Seibert, Wang, & Courtright, 2011; Spreitzer, 1995, 1997, 2008; Srivastava & Singh, 2008; Thomas & Velthouse, 1990; Tuuli & Rowlinson, 2009). Figure-1, Illustrates the conceptual frame work of this Study.

The mediator role of Psychological Empowerment

The impact of psychological empowerment on performance, the impact of transformational leadership on psychological empowerment, and the role of psychological empowerment as a mediator between transformational leadership and work performance was also examined, refer to Figure-1. The results reveled that that psychological empowerment has an impact on work performance (Indradevi, 2012; Liden et al., 2000; Maynard et al., 2012; Seibert et al., 2011; Spreitzer, 1995, 1997, 2008; Srivastava & Singh, 2008; Thomas & Velthouse, 1990). In addition, psychological empowerment is predicted by leadership and leadership behaviors as reported by many researchers, for example (Maynard et al., 2012; Spreitzer, 2008; Srivastava & Singh, 2008). Furthermore, the role of psychological empowerment as a mediator between transformational leadership and work related outcomes has appeared in many studies, for example (Givens, 2011; Hill, Kang, & Seo, 2014; Joo & Lim, 2013; Maynard et al., 2012; Tong, Rasiah, Tong, & Lai, 2015). Accordingly, based on the literature review, the role of psychological empowerment as a mediator between transformational leadership and work performance can be clearly concluded.

Research Methodology:-

The two critical phrases in the broadest sense of the definition of research are the 'systematic investigation' and 'generation or increase of knowledge'. Research may be defined as a systematic investigation to establish facts or principles or to collect information on a subject investigated (Anderson, 2005; Bryman & Bell, 2015). Moreover, Saunders, Lewis, and Thornhill (2012) defined research as something that people undertake to investigate things in a systemic way, that leads to the improvement of their knowledge. The word 'systematic' as reported by Saunders et al. (2012) indicates that, research is build on a logical relationship and a defined set of rules, steps and procedures that must be strictly followed by the researcher, to achieve the most accurate and the most reliable results. Additionally, Saunders et al. (2012) stated that the word 'knowledge collection' associated with the research outcome itself, therefore, it is essential to have defined objectives or a set of research investigative questions that demands answers from the research.

Business research is a systematic organized, data based, significant, objective scientific inquiry or investigation into a specific problem related to business or management, conducted with an aim to obtain an answer or find a solution to that investigated problem (Saunders et al., 2012; Sekaran & Bougie, 2010). Therefore, the aim of this business and management study is to examine the impact of transformational leadership behaviors on individual behavior work performance mediated by the role of psychological empowerment of OCSA employees. To achieve this objective, this paper will discuss the research methodology that will be followed in order to reply to the investigating questions. The research design, analytical path and its specific methodological direction, basically is driven by the general research framework and the associated research objectives.

This paper encompasses the major areas of the research methodology. These areas are; research design, the target population and sampling with its related procedures, the utilized instruments related to the three main research variables, and the associated instrument translation. Additionally, this paper will cover the sequential stages of data collection, that includes the pilots testing of the questionnaire. Furthermore, this paper will discuss in brief, the use of Descriptive Statistics and Structural Equation Modeling (SEM) to analyze data and to assess measurement model, construct validity and instrument reliability for all variables measured in this study.

Research Design.

The role of research design is curial and has its high significance in a business and management research as well as in many other disciplines. Because research design provides the link between the theory and the practical findings from empirical evidence or other methods or strategies such as survey (Frankfort-Nachmias & Nachmias, 2008). Research design, is the general plan of how the researcher will go about answering the research questions (Churchill Jr, 1979; Saunders et al., 2012). Since research design is determined by the research objectives that are the derivative of the research questions, accordingly it is essential to have clear research questions in order to achieve an adequate research design (Saunders et al., 2012).

In order to explain the research process and the steps to be followed in order to reply to the research questions,, Saunders et al. (2012), presented the research process as an onion that has many layers required to be peeled off in order to reach the core or the center of the onion, this core representing the data collection and data analysis. The layers representing the process of research as follow: philosophies, approaches, strategies, choice of method(s), time horizons, and techniques and procedures. In this study, the research layers methodology of Saunders et al. (2012) will be adopted as a research design framework of this study. Accordingly, the structure of this paper research design is based s on these layers as demonstrated in Figure 2.

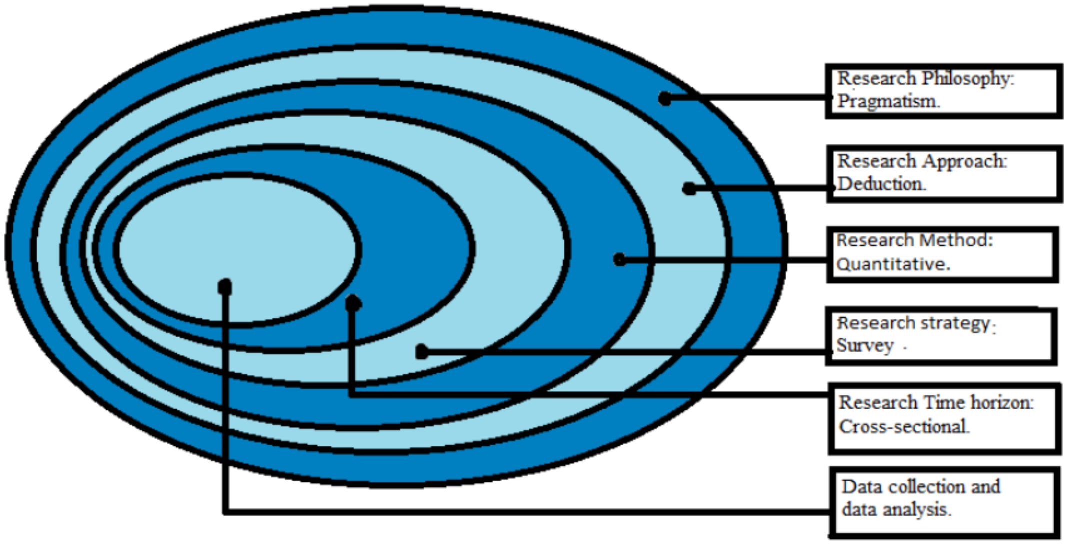

Figure 2 – Representation of the research design (Source- adapted from Sounder et al. (2012))

Research Philosophy:-

The driving facts of the research philosophy is the main focus of any research, and that is, the development and evaluation of knowledge in a particular field. When a researcher adopt a certain research philosophy, with this philosophy, he or she adopt an important assumptions about the way in which the researcher view the world. These assumptions will be the basis of the research and consequently, will support the strategy and the method that the researcher choose in the study(Saunders et al., 2012). In line with this, Johnson and Clark (2006), reported that business and management researchers need to be conscious of the philosophical commitments they make through their choice of research strategy, because this philosophy has an important influence on the researchers required action. Additionally, it will provide a clear understanding on what is investigated in the research. Moreover, the importance of the research philosophy, is the researcher ability to reflect his or her philosophical choices and defend them in relation to the alternatives researcher could have adopted (Johnson & Clark, 2006; Saunders et al., 2012).

Saunders et al. (2012) reported that, there are three main views about research philosophy: epistemology, ontology, and axiology. They emphasized that, each of these views has four different philosophies: positivism, realism, interpretivism, and pragmatism. These philosophies, influence the manner in which the researcher thinks on the research process. This means that the research questions are the most important drive of researches position of each of the philosophy in the research- one may be more suitable than the other to provide answers of particular question (Creswell, 2013; Saunders et al., 2012). Further, Morgan (2007) reported that a pragmatic philosophy redirect researchers attention to examine the causes that have the most influence on what we choose to research and the way we choose to do.

In conclusion, for this study, the researcher believes that following the pragmatic philosophy is appropriate for conducting a deep examination of the relationship between the three variables associated with this study. Further, Creswell (2013), stated that researchers who elect pragmatism are allowed to have a wide freedom of choice; accordingly, researchers are free to choose the techniques, methods, and procedures of research that are more suitable for their needs and goals. In line with this, Harter (2007), argued that pragmatism provides an appropriate framework that yields a clear understanding of leadership and it is concerned more with certain relationships among things and phenomena, specifically between antecedents and consequences. This study investigates the influence of transformational leadership behaviors on individual work performance behaviors with the mediating effect of psychological empowerment, and thus examine the relationship between these three variables. Moreover, Harter (2007), emphasized that, the aim of leadership studies are not to discover the one binding truth about leadership; however, according to pragmatism, the aim is to make continual progress towards an overall and realistic comprehension that makes a difference.

Research Approach:-

According to Saunders et al. (2012), there are three research approaches: deduction, induction and abduction. Further, Saunders et al. (2012) stated that, the deductive approach concentrates on the using of the literature to identify theories and propositions by utilizing a research strategy specifically designed for the purpose of its testing. This approach begins with a theory/hypothesis and ends with either confirmation or modification of the existing theory(Saunders et al., 2012). In contrast is the inductive approach, which involves collecting data and developing a theory as a result of researcher data analysis, in other words, it starts with the research objectives and ends with theory (Saunders et al., 2012). Abduction is the third approach, in this approach, instead of moving from theory to data as in deduction or data to theory as in induction, an abductive approach moves back and forth, in realty, merges the two previous mentioned approaches, deduction and induction(Saunders et al., 2012; Suddaby, 2006). Additionally, Saunders et al. (2012) reported that this approach suits a large number of business and management researchers and it is what in realty do.

According to Saunders et al. (2012), it is possible to have multi approach or a combination of the research approaches. Based on the approaches adopted by Saunders et al. (2012), the researcher concluded that the predominant approach in this study is deduction. This study utilizes the literature to test the theory of the transformational leadership, psychological empowerment and behavior work performance, accordingly the center of this study is to test hypothesis as presented in the framework of this study. Deduction allows the researcher to establish its objectives and questions using theory, links them to the model as per the frame work of the study, allows data collection involving a surveying strategy and tests and explain causal relationships between variables, in order to provide answers to the research questions and reach the research objectives (Gill & Johnson, 2010).

Research Method –Quantitative:-

Research methods are classified as: quantitative, qualitative, or mixed methods (Brannen, 2005; Bryman, 2004; Creswell, 2013; Punch, 2013; Saunders et al., 2012). Quantitative research may be differentiated from qualitative method as to differentiate between numeric data and non-numeric data. It also may be differentiated by the method of collecting and analyzing of data, example the use of questionnaire and graphs in quantitative method, while in qualitative method, interviews and categorizing of data are used (Saunders et al., 2012). The nature of business and management research may call for a combination of the two, which is known as the mixed method. This method is usually used in a situation that requires the usage of questionnaire to collected data and interview to provide answers for the open questions (Saunders et al., 2012).

There are three significant differences between quantitative and qualitative methods, these three are: First, the way of treating data (their use of variables). Theoretically, the quantitative researcher isolates and defines variables. These variables are linked together to frame hypotheses; Second difference , is the researchers' position during the data collection and analysis process (whether objective or subjective); And third, is the way researchers use each method to select samples and rely on large or small numbers of participants to generate knowledge, or as known lies in the scope for generalization or the representativeness of data. (Brannen, 2005; Bryman, 2004; Saunders et al., 2012).

For the purpose of this research, the researcher believes that the quantitative research method is suitable to address the area of this research, the relationship between three variable, transformational leadership behavior, psychological empowerment, and behavior work performance. In line with this, the researcher supports his position as per subsequent discussion. Theoretically, the quantitative researcher isolates and defines variables, these variables are linked together to form a hypotheses, usually prior of data collection, the collected data thereafter is used to test these hypothesis. In another words the variables are considered the vehicles for the quantitative researcher of performing the analysis(Brannen, 2005; Saunders et al., 2012). On the concern of the researchers' position during the data collection and analysis process in the quantitative research, the instrument is a predetermined and finely tuned technological tool which allows much less flexibility, imaginative input, and reflexivity (Bryman, 2004). In this case, researchers employing this methodology will be somehow distance themselves from their research subjects and the data (Saunders et al., 2012). On the concern of the scope for generalization or the representativeness of data, quantitative researchers need sufficiently rigorously planned samples to generate statistically significant results (Brannen, 2005; Cohen, 2000; Saunders et al., 2012).

Quantitative research method among many, as stated by Saunders *et al*. (2012), may be utilized by the programmatic philosophy, and thus what is adopted for this study. Concerning with the research approach, according to Saunders et al. (2012), quantitative research is associated with deductive approach, moving from data to theory testing, this is in line with the main approach of this study. Further, the characteristic of quantitative research is to test relationship between variables, which are measured numerically and using statistical techniques in performing the analysis Saunders et al. (2012). This is the case in this study, the relationship between transformational leadership behaviors work performance behaviors and psychological empowerment will be examined by collecting numeric data and performing statistical analysis for the purpose of theory testing. Finally, on research strategies as per Saunders et al. (2012), a quantitative research is associated with the experimental and survey. In case of this research study, the researcher will conduct the survey by the use of questionnaire to collect data associated with the three variables of this study.

Research Strategy:-

Saunders et al. (2012) define research strategy as a plan of how a researcher will follow in order to answer the research question. It is the methodological connection between researcher philosophy and subsequent choice of method to collect and analyses data (Denzin & Lincoln, 2005). According to Saunders et al. (2012), quantitative research is associated with experiment and survey research strategy. The survey strategy is typically related with the deductive approach, it is well used in business and management research and is most often used to answer who, what, where, how much and how many questions. Consequently, it tends to be used for exploratory and descriptive research (Saunders et al., 2012). Surveys by utilizing questionnaire are common, as they facilitate for the collection of a great amount of data from a sizeable population in an extremely most economical method. The survey sample is usually drawn from a known population and a structured questionnaire is used, and may be complemented with interviews(Saunders et al., 2012).

In line with the above discussion, the survey strategy will be utilized in this study. The reason supporting this approach is the research questions and the objectives of this study. This is an explanatory hypothesis testing study that is deductive in approach with quantitative methodology. This study will involve examining the relationship between variables, refer to Figure-1. This study will require the collection of a significant amount of quantitative data that will be quantitatively analyzed by the using of statistical techniques. The sample will be drawn from the general population of the OCSA, and the relationship between the three variables will be examined statistically in according with the collected data that is based on the survey strategy.

Research Time Horizon:-

According to Saunders et al. (2012), a researcher has the choice of the research time frame, which is driven by the research investigating questions. The choice could be a snap shot in a specific period, known as cross-sectional or a series of snap shots in a longer time period, this is known as longitudinal (Saunders et al., 2012). This is a cross-sectional study, that covers a particular phenomenon (or phenomena) at a particular time. This phenomena is the relationship between the three variables associated with this study. According to Olsen and St George (2004), cross sectional survey is one of the most commonly used survey research designs. Further, cross sectional survey is the research method that is commonly used in developmental psychology, and other areas including the social science (Hezarvand, 2013). Researchers recognize that most research projects undertaken for academic courses are necessarily time constrained, and thus most of the researchers study a particular phenomenon at a particular time(Creswell, 2013; Saunders et al., 2012). Additionally, Easterby-Smith, Thorpe, Jackson, and Lowe (2008) pointed out that the cross-sectional studies usually utilize the survey strategy. In conclusion, certainly, this research is a cross-sectional study, which investigates the relationship between transformational leadership, work performance and psychological empowerment. In summary, the research design of this study, is represented in Figure 2. The five layers representing the following: the research philosophy in case of this study is a pragmatic research philosophy, deductive approach of research, a quantitative method with survey strategy. This research in a cross section research in relation to the time horizon.

Population of the Study:-

Population of a research is defined as the people whom appeal to the interest of the researchers in generalizing the outcomes of the research (Thompson, 2004; Trochim, 2004). Population may be also defined as the total number of units (individuals, organizations, events, objects, or items) from which samples are selected for measurement

(Cooper & Schindler, 2006; Parahoo, 2014). Further, Saunders et al. (2012) defined population as the full set of cases from which a sample is taken.

In this study, the population is represented by the overall employees of the Omani Civil Service Agencies (OCSA), those organization that apply the Civil Services Law. According to statistical report issued by the Ministry of Civil Services (2015), the total number of these organizations is 36. The target population of this study, is Heads of Sections (HoS), the immediate subordinates of the Middle Managers as per Ministry of Cavil Services hierarchy. According to Ministry of Civil Services (2015), there are 4439 employee are in the capacity of HoS. Therefore, the target population of this study is 4439 Head of Sections (HoS) whom are reporting directly to the Middle Managers in these 36 OCSA.

Sampling and Sample Size of the Study:-

Bordens and Abbott (2002) define a sample as a set of respondents (people) selected as representative individuals from a large population. Sampling is defined as the act, process, or technique for selecting a sample (Moser & Kalton, 2001). In another words, a sample is a group or subset of population, specifically, in research , sampling is referred to as selecting an element or elements of the population (Individual participant, or object) that is representing the entire population. Sampling permits the researcher to collect smaller quantity of data that represents the overall population. According to Cooper and Schindler (2006), there are many reasons for the researchers to perform sampling process on their population, the following are the main: to minimize the cost of the study; to get greater speed of data collection; to obtain greater accuracy of outcomes, in conclusion; the availability of population elements from practical point of view. In light with this, Saunders et al. (2012) stated that this process provides more time to collect data, obtain more detailed data by high quality staff and devote more time and effort striving to collect data from more difficult situations.

There are many approaches to calculate the sample size, for example, the use of formulas such as the formula developed by Cochran (1963). This formula is one of the most frequently used approach for calculating the sample size, especially for large population (Kasiulevičius, Šapoka, & Filipavičiūtė, 2006). Another approach is to use formula developed by Krejcie and Morgan (1970). For majority of business and management studies, researchers are satisfied to estimate the population's characteristics to be within plus or minus 3% to 5% of its true values (Saunders et al., 2012). Accordingly, for this study, the desired level of precision would be +/– 5%. The sample size is calculated based on Krejcie and Morgan (1970) formula 's for confidence level of 95%. In summery for this study, the required sample size (S) is 354 of Heads of Sections of OSCA based on provided population size (N=4439) confidence level of 95% and precisian level of 5% and response distribution of 50% (p and q). To conform this result, Sample Size Calculator was utilized from the following website (http://www.raosoft.com/samplesize.html).The result was in conformance with the previous obtained results based on Krejcie and Morgan (1970) formula's, S= 354 per the above provided conditions.

Sampling Strategies:-

According to Saunders et al. (2012), sampling techniques can be divided into two: probability or representative sampling; non-probability sampling. In probability samples, the probability of each element being chosen from the population is predetermined and equal in majority of the times for all elements. Therefore, it is possible for both, replying to the research questions, and achieving the related objectives that demands from the researcher to estimate statistically the characteristics of the population based on the selected sample. Thus, probability sampling is usually related to survey and experimental research strategies (Saunders et al., 2012).While in non-probability samples, according to Saunders et al. (2012), the probability of each element being selected from the total population is not predetermined and it is not possible to reply to research questions or to cover objectives that necessitate the researcher to make statistical inferences about the characteristics of the population. Based on the design of this research, it is pragmatic quantitative, deductive research, with survey strategy and cross-sectional time horizon, accordingly, probability sampling will be used in this study.

To establish the required sample for a study, the researcher is required to choose the most appropriate sampling technique ,there are many approaches of probability sampling such as simple random; systematic; stratified random; cluster; and multi-stage (Saunders et al., 2012). Further, many other circumstances will further influence the researchers choice of probability sampling technique such as the need for face-to-face contact with respondents, the geographical area over which the population is spread, the nature of your sampling frame, the structure of the sampling frame and the size of sample needed. Additionally, if the researcher is utilizing support workers, the simplicity with which the technique may be explained will also influence the researchers decision (Saunders et al., 2012).

In this study, to apply the probability random sampling strategy, the researcher of this study elected to utilize tools such as an online random number generator, for example the Research Randomizer (2015). From the target population (4439 HoS), the sample participates, the 354 Head of Section (HoS) of OCSA are randomly selected to participate into the survey. The reason for this process is to minimize bias associated with selecting certain subpopulations (Robson, 2002). Simple random sampling is suitable for a geographically dispersed area if the researcher uses an alternative technique of collecting data in place of face to face interviews (Saunders et al., 2012). In case of this current study, the population is spread in a wide geographic area, and the method of collecting data and analysis is a quantitative approach that does not require a face to face interview data collection. Therefore, alternative means such as online, internet, email or smart phone may be utilized in data collection process.

The Measurement Instrument- Design of Questionnaire:-

According to Saunders et al. (2012), questionnaires tend to be used for descriptive or explanatory research. Explanatory or analytical research will allow a researcher to test and explain relationships between variables, in particular cause-and-effect relationships (Saunders et al., 2012).Thus, questionnaire developed based on design, research questions and research objectives will be the instrument used to collect data in this research. According to Saunders et al. (2012), there are many authors such as Bell (2010), argued that creating a good questionnaire is very hard to achieve and beyond expectation. Further, It is essential for the questionnaire to be an instrument that will collect a precise data to enable the researcher to answer the research questions and achieve the related objectives (Saunders et al., 2012). Questionnaire give the best results with standardized questions that researcher has a confidence that they can only be interpreted in one way by all participants (Robson, 2002). Moreover, if a questionnaire is correctly worded, normally will require less competency and effort in the administration process (Jankowicz, 2013). Design of question of has a supreme importance, because in data collection process, usually, there is only one opportunity of collecting data, accordingly this one time opportunity, has to be well utilized to fulfill the research objectives (Saunders et al., 2012).

According to Saunders et al. (2012), design of each individual question is driven by the data that is required to be collected for the purpose of fulfillment of the research objectives. The three approaches that followed by the researchers when designing individual question in adopt questions used in other questionnaires; adapt questions used in other questionnaires; or develop their own questions (Bourque & Clark, 1994).The researcher concluded, due to the criticality of questionnaire design, he elected to adopt questionnaires that are already been used, and well proved their effectiveness and quality in collecting data in this area of research. Accordingly, transformational leadership will be measured by Kouzes and Posner (2007), Leadership Practice Inventory (LPI) questionnaire, psychological empowerment will be measured by Spreitzer (1995) questionnaire and task performance will be measured by Williams and Anderson (1991) questionnaire while contextual performance will be measured by Van Scotter and Motowidlo (1996) questionnaire. The survey tool of this study will consist of four main sections: the first section is demographic questions; the second, transformational leadership; the third, is psychological empowerment; and the fourth section is behavior work performance (task and contextual).

Instrument Translation:-

The context of this research is Oman where Arabic is the official language of the Omani Civil Services Agencies. The survey questions are in English, accordingly they require to be translated to Arabic. According to Brislin (1970), back translation is the most common method for cross-cultural research to measure the validity of an instrument in condition that the questionnaires are in more than one language. The purpose of back-translation is to produce equivalent materials in two languages. According to Saunders et al. (2012) translating questions to another language requires a close attention especially if the translated question is to be decoded and answered by a participant in the way it is intended. To achieve this, Saunders et al. (2012) suggested to follow up the guidelines of Usunier (1998).These guidelines as follow: lexical meaning, idiomatic meaning, experiential meaning and grammar and syntax.

For this study, the instrument translation was carefully accomplished and to guarantee that the process was executed correctly, Blaschko and Burlingame (2002) three steps method was utilized in addition to Usunier (1998) guidelines. The first step was to translate the English version into Arabic by a certified and qualified translator with a high level of experience. Second step was to have an independent back translation of the Arabic version to English by a professional translator. The third step was to ensure the accuracy and the validity of this process of translation. At this step it was essential to have another independent expert assessment of instrument translation. As output of this evaluation the questions were modified and adjusted accordingly.

Reliability and Validity of the Survey Instrument:-

"Reliability is the extent to which the variables or set of variables is consistent in what is intended to measure. If multiple measurements are taken, the reliable measure will be consistent in their values. It differ from validity in that, it relates to not what should be measured, but instead, it relates to how it is measured (Hair, Black, Babin, & Anderson, 2013, p. 3)". Further, Saunders et al. (2012) stated that, reliability refers to consistency, therefore it is associated with the strength of measuring instrument and, in specific, its ability to produce consistent findings at different times and under different conditions. It is also known as the reproduction of the study in other settings or similar conditions and able to receive consistent results, in social sciences, it is usually measured statistically with a Cronbach alpha greater than .60 (Ennis, 2013; Klenke, 2008). The three common approaches to assessing reliability are: test re-test; alternative form ; and internal consistency (Mitchell, 1996; Saunders et al., 2012).

The range of Cronbach's Alpha is from 0 to 1, and less of .6 value is considered to be inadequate (Burns & Burns, 2008; Gill & Johnson, 2010; Klenke, 2008).The range of coefficients from 0.70 to 0.90 are acceptable for most instruments, however, a coefficient alpha of 0.90 representing a high reliability of the instrument (McMillan & Schumacher, 2001) .The four adopted questionnaires for this study are (Kouzes & Posner, 2007; Spreitzer, 1995; Van Scotter & Motowidlo, 1996; Williams & Anderson, 1991), were previously tested and proof their reliably across large numbers of researches. In conclusion, Cronbach 's alpha is also identified as a coefficient of reliability, representing the extent of the internal consistency for a set of items (or constructs) and where the data will be collected one time in condition that suits the study. Accordingly, Cronbach-Alphas approach will be utilized to measure the reliability of the instrument in this study.

On discussion of Instrument validity of this study, according to Rossiter (2008), content validity is the extent to which the items in an instrument covers the entire range of the significant aspects of the area being investigated. Content validity as per Saunders et al. (2012) is the degree to which the measurement device, in this case, the measuring questions in the questionnaire, provides sufficient coverage of the research investigative questions. There are many approaches to achieve content validity. One approach is based on a vigilant definition of the research through the literature review and, as required, perform prior discussion with others. Another approach is to utilize a panel of individuals to evaluate the necessity and the significance of each measuring question in the questionnaire is 'essential', 'useful but not essential', or 'not necessary'(Saunders et al., 2012). For the purpose of this study combination of both approaches will be utilized.

Through detailed literature review and the conceptual frame work, it was concluded that the best approach for measuring the three constructs (transformational leadership, psychological empowerment and work performance) of this study is through adopting previous proven, well tested and utilized in wide spectrum of studies questionnaire. The second approach is to utilize a panel of professional to assess the content validly of the questionnaire. The proposed panel to consist of academicians from Oman institutes and universities, Omani doctoral students in the similar field of research and upper or middle manager in the agencies were the sample data to be collected. The composition of the panel is expected to be professionals who have a competency in the field study and have a clear understanding of an Omani culture. The panel to assess the questionnaire for appropriateness and clarity based on the translated questions. The output of this assessment is expected to substantiated that the instrument was an effective and valid measure in OCSA settings. Further, it is expected to offer some adjustment, modification, deletion, clarification or correction to suit the Omani context. After the accomplishment of this step the questionnaire will be ready for pilot study.

Construct validity is another test for questionnaire validity. According to Saunders et al. (2012)**,** construct validity refers to the extent to which the measuring questions actually measure the presence of those constructs that intended to be measured. Construct validly of a measurement is " the extent that it measures what it is designed to measure and accurately performs the function(s) it is purported to perform (Patten, 2012, p. 61)"**.** Further, Tsai et al. (2013) stated that, construct validity is the representation of a confirmation of the hypothesized present of relationships between the measurement scale and conceptually distinct constructs, or representing the hypothesized missing of a relationship. Moreover, a confirmatory factor analysis (CFA) will be utilized to assess the degree of the variables representing a smaller number of constructs Hair et al. (2013). For this study an overall CFA to be accomplished to estimate the quality of the factor structure and designated factor loadings by statistically examination of the fit between a proposed measurement model and the data (Yang, 2005). In light of the above, and since the convergent, and discriminant validity are the most two widely accepted forms of construct validity(Awang, 2014; Hair et al., 2013). Therefore, the CFA will be used to estimate the convergent and discriminant validity of the indicators of the three variable of this study: transformational leadership, psychological empowerment, and work performance.

Pilot Test and Questionnaire's Finalization:-

According to Saunders et al. (2012), the pilot testing of the questionnaires is required prior of utilizing them to collect data. Accordingly, for this study, the questions that were translated from English to Arabic will have to undergo a pilot test. The aim of the pilot test is to confirm the clarity of the questions and related instructions, examine the time period of replying to these questions by the participant, and to obtain a feedback from the respondent on validity, reliably, content clarity, content relevance, and content specificity (Church, Waclawski, & Kraut, 2007; Fink, 2009; Saunders et al., 2012). Researchers may use the suggestion provided by Bell (2014) to collect feedback from the respondent on the pilot questionnaire. The obtained feedback based on the pilot testing will be used to improve and refine the questions, responses, and format of the questionnaire in order to enhance its effectiveness.

To achieve a pilot testing of the instrument, the combined translated survey instrument will be handed to approximately 40 respondents chosen randomly from Oman Civil Services Agencies in a capacity of Heads of Section. The participant will be requested for their feedback on the content of the survey questions of the combined translated questionnaire. The required feedback is on, questions clarity and appropriateness usage of the words. Based on provided feedback, the questions may be modify and refined to enhance its effectiveness, this process may repeated as required to ensure that the instruments has the required level of internal consistency. Thereafter, the preliminary analysis using the pilot test data can be performed to guarantee that the collected data will facilitate the researcher to answer the research investigative questions (Saunders et al., 2012). Related statistical instruments such as Statistical Package for the Social Sciences (SPSS) or Analysis of Moment Structures (AMOS) may be used for initial Alpha test of this instrument.

Data Collection Procedure:-

Collection of data is an essential stage of the research toward replying the research questions. According to Saunders et al. (2012), there are many approaches of delivering and collecting the questionnaire for example: internet-mediated –mediated questionnaire, postal questionnaire, telephone questionnaire, and delivery and collection questionnaire. For this study, the delivery and collection of questionnaire approach will be utilized. This approach was selected due to the difficulties in conducting this type of reaches in Oman as indicated by some researches for example (Common, 2011; Dorfman & House, 2004). To minimize this difficulty, it was suggested that to visit the correspondent organizations and have a direct contact with Human Resources Management. Additionally, some the guideline provided by Saunders et al. (2012) may be further adopted for this study. Despite the added cost associated with participant employees responding to the questionnaire in their work time, the achieved response rate is above 98 percent as indicated by many previous researches (Saunders et al., 2012).

The questionnaire to be delivered and collected to the previous selected sample (n=354) from target population, Heads of Section (HoS) of the 36 Oman Civil Services Agencies. Many steps were followed to ensure the ease of the process. First step, a letter will be requested from Universiti Teknologi Malaysia (UTM),the researcher's university, highlighting the research field and request organizations to support the researcher in his study. For the same purpose, letters from researchers employee Royal Court Affairs, Councils of Research Foundation in Oman, the Ministry of High Education and the Ministry of Civil Services, these two former letters will state, the granted permission to conduct this study in Oman. The second step, is to compile a brief report and introductory letter from the researchers about the research, the research objectives and benefits expected for the organizations as a results of

their participation. In addition, the compiled report will explain the confidentiality of the collated data, especially that the research is investigating a direct relationship between Departmental Managers and the immediate subordinates, the HoS. This compiled report will be sent to the Human Resources Managers of these agencies.
Due to the sensitivity of the collected data, the third step is to have face to face meeting with the Human Resources Managers of these agencies to explain the previously provided report and provide a copy of the questionnaire with detailed explanation of structure and the content of the questionnaire, emphasizing on the importance of the confidentiality of the process of collected data. Finally, the detailed process of distribution of questionnaire to respondent in order to minimize data contamination will be explained. Based on the respondent distribution across these agencies, the questionnaire will be handed to Managers of Human Resources for their internal distribution. A limited time period will be provided for the respondent to reply to the questionnaire, for example five weeks. To ensure the progress of replying to the questionnaire and encouraging the respondent action, tracking and follow up process will be carried out every week by phone calls, email, a visit or combination of the three. The fourth and last step is to collect these questionnaires from the respected Human Resources Managers of the OCSA and to prepare them for the data analysis process.

Data Analysis Strategy:-

The usefulness of the collated raw quantitative data appears only after data processing, analyzing, and converting it to information (Burns & Burns, 2008; Saunders et al., 2012). The purpose of analyzing the collected data is to test the hypothesis in order to answer the investigative research questions and objectives. In this research the descriptive statistical approach of the data analysis will be followed, because it is a common method for quantitative business and social research (Frankfort-Nachmias & Nachmias, 2008; Saunders et al., 2012). Accordingly, a number of statistical tools will be used, such as SPSS or AMOS. The techniques of data analysis that will be used in this study consist of descriptive statistics, Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). The use of Structural Equation Modeling (SEM) includes, the measurement model, Exploratory Factor Analyses (EFA), Confirmatory Factor Analysis (CFA), and fit indices to check for good of fit (GOF) of the measuring model. In addition, test for mediation effect of variables related to this study will be accomplished statistically by using SPSS or AMOS as well as data normality test will be accomplished by the use of the same tools.

Conclusion:-

This paper discussed about methodology utilized in this study, The impact of transformational leadership on work performance of OCSA, mediating the role of psychological empowerment. Starting from research design, research philosophy, research approach, research method, research strategy research time horizon. This is a pragmatic, deductive, quantitative, explanatory, hypothesis testing, survey type and cross sectional time frame research. Saunders et al. (2012) research design and approaches were utilized in this research. Next discussion was about population, sample size, and sample strategy. The detailed measuring instrument was discussed, the formation of the quantitative survey to cover the three main areas of data collection on transformation leadership behaviors, individual psychological empowerment and work performance behaviors, in order to reply to the research questions and objectives. The instrument translation, pilot testing, construct and content validation (content and construct), check for reliably and the steps followed for data collection, were all discussed in details in this paper.

This paper also discussed in brief about analysis of collected raw data in order to formulate replay to main reach questions. The discussion included, data analyses strategy, descriptive statistics, the details requirements and the usage of Structural Equation Modeling (SEM). The briefed discussion on SEM included, the measuring model, Exploratory Factor Analyses (EFA), Confirmatory Factor Analysis (CFA), and fit indices to check for good of fit (GOF) of the measurement model. Data normality test was also discussed in this paper.

The findings of the current study is expected to contribute to the body of literature in leadership in general, transformational leadership behaviors and it is effect on psychological empowerment and work performance behaviors. From practical point of view, the expected results may be used by the Omani government, as one of the basis to set up the future plans for Human Resources Development (HRD) that calls for the enhancement of work performance and the development of the leadership, in line with the recommendations of Symposium of Performance Development of the Omani Government (Ministry of Civil Services, 2012).

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