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Transformational Leadership & Excellence in Family Managed Enterprises

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Abstract

This study examines how the adoption of transformational leadership by the patriarchs in GCC elevates learning, innovative capabilities and competencies of employees to deliver differentiated products and retain competitive advantage. It aims to explain how the adoption of the following attributes allows a patriarch in a family firm to abandon autocratic practices, attain performance excellence and sustain growth:

To explore the above, mixed method of research is used. It leads to the utilization of a questionnaire and indepth interview schedule. It facilitates the use of a Survey of 179 respondents and an interview of 12 participants. Multiple Regression Analysis and Content Analysis are used to assess the validity of the data obtained from the responses.

The findings of the study reveal that the patriarchs in family firms realize the importance of embracing transformational leadership qualities to change and connect to employees emotionally, win their trust and loyalty. Focus these stimulates their passion to mentor employees, encourage creativity, demonstrate admirable behaviour, display of convictions, articulate vision, challenge assumptions, encourage creativity.

The findings also clarify that over reliance on such leadership qualities may not help patriarch and family firms in the GCC. Such reliance breeds a false sense of power and leadership, weakening unity of command, and promoting indiscipline and disorderly actions. They dampen collective competence and impair the desire to act in time and attain goals set. Such failure constricts abilities of family firms to compete and sustain growth in the region.

Finally the study highlights the necessity to control such weaknesses. The motivation to alter these leads patriarchs to adopt transactional leadership qualities, namely contingent rewards and management-by-exception, in conjunction with transformational leadership qualities. Their combined application influences the passion of employees to pursue judicious innovation, orderly measures to excel, surpass benchmarks set, compete and establish leadership in the GCC.

Key words: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration and Contingent Reward

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Chapter 1: Introduction

1.0. Introduction

This study examines how the adoption of transformational leadership by the patriarchs in the Gulf Cooperation Council Countries (GCCC) motivate them minimize reliance on autocratic practices, like direct, order, control, threaten, reprimand and punish, to govern the actions of employees and get jobs done in family firms. The research reveals why the mitigation of reliance on such practices influences the patriarchs to abandon heightened focus on nepotism, generational knowledge transfer, empowerment of family members and their authorization. The exploration clarifies how such change is influenced when the patriarchs embrace transformational leadership traits, like idealized inspiration, inspirational motivation, intellectual stimulation and individualized consideration, which elevate learning, innovative capabilities and competencies of employees to deliver differentiated products, attain business excellence, sustain growth and compete.

The importance of the study can be understood from the work of Saddi *et al* (2009). They state that family firms in the GCCC are inefficient, ill prepared to compete and circumvent challenges posed by economic and political changes. Such inabilities are influenced by the motivation of patriarchs of family firms resist self transformation, neglect performance improvement, attract and harness talent. These are the consequences of their misplaced faith in traditional leadership practices that demotivate employees, constrict team building, impoverish decision making, retard resource management efficiency and hinder development of new products and their delivery, constraining sales, cash-inflow, growth and the ability to prosper in a competitive environment.

Transformation of the above failures requires patriarchs in family firms in the GCCC to discard autocratic practices, adopt transformational leadership practices, harness talents, empower them to take business decisions and hand over power to deserving employees. Such actions are considered necessary to improve strategy development, decision making, management of business interests and wealth creation. Saddi *et al* (2009) link these to the growth of firms (18%/year) to satiate the aspirations of family members, investors and other stakeholders. A.T.Kearney, an acclaimed management consulting firm, in 2009 also endorses the need to change leadership practices of

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patriarchs in the GCCC. The report reinforces such a change to ensure the growth of the region's economy, which is supported heavily by private firms (60%) that are engaged in trading, financial services, real estate and construction. Family firms in these business segments grew rapidly, which is attributed to favourable economic conditions, protectionist policies of governments, lax laws, easy access to fund and other resources.

However, the participation of the Governments in the GCCC in World Trade Organization, subsequent liberalization of trade policies and resultant competition crippled the growth of family firms. Alteration of these requires patriarchs to adopt new leadership style, like transformational leadership, improve governance, change organizational structure, harness talents, mitigate centralization, revitalize strategic business units and take risks. Such initiatives are desired to change the family firms into thinking and responsive entities. The report of A.T.Kearney in 2009 associates the initiatives to the interest of patriarchs in family firms to repudiate the propensity to dictate, dominate, discipline, censure, punish employees and promote family kith and kin. The correction of such dysfunction is shaped by the adoption of transformational leadership qualities by patriarchs, empowering and authorizing employees to take decisions, innovate new products, improve performance and compete in a market.

In the context of family businesses in the GCC the report of Price Waterhouse Coopers in 2012 reinforces the demand for the study. It reveals that 45% of the patriarchs in the region ignore the need to change leadership practices to harness talents, compete and grow. The report of Bahrain institute of Banking & Finance in 2004 seems to complement it. It highlights how the failure to appeal to employees; provide meaning to tasks at hand; explain the big picture and respect them hinders the growth of family firms, governed by Al Fardan, Al Ghanim, Almoyyed, Kanoo and Fakroo.

Their inability to graduate to corporations, like Sony Corporation, is attributed to nepotism, authority centralization, indifference of employees and inefficient decisions making practices. Such weaknesses compel them to rely on import of branded products and trading at the expense of production and value building.

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The relevance of the study is reinforced when the report of Economic Development Board (EDB) in 2009 is analysed. It justifies the need to embrace the following to excel, enable the family firms to grow and occupy distinct positions in the GCC:

- | | |
|-------------------------------------|--------------------------|
| i. Emotional and physical endurance | ii. Intellectual prowess |
| iii. Analytical abilities | iv. Dynamic capabilities |
| v. Decision making skills | vi. Creative excellence |

The report of Price Waterhouse Coopers (PwC) in 2007 also establishes the importance of transformational leadership in family firms in the GCC. Patriarchs in such firms need to change and reject autocratic practices to motivate employees, enrich work culture and strengthen delivery of differentiated products. The realization of these is linked to the drive of patriarchs to decentralize, empathize, communicate objectively, intervene selectively and nurture talents. Patriarchs in family firms are required to cultivate such qualities to inspire employees to assume responsibilities, act objectively and attain the goals set.

They represent change of patriarchs into transformational leaders, evoking passion of employees in family firms to attain lofty goals. The attainment of these enables such firms to grow and occupy a distinct position in a market. The validity of such assumptions needs to be examined. It may shed light about how the adoption of transformational leadership by patriarchs enhances the resolve of employees to innovate differentiated products, deliver them and compete in the GCC.

1.1. Significance of study

This study unravels why the adoption of transformational leadership qualities by patriarchs and motivation of employees in family firms to learn are related. It clarifies how learning enhances capabilities and competencies to innovate. Their elevation is central to organizational asset management excellence, product development and value delivery to the customers.

The findings of this study may educate the patriarchs to initiate culture change and promote learning. When a family firm is transformed into a learning entity, the elevation of intellectual prowess of employees is feasible. It empowers them. The graduation of family firms in the GCC and their performance excellence are thus related. Their association supports the Governments in the region to attain ambitious

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economic goals, seen in the reports of Economic Development Board in 2009 and World Economic Outlook in 2000.

The necessity for transformation of patriarchs and the importance of their adoption of transformational leadership style can be understood from Alvarez and Barney (2000). An analysis of their work helps to understand why autocratic practices of patriarchs stifle the dynamism of family firms to deliver products and services efficiently. The failure to deliver these is attributed to the faith and belief of patriarchs in centralization, close supervision, intervention and control to motivate employees to adhere to orders. Such actions diminish creativity of employees in family firms. The alteration of such repressive practices necessitates the adoption of the following traits (Crawford, 2004):

- Idealized Inspiration
- Intellectual Stimulation
- Inspirational Motivation
- Individualized Consideration

From a theoretical standpoint, their internalization enables patriarchs to behave in admirable ways, articulate vision of firms eloquently, challenge assumptions, take risk and solicit ideas, and attend to the needs of employees. Their passion to excel is influenced by such qualities. Central to such a change is transformation of family firms into learning organizations. The necessity to demonstrate conviction, challenge employees, inspire creativity and listen to their concerns is thus revealed. As a result, this study is recommended to assess how they enhance motivation of employees to use resources optimally, develop differentiated products and compete.

The above inference justifies the need to embrace transformational leadership traits. But it does not explain which specific initiatives of patriarchs are desired to transform a family firm into a learning entity. Understanding about such initiatives is feasible when the works of Friedman (2004), Gomez *et al* (2000), Hammer *et al* (2004) and Kor and Mahoney (2004) are reviewed. The need to transfer the following knowledge types to elevate skills and capabilities of employees in family firms in the GCCC is understood-

- Explicit
- Working
- Tacit

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The patriarchs of family firms in the GCCC are required to support endowment of such knowledge forms to improve resource management decisions. The attainment of this is feasible when they attach priority to mentoring and training of employees, rendering it possible to disseminate hitherto unknown knowledge to empower employees. Their empowerment is necessary to promote decentralization, new decisions, unique actions, product differentiation and stay ahead of competition.

The above discussion emphasises the need to explore how the transformational leadership traits when embraced by patriarchs enhance the abilities of employees in family firms to think and act judiciously. The exploration is required to find out how the traits influence their behavioural changes, inspiring employees to accept the patriarchs as role models and respect their views. Such inspiration heightens their motivation to explore new frontiers and sustain business excellence.

The essence of this study becomes clear when the preceding discussion is linked to the theoretical viewpoints of Chua *et al* (1999), Dascher and Jens (1999), Edwards *et al* (2003), King *et al* (2001), McCann *et al* (2001), Merritt (2007) and Peredo (2003). They favour the adoption of the following leadership qualities by patriarchs to drive employees in family firms to deliver benefits and compete in a market, for example GCCC.

- **Role model:** It inspires the patriarchs to be objective, mitigating faith in generational skill transfer to protect the interest of family members.
- **Envision the future:** It enables them to communicate future goals, set high unique standards, challenge employees and provide meaning for the task in hand. When they are embraced by patriarchs, the motivation to induct their kith and kin, train and authorize is diminished. They promote inclusive practices, assuring collective growth of working knowledge and empowerment.
- **Motivation to challenge old ideas:** It inspires the patriarchs to evaluate the views of employees, elevating their commitment to excel and attain the goals set. They are the consequences of transfer of hitherto unknown knowledge, enriching critical skills to manage family businesses effectively.
- **Inspiration to attend to the needs and concerns:** They foster the self worth and self fulfilment of employees. They elevate motivation of employees, leading to the

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growth of family businesses. They diminish the interest of patriarchs to promote family members.

The interpretation presented above does not explain fully how the commitment of employees to surpass standards set is elevated when transformational leadership traits are embraced by patriarchs. Their commitment to coach and mentor elevates learning of employees that raises their knowledge, heightening their abilities to think differently, act judiciously and contribute to the growth of family firms. Such performance excellence is the consequence of dissemination of explicit, tacit and working knowledge (Nonaka, 1991). These establish the importance of intellectual stimulation and individualized consideration (Amabile, 2003, James, 2001). The transformation of patriarchs thus needs to be judged by the progress of employees to initiate unified measures to compete and protect interests of family firms (Kouzes and Posner, 1996).

In view of the above, this study explores why leadership transformation of patriarchs and mentoring of employees, learning orientation, empowerment, decentralization, value delivery and graduation of family firms are related.

1.2. Statement of problem

The problem examined in this study is that the patriarchs' apathy to embrace the qualities of transformational leader impedes the learning of employees in family firms. The weakness is attributed to the propensity of patriarchs to embrace autocratic practices (Amabile, 2003, Eddy, 1996). Their uninterrupted usage represses employees, hinders promotion of talent and retard empowerment (Mumford *et al* 2003). The consequence of autocratic practices and resultant knowledge impoverishment is thus visible.

The absence of employees' intellectual prowess is correlated to inadequacy of skills, competence and capabilities. Such weaknesses impede development and delivery of differentiated products (Botha, 2000, Teece *et al* 1997). They are aggravated further due to the propensity of patriarchs to seek comfort in nurturing conventional business knowledge and governance practices. Heightened preference for these when demonstrated accentuate the interest of their kith and kin to use autocratic practices (Ensley, 2006). They constrict the learning of employees (McGee, 2002), impairing

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delivery of customer value (King *et al* 2001). It depresses the growth of family firms in the GCC.

The autocratic practices of patriarchs, mentioned above, impact adversely the abilities of the employees to identify problems, analyse them effectively and deliver a viable solution (Robertson and Hammersley, 2000). The outcome explains why autocratic practices weaken learning, knowledge, competence and capabilities (Sharma and Irving, 2005, Soo and Devinney, 2000). Such weakness manifests in –

- the absence of tacit, explicit and working knowledge acquisition and diffusion;
- the failure to enhance skills, competence and capabilities; and
- inability to develop and deliver hard to copy services and retain competitive lead in the GCC.

The concerns about such consequences reinforce the need to address patriarchs' leadership practices to support growth and graduation of family firms.

1.3. Novelty of Study

The novelty of this study lies in the roadmap it provides to the patriarchs in the GCC to change the way they perceive, behave and act; view nurture and empower employees; and harness relationship to improve internal culture of family firms. Such transformation enhances participation of employees in decision making to acquire and utilise resources efficiently. Such initiatives complement innovation of products and services, resulting in growth and sustainability of family firms in the region, which was more of an exception than a norm. The impact of such a change benefits the economies of the region.

The roadmap presented in this study has not been reported thus far. If implemented rigorously may yield salutary results in the context of family firms.

1.4. Contribution of Study

This study contributes to new knowledge in several ways -

- **First:** The existing studies highlight the extent to which transformational leadership traits are embraced by the leaders in organizations, for example military, police, large companies, universities and schools, hotels, hospitals and family firms, and the impact of such leadership traits on the motivation of

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employees. But such studies do not explain why such traits when embraced by patriarchs, influence self change and why this enhances motivation of employees in family firms to surpass the goals set, sustain performance excellence and retain growth. This study bridges the existing gap in knowledge.

- **Second:** In the context of family firms, a vast majority of studies explains the trend of adoption of transformational leadership in the United States of America, Europe and Oceania Region. The studies involving the subject in the GCCC are not observed. This study contributes to new knowledge, improving learning about how the adoption of idealized inspiration and intellectual stimulation by patriarchs enhances working knowledge of employees. It helps to discern why such knowledge leads to their empowerment. It also clarifies in which way such prowess can be exploited by them to innovate products, strengthen performance and sustain growth of family firms in the region.
- **Third:** The existing studies related to individualized consideration, a key transformational leadership trait, do not explain how and why it enhances learning, knowledge, competence and capabilities of employees. Such studies do not explain why such intellectual prowess influences performance excellence of firms. This study establishes how patriarchs in the GCCC can exploit the transformational leadership trait to disseminate knowledge and enhance learning of employees. It highlights why the focus of patriarchs on knowledge creation and its transfer influence conversion of unknown knowledge into working knowledge. It defines why the acquisition of such knowledge by employees enables them to think and act creatively, and use them judiciously to improve performance of family firms and support their growth in the region.

1.5. The purpose of the study

The purpose of the study is to examine how the adoption of transformational leadership by the patriarchs in GCC elevates learning, innovative capabilities and competencies of employees to deliver differentiated products and retain competitive advantage.

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1.6. The objectives of the study & Research questions

The following objectives are adopted for the study –

i.To find the impact of a patriarch's adoption of idealized inspiration on the motivation of employees in family firms in the GCC to give credence to his views.

-How does a patriarch's ability to demonstrate conviction influence the employees in family firms in the GCC to repose trust and faith in him?

ii.To explore the impact of a patriarch's adoption of inspirational motivation on the inspiration of employees in family firms in the GCC to surpass benchmarks set.

-How does a patriarch's ability to articulate vision eloquently persuade the employees in family firms in the GCC to think and act differently?

iii.To assess the impact of a patriarch's adoption of intellectual stimulation on the resolve of employees in family firms in the GCC to learn and employ knowledge.

-How does a patriarch's passion to challenge conventional assumptions enhance the creativity of the employees in family firms in the GCC?

iv.To ascertain the impact of a patriarch's adoption of individualized consideration on mentoring of employees in family firms in the GCC.

-How does a patriarch's resolve to attend to the needs of employees elevate their motivation to attain higher order goals of family firms in the GCC?

1.7. Limitation & Specific Scope of Study

This study aims to utilize empirical data and indepth responses acquired from patriarchs, managers, executives and other employees engaged in family firms in the GCC to ascertain how the adoption of transformational leadership by the patriarchs in GCC elevates learning, innovative capabilities and competencies of employees to deliver differentiated products and retain competitive advantage. Research highlights that the patriarchs in family firms rely on autocratic leadership practices, lean on centralization of authority to manage resources and govern actions, and depend on nepotism to protect the interests of family members. They hinder the growth of such firms, failing their graduation into conglomerates. It is believed that such a weakness

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can be corrected when the patriarch's embrace transformational leadership qualities, involving idealized inspiration, inspirational motivation, intellectual stimulation and individualized consideration, which provide the foundation of changes in the family firms. The sample is delimited to the employees working in firms in the GCC.

1.8. Summary overview

The apathy of the patriarchs of family firms in the GCC to attach priority to behave in admirable ways, articulate vision, challenge assumptions, attend to needs of employees, learning and change is well known. Such weaknesses stifle their growth and graduation to corporations. Such transformation calls for change in the behaviour of patriarchs. It provides meaning for tasks at hand, fosters creativity and enhances self actualization of the employees in family firms in the region. They are the outcomes of learning, knowledge, skills and competence elevation, fostering delivery of differentiated products.

Leading a team in family firms in the GCC demands coaching, mentoring and guidance of employees. Their motivation to think differently, act decisively and deliver value is enhanced. The outcome of creative chaos is visible, rendering optimum usage of differentiated resources, development of distinct products and retention of competitive lead in the region feasible.

In view of the above, the study examines how the adoption of transformational leadership by the patriarchs in GCC elevates learning, innovative capabilities and competencies of employees to deliver differentiated products and retain competitive advantage.

Chapter 2 elucidates current leadership practices in the GCC. In this section research reports involving such practices are reviewed. This makes it possible to assess the extent to which family business leaders embrace transformational leadership traits to deliver differentiated products and retain competitive advantage.

Chapter 3 presents literature review. In this section research papers, books and reports regarding transformational leadership are interpreted. This helps to explore how the adoption of its traits by patriarchs influences employees in family firms in the GCC to assume responsibility, think and act judiciously to improve performance and sustain growth.

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Chapter 4 hosts justification about the adoption hypotheses. To justify their adoption, divergent views of known authors and outcomes of their works involving idealized inspiration and intellectual stimulation are reviewed critically. This helps to examine the assumptions about the impact of the adoption of the traits by patriarchs on inspiration and knowledge elevation of employees in a family firm in the GCCC.

Chapter 5 explains the methodologies and methods used in this study. The explanation indicates the data collection instruments and justifies how collected data are analysed.

Chapter 6 presents data collected and their interpretation.

Chapter 7 presents the critical review of the findings of the study.

Chapter 8 contains recommendations and conclusion.

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Chapter-2: Current Leadership Practices in Family firms in the GCCC

2.0. Introduction

A critical analysis of leadership practices of patriarchs in the Gulf Co-operation Council Countries (GCCC) is undertaken to ascertain their impacts on employees' morale and motivation, interest to learn, passion to think judiciously and act differently to manage resources and build value to attain and retain growth. A clear comprehension about such impacts is required to examine a critical question - 'can the adoption of transformational leadership by patriarchs in the GCCC elevate learning, innovative capabilities and competencies of employees to deliver customer value and retain competitive advantage'?

The reports of A.T.Kearney in 2010, Bahrain Family Business Association in 2015 and The Economist in 2016 explain why patriarchs in the GCC embrace autocratic or transactional leadership practices and their impact on the performance of employees. In addition, a critical analysis of reports helps to understand why they resist adoption of transformational leadership qualities and how such practice impairs learning, innovative capabilities, customer value delivery competencies of employees and in competitive advantage of family firms in the region.

Further, Fahed-Sreih and Djoundourian (2006) and Palliam *et al* (2006) in association with the interview of Youssef in 2014 are explored to define why employees in family firms in the GCC are demotivated to assume responsibilities and excel when patriarchs embrace autocratic and transactional leadership practices. A holistic analysis clarifies the weaknesses of such leadership style, retarding transformation of such firms into learning entities.

2.1. Patriarch & Autocratic Practices in the GCCC

The report of A.T.Kearney in 2010 highlights a patriarch's preferred leadership practices and their impact on family firms. He relies on autocratic practices to repress, coerce, direct and control employees. The propensity to exploit these stems from his drive to establish self-worth and mastery to manage business. They are used by him to threaten all in a family firm, command respect and ensure disciplined actions to attain the goals set. He considers them necessary to protect business and financial interests,

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thus protecting the interests of family members. This is represented by year-on-year growth of revenue by 30%-40%, cost reduction by 6%-8% and profitability elevation by 11%-20%. When such performance is compared to that of firms managed by entrepreneurial leaders, the frailties of family firms in the GCCC can be understood -

- disinterest to share knowledge and enrich capabilities of employees;
- inabilities to innovate, develop and deliver products and services;
- failure to create new benefits for stakeholders, like investors and customers;
- incompetence to draw the attention of target audience beyond the region;
- lack of access to international markets;

They are the impacts of a patriarch's disinterest to share business secrets and reliance on generational skill transfer and nurture the kith and kin, impeding performance excellence. Tingle (2016) interprets them from the viewpoint of socio-cultural dysfunctions, stymying evolution of leadership practices. The apathy to shed autocratic leadership traits to manage family firms in the region is visible in the actions of 2nd or 3rd generation of family members who attach least priority to invest on human resources, produce value added products, occupy distinct position in markets beyond the region and earn revenue.

Beelen (2016) reports that a patriarch seeks to attain business excellence through centralization, nepotism, and command and control. When such leadership practices are cultivated and sustained, 44% of 2nd and 3rd generation of family members (44%) fails to govern family firms judiciously. Moreover, acute focus on family kith and kin (94%) and inadequate interest to recruit and authorize professionals make it difficult for such firms to promote change and harness new management strategy (45%), impoverishing such excellence. This is exemplified by a patriarch's detachment to train employees (13%), hindering innovation (49%) and drive to acquire market space (51%). His preference to gloss over such weaknesses and repose faith in nepotism to minimizes overall capabilities of family firms in the GCCC to establish leadership. The adverse impact of his regressive practices is also reported in 'The Economist' in 2016. The leaders in family firms fail to lead, guide transformation of such firms and support their growth and agility to dominate - *'30% of such businesses survive into the second generation, only 12% into the third generation and only 3% into the fourth'*. They reinforce the inimical outcome of their disinterest to shed repressive

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practices, embrace culture change, focus on capability elevation and performance excellence, innovate and deliver desired benefits, occupy distinct position and graduate into business conglomerate in the region.

2.2. Patriarch & Outcome of Autocratic Leadership Practices in the GCCC

A detailed discussion is presented in this section to demonstrate the consequence of current leadership practices in family firms in the GCCC and draw inferences.

2.2.1. Repression of Employees & Failure of Family Firms

In his study Behbahan (2012) notes that leadership practice of a patriarch in Kuwait is anchored on power-distance culture. In such an environment he prefers submissive employees who follow orders, implying their isolation from decision making. Only family members are authorized to take decisions. This is due to their access to business secrets, privilege to receive guidance and ability to learn. Conscious indulgence in autocratic leadership practices, denoted by nepotism, coercion, and wilful neglect of employees, constrict dynamism of family firms in Kuwait to act productively, change direction and attain business excellence. Further, the author notes that a patriarch's reliance on them stems from his deep faith in Islam - *'Islamic religion compels people to be submissive and this is taken advantage of by family business leaders to use fear to govern and control employees'*.

Al-Shamsi (2015) explains that family values influence a patriarch to promote discipline and repressive control. Utilization of these motivates employees engaged in a family firm in Abu Dhabi to deploy higher than ordinary effort and surpass higher order goals, making it possible for them to avoid punishment and sustain earning. Uninterrupted exploitation of such practices impairs its transformation into a learning entity, retarding its overall abilities to innovate and attain professionalism.

On the other hand Fahed-Sreih and Djoundourian (2006) explain what patriarchs need to do to sustain graduation and growth of family firms in Lebanon. They recommend the adoption of idealized influence to speed-up graduation family firms into large corporations. The resolve to rely on ethical behaviour, instil pride in employees and utilize effective employment policies (45%) enables a patriarch to inspire them to collaborate, initiate tactical measures (25.7%) and build new benefits. These influence

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sustainable growth of family firms in the Middle East & North Africa, establishing the necessity to give up autocratic practices.

2.2.2. Reliance on Tradition & Performance Erosion

Common (2011) states that the passion of a patriarch in the Sultanate of Oman to utilize repressive leadership trait is influenced by his faith in regional culture -

- power distance (81%);
- individualism (31%);
- masculinity (52%);
- uncertainty avoidance (72%);

Reliance on such leadership traits leads a patriarch to demand obedience and loyalty from all, including family members and employees. He is known to use networks of personal relations to direct, govern and control the latter to promote disciplined actions, apply available resources optimally, build and deliver uninterrupted value to generate profit and accumulate wealth for the best benefit of family members. His reliance on tribal culture and self-belief as a provider with all pervading power lead him to repose faith in a misplaced notion - '*coercion and punishment provide the foundation of performance improvement*'. Singular reliance on authoritarian culture vitiates a family firm's internal environment that is aggravated further by his desire to exploit traditional approaches to compensate, reward promote subordinates. The utilization of the measure provokes a sense of deprivation, weakening their motivation to perform.

In the context of Omani family firm, a patriarch's power to take decisions to acquire and invest resources, plan and direct employees to take actions stem from socio-cultural tradition - '*a leader is empowered by Allah to take decisions and guide his subordinates to attain socio-political goals*'. Fahed-Sreih and Djoundourian (2006) state that this allows him to utilize unrivalled power to order employees to complete a task in a way that is perceived useful. Awareness of such power motivates him to coerce, threaten and punish them, and inspire them to work efficaciously to attain the goals set, enhancing a family firm's wealth. He exploits such autocratic practices to ensure that employees obey his instructions, influencing them to initiate disciplined and orderly actions.

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2.2.3. Nepotism & Mitigation of Operational Excellence

The report of Bahrain Family Business Association in 2015 conforms to such outcomes. It explains that 54% of family firms in Bahrain rely on ‘family business council led by a patriarch’. The leaders in them (76%) draft and authorize family members to initiate actions and take decisions, neglecting educated, trained and skilled employees. Such practices, denoted by the preference to harness nepotism, expose 61% of family firms in Bahrain to stiff challenges. This is contributed by lack of interest to promote and enrich talents (56%). The disinterest to attach priority to these culminates in the failure of family firms to attain operational excellence (34%), realize business goals (34%) and graduate to large corporations. The analysis highlights the failure of repressive practices of patriarchs. It points out that the constitution of such firms has a direct bearing on the values, assumptions, behaviour and beliefs of patriarchs, shaping their motivation to centralize, use repressive measures and control the actions of employees.

A patriarch in the GCCC relies on bureaucracy, rules, regulation and top-down communication to order, threaten and control employees to complete tasks and surpass goals. Behbahan (2012) claims that passion to rely on them is shaped by his cultural environment. This influences his personality, values, feelings, thinking and actions, guiding him to pay least priority to training, learning, intellectual endowment, judicious management practices and organizational agility. The founding anchors of performance erosion are visible, implying that his drive to exploit close supervision, punishment and performance based rewards yields inadequate benefits.

Transformation of weaknesses cited above is required to enrich performance of family firms, making it possible for them to graduate to corporations, compete and establish lead in the GCCC. The interview of Sulaiman Abdulkadir Al-Muhaidib, Chairman, Al Muhaidib Group, Saudi Arabia in 2014 justifies the role of change in leadership practices. He reposes faith in inspirational motivation. The adoption of this required to enrich the future of family firms in the GCC. In reply to a question of Youssef, Researcher, Mckinsey Consulting he states that a motivated team is a precondition of a family firm’s success and their graduation into business conglomerates. He cites the example of Al Muhaidib Group to justify the invaluable role of patriarch’s visionary leadership, his unwavering focus on people and their development, drive to empathise

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and commitment to nurture next generation of leaders. Such practices inspired all the firm to -

- repose faith in him and his views;
- seek his guidance, learn, innovate new actions and surpass goals set;
- build teams, share knowledge, garner expertise, innovate new value, compete and establish leadership in the Middle East & North Africa and elsewhere;

In view of the above, this study seeks to find out the extent to which the adoption of transformational leadership supports attainment of such goals.

2.3. Summary Overview

The analysis presented in this section reveals that patriarchs in the GCCC use unilateral actions and autocratic measures to direct employees. They rely on such leadership practices to repress employees, supervise their actions closely and punish them to compel them to follow orders and sustain growth of family firms. Patriarchs employ such autocratic measures to manage tasks for the benefit of family – wealth accumulation for family members and protection of their interests. False perception about the usefulness of autocracy, command and control, self centered actions, centralized decision making and neglect of employees impoverishes family firms, leading to performance erosion, stagnation and demise.

It is noticeable that unfounded faith in autocratic leadership traits guides patriarchs in the GCC to reject holistic development. Least priority is given to this to protect business secrets. To sustain such a mission, they train family members, share business knowhow and enrich skills and competencies. When these are enriched, patriarchs authorize family kith and kin to take decisions, retarding collective learning and derailing succession planning. These weaken the foundation of family firms' business excellence and growth.

Finally, the analysis justifies the need to change leadership practices of patriarchs in the GCC, attain business excellence and growth. The necessity for their change can be understood when transformational leadership practices are reviewed critically in Chapter-3.

Chapter-3: Literature Review

3.0. Introduction

The views of Breton-Miller and Miller (2006), Brockhaus (1994), Degadt (2003), Feltham *et al* (2005), Levinson (1971), Malien (2001), Peredo (2003), Shepherd and Zacharakis (2000) and Wah (2004) are reviewed in conjunction with Cutcher-Gershenfeld *et al* (1997), Avolio and Bass (1995), Bass (1998), Bono and Judge (2004), Cardona and Pilar (2004), Charbonneau (2004), Dvir *et al* (2000) and Friedman (2004) to assess why patriarchs embrace autocratic or transactional leadership practices and their impact on the performance of employees. In addition, a critical analysis of their theoretical standpoints helps to understand why the adoption of transformational leadership qualities by patriarchs elevates learning, innovative capabilities and customer value delivery competencies of employees in family firms, facilitating retention of competitive advantage.

Further, Antal *et al* (2000), Bollinger and Smith (2001), Calantone *et al* (2002), Cope (2005), Davenport and Hall (2002), Gold *et al* (2001), Irick (2007), Kets de Vries (2005) and Nonaka (1997) are explored to define why employees in family firms are motivated to assume responsibilities and excel when patriarchs embrace transformational leadership style. A holistic analysis clarifies the utility of such leadership style, influencing their change into learning entities.

The critical review is also required to ascertain why the renewal of family firms is rendered feasible when patriarchs internalize transformational leadership qualities, like charisma, inspirational motivation, intellectual stimulation and individualized consideration. They elevate the abilities of employees to think and act differently to manage resources and build value to attain and retain growth. Alvarez and Barney (2000), Brown and Eisenhardt (1998), Carlsson *et al* (1996), Davenport and Hall (2002), Foss and Ishikawa (2006), Foss and Knudsen (2000), Grant (2003), Halawi *et al* (2005), Kor and Mahoney (2004) and Mintzberg *et al* (1998) need to be reviewed to decipher such outcomes. They throw light on actions needed to change patriarchs culturally, rendering it feasible to pinpoint how such measures enable family firms to rely on knowledge creation and value building to sustain business growth and competitive advantage.

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Finally, the arguments of the above researchers are interpreted to examine the validity of the following objectives, explaining how the patriarchs' adoption of transformational leadership in family firms elevates learning, innovative capabilities and competencies of employees to deliver customer value and retain competitive advantage in the GCCC.

- i. Patriarch's adoption of idealized inspiration and motivation of employees in family firms to give credence to his views are related.
- ii. Patriarch's adoption of inspirational motivation and inspiration of employees in family firms to surpass benchmarks set are associated.
- iii. Patriarch's adoption of intellectual stimulation and resolve of employees in family firms to learn and employ knowledge are correlated.
- iv. Patriarch's adoption of individualized consideration and mentoring of employees in family firms are linked.

3.1. Patriarch & Autocratic Leadership

The analysis in this section provides the theoretical underpinning of a patriarch's preferred leadership practices and their impact on family firms. Breton-Miller and Miller (2006), Degadt (2003), Feltham *et al* (2005) and Kelly *et al* (2000) note his leaning on autocratic leadership, defined by heightened reliance on repression, coercion, command and control, and authority centralization. According to them he exploits these to establish self-worth and mastery to manage business. They are ostensibly used by him to threaten all in a family firm, command respect and ensure disciplined actions to attain the goals set. He considers them necessary to protect business and financial interests, thus protecting the interests of family members. He believes that such interests are sustained when business secrets are protected. Such perception leads him to repose faith in generational skill transfer and nurture the kith and kin.

The above analysis does not explain fully why a patriarch is inclined to embrace autocratic leadership, focus on learning of kith and kin, and guard business secrets. The works of Hoelscher (2002), Kenyon-Rouvinez (2000), Morck and Yeung (2003) clarify why they are conjoined. A patriarch's preference to harvest such leadership behaviour stems from his false notion of intellectual superiority. Such self-perception motivates him to centralize authority, leading him to control, direct and govern the

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actions of employees in a family firm. It leaves no room for anyone in such a firm to recommend new ways to manage tasks. Heightened reliance on command and control stimulates him to supervise actions of employees and outcomes closely and evaluate these vis a vis the goals set. He uses punitive actions when any deviation from such goals is noted. The preference for such repressive measures originates from his commitment to accumulate wealth of family and protect the interests of its members. To sustain these he seeks to protect business secrets, leading him to train them and disseminate business. Their knowledge and skills are thus enriched, authorising them to take decisions, exploit resources and attain business goals. Their empowerment is also championed to promote uniform value and thinking, providing the foundation of a family firm's business excellence and growth.

Lucas(2012) and Mills (2005) critically appraise the attitude of a patriarch to decipher the underlying motive to pursue business excellence through centralization, nepotism, and command and control, which are known to retard holistic development, promote mediocrity and ignite dissatisfaction, impoverishing such excellence. They note that a patriarch prefers to gloss over such weaknesses and repose faith in nepotism to protect the perceived secret of success, represented by access to resources, efficient processing, delivery of hard-to-copy products and leadership in a market (Grant, 2003).

Stewart and Hit (2011) reveal that a patriarch usually relates performance excellence to the proficiency to employ command and control, considered as the twin pillars of organizational dynamism and business excellence. The observation of Bowden (2008) is however, noteworthy. He argues that an enterprising patriarch and family members evolve over time and shun autocratic practices to build teams and integrate them to build and deliver value. The growth and success of family firms are attributed to such cultural transformation, as in the case of 35% of the Fortune 500 companies that are family firms, like Ford, Wal-Mart and Anheuser-Busch'.

In the end the analysis seems to shed light on the need to change a patriarch's leadership practices but it does not explain in detail which specific actions demand adoption to attain business excellence and growth. The necessity for their change can be understood when the outcomes of the prevailing leadership practices in a family firm are known.

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3.1.1. Patriarch & Outcome of Autocratic Leadership Practice

A review in this section is required to explore the consequence of current leadership practices in family firms and their consequences. It uses the experiences of other countries and links them to the theoretical foundation leadership practices in family firms to draw inferences.

i) **Nepotism and failure of family firms:** Stalk and Foley (2012) claim that 75% of family firms fail or are sold before the second generation takes over. Only 10% of such firms survive and allow the third generation to assume responsibility. They also note that family firms are prone to retain leaders for a period of 20 to 25 years, hindering the adopting of new technology and application of business models. Such weaknesses retard graduation to a conglomerate. Cutcher-Gershenfeld *et al* (1997) and Wah (2004) unravel the reasons of such failure. Conscious indulgence in nepotism to stimulate a sense of unchallenged power and wilful neglect of employees constrict a family firm's dynamism to act productively to change direction and attain business excellence. Sustained usage of centralization of authority to take decisions, command and control, use repressive and coercive practices dampens the spirit of employees to learn and think creatively, retarding a firm's overall agility to innovate and contribute to business excellence.

ii) **Repression & performance erosion:** The repressive leadership practice when used to promote undeserving or ill prepared family members vitiates a family firm's internal environment, weakening the motivation of employee to perform. Such erosion influences the failure to build and deliver uninterrupted value (Craig *et al* 2008), constricting the prospect to grow and compete in a market. It influences the failure of family firms, thus necessitating change in leadership style and practices to attain business excellence.

The relevance of the review in the above sections can be realised from the theoretical classification of Almedia and Wolefnzon (2006), Carsrud *et al* (1996), Chua *et al* (1999), Miller *et al* (2007), Mitchell *et al* (2011), Tapies and Fernandez (2010), and Yupiter (2008) about family firms. It points out that the constitution of such firms has a direct bearing on the values, assumptions, behaviour and beliefs of patriarchs, shaping their motivation to centralize, use repressive measures and control the actions of employees.

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Tapies and Fernandez (2010) mention Koironen (2002) to define a family firm by business values, which influence a patriarch's practices, promoting discipline and repressive control. His heightened interest in them is ill suited to inspire employees to change and initiate voluntary actions to improve performance. The authors mention Aronoff and Word (2000), Rokeach (1973) and Dumas and Blodgett (1999) to explain business value. They link this to a patriarch's commitment to change and transform a family firm into a learning entity. Awareness about these encourages employees to deploy higher than ordinary effort and surpass higher order goals, thus requiring a patriarch to shed autocratic practices. Mitigation of these is necessary to enhance innovation, creativity and professionalism. Their absence constricts a family firm's sustainability and growth.

Miller *et al* (2007) interpret a family firm on the basis of multiple owners, who are family members. They interpret data of 896 firms in the USA to assess the roles played by such family members and the measures employed by them to manage and control its resources. They inherit repressive qualities from a patriarch who relies on unilateral decisions and actions, constricting the opportunities of employees to learn, assume responsibilities and initiate collective measures to source, manage and process resources, develop and deliver beneficial products and services, generate profit and sustain growth, which mirror the views of Carsrud *et al* (1996), Tapies and Fernandez (2010) and Yupitun (2008). The analysis helps to gauge the actions needed on the part of family members to mitigate such weaknesses, necessitating judicious decentralization and empowerment of all in a family firm.

Yupitun (2008) mentions Carney (2005) to explain a family firm in terms of principal-agent relationship, which influences family specific behaviours, for example personalism and particularism. Personalism with reference to a family firm is denoted by a patriarch's standpoint in relation to his employees. Particularism represents his attachment to family and its members. The author mentions McConaughy *et al* (2001) to interpret the utility of principal-agent relationship. It shapes a family firm's behaviour and objectives, such as wealth accumulation, generational knowledge transfer and promotion of kith and kin. To attain these goals a patriarch uses centralization, reprimand and punishment. Heightened usage of these impacts adversely a family firm's performance excellence, cost mitigation and profitability.

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Moreover, the authors use the typology to isolate a family firm from a non-family firm based on the behaviour of a patriarch. Such separation helps to discern which factors enrich his vision, culture, efficacy to manage and govern such a firm and how they impact transformation of employees. Awareness about them influences decisive actions, which support its growth, diminish cost and elevate profit (Miller *et al* 2007), denoting performance excellence.

Mitchell *et al* (2011) describe a family firm from the viewpoint of stakeholder salience. The data of 435 firms listed in Standard & Poor 500 are examined to find out how such salience inspires the patriarchs and their family members (Miller *et al* 2007) to demonstrate power and establish the legal right to shape direction of such firms (McConaughy *et al* 2001). The interpretation of such data helps to determine how such authority is exploited by the family members to direct employees to attain the goals set. A review of the author's work explains how salience can be used to distinguish family firms from other types of firms. The distinction can be drawn on the basis of their behaviour and performance. It helps to find out how the stakeholders in such firms motivate the employees to circumvent the challenges in a market, generate profit, attain growth and retain leadership. Moreover, the usage of stakeholder salience is recommended to assess how the behaviour of family firms is influenced by unilateral decisions and actions of patriarchs and other owners, retarding the performance of employees engaged in them.

Carsrud *et al* (1996) defines a family firm in term of culture, sources of bonding, strength of shared values and sources of control. They rely on the standpoint of Filley and Aldeg (1978) and Handler (1989) to classify the firms into four categorises, such as ownership and management, interdependent subsystems, generation transfer and multiple conditions. Learning about them helps to explore the evolution, behaviour patterns, performance excellence, and survival and progress of such firms, which are impacted by the perceptions of patriarchs. It helps to elucidate why performance is influenced by the following that are contributed by the assumptions, beliefs and practices of such patriarchs:

a) **Sources of bonding:** A family firm and actions of its patriarch are linked by biology, emotion and laws.

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- Carsrud *et al* (1996), mention Goody (1958), to explain why biological relationship between a patriarch and family members elevates bonding in such a firm, and how such bonding impacts the perception of a patriarch.
- The authors acknowledge Fincham and Bradbury (1990) to define the ways in which psychological leanings of family members on a patriarch influence bonding, though they may not be biologically related.
- They cite Wilson (1992) to explain the ramification of legal and contractual relationship between a patriarch and other stakeholders in a family.

b) **Shared values:** The authors mention Luthans (1977) to define how employees in a family firm are required to give credence to a patriarch's assumptions, beliefs and actions, and follow these.

c) **Ownership and control:** They explain how a patriarch's ownership of a family firm, his internal control and authority influence the employees to act in conformity to the guidelines set by him.

Carsrud *et al* (1996) also classify the family firms into sixteen classes, which also partially relate to the typology of Chua *et al* (1999). The first one, denoted by Class 1, is considered to complete this study. It is founded on biological bonding, shared values and internal control, linking a family firm to ownership and management – 'family owned and family managed'. Chua *et al* (1999) examine such family firms (585) to find out why a patriarch's autocratic practices dampen the motivation of employees to act and improve performance.

The above analysis reveals that a patriarch uses unilateral actions and decisions, and repressive measures to direct employees, manage and govern the functions of a family firm. His leaning on autocratic practices stems from his resolve to protect its best interests. The underlying reasons for exploiting such practices can be gauged from the taxonomy presented by Conyers (2011), Lockwood and Al-Ababneh (2007) and Yukl (1999). An interpretation of their conceptual standpoints is necessary to ascertain what can be done to transform autocratic leadership practices of patriarchs.

Conyers (2011) delineates an autocratic leader in terms of actions. He explains why a patriarch embraces such leadership style and how it benefits a family firm. He relies on command and control, repression and punishment, centralization and direction to motivate employees to work, deliver results, contribute to profitability and attain

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growth. The author mentions Fyfe *et al* (1997) to explain why one-way communication practices, absence of their empowerment and isolation from decision making support efficacious management and governance of a family firm, leading to wealth accumulation and protection of interests of kith and kin. On the other hand, the author mentions Steinheider and Wuestewald (2008) to contradict such an outcome. He notes that sustained usage of repressive measures stifles the motivation of employees, distorting results. Knowledge about such outcome is required to determine the actions needed to transform a family firm's patriarch.

Lockwood and Al-Ababneh (2007) elucidates an autocratic leader from the viewpoint of power. In the context of family firm, a patriarch's empowerment and authorization to take decisions to acquire and invest resources, plan and direct employees to take actions stem from ownership. This allows him to utilize unrivalled power to order employees to complete a task in a way that is perceived useful. Awareness of such power motivates him to coerce, threaten and punish them, and inspire them to work efficaciously to attain the goals set, enhancing a family firm's wealth. He exploits such autocratic practices to ensure that employees obey his instructions, influencing them to initiate disciplined and orderly actions. The authors mention Al-Hajjeh (1984) and Jar-Allah (2000) to explain why patriarchs in the Middle East repose faith in autocratic practices. The preference for them originates from negative opinion about the abilities of employees to adhere to instructions and implement them. Such perception leads to the adoption of repressive measures, which heighten their demotivation, eroding overall performance and retarding the growth of a family firm. Comprehension about them is required to find out the measures needed to change such adverse consequences.

Yukl (1999) reviews leadership from the viewpoint of behaviour. He compares autocratic and participative leadership to define the practices of autocratic leaders, like patriarchs in family firms. They use unilateral communication to order, threaten and control employees to complete tasks and surpass goals. Lockwood and Al-Ababneh (2007) link such realisation to the propensity to employ punishment and coercion. They mention the work of Kavanaugh and Ninemeier (2001) to point out that the interest to utilize autocratic leadership style is shaped by personality, values and feelings, influencing a patriarch's thinking and feeling. Its utilization fails to yield results when employees in a family firm are educated, knowledgeable, trained and

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experienced. Motivating them to assume responsibility and initiate constructive actions necessitates the usage of participative leadership style, such as transformational leadership. Its relevance becomes clear when the works of Abrell *et al* (2015), Avolio *et al* (2004), Balyer (2012), Boyett (2006), Charbonneau (2004), Dionne *et al* (2004) and Emery and Barker (2007) are interpreted in association with that of Ganguly (2000), Irick (2007), Spender (2008) and Vera and Crossan (2004). Overreliance on repressive leadership practices needs to be minimized dissatisfies employees, influencing collective indifference, eroding overall abilities to think judiciously and constricting their motivation to act differently and contribute to business growth. Such inimical impacts are mitigated when patriarchs adopt transformational leadership practices, represented by idealized inspiration, inspirational motivation, intellectual stimulation and individualized consideration. Internalization of these makes it possible for patriarchs to -

- a) mentor employees and guide them;
- b) win their trust;
- c) share knowledge and empower them;
- d) build team and cultivate dynamism;

They provide the foundation of creative thinking, differentiated actions and benefit delivery, making it possible for family firms to compete and grow. The impacts of improved communication between a patriarch and employees are visible. They stimulate behavioural changes that inspire employees to invest extraordinary efforts to attain a family firm's goals.

In the context of this study, it is pertinent to examine how and why the adoption of transformational leadership enables a patriarch to shed the passion to use autocratic leadership practices, guide all in a family firm and attain performance excellence.

3.2. Patriarch & Transformational Leadership

The analysis in this section provides the theoretical foundation of the need to change leadership practices in a family firm. It is desired to promote empowerment of all in it. Studies conducted conjoining transformational leadership style, family firm, learning, authorisation and decentralization, competence and capability elevation, decision making agility and performance excellence are not available. In the absence

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of reliable evidence regarding these, the researches, specializing in transformational leadership, family firm and knowledge management, are linked to draw inference about how the adoption of transformational leadership by patriarchs elevate learning, innovative capabilities and competencies of employees to deliver customer value and retain competitive advantage.

Spreitzer *et al* (2003) assume that the adoption of transformational leadership -

- a) fosters awareness of employees about goals and values;
- b) enhances their focus on collective performance of teams;
- c) stimulates the passion to attain higher order needs;

They influence collective learning, knowledge, skills and capabilities of employees in a firm. The authors infer that such outcomes motivate them to assume responsibility and take decisions, encouraging decentralization of authority. This stimulates the interest to find new avenues to source, employ and process unique resources to develop and deliver differentiated products and services. Their sustained delivery accelerates value building. The change in leadership practices in a family firm and elevation of collective self efficacy are thus related.

In the context of a family firm's transformation, the utility of a patriarch's adoption of idealized influence, inspirational motivation, individualized consideration and intellectual stimulation explained by Sahgal and Pathak (2007) assumes relevance. They rely on Bass (1998) and Charbonneau (2004) to favour their internalization. Their advocacy can be related to a family firm and alters the adverse impact of autocratic leadership practices. A patriarch is required to change his behaviour to influence such alteration. This advances his cultural transformation. He is required to embrace transformational leadership qualities to modify his behaviour. The initiative stimulates a patriarch to communicate eloquently; guide, train and inspire employees (Moynihan *et al* 2011) to act; promote fellow feeling (Hay, 2006), holistic thinking, leading to empowerment. This furthers collective excellence, denoting the results of a patriarch's resolve to envision (Judge and Piccolo, 2004); know about them (Rowold and Schlotz, 2009) and give credence to their learning (Stewart, 2006). They energise employees to collaborate, contribute and attain lofty performance goals, influencing the graduation of a family firm into a conglomerate.

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The inference drawn in this section is corroborated by the views of Palliam *et al* (2011). They justify the necessity to embrace values, ethics, culture and code of behavior recommended in Islam to govern and manage family firms and protect the interests of all, requiring the patriarchs to consider the following, lead and transform them into value creating entities -

- a) shun favoritism;
- b) extend equal opportunity to all;
- c) reinvest business earnings for collective enrichment;

Advocacy regarding them stems from the desire to empower all (mean=55.18), enable them to think and act differently, decentralize authority to take decisions, envision and establish leadership in business (mean=26.91).

i) **Transformational leadership & change:** A review of Chua *et al* (2003), Dvir *et al* (2000), Gao and Bai (2011) and Wang and Walumbwa (2007) reinforces the relevance of transformation leadership in the context of the family firm. They infer that its adoption fosters holistic change in such a firm. They favour the change to enhance capabilities to attain resource management excellence, develop and deliver differentiated products and services. Their elevation motivates a patriarch to decentralize and engage employees to innovate them (Bass, 1999), allowing a family firm to compete in a market.

ii) **Transformational leadership & knowledge endowment:** Avolio *et al* (2004) and Bass (1998) when analysed in conjunction with Gomez *et al* (2000) help to understand the utility of a patriarch's transformational leadership adoption. They state that its adoption influences him to focus on acquisition of tacit, explicit and implicit knowledge; conversion into working knowledge and dissemination to all in a family firm (Nonaka, 2001). Access of all to it renders it feasible to think and act differently, and attain key goals, which support such a firm's growth and graduation to a conglomerate, justifying the utility of individualized consideration and intellectual stimulation. They stimulate a patriarch's desire to –

- a) attend to the needs of employees, like recognition, personal growth, reputation and achievement (Bolden *et al* 2003);
- b) listen to the concerns of the employees (Gerhardt, 2004);

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iii) **Transformational leadership & fellow feeling:** Bolden *et al* (2003) presume that they manifest fellow feeling. A patriarch is encouraged to mentor and coach all in a family firm when he embraces the quality. They magnify self efficacy of employees in it to think and act creatively. They evoke the interest to analyse business realities and use assets to develop high value products (Gregory-Mina, 2009); adopt diverse measures, like merger, acquisition, collaboration and partnership; and employ high value strategic initiatives and compete (Calantone *et al* 2002). The analysis underscores the relevance of migration from repressive to excellence and employee centered leadership practices. Such a change supports the graduation of a family firm into a conglomerate, such as Chaebols in South Korea (Powers, 2010).

The relevance of the above interpretation can be understood from the categorization of Judge and Bono (2000) and Yukl *et al* (2002) of transformational leadership. It helps to understand the theoretical materiality of such leadership to change a patriarch and his practices, which elevate learning and innovative capabilities of employees to deliver value added products and compete in a market.

Yukl *et al* (2002) interpret transformational leadership as behaviour which is categorized in terms of task, relations and change orientations. These explain the conceptual framework of transformational leadership and why its adoption enables a patriarch to change his behaviour, inspire employees to align with his views and assume responsibility to attain a family firm's goals collectively.

a) **Task orientation** motivates a leader to plan short-term activities, communicate task objectives and role expectation, manage resources, monitor operations and performance (Barrasa, 2003), denoting the impact of contingent reward and management-by-exception (Rowold and Schlotz, 2009), which are key transactional leadership traits. When they are pursued, efficient development and delivery of value added products become a reality, reinforcing the essence of short-term planning, responsibility allocation, operation and performance review.

b) **Relation orientation** inspires a leader to support and encourage employees, and acknowledge their attainments. To sustain them, he harnesses their learning and abilities to take purposeful decisions, mentors them to promote skills, enhances their self worth, interacts and shares ideas to assure efficient decisions (Kaiser *et al* 2008),

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signifying the outcome of inspirational motivation and individualized consideration-key transformational leadership traits. When they are embraced by a leader, his commitment to a firm, its employees and goal realization is enhanced. Manifestation of such leadership quality elevates mutual trust and collaboration between them (Bolden *et al* 2003).

The interpretation justifies the importance of a leader's focus on development of employees (Gerhardt, 2004), recognition of their contribution (Judge and Piccolo, 2004), consultation with them, their empowerment (Pastor and Mayo, 2006) and review, which are also propounded by Yukl *et al* (2002).

c) **Change orientation** influences a leader to review legal, regulatory, political and social changes. Awareness of them allows him to encourage all in a firm to think and act differently to innovate and adopt new strategy (Barbuto, 2005). To sustain such outcomes and future growth, he takes risks and promotes desired changes (Judge and Bono, 2000), signalling the results of idealized inspiration and intellectual stimulation that are important transformational leadership traits.

The analysis clarifies the relevance of a leader's prioritization of assessment of external environment, communication of views about a firm's future (Bass *et al* 2003), new thinking and creativity (Jung and Sosik, 2002), and risk taking (Hartsfield, 2004), which are considered as prerequisites of its performance excellence.

Judge and Bono (2000) describe transformational leadership in terms of personality. They explore five traits, like neuroticism, extroversion, openness to experience, agreeableness and conscientiousness to establish the conceptual soundness of transformational leadership traits, such as idealized inspiration, inspirational motivation, intellectual stimulation and individualized consideration. The authors mention Bass (1985) to point out that they need to be founded on four transactional leadership dimensions, for example contingent reward, management-by-exception (active and passive) and laissez faire, signalling the utility of rationality, objectivity and purposefulness. When such qualities are embraced by a patriarch, performance excellence of a family firm is ensured.

a) **Neuroticism**: This is represented by the absence of self confidence and self esteem, which are opposed to transformational leadership characteristics. A transformational

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leader is known to be a visionary, self efficacious and intellectually empowered (Charbonneau, 2004). He communicates eloquently, demonstrates high moral standard and takes risks. These enable him to set high performance standards, challenge conventional practices and win trust and faith of employees (Judge and Piccolo, 2004), inspiring them to follow his views, take responsibility to initiate actions and attain a firm's goals. Notwithstanding the theoretical irrelevance of the trait involving transformational leadership, Ross and Offerman (1991), mentioned by the authors, note positive association between neuroticism and self confidence.

b) **Extroversion:** This allows a transformational leader to establish an emotional bond with employees. This is attributed to his communication efficacy (Hartsfield, 2004), enabling him to explain clearly why a set of actions are desired. Comprehension about such reasoning allows employees to take initiative, set priorities and attain goals, justifying the impact of a leader's motivation to be sociable, which is endorsed by Bass (1998), mentioned in Judge and Bono (2000).

c) **Openness to experience:** Conger and Kanugo (1987), mentioned in Judge and Bono (2000), relate openness to experience to a leader's passion to be innovative and creative, which influence him to use unique measures and orchestrate change. To foster such change, he questions the relevance of all conventional assumptions and practices (Lim and Ployhart, 2003), enabling employees to understand flawed perceptions and actions. Such learning enable them to change and contribute to performance improvement (Barbuto, 2005), signalling the impact of a leader's intellectual stimulation.

d) **Agreeableness:** This is linked to a leader's commitment to attend to the individual needs of employees, like self development, mentor and guide them, and acknowledge their contributions, such as praise for performance excellence. They inspire them to give credence to his views and repose faith in his actions (Piccolo and Colquitt, 2006), leading to initiation of voluntary actions to change, enrich holistic performance and surpass goals set (Dionne *et al* 2004).

e) **Conscientiousness:** This relates to a leader's charisma, enabling him to take a high moral ground and definite stand on controversial issues and unbiased decisions, owning-up responsibility for outcomes. These motivate employees to accept him as a leader, repose faith in his actions, align with his thinking and initiate actions to deliver

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results (Judge and Bono, 2000), highlighting the impact of charisma. Notwithstanding such virtues, the authors fail to note positive correlation between conscientiousness and transformational leadership.

The framework ('5 factor model of personality') of Judge and Bono (2000) helps to establish the association between the dimensions of transformational leadership, represented by idealized inspiration, inspirational motivation, intellectual stimulation and individualized consideration, and traits. They are also linked to transactional leadership dimensions, such as contingent reward, management-by-exception (active and passive) and laissez faire, to present a holistic theoretical view of transformational leadership. Their inclusion is based on the theoretical standpoint of Kark *et al* (2003) who state that transformational leadership is anchored on transactional leadership.

In the context of this study, it is important to review how the adoption of traits and behaviours of transformational leadership enables a patriarch to discard autocratic leadership practices, guide all in a family firm and attain performance excellence.

3.3. Patriarch & Idealized Influence

The interpretation in this section helps to provide the theoretical underpinning of the first objective of the study. The relevance of a patriarch's transformational leadership to support a family firm's performance excellence and graduate to conglomerate status may be determined by analysing critically how his idealized influence which is defined by a leader's abilities to demonstrate admirable behaviour and convictions, take stand and connect to employees emotionally. They inspire them to accept him as a role model and emulate his vision and values, providing the foundation of trust. This drives them to learn, acquire competence and capabilities to produce value added products and services.

The relevance of idealized influence from the viewpoint of a patriarch's behaviour change can be gauged when the works of Dastoor *et al* (2003), Engelbrecht *et al* (2005) and Heuvel *et al* (2006) are related and analysed. It can be inferred that the adoption of idealized influence allows a patriarch to demonstrate exemplary qualities – 'role model', 'expertise', 'competence', 'respect', 'ethical behaviour' and 'pride'. These are known to inspire employees and set high moral standards; repose faith in ethical values; display exemplary behaviour; demonstrate expertise; communicate and

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explain; reassure them to challenge conventions; prioritize citizenship behaviour and enhance self efficacy. Their visibility inspires employees to emulate a patriarch (Gillespie and Mann, 2000), enhancing the wisdom to collaborate; think creatively; act constructively; assume independent responsibility; set examples; develop and deliver inimitable products. They help to unleash innovation, creativity based excellence, an impact of a patriarch's acclaimed vision, expertise, experience, knowledge and business acumen, transforming a family firm into a conglomerate, as in the case of the Carrefour, Samsung and Kharif Groups. The transformation clarifies the relevance of idealized influence.

a) **Role Model:** The importance of role model from the standpoint of a patriarch's transformation can be assessed when the contributions of Avolio *et al* (2004), Barnett *et al* (2001), Engelbrecht *et al* (2005), Jung and Sosik (2002) are linked and interpreted. It can be assumed that the acceptance of a patriarch as a revered figure and role model depends on his intellectual prowess, commitment, honesty and achievements. The authors suggest that they encourage the employees to repose trust in his capabilities and actions, views of new opportunities and recommended unique solutions to problems, illustrating the sources of a firm's excellence. Further, they relate such inference to his unique abilities to communicate vision to instil pride in associating with a family firm. This is the result of his intellectual prowess that helps to display a sense of power and competence. His knowledge and self efficacy lead him to go beyond self-interest for the good of the team, inspiring them to act in ways that build others' respect in a market. As a role model, he reassures the employees that obstacles could be overcome. To attain this he makes personal sacrifices, reflected in a family firm's outcomes, like benefit delivery, profit and growth.

The views of Lim and Ployhart (2004) and Wah (2004) when related, reinforce the importance of a role model. They relate this to a patriarch's unique knowledge; self assessment; faith and belief; and ability to control effectively actions or outcomes. Their inference is rested on the assumption that such qualities provoke him to talk about most important values and beliefs to the employees and specify the importance of having a strong sense of purpose for the actions. Demonstration of the qualities motivates them to consider the moral and ethical consequences of business decisions. As a result, their internalization empowers a patriarch to articulate his thoughts to

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champion exciting new business possibilities. He connects the growth of a family firm to high levels of collaboration and synergy among employees and talks about the importance of trusting each other to strengthen team work and attain tangible results, emphasizing the importance idealized influence.

b) **Ethical Behaviour & Expertise:** A patriarch is required to demonstrate ethical behaviour and expertise, which demands change. Their essence can be assessed when the works of Gupta *et al* (2009) are analysed in conjunction with Jung *et al* (2007) and Kelloway and Barling (2000). It can be deduced that a patriarch is recommended to attach priority to ethical conduct to demonstrate that his values stand on non controversial issues, honest judgement, selfless measures, unbiased decisions, balanced perceptions and honest practices. They heighten the trust and faith of employees in his vision, views and actions, enhancing whole hearted commitment to participate in strategic planning and goal attainment. The outcome of transformation from a repressive regimen to a democratic culture is noticeable. Working in a transformed environment is equated to satisfying experience, improving creativity and innovation.

The theoretical validity of ethical behaviour is reinforced when the works of Conger and Kanungo (1998), Dunford *et al* (2001), Farrell *et al* (2004) and Heraty and Morley (2008) are related and analysed. Employees equate ethical leadership to justice. When they see a patriarch's readiness to accept the moral and ethical consequences of a decision and own-up responsibility, the passion to explore new opportunities is magnified.

In the end, the inspiration to explore and innovate is also correlated to a patriarch's ability to envision the future that motivates employees to emulate him, improving performance and attaining higher order goals. They demonstrate his abilities to penetrate their souls, impacting positively the level of awareness and willingness to strive for greater ends. Such enthusiasm and desire to excel can be attributed to the desire to thrive on knowledge, explaining the relevance of learning elevation to create new products to develop and deliver value; and sustain competitive lead. In the long-run this facilitates the graduation of a family firm to a conglomerate. The outcomes explain the value of a patriarch's ethical behaviour.

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c) **Respect & Pride:** The importance of instilling respect and pride in employees requires a patriarch to modify his behaviour. Their relevance can be understood when the works of Alimo-Metcalfe and Lawler (2001), Bencsik and Bognár (2007), Charbonneau (2004) and Degadt (2003) are related and analysed. It can be reasoned that a patriarch's interest to respect employees and instil pride help to change the shallow internal culture of a family business and improve the collective competence to think critically and act effectively. When dissension, tension and mistrust between handpicked family members and employees are controlled, minimized and eradicated culture change is evident, related to a patriarch's commitment to embrace transformational leadership traits. To diminish discrimination between family members and employees he communicates repeatedly. This renders sharing of vision and values feasible. It helps to groom all, epitomising knowledge sharing and employees' collective learning.

Dionne *et al* (2004), Ganguly (2000) and Hochman *et al* (2000) when linked and analysed underscore the necessity to empower employees intellectually. Such empowerment is desired to enhance their expertise and authority. Their recognition satisfies and motivates them to surpass barriers, contributing to the growth of a family firm. This is magnified due to the abilities to innovate, excelling in differentiated value delivery. This facilitates migration to a conglomerate.

Further, the works of Dionne *et al* (2004) and Edwards *et al* (2003) reinforce the importance of respect and pride to stimulate the motivation to learn. It enables them to seek differing perspectives in an effort to solve problems, look at problems from diverse angles and deliver viable solutions, facilitating the effective management of family business. To attain this, a patriarch's abilities to encourage non-traditional thinking to deal with traditional problems and rethinking ideas never questioned before, adopt strategic measures signal new ways of managing business initiatives, sustaining growth. This explains the usefulness of idealized influence.

The importance of the above analysis in this section can be realised from the classification of Antonakis *et al* (2003), Judge and Bono (2000) and Kelloway *et al* (2012) about idealized influence. The classification helps to understand the theoretical pertinence of such leadership trait to transform a patriarch and his practices. They

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inspire employees to repose trust and faith in his views, values and proposed actions to change and explore new avenues to attain performance excellence.

Judge and Bono (2000) examine a '5 factor model of personality' to explain the association between personality and idealized influence. They relate such leadership dimension to key personality traits, like extroversion and openness to experience. Extroversion stimulates a leader to treat employees humanely and manage them fairly (Kelloway and Barling, 2000), influencing them to respect him. Moreover, his forceful communication of vision, views and judgement about an occurrence demonstrates expertise (Bass, 1999), inspiring them to give credence to his recommended actions, initiate decisive actions and attain goals set (Politis, 2004). These signal the impact of his sociable nature and emotional bonding with them. Moreover, openness to experience stimulates a leader's creativity (Mester *et al* 2007), guiding employees to discard traditional practices, reject flawed perceptions and change (Jandaghi *et al* 2008). They influence performance excellence, signalling the outcome their trust in him, and his ethical conduct and stand (Bass *et al* 2003).

Antonakis *et al* (2003) mention Avolio and Bass (1991) and utilize full range of leadership theory to improve upon their classification, such as transformational, transactional and non-transactional, and develop a robust theory of leadership. To explore the relevance of transformational leadership, he explains idealized influence in terms of empathy, a key factor of emotional intelligence -

a) selflessness and self-sacrificing leader even if his proven expertise, unique know how and unparalleled abilities are not understood by employees (Tejeda *et al* 2001). The demonstration of altruistic behaviour and actions influence them to repose trust and faith in his recommended initiatives (Choi, 2006). Such reliance influences them to participate and act collectively to attain goals (Avolio *et al* 2004), denoting performance excellence and value building (Boerner *et al* 2007).

b) charismatic actions and initiatives of a leader that are founded on his views of a firm's future, assumptions, beliefs, ethics and standpoints (Dastoor *et al* 2003). Learning about them stimulates employees to perceive his actions as authentic (Hall *et al* 2002), helping to establish an emotional bond (Harms and Credé, 2010, Lim and Ployhart, 2003), influence decisive actions to change (Politis, 2004) and sustain benefit delivery.

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Kelloway *et al* (2012) mention Bass and Avolio (1994) to interpret idealized influence based on psychological well being. The adoption of the trait influences a leader to initiate action that is honest, principled and virtuous. It stimulates him to discard adhoc and advantageous actions. It strengthens his resolve to honour moral commitment to employees (Stewart, 2006), enabling to reject parochial and narrow self interests (Turner *et al* 2002). Rejection of these magnifies his resolve to circumvent the pressure to attach priority to bottom-line financial performance and motivates him to give credence to goal attainment of a firm (Avolio *et al* 2004), influencing him to focus on their long-term interests and well being (Bass, 1999). Awareness about them inspires them to think judiciously and change (Charbonneau, 2004), leading them to act voluntarily and surpass goals (Dionne *et al* 2004).

The synthesis presented in this section is not endorsed by all. Researchers like Judge and Piccolo (2004) and Stewart (2006) contradict them. An interpretation of their views explains that overreliance on charismatic appeal, involuntary indulgence in cultism, and conscious promotion of ‘great leader’ do not embolden capabilities of employees in family firms to take the lead, assume responsibility, think and act differently to manage and utilize resources to innovate new values. The awareness about the presence of such a leader with all pervading power leads them to seek guidance and approval prior to employing measures to source, configure and exploit resources to deliver value added outputs. The development of such dependency syndrome diminishes their intellectual maturity, influencing collective indifference, eroding overall abilities to think judiciously and constricting their motivation to act differently and contribute to business growth. Such inimical impacts are also aggravated by multiplicity of leadership. They are mitigated when patriarchs adopt transactional leadership traits, specially contingent reward and management-by-exception (active). According to Breton-Miller and Miller (2006) and Reid (2009), internalization of such traits makes it possible for patriarchs to -

- a) manage resources objectively;
- b) monitor employees and their actions closely;
- c) encourage them attain goal set and earn rewards;
- d) motivate employees to focus on tasks and deliver value;
- e) discourage them to innovate;

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f) inspire them to follow orders;

They provide the foundation of disciplined initiative, guided actions, goal realization and benefit delivery, making it possible for family firms to compete and grow. They inspire employees to invest extraordinary efforts to attain a family firm's goals.

In view of the above, it is necessary to interpret how the internalization of the leadership trait (idealized influence) enables a patriarch to discard autocratic leadership practices, nurture all in a family firm and improve performance.

3.4. Patriarch & Inspirational Motivation

The interpretation in this section helps to provide theoretical the basis for the second objective. It examines how a patriarch's eloquent communication of vision and optimism to the employees; propensity to challenge them; resolve to explain future goals and define the relevance of task at hand provide the foundation of goal attainment in a family firm. It also explains why they inspire the employees to learn, adopt unique measures, change internal environment, embrace professionalism and deliver unique products, transforming a family firm into a value creating entity.

The importance of inspirational motivation from the background of a patriarch's behaviour change can be understood when the works of Amabile *et al* (2004), Brockhaus (1994) and Eisenbach *et al* (1999) are linked and analysed. It is inferred that the adoption of inspirational motivation encourages a patriarch to communicate eloquently his vision and future of the family firm to employees. Lucid articulation transcends diverse groups of employees; touches hearts and consciousness; stimulates imagination and creative thinking, promotes the urge to innovate and excel. It signals the impact of inclusive practices, demolishing barriers between family members and employees. It also evokes the urge to collaborate and explore relentlessly new opportunities to excel. With changes in management practices, the employees are inspired to think positively. The association between purposeful communication and change is thus justified by the resultant employee motivation to surpass all barriers and attain higher order goals.

The theoretical validity of inspirational motivation is reinforced when the views of Hall *et al* (2002) are considered. It can be reasoned that the trait when embraced by a patriarch enhances his abilities to talk optimistically and enthusiastically about the

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future and what needs to be done to attain key goals , inspiring the employees to act. The capability to articulate a compelling vision of the family firm's future and values results in acceptance by them. Further, his behavioural change leads him to take a definite stand on controversial issues. He exploits forceful communication to articulate a common vision and value to unify all in a family firm. His self belief, confidence and creative abilities inspire them to act effectively and attain objectives and goals. They denote his competence to present a realistically exciting image, energizing them to surpass all expectations.

The above inference links performance excellence to inspirational motivation. Charbonneau (2004) endorses its relevance. His theoretical standpoint when linked to a family firm, the essence of its adoption by a patriarch is realised. His passion to rely on democratic values, decentralization of authority and liberal interaction to engrave a family firm's unique image in the hearts of employees is heightened, elevating their commitment to attain goals. Their employment improves collaboration with the patriarch. It inspires them to align their goals to that of a firm, ensuring attainment. This justifies a patriarch's adoption of leadership quality to energize employees and move beyond performance norms to attain excellence.

i) **Communication & Sense of Purpose:** A patriarch's transformation is denoted by his abilities to communicate powerfully and drive a sense of purpose. Their essence can be assessed when the works of Drucker (2004), James (2001) and Kelloway *et al* (2000), Macik-Frey (2007) and Malinen and Vento-Vierikko (2002) when linked and analysed. It can be inferred that the adoption of inspirational motivation by a patriarch inspires him to communicate forcefully to employees in a family firm to make the following known –

- a) vision and mission;
- b) commitment to challenge old conventions and change decision making processes;
- c) resolve to overcome barriers and attain excellence;

A patriarch's decisive articulation explains his values, beliefs, expertise, experience and commitment to change. Learning of employees about them is required. It enables a patriarch to win their trust and faith in his actions, such as rejection of nepotism; focus on equal opportunity; priority on learning, knowledge, skills, competence and capability elevation; and adoption of measures to excel and retain competitive lead.

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He articulates them to guide the transformation of a family firm, inspiring the employees to collaborate with family members; assume authority and responsibility; find out ways to contribute effectively to change; take interest to explore opportunities to excel and sustain progress. They manifest the impact of culture change – ‘equal opportunity to all’ and ‘leadership on merit’.

The inference about forceful communication when linked to King *et al* (2001) and Newcomb (2005) helps to understand its utility from the angle of a patriarch’s drive for culture change. It is required to elevate learning of employees about strong sense of purpose and meaning. Awareness about them inspires them to explore new ways to think and act, and excel in delivering value. A patriarch’s ability to harness them is related to his resolve to disseminate knowledge and share experience, explaining the best course of action. The importance of his focus on purposeful communication is thus justified, clarifying how it influences employees to manage tasks efficiently. This provides the foundation of a family firm’s performance excellence and graduation to a conglomerate, justifying the value of inspirational motivation.

ii) **Posing Challenges and Providing Optimism:** A patriarch’s change is represented by his competence to pose challenges and provide optimism. Their relevance can be determined when the theoretical standpoints of Mauzy and Harriman (2003), Sparrowe (2005), Jandaghi *et al* (2008) and Dascher and Jens (1999) are combined and analysed. It can be inferred that a patriarch is known and respected by his capability to infuse passion and optimism in his employees. He poses challenges and provides optimism to energise them to assume responsibility, accept challenges, surpass all barriers, overcome difficulties and explore new frontiers to attain business excellence. These lead to a family firm’s cultural maturity. This fuels synergy and collaboration between family members and employees, enhancing collective thinking and actions.

Heightened collective thinking and actions is denoted by cohesiveness. This demands efficient knowledge exchange, enriching learning and abilities of employees in a family firm to think and act constructively that provide the anchors of performance excellence. This manifests in the commitment to raise the goals set and scale new heights, strengthening collective capabilities to deliver unique products and value. The outcomes influence a family firm’s graduation to a conglomerate, reinforcing the

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utility of a patriarch's ability to challenge employees and communicate optimism to employees. It upholds the worth of inspirational motivation.

The significance of the above analysis in this section can be grasped from the categorization of Barbuto (2005) and Yukl (1999) about inspirational motivation. It is required to discern the theoretical pertinence of such leadership quality. Its adoption changes a patriarch and his initiatives, inspiring employees to follow his views and suggested measures to transform and attain performance excellence.

Barbuto (2005) mentions Avolio (1994), Bass (1985) and Burns (1978) to interpret inspirational motivation based on personality. He relates the leadership quality to attitude and emotional outlook. Inspirational motivation relates to a leader's ability explain fluently his vision of a firm's future that appeals and drives employees to accept responsibility (Bono and Judge, 2004), employ higher than required effort (Bass *et al* 2003) and attain its goals (Dvir *et al* 2002). It arouses his passion to challenge their conventional thoughts and traditional beliefs (Hall *et al* 2002), encouraging them to explore new avenues to attain future goals and higher order results (James, 2001). Their attainment is correlated to their about ground realities and underlying meaning of task at hand (Lim and Ployhart, 2004), which provide the foundation of performance excellence and benefit delivery (Newcomb, 2005). The outcomes denote the impact of loyalty, respect and trust of employees toward a leader.

To justify his theoretical standpoint Barbuto (2005) links inspirational motivation to intrinsic/internal motivation. He mentions Bass (1985) and Barbuto and School (1999) to explain that a transformational leader's emotion, persona and trust in employees inspire them to collaborate and repose faith in what he articulates and attain its goals. The author's analysis clarifies why inspirational motivation and emotional bonding are related. Their association highlights the importance of the leadership quality to challenge employees and set high standards (Cable and Judge, 2003), articulate hope and optimism about goal attainment (Palmer *et al* 2000, Peterson *et al* 2008), and provide meaning for the task at hand (Politis, 2004), which energize them and stimulate their creative potential to attain such task (Stewart, 2006), signalling performance improvement.

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Yukl (1999) mentions Burns (1978) and Bass (1985) to elucidate inspirational motivation in terms of behaviour. He uses multifactor leadership questionnaire to define how a leader's relations and change oriented behaviour are influenced by his vision for excellence (Jung and Sosik, 2002), resolve to be supportive, commitment to recognize results (Humphreys, 2001), and identification of opportunities, threats and new possibilities. Such attitude, critical thinking and dynamic initiatives stimulate his interest to treat employees humanly (Gumusluoglu and Ilsev, 2009), explain to them a firm's direction, clarify what can be done to realize it (Dvir *et al* 2002) and justify the utility of a set of actions (Eisenbach *et al* 1999), enabling them to understand the task at hand (Dionne *et al* 2004). Learning about this heightens the motivation to initiate decisive actions and attain goals. They manifest the result of articulation of his vision, raising their motivation to change, act differently and perform beyond expectation.

In the context of this study, it is important to ascertain how the adoption of the leadership trait influences a patriarch to minimize reliance on autocratic leadership practices and enhance the motivation to communicate, intellectual prowess and capabilities, establish emotional connect, collaborate with employees, improve collective actions and performance of a family firm.

3.5. Patriarch and Intellectual Stimulation

The interpretation in this section helps to provide the theoretical grounding for the third objective. It explains why intellectual stimulation influences the employees' learning, competence and customer value delivery, improving the collective abilities of family firms to excel. The leadership quality is defined as the extent to which a leader challenges assumptions, takes risks and endorses innovative ideas of employees, inspiring them to explore new frontiers, collaborate with him, align with a firm's core values, employ determined efforts to learn and surpass barriers to goal attainment.

The emphasis on intellectual stimulation from the standpoints of a patriarch's learning and behaviour change can be understood when the works of Dionne *et al* (2004), Hult *et al* (2003), Lim and Ployhart (2004), Masood *et al* (2006), Nemanich and Keller (2007), Schulze *et al* (2001) and Berglof and Perotti (1994) related and analysed. They seem to provide the theoretical materiality of intellectual stimulation in a family firm. Their advocacy for the leadership quality is based on the assumption that

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learning and knowledge improve performance. When a patriarch is knowledgeable, experienced and intellectually matured, his passion to challenge employees and inspire them to think about a firm's problem differently is enhanced, representing non-traditional thinking. This influences them to –

- a) re-examine critical assumptions;
- b) seek different perspectives to solve problems from different angles;
- c) rethink ideas that have never been questioned in the past;

They signify the outcomes of learning, denoted by the accumulation of tacit, explicit and working knowledge, accelerating creativity and innovation in a family firm. Their attainment is linked to a patriarch's commitment to promote experimentation with new ideas and approaches, developing and delivering hard-to-copy products. Tangible and visible results heighten the trust and respect of employees, encouraging them to ask questions and think deeply about problems in hand.

Kantabutra and Avery (2003), Mulla and Krishnan (2011), Škerlavaj and Dimovski (2007), Smith *et al* (2008), Swart and Kinnie (2003) and Tan (2006) when analysed in conjunction with Fruin (1989) reinforce the utility of intellectual stimulation in the context of family firm. The quality enables a patriarch to review critically the ideas and opinions of the employees. It stimulates him to authorize them to innovate new ways to solve work related problems, which clarifies the relevance of intellectual empowerment. This is the impact of knowledge elevation; know-how enrichment and attitude improvement. They are linked to a patriarch's intellectual prowess, indicating sound judgment of business functions and sustaining differentiation.

The above inference when linked to Crawford (2005), Nonaka *et al* (2006) and Pearce and Manz (2005) underlines the importance of the knowledge, skills, competence and experience elevation of employees in a family firm. They are necessary to transform them. The advocacy to thrive on intellectual prowess is necessary to build autonomous teams of professionals, re-engineer the processes used by a family firm, which maximize benefit delivery. The association between intellectual stimulation, use of learning and diverse knowledge is thus justified. A patriarch's internalization of the former elevates the resolve of employees to capitalise on analytic, creative and practical intelligence, enriching abilities to improve a family firm's overall performance. The outcome explains the materiality of intellectual stimulation.

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i) **Challenge Assumptions & Solicit Ideas:** A patriarch's transformation is denoted by his abilities to challenge assumptions and solicit ideas. Their importance can be assessed when the works of Bowden (2005), Choi (2006), Handley *et al* (2006), McGuire and Hutchings (2007), Moss and Ritossa (2007) and Fiegner *et al* (1994) are linked and analysed. It can be assumed that inspirational motivation when embraced by a patriarch, leads him to attach high priority to the holistic learning of employees in a family firm. The adoption of the quality is necessary to influence the acquisition of skills, competence and capabilities to innovate products and compete in a market, stemming from his desire to nurture and develop them independently. It inspires him to answer questions, inspire new thinking, enabling employees in a family firm to tailor new solutions and measures. Such success heightens confidence, influencing them to be their own leaders. These are the outcomes of the patriarch's individual brilliance, convincing them to repose trust and faith in his extraordinary abilities.

Such actions demonstrate the impact of a patriarch's charismatic appeal, abilities to articulate complex concepts lucidly and drive home purposeful thoughts. Employees in a family firm are reassured about surpassing goals, challenged and inspired to find unconventional solutions to mitigate conventional problems, and take business decisions. Their inspiration to attain them allows them to pioneer creative solutions, the outcome of a family firm's cultural transformation. This reinforces the utility of a patriarch's commitment to enrich learning of employees through knowledge and vision sharing, influencing the adoption of a development oriented culture. This provides the foundation of a family firm's performance excellence, growth and graduation to a conglomerate, demonstrating the impact of analytical and creative thinking and entrepreneurial initiatives of employees. They reinforce the usefulness of intellectual stimulation.

ii) **Nurture & Develop Employees:** The theoretical materiality of nurturing and developing employees can be assessed when the works of Bowden (2005), Choi (2006), Judge *et al* (2002), Politis (2001) and Nasser (2010) are combined and reviewed. It can be deduced that a patriarch nurtures and develops them in a family firm when he embraces intellectual stimulation. They assume importance to empower employees to elevate human capital. When this is enriched, their empowerment and dynamic capabilities are enhanced. They require a patriarch to disseminate tacit

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knowledge, improving the business management skills of employees, a combination of analytical competence, decision making capability and creative instincts. These highlight the role of knowledge enrichment in superior thinking to which the abilities of employees in a family firm to tailor unique products is related.

Hult *et al* (2003) and Lim and Ployhart (2004) when related to Ceja *et al* (2010) and analysed, the relevance of nurturing talents in a family firm can be argued. They assume that majority of knowledge is held within the personal experiences of a patriarch. They are not coded and documented, rendering it difficult to share and transfer them. A family firm's success depends on his conscious initiative to disseminate such hitherto unknown knowledge, enhancing collective learning and creativity of employees. They manifest in collective abilities to identify problems and deliver solutions.

As a transformational leader, a patriarch's focus on nurturing of employees is justified, reinforcing the worth of uninterrupted learning in a family firm. Its association with their empowerment is visible. When managed judiciously, its transformation is ensured, rendering it possible to develop and deliver new benefits and sustain growth. They justify the worth of intellectual stimulation.

The relevance of the above interpretation in this section can be ascertained from the classification of Dasborough and Ashkanasy (2002) and Yukl *et al* (2002) about intellectual stimulation. The classification is required to decipher the theoretical relevance of such leadership trait. Its adoption transforms the behaviour and actions of a patriarch, influencing employees in a family firm to learn and acquire working knowledge. Their elevation enables them to understand his view, assume responsibility, innovate new ways to complete tasks and assure performance excellence.

Dasborough and Ashkanasy (2002) define intellectual stimulation based on behaviour and leader-employees relations. The adoption of the trait enables a leader to change perceptions, thoughts, actions and activities of employees. Their transformation is linked to the demonstration of his mastery, professional excellence, moral and ethical reasoning, rational thinking and unique competencies, and capabilities (Avolio *et al* 2004). He exploits them to explain the benefits of a course of action, contradict their assumptions and motivate them to view and analyse a problem logically (Choi, 2006),

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and initiate decisive actions to solve it (Farrell *et al* 2004). These enable them to perform beyond expectations and attain lofty goals. The authors mention Conger (1990) to justify how the trait, denoted by intellectual stimulation, enables a leader to take risks and authorize employees to take decisions independently and initiate decisive actions to attain a firm's vision and goals. Their attainment is accentuated by his outgoing nature, which encourages him to listen to the ideas of employees patiently (de Jong and Hartog, 2007), interact and inspire them to solve a problem creatively (Hochman *et al* 2000) and deliver desired benefits, reinforcing the importance of intellectual stimulation to influence behavioural change and contribute to goal realization (Jung and Sosik, 2002).

Yukl *et al* (2002) review intellectual stimulation in terms of change behaviour, which influences a leader to focus on scenario audit, envision change, influence creative thinking and take personal risk to implement change. He utilizes scenario audit to learn about economic, social, legal and political realities in a market, rendering it feasible to discern competitive pressure. The authors acknowledge Kotter (1996) to explain why knowledge about them enables him to ascertain what needs to be done to change, and exploit available opportunities and mitigate a firm's exposure to threats and risks. The authors also mention Bass and Avolio (1990) to clarify how an intellectually empowered inspirational leader leverages such knowledge to challenge traditional assumptions of employees about a firm's culture and practices (Antal *et al* 2000, Spender, 2008), their roles and its key activities. His initiative elevates learning about the flawed practices of employees (Boerner *et al* 2007), enhancing understanding about the measures needed to correct them (Calantone *et al* 2002). The authors refer to Shamir *et al* (1993) to explain why insight about such outcome leads him to take risks and authorize them to take decision and decisive actions (Tarabishy *et al* 2005), accentuating collective competence and creativity (Walumbwa *et al* 2004), inspiration to collaborate, overcome barriers and attain a firm's goals in conformity to his vision and mission (Amabile *et al* 2004).

Hall *et al* (2002), Lyons and Schneider (2009) and Mester *et al* (2007) contradict the reasoning presented in this section. Heightened focus on knowledge dissemination, capacity building, skill endowment and empowerment culminates in false sense of intellectual leadership and mastery. Such misplaced perception breeds indiscipline,

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encouraging chaos. This erodes the collective competence of employees to source and use unique resources, utilize these optimally and attain performance excellence. Bass and Steidlmeier (1998), Breton-Miller and Miller (2006) and Reid (2009) recommend the internalization of the following traits to change such weaknesses -

- a) management-by-exception (active);
- b) management-by-exception (passive);

They enable patriarchs to set order and lead objectively, establish authority, reward and engage employees, entuse them to initiate planned and disciplined actions, and deliver benefits to stakeholders. Notwithstanding the utility of transactional leadership traits, scores of researchers like Chua *et al* (2003) and Dvir *et al* (2000) fail to endorse its worth. To mitigate such contradictions, a critical review of transformational leadership traits and behaviours assumes relevance. It is deemed necessary to explain how they enable a patriarch to discard autocratic leadership practices, guide all in a family firm and attain performance excellence.

With reference to this study, the essence of a patriarch's internalization of intellectual stimulation to win the trust of employees, encourage them to challenge conventional beliefs, influence their abilities to change and innovate to attain higher order goals is understood.

3.6. Patriarch & Individualized Consideration

The interpretation in this section helps to provide the theoretical materiality of the fourth objective. It explains –

- a) why a patriarch's interest to attend to the concerns and needs of employees elevates learning.
- b) how his empathy and support enhance the competence and capabilities to manage organizational assets.
- c) how they help to sustain customer value delivery and competitive lead, allowing a family firm to excel and grow.

The advocacy of individualized consideration from the viewpoint of a patriarch's focus on learning and empowerment of employees can be determined when the works of Ensley (2006) is analysed along with Gourlay (2002), Hammer *et al* (2004), Hebert

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(2011), Jennings and McDougald (2007) and Stewart (2006) are related and analysed. They reason the theoretical relevance of the leadership quality in the context of a family firm and its graduation. Its adoption is considered essential as it motivates a patriarch to be in the know of the needs, aspirations and demands of employees. He comprehends them due to his passion and commitment to listen to them and learn about their concerns.

The leadership trait inspires a patriarch to coach and mentor employees that shape and alter competence and capabilities to attain higher order goals in a family firm. To sustain such attainment, he attaches high priority to knowledge dissemination and learning. They are required to enrich their dynamic capabilities. Such outcomes are sustained when he attaches importance to empathy and support. These influence him to communicate intensely and challenge the employees. They are considered relevant for a family firm's transformation.

The relevance of the leadership quality can be assessed when the works of Avolio and Gardner (2005), Rowold and Schlotz (2009) and Armenakis *et al* (2010) are related and interpreted. They explain the utility of a patriarch's actions to elevate dynamic capabilities that are dependent on sustained training, coaching and mentoring. The endowment of key capabilities assumes importance to sustain the growth of collective creative thinking. This allows employees in a family firm to unify vision, inspiring them to innovate new systems and processes, and employ unique business practices to fulfil collective business missions. To facilitate them, a patriarch is required to assess constantly their capabilities and celebrates contributions. They are deemed essential to retain excellence in a family firm. As a result, its transformation is linked directly to the fulfilment of shared mission, understanding of business functions, benefit delivery and growth. These are achieved if a patriarch focuses on the empowerment of employees and manage it through social communication and interactions, reinforcing the fitness of individualized consideration.

i) **Listen to Concerns of Employees & Attend to Needs:** The importance of listening to the concerns of employees and attend to their needs requires a patriarch to change. Their relevance can be understood when the works of Garrick (2004), Heraty and Morley (2008), Lavery (2011), Piccolo and Colquitt (2006) and Ernst & Young (2012) are linked and analysed. The relevance of active listening and attending to the

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employees' needs and concerns is thus, understood. They enable a patriarch in a family firm to engage in worthwhile interaction, ascertaining their aspirations, doubts and difficulties. Thus, the development and implementation of coaching, mentoring and training programs assume importance, disseminating knowledge that is considered valuable. This signifies the elevation of learning, skills and capabilities, heightening intellectual prowess and enabling them to look at problems differently and deliver unique solutions. They influence self confidence, self improvement and self efficacy of employees in a family firm.

Malinen and Vento-Vierikko (2002) when linked to Prabhakar (2005) and interpreted explain the relevance of their theoretical assumptions. They seek to explain why a patriarch's focus on coaching, mentoring and training is required to elevate creative capabilities of employees in a family firm. The elevation of such abilities strengthens collective competence that influences holistic performance in it, fostering fruition of unique ideas. When they evolve, the delivery of creative solutions is magnified. This signals the impact of a clear departure from nepotism and favouritism. The result of their isolation and a patriarch's resolve to give credence to the needs and aspirations of employees is the enhanced agility of a family firm. His behavioural change, denoted by emotional bonding, accelerates individual and collective creativity. Thus, the resolve of employees to accept challenges posed by him renders higher order goal attainment feasible. Their enhanced pride and self esteem stimulate new creativity, fostering graduation of a family firm to a conglomerate. They influence uninterrupted excellence, growth and competitive lead. Such outcomes justify the worth of individualized consideration.

ii) **Coach & Mentor:** The theoretical validity of coaching and mentoring in a family firm can be ascertained when the works of Judge *et al* (2008), Teece (2004) and Won (2004) are linked and analysed. It can be inferred that a patriarch is required to coach and mentor employees to disseminate tacit knowledge. Access to this inspires employees to embrace new initiatives. Their empowerment is necessary to enhance the skills, competence and capabilities to think and act differently, and take dynamic decisions.

Edwards *et al* (2003), Pardo-del-Val (2008), Rowe (2004) and Sashkin and Rosenbach (2005) when analysed, highlight the association between mentoring,

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learning, knowledge elevation and self actualization. The craving of employees for excellence in a family firm may be related to enhanced creativity, strengthening its productivity and lead in a market. They are linked to a patriarch's passion to coach, facilitating the transfer of hitherto unknown skills. This heightens the drive of employees in a family firm to manage resources effectively and complement the passion to innovate value added products. Such stimuli are the outcomes of their transformation into knowledge workers. This implies that they pursue excellence by capitalising on superior knowledge, motivating them to re-examine assumptions in a family firm's management practices and initiate change. The outcomes reinforce the utility of intellectual stimulation.

The relevance of the above interpretation in this section can be ascertained from the classification of Abrell *et al* (2011), Harland *et al* (2005), Michel *et al* (2011) and Popper *et al* (2000) about individualized consideration. The classification helps to understand the theoretical materiality of the leadership quality to change a patriarch, encouraging him mentor and train employees, and improve their knowledge, skills and abilities to take decisions, manage and process resources to innovate differentiated products and sustain performance excellence.

Abrell *et al* (2011) explain individualized consideration based on the behaviour of a leader. Its adoption leads him to treat employees honestly and impartially, train and mentor them, and strengthen their learning (Qvortrup, 2004b), skill acquisition and competence (Robertson and Hammersley, 2000). They signal the impact of his interest to attach priority to their needs, attend to them, disseminate knowledge (Kark *et al* 2003) and enhance abilities to think differently to analyse a problem (Vera and Crossan, 2004), assume responsibility to develop value added solution (Politis, 2004) to innovate differentiated products and compete in a market (Tarabishy *et al* 2005). These are rendered feasible due a leader's focus on development of employees as leaders. Their presence in a firm is considered essential to enhance collaboration, enrich collective efficacy to take decisions (Soo *et al* 2000) and achieve holistic excellence to initiate decisive actions (Gong *et al* 2009), highlighting the impact of mentoring and organizational citizenship behaviour.

Harland *et al* (2005) elucidate individualized consideration in terms of behaviour and impact on hope and optimism, and resiliency and creativity (Peterson *et al* 2009). The

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adoption of the leadership trait changes a leader's behaviour to equip employees to learn about what needs to be done and how to do it (Crawford, 2004), elevating their skill and capabilities to assume higher order responsibility (Choi, 2006), take decisions to manage and employ resources (Halawi *et al* 2005), and deliver benefits, ensuring goal attainment. Such readiness allows efficacious employees to cope with internal and external changes and challenges. Moreover, the adoption of the trait by a leader influences him to give credence to individual needs of employees (Judge and Bono, 2000), rendering it feasible for him to guide them (DeHaven, 2008), enrich their leadership skills and enhance preparedness to manage tasks and teams in demanding conditions (Boerner *et al* 2007) and adopt dynamic decisions (Antal *et al* 2000). They mitigate their concern regarding failure, signalling the impact of improvement of resilience.

Michel *et al* (2011) mention Yukl (2006) to explain individualized consideration in terms of relationship and behaviour. The adoption of the trait inspires a leader to support employees in a firm, demonstrate concern for them, guide and nurture them, contribute to the development of their skills and capabilities, influencing advancement of their career. This represents the consequence of acknowledgement, recognition and celebration of their contribution to a firm's performance excellence (Piccolo *et al* 2012). Moreover, the adoption of the trait influences a leader to lead employees by example (Fitz-enz, 2001), improving learning while working (Gerhardt, 2004). This enhances intellectual prowess and wisdom to embrace the values of a firm and elevate self-worth (Hall *et al* 2002), innovate new benefits and deliver these (Halawi *et al* 2005), denoting the impact of its performance excellence.

Popper *et al* (2000) interpret individualized consideration in terms of attachment and care-giver. Internalization of the trait motivates a leader to treat employees as individuals and act as a mentor, helping them to realise latent abilities. This shapes their success. To justify the worth of the trait the authors mention Ainsworth *et al* (1978) aim to relate the resolve to coach to infant attachment, denoting secure, ambivalent and avoidant states. The adoption of the trait stimulates his interest to take note of concerns of employees, stimulating his interest to train and guide them. The authors refer to Cassidy (1994) to suggest that these render acquisition of their skills and abilities feasible, enabling them to analyse a problem, circumvent barriers and attain the goals set. Sustained delivery of these is recognized, assuring their career

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advancement, which prompts them to repose faith in the leader and bury contradictory ideas about him control diminish ambivalence. The authors also mention Main (1990) to indicate that mentoring leads to maturity of available talents in firm, signifying the elevation of self efficacy, self confidence, self worth and abilities to lead. Their graduation to leaders is denoted by the abilities to analyse, judge and take decisions to source and employ resources, develop differentiated products and attain excellence. Such outcomes justify the relevance of a family firm's transformation into a learning entity.

In the context of this study, it is essential to explore and ascertain why the adoption of the leadership trait inspires a patriarch to discard autocratic practices, influence him to nurture and empower employees, and how they improve performance of a family firm.

3.7. Weaknesses of Transformational Leadership & the Way Forward

It is relevant to note that a holistic endorsement of the interpretations presented above is rare. The views of Bass (1999), Judge and Piccolo (2004) and Stewart (2006) contradict the theoretical standpoints of authors, such as Avolio *et al* (2004), Charbonneau (2004), Chua *et al* (2003) and Dvir *et al* (2000). The contradiction is rooted in the belief that a transformational leader involuntarily harnesses a 'cult figure', aims to build 'ardent group of followers' and emphasis 'collective leadership development', leading to the following –

i) **Leadership in collective sense:** This leads to the multiplicity of leadership that weakens 'unity of purpose' and 'chain of command', impoverishing disciplined thinking and orderly actions. Their impairment encourages chaos. This constricts the capabilities of employees to innovate benefits and contribute, retarding performance excellence. Such an outcome is aggravated further due to a transformed patriarch's overdrive for decentralization, implying that such change motivates him to shirk responsibility. Such weakness results in loss of a family firm's direction and purpose, fuelling its stagnation.

ii) **Involuntary cultism and resultant following:** These motivate employees in a family firm to seek a patriarch's approval constantly. Their over dependence on him retard the agility of such a firm, impacting adversely decisions, business excellence,

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growth and profitability. The utility of the transformational leadership style in changing it is thus defeated.

The works of Alimo-Metcalfe and Alban-Metcalfe (2005), Dvir *et al* (2000), Hartsfield (2004) and Massis *et al* (2008) can be linked and interpreted to ascertain the best course actions to circumvent the leadership dysfunctions in a family firm. In their theoretical discourse Dvir *et al* (2000) claim that the pillars of transformational leadership are founded on transactional leadership, implying that transformational leadership traits yields value when accountable, responsible, alert and goal driven qualities, denoted by contingent reward, management-by-exception and laissez-fair leadership, are embraced by a patriarch.

It can be reasoned from the above analysis that the best results in a family firm are attained when transformational and transactional leadership qualities are embraced simultaneously by a patriarch. In view of this, the adoption of transactional leadership style is deemed necessary for the elevation of his intellectual prowess, empowerment and growth. Moreover, the relevance of its fit is analysed in the subsequent sections.

3.7.1. Patriarch & Contingent Reward

The flawed views of Dastoor *et al* (2003), Engelbrecht *et al* (2005) and Heuvel *et al* (2006) about transformational leadership is understood when Bass and Steidlmeier (1998), Breton-Miller and Miller (2006) and Reid (2009) are analysed in conjunction with Alimo-Metcalfe and Alban-Metcalfe (2005), Hartsfield (2004) and Massis *et al* (2008), necessitating the adoption of contingent reward in association with idealized influence.

Contingent reward needs to be embraced by a leader to influence behaviour of employees, clarifying what is expected of them and the rewards to attain the goals set. The measure is recommended to attach priority to disciplined authorization and measured creative action. It helps a patriarch to relate them to task completion and reward delivery or goal attainment failure to punishment. When such links are understood, the motivation of employees to act, work diligently and deliver results in conformity to the objectives and goals of a family firm are enhanced. They contradict the theoretical materiality of idealized influence, though it is considered to fuel change. Such perception is criticized due to the following.

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i) **High moral grounds & failure to improve work culture:** An interpretation of the above explains the futility of a patriarch's acute focus on retention of high moral grounds, demonstration of exemplary behaviour and display of expertise. They do not improve a family firm's work culture. Moreover, the presence of a figure head with all pervading powers may lead to the alienation of the employees, weakening information dissemination and knowledge accumulation. Such flaws dampen the understanding of a family firm's strategic intent, retarding the abilities of employees to work independently and attain goals set. These constrict growth. This is impacted adversely due to a patriarch's acute focus on long-term goals, compromising short-term goals, which hinder holistic improvement.

ii) **Ethical behaviour & Chaos:** Gupta *et al* (2009), Jung *et al* (2007), Kelloway and Barling (2000) are not accepted by all. Riaz and Haider (2010), Ciulla (2003), Parker (2006) and Price (2003) criticize the leadership quality on the ground that a patriarch's overdrive to use ethical behaviour and morality to maintain a congenial environment is a panacea for chaos. The growth and graduation of a family firm to a large corporation require honest and disciplined initiatives to improve and sustain performance excellence.

iii) **Communication & blurring of views:** A patriarch's inspirational leadership trait and articulation of a firm's vision do not explain to employees its future fully, blurring the understanding of what needs to be done to innovate and excel.

The following analysis explains the actions needed on the part of a patriarch to mitigate the above weaknesses:

a) **Honest & purposeful transactions:** The alteration of the weaknesses requires a patriarch to adopt contingent reward and idealized influence simultaneously. The relevance of the initiative in the context of a family firm is understood when the views of Pastor and Mayo (2006) and Massis *et al* (2008) are combined and analysed. It can be inferred from their theoretical premise that a patriarch's focus on 'give and take' elevates his maturity to negotiate purposefully, motivating employees in a family firm to communicate the physical and material support needed, like inputs; systems and processes; discuss, deliberate and accept the goals set; and attain these. Riaz and

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Haider (2010) presume that they allow him to set terms of reward for success and punishment for failure, inspiring the employees to exploit available resources optimally, produce unique products and attain the targets set mutually (Kanai, 2006). Such outcomes advance the prospect of a family firm's migration to a conglomerate, defying the theoretical premise of Boyett (2006) and Dascher and Jens (1999) and their critique of contingent reward.

b) **Purposeful & sound negotiation:** The utility of ethical and sound transaction centred initiatives is understood when Al-Mailam (2004), Bennis (1999), Calantone *et al* (2002) and Dyer and Handler (1994) are linked and analysed. The reliance on ethical culture is epitomized when a patriarch negotiates the targets honestly and communicates them. Heightened participation and transparency are used to link attainment to rewards and failure to punishment, energizing the employees to acquire skills and competencies to surpass the targets set and excel. By linking targets to performance benchmarks, unbiased and proactive monitoring is rendered feasible. When a deviation is noted, defaulting employees are alerted. Such a measure enables them to correct weaknesses and excel. The outcomes justify the ethical foundation of contingent reward and ethical behaviour to support the transformation of a family firm to conglomerate.

c) **Rational communication & performance excellence:** The mitigation of the weaknesses requires a patriarch to adopt contingent reward and idealized influence simultaneously. The relevance of the initiative in the context of a family firm is understood when the views of Charbonneau (2004), Hall *et al* (2002), Lyons and Schneider (2009) and Mester *et al* (2007) are related and analysed. They clarify how a patriarch's communication yields value needed to be purposeful and objective. Only then the learning of the employees is enhanced, clarifying clearly what is expected of them, such as target production, quality, bonus and deductions, and their consequences. Knowledge about performance benchmark paves the way for employing desired measures, realising the targets, retaining employment and earning rewards or avoiding retrenchment. They explain why the employees in a family firm are motivated to think logically and act effectively. They foster contribution to higher order goals. Their sustained attainment is linked to the realization of excellence, surpassing minimum targets set by a patriarch.

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d) The proponents of transactional leadership, like Cater (2006), Green (2007) and Yukl (2009), fail to give credence to coaching and mentoring to promote performance excellence, contradicting forcefully the theoretical pertinence of Alimo-Metcalfe and Alban-Metcalfe (2001), Palmer *et al* (2000) and Stone *et al* (2003). They equate failure to disruption of work, performance erosion and loss. They dissuade a patriarch as a transactional leader to invest time, energy and resources to transform employees into knowledge workers, though he expects them to adopt individual initiatives to acquire skills and competence to contribute effectively and attain targets set. His reliance on contingent reward improves the employees' commitment to give credence to discipline, order, task completion and risk mitigation.

Thus, when a patriarch embraces transformational leadership qualities, the necessity to retain traditional family values is minimized. This motivates him to promote and authorize capable employees to take decisions, improving the quality of results, which enrich a family firm's performance. This is rendered feasible when he employs conscious actions to disseminate knowledge, signaling the influence of intellectual stimulation. Its enrichment is a precondition to heighten their comprehension about business problems, explore alternatives and deliver the best one. Uninterrupted learning and human development are given credence to elevate working knowledge, developing and delivering hard to copy products to retain competitive lead in a market.

The above inference explains how heightened dependence on transactional leadership traits distorts a family firm's excellence, which exposes it to high risk of failure, thus demanding integrated employment of transformational and transactional leadership qualities.

3.7.2. Patriarch & Management-by-Exception (Active)

The theoretical irrelevance of Charbonneau (2004) and Hall *et al* (2002) regarding inspirational motivation, a key transformational leadership trait, is understood when they are analysed in association with the standpoint of Kets de Vries *et al* (2007). To be useful, it needs to be adopted in conjunction with management-by-exception (active). The combined adoption of the traits motivates a leader to actively monitor performance of employees and employ corrective measures if a deviation is noted from standards set. They influence them to employ judicious efforts, think and decide

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about exploration is realistic and pursue orderly measures to lead and excel to develop and deliver new benefits. These seem to justify the standpoint of Judge *et al* (2008) who state that best results are attained when the transformational leadership is anchored on transactional leadership. In such a case a patriarch communicates explains purposefully the future of his family firm. It touches the hearts of employees in it, stimulate agility and promote organized actions without compromising the goals set. Sole reliance on inspirational motivation thus yields inadequate results.

i) **High esteem & dependence:** A patriarch's forceful communication influences employees in a family firm to hold him in high esteem, fuelling dependence on him. This defeats the primary purpose of authority decentralization. The inclination to seek his guidance weakens the motivation to think, take decision and act independently, signalling the tendency to shirk responsibility. This retards a family firm's agility, collective abilities to change and exploit new opportunities, impacting adversely its performance.

ii) **Reliance on employee inspiration and indiscipline:** A patriarch's unidirectional drive to repose faith in employees, inspire them to overcome barriers and authorise them retards objectivity and goal orientation. They distort disciplined measures. The failure to attach priority to them blurs focus on short-term goals. The inability to set sight on them renders detailed planning ineffective. This fails decisive actions and implementation of procedure and rules, impacting adversely a firm's performance.

iii) **Knowledge dissemination & performance erosion:** Rational management of objectives is endorsed by Judge *et al* (2002) and Politis (2001). When they are analyzed along with Strike (2012), the theoretical irrelevance of a transformational patriarch's focus on coaching; mentoring and giving patient hearing is understood. He considers these to enhance skills, competences and abilities of employees, assuming the validity of their influence on a family firm's goal attainment and excellence. As a result, faith is reposed in transactional leadership style to promote objectivity, order and discipline. They characterize a patriarch's formal authority and responsibility, attaching priority to active management-by-exception. In the absence of authorization, his power to give orders and motivate the employees is mitigated. This provides the anchors of a family firm's performance erosion, reinforcing the failure of transformational leadership.

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The following discussion highlights the initiatives desired on the part of a patriarch to control the above weaknesses:

a) **Purposeful communication & objective thinking:** The relevance of purposeful communication and objective thinking is realised when Barnes and Hershon (1976) and Bolden *et al* (2003) are combined and interpreted. Unidirectional focus on objective thinking and rational action can be controlled when management-by-exception is embraced in conjunction with communication of sense of purpose. Their internalization drives a patriarch to guide employees, supervise their performance and correct the flaws. In case of their failure to attain the goals set, he analyses the reasons, trains and reemploys them on the job. If they fail to change them, punitive measures are administered, leading them to invest higher than ordinary effort and contribute to performance excellence. The outcome implies that a patriarch is required to use judiciously inspirational discourse and management-by-exception to change them, establish command and let his authority be known. Such actions allow them to discern unity of purpose and direction. They influence them to work diligently, and use assets and resources in conformity to a patriarch's guidelines. This renders the attainment of targets feasible, denoting performance improvement. When this is sustained, graduation of family firm to a conglomerate is ensured.

b) **Decisive interaction & empowerment:** The utility of decisive interaction and management-by-exception is understood when the views of Jay (2000), Huxham and Vangen (2000) and Kellermanns and Eddleston (2006) are linked and examined. A patriarch is required to communicate decisively to explain his standpoint about plan of actions and measures, enriching learning of employees in a firm. Such learning enriches intellectual prowess, enabling them to think rationally about problems and act judiciously to find out a viable solution. They influence orderly actions. The impact of isolation of pseudo leadership is visible. Its isolation strengthens professional acumen of employees in a family firm, fuelling growth and graduation to a conglomerate.

c) **Knowledge acquisition & goal attainment:** The relevance of a patriarch's usage of supervision and assessment to detect the flaws of employees, influence them to acquire new skills and enrich their performance is understood when the theoretical standpoints of Emery and Barker (2007), Heraty and Morley (2008), Hoogh *et al*

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(2005), Leenders and Waarts (2001) and the report of Price Waterhouse Coopers in 2012 are linked and interpreted. The focus on supervision and assessment elevates a patriarch's abilities to point out the causes that fuel performance erosion of employees in a family firm, rendering it possible for him to recommend specific training and learning necessary to overcome them. Awareness about them encourages the employees to acquire skills voluntarily and contribute to goal realization, clarifying why the adoption of management-by-exception is necessary to correct inadequacy of collective knowledge and professionalism, absence of organization management systems and processes. Such correction elevates collective competence of employees to act decisively to build and deliver value added products and services.

3.7.3. Patriarch & Management-by-Exception (Passive)

The views of Balthazard *et al* (2009), Franz (2002) and Degadt (2003) about inspirational motivation and intellectual stimulation are criticized by Gerhardt (2004), McAulay (2003) and Politis (2004). They reason that communication of vision and mission, propensity to challenge assumptions, endorsement of ideas of employees and their empowerment do not elevate the motivation to assume responsibilities and take decisive actions to excel. Moreover, they do not influence a leader to challenge age old practices, contradicting the perceptions of Wang and Walumbwa (2007). His muted attempt to challenge such practices and guide employees dampen the resolve to overcome barriers, surpass benchmarks set and sustain excellence, questioning the validity of Eisenhardt and Martin (2000) and Grattan (2000).

The inference presented above also questions the theoretical validity of Dionne *et al* (2004). It contradicts the validity of the assumption that a transformational leader seeks to enhance collaboration, cohesion and corporate citizenship behaviour of employees, signalling the dysfunction of individualized consideration. Assessment of their needs, coaching and mentoring, respect and celebration of their attainments are insufficient of yield goal realization, though some of them may be intellectually empowered. In view of such weaknesses, Gerhardt (2004), McAulay (2003) and Politis (2004) recommend the adoption of passive management-by-exception to stimulate innovation without compromising discipline and order, supporting a family firm's change and excellence. Their attainment demands objective negotiation of targets, balanced supervision, selective intervention and meaningful punishment.

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They elevate the trust and faith of employees in a patriarch, inspiring the desire to contribute to goal realization. The dependence on inspirational motivation, intellectual stimulation and individualized consideration is thus flawed.

i) **Shallow learning & goal realization:** Shallow learning and knowledge retard the abilities of employees that discourage a patriarch to authorize them to take decisions. The transformation of such practice is not feasible when a patriarch focuses on long-term goals by neglecting short-term goals. Such a measure hinders meticulous planning, division of work, target setting and reward delivery. As a result, he is best advised to attach top priority to these to direct, order, supervise and control employees to support attainment of a family firm's goals.

ii) **Focus on respect & outcomes:** Unidirectional focus on pride, respect, self confidence, knowledge, skills, competence and capability elevation of employees does not guarantee a family firm's performance and business excellence. Attainment of this demands professionalization, ensuring judicious creativity and elevation of resolve to source and deploy value added inputs. They are necessary to maximize the proficiency to innovate value added products. Such outcomes justify the necessity to inspire employees rationally and enrich their capabilities to foster the efficacy of a family firm to occupy a distinct position, sustaining growth and competitive lead in a market.

iii) **Over authorization and consequence:** The theoretical foundation of Jandaghi *et al* (2008), Sparrowe (2005) and Schulze *et al* (2001) leans heavily on posing challenges and providing optimism to inspire employees in a family firm. They link its performance excellence to their collective capabilities. Their enrichment is deemed necessary to enhance their active engagement and implementation of strategic actions. Such inference is flawed. Orderly implementation of strategic actions demands disciplined thinking, meaningful search and goal led actions, necessitating intellectual maturity, skills, experience and abilities. A patriarch's eloquent communication can not substitute them and any attempt to infuse passion, provide optimism, take risks, decentralize and authorize is expected to fuel a false sense of leadership, enhancing chaos and confusion. Control of these requires focus on disciplined actions, judicious centralization, efficient supervision, instant intervention and implementation of

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performance based rewards. They are the preconditions of a family firm's performance excellence and growth.

iv) **Focus on gap & the failure:** The theoretical assumptions of Alimo-Metcalfe and Alban-Metcalfe (2001), Palmer *et al* (2000) and Stone *et al* (2003) are debatable. They perceive that a patriarch needs to focus on individualized consideration to instil confidence, pride and interest in employees, bridging the gap between them and family members. Such mitigation and awareness of their needs, aspirations and demands are unrelated. His passion to mentor, coach and train employees fails to serve that purpose. This requires task and goal centred leadership anchored on focus on human capital and task management, influencing a family firm's growth and competitive lead in a market.

The following discussion highlights the actions needed on the part of a patriarch to alter the above flaws:

a) **Unity of command and performance excellence:** A patriarch's reliance on transactional leadership traits assumes relevance. His disapproval about unsolicited research and innovation is justified from the standpoints of Colli (2003) and O'Reilly *et al* (2010). His rational communication restores order, allowing employees to focus on the task in hand, learn and explore new avenues that are realistic and support goal attainment. These influence performance excellence. Its realization is enriched when a patriarch uses meaningful communication to promote unity of command that stimulates disciplined thinking, fosters organized actions, nourishes the drive to realise higher order goals, denoted by self actualization. They signal the impact of a patriarch's decisive actions to advance awareness of employees about duties, goals, awards and punishment. Knowledge about them spurs them to invest extraordinary effort, honour commitment to follow a specific direction and deliver value added products and services in a market. They signal the impact of combined adoption of transformational and transactional leadership traits.

b) **Close supervision & new learning:** To sustain performance excellence of a family firm, a patriarch is required to relate performance to goals, supervision, monitoring, intervention, correction, rewards and employment retention. He directs the employees to finance their learning to acquire new skills and abilities to plan, organize and manage tasks efficiently, clarifying how task management, competence elevation and

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business excellence are related. They amplify performance vis a vis the goals set by a family firm, relating the former to the spirit of organized action. At the same time, the realization of the latter is the consequence of improved dynamism, necessitating the combined adoption of transformational and transactional leadership qualities. They promote a family firm's graduation to a conglomerate.

c) **Top-down planning & change:** The theoretical materiality of transformational leadership is criticized by Bass and Steidlmeier (1998). When they are interpreted, its irrelevance becomes visible. Imprudent authorization to lead, decide and act retard order, accentuate chaos and mitigate yield, stunting a family firm's orderly migration. To circumvent this, a patriarch is recommended to rely on judicious centralization, top-down planning, goal setting, supervision, intervention, govern and control actions of employees in it, ensuring target realization, such as transformation. Their prioritization minimises cost and maximises profit, sustaining productivity improvement. It allows a patriarch to guide the employees and engage them in meaningful negotiations, select and attain targets, improving the commitment to comply with orders, complete tasks efficiently and surpass targets set. This justifies the necessity to embrace transformational and transactional leadership traits to fuel the growth and graduation of a family firm.

d) **Training & disciplined actions:** The views of Berson *et al* (2006) and Vera and Crossan (2004) when related to Peel (2004) and analysed, the theoretical irrelevance of coaching, mentoring and training becomes visible. The elevation of intellectual prowess, the desire to explore new frontiers and false sense of leadership do not support value creation. This calls for the separation of a patriarch's executive functions from mentoring of employees. They are expected to adopt personal measures to acquire and enhance self knowledge, skills and competence, and contribute to win awards. Such judicious stand dissuades him to empower and authorise employees thoughtlessly. On the contrary, they need to be trained to follow guidelines, rules and regulations, facilitating orderly attainments of tasks. This supports a family firm's performance excellence, reinforcing the necessity to embrace transformational and transactional leadership traits.

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3.7.4. Patriarch & Laissez-Fair Leadership

The theoretical relevance of transformational leadership is questioned by Laguerre (2010) and Politis (2004). They criticize it on the grounds of laxity, indiscipline and irresponsibility. They suggest that superior performance is attained when a patriarch engages in tough negotiations; sets challenging targets; links rewards to attainments; and punishes failure. They are known to motivate employees. When Politis (2004) is related to Pardo-del-Val (2008) and Zaudtke and Ammerman (1997) and analysed, the utility of laissez-fair leadership to heighten motivation of employees in a family firm is understood. Its internalization allows a patriarch to authorize them, establish emotional connect and create scope for them to display mystery. Notwithstanding the aim to lubricate cordiality and interpersonal relationship, his disapproval of failure is known. As a result, he uses judicious supervision to correct flaws and support goal attainment. He does not favour punitive measures, such as retrenchment, demotion, bonus freeze and promotion freeze, to alter the weaknesses and attain the goals. The inference establishes the necessity to embrace transformational and transactional leadership traits together. Sole reliance on transformational leadership traits, such as intellectual stimulation and individualized consideration, are known to vitiate results.

i) **Knowledge transfer & failure to promote new ideas:** The theoretical standpoints of Choi (2006), McGuire and Hutchings (2007) and Moss and Ritossa (2007) are criticized by Al-Mailam (2004), Barbuto (2005), Bass *et al* (2003), Chen *et al* (2004) and Davenport and Hall (2002). A patriarch's focus on intellectual capital and propensity to challenge employees do not promote new knowledge and ideas. When they are challenged, the motivation to think logically is dampened, thus retarding the abilities to explore opportunities and examine their usefulness. Judicious guidance is necessary to influence goal centred actions, which are necessary to attain and sustain desired results.

The relevance of the above inference becomes clear when the views of Eglene *et al* (2007), Judge *et al* (2002), Politis (2001) and Sorenson (2000) are combined and interpreted. A patriarch's disinterest to share knowledge and empower employees is linked to his interest in success. The success of a business is measured by performance efficiency. It is ensured when he authorizes educated, trained, competent and experienced executives to plan operations; and employs supervisors to oversee

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the actions of employees. They are linked to objectivity and attainment of purpose and goals.

ii) **Empowerment & chaos:** Cremer *et al* (2005), Lee-Kelley *et al* (2007), Mumford *et al* (2002) and Stone *et al* (2003) criticize the theoretical flaws of Garrick (2004), Malinen and Vento-Vierikko (2002) and Prabhakar (2005) who favour transformational leadership. Heightened focus on its qualities does not guarantee enrichment of a patriarch's learning. Inadequate empowerment retards his dynamism to lead, hindering graduation of employees into leaders and knowledge workers, their professionalization and goal orientation. They promote chaos and disorder, manifesting the consequences of a patriarch's inadequate maturity and inclination to avoid responsibility. They lead him to shirk responsibility, guiding the interest to decentralize authority. Aimless authorization discourages the employees in a family firm to act decisively, take rational decisions, attain the goals and sustain growth.

iii) **Mentor & patriarch's actions:** Aarons (2006), Politis (2004), Sosik and Dinger (2007) and Allio (2004) contradict the perception of Lim and Ployhart (2004), Masood *et al* (2006) and Poza *et al* (1998) who relate intellectual stimulation to transformation of a family firm. They assume that it inspires a patriarch to coach and mentor employees to transfer tacit, explicit and working knowledge. Such assumptions lead them to believe that access to such knowledge amplifies abilities to understand business problems, select desired actions and drive solutions.

Chen *et al* (2004), Hambley *et al* (2007) and Mester *et al* (2007) when linked to Kansikas and Nemilentsev (2010) and analysed clarify the inadequacies of the above assumptions. They question the perceptual validity of 'nurture and develop employees to improve their learning', justifying a patriarch's commitment to link task completion to reward and adhere to rules and procedures. His interest in them is influenced by their poor readiness to assume higher order responsibility and manage business decisions, defining the irrelevance of transformational leadership.

iv) **Empathy & performance failure:** Stavrou *et al* (2005), Tarabishy *et al* (2005) and Weinstein (2004) when linked to the report of Ernst & Young in 2008 and analysed explain the association between transformational leadership and culture change. But such change is inadequate to sustain performance excellence in a family firm. The realization of such excellence in a complex business environment demands

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the enhancement of learning and intellectual prowess. Their elevation requires a patriarch to pay heed to the needs and aspirations of employees. Such an initiative demands one-to-one interaction to assess readiness of employees to assume responsibility, understand their skill gaps, ascertain confusions, explain his vision and reassure regarding the attainment of vision. Person-to-person interaction to pinpoint them is not feasible. This fails mentoring and endowment of tacit knowledge, impoverishing work environment and weakening performance.

The following discussion explains the initiatives needed on the part of a patriarch to correct the above weaknesses:

a) **Learning & task attainment:** Aarons (2006), Hambley *et al* (2007), Mester *et al* (2007), Politis (2004) and Sosik and Dinger (2007) are reviewed in conjunction with Allio (2004) to clarify the theoretical limitations of Dionne *et al* (2004), Hult *et al* (2003), Lim and Ployhart (2004), Masood *et al* (2006), Nemanich and Keller (2007) and Schulze *et al* (2001). They recommend the adoption of transactional leadership qualities. When their arguments are linked to a family firm and interpreted, a patriarch's apathy to give credence to the learning and empowerment of employees is endorsed. Thus, contrary to the actions of a transformational leader, he attaches high importance to task attainment. Employees are given no freedom to improvise routine and repetitive tasks due to his heightened faith in command and control. It compels them to adhere to instructions to complete tasks, linking supervision to performance improvement. The subordination of their creativity to routine work signals the absence of his trust their abilities. Uncontrolled reliance on such measures stifles a firm's dynamism, which exposes it to high risk of failure in the long run, thus necessitating combined application of transformational and transactional leadership qualities.

b) **Intellectual prowess & unknown consequences:** A review of Barbuto (2005), Chen *et al* (2004), Davenport and Hall (2002) and Humphreys (2001) alongwith Stewart and Hitt (2012) signals the rejection of the theoretical standpoints of Bowden (2005), Choi (2006), Handley *et al* (2006), McGuire and Hutchings (2007) and Moss and Ritossa (2007). They see merit in a patriarch's adoption of transactional leadership traits, laissez-fair leadership, justifying his apathy to give credence to intellectual prowess and empowerment of employees. Their educational inadequacy, inexperience and average abilities dissuade him to authorize them to take decisions.

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He is motivated to focus more on task completion, close supervision, sustained intervention and judicious control that dampen his enthusiasm to support unsolicited creativity. His disapproval of risks, uncertainties and unknown consequences is visible. Despite the known advantage, over exploitation of transactional leadership traits are ill advised. Best results are attained when it is used in conjunction with transformational leadership traits.

c) **Communication & family business transformation:** When Boerner *et al* (2007) are interpreted together with van der Merwe (2009), the underlying reasons for scepticism about transformational leadership in the family firm is established. The passion of a patriarch as a transformational leader to communicate vision, values and goals fails to yield material benefits. Untrained employees in a family firm fail to decipher their meaning and realise what needs to be done to attain goals. Such failure diminishes the inspiration to innovate and contribute to its growth.

The above inference is rejected by Piccolo and Colquitt (2006) who relate innovation to individualized consideration. This energizes a patriarch to mentor and guide employees, and disseminate tacit, explicit and working knowledge. The elevation of such knowledge enriches skills, competences and capabilities of employees in a family firm. Their enrichment magnifies the intrinsic inspiration to explore. Such missions are achieved rarely. This clarifies the failure of individualized consideration to correct the employees' inherent weaknesses, represented by ignorance; absence of expertise; inadequate experience; and under developed skills. They establish the failure of a patriarch's strategic initiatives to transform a family business and excel.

The above inference explains how heightened dependence on transactional leadership traits distorts a family firm's excellence, which exposes it to high risk of failure, thus demanding integrated employment of transformational and transactional leadership qualities.

Finally, the views of Archibald (2008), Bass (2000), Jones (2002), Hirtz *et al* (2007), Suzumura (2006) and Todeva (2005) complement the theoretical standpoints of Alimo-Metcalf and Alban-Metcalf (2001), Palmer *et al* (2000) and Stone *et al* (2003). They assume importance to energize disciplined creativity and innovation, facilitate orderly application of skills, competence and capabilities, and enhance usage

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of feasible measures to deliver new products and services in a market and compete in it.

Further, when learning is enhanced, the resolve to employ new initiatives is enriched, inspiring the employees to think and act for the benefit of a family firm, fuelling growth. It allows them to decipher the meaning of a patriarch's vision and determine what needs to be done to attain it. This magnifies the motivation to innovate profitable products, signalling the outcome of collective efficacy of employees to embrace change and sustain a family firm's growth.

They defy the overt criticisms of transformational leadership. To be useful, judicious internalization of transformational and transactional leadership traits is thus necessary to elevate the confidence and capability of employees, fostering the creativity to engineer value added products, sustain growth and attain leadership in a market. These ensure the graduation of a family run firm.

The criticism of transformational leadership, leading to the endorsement of transactional leadership, is linked to the theoretical standpoints of Glasø *et al* (2010), Padilla *et al* (2007) and Palshikar (2009). They are interpreted to explain the necessity to embrace transactional leadership qualities.

Palshikar (2009) analyses a transformational leader's involuntary action to change routine practice, weakening a firm's efficiency. The erosion of this de-motivates the employees in it. They perceive it as leadership failure. Further, a leader's persuasive communication of a firm's future and focus on new initiatives generate high interest to innovate. The author mentions DeCelles and pfarer (2004) to explain that the inability to control such energy weakens discipline and breeds corruption. A transformational leader exploits his charismatic trait to win loyalty of employees, discouraging them to question his actions. Such unchecked power also breeds corruption and encourages him to misguide them to attain unethical objectives.

Glasø *et al* (2010) link transformational leadership to destructive leadership, which is defined as flawed leadership that influences destructive practices, such as indiscipline. A transformational leader enjoys unravelled power, contributed by the passion of employees to follow him and repose faith in his views and values. The authors mention Yukl (1999) to clarify that awareness about such loyalty stimulates a sense of

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unrivalled power to take decisions, influencing him to indulge in unilateral practices. Moreover, the notion of all pervading power elevates arrogance, over confidence, and insensitivity (Padilla *et al* 2007), leading to the distortion of a firm's internal environment and erosion of performance.

Kark *et al* (2003) state that transformation of such weaknesses necessitates the adoption of transactional leadership in conjunction with transformational leadership that requires a leader to embrace traits, like contingent reward, management-by-exception (active and passive) and laissez faire. Their internalization influences a leader to link rewards to results, focus on performance monitoring and intervention, correction of actions and control, transfer and demotion, and retrenchment for failure. Their usage motivates employees in a firm to invest higher than ordinary effort to surpass goals set, signifying performance improvement.

The relevance of transactional leadership can be understood from the categorization of Barbuto (2005), Bono and Judge (2004) and Yukl *et al* (2002) based on contingent reward, management-by-exception (active and passive) and laissez faire. The categorization helps to understand the theoretical pertinence of the leadership traits to change a patriarch, influencing him to centralize authority, direct employees, monitor their actions and control deviation, and improve overall performance of a firm.

Barbuto (2005) defines transactional leadership traits based on behaviour. Their adoption leads a leader and employees in a firm to agree on performance and rewards, motivates him to focus on monitoring and intervention, influences results and returns. For example, contingent reward influences convergence of performance and rewards (Emery and Barker, 2007), signalling the meeting of mutual expectations (Hay, 2006). The author mentions Kelman (1958) to link the leadership trait to instrumental compliance and inducements, denoting transactions. Exploitation of these by a leader enables employees to know clearly what they need to do to earn predetermined rewards. Awareness about duties and expected earnings improves performance in a firm (Judge and Piccolo, 2004), manifesting the impact of instrumental motivation (Pastor and Mayo, 2006). This justifies the relevance of instrumental rewards that inspire employees to deliver results in conformity to plan. The realization of this culminates in tangible outcomes, like award, promotion, recognition and bonus.

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Bono and Judge (2004) review transactional leadership traits in terms of personality. They interpret and link the traits to neuroticism, impacting aggression, objectivity, rationality and absence of self confidence. Such personality characteristics influence a leader to centralise authority, usage of command and control, conformity to standards and benchmarks (Judge *et al* 2008), and relate reward to results attained. A leader's heightened focus on them is attributed to lack of belief and confidence in the abilities of employees. As a result, they lead him to communicate clearly what is expected of them and what they can expect when contractual obligations are met (Politis, 2004). Heightened dependence on such transaction stems from his disapproval of unplanned actions, surprises, indiscipline, performance erosion and absence of value creation.

Yukl *et al* (2002) interpret transactional leadership traits based on task behaviour. They relate the traits to short term planning, clarification of responsibilities and performance objectives and review of operations and performance. Planning is given priority to follow a defined path to realise specific goals. The authors mention Podsakoff *et al* (1995) to explain that it assumes importance when employees are ill equipped and under prepared to take responsibility to experiment and innovate. As a result, adoption of the trait stimulates a leader's motivation to monitor their actions and initiate corrective measures if any deviation is noted, assuring performance excellence.

3.8. Synthesis of Theoretical Standpoints

The reviews in the above sections shed light on the theoretical contributions of Almedia and Wolefnzon (2006), Carsrud *et al* (1996), Chua *et al* (1999), Miller *et al* (2007), Mitchell *et al* (2011), Tapies and Fernandez (2010), and Yupitun (2008) about family firms. They are interpreted to assess how a family firm's actions are shaped by business values, ownership, principal-agent relationship, stakeholder salience, and bonding, strength of shared values and sources of control. The interpretation clarifies how these influence the assumptions, behaviour and beliefs of a patriarch that influence the motivation to centralize, use repressive measures and control the actions of employees.

To explore further, the theoretical standpoints of Conyers (2011), Lockwood and Al-Ababneh (2007), and Yukl (1999) are reviewed. This helps to ascertain why a

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patriarch adopts unilateral actions and decisions, relies on command and control, exploits centralization and direction, uses repression and punishment to manage and govern the functions of employees in a family firm. Their analysis in terms of actions, power and behaviour explains what can be done to transform a patriarch's autocratic leadership practices. It clarifies how the adoption of transformational leadership enables him to shed the interest to use autocratic practices, guide all in a family firm and attain performance excellence in the GCCC.

The works of Judge and Bono (2000) and Yukl *et al* (2002) are analysed in terms of behaviour (task, relations and change orientations) and personality (neuroticism, extroversion, openness to experience, agreeableness and conscientiousness) to clarify the essence of transformational leadership traits. The analysis justifies the utility of the traits, like idealized influence (Antonakis *et al* 2003, Judge and Bono, 2000, Kelloway *et al* 2012), inspirational motivation (Barbuto, 2005), intellectual stimulation (Dasborough and Ashkanasy, 2002) and individualized consideration (Abrell *et al* 2011, Harland *et al* 2005, Michel *et al* 2011, Popper *et al* 2000), to change a patriarch's practices. It explains why they enable him to focus on learning and empowerment of employees in a family firm, rendering it feasible to decentralize and authorize them to take decisions. It highlights how the adoption of the traits stimulates his inspiration to communicate, contradict conventional beliefs, take note of their needs and empower them. Such actions enable them to think judiciously and act differently to deliver value added products and compete in a market, like GCCC.

Uniform acceptance of the views propounded by Barbuto (2005), Dasborough and Ashkanasy (2002), Judge and Bono (2000), Popper *et al* (2000) and Yukl *et al* (2002) is rare. Their theoretical arguments are contradicted by Glasø *et al* (2010), Padilla *et al* (2007) and Palshikar (2009) on the grounds that transformational leadership traits influence dependence, over confidence and indiscipline, insensitivity and unilateral practices, and corruption and performance erosion. To change such weaknesses, the views of Kark *et al* (2003) are considered. Their recommendation of the adoption of transactional leadership qualities, comprising of contingent reward, management-by-exception (active and passive) and laissez faire, in conjunction with transformational leadership qualities are considered. Their internalization influences a leader to link rewards to meaningful innovation, focus on disciplined authorization and performance

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monitoring, prioritize empowerment and intervention, control deviations, and use transfer and demotion, and retrenchment for mitigate failure. Their usage motivates employees to invest higher than ordinary effort to surpass goals set, signifying performance improvement.

The above interpretation helps to decipher the utility of the traits to transform a patriarch and his practices. Change of such practices is required to inspire employees in a family firm to repose trust and faith in his views, values and proposed actions to change and explore new avenues to attain performance excellence. The examination of the traits is required to determine the relevance of such leadership qualities. Their adoption changes a patriarch and his initiatives, such as minimizing reliance on autocratic leadership practices, which enhance his motivation to communicate, elevate learning and capabilities of employees, establish emotional connect, collaborate with them, improve collective actions and performance of a family firm in the GCCC.

3.9. Summary Overview

The chapter contains a review of existing literature that explains critically the utility of transformational leadership in a family firm. It clarifies how its adoption helps a patriarch to transform it into a learning entity, enhancing the employees' competence to develop value added products and sustaining competitive lead in a market. The issues involving leadership change and knowledge management are complex and limited literature address them together. As a result, contributions of a number of well known researchers are integrated and interpreted to justify the association between transformational leadership in a family firm; elevation of employee leaning, innovative capabilities and competencies; value delivery and retention of competitive advantage.

A number of researchers confirm the weaknesses of leadership practices in family firms and their impact. If their works are correlated to researches in transformational leadership, knowledge management, competence and competitive advantage, it is possible to explain why the adoption of transformational leadership traits by patriarchs may help their firms to excel and grow. As a result, it is relevant to state that the internalization of traits represented by idealized influence or charisma, inspirational motivation, intellectual stimulation and individualized consideration, enable the firms to meet goals. To attain them, employees must be empowered, which

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is the consequence of a patriarch's self-efficacy and self esteem. They are also illustrated by his unique vision, knowledge, skills and competence that impact the employees' trust, faith and belief positively. Such outcomes help him to navigate the future of a family firm.

Employee learning and knowledge are the pillars of business excellence. When nurtured by a patriarch, they strengthen intellectual capital in a family firm. It is the source of innovation and creativity to develop and deliver value added products. With the elevation of intellectual capital, encompassing diverse knowledge forms, employees are stimulated to assume greater responsibilities to explore new opportunities to be competitive and sustain growth. These explain how transformational leadership encourages professionalism. It enables a patriarch to change a family firm's culture, leading to decentralized decision making. This is used to source and deploy differentiated resources, process and innovate hard-to-copy products, facilitating its growth.

Competence is the outcome of employee learning, which fosters working knowledge. This clarifies the importance of individualized consideration and intellectual stimulation of a patriarch to diffuse knowledge, enriching the employees' abilities to think logically and act differently. They render strategy adoption to acquire lead in a market feasible. To conclude, it may be said that the success of a family firm hinges on the transformational traits of a patriarch, which accentuate the capabilities to thrive on learning, new thinking and dynamic actions. They enable him to transform an intellectually impoverished and inward looking family firm into an agile business entity. This is rendered feasible when a patriarch empowers the employees to explore new opportunities for growth. This explains how performance excellence can be attained by a family firm. Chapter 3 covers a thorough analysis about the hypothesis adopted in this study.

Chapter-4: Development of Hypothesis

4.0. Introduction

The literature review indicates that a number of researchers analysed and endorsed the relevance of idealized inspiration and intellectual stimulation and their impact on inspiration and knowledge elevation of employees in a firm. Favourable impact is necessary to attain performance excellence. Such perception is debated by a host of authors, like Alimo-Metcalfe and Alban-Metcalfe (2005), Harms and Credé (2010), Liu (2007), Rafferty and Griffin (2004) and Resick *et al* (2009), on the grounds that personality, emotional intelligence, unrivalled power, vision and knowledge dissemination do not motivate employees in a firm to -

- a) learn;
- b) assume responsibility;
- c) take voluntary initiative to surpass its goals;

On the other hand, a number of authors, such as Barbuto (2005), Bono and Judge (2004), Dvir *et al* (2002), Peterson *et al* (2008) and Tejada *et al* (2001), use Multifactor Leadership Questionnaire to study the impact of personality and actions of leaders in firms and establish the relevance of idealized inspiration and intellectual stimulation to influence employees positively.

In the case of individual firms, the results of transformational leadership studies are divergent. Peterson *et al* (2008) note that the adoption of idealized inspiration and intellectual stimulation improves motivation and working knowledge of employees in a start-up firm, though the traits fail to influence such outcomes in a large firm. Such studies do not clarify the impacts of their internalization on the -

- a) inspiration of employees in a family firm to learn;
- b) explore new avenues;
- c) innovate products and contribute to growth;

The failure stems from the inability of the authors to pinpoint what shapes a patriarch's idealized inspiration and intellectual stimulation. The outcome implies the failure to explain the impact of a family firm's internal and external environments on the traits, though Bass (1985), mentioned in Peterson *et al* (2008), considers environmental factors to justify transformational leadership theory.

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The above analysis highlights the existence of a gap in transformational leadership literature, failing to explain clearly what can be done by a patriarch to -

- a) change his felt experience and behaviour;
- b) act in a commendable way and demonstrate the ability to take decisive stand;
- d) connect employees emotionally and contradict their conventional beliefs;
- e) take risk and encourage creative initiatives;

The theoretical approaches, like traits, behaviour, relations and situations, explained by Barbuto (2005), Bono and Judge (2004), Graen and Uhl-Bien (1995) and Yukl *et al* (2002) need to be explained from the viewpoint of a family firm to justify the relevance of transformational leadership traits. Such clarification highlights why they enable a patriarch to be a role model for employees, take decisive stand and clearly define its future. It reveals how these influence them to surpass the goals set by him.

In this study, I interpret the works of the above authors to explore whether the following are related:

- i. A patriarch's adoption of idealized inspiration and inspiration of employees in family firms in GCCC to attain performance excellence;
- ii. A patriarch's adoption of intellectual stimulation and enhancement of working knowledge of employees in family firms in the GCCC;

Multiple leadership approaches are used, such as behaviour and relationship, to find out the validity or failure of the above associations.

4.1. Patriarch's Idealized Inspiration & Inspiration of Employees in Family firm

Allio (2004) and the report of Price Waterhouse Coopers in 2012 when linked and analysed reveal a patriarch's drive to prioritize autocratic practices, centralize and intervene, promote incompetent family members and neglect competent employees. His faith in such practices is guided by a false assumption - 'their utilization is necessary to protect business secrets and create wealth for family'. It leads him to isolate non family members, mitigating their access to business knowhow (Bowden, 2008), such as product formulation. He believes that a family firm's competitive lead in a market is assured when the prospect of replication is eradicated (Degadt, 2003).

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From a theoretical standpoint a patriarch needs to embrace idealized inspiration and intellectual stimulation, propounded by Barbuto (2005), Bono and Judge (2004), Dvir *et al* (2002), Peterson *et al* (2008) and Tejada *et al* (2001). He is required to internalize such traits to discard autocratic practices, guide all in a family firm to excel and attain growth. When they are embraced, he musters the abilities to –

- a) articulate the future of a family firm's business (Kelloway *et al* 2000);
- b) promote empathy and cohesion (Conger and Kanungo, 1998);
- c) facilitate objective analysis and actions (Edwards *et al* 2003);
- d) encourage the rejection of conventional measures and promotion of collective rethinking about old problems in new ways (Hall *et al* 2002);

The traits when adopted, a patriarch's commitment to inspire employees to learn (Nonaka, 1997) and acquire knowledge (O'Reilly *et al* 2010) is enhanced. These elevate their competence and capability (Politis, 2004), making it possible for them to think critically, act objectively and take decisions effectively (Kor and Mahoney, 2004). The dynamism when developed, hone the capacity to source, process and transform inputs for value added products (Alvarez and Barney, 2000). They explain the primary requirements of a family firm's change, profitability, growth and excellence in a market (Hammer *et al* 2004).

The analysis in the subsequent sections informs the theoretical pertinence of the above assumptions.

4.1.1. Irrelevance of Idealized Inspiration & Intellectual Stimulation

The theoretical validity of leadership traits, like idealized inspiration and intellectual stimulation, has been reviewed critically by authors like Alimo-Metcalfe and Alban-Metcalfe (2005), Glasø *et al* (2010), Palshikar (2009) and Rafferty and Griffin (2004). Their review helps to ascertain how the traits influence a leader's thinking, change his values and practices (Barbuto, 2005) and why these are required to inspire employees to think independently, act decisively and attain goals set (Kelloway *et al* 2012).

Idealized inspiration is commonly interpreted by Bass (1999), Bono and Judge (2004), Krishnan and Arora (2008) and Weber (1947), mentioned in Tejada *et al* (2001) as a leadership trait that guides a leader to -

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- a) hold high moral values and take ethical stand;
- b) display confidence and envision a firm's future;

When these are demonstrated in his behaviour, employees in a firm are inspired to hold him in high esteem, give credence to his views, repose faith in what he says, seek his guidance, work diligently and realize higher order goals. Authors who see merit in such arguments believe that idealized influence motivates employees to attain performance excellence.

Intellectual stimulation is viewed by the same set of authors as a trait that influences a leader to contradict traditional perceptions, challenge conventions, confront conservative practices, inspire employees to think differently and develop novel ideas, motivate them to be creative and innovate differentiated products.

The positive interpretation of the traits explained above is not favoured by authors, like Glasø *et al* (2010), Padilla *et al* (2007), Palshikar (2009) and Rafferty and Griffin (2004) on the grounds that accepting a leader as genius and following him blindly give him a sense of unchecked power. This breeds intolerance and corruption, disappointing employees who fail to appreciate his actions and behavior. In such a case they abandon him and resist endorsement of his views, values and practices, diminishing satisfaction and eroding performance. It is important to note that vision sharing and synergy between him and employees lead to the creation of high energy. In the absence of checks and balances, he may be tempted to misuse such energy, weakening innovative actions and performance excellence. These mark the beginning of erosion of learning that retards -

- a) rational thinking;
- b) objective actions;

In such an environment, learning inadequacy, contributed mainly by indifferent mentoring and coaching, hinders knowledge conversion (Glisby and Holden, 2003) and new knowledge creation, weakening a firm's performance.

The interpretation of the above authors explains why a patriarch does not embrace the leadership traits and change employees into knowledge workers. The apathy to train and disseminate knowledge to professionalize a family firm's practices originates from the perception that such initiatives fail to yield results. The views of Barnes and

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Hershon (1976) and Bass and Steidlmeier (1998) when synthesized clarify, the underlying reasons for a patriarch's apathy to adopt the traits and empower employees. Moreover, they do not require such intellectual prowess to complete routine and repetitive tasks. Such perception leads a patriarch to rely on kith and kin to take decisions and initiate actions to sustain a family firm's progress. Hence employees as outsiders have no role to play in governing its assets (Feltham *et al* 2005), signalling the irrelevance of their change into value creating entities (James, 2002, Nonaka, 1997). The concern for knowledge sharing and their empowerment is uncalled for.

The theoretical frailty of idealized inspiration and intellectual stimulation and failure to elevate performance and working knowledge of employees in a family firm are interpreted critically in the following sections to complete the current study.

4.1.2. Empirical Research of Idealized Influence & Intellectual Stimulation

A number of studies conducted to explore the validity of idealized influence and intellectual stimulation does not present conclusive evidence in favour of their utility, implying that their adoption may not inspire a leader to -

- a) demonstrate exemplary behaviour;
- b) take decisive stand and display strong judgement;
- c) contradict conventions and take risks;
- d) encourage learning and innovation;

Their absence may discourage employees in a firm to accept him as a role model. This jeopardises his abilities to establish emotional bond. The study observes such inconsistent outcomes. They cite the studies of Bycio *et al* (1995) and Carless (1998) who utilize Multiple Leadership Questionnaire (MLQ) 1 and 5X to assess the validity of the leadership traits -

- a) Five Factor Model: The data establish the relevance of the traits, including individualized consideration, contingent reward and management-by-exception.
- b) Two Factor Model: The data demonstrate legitimacy of the traits. On the other hand, the latent factor correlation values, involving the traits, are highly inter-correlated. They range between .83 and .91, signalling their failure to yield the desired result.

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c) Hierarchical Model: The data support the soundness of the transformational leadership traits, such as idealized influence, intellectual stimulation and individualized consideration.

Rafferty and Griffin (2004) mention the study of Avolio *et al* (1999). The results of the study do not uphold the hypothesis – ‘association between the transformational leadership traits’, which is attributed to latent factor inter-correlations (.94), implying that the adoption of such traits by a leader does not evoke loyalty of employees. This denotes his inability to unite them emotionally, elevate their learning and influence resolve to surpass barriers and attain the goals.

The study of Rafferty and Griffin (2004) aims to find out whether transformational leadership is correlated to a leader’s vision, intellectual stimulation and inspirational communication and the extent to which these transform his employees to attain higher order goals.

a) Vision: Choi (2006) associates this to a leader’s abilities to present future of a firm which employees understand. Such awareness evokes their excitement, stimulating the passion to contribute and attain higher order goals. These denote the consequence of efficient articulation of a firm’s future, which is the key quality of a transformational leader who exploits it to win their admiration. Such expression drives a sense of purpose in them (Palmer *et al* 2000), stimulating the passion to repose faith in what he says (Turner *et al* 2002). This enables them to set goals and attain them. Weber (1968), mentioned by Rafferty and Griffin (2004), relates the outcomes to idealized influence.

b) Intellectual Stimulation: Hebert (2011) ties this with a leader’s commitment to promote creativity and innovation. They signal the outcomes of his resolve to challenge conventional beliefs of employees and reliance on traditional actions (Crawford, 2005), inspiring them to seek solutions to old problems from different angles and find new ways to circumvent barriers (Dvir *et al* 2002). Efficient management of these is linked to learning and acquired ability to initiate strategies (Gerhardt, 2004, Eisenhardt and Martin, 2000), signalling change into strategic thinkers and solution provider (James, 2001, Nonaka and Konno, 1998). These elevate a firm’s performance excellence.

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In their study, Rafferty and Griffin (2004) note that -

- a) inspirational communication and affective commitment ($b=.34$) are associated partially. Intellectual stimulation and affective commitment ($b=.17$) are related, though disassociation between this and vision ($b=-.07$) is noted.
- b) vision and role breadth self-efficacy are unrelated ($b=-.11$), though association between this and inspirational communication ($b=.27$) is observed.
- c) inspirational communication and interpersonal helping behaviour ($b=.23$) are linked.

The above analysis clarifies why a patriarch resists adoption of the leadership traits, leading him to centralize authority (Gerhardt, 2004) and utilize the following to promote a family firm's performance -

- a) close supervision (Humphreys, 2001);
- b) punishment (Judge and Piccolo, 2004);
- c) order (Pastor and Mayo, 2006);
- d) discipline;

Focus on them inspires him to compel employees to assume responsibility, think objectively and act judiciously to improve performance and attain goals set. The resolve to persist with such a flawed initiative stems from his belief that the prerogative to source and process resources, and produce products rests with a patriarch and family members. The employees have no role in such decisions.

4.1.3. Meta-Analysis of Emotional Intelligence & Transformational Traits

Numerous meta analytic studies explore the link between emotional intelligence (EI) and idealized influence and intellectual stimulation. They fail to present conclusive data to justify the validity of the association, implying that a leader's empathy, self-confidence and self-awareness and idealized influence are unrelated. This contradicts the standpoints of Goleman *et al* (2002), mentioned in Harms and Credé (2010), who claim that EI and good leadership are linked. On the other hand, Brown and Moshavi (2005), mentioned in Hebert (2011) highlight the failure of EI and personality models to anticipate transformational leadership.

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Harms and Credé (2010) define –

a) Idealized influence as socialized charisma motivates a leader to be selfless. This inspires the employees to follow and embrace his values, view, vision, ideals, ethics and assumptions. Awareness about these provides the foundation of trust between them (Bono and Judge, 2004), signalling the impact of emotional connect (Hartsfield, 2004). It inspires them adhere to his guiding principles and attain higher order goals.

b) Intellectual stimulation influences a leader's behaviour and passion to challenge and contradict traditional and conventional assumptions (Hochman *et al* 2000), beliefs and practices of employees in a firm (Judge *et al* 2002). Such a trait enables him to think creatively and take risks, inspiring them to adopt dynamic initiatives and surpass barriers to attain a firm's mission (Humphreys, 2001). They make it possible to change (Palmer *et al* 2000), use resources differently and deliver value added products (Roffe, 1999).

Harms and Credé (2010) mention Sosik and Megarian (1999) to examine how EI and the traits are related. They observe that a transformational leader empathizes with employees, assuring them of humane treatment. This aids change, creative initiatives and performance excellence (Choi, 2006). The authors claim that such a leader is known to manage self-emotion to inspire them and promote new thinking to explore new ways of managing tasks and attain the goals set (Hebert, 2011). From their viewpoint he needs to be self-aware that magnifies his abilities to see meaning and purpose in an action (Palmer *et al* 2000). Moreover, emotional stability assumes relevance. It enables him to subordinate his personal needs to those of his employees.

Harms and Credé (2010) apply interrater self rating, using mean uncorrected correlation, estimated true correlation (p) and credibility interval analysis (cv), to present data and interpret the association between EI and transformational leadership traits. The values of ' p ' involving EI (.16) and transformational leadership (.14) are inadequate, suggesting that idealized influence and intellectual stimulation are not influenced by empathy, self emotion, self awareness and emotional stability. To reinforce the validity of such results, the authors mention the works of George (2000) and Lock (2005). They state that leadership research does not explain how mood and emotion influence efficacy of a leader to -

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- a) inspire employees to change;
- b) think critically and take decisions;
- c) assume responsibility act decisively to improve delivery of results;

They denote performance improvement. Moreover, the results of meta analytic study undertaken by Bono and Judge (2004) do not establish the link between EI and transformational leadership traits.

The above interpretation explains why a patriarch is disinterested to authorize employees to take decisions and initiate actions to manage resources, signalling his apathy to take risk. This is the outcome of his de-motivation to repose trust and faith in them and their capabilities, leading him to establish a command and control culture. Their adoption is advocated to coerce them to think logically and contribute to a family firm's performance improvement, profitability and progress. They are reinforced when the works of Dascher and Jens (1999), Edwards *et al* (2003), Kenyon-Rouvinez (2000), King *et al* (2001), Merritt (2007) and Peredo (2003) are related and interpreted.

4.1.4. Idealized Influence & Intellectual Stimulation and Flawed Outcome

The central purpose of this assessment is to determine the relevance of the traits and their impact on inspiration of employees in family firms to attain performance excellence. Liu (2007) counters the theoretical pertinence of idealized influence and intellectual stimulation on the grounds that -

- a) Idealized inspiration promotes one way action, such as admirable behaviour, demonstrate the abilities to judge, take decisive stand and establish emotional connect. Palshikar (2009) notes that they are used by a transformational leader to role model employees, influencing their belief about his professional and intellectual prowess. The bias changes them into loyal followers, hindering the growth of a discerning team. The absence of this is marked by the presence of unprepared and incompetent employees with low self-worth who consider him as a 'great man' and seek his approval for every decision. Padilla *et al* (2007) believe that such over dependence stifles a firm's internal environment, constricting growth and progress in a competitive environment. They state that these are the outcomes of sustained hero worshipping that gives him a sense of all pervading power. Concentration of such

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unquestioned power corrupts him, motivating him to practice unilateral initiatives. This relegates employees into being passive followers who are exploited to attain unethical goals, contradicting the philosophical materiality of idealized inspiration.

Illic-Balas (2013) mention Howell and Avolio (1992) to explain that a corrupt and unethical transformational leader resists suggestions for development from employees. This is influenced by his sense of self importance and belief, prompting him to discard contrary opinions and appreciate mute sycophants. Moreover, he attaches least priority to their needs, keeping them intellectually impoverished. This enables him to take credit for success, disproving the utility of idealized inspiration.

Glasø *et al* (2010) mention Howell (1988) to explain that pseudo, narcissistic, self-centred, totalitarian and exploitative leaders aim to influence employees. They articulate a firm's future to realize self-interest rather than for the benefit of employees who are biased and dependent. They consider such dependent employees as objects of manipulation and avenues to advance personal interests. These weaken a firm's culture, regressing its growth and development. They are opposed to the theoretical relevance of idealized influence.

Alimo-Metcalf and Alban-Metcalf (2005) reason that a leader's adoption of idealized inspiration and transformation does not motivate him to -

- i. demonstrate admirable behaviour;
- ii. share success and recognize the contributions of employees;
- iii. display convictions and take decisive stand;
- iv. connect to them emotionally;

The disinterest to give credence to them is related to his perception of self-superiority. The authors mention Conger (1998) and Mintzberg (1999) to explain the flaw of the leadership trait and style. Their acceptance influences cultism, leading employees to link every success in a firm to his -

- i. vision, foresight and dynamism;
- ii. intellectual prowess, experience and drive;

Such practice when sustained heightens a self-serving leader's arrogance, diminishing his interest to nourish employees, empower them, enhance their competence to take

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decision and attain goals. They denote the failure of idealized influence to contribute to a firm's agility.

b) Dvir *et al* (2002) point out that intellectual stimulation fails to influence rational thinking and objective initiatives of indirect followers, weakening their abilities to -

- i. collaborate;
- ii. change;
- iii. question conventional perceptions;

An interpretation of Jung and Sosik (2002) and Resick *et al* (2009) explain that intellectual stimulation happens when a leader presents its future promise and mitigates conventional practices to surpass barriers, realising his mission. Despite such benefits, the leadership trait fails to deliver results instantly. This is due to lack of training and readiness of employees, justifying its failure to enhance working knowledge.

Relating the works of Dvir *et al* (2002) and Alimo-Metcalfe and Alban-Metcalfe (2005) it can be said that a leader's drive to challenge conventional beliefs of employees, solicit their ideas and readiness to take risk do not promote working knowledge. This weakens endowment of -

- i. skills;
- ii. competence;
- iii. capability;

Mester *et al* (2007) use correlation matrix to explain the irrelevance of intellectual stimulation, which fails to inspire employees in a firm to learn and acquire the capabilities to think and act rationally. The authors cite low correlation value ($r=0.45$) to clarify that the trait fails to strengthen efficacy to take decisions to process resources and deliver benefits. The interpretation explains that a leader's adoption of the trait erodes his motivation to challenge the reliance of employees on traditional practices, constricting their abilities to -

- i. exploit logical reasoning to embrace new thinking;
- ii. actions to innovate new products;

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Further, the failure retards self efficacy, constricting a firm's overall organizational effectiveness ($r=0.28$). This discourages them to honour the commitment to employ best efforts, process resources and improve performance ($r=0.36$), reinforcing the irrelevance of intellectual stimulation to influence working knowledge.

Lyons and Schneider (2009) mention Shamirt *et al* (1993) and Chen *et al* (2000) to infer that intellectual stimulation does not influence employees in a firm to

- i. think differently and judiciously;
- ii. change and elevate professional maturity to review a problem rationally;
- iii. work collectively;

They denote the impact of weak self-efficacy, clarifying how this retards their abilities to conform to a leader's performance expectations. Such outcome reinforces the weakness of intellectual stimulation to enhance working knowledge.

The above analysis regarding intellectual stimulation when linked to Akio (2005), Bencsik and Bognár (2007), Conger and Benjamin (1999), Breton-Miller and Miller (2006), Craig *et al* (2008), Ganguly (2000), Gong *et al* (2009), Moss and Ritossa (2007) and Peredo (2003) enables understanding of the underlying reasons of its failure to elevate working knowledge in a family firm. They see purpose in a patriarch's disinterest to disseminate knowledge to employees. It is due to his perception about primary requirements for task completion. It encourages him to relegate them to the level of clerks and allow them to complete routine tasks that are repetitive. The demand for new knowledge is uncalled for. Their engagement is linked to proven skills to -

- i. understand instructions;
- ii. work on machines;
- iii. improve output;

Moreover, to retain employment, they are contractually required to upgrade the skills voluntarily. As a result, a patriarch gives no credence to the dissemination of working knowledge (Collins and O'Regan, 2010, Emery and Barker, 2007).

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4.1.5. Idealized Influence & Intellectual Stimulation and Tautology

Judge *et al* (2008) mention Conger (1990) to analyse the underlying reasons for transformational leadership failure. They infer that the inept usage of its qualities influences unfavourable results, constricting knowledge endowment, empowerment and efficacy, and performance excellence. The authors mention Yukl (1989) to illustrate the relevance of individualized consideration to upgrade learning, skills and capabilities of employees. He notes that a number of researchers by default equate intellectual stimulation to individualized consideration. Such flawed assumption leads them to recommend the adoption of the trait. This influences a leader to attach priority to their needs. They wrongly perceive that awareness about them allows him to coach, mentor and train employees, elevating their -

- i. intellectual prowess and competencies to think and act;
- ii. take decisions to deploy resources and process them;
- iii. develop products and services;

They denote the utility of individualized consideration to promote working knowledge. They misinterpret the theoretical proposition of Nonaka (1991), shaping their misplaced assumption about elevation of intellectual prowess and their abilities to -

- i. see the big picture;
- ii. think about creative solutions;
- iii. attain goals efficiently;

They signal the theoretical irrelevance of intellectual stimulation to elevate working knowledge.

Based on the above theory and empirical findings, it is reasoned that an analysis of idealised inspiration and intellectual stimulation is necessary to find out why a patriarch's drive to change his felt experience and behaviour, act in a commendable way, demonstrate the ability to take decisive stand, connect employees emotionally, contradict their conventional beliefs, take risks and encourage their creative initiatives fail to foster a family firm's performance. Therefore, the following hypotheses are proposed.

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H₀ -The patriarchs' adoption of idealized inspiration does not inspire employees in family firms in GCC to attain performance excellence.

H₂ -The patriarchs' adoption of intellectual stimulation does not enhance working knowledge of employees in family firms in the GCC.

4.2. Relevance of Idealized Inspiration & Inspiration in a Family Firm

The adverse outcomes of the leadership traits noted in the above sections are not universal. Boyett (2006), DeHaven (2008), Jung *et al* (2007), Kelloway and Barling (2000), King *et al* (2001), McCann *et al* (2001) and Wah (2004) when combined and reviewed explain why a patriarch's forceful communication of vision, values, impartiality and ethical stand on controversial issues and motivation of employees are related. They enable the employees to gauge his intellectual prowess, experience and commitment. Awareness allows them to -

- i. assume responsibility;
- ii. explore new frontiers;
- iii. innovate and support a family firm's performance excellence;

They establish the association between his idealized inspiration, elevation of their trust and faith in him, display exemplary behaviour and change of a family firm into value building entity.

The inspiration of employees to repose faith in a patriarch's conviction, values and competence helps to give credence to his mastery and command over decisions and strategies. They voluntarily follow his strategic direction. Researchers like Kark *et al* (2003) and Tambe and Krishnan (2000), attribute this to faith in his exceptional qualities. These justify how idealized inspiration impacts favourably the resolve to deliver extraordinary performance, enabling a family firm to develop and deliver differentiated benefits.

Bass (2000), Breton-Miller and Miller (2006), Craig *et al* (2008), Gupta *et al* (2009), Hochman *et al* (2000), Jay (2000), Morck and Yeung (2003) and Tambe and Krishnan (2000) when combined and analysed in the context of the above clarify the measures needed to change a patriarch and practices in his firm. They justify how internalization of idealized inspiration and intellectual stimulation promotes creative

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initiatives in a family firm, influencing performance excellence and growth. They impact favourably the employees' motivation to give credence to a patriarch's -

- i. views and values;
- ii. repose faith in his wisdom;
- iii. trust in his skills and professional experience;

When he inherits such qualities, the focus on holistic learning and development is elevated. They inspire him to train and coach them, elevating learning, skills and capabilities. When they are intellectually empowered, his interest to decentralize authority is high, improving a family firm's agility to -

- i. take decisions;
- ii. innovate hard-to-copy products;
- iii. promote them to sustain lead in a market;

The impact of holistic learning is revealed from the above clarification, establishing the essence of knowledge sharing and capability improvement. With their enrichment (Anderson, 2003), the empowerment of employees is maximized (Bass, 2000), enabling them to take decisions and initiate actions effectively (Carlsson *et al* 1996). They are the outcomes of learning of employees about a patriarch's vision, mission, objectives and goals. Such learning allows them to determine what needs to be done to attain them. This is feasible due to a patriarch's focus and faith in knowledge exchange and change. The worth of coaching and training is visible. They render working knowledge sharing feasible (Nonaka and Konno, 1998), enhancing skills and capabilities of employees to -

- i. think objectively to decipher an applied problem (Robertson and Hammersley, 2000);
- ii. identify a solution and implement it to engineer new value (Roffe, 1999);

Hence, it can be said that objective communication exchange influences culture change. This motivates the employees to manage a family firm efficiently and attain performance excellence.

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4.2.1. Idealized Inspiration & Intellectual Stimulation and Attainments

In this section the work of Barbuto (2005) is analysed to find out whether the leadership traits, such as idealized influence and intellectual stimulation, influence a leader's commendable conduct, his confidence to take decisive stand and motivation to empathize with employees. The author's work is also analysed to assess how the traits inspire them to follow him as a role model. He considers the views of Bass (1999) to clarify why they are motivated to follow such a leader. Awareness about his resolve to oppose traditional norms and practices, take risks, endorse the views of employees and enhance their creativity (Antonakis *et al* 2003), inspire them to act judiciously to overcome barriers and attain a firm's goals (Bono and Judge, 2004).

Barbuto (2005) mentions Leonard *et al* (1999) and improves their taxonomy to interpret idealized influence and intellectual stimulation from the viewpoint of five sources of motivation -

- i. intrinsic process;
- ii. instrumental;
- iii. self-concept-internal;
- iv. self-concept-external;
- v. goal internalization;

An analysis of instrumental motivation is excluded since it relates to transactional leadership behaviour, represented by the inspiration to centralize authority, link reward to goal realization, monitor performance and use punishment (Conyers, 2011).

a) Intrinsic process motivation: Barbuto (2005) correlates such motivation of employees to a behaviour type that gives them a sense of thrill and joy on account of the work they do (Stewart, 2006). In such case, they perceive the work as a reward, satiating their pleasure and psychological needs. The author introduces Staw (1976) to associate intrinsic process motivation to goal attainment, enriching self concept. He refers to Avolio *et al* (1988) to link such motivation to a leader's positive behaviour in a firm that stimulates the passion of employees to follow him, participate voluntarily and derive pleasure from work done.

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The analysis of the author conforms to the interpretation of idealized influence by Bono and Judge (2004). The trait involves a leader who demonstrates high moral and ethical standards, is held in high esteem and inspires loyalty from employees.

b) Self concept-external motivation: Barbuto (2005) defines such motivation from the point of view of a leader's passion to seek approval of his qualities, intellectual prowess, standpoint and views from reference groups. The abilities to demonstrate exemplary behaviour energizes employees to follow him and give credence to his views. The author cites McClelland (1961), Maslow (1954) and Alderfer (1969) to associate the motivation to a leader's need for affiliation, love, affection and belonging. The author names Kuhnert and Lewis (1987) to explain the motivation in terms of idealized influence. The adoption of this influences a leader to seek approval, and rely on personal appeals and social transactions.

The explanation of the author conforms to the definition of idealized influence by Judge and Bono (2000). When a leader embraces the trait, his motivation to display admirable behaviour, conviction and set of unique personal values is elevated, influencing employees to repose trust and faith in his actions.

c) Self concept-internal motivation: Barbuto (2005) explains the motivation from the viewpoint of a leader's resolve to set standards for qualities, practices and values that are used as benchmarks by all in a firm. Such a competent leader exploits his knowledge, experience and abilities to overcome barriers. He is known to reassure employees that such barriers can be breached and realise personal goals. Awareness about them energizes such employees to act judiciously, acquire key capabilities and attain a firm's goals (Bass *et al* 2003). The author refers to McClelland (1961), Maslow (1954) and Alderfer (1969) to link the motivation to a leader's need for attainment, respect and potential realization. He mentions Barbuto *et al* (1999) to equate the motivation to inspirational appeals.

The explanation of the author conforms to the definition of idealized influence and intellectual stimulation. Lim and Ployhart (2004) explain intellectual stimulation as a leader's motivation to contradict conventional assumptions, review old problems from different angles and authorize employees to initiate strategy and attain goals set. These enhance their self-esteem and establish status as leaders.

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d) Goal internalization motivation: Barbuto (2005) analyses the motivation from the viewpoint of a leader's commitment to embrace attitudes and behaviours that complement his beliefs, thinking, assumptions and culture. When he attaches priority to goal, his focus on a strong sense of duty and realisation of collective goal is enhanced. Awareness about them inspires employees to attain the goal set. This is the outcome of their assumption that such goal is worthwhile and achievable. The work of Krishnan and Arora (2008) implies that transformational leadership traits, namely idealized influence and intellectual stimulation, are embraced by leaders who attach priority to the growth and development of a firm and such behavioural pattern is also endorsed by Barbuto (2005).

Barbuto (2005) uses a short form of MLQ and Motivation Source Inventory to examine the association between traits, motivation and outcomes. The following findings establish such association.

e) Transformational leadership traits and motivation: Positive correlation is seen between attributed idealize influence ($r=.18$) and intrinsic process motivation. The data presented by the author also explain that the transformational leadership traits, involving idealized influence and intellectual stimulation, are related to self-concept internal motivation. On the other hand absence of association between the trait and self-concept external motivation is noted ($r=-.17$).

The data presented above seem to relate to the standpoint of Pastor and Mayo (2006). They stress the relevance of demonstrating admirable behaviour, sense of power and dynamism. Their visibility in a leader's actions and activities is desired, which inspires the employees to connect to him. This influences them emotionally. Such emotional connect motivates them to take note of his values in all actions, inspiring them to follow him and attain performance excellence. The authors use 'Multiple Regression' to justify the utility of a Chief Executive Officer's communication of beliefs and assumptions about the leadership trait and style in the context of Spanish firms. The results demonstrate that transformational leadership behaviour and idealized influence ($r=.34$) and intellectual stimulation ($r=.23$) are correlated ($r=.34$). The outcomes clarify that executives embrace idealized inspiration to attain higher order goals. Awareness about this inspires employees to give credence to their views,

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emulate them, learn, shed old practices and discard traditional assumptions. These inspire employees to initiate voluntary actions and attain performance excellence.

The work of Moynihan *et al* (2011) conforms to the results of Pastor and Mayo (2006). They use regression data to justify that an efficacious leader is symbolised by a change agent who connects (Beta=.40, t=12.36) to employees emotionally to influence total transformation in a firm. Their awareness (Beta=.30, t=10.20) about his vision, values, ethics, norms, convictions and determination influences the motivation to attain higher order needs and focus on holistic enrichment, reinforcing the relevance of idealized influence and intellectual stimulation.

The inference drawn agrees to the work of Hartsfield (2004) who mentions Avolio *et al* (1991), Bass (2000) and Yammarino and Bass (1990) to explain that a leader's adoption of intellectual stimulation leads him to -

- i. share knowledge and experience with employees;
- ii. coach and mentor them;
- iii. enhance learning;

They heighten their competence to view a problem differently and initiate a new solution, denoting the impact of employment of extra effort on performance excellence. The author also mentions Chemers *et al* (2000) and Chen and Bliese (2002) to explain that a patriarch's interest to share knowledge and foster learning of employees is required to enrich their self-efficacy. This allows them to act efficiently to organize and execute diverse courses of action and attain the goals set. Their management is the consequences of acquisition of new skills and their abilities to be dynamic leaders. Such transformation and realization of leadership potential are required to influence higher than expected performance.

The above inference when linked to the review of Avolio *et al* (2004), Dastoor *et al* (2003), Edwards *et al* (2003), Farrell *et al* (2004), Friedman (2004), Hartsfield (2004), Nonaka (1997) and Wah (2004) helps to understand why a patriarch's idealized influence and intellectual stimulation, and elevation of working knowledge of employees in a family firm are related. The elevation of the traits is thus required to sustain excellence, profitability and growth. A patriarch aims to empower the

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employees, shaping, altering and evaluating competence, capabilities and values. They allow them to understand how to -

- i. analyse a problem;
- ii. think about alternative solutions;
- iii. evaluate them and select the best course of action;

They signal the relevance of working knowledge dissemination is demonstrated. Its elevation allows the employees to employ and process resources to develop products that are unique (Foss and Ishikawa, 2006). It is linked to the attainment of excellence and higher order goals (Botha, 2000). It also signals the impact of a family firm's agility (Bowden, 2008), reinforcing the necessity of its change into a learning entity.

The above reasoning makes it clear that an excellence oriented culture in a family firm is the outcome of a patriarch's focus on employees (Denison *et al* 2004, Hirtz *et al* 2007), understanding clearly their needs, abilities and aspirations (Jay, 2000). The inquisitiveness about them enables him to find out what can be done to renew and elevate their creative thinking and actions, promoting holistic agility to -

- i. innovate new systems and processes;
- ii. apply state of the art business practices to fulfil collective mission.

It is relevant to note that the fulfilment of a shared mission is rendered feasible due the development of deep understanding about management practices and business systems. When collective working knowledge in a family firm is enhanced (Judge and Piccolo, 2004, Nonaka, 1997), the competence to manage them becomes a reality. This is known to accelerate profit and growth (Parker, 2006), reinforcing the necessity to manage a family firm through social interactions (Rowold and Schlotz, 2009).

It is visible from the above elucidation that performance excellence in a family firm is inextricably linked to a patriarch's vision, capabilities and experience. When their impact is visible through exemplary actions, trust, faith and confidence of individual employees in him are evoked. They support the growth of intellect in a family firm, enhancing its human capital. This is exemplified by the quality of decisions and actions they take to transform it into a value building entity. The association between intellectual stimulation and elevation of working knowledge, skill, competence and capability is justified.

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4.2.2. Idealized Inspiration & Intellectual Stimulation and Impacts

In this section the contribution of Bono and Judge (2004) is examined to point out why transformational leadership behaviours, like idealized influence and intellectual stimulation, are shaped by a leader's personality. The authors mention Bass (1985) to define the dimensions of the leadership behaviour. The first dimension involves a leader's exemplary conduct and self confidence to take decisive stand. They motivate the employees to follow him as a role model (Tejeda *et al* 2001), signalling the establishment of emotional connect (Kelloway *et al* 2012). The second dimension explains why they are inspired to think judiciously and act rationally to attain a firm's goals. They are the outcomes of his decisive communication, signalling the steadfastness to oppose traditional beliefs and practices, take risks and give credence to the views of employees (Judge and Piccolo, 2004). Awareness about them elevates the passion to overcome barriers and attain a firm's goals (Hall *et al* 2002).

Bono and Judge (2004) use Big Five Framework to integrate common factors that are described separately by a host of authors, like Avolio *et al* (1999). They utilize 'six factor model' to explore the association between different dimensions of transactional and transformational leadership. The authors examine extroversion, neuroticism, openness to experience, agreeableness and conscientiousness to assess the relevance of idealized influence and intellectual stimulation. In this study neuroticism and conscientiousness are excluded since they do not display transformational leadership traits.

a) Extraversion: Bono and Judge (2004) define this as self-confident, dynamic, hopeful and vibrant. When a leader inherits such positive emotions, he is motivated to cultivate purposeful relationship with employees, influence faith and conviction, and enhance their passion and drive. The authors claim that leaders with such qualities are intellectually stimulated to seek change and excellence.

b) Openness to experience: The authors relate this to a leader's propensity to innovative, intellectually empowered, inquisitive and deep thinking, and empathise with employees. They claim that an innovative leader is likely to attach priority to intellectual stimulation, draw a bright picture of a firm's future and encourage performance excellence.

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c) Agreeableness: The authors elucidate this as a personality trait that displays a leader's focus on collaboration, resolve to build trust and empathy. They influence his concern for employees, their empowerment, well being, growth and reward. The interpretation of the authors renders it possible to associate his traits to idealized influence and individualized consideration.

Bono and Judge (2004) utilize a meta analysis of resources available in PsycInfo to select 41 papers and explore the validity of the association between personality traits and outcomes. Moreover they use population correlation (p) to assess the validity of such association, helping to present the following inference.

d) Extraversion is correlated to idealized influence ($p=.22$) dimension of transformational leadership. The result relate to the theoretical standpoint of Gerhardt (2004). He mentions Bass and Avolio (1993), Lowe *et al* (1996), Howell and Avolio (1993) and Dutton *et al* (2001) to justify the relevance of idealized inspiration to influence changes in the attitudes and moral framework of employees. Such changes are driven by a leader's commitment to relate to employees emotionally, demonstrate self-confidence and display compassion, motivating them to identify with him. This fuels their passion to take risks and initiate judicious actions, enabling them to change and realize higher order needs. The exploitation of such actions is required to realize their full potential that supports sustained development and delivery of new products and services, leveraging customer relationship and customer care. These fuel a firm's growth and profitability.

e) Agreeableness ($p=.21$) and openness to experience ($p=.21$) are related to intellectual stimulation and idealized inspiration. The finding relates to the theoretical standpoint of Boyett (2006). He views intellectual stimulation as the motivation of a leader in a firm to challenge the perceptions of employees about management practices, assumptions about current conditions, drive them to rethink current strategy and initiate creative actions to change and excel. The author mentions Bass (1985) to explain the relevance of the trait that influences knowledge dissemination, elevating learning of employees. The elevation of this is required to magnify their abilities to -

- i. think objectively and analyse an old problem in new ways;
- ii. act judiciously and take decisions collectively to complete a task differently;

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They signal the impact of intellectual stimulation. This influences their organization citizenship behaviour and self efficacy, inspiring a leader to decentralize authority to fuel decision making agility that contributes to vision realization. The invaluable role of intellectual stimulation to foster working knowledge is thus demonstrated.

Moreover, Bono and Judge (2004) use ‘multiple regression’ to assess the association between different dimensions of transactional and transformational leadership based on ‘six factor model’, contributed by Avolio *et al* (1999). The study reinforces the association between idealized inspiration and leadership personality (R square=.12).

The above interpretation underlines the importance of a patriarch’s adoption of idealized inspiration and intellectual stimulation, helping to envision bright and realistic scenarios of a family firm’s future to the employees. Awareness about them inspires employees, accepting them with high enthusiasm. They are used as common goals, leading them to employ best knowledge and actions to attain a family firm’s key objectives. They justify the importance of idealized inspiration, signified by –

- communication of vision and conviction;
- demonstration of mastery and values;
- exposition of analytical and creative thinking;

They are reflected in a patriarch’s commitment, transparency and honesty that impact excellence positively. They inspire employees to act with integrity and facilitate change sensitivity. The essence of eloquent communication of vision and values to elevate performance excellence is visible. It is the founding pillar of motivation of employees to attain higher order goals and excel.

Based on the above theory and empirical findings, it is reasoned that an analysis of idealised inspiration and intellectual stimulation is necessary to find out the extent to which a patriarch’s drive to change his behaviour, display conviction, demonstrate the ability connect employees emotionally, question conventional practices, take risk and encourage their creative initiatives enhance a family firm’s performance. Therefore, the following hypotheses are proposed.

H₁ -The patriarchs’ adoption of idealized inspiration inspires employees in family firms in GCC to attain performance excellence.

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H₃ -The patriarchs' adoption of intellectual stimulation enhances working knowledge of employees in family firms in the GCC.

4.3. Amalgam of Hypotheses & Interrelationship

The clarification in the above sections makes it clear that divergence of theoretical standpoints and empirical evidence exists about idealized influence and intellectual stimulation, and their impacts on inspiration and working knowledge of employees. Moreover no unanimity is noted regarding the impacts of the leadership traits on performance excellence of a family firm. The majority of authors use MLQ to complete surveys gather and process data to interpret the relevance of the traits and their impacts on motivation, learning and performance excellence. On the other hand, Bono and Judge (2004) relies on secondary data, drawn from PsycInfo, process them to draw inferences regarding the traits and their impacts.

The works of Alimo-Metcalfe and Alban-Metcalfe (2005), Harms and Credé (2010), Liu (2007), Rafferty and Griffin (2004) and Resick *et al* (2009) explain why idealized influence and intellectual stimulation fail to effect inspiration and working knowledge of employees. They clarify why these impact adversely performance of a family firm. To justify this, the theoretical standpoints of Glasø *et al* (2010), Padilla *et al* (2007), Palshikar (2009) and Rafferty and Griffin (2004) are considered.

The studies of Barbuto (2005) and Bono and Judge (2004) describe why idealized influence and intellectual stimulation influence inspiration and working knowledge of employees. They clarify why these impact favourably performance of a family firm. To reinforce this, the theoretical materiality of Boyett (2006), DeHaven (2008), Jung *et al* (2007) and Kelloway and Barling (2000) is reviewed.

The above theoretical and empirical divergence is taken into account to develop null and alternative hypotheses of this study.

4.4. Summary Overview

This chapter explains why the hypotheses are adopted. The analysis presented in it clarifies the theoretical validity of the assumptions made. It highlights the relevance of idealized inspiration or charisma and intellectual stimulation. It helps to review how a transformational patriarch presents bright and realistic scenarios about the

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future of a family to motivate employees to think and act differently to develop and deliver new benefits to surpass goals.

An analysis is also presented to gauge the validity of assumptions about intellectual stimulation that elevates the employees' learning and working knowledge, enabling them to exploit existing assets and resources to create values and contribute to goal attainment of a family firm. The consequence of enhanced analytical and creative thinking is demonstrated. They influence employees to act with integrity and excel.

The essence of mentoring, training and knowledge dissemination to create excellence oriented culture is established. They energize employees to attain higher order goals. Moreover, the outcome is linked to a patriarchs' ability to evoke trust, faith and confidence in them to learn. This magnifies intellectual prowess which is manifested in the efficacy to manage its best interests, support competitive lead and excellence.

Finally, the presentation of divergent viewpoints renders analysis of detailed interpretation of assumptions feasible. Chapter 4 covers a thorough analysis of the methodology, methods, instruments employed and statistical tools used in this study.

Chapter-5: Research Methodology & Methods

5.0. Introduction

In this chapter the methodology, methods, respondent selection, data collection and statistical technique used to interpret such data are presented. They help to analyse the extent to which the adoption of transformational leadership traits by a patriarch motivates employees in a family firm in the GCCC to repose trust and faith in him, work efficiently and surpass benchmark set, learn and innovate. An interpretation is necessary to predict the utility of such leadership traits to influence change and performance improvement in a family firm.

This chapter –

- presents methodological arguments relevant to transformational leadership research.
- analyses the research approaches utilized by acclaimed researchers, like Antonakis *et al* (2003), Avolio *et al* (1999), Barbuto (2005), Harms and Credé (2010), Liu (2007) and Rafferty and Griffin (2004), who specialize in leadership research.
- supports explanations about data interpretation and knowledge building.
- discusses the challenges to complete the study.
- defines the research design for this study.

In the light of the objectives of this study, the leadership traits, research questions and scope, the researcher uses mixed methods, rendering it feasible to utilize quantitative data and in-depth responses (Hammersley, 2008). Beck (2010) and Stentz *et al* (2012) are reviewed to understand the merits of mixed methodology in leadership research. This shapes selection of survey and interviews, leading to the application of questionnaire and interview schedule to gather data and detailed responses from respondents.

The selection of mixed method is contributed by the absence of reliable information and data in the GCCC. Under the circumstances, primary data gathering and interviewing employees in family firms assume importance. Transformational leadership research demands analysis of subjective factors, like a leader's abilities to

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empathise, mentor and disseminate knowledge (Beck, 2010). Unilateral reliance on hard data renders such analysis invalid (Cohen *et al* 2007). The employment of mixed method helps to study quantitative and qualitative data and interpret the extent they support each other (Stentz *et al* 2012). They assist the researcher to test the hypotheses, examine the relevance of transformation leadership traits (Hasler, 2009) and draw valid inferences, guiding him to ascertain the relevance of such traits in the context of a patriarch in a family firm and motivation of his employees to attain performance excellence.

5.1. Research Design

Cohen *et al* (2007) define research design as a plan that guides a study, implying that it helps to develop a problem that the study seeks to solve, introduce research questions, gather data and responses, and analyse them to draw inferences. The views of de Dries *et al* (2008) are considered to select an exploratory research design following review of objectives of this study. Its selection is also attributed to the absence of reliable previous study, data and information, involving transformational leadership in family firms in the GCC. It also helps to report the characteristics of population, representing managers, executives and employees engaged in family firms in Bahrain, Kuwait and Qatar, considered for this study. According to Kervin (1999) the selection of exploratory research helps to study a phenomenon in an environment about which information is not available, for example adoption of transformational leadership by patriarchs and elevation of intellectual prowess of employees, their authorisation and performance excellence of family firms in the GCC. It supports administration of questionnaire and interview schedule to gather data and detailed responses in conformity to a plan and complete a study (Fuller, 2010), underlining the reasons for its selection and application.

5.2. Qualitative Data & In-depth Interview

This study utilizes quantitative and qualitative data collection approaches. Interview is particularly suitable for collecting and processing detailed responses, employing content analysis, presenting and analysing data. Balyer (2012) recommends its application as it provides flexibility, helping to introduce questions and probing deeply in the course of the interview. He notes its relevance in transformational leadership research. Vinger and Cilliers (2006) seem to follow Kervin (1999) and

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endorse its employment as an additional method to gather detailed information about the role of transformational leadership traits in ushering change. The utility of interview is stressed by Firestone (1987) in terms of efficient personal information sharing and perception assessment. He also supports its utility on account of effective conversion of such perception into data.

The theoretical standpoint is given credence to initiate interviews of 12 employees in the family firms. An analysis of their responses guides assessment of current leadership practices of patriarchs. It clarifies which actions are needed to change and win the trust and faith of employees, motivating them to assume responsibilities, take decisions and initiate decisive actions to improve performance. The questions in the interview schedule (Appendix-2) and questionnaire (Appendix-1) are similar. Their application aids assessment of unanimity of findings. A review of these is required to answer research questions and justify the validity of hypotheses.

To complete the interviews, appointment was sought from each respondent and he was briefed about the interview. On receipt of confirmed appointment, he was interviewed for 3 hours each day in the office. 2 days were required to complete an interview. The interviews were carried out from 3rd of January 2013 till 28th of February 2013. The researcher allowed the respondents to express their views without any interference or mediation, mitigating the prospect of bias, which improved validity of results and attainment of objectives of this study.

Prior to each interview, the respondents were explained that their opinions, criticisms, comments and reviews were used to complete this study. They were also assured that their responses would not be divulged. Additionally, all the ethical steps were followed to sustain the legitimacy of the interviews.

5.3. Quantitative Method

The views of Cohen *et al* (2007) are considered to use a close-ended questionnaire for the survey. The inclusion of preset and common questions helps its administration efficiently to the target audience, mitigating cost of survey. Such a questionnaire, like Multiple Leadership Questionnaire (MLQ), is used extensively in transformational research (Fernandes and Awamleh, 2011).

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Six hundred questionnaires (n=600) were distributed through Chamber of Commerce & Industry in Bahrain, Kuwait and Qatar to administer the questionnaire to the employees in family firms between 21st March 2013 and 11th April 2013. The questionnaires were collected by the committee members in the Chamber of Commerce from family members on the 11th April 2013. A total of 210 questionnaires were collected by them and forwarded to the researcher. They were audited fully and thirty one (31) of them were found incomplete and were rejected. It took another two weeks to process the rest to generate data.

5.3.1. Population & Sampling

The views of Bryant (2011) are considered to select the population for this study. According to him it comprises of all the members in a geographical area a researcher wishes to study. The population for this study, involving quantitative and qualitative methods, takes into account data available in Chamber of Commerce & Industry in Bahrain, Kuwait and Qatar. They are contacted due to their association with the patriarchs and availability of reliable information about employees in family firms. A total number of 167069 employees noted in their databases are considered for sampling and administration of questionnaire.

Particulars	Managers	Executives	Employees	Total
Bahrain	1851	5256	33244	40351
Kuwait	4628	13140	70155	87923
Qatar	1665	4976	32154	38795
Total	8144	23372	135553	167069

Additionally, a total number of 12 respondents, comprising of 2 executives, 2 supervisors, 2 salesmen, 2 office assistants and 4 clerks, employed in the following family firms are selected for interview.

Name of the Family Firms	Designation
Y.K.Almojyed (Nissan Motors)	Executive
Ahmed Sharif Furniture	Executive
Kufuma	Supervisor
Oman Chlorine SAOG	Supervisor
Awal Products Co	Salesman
Shaheen Group	Salesman
Zayani WLL	Office Assistant
Americana	Office Assistant
AJM Kooheji	Clerk
Bader Brother WLL	Clerk
Construction Material Industries & Contracting SAOG	Clerk

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Al-Qatani Equipment & Hydraulics

Clerk

The criteria for their selection include a minimum educational level (school graduate) and work experience of at least 2 years. They are necessary to ensure that the selected employees are competent to –

- gauge the values, views, thinking and practices of patriarchs.
- understand the meaning of the questions during interview.
- give detailed and unbiased answers.

To complete the task, 65 patriarchs were initially contacted through Chamber of Commerce & Industry in Bahrain, Kuwait and Qatar. Their permission was sought to select one employee each from the firms. However, 53 of them declined on the grounds of compromising business secrets. Only 12 patriarchs consented, leading to the initiation of interview.

5.3.2. Sample Size Determination

Thompson (2010) defines a sample as a subgroup of population being studied. His explanation suggests that it as a way of choosing a few from a larger population. In such a case the selected few is considered for predicting results that are applicable to the larger population. Heckathorn (2002) recommends the selection of a large sample size to improve the validity of results, implying that the larger the sample size, the more the validity. The views of Heckathorn (2002) are contradicted by Onyinkwa (2013). He cites the standpoint of Gay and Diehl (1992) who explain that the benchmark for minimum sample size in descriptive research is 10% of population

The theoretical standpoints of Gay and Diehl (1992), mentioned in Onyinkwa (2013), and Thompson (2010) are given credence to select the sample frame that is made up of employees, such as managers, executives and employees employed in family firms in Bahrain, Kuwait and Qatar. A stratified sampling design is used which improves equal opportunity of inclusion of all members of population in the sample (Teddle and Yu, 2007). The target population is composed of the subjects mentioned in family firms. Out of 167069 about 35000 are considered, a number close to 20% of the total population that is far higher than the 10% recommended by Gay and Diehl (1992), mentioned in Onyinkwa (2013), improving the validity of population selection. The

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population is divided between family firms in three countries. The details of population can be seen in the databases of Chamber of Commerce in the countries. Access to them renders determination of a stratified sample feasible. A three-stage sampling design is used to enhance accuracy.

This study employs a closely supervised survey, necessitating selection of sample size to gather data, interpret and improve results. Grira *et al* (2005) recommend the adoption of such survey to access population that cannot be approached easily for purpose of questionnaire administration to gather data. An interpretation of their views suggests that the targets belonging to this population class are managers, executives and workers in medium sized traditional private enterprises. Questionnaire administration and data collection necessitates the utilization of members and social workers in institutions, non government organizations and unions. In the context of this, the study supports the active engagement of Chamber of Commerce & Industry, also necessary to administer the questionnaire on employees in family firms in Bahrain, Kuwait and Qatar.

The views of Cooper and Schindler (1998) are considered to determine the right sample size, minimizing bias and elevating reliability.

a). The first stage of stratification in countries and primary sampling unit is family firms in them. Out of the total number of managers, executives and employees engaged in them, 35000 are selected, accounting for 20% of the population selected.

b). The second stage of stratification is categories of employees engaged in the family firms in Bahrain, Kuwait and Saudi Arabia. Out of three available categories, 20% from each of them is selected, enhancing homogeneity of the sample size.

c) The views of Banning *et al* (2012), Delice (2010) and Teddlie and Yu (2007) are used to select a limited sample size of 200 respondents, aided by data available in Chamber of Commerce & Industry in Bahrain, Kuwait and Qatar. Its utilization is attributed to access, time resource constraints. The following are considered to select the sample size -

- Error of ± 0.01
- Confidence level 90%

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The theoretical standpoints of Krejcie and Morgan (1970) and Sampath (2001) are used to ascertain error by using the following formula, making it possible to take the mean of a variable whose standard deviation is highest among all the variables -

$$\text{Error (E)} = (Z \times S) / (X \pm \sqrt{n})$$

- X (mean) = 3.73
- S (standard deviation) = 1.517
- Z = 1.645 at 90% confidence level
- N = 200
- $E = (1.645 \times 1.517) / (3.73 \pm \sqrt{200}) = 2.4954 / 52.7501 = 0.0473$

Since the value is less than (<) 0.1 and the assumed error percentage (%) is minimum, the sample 200 is sufficient for this study.

The study interprets their responses gathered with the help of closed-ended questionnaire (Appendix-1) in conjunction with the in-depth responses of managers, executives and employees in family firms in the GCC.

5.4. Data Collection

It is noted in the previous sections that the researcher relied on quantitative and qualitative methods to collect data, gather detailed responses and complete the study. A survey research method was utilized to complete the tasks and analyse research questions. It facilitated the application of a questionnaire and an interview schedule. The researcher sought help from Chamber of Commerce & Industry in Bahrain, Kuwait and Qatar to administer them to gather data and detailed responses.

A close ended questionnaire (Appendix-1) and an interview schedule (Appendix-2) comprising of six questions each were administered, aided by Chamber of Commerce & Industry in the above countries. To complete this task the following steps were followed.

- a) The researcher introduced the details of the research along with the questionnaire and interview schedule to the Chairpersons of Chamber of Commerce & Industry in Bahrain and Qatar on 16.09.2012 and 21.09.2012 respectively. They were briefed about the difficulty to gather data and detailed responses, contributed chiefly by conservative culture of patriarchs in GCCC.
- b) The researcher was introduced to the Secretaries of Business Promotion Committees by the Chairpersons of Chamber of Commerce in Bahrain and Qatar on

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07.10.2012 and 10.10.2012 respectively. They were briefed in detail about the relevance of the study and the requirements of the researcher. During the meeting they invited the committee members who were assigned with the responsibilities to coordinate with the family firms, administer the questionnaire and interview schedule, retrieve the responses and forward them to the researcher.

During the meeting in Bahrain, the researcher requested the Secretary to involve Chamber of Commerce in Kuwait, which was accepted by him. He called his counterpart and discussed the subject, influencing assured deployment of 3 committee members to assist and complete the task.

Chamber of Commerce & Industry Committee Members		
Bahrain	Kuwait	Qatar
5	3	9

c) The committee members in Bahrain and Qatar were contacted personally on 03.11.2012 and 18.11.2012 respectively. The members in Kuwait were contacted by telephone. The discussion facilitated finalization of –

Particulars	Period
Interview schedule administration	3 rd of January 2013 till the 28 th of February 2013
Questionnaire administration	21 st March 2013 and 11 th April 2013

During the discussion, interview schedule administration was organized differently. In this case, the committee members selected the family firm and arranged for appointment. The researcher administered the schedule and completed the interview.

d) Formal letters containing information about the survey and its objectives, questionnaire administration procedures, self addressed packet and questionnaires were couriered to committee members in Kuwait and Qatar 27th of February 2013. They were personally forwarded to the committee members in Bahrain. In all six hundred questionnaires (600) were distributed.

The initiative was considered to improve response rate. In this respect the committee members assured a response rate between 30% and 40%.

As of 11th April 2013, 210 questionnaires were collected and forwarded to the researcher. They were audited fully to find out incomplete responses. Thirty one (31) of them were found incomplete and were rejected. The recommendation of Dillman

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(1978) was followed to calculate the response rate for usable response covering all the respondents. The following response rate was reported in this study.

Particulars	Number
Usable responses	179
Questionnaires sent	600
Invalid responses (Unusable)	31
Undeliverable	83
Response rate	35.28%

The indepth interview was administered and completed by the researcher personally. A total of 12 persons were interviewed, responses acquired, processed for further analysis. The usage of qualitative data through interview sessions helped to gauge the prospect of a patriarch's abilities to shed autocratic practices. It helped the researcher to predict the impact of such change on the motivation of employees to improve performance of family firms in the GCCC.

5.4.1. Development of Questionnaire & Interview Schedule

This study used the questionnaire and interview schedule as the prime tools to gather data and responses of respondents. MLQ, contributed by Avolio and Bass (1995), was used to select the factors and themes, modify such factors to suit local conditions and design them. Six questions in each were included to ensure adequate coverage of issues relevant to a patriarch's change, adoption of transformational leadership traits and performance excellence of family firms in the GCCC. They helped to realize the objectives of this survey. The following steps were considered to develop them:

a) A general review of the research scenario influenced the researcher to consider the thoughts, beliefs, actions, assumptions, views and perception of patriarchs in the GCCC. It encouraged him to incorporate questions to elicit responses concerning leadership practices. The strategy helped to find out what a patriarch could do to change, abandon repressive initiatives, emphasize with employees and empower them to attain performance excellence of family firms in the region. They were considered important to explore the research questions of this study.

b) Pilot studies were conducted to improve the relevance of the questionnaire and interview schedule. They helped to receive valued comments from the respondents

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and modify the questions further to improve their utility to acquire meaningful data and responses.

c) To complete the pilot study, the questionnaire was forwarded to fifteen respondents. However, the interview schedule was administered to four respondents employed in family firms.

d) Finally, Cronbach's Alpha Test was applied with the help of Statistical Package for Social Sciences (SPSS) to assess the validity of the questionnaire and interview schedule.

5.4.2. Questionnaire Design

The work of Bell and Kozlowski (2002) was taken into account in conjunction with Avolio *et al* (1999) to develop the questionnaire, improving its utility to gather data and draw inferences.

a) **Background of respondents:** Question-1 consisted of demographic details of respondents. The analysis of such details helped to determine the relevance of responses. It magnified the reliability of data (Cohen and Bailey, 1997). They were necessary to draw valid inferences regarding the association between the patriarchs' adoption of transformational leadership traits and elevation of the employees' learning, innovative capabilities and competencies. They also clarified how these enhanced a family firm's proficiency to deliver customer value and retain competitive advantage.

b) **Idealized Influence:** Question-2 was composed of variables related to idealized influence. A number of researches highlighted that employees in a firm were influenced and inspired to think, assume responsibility, act and contribute positively when a leader demonstrated self belief, took a determined position and connected to them emotionally.

A total of 10 items asked respondents to answer about monitoring individual and employees' feelings and emotions, understanding business functions and demonstrating sound judgement, controlling actions and outcomes, combining knowledge and attitudes, displaying a sense of power and competence, satisfying expectations without being influenced, working with employees and contributing to a

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firm's goals, demonstrating reliability and commitment, owning-up moral and ethical consequences and making personal sacrifices for the benefits of all.

A total of 5 items sought answers about disciplined actions, absence of freedom to take decisions, direction and control, focus on performance and goal attainment and link rewards to goal attainment.

c) **Inspirational Motivation:** Question-3 incorporated variables related to inspirational motivation. A host of researches demonstrated that employees in a firm were inspired to act decisively when its patriarch communicated purposefully the vision, future direction and goals. They provided meaning for task at hand, known to encourage innovation and performance excellence.

Administration of the questions helped to gather responses of managers, executives and employees. Their favourable or unfavourable perception about patriarch's inspirational motivation was determined by responses and correspondence to scale values.

d) **Individualized Consideration:** Question-4 included factors relevant to individualized consideration. A number of studies highlighted that managers, executives and employees in a firm were inspired to initiate actions when its patriarch enquired and took active interest in their professional development and excellence. They fostered transformation of managers and others into leaders. They also influenced the elevation of self efficacy and goal attainment.

Presentation of the questions helped to gather responses of employees. Their favourable or unfavourable views about a patriarch's individualized consideration could be ascertained by responses and correspondence to scale values. A high scale value signified strong agreement and vice versa.

e) **Intellectual Stimulation:** Question-5 included variables that involved intellectual stimulation. A host of studies indicated that employees in a firm were empowered to take decisions when its patriarch disseminated tacit, explicit and working knowledge. Such intellectual empowerment enabled them to think and act differently to innovate and deliver differentiated services. They provided the founding pillars of their

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mastery, dynamism and leadership, enabling them to overcome any obstacles in attaining goals.

Introduction of the questions helped to gather responses of employees. Their favourable or unfavourable views about patriarch's intellectual stimulation could be ascertained by responses and correspondence to scale values.

f) **Family firm & transformation:** Question-6 included variables that involved family business transformation and competitive advantage. A number of studies indicated that training, empowerment and authorization of managers, executives and employees in a family firm enhanced agility. Its elevation was correlated to collective competence and capabilities to source, process and manage resources to innovate and deliver 'hard to copy' products and services. Assured delivery of these strengthened competitive advantage.

g) **Scale:** The researcher considered the views of Garland (1991) and Johns (2000) to adopt a '5 Point Likert Type Scale' and link every question (Appendix-1) to it.

Strongly Disagree	1
Disagree	2
Undecided	3
Agree	4
Strongly Agree	5

The usage of the scale helped the respondents to answer each question and conveyed their agreement or disagreement about the behaviour and practices of patriarchs. Learning about them assumed importance to gauge what such patriarchs could do to change, win the loyalty of employees, motivate them to act diligently and enhance a family firm's performance.

The views of Johns (2000) were given credence to choose the scale and link each question to a range of dimensions, like positive and negative. It helped to compare different questions, like 'Monitors his own and employees' feeling and emotions' and 'Works with employees and contributes to attain firm's goals'. The comparison enabled the researcher to find out whether a patriarch embraced idealized influence. Moreover, the standpoint of Pearse (2011) was reviewed to decide about the length of the scale used. A five point scale allows a researcher to source responses and assess the direction and strength of favourable or unfavourable opinion of respondents

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within defined dimensions, rendering it feasible to interpret such opinion deeply and draw inferences. On the other hand, a seven or nine point scale enhances complexity that confuses a respondent (Colman *et al* 1997). There is no evidence to suggest that it improves response validity and data quality, elevating the probability of deterioration of interpretation (Dolnicar *et al* 2011).

In view of the above, '5 Point Likert Type Scale' was adopted to complete the questionnaire. Its administration helped to gather responses from employees. Their favourable or unfavourable views enabled the researcher to point out why a patriarch's adoption of transformational leadership traits benefited a family firm.

Finally, this study aims to establish the impact of dependent variables on independent variables.

5.4.3. Interview Schedule Design

The views of Wong (2003) were interpreted in conjunction with Lievens *et al* (1997) to design and develop the interview schedule, which allowed the respondents to communicate perceptions regarding leaders and their actions in detail (Babbie, 1993). They helped the researcher to interpret them and answer the research questions. Their analysis allowed the researcher to find out the impact of a patriarch's adoption of transformational leadership traits on motivation of employees in family firms to assume responsibilities and attain performance excellence.

- a) **Question-1:** The question pertained to the demographic details of respondents. Their analysis was required to determine how a patriarch's adoption of transformational leadership traits and elevation of learning, innovative capabilities and competencies of employees were related. It explained why they enhance a family firm's proficiency to deliver customer value and retain competitive advantage.
- b) **Question-2:** The question sought a detailed response regarding the impact of the patriarchs' adoption of idealized influence on employees' motivation.
- c) **Question-3:** The question aimed to acquire elaborate responses in respect to the impact of a patriarch's adoption of inspirational motivation on the employees' resolve to surpass the goals set.

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d) **Question-4:** The presentation of the question helped to gather responses involving the impact of a patriarch's adoption of individualized consideration on employees' resolve to excel.

e) **Question-5:** The question was introduced to gather detailed views of respondents in respect to the consequence of a patriarch's internalization of intellectual stimulation on employees' motivation to attain goals.

f) **Question-6:** The question was administered to gather detailed answers of respondents and review the impact of a patriarch's adoption of leadership traits on a family firm's growth.

The examinations, mentioned above, were considered important to construct theory development regarding the patriarchs' leadership style transformation and impact on performance excellence of employees and growth of family firms.

5.4.4. Pilot Study & Test of Validity

Two pilot studies were undertaken to pre-test the questionnaire (Appendix-1) and indepth interview schedule (Appendix-2). They helped to finalize the both the instruments. They enabled the researcher to determine the general procedures that could be used to complete data collection and indepth responses. They rendered detection of validity of instructions in the instruments feasible. The measures could be employed to improve their validity and reliability.

The pilot-tests were initiated between 1st of March 2013 and 18th March 2013 in Bahrain, Kuwait and Qatar. A total of 150 questionnaires were sent to the committee members in the Chamber of Commerce & Industry, who volunteered to work as co-ordinators, administer questionnaires in family firms in the countries, gather responses and forward the completed questionnaire to the researcher. Out of 150 questionnaires sent, 40 responses were received.

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Particulars	Bahrain		Kuwait		Qatar		Saudi Arabia		Oman	
	Sent	Responded	Sent	Responded	Sent	Responded	Sent	Responded	Sent	Responded
Questionnaire (Appendix-1)	30	8	30	5	30	9	30	9	30	9

All the participants were explained the goals of response and data acquisition by the committee members who were given briefing on the questionnaires. They were also instructed to ask questions after the completion of each questionnaire and keep notes of the suggestions. It took between 30 minutes and 45 minutes to complete an employee (respondent) in a family firm.

At the same time four interview schedules were personally administered to employees engaged in Awal Products Co, Shaheen Group, Kufuma and Oman Chlorine SAOG (Appendix-3). It required 2 to 3 hours to complete each interview.

Particulars	Bahrain	Kuwait	Qatar	Saudi Arabia	Oman
Interview (Appendix-2)	2	1			1

The above measures helped to note all ambiguities in the wording of the factors in the questionnaire and questions in the interview schedule, which were corrected. In some cases, the terms used were simplified to improve understanding. This was necessary to heighten the interest of the respondents to participate.

Adequate care was taken to complete the above step. It enabled the researcher to ensure that the questionnaire and interview schedule did not fail the study. Misinterpretation of questions could lead to the selection of wrong answers and responses. Such distortions could have weakened the results of the study.

Bell (1995) and Morse *et al* (2002) were given credence to justify the validity of items covered in this study. This explained that all aspects considered relevant were to be included in the instruments. The reliability test used in the pilot study helped to ascertain the stability and balance of the actual instruments used (Appendix-1 and 2).

Cronbach's Alpha, Inter Rater Reliability and Factor Analysis were used to test the reliability of each item. In the case of the first two, Alpha statistic and Kappa

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coefficient greater than 0.70 were considered as a reliable indicator of validity for the measures. The Alpha values and Kappa coefficient pertaining to the pilot study are presented in the following sections. In the case of the latter, inclusion of factors is reviewed.

Factors in Interview Schedule

Particulars	Generalized Kappa for Rater 1, ... Rater n data
Idealized Influence	.746
Inspirational Motivation	.703
Individualized Consideration	.803
Impact on motivation of employees	.811
Impact on firm	.778

Source: Appendix-9

Factors in Questionnaire

Particulars	Factors Included	Alpha values (Range)
Idealized Influence	15	.669-.820
Inspirational Motivation	11	.700-.845
Individualized Consideration	12	.610-.787
Impact on motivation of employees	11	.889-.960
Impact on firm	15	.997

Source: Appendix-7

Alpha value of a factor pertaining to idealized influence (.669) and seven factors involving individualized consideration (.610) were less than .70. But they had been retained to conform to the standpoints of Avolio and Bass (1995).

5.5. Data Validation

Multiple regression analysis

The views of Ding (2006) are followed to utilize the statistical technique and analyse how -

'a single dependent variable (criterion variable), like performance excellence in a family firm, and independent variables (predictor), such as communication of vision, demonstrate exemplary behaviour and promote fellow feeling, mentoring and coaching, enhancement of intellectual prowess, decentralize authority, and acquire and process resources are related'.

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Coefficient of determination (R square) is exploited to establish the relationship. It helps to assess the goodness of fit of the estimated model. To use it, the views of Reisinger (1997) are also followed. The initiative helps to control over valuation of R square and neglect 't', 'F', 'beta' and 'significance' values. It is used to present a holistic view of the problem and draw credible inferences to evaluate the validity of the relationship between transformation of a patriarch in a family firm and his motivation to –

- communicate vision about such businesses, demonstrate exemplary behaviour and promote fellow feeling;
- take decisive stand, decisions and actions;
- reassure employees about overcoming barrier and attaining goals;
- mentor and coach them to enhance their intellectual prowess, decentralize authority, acquire and process resources, build value and compete;

Content analysis

The theoretical standpoint of Zhang and Wildemuth (2009) is considered to utilize the technique to interpret in detail the perception of the respondents, like executives, supervisors, salesmen, office assistant and clerks engaged in family firms in the GCCC. The analysis of responses helps to explain how a patriarch's adoption of transformational leadership attributes influences them to learn, acquire competence and dynamism to act differently to deliver customer benefits. It is required to pinpoint how they influence a family firm's abilities to compete and grow.

The above inference reinforces the standpoints of Parker *et al* (2011). They are also given credence to –

a) interpret subjective responses seen in Appendix-7. It helps to decipher the content of the text aided by orderly classification process (Appendix-4), rendering it feasible to identify behaviour patterns and actions of a patriarch.

The above initiative aids interpretation of the underlying meaning of their responses. This is necessary to find out the importance of idealized influence, inspirational motivation, individualized consideration and intellectual stimulation to change a patriarch, motivating him to empower employees to innovate and deliver customer value to compete in Bahrain, Kuwait and Qatar.

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The discussion covered under Multiple Regression and Content Analysis is considered necessary to assess the validity of association between transformational leadership traits and outcomes, such as employees' self efficacy, resolve to think and act, commitment to source and management resource, motivation to innovate, enthusiasm to deliver benefits and interest to enhance competitive strength of family firm. The statistical techniques provide the foundation of valid inferences in line with the theoretical materiality of Bass (1998), Bennis (1999), Bowden (2008), Chen *et al* (2004), Dvir *et al* (2002), Eisenhardt and Martin (2000), Gao and Bai (2011) and Nonaka (2001).

5.6. Analysis of Data

The data and indepth responses are analysed by using Statistical Package for Social Science (SPSS). The analysis is completed in the following stages to test the research questions and hypothesis:

Stage-1: Reliability Test and analysis are required to test all the variables to ascertain whether each factor was reliable for further analysis and interpretation.

Stage-2: Exploratory data analysis is needed to examine data to check two assumptions before any further data analysis is undertaken. The assumptions are the following:

- Samples are from population with the same variance;
- Samples are equally distributed;

The exploratory data analysis provides descriptive statistics for the data.

Stage-3: Content Analysis is used to summarise outcomes.

Stage-4: Multiple Regression Analysis is used to determine the impact of independent variables on the elevation of learning, innovative capabilities and competencies of employees in family firms to deliver customer value and retain competitive advantage.

The stages mentioned above improved –

a) adoption of suitable research design and selection of efficient data collection methods.

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b) selection of authentic respondent groups and reliability of data, thus minimizing error. Mitigation of this influenced positively measurement in tests, rendering it possible to draw valid inferences about behaviour and leadership practices of patriarchs, their drive to change and the impact of this on the motivation of employees and performance excellence of family firms.

c) detection of variability, elevating data quality. Analysis of this strengthened the ability to predict accurately the readiness of patriarchs to embrace the qualities of a transformational leader and change the future of family firms.

d) credible reporting about the above.

5.7. Ethical Consideration

The Belmont Report in 1979 is considered to adhere to the ethical principles discussed in it. It discusses research ethics in social sciences. To complete this study high priority is given to protect the rights of respondents. The views of Bell (1995) are considered to ensure that the rights, involving privacy, physical well being and psychological comfort, are protected. The researcher follows them to maintain confidentiality, winning their trust and faith to improve quality of responses. Their acquisition enriches the research outcomes and validity of inferences.

The researcher adopted the following steps to attain the above –

a) The committee members were told not to influence patriarchs, who could be members of Chamber of Commerce, to participate in interview. They were instructed to inform about the objective of this study even if a patriarch agreed to participate voluntarily.

They were advised to brief employees in family firms about the study, explain to them about the importance of their responses and how they could benefit the study. Moreover, they were instructed not to share any information with patriarchs about the responses of employees or their trends.

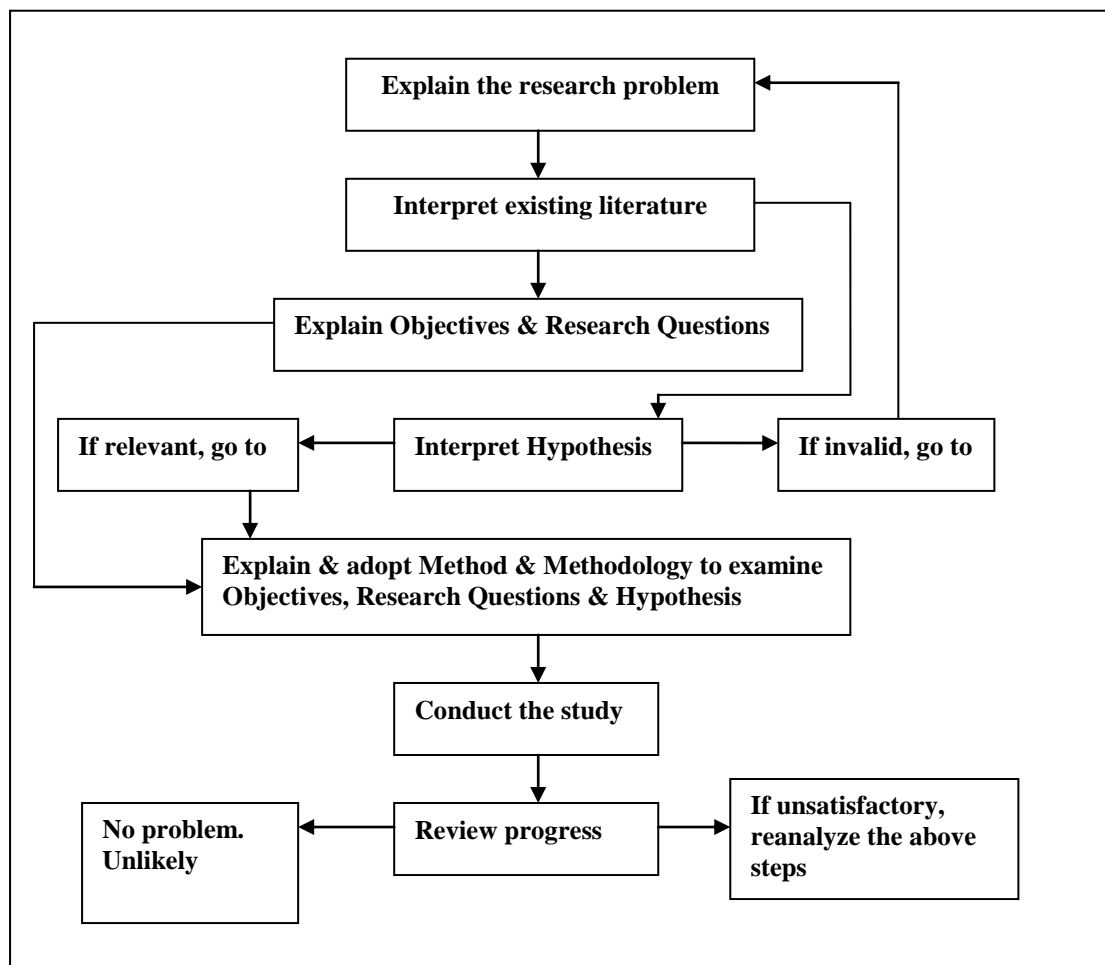
They were instructed strictly not to copy responses. Further, they were told to desist from asking their names, collecting telephone numbers or email addresses. These steps were taken to protect the identity respondents and confidentiality of responses.

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b) In principle employees were allowed to withdraw from the interview if they desired. No pressure was exerted to influence their decision either way.

c) No judgemental comments were allowed about a family firm, its patriarch, his policies and practices, and their impact. Similarly no comment was allowed regarding the intellectual capabilities of the participants, who were the employees.

5.8. Designing the Research



a) The interest to explore the prime reasons for the failure of family firms, the role of patriarchs in this and inadequate contribution to economic progress of the countries in the region led to this study.

b) Detailed literature search and review of related work was undertaken to understand the theoretical relevance and standpoints of the experts. They helped to realise the need for possible solutions to improve the performance of family firms. It became evident that such performance erosion may have been contributed by the nature of the

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leadership in them that adopted coercion, threats, punishment, command and control, nepotism and resistance to change. It emerged from this literature review that it was necessary to transform the leadership traits and practices to nurture talents, improve their learning and capabilities, empower them to take decisions and attain goals. However, in this linear relationship it was unclear whether the adoption of transformational leadership style ensured learning which necessitated conversion of tacit and explicit knowledge to working knowledge.

c) This gap in the literature influenced the formulation of research objectives, questions and hypotheses. The objectives helped to decipher the how the transformational traits of the leader inspired the employees in family firms to follow the views of patriarchs, learn and employ knowledge to think and act differently. These are necessary to innovate and enhance the performance of family firms. The absence of such change would stunt growth businesses, impoverish talents and accelerate resource wastage, leading to economic under development of the countries in the region. The realization of the magnitude of the problems shaped the development of the hypotheses that reveal the essence of idealized influence and intellectual stimulation to improve working knowledge, thus enhancing the abilities of employees to contribute to performance improvement.

d) In view of the above, the researcher undertook an exploratory study to test the hypotheses and answer the research questions. It is suitable to understand the phenomenon in the absence of the availability of existing literature relevant to the region, reliable data and transparency. To circumvent the problem, priority was given to gather primary data from multiple sources, leading to the adoption of close ended questionnaire and interview schedule.

To administer the instruments to the right audience, sampling was undertaken. This helped to introduce the questionnaire to 551 employees of family firms and interview 12 employees, gathering responses needed to complete analysis and draw valid inferences.

Multiple Regression Analysis was used to determine the impact of transformational leadership traits on the elevation of learning, innovative capabilities and competencies of employees in family firms to deliver customer value and retain competitive advantage. It helped predict the unknown outcomes, such as innovation in family

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firms and known variables, such as a patriarch's commitment to take a firm stand on controversial issues, mentor employees and communicate eloquently its future.

e) Moreover, content analysis was used to assign numerical value to the detailed responses of 12 employees. Such values when analysed in conjunction with regression values enabled the researcher to assess convergence of outcomes. SPSS was used to process data efficiently and complete the task.

f) In the context of research protocol, it may be worthwhile to state that availability of literature involving the region was rare. There was no need for a large sample size, since the problem is uniform in all the countries in the region. Moreover, there is homogeneity in cultural, economic, legal, political and business environments. Therefore, there was no necessity to collect voluminous responses, though this could improve accuracy of results further. To ensure this mixed method was adopted.

In view of the above, a repeated revisit of the prior steps was avoided, though the researcher was in readiness for such eventuality.

5.9. Summary Overview

This chapter comprises of introduction, research design, population selection, sample size determination, data gathering, data validation techniques, ethics and designing the research. A detailed description of the research methodology was presented. It also enabled the researcher to explain the data collection methods in sequence.

They helped the researcher to gauge how the adoption of the traits by patriarchs improved performance denoted by profitability and growth, of family firms in the GCCC.

In chapter-5 the responses of the respondents are presented for detailed analysis and interpretation regarding the validity of association between the adoption of transformational leadership by patriarchs and learning, innovative capability and competence elevation of employees to deliver value and excel.

Chapter-6: Results & Analysis and Discussion

6.0. Introduction

The purpose of the study is to examine how the adoption of transformational leadership by the patriarchs in the Gulf Cooperation Council (GCC) elevates learning, innovative capabilities and competencies of employees to deliver differentiated products and retain competitive advantage. This chapter presents an interpretation and discussion of the results of survey questionnaire (Appendix-8) and indepth interviews (Appendix-7) in the following sections.

The study explains how the change in leadership styles of patriarchs motivates employees to assume responsibilities, explore new business opportunities, set lofty goals and surpass them. It clarifies why these are realized when the patriarchs voluntarily abandon autocratic practices, like authority centralization, close supervision, control, punishment, generational knowledge transfer, promotion of kith and kin; and embrace transformational leadership traits, denoted by idealized inspiration, inspirational motivation, intellectual stimulation and individualized consideration. It clarifies how their adoption influences them to communicate eloquently the future and direction of firms. Awareness about them energizes the employees to repose trust and faith in the patriarchs.

Moreover, the study utilizes multiple regression analysis to explore and explain why the motivation of employees in family firms to think creatively and act differently is enhanced when they see substance and conviction in the claims of patriarchs. An analysis of such association helps to predict how their resolve to monitor demands for renewal of knowledge and challenge conventional assumptions of employees fuels creativity and pursuit for excellence.

Further, to help the readers understand the findings of this study, the analysis is presented in narrative form. The study is guided by four research questions. Their answers are derived by interpreting the responses to the survey questionnaire and indepth interview conducted.

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6.1. Analysis of Results

The tables pertaining to survey questionnaire and indepth interview are analysed in two sections ('A' and 'B'). They contain specific items involving idealized inspiration, inspirational motivation, intellectual stimulation and individualized consideration. The data corresponding to them are interpreted to answer the research questions (4), assess the validity of the hypothesis of this study and draw valid inferences.

Section – 'A'

6.1.1. Respondents & their Background

The first question examines the background of the respondents and engagement in family firms. The interpretation of their responses is used to assess the impact of patriarchs' adoption of transformational leadership traits on work culture and environment; employee motivation, energy and drive; goal recognition, alertness and agility; and business excellence and growth of family firms in the GCC.

Table 1 Respondents & Firms

	Management of Firms	
	Family Patriarch	Family Members & Partners
Office Assistant	35 (19.55%)	28 (15.64%)
Clerk	21 (11.73%)	16 (8.93%)
Supervisor	15 (8.37%)	17 (9.46%)
Executive	9 (5.02%)	13 (7.26%)
Manager	19 (10.61%)	6 (3.43%)
Total	99 (55.30%)	80 (44.70%)

The data in the table reveal that the respondents, such as office assistants (35.19%), clerks (20.66%), supervisor (17.83%), executives (12.28%) and managers (14.04%), are engaged in family firms managed by patriarchs (55.30%) and family members (44.70%). Their responses are explored to ascertain why the reliance on autocratic traits and practices, nepotism, generational knowledge transfer, heightened focus to protect the benefits of family members and conceal business secrets is mitigated when transformational leadership traits are embraced by patriarchs. They explain how self analysis of feelings and emotions; competence to use and exploit knowledge, knowhow and resources; and motivation to own-up moral ethical consequences of business decisions inspire employees to collaborate, surpass barriers, complete tasks and attain business growth.

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To explore further, the detailed responses the following employees engaged in family firms are interpreted to highlight the relevance of patriarch's internalization of transformational leadership qualities.

Name of the Company		Respondent Code	Responses
Y.K.Almoayed (Nissan Motors)	Executive	R-1	Working for 6 years. The company is a proprietorship firm.
Ahmed Sharif Furniture	Executive	R-2	I am working for 10 years. The company is a family firm.
Kufuma	Supervisor	R-3	I am working for 5 years in the company. It is a proprietorship business.
Oman Chlorine SAOG	Supervisor	R-4	In the company for 4 years. The ownership pattern is proprietorship.
Awal Products Co	Salesman	R-5	Working for 3 years. The company is a family firm.
Shaheen Group	Salesman	R-6	I am working for 2 years. The company is a family firm.
Zayani WLL	Office Assistant	R-7	Working for 6 years. The company is a proprietorship business.
Americana	Office Assistant	R-8	Employed for 5 years. My company is a family firm.
AJM Kooheji	Clerk	R-9	In the company for 4 years. It is a proprietorship firm.
Bader Brother WLL	Clerk	R-10	Working for 2 years. The business belongs to a family firm.
Construction Mterial Industries & Contracting SAOG	Clerk	R-11	Employed for 5 years in this proprietorship firm.
Al-Qatani Equipment & Hydraulics	Clerk	R-12	Engaged in this family firm for 3 years.

Source: Appendix-5

Their responses are also interpreted to predict whether the patriarchs use other leadership qualities, like contingent reward and management-by-exception, in conjunction with idealized influence, inspirational motivation, individualized consideration and intellectual stimulation to motivate employees to deliver higher than expected results.

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6.1.2. Patriarch & Idealized Inspiration and Influence on Employees

The second question explores how a patriarch's motivation to adopt idealized inspiration fuels new values, principles, exemplary behaviour, conviction and definite stand, rendering it feasible to appeal to employees on an emotional level. It helps to find out why they elevate their trust on the patriarch, improve harmony among all, foster congenial work environment, and sense of purpose and meaning of tasks, strengthening the resolve to excel and surpass barriers. It unravels why these propel a family firm's growth.

An orderly analysis of data presented in Table-2, 3, 4 & 5 (Appendix-8) explains whether idealized influence, denoted by demonstration of conviction by a patriarch, influences the employees to repose trust and faith in him.

Table 2 Patriarch's Adoption of Idealized Influence & the Impact on Trust Elevation and Harmony Among All

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 ^a	.397	.342	.861

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79.777	15	5.318	7.168	.000 ^a
	Residual	120.938	163	.742		
	Total	200.715	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.178	1.122		1.050	.095
	Monitors own & employees' feeling & emotions	.479	.083	.468	5.768	.000
	Understand business.....sound judgement about them	.069	.081	.074	.846	.099
	Combines knowledge.....manage firm's business	-.070	.073	-.078	-.951	.043
	Is able to satisfy expectation.....influenced by others	.014	.063	.016	.227	.021
	Works with employees.....attain firm's goals	.068	.074	.074	.919	.059
	Is trustworthy, reliable and committed	.017	.124	.010	.139	.090
	Owens-up moral.....firm's business decisions	.111	.074	.110	1.507	.134
	Makes personal sacrifices for the' benefit of all	.088	.055	.103	1.592	.113
	Able to control actions & outcomes effectively	.035	.064	.035	.537	.092
	Displays sense of power and competence	-.029	.071	-.027	-.409	.083
	Demand for disciplined actions	-.109	.091	-.076	-1.202	.031
	Absence of freedom to take decision	-.022	.092	-.016	-.243	.009
	Directs and controls actions	-.002	.083	-.002	-.027	.079
	Focus on performance & goal attainment	-.122	.096	-.084	-1.273	.005

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Links rewards to goal attainment	.045	.075	.038	.605	.046
a. Dependent Variable: Trust elevation & harmony among all					
b. 95% level of Confidence					

The statistical significance of the Regression model F test is represented by the values of F and p. The data in the table imply that only 2 variables, namely Monitors own & employees' feeling & emotions (p=.000) and Focus on performance & goal attainment (p=.005), are statistically important to predict the impact of 'idealized inspiration' on 'trust elevation & harmony among all'. On the other hand, 13 variables fail to demonstrate such impact. Further, the adjusted R square value (.342) suggests that by itself it influences variations by 34.2% in the outcome, clarifying inadequate correlation between the variables. This is also reinforced by the values of 'B' and 'Sig'.

The data in Table-3 are introduced to assess whether idealized influence and congenial work environment are related.

Table 3 Patriarch's Adoption of Idealized Influence & the Impact on Congenial Working Environment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.373 ^a	.139	.060	1.266

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.285	15	2.819	2.758	.045 ^a
	Residual	261.336	163	1.603		
	Total	303.620	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.551	1.650		2.153	.033
	Monitors own & employees' feeling & emotions	-.151	.122	-.120	1.240	.017
	Understand business.....sound judgement about them	.233	.120	.203	1.942	.054
	Combines knowledge.....manage firm's business	-.274	.107	-.250	2.554	.012
	Is able to satisfy expectation.....influenced by others	.061	.093	.055	.659	.011
	Works with employees.....attain firm's goals	.077	.108	.068	.707	.180
	Is trustworthy, reliable and committed	-.097	.182	-.045	.531	.096
	Owens-up moral.....firm's business decisions	.224	.108	.181	2.075	.040
	Makes personal sacrifices for the' benefit of all	.069	.081	.066	.850	.097
	Able to control actions & outcomes effectively	.071	.095	.058	.747	.056
	Displays sense of power and competence	.074	.104	.055	.711	.078
	Demand for disciplined actions	-.140	.134	-.080	-1.050	.095

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Absence of freedom to take decision	-.244	.135	-.140	-1.804	.073
Directs and controls actions	-.095	.122	-.063	-.777	.038
Focus on performance & goal attainment	.101	.141	.056	.713	.077
Links rewards to goal attainment	-.006	.110	-.004	-.051	.059
a. Dependent Variable: Congenial working environment					
b. 95% level of Confidence					

The statistical relevance of the Regression model F test is denoted by the values of F and p. The data in the table explain that not a single variable helps to judge the impact of ‘idealized inspiration’ on ‘Congenial working environment’. Further, the adjusted R square value (0.60) denotes that they independently influence 6% variations in the outcomes, defining absence of correlation between the variables. This is also corroborated by the values of ‘B’ and ‘p’.

The data in Table-4 are presented to assess whether idealized influence and Employee resolve to excel & surpass barriers are associated.

Table 4 Patriarch’s Adoption of Idealized Influence & the Impact on Employee Resolve to Excel and Surpass Barriers

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 ^a	.405	.351	1.001

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.292	15	7.419	7.408	.000 ^a
	Residual	163.244	163	1.001		
	Total	274.536	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.012	1.304		.776	.039
	Monitors own & employees’ feeling & emotions	.444	.096	.371	4.600	.000
	Understand business.....sound judgement about them	.092	.095	.085	.977	.130
	Combines knowledge.....manage firm’s business	-.176	.085	-.169	-2.072	.040
	Is able to satisfy expectation.....influenced by others	-.043	.073	-.040	-.587	.158
	Works with employees.....attain firm’s goals	.204	.086	.191	2.387	.018
	Is trustworthy, reliable and committed	.163	.144	.079	1.130	.060
	Owns-up moral.....firm’s business decisions	-.059	.085	-.050	-.688	.093
	Makes personal sacrifices for the’ benefit of all	.259	.064	.259	4.029	.000
	Able to control actions & outcomes effectively	.047	.075	.040	.626	.032
	Displays sense of power and competence	.041	.082	.032	.496	.021
	Demand for disciplined actions	-.186	.106	-.111	-1.760	.080
	Absence of freedom to take decision	-.085	.107	-.051	-.790	.031
	Directs and controls actions	-.026	.096	-.018	-.274	.084

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Focus on performance & goal attainment	.023	.112	.013	.206	.037
Links rewards to goal attainment	-.003	.087	-.002	-.037	.071
a. Dependent Variable: Employee resolve to excel & surpass barriers					
b. 95% level of Confidence					

The statistical pertinence of the Regression model F test is expressed by the values of F and p. The data in the table reveal that only 2 variables, like Monitors own & employees' feeling & emotions (p=.000) and Makes personal sacrifices for the' benefit of all (p=.000), are statistically meaningful to explain the impact of 'idealized inspiration' on 'Employee resolve to excel & surpass barriers'. Contrarily, 13 variables fail to influence such impact. Further, the adjusted R square value (.351) suggests that by itself it influences variations by 35.1% in the outcome, justifying inadequate correlation between the variables. This is also reinforced by the values of 'B' and 'Sig'.

The data in Table-5 are utilized to assess whether idealized influence and Employee resolve to excel & surpass barriers are associated.

Table 5 Patriarch's Adoption of Idealized Influence & the Sense of Purpose and Meaning for Tasks

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682 ^a	.284	.251	.461

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.493	15	1.566	9.436	.000 ^a
	Residual	27.055	163	.166		
	Total	50.547	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.087	.531		5.816	.000
	Monitors own & employees' feeling & emotions	.020	.039	.039	.512	.109
	Understand business.....sound judgement about them	-.056	.039	-.120	-1.455	.048
	Combines knowledge.....manage firm's business	-.006	.035	-.013	-.173	.063
	Is able to satisfy expectation.....influenced by others	-.016	.030	-.035	-.537	.092
	Works with employees.....attain firm's goals	.028	.035	.060	.791	.030
	Is trustworthy, reliable and committed	.144	.059	.164	2.462	.015
	Owens-up moral.....firm's business decisions	.126	.035	.250	3.632	.000
	Makes personal sacrifices for the' benefit of all	.076	.026	.177	2.904	.004
	Able to control actions & outcomes effectively	.063	.030	.127	2.076	.039
	Displays sense of power and competence	-.031	.033	-.057	-.934	.051

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Demand for disciplined actions	-.227	.043	-.317	-5.280	.000
Absence of freedom to take decision	-.104	.044	-.147	-2.396	.018
Directs and controls actions	-.055	.039	-.089	-1.409	.061
Focus on performance & goal attainment	-.123	.045	-.169	-2.717	.007
Links rewards to goal attainment	-.064	.035	-.107	-1.815	.071
a. Dependent Variable: Sense of purpose & meaning for tasks					
b. 95% level of Confidence					

The statistical relevance of the Regression model F test is defined by the values of F and p. The data in the table explain that only 3 variables, like Owns-up moral.....firm's business decisions (p=.000), Makes personal sacrifices for the benefit of all (.004) and Demand for disciplined actions (.000), are statistically important to clarify the impact of 'idealized inspiration' on 'Sense of purpose & meaning for tasks. On the other hand, 12 variables do not influence such impact. Moreover, the adjusted R square value (.251) suggests that independently it influences variations by 25.1% in the outcome, justifying inadequate link between the variables. This is also signified by the values of 'B' and 'p'.

The data presented above support the first null hypothesis, implying that a patriarch is inclined to embrace autocratic traits, though they seek to adopt transformational and transactional leadership traits, namely idealized influence and management-by-exception. The interest to adopt such traits is linked to his desire to mitigate reliance on autocratic practices, rise above mediocrity and pursue excellence.

i. A patriarch's resistance to embrace idealized influence originates from his belief that a democratic culture destroys discipline necessary to single-mindedly pursue to the creation of a family firm's wealth. He shuns democratic environment to retain power and control to govern business. He perceives their necessity to promote the welfare of family members and safeguard business secrets. These initiatives are considered essential to attain a family firm's performance excellence and growth.

A patriarch's preference to reject transformational leadership behaviour (B=.069, p=.099) and resort to autocratic leadership behaviour stems from his perceived notion of intellectual superiority and self worth. Such self perception motivates him to direct and govern the actions of employees in a family firm. It leaves no room for anyone in such a firm to recommend new ways to manage tasks, stimulating him to supervise actions of employees and outcomes closely and evaluate these vis a vis the goals set (B=-.022, p=.009). He uses repression, coercion, command and control when any

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deviation from such goals is noted. They are exploited by him to command respect and ensure disciplined actions. The preference for such measures originates from his commitment to promote best interests of family and its members. To sustain these he seeks to –

- train them and disseminate business knowledge
- empower and authorise them to take decisions to exploit resources
- attain performance excellence and business goals

The above interpretation is exemplified by the detailed responses of employees noted in Appendix 5 –

Respondent Code	Responses
R-4	<u>The owner decides what all should do and tells the managers about it. They inform us about the work and the time allotted to complete it. The owner and managers do not care about work complexities and poor infrastructure. They pose serious difficulties to complete to work allotted. We can not talk to them about such problem. We will loose the job. We have to do whatever they say. We are not happy about the situation but adhere to their orders to secure salary and job.</u>
R-5	<u>The owner informs the above to his two sons, who are the working Directors. They are inexperienced but hold responsible positions. They communicate the owner's decisions to all the sales persons (16) and demand success.</u> <u>Their singular concern is the firm's profit. They do not bother about the realities of the market. The absence of this poses serious challenge. The failure to manage this independently results in our failure to achieve the targets.</u>
R-6	<u>He does not care about competition and condition of market when he imposes them. Profit is his only concern. His apathy to consider about the realities of market leads to our failure to attain the targets. He refuses to discuss about our concerns regarding pricing and quality. I know that all is not well in the factory. As a result quality is inappropriate and price is high. These lead to our failure to attain targets. The owner is least interested to recognize the issues. He is ready to punish us.</u>

Source: Appendix-5

ii. It is also noted from the data that a patriarch seeks to establish mastery that gives him a sense of power to manage business (B=.041, p=.021). He uses such unravelled power to decide about business governance and authorise family members to take decisions to manage employees and their actions, denoting his drive to shun culture

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change (B=.077, P=.180). The resolve to retain such culture, comprising of assumption, faith, belief and perception, leads him to exploit such employees and coerce them to contribute to business growth. This denotes their interest to employ negative motivation to realise a firm's purpose.

A patriarch's active engagement in nepotism and autocratic practices vitiates a firm's internal environment, leading the employees to only complete task allotted and avoid taking extra initiatives. When such performance impoverishment persists, the collective abilities of a family firm to circumvent challenges in a market, generate profit, attain growth and retain leadership are compromised (B=.092, p=.130). Moreover, its persistence distorts the behaviour of family members, advancing the propensity to support unilateral decisions and actions. This leads to the isolation of employees, dampening collective excellence and holistic performance. They are -

R-10	<p>The owner informs us about the tasks but does not like our suggestion. His disinterest to know about task related problems is known to all of us. Hence we work like machines to protect our salary at the end of the month.</p> <p>With reference to your question about what the owner can do to motivate us.</p> <p>If he takes actions about the above points, our performance will improve.</p>
R-11	<p>The proprietor orders about the job we are required to do. We are not allowed to seek clarification. He wants us to complete the job given. He explains everything to the member of family.</p> <p>The family members adopt harsh measures to extract output from us. The fear of job loss motivates us to complete the allotted job.</p> <p>We will be encouraged to work wholeheartedly if the above issues are taken care of by the proprietor.</p>
R-12	<p>The owner instructs us about the task. He expects flawless results. He is only interested about the benefits of family members and completion of task in time. We are required to work like machines to earn salary.</p> <p>In respect to your question about what the owner should do to inspire us.</p> <p>The owner would do well to give credence to the issues.</p>

Source: Appendix-5

The realisation about such pitfalls seems to motivate patriarchs in the GCCC to focus on organizational cultural change, demonstrating the outcome of his mental preparedness to face unpleasant reality and make personal sacrifices for the benefit of

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all (B=.259, Sig=.000). Awareness about such shift elevates ‘trust and harmony among all’ (B=.479, Sig=.000), arousing their interest to take note of their views.

iii. The data in Table-2, 3, 4 and 5 also explain that a patriarch aims to embrace transactional leadership qualities, like management-by-exception, in conjunction with idealized influence. Their adoption allows him to blend objective and subjective thinking; and rational decisions and actions, influencing prioritization of the following:

- responsibility, accountability, independent actions and discipline
- emotional bonding, inspiration, empowerment and authorization

The statistically insignificant ‘Sig’ values render the utility of the independent variables, representing idealized inspiration, invalid. The result implies that a patriarch’s ability to understand business functions and demonstrate sound judgment (B=.069, p=.099), interest to work with employees.....attain firm’s goals, readiness to make personal sacrifices for the benefit of all (B=.069, p=.097), ability to control actions & outcomes effectively (B=.071, p=.056) blur senses of purpose and meaning for tasks. Blurring of these dampens the resolve of employees to excel and surpass barriers (B=.031, p=.051).

Further, adverse values of ‘B’, involving variables like, monitors own and employees’ feeling and emotions; is trustworthy, reliable and committed; owns-up moral and ethical consequences of firm’s business decisions; able to control actions and outcomes effectively; and displays sense of power and competence, explain that the more the patriarch seeks to embrace idealized inspiration, the weaker is his abilities to demonstrate conviction and motivate employees. They are de-motivated to give credence to his views. It weakens their trust and faith in his actions.

The origins of the above outcomes may be attributed to –

a) limited knowledge and experience of a patriarch about transformational leadership in the GCCC. Such inadequacies render internalization of its attributes difficult. They distort learning and subdue understanding about idealized inspiration. Under the circumstance, all attempts to put its central principles to practice impoverish the outcomes. In an imperfect organizational culture, they aggravate perceptions of employees, fuelling confusion of all in a family firm. Such confusion blurs the

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abilities to differentiate between autocratic and transformational practices. As a result, they fail to favour the latter.

b) the growing realization that a patriarch's leaning on learning to govern a family firm, win the trust and faith of employees, reassure them of unbiased performance review, enhance their pride and respect may not motivate them to initiate the right action and attain higher order goals. Such disinterest is attributed to their lethargy, dependence on him, flawed assumptions about freedom and discipline. They provide succour for chaos, irrational thinking and actions, and failure.

The transformation of such weaknesses demands the adoption of idealized inspiration in conjunction with transactional leadership qualities, mirroring the standpoint of Dvir *et al* (2002) and Judge and Piccolo (2004) who claim that transformational leadership qualities are founded on transactional leadership qualities. As a result, a patriarch employs the following measures -

c) combines management-by-exception, denoted by focus on performance and goal attainment ($B=-.122$, $p=.005$). These heighten his interest to focus on performance targets, initiate actions and attain goals. They motivate the employees to work efficiently and realise them. The impact of his transparent practices is thus visible. They elevate peace and harmony in a family firm, promoting congenial working environment in it. This enhances the enthusiasm to think and act efficiently, excel and surpass barriers.

d) adopts contingent reward and management by exception (active and passive), signified by demand for disciplined actions, lack of freedom to take decision, direction and control of actions, focus on performance and goal attainment, and link rewards to it. They enhance the motivation of employees to work efficiently and attain it. These enrich a family firm's performance excellence, though their over utilization is not advocated.

e) embraces transactional leadership traits, like demand for disciplined action ($B=-.227$, $p=.000$) and the employment of objective measures yield results when leveraged judiciously by patriarchs. When used in conjunction with autocratic practices, the motivation of employees to misunderstand the initiative as another ploy to exploit them is heightened. Such perception alienates them. In the nascent stage of cultural

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change such alienation dampens the spontaneous acceptance of a patriarch's actions, weakening trust, collaboration and results.

The above interpretation answers the first question of the study. It establishes the validity of the first null hypothesis. It relates to Dastoor *et al* (2003), Engelbrecht *et al* (2005) and Heuvel *et al* (2006) when reviewed in conjunction with Breton-Miller and Miller (2006), Degadt (2003), Feltham *et al* (2005). The review explains a patriarch's disinterest to shed autocratic practices and unilaterally embrace transformational leadership trait, namely idealized inspiration. Such a stand leads him to harness repression, command and control, centralization. The motivation to embrace them is denoted by his apathy to set high moral standards ($B=.224$, $p=.040$) and attach priority to self efficacy ($B=.047$, $p=.032$).

Thus, he cultivates them to encourage employees to work in conformity to the guidelines provided by the family members. The initiative helps a patriarch to hold business knowhow in secret. It motivates him to discipline employees and manage tasks better, encouraging them to improve performance. This is corroborated by the responses of R4, R5, R6, R10, R 11 and R 12. The strategy encourages a family firm's employees to give credence to its patriarch's expertise and business acumen, stimulating their passion to emulate him, which conform to the views of Gillespie and Mann (2000). Heightened reliance on his expertise enhances their inspiration to assume responsibility, work diligently and deliver value added products in the GCCC.

Further, his urge to demonstrate high moral grounds, exemplary behaviour and expertise do not transform a family firm's work culture, mirroring the views of Bass and Steidlmeier (1998) and Reid (2009). When his actions are reviewed from their viewpoints, the failure of idealized inspiration becomes visible. This suggests that the presence of a figure head with all pervading powers may lead to the alienation of the employees. The adverse impact of this can be traced Tables – 2 and 3 respectively. It is denoted by the failure to 'work with employees.....attain firm's goals' ($B=.068$, $p=.059$). Such consequence impairs information dissemination and knowledge, signified by his inability to 'combine knowledge..... manage firm's business' ($B=-.274$, $p=.012$). It dampens the understanding of a family firm's business direction. It weakens his abilities to enthuse employees to work independently and

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attain goals, illustrated by the failure to ‘control actions & outcomes effectively’ (B=.071, p=.056). Their failure impairs the growth of a family firm’s business.

The study shows the initiatives necessary to alter the weaknesses seen above. A patriarch aims to embrace the views of Alimo-Metcalfe and Alban-Metcalfe (2005), Hartsfield (2004) and Massis *et al* (2008) to alter them. To sustain this, he embraces transformational and transactional leadership qualities, represented by –

- idealized inspiration
- contingent reward
- management by exception (active and passive).

When they are combined and put to practice, he is motivated to inspire employees to explore and innovate, keeping in mind the compulsion to perform and deliver results. His drive to promote such responsible excellence is justified from the data in Table-4. To minimize anxiety, dissention and frustration of employees, he abandons nepotism, enabling him to ‘monitor own employees feeling (B=.444, p=.000) and make personal sacrifices (B=.259, p=.000). This helps him to ‘work with employees.....attain firm’s goals’ (B=.204, p=.018). Such mindset prompts him to own up moral.....firm’s business decisions (B=-.059, p=.000).

The internalization of idealized inspiration and contingent reward allows a patriarch to relate task completion to reward attainment and goal attainment failure to punishment. Such measures enhance the motivation of employees to act and perform in conformity to a patriarch’s vision. They improve his abilities to control actions and outcomes effectively. Thus, his reliance on transactional and transformational leadership in association with autocratic leadership is endorsed. The measure is necessary to realize orderly change, which influences the employees to exploit inputs, infrastructure, systems and processes to attain the desired goals, signaling performance excellence. This supports a family firm’s growth in the GCC.

6.1.3. Patriarch & Inspirational Motivation and Impacts

The third question assesses how a patriarch’s motivation to embrace inspirational motivation influences him to articulate vision eloquently. It helps to explain how such communication of vision persuades the employees to think and act differently and why such differentiated thinking and actions foster their abilities to surpass benchmarks set.

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An orderly analysis of data presented in Table- 6 and 7 seeks to explain whether a patriarch's eloquent communication of vision and future of his firm encourages the employees to act efficiently and breach the benchmarks set.

Table 6 Patriarch's Adoption of Inspirational Motivation & the Employee Motivation & Energy and Drive

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800 ^a	.640	.616	.330

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.358	11	2.942	27.007	.000 ^a
	Residual	18.190	167	.109		
	Total	50.547	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.961	.451		2.131	.035
	Explains clearly the future of firm	.069	.027	.135	2.541	.012
	Respects all in the firm	.048	.025	.108	1.937	.054
	Talks.....most important values & beliefs to me	.069	.029	.161	2.357	.020
	Champions exciting new business possibilities	.086	.031	.209	2.748	.007
	Talks.....importance of trusting each other	.200	.028	.475	7.090	.000
	Expresses confidence about goal attainment	.186	.029	.467	6.357	.000
	Reassures.....obstacles will be overcome	.130	.038	.281	3.434	.001
	Seeks strict conformity to planned actions	-.068	.046	-.093	-1.466	.044
	Reminds.....goals and monitors my actions	-.039	.031	-.062	-1.276	.004
	Intervenes & corrects any departure from goals set	-.049	.034	-.072	-1.449	.109
	Punishes failure to comply.....& goal attainment	-.173	.040	-.216	-4.319	.000

a. Dependent Variable: Employee motivation, energy & drive

b. 95% level of Confidence

The statistical significance of the Regression model F test is represented by the values of F and p. The data in the table imply that 5 variables, namely Talks.....importance of trusting each other (p=.000), Expresses confidence about goal attainment (p=.000), Reassures.....obstacles will be overcome (p=.001), Reminds.....goals and monitors my actions (p=.004) and Punishes failure to comply.....& goal attainment (p=.000) influence inspirational motivation. On the other hand, 6 variables fail to demonstrate such impact. Further, the adjusted R square value (.616) suggests that they influence

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variations by 61.6% in the outcome, indicating adequate correlation between the variables and inspirational motivation. This is indicated by the values of 'F'.

The data in Table-7 are presented to assess whether inspirational motivation and Employee resolve to excel & surpass barriers are associated.

Table 7 Patriarch's Adoption of Inspirational Motivation & Self belief and Optimism of Employees

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.484 ^a	.219	.187	.906

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.081	11	3.826	4.643	.000 ^a
	Residual	137.584	167	.824		
	Total	179.665	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.540	1.240		-.435	.064
	Explains clearly the future of firm	.032	.075	.034	.434	.065
	Respects all in the firm	.055	.068	.066	.813	.017
	Talks.....most important values & beliefs to me	.013	.081	.015	.154	.077
	Champions exciting new business possibilities	.237	.086	.305	2.751	.007
	Talks.....importance of trusting each other	.198	.077	.250	2.555	.012
	Expresses confidence about goal attainment	.190	.080	.253	2.356	.020
	Reassures.....obstacles will be overcome	.230	.104	.264	2.217	.028
	Seeks strict conformity to planned actions	.091	.127	.066	.711	.078
	Reminds.....goals and monitors my actions	.002	.085	.002	.029	.077
	Intervenes & corrects any departure from goals set	.082	.093	.064	.878	.081
	Punishes failure to comply.....& goal attainment	-.163	.110	-.108	-1.486	.039

a. Dependent Variable: Self belief & optimism

b. 95% level of Confidence

The statistical pertinence of the Regression model F test is expressed by the values of F and p. The data in the table reveal that the variables are not statistically meaningful to explain the impact of 'inspirational motivation' on 'self belief and optimism of employees'. This is also reinforced by the adjusted R square value (.187), suggesting that by itself it influences variations by 18.7% in the outcome. This is signified by the values of 'B' and 'p'.

An interpretation of data in Table-6 and 7 reveals that -

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i. A patriarch embraces inspirational motivation to shed the sense of unchallenged power, over confidence in self efficiency, misplaced faith in intellectual prowess and capabilities of kith and kin, and propensity to neglect employees wilfully in an effort to conceal business secrets. The interest to abandon them stems from the realization that in a complex and volatile business environment the success and sustainability of a family firm demands holistic initiative, necessitating collaboration between all. To attain this, a patriarch –

- ‘Talks.....importance of trusting each other’ (p=.000)
- ‘Expresses confidence about goal’ (p=.000)
- ‘Reassures.....obstacles will be overcome’ (p=.001)

The responses of R1, R2 and R3 in reply to the third question (Appendix-5) conform to his motivation to communicate –

R-1	<p>Yes. The proprietor discusses the firm’s future. He explains in detail what needs to be done to attain such goal. He explains the necessity to attain it. He also justifies how such attainment is linked to the firm’s retention of competitive lead. Learning about these enables us to understand the purpose of our actions.</p> <p>Comprehension regarding the purpose allows us realize the importance of the work in hand.</p> <p>They motivate us to improve performance. This does not mean that the proprietor will authorize us to take decisions.</p>
R-2	<p>Yes. The owner speaks about the aims of the firm and what he wants achieved. He also speaks about the need for such achievement. Awareness about this helps us to understand the importance of our actions. Such understanding encourages us to realize the goals set by the owner.</p> <p>They inspire all in the firm to improve performance. Let me also tell you that such an outcome will not motivate the owner to give us any authority to take decisions.</p>
R-3	<p><u>Yes. The proprietor discusses about the future goals. He links these masterfully to the future growth of the firm. He explains in detail the necessity to attain them and how such attainment is necessary to compete in the GCC and retain lead. Learning about these enables us to understand the purpose of our actions.</u></p> <p><u>They motivate us to explore new avenues to improve upon performance. The consequence of his persuasive and forceful explanation is visible.</u></p>

Source: Appendix-5

It is noticeable that comprehension of a patriarch’s stand allows all in a family firm it to ascertain the value of work and related tasks in hand.

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An interpretation of the above also explains that a patriarch's concrete actions speak louder than words. He 'Reminds.....goals and monitors my actions' ($p=.004$), signalling his drive for organizational culture change. This explains his motivation to search for new direction and measures to adopt different ways to empathise, inspire employees to source and process resources to create new values, deliver them to compete, providing the foundation of a family firm's future growth.

ii. A patriarch's forceful discussion about trusting each other encourages employees to align with his standpoint. He adopts this initiative to signal a clear departure from coercive practices. He exploits communication about bonding to reassure them about new opportunities and judicious performance evaluation, denoting conscious initiative to reject bias and change organization culture. When his focus on them is complemented by decisive actions, trust of employees regarding the prospect of professional recognition is enhanced. This leads them to repose faith in his views about family business, new vision and goals ($B=.186$, $Sig=.000$) and what needs to be done to attain them.

The above analysis explains that they are motivated to think and act positively when assured of fulfilment of personal ambitions. A patriarch communicates openly and honestly to explain how they can be fulfilled. It energizes employees to contribute. To influence this he 'Reassures.....obstacles will be overcome' ($B=.130$, $p=.001$). When trust is heightened, the relationship is cemented. This provokes a sense of obligation, motivating employees to plan, organize and control a family firm's operations rationally. They motivate the employees to attain desired results. It fuels their sense of achievement, recognition and satisfaction, inspiring them to set challenging targets and attain them, denoted by performance excellence. This leads him to 'Remind..... goals and monitors my actions' ($p=.004$) and 'express confidence about goal attainment' ($B=.186$, $Sig=.000$). The responses of R1, R2 and R3 in reply to the third question (Appendix-5) reinforce the role of a patriarch's communication about them.

R-1	Yes. The proprietor discusses the firm's future. He explains in detail what needs to be done to attain such goal. He explains the necessity to attain it. He also justifies how such attainment is linked to the firm's retention of competitive lead. Learning about these enables us to understand the purpose of our actions. They motivate us to improve performance.
R-2	Yes. The owner speaks about the aims of the firm and what he wants

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	<p>achieved. He also speaks about the need for such achievement. Awareness about this helps us to understand the importance of our actions. Such understanding encourages us to realize the goals set by the owner.</p> <p>They inspire all in the firm to improve performance.</p>
R-3	<p><u>Yes. The proprietor discusses about the future goals. He links these masterfully to the future growth of the firm. He explains in detail the necessity to attain them and how such attainment is necessary to compete in the GCC and retain lead. Learning about these enables us to understand the purpose of our actions.</u></p>

Source: Appendix-5

iii. The motivation to discard repressive measures, centralization, predominant occupation to gloss over weaknesses of family members and mediocrity, leads a patriarch to embrace inspirational motivation and focus on holistic practices. Such focus improves the engagement of employees, building relationship between all in a family firm and productive work culture. He monitors their actions and performance to drive energetic actions to explore new measures, improve productivity and attain performance excellence.

As a leader, he realizes that the employees may view his initiatives with suspicion, which may be influenced by his practice to ‘Punish failure to comply.....& goal attainment’ (B=-.173, p=.000). This may fuel confusion, complexity and uncertainty, dissuading them to take the lead and assume responsibility, hindering goal setting, coordination, resource management, performance and productivity. To put all suspicion and confusion to rest, a patriarch communicates honestly to enthuse them about new business prospects and sets high performance standards. To attain them, he monitors their performance and utilizes punitive measures, embracing management-by-exception.

iv. On the other hand, the detailed reply of 8 respondents (R4 to R12) conforms to his reliance on transactional traits.

R-4	<p><u>No. The owner and managers do not discuss vision and the future of the group of companies in our presence.</u></p> <p><u>When the purpose is known, the work in hand becomes meaningful.</u></p> <p><u>This inspires us to think and act differently. These help us to surpass goals set by the owner. Such performance excellence can ensure our self fulfillment.</u></p>
R-5	<p><u>No. The owner and the Directors do not explain vision and future of firm.</u></p>

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	<u>Knowledge about them inspires us to attain sales target, support market share acquisition, generate profit and contribute to value building.</u>
R-6	<u>No. The owner does not discuss the vision and future of firm. Comprehension about them may improve motivation of all in the firm to access new segments in the markets and achieve sale targets. Constant realization of these is needed to improve the firm's abilities to compete.</u>
R-7	No. The proprietor does not explain anything about the vision and aim of firm.
R-8	No. The owner does not tell us anything about the future of his firm. Our learning about it would be of help to know why we have to attain stiff work targets.
R-9	No. The proprietor tells us nothing about future of our firm. Our motivation to work hard and support his initiatives will improve if we are in the know of the firm's future.
R-10	No. The owner does not care to communicate his vision and firm's future to us. Knowledge about these will help us to understand why we are required to invest extra effort to improve results.
R-11	No. The proprietor considers it irrelevant to discuss the future of the firm. Awareness about it will allow us to understand why we have to complete jobs allotted.
R-12	No. The owner does not interact with us and explain the future of our firm. Learning about it will surely improve our interest to work hard.

Source: Appendix-5

They lead to the conclusion that a patriarch's conscious actions to undo willful neglect of employees and discard coercive practices to promote dynamism do not elevate collective motivation to excel. His overdrive to articulate 'Talk.....importance of trusting each other' ($p=.000$), 'Express confidence about goal attainment' ($p=.000$) and 'Reassure.....obstacles will be overcome' ($p=.001$) fails to win favour. His drive to 'Champion exciting new business possibilities' ($B=.237$, $p=.007$) fails to heal the adverse impacts of fragmentation. The inability to reverse this dampens self belief and optimism of employees, hindering performance improvement.

The data related to variables linked to adverse 'Sig' values in Table- 6 and 7 when analysed, help to clarify why a patriarch's adoption of inspirational motivation fails to infuse self belief and optimism in employees, constricting the energy and drive to excel and attain lofty goals. They imply that a patriarch's change from a repressive and self centred leader to a transformational one is misconstrued by employees. His adoption of inspirational motivation is perceived as a pseudo action by them, leading to failure to mitigate their distrust and confusion. These are aggravated due to his

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adoption of transactional leadership quality, like management-by-exception. This is misunderstood by them as a ploy to sustain autocratic practices. As a result, the more he tries to ‘Talk....importance of trusting each other’, the lower is their motivation and drive to give credence to his views ($B=.048$, $p=.054$). When trust and faith are rendered weak, the voluntary desire to align with his views, assume responsibility, think and act is dissipated, impairing growth. They stem from the resistance to repose faith in his vision of its future ($B=.032$, $p=.065$). Their trust deficit in his conciliatory gestures is visible. The excesses indulged in the past in the name of protecting the interests of kith and kin seem to influence the negative reactions of employees. In view of this, his rhetoric about most important values and beliefs is shunned by them ($B=.013$, $p=.077$).

Notwithstanding the impact of adverse experience of employees on their attitude and behaviour, a patriarch’s interest to exploit efficacious interaction and positive attitude to stimulate trust, empathy, drive, courage, hope and excitement fails to promote their leadership efficacy and acumen. He seeks to inculcate them to –

- arouse the passion to assume responsibility
- accept accountability
- lead

They are assumed as the founding pillars of change. His drive for disciplined participation distorts unity of command and orderly actions. They also lead to chaos, inefficiency and resource wastage, undermining productivity and value delivery.

The adverse consequences of a patriarch’s misconceptions are revealed. To alter them, a patriarch embraces transactional leadership quality, such as management by exception. Its restrained exploitation in conjunction with inspirational motivation enables him to drive a sense of purpose, self regulation and orderly actions. They inspire employees to set lofty goals and attain them, influencing performance excellence.

The adoption and controlled exploitation of management by exception, a transactional leadership trait, energize a patriarch to consult with employees and set targets in advance ($B=-.039$, $p=.004$). The initiative influences their engagement. He attaches priority to them to eradicate the sense of imposition and threat. When such anxiety is eradicated, employees in a family firm find it rewarding to –

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- participate
- develop a roadmap
- define complementary actions

Their judicious usage is necessary to promote orderly and decisive actions. They are also desired to mitigate the failure of transformational leadership practices. As a result, they illustrate the outcomes of meaningful actions, complemented by disciplined initiatives and corrective actions. The exploitation of a roadmap to assess failure and punish is thus controlled. This leads to the conclusion that a patriarch uses it as a tool to fuel performance excellence, reinforcing a clear departure from its narrow usage to detect failure, correct it and punish ($B=-.173, p=.000$).

The validity of the interpretation can also be judged from the indepth responses of R1, R2 and R3 in reply of the third question. When a patriarch combines transformational and transactional leadership styles to inspire employees and guide them to attain goals at the nascent stage of leadership style change, their collective competence to surpass them is ensured, mirroring the views of Dvir *et al* (2002). The data in the above table-6 and 7 also reveal that a patriarch's over reliance on autocratic and transactional practices impairs motivation of employees. Such an initiative is expected to accentuate suspicion, distrust and resistance. As a result, a patriarch's demand for strict conformity to planned actions ($B=.091, p=.078$) is misinterpreted by them as a blatant attempt to penalize. Their suspicion is provoked further when he uses close supervision to –

- monitor and evaluate performance
- detect deviation
- intervene to correct all flaws

But they fail to yield performance excellence ($B=.082, Sig=.081$). The outcome is influenced by the propensity to relate them to coercion and repression. Such habit is contributed by the fear of job loss, justifying strongly the need to temper the usage of transactions and win the trust and faith of employees to aid performance and cement organizational culture change.

The above interpretation answers the second question of the study. It relates to Amabile *et al* (2004), Charbonneau (2004), Kelloway *et al* (2000) and Macik-Frey (2007) when interpreted in association with Bowden (2008) and Malien (2001). When a patriarch's initiatives are reviewed from their viewpoints, the necessity to

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communicate and explain his vision, a family firm's future prospects ($B=.069$, $Sig=.012$) and the irreversibility of culture change is understood. They establish his intellectual superiority, winning the reliance of employees.

To sustain their support he talks about the importance of trust and most important values and beliefs to them ($B=.200$, $p=.000$), initiates far reaching actions, like demolition of barriers between kith and kin and employees. The initiative allows him to touch their hearts, stimulating the passion to –

- collaborate
- think creatively to explore new opportunities

He exploits such passion to 'Expresses confidence about goal attainment' ($B=.186$, $p=.000$), provoking the urge to innovate, excel, surpass all barriers, attain higher order goals and retain competitive lead in the GCCC. The responses of RI, R2 and R3 in reply to the third question justify their validity.

On the other hand, a patriarch's interest to communicate to appeal and inspire employees, present a realistic vision of a family firm's future and stimulate their optimism about goal attainment fail to yield the desired results. Their trust deficit, apathy and lethargy do not change, leading them to pay less priority to what he says. This implies that the harder he attempts to motivate them, the lesser the impact on their attitude. The outcome conforms to the views of Laguerre (2010) and Politis (2004). A patriarch's overdrive to use emotional appeal and communicate optimism fails to inspire them to take lead and work independently to complete tasks. When they see no purpose in what he preaches, they are discouraged to assume responsibility and act independently. A patriarch's actions are reviewed from their perspectives, the failure of transformational leadership traits, like inspirational motivation, is understood. This suggests that his compelling communication obscures comprehension of a family firm's future ($B=.032$, $p=.065$), signaling the source of uncertainty. Adverse perception about its future fails to muster support for a patriarch's values, beliefs and ethics ($B=.013$, $p=.017$), discouraging collaboration and collective actions to develop and deliver value. Such indifference impairs abilities to compete and sustain growth in the GCCC. The validity of the analysis is corroborated by the indepth responses of 8 respondents (R4 to R12) in reply to the third question of the study.

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A transformation of the above condition necessitates a patriarch's adoption of inspirational motivation in association with management by exception. When the views of Politis (2004) and Zaudtke and Ammerman (1997) are linked, the validity of combined adoption of leadership styles is justified. A patriarch is required to embrace management by exception (active and passive) to temper the adverse impacts of inspirational motivation, like laxity, indiscipline and irresponsibility. To overcome them, he links goal setting, supervision and monitoring, intervention and deviation control and punishment to motivation of employees to complete task and attain goals. Spontaneous arousal of interest to attain them is feasible when they are employed judiciously and –

- i. Seek strict conformity to planned actions;
- ii. Remind about goals and monitor actions;
- iii. Intervene and correct any departure from goals set;
- iv. Punish failure to comply with instructions and goal attainment;

Thus, the benefit of a patriarch's reliance on transactions in association with transformation is reinforced. The measure influences the employees to exploit inputs and processes to attain performance excellence, which supports a family firm's growth in the GCCC.

6.1.4. Patriarch & Individualized Consideration and Empowerment

The fourth question finds out how a patriarch's passion to adopt individualized consideration stimulates him to listen to employees and their concerns, determine the needs of their empowerment, mentor and train them. It helps to explore how such initiatives elevate self esteem and facilitate realization of potential (self actualization), denoted by the abilities and alertness to recognize goals. It also explains why experience sharing and adoption of best practices influence the attainment of higher order goals.

An analysis of data in Table- 8 and 9 (Appendix-8) reveals why focus of a patriarch on empowerment of employees, mentoring and training elevates self worth of employees and aids attainment of their full potential. It clarifies how these influence the realization of higher order goals.

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Table 8 Patriarch's Adoption of Individualized Consideration & Impact on Goal Recognition, Alertness and Agility

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 ^a	.738	.719	.088

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.586	12	.299	38.922	.000 ^a
	Residual	1.274	166	.008		
	Total	4.860	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.212	.104		40.660	.000
	Assesses my knowledge to think independently	.047	.011	.220	4.441	.000
	Assesses competence.....decisions & lead teams	-.016	.008	-.096	-2.018	.045
	Assesses my learning needs	.023	.006	.158	3.690	.000
	Listens to my concerns.....& their outcomes	.022	.008	.126	2.849	.005
	Trains me to improve decision making abilities	.020	.005	.167	3.934	.000
	Mentors me to acquire new.....manage business	.029	.009	.157	3.170	.002
	My views.....practices of management is respected	.063	.012	.284	5.402	.000
	Expects me to invest & learn	-.008	.012	-.033	-.660	.078
	Expects me.....skilled & competent to work	-.034	.008	-.184	-4.321	.000
	Expects me.....efficient and complete task	-.060	.011	-.232	-5.295	.000
	Does not expect me to take decisions	-.036	.010	-.160	-3.751	.000
	Expects me to act.....instructions only	-.026	.008	-.141	-3.474	.001

a. Dependent Variable: Goal recognition, alertness & agility

b. 95% level of Confidence

The statistical significance of the Regression model F test is defined by the values of F and p, resulting in the conclusion that 12 independent variables together predict the impact of 'individualized consideration' on intellectual prowess, assess learning needs, listen to concerns and views, training, mentoring, empowerment and decision making. Further, the adjusted R square values explain that they independently influence 71.9% variations in the outcomes. Such variations are confirmed by the values of 'B' and 'p'.

The data in Table-9 are introduced to assess whether individualized consideration and mentoring are related.

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Table 9 Patriarch's Adoption of Individualized Consideration & Impact on Experience Sharing and Adoption of Best Practice

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.448 ^a	.200	.242	1.296

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.886	12	5.824	4.418	.000 ^a
	Residual	278.874	166	1.680		
	Total	348.760	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.285	1.078		2.120	.035
	Assesses my knowledge to think independently	.049	.049	.072	1.007	.016
	Assesses competence.....decisions & lead teams	.077	.066	.095	1.163	.046
	Assesses my learning needs	.049	.059	.067	.832	.006
	Listens to my concerns.....& their outcomes	.028	.068	.036	.412	.081
	Trains me to improve decision making abilities	.019	.063	.028	.306	.060
	Mentors me to acquire new.....manage business	.122	.064	.159	1.902	.059
	My views.....practices of management is respected	.370	.114	.275	3.240	.001
	Expects me to invest & learn	.087	.114	.060	.766	.044
	Expects me.....skilled & competent to work	-.112	.084	-.099	-1.333	.084
	Expects me.....efficient and complete task	-.268	.116	-.172	-2.319	.022
	Does not expect me to take decisions	-.023	.101	-.017	-.226	.021
	Expects me to act.....instructions only	-.193	.077	-.171	-2.501	.013

a. Dependent Variable: Experience Sharing & Adoption of Best Practice

b. 95% level of Confidence

The statistical significance of the Regression model F test is represented by the values of F and p. The data in the table imply that only 1 variable, namely 'My views.....practices of management is respected' (p=.001), is statistically important to predict the impact of 'idealized inspiration' on listening to the views of employees. On the other hand, 11 variables fail to demonstrate such impact. Further, the adjusted R square value (.242) suggests that by itself it influences variations by 24.2% in the outcome, clarifying inadequate correlation between the variables. This is also reinforced by the values of 'B' and 'p'.

The data in Table-8 & 9 explains that –

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i. The adoption of individualized consideration manifests in a patriarch's initiative to abandon nepotism and generational knowledge transfer in the pretext of protecting the interests of family. The change inspires him to attach priority to their integration, holistic development and empowerment. He attaches priority to them, enriching the abilities to think critically to take decisions and act independently to initiate decisive actions to attain business excellence. To sustain them, he –

- seeks to know the skills, competence and capabilities of all
- ascertains gaps (B=.023, Sig=.000)
- determines what needs to be done to improve them

Such knowledge impacts his actions to train and mentor them (B=.020, p=.000). These initiatives enable him to disseminate hitherto unknown business knowledge, elevating learning about what can be done to manage its interests better (B=-.034, p=.000). Awareness about this enhances the ability to recognize goal. The outcome is confirmed by the indepth replies of 12 respondents in reply to the fourth question (Appendix-5).

A patriarch realizes that endowment of their learning, knowledge and competence renders it possible to analyse a family firm's internal condition, external realities and position in a market. The abilities to analyse them, decide about resource sourcing and processing (B=.029, p=.002), develop and deliver hard to copy products, signal the outcome of –

- intellectual maturity
- agile thinking
- actions

When their delivery is sustained, a family firm's abilities to compete and establish leadership in the GCCC are enhanced. The enhancement of this signals performance excellence. The association between a patriarch's individualized consideration and transformation into a learning entity and agility are thus noted.

ii. The passion to undo years of repressive practices motivates a patriarch to act as a mentor. This stimulates his interest to view each employee as an individual, nurturing different needs, abilities and aspiration. Their recognition leads him to listen to the employees' concerns about actions and outcomes, and allows him to know deficiencies (B=.022, p=.005). Such awareness enables him to design training

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programs, transferring tacit, explicit and working knowledge. The elevation of their intellectual prowess fuels the abilities to –

- think independently
- act differently
- initiate new actions

Such dynamism and agility allows them to understand a family firm's vision and align with it. Their influence on the competence to plan, manage resources and risks, build value and pursue central direction becomes clear, justifying the worth of mentoring to develop new capabilities to manage business.

An interpretation of the above suggests that a patriarch embraces individualized consideration to convert tacit knowledge, like business secrets, into working knowledge ($B=.029$, $p=.002$). He recommends its internalization to foster the abilities of employees to view problems differently, understand patterns, analyse them and define new solutions, denoting the impact of shedding traditional measures. His focus on them influences creativity, innovation and leadership, justifying the impact of a family firm's migration into learning entity. They are linked to employees' self efficacy and dynamism to realize their potential, encouraging peers in the industry and people in the society to recognize them. The result of fulfilment of ambition contributed by self effort is visible. When an employee attains such a state, a patriarch is motivated to take note of his views about management practices and governance. A family firm's growth, progress and sustainability are related to the assemblage of such employees in a family firm, reinforcing the relevance of individualized consideration.

iii. On the other hand, data in Table-9 contradict the validity of the association between a patriarch's adoption of individualized consideration, mentoring and training of employees, elevation of their leaning and empowerment.

The adverse coefficient values (B and Sig) define that a patriarch is disinterested to assess the competence of employees to take decisions and lead teams in a family firm. It leads him to attach low priority to their gap analysis that stems from his belief that all employees cannot be leaders and decision makers. The resistance is linked to his experience that multiplicity of leadership jeopardizes unity of command. When this is compromised, indiscipline, dissention, frustration and loss are enhanced. To mitigate them, he does not mentor and train to empower employees ($B=.019$, $p=.060$),

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tempering their expectations to take decisions to source resources, process them, develop and deliver products ($B=-.23, p=.021$). Their rejection, denoted by limited authorization to take decisions, helps to manage business interests.

Further, he believes that a family firm is not a university, elevating his apathy to train and mentor employees. Such apathy is also visible in the detailed responses of all the respondents (12) in reply to the fourth question.

R-1	The proprietor may do well to train and guide us all. They are required to improve our learning about plans and actions. The current practice of adhering to proprietor's views needs change.
R-2	The owner needs to mentor and train us on the job. We need to learn to manage the above in a team to help our firm to earn profit and retain competitive lead.
R-3	<u>The proprietor needs to give priority to our training.</u>
R-4	The owner and Directors <u>need to mentor and train us to transfer the knowledge required to –</u> a) <u>set production targets;</u> b) <u>which actions need to be taken to source and inputs better;</u>
R-5	The owner and Directors need to <u>mentor and train us to transfer the knowledge required to –</u> a) <u>adopt challenging sales targets;</u> b) <u>which actions need to be taken to retain existing buyers;</u>
R-6	The owner must <u>train and coach us to improve our learning to –</u> a) <u>accept tough sales targets;</u> b) <u>understand steps taken to retain the current clients;</u>
R-7	The proprietor must train us. This will help us to learn and complete the tasks efficiently.
R-8	The owner must train us to improve our skills to complete tasks flawlessly.
R-9	The proprietor should initiate actions to improve our skills to do the job better.
R-10	The owner needs to train us. Such training will improve our skills to complete task efficiently.
R-11	The proprietor needs to train us. This will improve our skills to do the job efficiently.
R-12	The owner needs to train us. Such training is required to complete task in time.

Source: Appendix-5

A patriarch's apathy leads him to shift the burden of knowledge, skills and competence acquisition on employees. As a result, he expects them to invest and acquire them, deliver results and earn awards. Such stand dissuades him to educate

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them to satiate their sense of self esteem and support attainment of full potential. The interpretation conforms to the views of Barbuto (2005) and Chen *et al* (2004).

iv. To undo the weaknesses of individualized consideration, a patriarch embraces management by exception in conjunction with it. The initiative allows him to share experience, fuel agile thinking and adopt best practices, motivate employees to recognize a family firm's goals and attain them.

a) Judicious utilization of management-by-exception stimulates a patriarch's interest to make his disapproval about unsolicited actions known to employees. Such measure enables him to persuade them to act in conformity to –

- Plans
- Benchmarks
- instructions

A patriarch's focus on them stems from trust deficit in their intellectual prowess, skills and capabilities. Such trust deficit prevents him to authorize them to take decisions. He expects them to exploit skills and experience optimally to attain benchmark set and earn rewards. These stimulate their sense of recognition.

b) Awareness about their weaknesses also motivates him to supervise and evaluate performance, intervene if found to deviate from goals set, control distortion of results and improve excellence. To persuade the attainment of such results, he recommends the reasonable usage of promotions, demotions and transfers. The impetus to nourish satisfaction leads him to encourage employees tactfully to invest and learn. A patriarch seeks to arouse them. He incites excitement to acquire the skills and competence needed to complete tasks planned ($B=-.034$, $p=.000$). The association between learning, competence and higher order goal attainment is thus justified, elucidating why transformational leadership is founded on transactional leadership.

c) Moreover, conservative usage of transactional measures, such as recommendation about self investment to upgrade skills and muster techniques to complete tasks independently ($B=-.060$, $p=.000$), is attributed to his resolve to diminish misunderstanding of employees. Its control is required to quell the fear of the re-emergence of autocratic practices. Mitigation of fear leads them to view his tempered focus on disciplined actions favorably that helps to minimize dissention, anxiety,

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indifference and frustration. For example, his advocacy of supervision, review, intervention and correction is linked to the realization of results in conformity to plan to enhance performance ($B=-.026$, $p=.000$), exemplifying the impact on their interest to attain higher order goals and excel in the GCCC.

The above interpretation answers the fourth question of the study. It relates to the views of Armenakis *et al* (2010), Avolio and Gardner (2005) and Rowold and Schlotz (2009) interpreted in conjunction with Ceja *et al* (2010), Dyer and Handler (1994) and Fiegenger *et al* (1994). When a patriarch's initiatives are reviewed from their viewpoints, interest to interact passionately and listen to the concerns of employees and outcomes ($B=.022$, $p=.005$) is seen to facilitate the assessment of learning needs ($B=.023$, $p=.000$). Awareness about them allows him to share experiences and promote capabilities to manage a family firm's diverse functions and complete tasks. The development of such attitude, aided by individualized consideration, leads him to assess the needs of employees, involving learning, knowledge and insight ($B=.047$, $p=.000$). The demand for training is visible from indepth responses of all respondents in reply to the fourth question in Appendix-5.

To satiate demands of employees for empowerment, a patriarch seeks to mentor them, fuelling the abilities to think critically, detect and analyze problems, find solutions, noted in the detailed responses in reply to the fourth question. Their elevation allows them to take decisions and act efficiently ($B=.020$, $Sig=.000$) to use systems and processes efficiently. Their unfailing exploitation ensures the fulfilment of a family firm's business missions, reinforcing the association between his resolve to attend to the needs of employees and motivation to attain higher order goals and excel in the GCCC.

On the other hand, a patriarch's inadequate confidence to mentor and train is known. This happens despite the adoption of individualized consideration, a key transformational leadership quality. His disinterest to empower employees is linked to the absence of faith in their wisdom, intellect and competence to take decisions, initiate actions to source and process resources, complete tasks and attain goal. Such perception leads him to give low credence to one-to-one interaction and assess their needs, seen in Table – 9. The disinterest to assess the competence to take decisions and lead teams ($B=-.016$, $p=.045$) is also influenced by his motivation to control the

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development of multiple leaders. This dissuades him to mentor ($B=.122$, $p=.059$) and train ($B=.019$, $p=.060$) them, limiting their overdrive to elevate self worth. His advocacy of them is linked to the apparent interest to control actions of employees and mitigate chaos, dysfunction and indiscipline, improving orderly actions and value delivery, denoted by performance excellence. The interpretation agrees to the views of Barbuto (2005) and Chen *et al* (2004).

To sustain a balance between empowerment of employees, satiation of their demand for self fulfilment, discipline, goal attainment and performance excellence, a patriarch embraces individualized consideration in conjunction with management-by-exception. When they are linked to the combined views of Judge *et al* (2002), Politis (2001) and Strike (2012), the validity of integration of leadership styles is justified. The initiative helps to promote disciplined excellence. It allows him to mitigate the adverse impacts of individualized consideration, like multiple centres of authority and meaningless pursuit of innovation, contradicting a patriarch's chosen business direction. Their control is attributed to his advocacy of self learning. This requires the employees to invest and acquire knowledge and competence. He seeks their usage to ensure realization of a family firm's goals. Such fulfilment magnifies recognition in conjunction with earning, enhancing their self worth. Finally, he employs supervision, intervention, control and punishment sparingly to mitigate laxity, indiscipline and irresponsible actions. Decisive actions to control these arouse the interest to surpass such targets set, supporting a family firm's growth in the GCCC.

6.1.5. Patriarch & Intellectual Stimulation and Challenge Assumptions

The fifth question explains how a patriarch's adoption of intellectual stimulation fuels his passion to challenge assumptions of employees, elevate their creativity, enable them to relate to him and attain goals set. It explains why dissemination of tacit, explicit and working knowledge enables them to circumvent all hindrances and attain higher order goals.

An interpretation of data in Table- 10, 11, 12 and 13 (Appendix-8) highlights whether a patriarch's interest to share knowledge and experience enhances learning of employees, fostering the capabilities to –

- understand a family firm's vision
- overcome barriers

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- attain goals

Table 10 Patriarch's Adoption of Intellectual Stimulation & Professional Work Culture and Impact on Goal Attainment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341 ^a	.116	.047	.935

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.022	13	1.463	2.673	.031 ^a
	Residual	144.274	165	.874		
	Total	163.296	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.428	.888		4.989	.000
	Challenge old assumptions.....governance	-.046	.054	-.069	-.852	.096
	Empowers me	.084	.087	.113	.969	.034
	Helps me to view problems differently	.059	.118	.083	.499	.019
	Authorizes.....take decisions & act differently	-.118	.111	-.162	-1.062	.090
	Implements my ideas & takes risks	.006	.074	.006	.077	.039
	Seeks my suggestion for improvement	-.007	.088	-.007	-.076	.040
	Promotes collaboration among all	.079	.060	.105	1.324	.107
	Guides me to act in conformity.....firm's culture	.131	.264	.068	.496	.020
	Guides.....to contribute & attain goals	.013	.055	.020	.239	.011
	Supervises my actions closely	-.045	.071	-.051	-.640	.023
	Demands strict adherence to plan	.017	.084	.015	.201	.041
	Gives no importance.....skill development	.009	.075	.010	.125	.001
	Demands results only	-.193	.067	-.224	-2.875	.005

a. Dependent Variable: Professional work culture

b. 95% level of Confidence

The statistical significance of the Regression model F test is denoted by the values of F and p. The data in the table explain that only 2 variables, namely 'Gives no importance.....skill development' (p=.001) and 'Demands results only' (p=.005), are statistically important to predict the impact of 'intellectual stimulation' on professional work culture and goal attainment. On the other hand, 11 variables fail to support such impact. Further, the adjusted R square value (.047) suggests that by itself it influences variations only by 4.7% in the outcome, clarifying inadequate correlation between the variables. This is also reinforced by the values of 'B' and 'p'.

The data in Table-11 are presented to find out whether intellectual stimulation and challenge tradition and conventions are related.

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Table 11 Patriarch's Adoption of Intellectual Stimulation & Win Employee Loyalty and Impact on Goal Attainment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.290 ^a	.084	.012	1.394

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.485	13	2.268	2.297	.048 ^a
	Residual	320.559	165	1.943		
	Total	350.045	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.969	1.323		1.489	.039
	Challenge old assumptions.....governance	.009	.081	.009	.112	.011
	Empowers me	.003	.129	.003	.023	.082
	Helps me to view problems differently	-.049	.176	-.047	-.279	.081
	Authorizes.....take decisions & act differently	.035	.165	.033	.210	.034
	Implements my ideas & takes risks	.194	.110	.147	1.764	.080
	Seeks my suggestion for improvement	.104	.131	.075	.798	.026
	Promotes collaboration among all	.058	.089	.053	.652	.016
	Guides me to act in conformity.....firm's culture	.196	.393	.069	.500	.018
	Guides.....to contribute & attain goals	.014	.082	.014	.172	.064
	Supervises my actions closely	.097	.105	.074	.923	.057
	Demands strict adherence to plan	.036	.125	.022	.292	.071
	Gives no importance.....skill development	-.046	.112	-.032	-.411	.082
	Demands results only	-.135	.100	-.107	-1.348	.080

a. Dependent Variable: Employee loyalty & retention

b. 95% level of Confidence

The statistical relevance of the Regression model F test is denoted by the values of F and p. The data in the table explain that not a single variable helps to judge the impact of 'intellectual stimulation' on 'winning loyalty and goal attainment'. Further, the adjusted R square value (.012) denotes that they independently influence 1.2% variations in the outcomes, defining absence of correlation between the variables. This is also corroborated by the values of 'B' and 'p'.

The data in Table-12 are introduced to assess whether intellectual stimulation and credibility establishment and goal attainment are related.

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Table 12 Patriarch's Adoption of Intellectual Stimulation & Establish Credibility and Enhance Dignity & Impact on Goal Attainment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.399 ^a	.159	.093	1.363

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.203	13	4.477	2.739	.005 ^a
	Residual	306.713	165	1.859		
	Total	364.916	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.344	1.294		2.584	.011
	Challenge old assumptions.....governance	-.142	.079	-.143	1.804	.073
	Empowers me	-.386	.126	-.348	3.060	.003
	Helps me to view problems differently	-.139	.172	-.131	-.806	.021
	Authorizes.....take decisions & act differently	.089	.162	.081	.548	.085
	Implements my ideas & takes risks	-.178	.107	-.132	1.655	.100
	Seeks my suggestion for improvement	-.242	.128	-.171	1.893	.060
	Promotes collaboration among all	-.107	.087	-.095	-1.223	.023
	Guides me to act in conformity.....firm's culture	1.462	.384	.506	3.805	.000
	Guides.....to contribute & attain goals	-.055	.080	-.056	-.694	.089
	Supervises my actions closely	.018	.103	.013	.172	.064
	Demands strict adherence to plan	-.074	.122	-.045	-.608	.044
	Gives no importance.....skill development	.019	.110	.013	.173	.063
	Demands results only	.133	.098	.103	1.360	.076

a. Dependent Variable: Establish credibility & enhance dignity

b. 95% level of Confidence

The statistical relevance of the Regression model F test is denoted by the values of F and p. The data in the table highlight that not a single variable helps to judge the impact of 'intellectual stimulation' on 'credibility establishment'. Further, the adjusted R square value (.093) denotes that they independently influence 9.3% variations in the outcomes, defining absence of correlation between the variables. This is also corroborated by the values of 'B' and 'p'.

The data in Table-13 are introduced to assess whether intellectual stimulation and foster collaboration are related.

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Table 13 Patriarch's Resolve to Adoption of Intellectual Stimulation & Foster Collaboration Among All and Impact on Goal Attainment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.387 ^a	.150	.083	1.228

a. Predictors: (Constant), Guides.....to contribute & attain goals, Promotes collaboration among all, Challenge old assumptions.....governance, Implements my ideas & takes risks, Authorizes.....take decisions & act differently, Seeks my suggestion for improvement, Guides me to act in conformity.....firm's culture, Empowers me, Helps me to view problems differently, Demands strict adherence to plan, Gives no importance.....skill development, Demands results only, Supervises my actions closely

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.912	13	3.378	2.719	.010 ^a
	Residual	248.871	165	1.508		
	Total	292.782	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.143	1.166		.123	.002
	Challenge old assumptions.....governance	.046	.071	.051	.644	.020
	Empowers me	.123	.114	.124	1.082	.081
	Helps me to view problems differently	-.040	.155	-.043	-.259	.096
	Authorizes.....take decisions & act differently	-.057	.146	-.058	-.390	.097
	Implements my ideas & takes risks	-.075	.097	-.062	-.773	.040
	Seeks my suggestion for improvement	.087	.115	.068	.753	.052
	Promotes collaboration among all	-.173	.079	-.171	-2.199	.029
	Guides me to act in conformity.....firm's culture	.952	.346	.368	2.752	.007
	Guides.....to contribute & attain goals	-.012	.072	-.013	-.166	.068
	Supervises my actions closely	-.023	.093	-.019	-.244	.007
	Demands strict adherence to plan	.013	.110	.009	.116	.008
	Gives no importance.....skill development	.191	.099	.145	1.933	.055
	Demands results only	.088	.088	.076	1.000	.019

a. Dependent Variable: Collaboration among all

b. 95% level of Confidence

The statistical relevance of the Regression model F test is denoted by the values of F and p. The data in the table highlight that not a single variable helps to judge the impact of 'intellectual stimulation' on 'credibility establishment'. Further, the adjusted R square value (.083) denotes that they independently influence 8.3% variations in the outcomes, defining absence of correlation between the variables. This is also corroborated by the values of 'B' and 'Sig'.

The data presented above support the second null hypothesis, explaining that a patriarch pays least priority to contradicting conventional practices, beliefs and

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traditional values. He also gives low credence to innovation and creativity, vision and guidance to circumvent barriers, though he shows interest to embrace management-by-exception and embrace autocratic practices.

A review of data in Table-10, 11, 12 and 13 clarifies that –

i. a patriarch does not share unknown knowledge and experience to enhance the learning of employees, signalling his passion to cling to traditional practices, such as–

- generational knowledge transfer
- authorization of undeserving family members
- centralization
- command and control

He pays least attention to their learning and elevation of the abilities to think objectively and assess a family firm's internal and external environment ($B=.009$, $p=.001$). He uses such practices to retain discipline and order rather than promoting creativity and innovation ($B=-.118$, $p=.090$). Such stagnation hinders the abilities of employees to comprehend what needs to be done to exploit the strengths to circumvent weaknesses and threats. Such outcomes highlight the absence of intellectual enrichment ($B=.084$, $p=.034$). When such strategy is nourished, the empowerment of employees in a family firm is compromised and the abilities to analyse desired actions are diminished, illustrating the consequence of inefficient thinking ($B=.059$, $p=.019$). They retard the abilities to –

- assume responsibility
- realign functions
- manage and process available resources
- deliver differentiated products to compete and sustain lead in a market

They denote performance erosion.

The above analysis signals the impact of intellectual impoverishment and inability to decipher a problem and present solutions. The failure to strengthen them and transform family members are the outcomes of a patriarch's disinterest to challenge old assumptions about business governance ($B=.046$, $p=.020$) and apathy to guide them to employ desired actions in a given circumstance ($B=-.007$, $p=.040$), denoting the failure to disseminate tacit knowledge. Moreover, in the absence of documentation

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of such knowledge, the conversion of tacit knowledge into explicit knowledge fails.

The inability to access it weakens the abilities of the employees to –

- assess what needs to be done in a specific conditions
- plan orderly actions to source inputs, process them and deliver value added outputs
- surpass goals set

In the context of family business, the above marks the failure to change. In such a condition low priority is paid to uniform thinking and collective action. They hinder the competence to embrace new direction and eradicate fragmentation. Since their internalization ($B=.058$, $p=.016$) is diluted, the abilities of the employees to take decisions to source raw materials, use efficient technology, employ effective systems and processes, deploy infrastructure to innovate and deliver inimitable products and compete in the GCCC is diminished. Such outcomes justify the essence of intellectual stimulation and knowledge creation.

ii. To bypass such mediocrity, a patriarch is required to actively disseminate knowledge. This is necessary to undo reliance on traditional practices and empower all in a family firm. But he uses a conservative approach ($B=.194$, $p=.080$) that constricts knowledge. Under the circumstances, he is required to transfer knowledge aggressively. He needs to realize that years of neglect and absence of preparedness impair the abilities of employees to analyse information of critical importance, extract meaning and initiate desired action ($B=-.139$, $p=.021$). In such condition, his careful and orderly measures to empower them assume importance. To begin with he may do well to mentor employees, supporting knowledge conversion and their empowerment. Such empowerment is required to establish their credibility and dignity.

It is relevant to note that a patriarch does not believe that familiarization and learning promote expertise. According to him this evolves over time, dissuading him to seek suggestions for improvement ($B=-.007$, $p=.040$). He also resists risks, refusing to implement the ideas of employees ($B=-.075$, $p=.040$). This fails the development of professional acumen.

iii. His antipathy to self glorification and instant organizational success prompts him to curb authorization of well informed but under prepared employees to take decisions. The measure enables him to discourage reckless innovation and a family

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firm's exposure to risks, instilling professional work culture. When such action is reviewed, it may be unwise to equate such practices to regressive leadership.

iv. It is also noted from the data presented in the above sections that a patriarch embraces transactional quality, like management-by-exception, in conjunction with autocratic qualities. Such measures enable him to control the adverse impacts of intellectual stimulation, conforming to the theoretical standpoints of Eglene *et al* (2007), Judge *et al* (2002), Politis (2001) and Sorenson (2000). The data also reveal that a patriarch's passion to embrace such leadership practices culminates in heightened focus on strict adherence to plan, minimizing the drive of employees to put new knowledge and skills to practice and experiment. He uses such measures to adhere to quality standard and deliver output at the right time and place, realizing mission (B=1.462, p=.000). Additionally, he seeks to use close supervision judiciously to –

- detect deviation from planned actions
- intervene without delay
- correct flaws

Involvement of employees in the processes of monitoring, intervention and correction improves their learning and enriches work experience, which allows them to view problems and initiate actions objectively. These signal the development of working knowledge. Moreover, 'learning while working' improves collaboration among all. This renders orderly attainment of goal feasible in conformity to plans. As a result, he shuns additional investment in training and learning (B=.009, p=.001), corroborated by the detailed responses of the interviewees.

R-1	Training is required to improve our skill and competence to - a) develop business strategy; b) contribute to diversification strategy; The above outcomes are the consequences of learning.
R-2	Training and mentoring are desired to improve our - a) learning and skill acquisition to source resources; b) learning and competence elevation to manage resources; They are essential to enhance my firm's abilities to compete.
R-3	<u>Training will surely help us to -</u> <u>a) learn about production techniques and use inputs efficiently;</u> <u>b) learn to source and configure inputs and improve production;</u> <u>Such learning and comprehension will help us to contribute and improve productivity.</u>
R-4	<u>Training and mentoring are necessary to improve our -</u>

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	<p>a) <u>knowledge about different means available to focus on production;</u> b) <u>understand how they can be utilized to improve production;</u> <u>Such learning will enable us to improve productivity.</u></p>
R-5	<p><u>Mentoring and training will allow all to -</u> a) <u>learn set viable sales targets to attain desired profit;</u> b) <u>learn to use steps to access new territories to attain target profit;</u> <u>The above indicates learning. This helps us to compete, achieve sales targets and generate profitability.</u></p>
R-6	<p><u>Training and coaching may enable us to -</u> a) <u>adopt challenging sales targets and attain target profit;</u> b) <u>use new initiatives to access diverse markets to attain target profit;</u> <u>The above explains the benefits of training and coaching. These are necessary contribute to target profitability.</u></p>
R-7	<p><u>Training will help us to -</u> a) <u>learn about work processes better;</u> b) <u>learn and prioritize tasks effectively;</u> <u>They will help us to contribute to productivity improvement.</u></p>
R-8	<p>Training will help us to acquire the skills required to complete tasks efficiently, earn higher salary and get promotion to supervisory and executive ranks.</p>
R-9	<p><u>Training and guidance are needed to improve our -</u> a) <u>learning to understand office work better;</u> b) <u>learning to complete office efficiently and in time;</u> <u>Such learning will enable us to manage work better and satisfy the owner.</u></p>
R-10	<p><u>Training is necessary to -</u> a) <u>understand the importance of tasks allotted;</u> b) <u>learn to how allotted tasks can be completed without any delay;</u> <u>They will improve our performance.</u></p>
R-11	<p>Our training is desired to - a) understand the instructions of proprietor better; b) manage allotted work better; They will enable us to complete the work allotted in time.</p>
R-12	<p>Training is essential to - a) improve our abilities to analyse tasks and find out the best way to complete them in time; They are required to improve our efficiency.</p>

Moreover, a patriarch fails to minimize such trust deficit and instil a sense of dignity in the employees. His actions stunt confidence, impoverishing professional work culture. He sees no merit in confronting traditional beliefs, sharing experience and discouraging them to experiment, constricting the abilities of employees in a family firm to surpass goals.

The above review answers the third question of the study. It establishes the second null hypothesis. It relates to the views of Dionne *et al* (2004), Hult *et al* (2003) and

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Lim and Ployhart (2004) when interpreted in conjunction with Degadt (2003), Feltham *et al* (2005) and Nonaka *et al* (2006). When a patriarch is intellectually passive, he avoids mentoring employees. This fails knowledge and experience dissemination. The absence of tacit knowledge transfer weakens purposeful learning. This is accentuated due to his inability to challenge old assumptions about a family firm's governance. Such weakness fails to energize employees to think differently, re-examine critical assumptions and act efficiently ($B=.059$, $p=.019$) to circumvent barriers to a family firm's goal attainment ($B=.013$, $p=.011$). The failure of empowerment ($B=.084$, $p=.034$) and self efficacy is visible.

Further, a patriarch's distaste to empower employees is known. He believes that heightened drive to exploit knowledge and critical thinking ($B=-.049$, $p=.081$) does not promote performance excellence ($B=-.055$, $p=.089$), explaining failure to promote-

- decisive action
- viable innovation

His resistance to them is attributed to the perception that intellectual prowess and authorization of all to take decisions promote failure. When such belief is linked to the views of Hult *et al* (2003), Lim and Ployhart (2004) and Politis (2004), the preference for controlled empowerment becomes visible. It generates a false notion of mastery that provokes employees to seek authority to lead and govern a family firm's activities. It fuels multiplicity of leadership that derails unity of command, impairing synergy, influencing chaos and promoting indiscipline. To alter such failure, a patriarch expects employees to –

- learn voluntarily on the job
- invest to acquire skills
- put them to practice
- demonstrate tangible progress, like goal attainment in conformity to plan ($B=.088$, $p=.019$).

Such belief dissuades him to transform a family firm into a learning entity. It leads him to reject a known philosophical stand – 'change encourages employees to view failure as a stepping stone of success'. This minimizes reckless experimentation and loss. Focus on these leads him to recommend orderly empowerment and authorization

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of employees, which promote logical thinking, objective actions and goal attainment in conformity to plans.

The focus on discipline and orderly change lead him to embrace management-by-exception rather than intellectual stimulation. When this is linked to the combined views of Eglene *et al* (2007), Judge *et al* (2002), Politis (2001) and Sorenson (2000), the underlying reasons for such actions become clear. The initiative allows a patriarch to control a false perception of leadership and aimless innovation that contradict a family firm's mission. He emphasizes voluntary learning on the job, self drive to acquire knowledge, test its validity and use it to deliver tangible results. He believes that they are necessary to enhance performance. Moreover, such knowledge motivates employees to act in conformity to a family firm's direction. To support attainment of this, he uses –

- supervision
- intervention
- control
- correction

They mitigate lax initiatives and arouse interest of employees to surpass goals.

6.1.6. Patriarch's Leadership & Outcomes

The sixth question explains how a patriarch's actions influenced by idealized inspiration and intellectual stimulation impact nepotism in a family firm, engagement and task completion, business transformation and growth. It also explains how his admirable behaviour, conviction, values, resolve to challenge assumptions, stimulate creativity and present a big picture impact to them.

i. An analysis of data in Table- 14, 15 and 16 (Appendix-8) explains whether a patriarch's emotional connect to employees –

- mitigates nepotism
- improves engagement and task completion
- strengthens business transformation and growth in a family firm

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Table 14 Patriarch's Transformation & Actions and Minimization of Nepotism

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.268 ^a	.072	-.013	1.375
2	. ^b			

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.909	15	1.594	2.843	.028 ^a
	Residual	308.069	163	1.890		
	Total	331.978	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.815	1.791		1.572	.018
	Monitors own & employees' feeling & emotions	-.151	.132	-.115	1.137	.057
	Understand business.....sound judgement about them	-.007	.130	-.006	.051	.060
	Combines knowledge.....manage firm's business	-.030	.117	-.026	.253	.000
	Is able to satisfy expectation.....influenced by others	.112	.101	.096	1.114	.067
	Works with employees.....attain firm's goals	-.040	.118	-.034	-.343	.032
	Is trustworthy, reliable and committed	.163	.198	.072	.823	.012
	Owens-up moral.....firm's business decisions	.049	.117	.038	.415	.079
	Makes personal sacrifices for the' benefit of all	.085	.088	.077	.963	.037
	Able to control actions & outcomes effectively	-.006	.103	-.004	-.054	.057
	Displays sense of power and competence	.111	.113	.080	.985	.026
	Demand for disciplined actions	-.160	.145	-.087	-1.101	.073
	Absence of freedom to take decision	-.246	.147	-.135	-1.671	.097
	Directs and controls actions	.151	.132	.095	1.137	.057
	Focus on performance & goal attainment	.038	.153	.020	.247	.006
	Links rewards to goal attainment	-.014	.120	-.009	-.115	.009

a. Dependent Variable: Minimization of nepotism

b. 95% level of Confidence

The statistical significance of the Regression model F test is represented by the values of F and p. The data in the table imply that only 1 variable, namely 'Combines knowledge.....manage firm's business' (p=.000), is statistically important to predict the impact of 'Transformation & Actions' on 'minimization of nepotism'. On the other hand, 14 variables fail to demonstrate such impact. Further, the adjusted R square value (.013) suggests that by itself it influences variations by 1.3% in the outcome, clarifying inadequate correlation between the variables. This is also reinforced by the values of 'B' and 'p'.

The data in Table-15 are presented to find out whether transformation and task nepotism are related.

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Table 15 Patriarch's Transformation & Actions and Heightened Engagement & Task Completion

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.284 ^a	.081	-.004	1.276

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.352	15	1.557	2.956	.034 ^a
	Residual	265.385	163	1.628		
	Total	288.737	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.695	1.662		3.426	.001
	Monitors own & employees' feeling & emotions	.014	.123	.011	.111	.102
	Understand business.....sound judgement about them	.108	.121	.097	.895	.072
	Combines knowledge.....manage firm's business	-.174	.108	-.163	-1.607	.110
	Is able to satisfy expectation.....influenced by others	-.089	.093	-.082	.956	.040
	Works with employees.....attain firm's goals	.156	.109	.142	1.430	.055
	Is trustworthy, reliable and committed	-.255	.183	-.121	1.389	.067
	Owens-up moral.....firm's business decisions	.094	.109	.077	.860	.091
	Makes personal sacrifices for the' benefit of all	.040	.082	.039	.486	.028
	Able to control actions & outcomes effectively	.072	.095	.060	.750	.054
	Displays sense of power and competence	-.101	.105	-.078	-.962	.037
	Demand for disciplined actions	-.162	.135	-.095	-1.204	.030
	Absence of freedom to take decision	-.160	.136	-.094	-1.173	.42
	Directs and controls actions	-.180	.123	-.122	-1.461	.046
	Focus on performance & goal attainment	.073	.142	.042	.511	.010
	Links rewards to goal attainment	.042	.111	.029	.376	.007

a. Dependent Variable: Heightened engagement & task completion

b. 95% level of Confidence

The statistical relevance of the Regression model F test is denoted by the values of F and p. The data in the table explain that not a single variable helps to define the impact of 'transformation and heightened action' on 'task completion'. Further, the adjusted R square value (0.004) denotes that they independently influence .04% variations in the outcomes, defining absence of correlation between the variables. This is also corroborated by the values of 'B' and 'p'.

The data in Table-16 are presented to find out whether transformation and business transformation and ability to compete are related.

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Table 16 Patriarch's Transformation & Actions and Firm's Business Transformation, Growth & Ability to Compete

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.301 ^a	.090	.007	1.319

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.153	15	1.877	2.779	.030 ^a
	Residual	283.612	163	1.740		
	Total	311.765	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.404	1.718		1.981	.049
	Monitors own & employees' feeling & emotions	-.114	.127	-.090	.900	.069
	Understand business.....sound judgement about them	-.133	.125	-.114	1.066	.088
	Combines knowledge.....manage firm's business	-.020	.112	-.018	-.174	.062
	Is able to satisfy expectation.....influenced by others	.080	.097	.071	.830	.008
	Works with employees.....attain firm's goals	.164	.113	.144	1.458	.107
	Is trustworthy, reliable and committed	-.146	.190	-.067	.772	.041
	Owens-up moral.....firm's business decisions	.129	.113	.103	1.150	.052
	Makes personal sacrifices for the' benefit of all	.052	.085	.049	.614	.040
	Able to control actions & outcomes effectively	.181	.099	.147	1.836	.068
	Displays sense of power and competence	-.138	.108	-.102	1.273	.005
	Demand for disciplined actions	-.073	.139	-.041	-.527	.099
	Absence of freedom to take decision	.173	.141	.098	1.228	.021
	Directs and controls actions	-.040	.127	-.026	-.319	.050
	Focus on performance & goal attainment	-.159	.147	-.088	-1.079	.082
	Links rewards to goal attainment	-.059	.115	-.040	-.516	.007

a. Dependent Variable: Firm's business transformation.....ability to compete

b. 95% level of Confidence

The statistical significance of the Regression model F test is represented by the values of F and p. The data in the table imply that only 1 variable, namely 'Displays sense of power and competence' (p=.005), is statistically important to predict the impact of 'Transformation & Actions' on 'minimization of nepotism'. On the other hand, 14 variables fail to demonstrate such impact. Further, the adjusted R square value (.007) suggests that by itself it influences variations by .07% in the outcome, clarifying inadequate correlation between the variables. This is also reinforced by the values of 'B' and 'p'.

A patriarch attaches limited priority to –

- embrace idealized inspiration and cultivate admirable behaviour

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- connect to employees emotionally
- take definite stand to abandon nepotism

On the other hand, he gives importance to generational knowledge transfer and govern a family firm's interests. As a result, self transformation assumes no significance to mitigate their anxiety, frustration, humiliation and hostility. Such behaviour shapes his apathy to –

- win trust of employees
- instil professional work culture in them
- improve the motivation to collaborate

To promote disciplined practices, he uses plans, control, coercion, command and punishment to assure delivery of tangible results in conformity to such a plan. He believes that self worth of an employee should be judged by the results. Hence he considers inspirational actions and initiatives superfluous.

The above interpretation explains a patriarch's leaning on a combination of autocratic and transactional leadership qualities. Such reliance is corroborated by the detailed responses of R1, R2, R3 and R4 in reply to the second question.

R-1	As an answer let me tell you tell that the owner tells us his decisions and what we are required to do. His unambiguous statements help all to work efficiently. Result delivery is important.
R-2	The owner decides how the work should be done. However he tells us why he wants work done in a specific way. He explains his viewpoint time and again if we do not understand an instruction properly.
R-3	I can tell you from my day to day experience that the <u>proprietor informs us about the work, what needs to done, how it can be done and the time available to complete it.</u> His <u>forceful explanation about them</u> allows us to <u>understand why they need to be followed.</u>
R-4	The <u>owner decides what all should do</u> and tells the managers about it. They <u>inform us about the work</u> and the <u>time allotted to complete it.</u> The owner and managers <u>do not care about work complexities and poor infrastructure.</u> They <u>pose serious difficulties to complete to work allotted.</u>

The reliance on such leadership quality influences him to give credence to discipline, responsibility, accountability and results. When it is linked to the coefficient values in Table-14, 15 and 16, the validity of its predominant influence becomes visible.

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Again, a patriarch's adoption of contingent reward in conjunction with autocratic practices arouses his motivation to think objectively to take rational decisions and actions. His attention is focused on objectivity, planning and benchmarking. At the same time, he is disinterested to authorize employees to take decisions ($B=.173$, $Sig=.021$), though emphasis on goal attainment and performance excellence are known. As a goal driven objective leader, he values discipline as a basis for excellence rather than training and mentoring to disseminate knowledge and empower them.

Notwithstanding such rational and focus on discipline, he encourages employees to negotiate targets, understand desired actions, plan initiatives and invest best efforts to ensure the growth of a family firm. He uses them to influence their sense of belonging to promote organized actions. As a result, transparent negotiation on targets is used to communicate –

- what is expected of them
- clarify rewards for attainment and consequences of failure

Awareness about them arouses the interest to work according to plan, enhance performance and attain goals, earn rewards and satiate needs for security and recognition. They promote efficient working environment in a family firm, enhance enthusiasm of all to excel and surpass barriers.

On the other hand, the higher a patriarch's interest in contingent reward, the lower the motivation of employees to work efficiently and attain goals. They are de-motivated due to his acute focus on disciplined actions, centralization of authority, direction and control. Heightened focus transaction discourages him to –

- a) monitor his own and employees' feeling and emotions ($B=.014$, $p=.102$)
- b) own-up moral and ethical consequences of business decisions ($B=.094$, $p=.091$)
- c) work with employees and contribute to attain its goals ($B=.156$, $p=.055$)

They lead to his failure to control actions and outcomes ($B=.072$, $p=.054$), signalling the absence of understanding about business functions and judgment about them ($B=.108$, $p=.072$).

A patriarch's preference to embrace objective actions is misconstrued by the employees in a family firm in the GCCC. They link them to an extreme form of

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autocratic practices and nepotism. Such perception stems from hopelessness that alienates them. In the nascent stage of change in organizational cultural such alienation subdues spontaneous acceptance of his actions, weakening trust, engagement and results. These may impair a family firm's business transformation, growth and ability to compete.

ii. An analysis of data in Table- 17, 18 and 19 explains whether a patriarch's motivation to challenge assumptions and stimulate creativity diminishes nepotism, elevates engagement and task completion, fosters business transformation and growth in a family firm.

Table 17 Patriarch's Transformation and Initiatives & the Impact on Nepotism Minimization

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.336 ^a	.113	.043	1.336

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.465	13	2.882	2.715	.026 ^a
	Residual	294.512	165	1.785		
	Total	331.978	178			

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.561	1.268		-.442	.059
	Challenge old assumptions.....governance	.141	.077	.148	1.817	.071
	Empowers me	.184	.124	.174	1.484	.140
	Helps me to view problems differently	.198	.169	.197	1.173	.042
	Authorizes.....take decisions & act differently	.019	.158	.018	.117	.007
	Implements my ideas & takes risks	.035	.105	.027	.332	.041
	Seeks my suggestion for improvement	.140	.125	.103	1.114	.067
	Promotes collaboration among all	.116	.085	.108	1.358	.076
	Guides me to act in conformity.....firm's culture	.190	.376	.069	.506	.014
	Guides.....to contribute & attain goals	.037	.078	.039	.470	.039
	Supervises my actions closely	.027	.101	.021	.268	.089
	Demands strict adherence to plan	.001	.119	.001	.009	.093
	Gives no importance.....skill development	.093	.107	.066	.866	.088
	Demands results only	.003	.096	.003	.036	.072

a. Dependent Variable: Minimization of nepotism

b. 95% level of Confidence

The statistical relevance of the Regression model F test is denoted by the values of F and p. The data in the table explain that not a single variable helps to judge the impact

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of ‘intellectual stimulation’ on ‘nepotism minimization’. Further, the adjusted R square value (.043) explains that they independently influence 4.3% variations in the outcomes, defining absence of correlation between the variables. This is also corroborated by the values of ‘B’ and ‘p’.

The data in Table-18 are introduced to understand whether intellectual stimulation and nepotism minimization are related.

Table 18 Patriarch’s Transformation & Initiative and the Impact on Heightened Engagement and Task Completion

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.380 ^a	.144	.077	1.224

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.673	13	3.206	2.741	.014 ^a
	Residual	247.064	165	1.497		
	Total	288.737	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.467	1.161		2.124	.035
	Challenge old assumptions.....governance	.130	.071	.147	1.840	.068
	Empowers me	.037	.113	.037	.325	.045
	Helps me to view problems differently	-.060	.155	-.064	-.390	.097
	Authorizes.....take decisions & act differently	.199	.145	.206	1.374	.071
	Implements my ideas & takes risks	-.046	.096	-.038	.473	.037
	Seeks my suggestion for improvement	.106	.115	.084	.923	.057
	Promotes collaboration among all	.048	.078	.048	.617	.038
	Guides me to act in conformity.....firm’s culture	.224	.345	.087	.649	.017
	Guides.....to contribute & attain goals	-.014	.072	-.016	-.202	.040
	Supervises my actions closely	-.055	.092	-.046	-.591	.055
	Demands strict adherence to plan	-.171	.109	-.116	-1.561	.020
	Gives no importance.....skill development	.140	.098	.107	1.423	.057
	Demands results only	-.063	.088	-.055	-.716	.075

a. Dependent Variable: Heightened engagement & task completion

b. 95% level of Confidence

The statistical relevance of the Regression model F test is signified by the values of F and p. The data in the table define that not a single variable helps to judge the impact of ‘intellectual stimulation’ on ‘heightened engagement and task completion’. Further, the adjusted R square value (.077) highlights that they independently influence 7.7%

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variations in the outcomes, defining absence of correlation between the variables. This is also corroborated by the values of ‘B’ and ‘p’.

The data in Table-19 are introduced to understand whether intellectual stimulation and nepotism minimization are related.

Table 19 Patriarch’s Transformation & Initiative and the Impact on Firm’s business transformation, growth and ability to compete

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.338 ^a	.114	.045	1.294

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.686	13	2.745	2.691	.039 ^a
	Residual	276.080	165	1.673		
	Total	311.765	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.838	1.228		-.683	.096
	Challenge old assumptions.....governance	.048	.075	.052	.640	.023
	Empowers me	.001	.120	.001	.010	.092
	Helps me to view problems differently	.182	.164	.186	1.111	.068
	Authorizes.....take decisions & act differently	.203	.153	.202	1.327	.087
	Implements my ideas & takes risks	.048	.102	.039	.475	.036
	Seeks my suggestion for improvement	.095	.121	.073	.785	.033
	Promotes collaboration among all	-.110	.083	-.105	1.327	.086
	Guides me to act in conformity.....firm’s culture	.525	.365	.197	1.440	.052
	Guides.....to contribute & attain goals	.008	.076	.009	.105	.016
	Supervises my actions closely	.047	.098	.038	.483	.030
	Demands strict adherence to plan	.087	.116	.057	.756	.051
	Gives no importance.....skill development	.081	.104	.060	.780	.037
	Demands results only	.092	.093	.077	.993	.022

a. Dependent Variable: Firm’s business transformation.....ability to compete

b. 95% level of Confidence

The statistical relevance of the Regression model F test is denoted by the values of F and p. The data in the table explain that not a single variable helps to judge the impact of ‘intellectual stimulation’ on ‘growth and ability to compete’. Further, the adjusted R square value (.045) defines that they independently influence 4.5% variations in the outcomes, defining absence of correlation between the variables. This is also corroborated by the values of ‘B’ and ‘p’.

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The above tables explain that a patriarch gives least credence to knowledge dissemination and empowerment of employees ($B=.37, p=.045$). Such behaviour leads him to attach priority to –

- rational thinking
- purposeful scrutiny of problems
- define a lasting solution

They epitomize his commitment to disciplined learning, denoting a family firm's inability to migrate to a learning entity. This ignites the urge of employees to work follow instructions, diligently and complete tasks. It is influenced by the absence of motivation to question the validity of old assumptions about business ($B=.048, p=.023$). They propel objective actions that manifest the impact of learning on discipline and planning. Their conversion is represented by judicious action planning and execution of tasks, signalling the disinterest to transfer proprietary knowledge and authorization. Such outcome contradicts Nonaka (1991) and Bono and Judge (2004). As a result, employees are least expected to assess condition of a business and take decisions.

The above interpretation signals the interest of a parochial leader to strengthen performance and organized action. Moreover, he seeks to control the excesses of democratic practices and as a result, embraces transactional traits, namely management-by-exception. He uses close supervision of employees and their work ($B=.047, p=.030$) to control the overdrive for skill development ($B=.081, p=.037$). His demand for tangible result diminishes their frivolous quest for aimless innovation. In view of this, the employees in a family firm find it difficult to repose faith in a patriarch when he over exploits transactional and autocratic leadership traits, like demand for strict adherence to plan ($B=.001, Sig=.093$) and sustained demand for results ($B=.003, Sig=.072$).

The above interpretation does not answer any question of the study, though it relates to the views of Alimo-Metcalfe and Alban-Metcalfe (2005), Bass and Steidlmeier (1998), Hartsfield (2004) and Massis *et al* (2008). When they are combined and analysed, the reasons for a patriarch's failure to stimulate motivation of employees to repose trust and faith in him are understood. He embraces management-by-exception to drive them to attain goals. His focus on such excellence leads him to demand results and link rewards to goal attainment. Heightened visibility of his demands and

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actions are misinterpreted by employees in a family firm as coercive practices, elevating anxiety, dissention and frustration. Such negative emotions encourage them to overlook transformational qualities, like, monitors his own and employees' feeling and emotions ($B=.014$, $Sig=.102$). It also evokes the fear of nepotism. It is accentuated further, when a patriarch relies singularly on goal centred initiatives, elevating his interest to negotiate with employees to –

- set targets
- withdraw authority to take decisions
- recommend strict supervision
- communicate consequence of performance erosion

They foster alienation, weakening collaboration and task completion. The outcome contradicts the theoretical standpoint of Dionne *et al* (2004), Hult *et al* (2003), Lim and Ployhart (2004), Degadt (2003), Feltham *et al* (2005) and Nonaka *et al* (2006).

Section – ‘B’

6.1.7. Respondents & their Background

The first question examines the background of the respondents and their experience in family firms. Their responses are used to assess the impact of patriarchs' adoption of transformational leadership traits on employee motivation, goal recognition, agility, business excellence and growth of family firms in the GCC.

Table 1 Respondents & their Background

Descriptive Statistics			
	N	Maximum	Sum
Working for 6 years	2	1	2
Working for 10 years	1	1	1
Working for 5 years	3	1	3
Working for 4 years	2	1	2
Working for 3 years	2	1	2
Working for 2 years	2	1	2
Proprietorship	6	1	6
Family firm	6	1	6
Valid N (listwise)	0		

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The data in the table explain that the respondents have varied experience levels between 2 years and 10 years. Among them, 50% have between 2 years and 4 years. The remaining (50%) have between 5 years and 10 years. Their responses are analysed to find out why the reliance on autocratic traits and practices is minimized when transformational leadership traits are embraced by patriarchs. They explain how self analysis of emotions, competence to use knowledge, resources and motivation to own-up moral ethical consequences of business decisions inspire employees to collaborate, complete tasks and attain business growth.

6.1.8. Patriarchs & their Adoption of Idealized Influence

The second question of this study is presented to examine the impact of a patriarch's adoption of transformational leadership traits, like idealized influence, on –

- employee motivation
- goal recognition
- business excellence
- growth of family firms in the GCCC

Table 2 Patriarchs & their Adoption of Idealized Influence & Impact

Respondent Code	Responses
R-1	<p>.....let me tell you that the <u>owner tells us his decisions and what we are required to do.....help all to work efficiently.</u></p> <p><u>Result delivery is important. Our earning and career progress depend on efficient result delivery.....</u></p> <p>To support completion of work <u>he gives importance to our problems. Whenever we face any problem, we approach him.....</u></p>
R-2	<p><u>The owner decides how the work should be done.....why he wants work done in a specific way. He explains his viewpoint time and again.....instruction properly.....do the job efficientlywe are motivated to work hard.</u></p> <p><u>Let me also tell you that our motivation to follow the owner and work hard ishis expertise, capabilities.....the workhis suggested steps.</u></p>
R-3	<p>.....the <u>proprietor informs us about the work, what needs to done, how it can be done.....</u> His <u>forceful explanation aboutunderstand why they need to be followed. encourages us to work sincerely.....</u></p> <p>He <u>links our salary rise,.....promotion.....service the completion of tasks set.....motivates us to work harder.....</u></p>

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	<p><u>Our interest to work hard.....awareness about proprietor’s self belief in recommended actions.....follow whatever he says.</u></p> <p><u>To help us to complete the tasks, our proprietor enquires about our difficulties.....complete the tasks.....</u></p>
R-4	<p><u>The owner decides what all should do..... They inform us about the work.....do not care about work complexities..... We can not talk to them about such problem. We will loose the job.....</u></p> <p><u>.....the owner and his manager could do to encourage us to work better and contribute voluntarily.....a)explained why their orders are relevant;.....</u></p> <p><u>I believe that.....will do very well if the owner and his managers bothered to consider the issues mentioned above.</u></p>
R-5	<p><u>The owner takes all the decisions.....</u></p> <p><u>The owner informs the above to his two sons, who are the working Directors.....owner’s decisions.....sales persons (16).....</u></p> <p><u>Their singular concern is the firm’s profit.....</u></p> <p><u>.....mismanaged by the owner and Directors.....we are penalized for such failure.....</u></p> <p><u>.....are in the know about our financial difficulties..... force us to accept all unreasonable conditions.....</u></p> <p><u>To answer your question about what the owner and Directors could do to motivate us.....</u></p>
R-6	<p><u>The owner imposes the decisions about</u></p> <p><u>He does not care about competition.....our failure to attain the targets. He refuses to discuss about our concerns.....</u></p> <p><u>I know that all is not well in the factory.....failure to attain targets. The owner is least interested.....He is ready punish us.....</u></p> <p><u>The owner knows that we come from middle class background..... He exploits our disadvantage..... His actions discourage us.</u></p> <p><u>.....owner can do to inspire us to realise the targets, I need to attach priority to.....</u></p>
R-7	<p><u>The proprietor tells the managers about our work. They simply tell us his decision.....</u></p> <p><u>The owner and managers do not care about anything. They want resultswe can not ask questions.....We feel dispiritedwe need to work here to earn our salary.</u></p> <p><u>Regarding your question about what the owner and his managers should do to inspire us.....</u></p>

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R-8	<p><u>The owner decided about work targets, methods and hand in datesHe thinks that no one in the firm knows how to work..... decide how work will be carried out by us.</u></p> <p><u>His sole focus is the benefit of family members. We are treated like rank outsiders. He believes.....paid for what.....and results delivered. Any departure from the benchmark set invite punishment.....</u></p> <p><u>We do not like to work here.....to secure our salary.....He exploits our weakness. This de-motivates us.....</u></p> <p>.....what the owner can do to motivate us</p>
R-9	<p><u>The proprietor decides what and how to do a job. We have no say in such matters.....same will be rejected.</u></p> <p><u>His is interested in results only. Even if there is problem, he does not want to listen.....he will punish us which may lead to termination.</u></p> <p><u>We do not like to continue in the firm.....have to earn salary to take care of the family.</u></p> <p>In respect to your question about what the owner and family members should do to inspire us.....</p>
R-10	<p><u>The owner informs us about the tasks but does not like our suggestion. His disinterest to know about task related problems is known to all of us.....machines to protect our salary at the end of the month.</u></p> <p>With reference to your question about what the owner can do to motivate us, I have can say that.....</p>
R-11	<p><u>The proprietor orders about the job we are required to do. We are not allowed to seek clarification.....He explains everything to the member of family.</u></p> <p><u>The family members adopt harsh measures to extract output from us. The fear of job loss motivates us to complete the allotted job.</u></p> <p>With reference to your question about what they need to do to inspire us, I wish they considered the following.....</p>
R-12 (autocratic & transact)	<p><u>The owner instructs us about the task.....expects flawless results.....least interested to know why delay occurs.....</u></p> <p><u>He is only interested about the benefits of family members and completion of task in time.....work like machines to earn salary.</u></p> <p>In respect to your question about what the owner should do to inspire us</p>

Source: Appendix-7

i. Responses of respondents (R1, R2, R3, R5, R8, R9, R10 & R12) in the table explain that a patriarch explains clearly about the task in hand and recommends actions to attain it – ‘.....*the proprietor informs us about the work, what needs to done,*

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how it can be done and the time available to complete it' Clarity of communication about these demonstrates his conviction in recommendations – '*His forceful explanation about them.....understand why they need to be followed*', encouraging employees to give credence to his view – '*His experience and expertise in the filed motivate uscredence to his instructions*'. It also motivates them to align with his standpoints, denoting the impact of their trust in his abilities. The resolve to follow him signals the impact of positive emotional stimulus. This is elevated further when '*he guides us about what we need to do anddifficulties.....actions on his part help us to complete the tasks and attain goals*'. When his standpoint and actions are in harmony, the motivation to understand and follow his views and decipher their purpose is enhanced – '*.....set examples first and sell the products in large volume to earn our respect and convince us andjustify the reasons for setting punishing targets.....*'. They inspire them to complete task in time - '*improves our confidence.....complete tasks within time allotted*'. The impact of his adoption of idealized inspiration is visible.

A patriarch adopts the transformational leadership trait to shed dependence on repressive practices and nepotism to control and govern the interests of a family firm. Their rejection promotes positive emotional stimulus, leading employees to identify with him and emulate his behaviour and actions. They motivate them to endorse his initiatives and replicate actions. Such self reform and intellectual maturity influence impartiality, diminishing anxiety, disappointment, frustration, humiliation and hostility of employees. His self development influences the emergence of a new culture, promoting equal opportunity, recognition and rewards. Their visibility inspires them to attain tasks.

ii. A patriarch embraces self reform and cultivates a unique set of values to subdue the usage of coercive practices. They influence him to communicate openly with employees and explain how to explore new frontiers, initiate new actions to attain new goals and surpass barriers, implying his readiness to repose faith in their abilities, which influences him to take risk. This signals the dawn of a new practice anchored on all pervading focus. Such outcome elevates trust and harmony among all, arousing the resolve to excel and surpass tasks.

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It is also noticeable in the table that a patriarch informs employees about work in detail, what they need to do and time allotted to complete tasks. He also links rewards, promotion and job continuity to task completion – ‘links salary, promotion, bonusperfect job completion’. He adopts the measures to instil disciplined initiatives, orderly thinking and planned actions to attain decisive results. He reposes faith in them to discard the excesses of liberal leadership actions that help to communicate purposefully, explain standpoint and demonstrate understanding to lift employees emotionally and develop bonding. Despite their novelty, they encourage dependence on a patriarch, multiplicity of leadership, dilution of unity of command and erosion of results. Data in Table-2 (Appendix-8) explain that such realization leads him to –

- shun heightened focus on ‘trustworthiness, reliability and commitment’ (B=.017, p=.090)
- ‘.....satisfy expectation.....influenced by others (B=.014, p=.021)

To undo such weaknesses, he adopts idealized inspiration and contingent reward together, for example ‘Focus on performance & goal attainment’ (B=-.122, p=.005) to motivate them and attain tasks set in conformity to plan.

iii. On the other hand, a patriarch’s overdrive to use transactional leadership practices is misunderstood by employees as a ploy to reuse repressive practices. They influence their suspicion, evoking negative responses. For example, responses of R4, R6, R7 & R11 explain that an owner does not care about work complexities, cannot talk about problems, we are not happy about the situation and wish he viewed us as human beings – ‘.....owner and managers do not care about anything.....we can not ask questions.....routine jobs do not require explanation.....discouraged...not treated like human beings.....bad but we need to work here to earn our salary’. They are aggravated further due to a patriarch’s overt reliance on transactions, like ‘focus on performance and goal attainment’ (B=.101, Sig=.077), noted in Table-3 (Appendix-8). Heightened reliance on transactions fuels indifference, such as adhere to their orders to secure job – ‘The owner knows.....middle class backgroundafford to loose the job’. They discourage employees – ‘He exploits our disadvantage.....unrealistic targets.....actions discourage us’, denoting the rejection of a patriarch’s leadership practices. Such rejection is also attributed to inadequate migration from autocratic practices, suggesting that repression, centralization and

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punishment repeal spontaneous acceptance of actions – *‘compels us to work on unrealistic targets’*. Orderly adoption and application of transformational leadership style in conjunction with transactional leadership style are explained.

The above interpretation answers the first question of the study. It establishes first null hypothesis. It relates to Dastoor *et al* (2003) when reviewed in conjunction with Degadt (2003) that explains the importance of a patriarch’s adoption of idealized inspiration in conjunction with transactional leadership traits, namely contingent reward and management-by-exception. These inspire him to combine and embrace judicious inspiration and disciplined actions, which render it feasible to repeal reckless innovation. Their adoption enables him to promote disciplined creativity and purposeful performance excellence, which also enable him to –

- drive employees to complete task in conformity to plan
- contribute to a family firm’s growth

On the other hand, a patriarch’s motivation to demonstrate exemplary behaviour does not change a family firm’s work culture. This relates to the views of Bass and Steidlmeier (1998). When his actions are reviewed from their viewpoints, the failure of idealized influence becomes visible. The outcome suggests that the presence of a figure head with all pervading powers lead to the alienation of the employees, denoted by the responses of R5, R7 & R8 –

- *‘owner does not care about work complexities’*
- *‘we are not happy about the situation’*
- *‘wish he viewed us as human beings’*

Such perception dissuades employees to work independently and complete tasks, impairing the growth of a family firm’s business.

To undo the weaknesses, seen above, the views of Hartsfield (2004) are considered. A patriarch embraces transformational and transactional leadership qualities, represented by idealized inspiration and contingent reward. Their combined application motivates him to inspire employees to innovate, keeping in mind the compulsion to complete tasks. He promotes judicious excellence, minimizing anxiety and frustration of employees. As a result, he abandons repressive coercive and parochial practices. The passion to embrace idealized inspiration in conjunction with contingent reward and

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relate task completion to reward attainment enhances motivation of employees to act and complete tasks. These support a family firm's growth in the GCCC.

6.1.9. Patriarchs & their Adoption of Idealized Influence

The third question of this study is administered to examine why a patriarch embraces inspirational motivation to communicate a family firm's vision forcefully. It helps to find out why such communication of vision inspires the employees to act efficiently and attain goals set.

Table 3 Patriarchs & their Adoption of Inspirational Motivation & Impact

Respondent Code	Responses
R-1	<p><u>Yes. The proprietor discusses the firm's future.....explains in detail what needs to be done to attain such goal.....justifies how such attainment is linked to the firm's retention of competitive lead.....</u></p> <p><u>Comprehension regarding the purpose allows us realize the importance of the work in hand.....realize goals.....performance helps us to.....</u></p>
R-2	<p><u>Yes. The owner speaks about the aims of the firm and what he wants achieved. He also speaks about the need for such achievementunderstand the importance of our actions.....encourages us to realize the goals set by the owner.....</u></p> <p><u>They inspire all in the firm to improve performance.....</u></p>
R-3	<p><u>Yes. The proprietor discusses about the future goals. He links these masterfully to the future growth of the firm.....necessity to attain them.....compete in the GCC retain lead.....</u></p> <p><u>Awareness about purpose lends meaning.....initiate actions to surpass goals set by the proprietor. Such performance helps us to.....</u></p> <p><u>....motivate us to explore new avenues.....take independent decisions.</u></p>
R-4	<p><u>No. The owner and managers do not discuss vision and the future of the group of companies in our presence.</u></p> <p><u>I believe such discussion can help us to learn about the future of the group.....gauge their overall goals.....elevate our interest to</u></p> <p><u>.....purpose is known, the work in hand becomes meaningful.....inspires us to think and act differently.....surpass goals</u></p>
R-5	<p><u>No. The owner and the Directors do not explain vision and future of firm.</u></p> <p><u>The discussion about vision and future of firm is desired to improve our abilities to understand its prime goals access markets and sell products.....improve the firm's collective abilities to compete in the GCC.</u></p>

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	<u>Knowledge about the purpose helps us to realize.....inspires us to attain sales target.....value building.</u>
R-6	<u>No. The owner does not discuss the vision and future of firm.</u> <u>Our awareness about firm's vision and future is needed to improve our understanding about its.....</u> <u>Comprehension about them may improve motivation of all.....access new segments.....achieve sale targets.....</u> <u>When we know the relevance of an action, the inspiration.....</u>
R-7	<u>No. The proprietor does not explain anything about the vision and aim of firm.</u> <u>Wish the proprietor discussed his views about the firm's future.....learning about the relevance of his actions.....motivate us to work.....help the firm's performance improvement.</u>
R-8	<u>No. The owner does not tell us anything about the future of his firm.</u> <u>Our learning about it would be of help to know.....attain stiff work targets..... encourage us to contribute voluntarily.</u>
R-9	<u>No. The proprietor tells us nothing about future of our firm. Our motivation to work hard and support his initiatives will improve if we are in the know of the firm's future.....where we will be in the course of next 5 to 7 yearsfirm's future is bright.....improve performance.</u>
R-10	<u>No. The owner does not care to communicate his vision and firm's future to us.understand why we are required to invest extra effort to improve results.....attain the same.</u>
R-11	<u>No. The proprietor considers it irrelevant to discuss the future of the firm.understand why we have to complete jobs allotted.....inspire us to work harder.</u>
R-12	<u>No. The owner does not interact with us and explain the future of our firm.surely improve our interest to work hard.....improve performance.</u>

Source: Appendix-7

i. An analysis of responses of R1, R2 and R3 in the table clarifies that a patriarch articulates eloquently the future goals of a family firm's – *'The proprietor discusses the firm's future.....explains in detail what needs to be done to attain such goal'*. He exploits unambiguous communication to explain why they need to be attained and how this contributes to growth. Such communication fosters comprehension of employees about its direction, inspiring them to decide voluntarily –

- what to do
- how to do it

Such decisions assume importance to explore and attain new opportunities – *'motivate us to explore new avenues to improve upon performance'*. Data in Table-6

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(Appendix-8) highlight such outcome, which is denoted by a patriarch's commitment to 'Expresses confidence about goal attainment' ($B=.186, p=.000$). The realization of goals hinges on a patriarch's proficiency to –

- inspire employees to collaborate
- organize
- initiate spontaneous actions

They signal the impact of his drive to integrate them, unify their thinking, foster engagement and elevate collective inspiration to initiate judicious actions, circumvent barriers and surpass goals set.

Moreover, a patriarch interacts meaningfully and challenges the employees in a family firm to communicate hope, energize them to think beyond ordinary and attain higher order goals. The association between his inspiring interaction and their learning about the substance of given tasks is justified by the responses of R1, R2 and R3, evoking spontaneous and positive response. This reflects awareness about its purpose – *'awareness about purpose lends meaning for the work at hand....inspires us to think and initiate actions to surpass goals set by the proprietor'*.

The above analysis defines a patriarch's effort to undo years of parochial measures, denoted by nepotism, concealing information and heightened focus on family interests. To complement it he embraces inspirational motivation to connect employees with interests and channelize them in a direction that relates to his vision. The initiative inspires and motivates them to develop a strong sense of purpose to think critically and act decisively to attain and surpass a family firm's goals (mean=1.08). The outcome denoting a patriarch's self efficacy to infuse confidence and stimulate their passion to attain them is justified ($B=.186, Sig=.000$).

ii. Excessive preoccupation with self transformation, organizational reform, authorization of employees and endowment of collective competence results in their empowerment. Such empowerment breeds a sense of leadership fuelling the urge to take decisions that may contradict the central decision of a family firm. Left unattended, such condition fosters –

- anarchy
- disorder
- fragmentation of command

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- divergence of direction

A patriarch seeks to correct such weakness while retaining the inherent spirit of excellence. He embraces contingent reward to instil a sense of order and goal directed actions, establishing a judicious command and control regimen. This encourages him to authorize only those employees who demonstrate exemplary education, relevant experience and proven track record. The initiative fuels the responsible exploration of new avenues - *'motivate us to explore new avenues to improve upon performance'*, which are rewarded when yielding results. The drive to stimulate rational actions strengthens performance - *'discussion about vision and future of firm is desired to improve our abilities to understand its prime goals access markets and sell productsrequired to enhance our motivation to sell the products, retain clients and acquire market space.....improve the firm's collective abilities to compete in the GCC'*, representing excellence.

iii. Whereas, a patriarch's intense focus on objective measures encourages the adoption and implementation of transactional leadership practices, like contingent reward, over exploitation of this leads employees to misunderstand the measure as a tactic to re-exploit coercive practices. According to the responses of 9 respondents (R4 to R12) such perception evokes negative emotions, such as suspicion, doubt and concern. They are visible from the perceptions of employees, for example a patriarch does not explain his vision - *'the owner and managers do not discuss vision and the future of the group of companies in our presence'*, obscuring the comprehension of a family firm's goals - *'such discussion can help us to learn about the future of the group of companies.....gauge their overall goals.....is needed to elevate our interest'*. The dilution of understanding fails critical thinking and actions to -

- realize goal - *'enhance performance constantly'*
- generate profit and build value - *'attain sales target.....market share acquisition, generate profit.....value building'*

The above interpretation corroborates the data in Table-7 (Appendix-8), explaining the failure of over exploitation of transactional leadership traits, for example 'seeks strict conformity to planned actions' (B=.091, Sig=.078). This weakness can be altered when a patriarch adopts and applies judiciously the transformational leadership style in conjunction with transactional leadership style. The measure

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reassures employees and inspires them to attain goals. It elevates the collective competence to surpass them. At the nascent stage of change, a patriarch needs to subdue all actions that symbolize coercive actions. The measure helps to defuse suspicion, distrust and resistance of employees, stimulating the passion to participate and contribute to goal attainment in conformity to plan.

The above interpretation answers the second question of the study. It agrees to Charbonneau (2004) and Kelloway *et al* (2000) when analysed in association with Bowden (2008). When a patriarch's initiatives are explained from their viewpoints, the necessity to communicate his vision and future prospect of a family firm is understood – 'owner speaks about the aims of the firm and what he wants achieved. He also speaks about the need for such achievement.....understand the importance of our actions.....encourages us to realize the goals set by the owner'. They highlight his expertise, which encourages employees to repose faith in him. He seeks to retain trust by influencing the motivation to think creatively to explore new opportunities, innovate, excel, surpass all barriers, attain higher order goals and retain competitive lead – 'proprietor discusses about the future goals, explains in detail the necessity to attain them and how such attainment is necessary to compete in the GCC and retain lead'.

On the other hand, a patriarch's overdrive to inspire employees, present a realistic vision of a family firm's future and stimulate their optimism fails to yield the desired result. The outcome conforms to the views of Politis (2004). A patriarch is required to embrace contingent reward to temper the adverse impacts of inspirational motivation, like indiscipline and irresponsibility. To overcome them, he links reward to task completion and goal attainment – 'owner does not tell us anything about the future of his firm.....help to know why we have to attain stiff work targets'. A spontaneous arousal of interest to attain them is feasible when a patriarch attaches priority to purposeful initiatives, like discussion with employees to improve their learning about a family firm's future, goal to access markets and importance to retain clients, in association with objective actions, such as link rewards to performance. Thus, the benefit of a patriarch's reliance on transactions in association with transformation is reinforced. The measure influences the employees to attain performance excellence, supporting a family firm's growth in the GCC.

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6.1.10. Patriarchs & Individualized Consideration & Intellectual Stimulation

The fourth, fifth and sixth questions of this study are presented to explore how a patriarch's adoption of individualized consideration and intellectual stimulation fosters mentoring, knowledge dissemination and empowerment of employees. They also explain why they inspire them to act efficiently and attain goals set.

i. An analysis of Table- 4 and 5 explains that a patriarch seeks to assess the need for knowledge and skills of employees.

Table 4 Patriarchs & their Adoption of Individualized Consideration & Impact

Respondent Code	Responses
R-1	<p><u>The proprietor may do well to train and guide us all.....improve our learning about plans and actions.</u></p> <p><u>The current practice of adhering to proprietor's views needs changecompetent to contribute and improve resource usage compete effectively.....guidance will help us to acquire the skills to adopt and implement strategies.....to compete.</u></p>
R-2	<p><u>The owner needs to mentor and train us on the job.....actions will help us to do the following.....</u></p> <p><u>We need to learn to manage the above in a team to help our firm to earn profit and retain competitive lead.</u></p>
R-3	<p><u>The proprietor needs to give priority to our training.....</u></p> <p><u>.....the production process suggested by him.....do nothing to change the production process to improve productivity</u></p> <p><u>Training can help us to understand why they help to attain future goals.....</u></p> <p><u>When we understand the aboveour abilities to contribute to the achievement of future goals.....improves the abilities of the firm to compete in the GCC.....</u></p>
R-4	<p><u>The owner and Directors need to mentor and train us to transfer the knowledge required to</u></p> <p><u>The present practice to impose production targets needs to change..... meaning of setting challenging production targets.....owner and Directors need to take steps to improve our</u></p> <p><u>Their acquisition is essential to contribute to leadership in the GCC.</u></p>
R-5	<p><u>The owner and Directors need to mentor and train us to transfer the knowledge required to</u></p> <p><u>The present practice to impose targets needs to change.....new lofty sales targets. To attain these the owner and Directors need to take decisive steps to improve our</u></p>

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	<u>Acquisition of such qualities is essential to contribute to leadership in the GCC.</u>
R-6	The owner must <u>train and coach us to improve our learning to</u> <u>He needs to change the current practice to set sales targets and order their attainments.....initiate actions to improve our skills</u> <u>capabilities to</u> <u>Such qualities are required to hit upon sales goals.</u>
R-7	<u>The proprietor must train us. This will help us to learn and complete the tasks efficiently.....improve profitability of the company.</u>
R-8	<u>The owner must train us to improve our skills to complete tasks flawlessly..... understand the reasoning behind his demands.</u>
R-9	<u>The proprietor should initiate actions to improve our skills to do the job better.....improve the firm's overall performance and profitability.</u>
R-10	<u>The owner needs to train us. Such training will improve our skills to complete task efficiently.....improve profitability of the firm.</u>
R-11	<u>The proprietor needs to train us. This will improve our skills to do the job efficiently.....strengthen the firm's performance.</u>
R-12	<u>The owner needs to train us. Such training is required to complete task in time.....contribute to higher profitability.</u>

Source: Appendix-7

The responses of R, R2, R3, R5, R8, R9, R10 and R12 explain that a patriarch needs to use such appraisal to design training initiatives – *‘the proprietor may do well to train and guide us all.....required to improve our learning about plans and actions’* and enhance capabilities, which enable them to grasp *‘what we need to do, why we are required to do it and how best it can be done’*. Familiarity about them amplifies the capacity to develop a series of actions and select the best one – *‘examine and analyse problems, plan appropriate course of actions and deliver viable solutions’*. They imply the outcome of tacit, explicit and working knowledge transfer. A patriarch considers their transfer important to elevate the self efficacy and self worth of employees, considered necessary to drive a family firm's growth.

ii. An analysis of Table- 5 explains that a patriarch seeks to stimulate employees intellectually and assess the need for self efficacy of employees.

Table 5 Patriarchs & their Adoption of Intellectual Stimulation and Impact

Respondent Code	Responses
R-1	Training is required to improve our skill and competence to..... <u>develop business strategy.....diversification strategy;.....</u> The above outcomes are the consequences of learning.
R-2	Training and mentoring are desired to improve our..... <u>learning and</u>

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	<p><u>skill acquisition to source resources.....earning and competence elevation to manage resources;.....</u></p> <p>They are essential to enhance my firm's abilities to compete.</p>
R-3	<p><u>Training will surely help us to learn about production techniques and use inputs efficiently.....source and configure inputs and improve production;.....</u></p> <p><u>Such learning and comprehension will help us to contribute and improve productivity.</u></p>
R-4	<p><u>Training and mentoring are necessary to improve our.....knowledge about different means available to focus on production.....understand how they can be utilized to improve production;.....</u></p> <p><u>Such learning will enable us to improve productivity.</u></p>
R-5	<p><u>Mentoring and training will allow all to learn set viable sales targets to attain desired profit.....use steps to access new territories to attain target profit;.....</u></p> <p><u>The above indicates learning. This helps us to compete, achieve sales targets and generate profitability.</u></p>
R-6	<p><u>Training and coaching may enable us toadopt challenging sales targets and attain target profit.....use new techniques to acquire new contracts.....</u></p> <p>The above explains the benefits of training and coaching. These are necessary contribute to target profitability.</p>
R-7	<p><u>Training will help us to learn about work processes better;.....</u></p> <p><u>They will help us to contribute to productivity improvement.</u></p>
R-8	<p><u>Training will help us to acquire the skills required to complete tasks efficiently,get promotion to supervisory and executive ranks.</u></p>
R-9	<p><u>Training and guidance are needed to improve our.....learning to understand office work better;.....</u></p> <p><u>Such learning will enable us to manage work better and satisfy the owner.</u></p>
R-10	<p><u>Training is necessary to.....understand the importance of tasks allotted;.....</u></p> <p><u>They will improve our performance.</u></p>
R-11	<p>Our training is desired to <u>understand the instructions of proprietor better;.....</u></p> <p>They will enable us to complete the work allotted in time.</p>
R-12	<p>Training is essential to <u>improve our abilities to analyse tasks.....best way to complete them.....</u></p> <p>They are required to improve our efficiency.</p>

Source: Appendix-7

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The concern for the elevation of self efficacy and self worth in a family firm signals a patriarch's renunciation of autocratic practices, denoted by coercion, punishment and bias. Their abdication leads to the mitigation of nepotism. It energizes him to harness talents. To aid their growth, he confronts old assumptions of employees. The rejection of such beliefs signals their new learning and intellectual prowess and empowerment. A patriarch relies on this to –

- authorize them
- endorse their views
- take risks to put them to practice

As a result, he gives credence to the demand for training and learning. The employees presume that they elevate the abilities to –

- *'analyse and solve existing problems in a family firm'*
- *'prioritize tasks effectively'*
- *'manage resources'*
- *'govern work processes better'*
- *'use production techniques.....complete jobs'*
- *'improve productivity'*

Awareness about such outcomes energizes him to train employees to improve decision making abilities ($B=.020$, $Sig=.000$) and guide them to act in conformity to a family firm's culture, noted in Table-8 (Appendix-8). They foster its dynamism to manage resources, develop differentiated benefits and deliver these to compete and lead in a market, denoting performance excellence.

But such inference when linked to the data in Table-10 clarifies the failure of intellectual stimulation. It is evident that a patriarch in a family firm attaches least priority to empowerment ($B=.084$, $p=.034$), leading him not to authorise employees to take decisions ($B=-.118$, $p=.90$). The disinterest to authorize encourages him not to implement ideas of employees and take risk ($B=.006$, $p=.039$). As a result, he takes no interest to help them and view problems differently ($B=.059$, $p=.019$), leading him to demand results ($B=-.193$, $p=.005$). On the contrary, based on this it can be said that idealized influence is not embraced by the patriarchs of family firms in the GCCC. This leads to the establishment of second null hypothesis.

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iii. A critical interpretation of the above analysis highlights the underlying meaning of a patriarch's desire to embrace individualized consideration and intellectual stimulation. They are adopted to ostensibly –

- promote the training of employees
- stimulate creativity
- present a big picture
- align their initiatives

They also influence performance excellence. The realization of this hinges on decentralization, authorization to take decisions and leadership. Their elevation influences multiplicity of leadership, resulting in chaos, confusion, indiscipline and disorderly actions. When they are enhanced, a family firm's abilities to excel and deliver value are compromised. To mitigate the prospect of this, a patriarch controls the propensity to mentor and train employees to transfer the knowledge, change production process and improve productivity. Data in Table-9 (Appendix-8) corroborate his disinterest to train and disseminate knowledge to them and sustain efficient production, productivity and excellence.

Notwithstanding his disinterest, the benefits of knowledge dissemination are visible in Table-6 (Appendix-7). It elevates the abilities of employees, rendering it feasible to –

- *'authorize us to take decisions and improve production'*
- *'decentralize authority and improve resource management abilities'*
- *'elevate the firm's agility to introduce new technology.....'*

They help to develop differentiated products (mean=1.25), furthering the abilities of a family firm to *'compete and improve the firm's abilities to retain leadership in the GCC'* and *'grow and graduate into a conglomerate'*. The association between training, knowledge dissemination, empowerment and performance excellence is established in Table-10 (Appendix-8).

iv. Due to the heightened consciousness to control the emergence of multiple leaders, a patriarch attaches low priority to knowledge dissemination and high priority to –

- orderly production
- productivity
- performance excellence

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They lead him to embrace individualized consideration and intellectual stimulation in conjunction with contingent reward. The leaning on contingent reward motivates him to recommend self development of employees, suggesting that they are required to –

- invest
- acquire skills
- use them to secure employment, reward and career growth

The impact of such standpoint is substantiated by the perceptions of respondents in Table – 4 and 5 (Appendix-8). They voice the need for training to elevate learning, skills, competence and capabilities, leadership, set lofty sales targets and attain them.

v. The propensity of a patriarch to give less credence to knowledge dissemination, empowerment and authorization need to be misconstrued as an attempt to cultivate autocratic leadership qualities and their attendant repressive measures. A family firm's best interests are served when orderly developments are attained. This requires a patriarch's transformational traits to be founded on transactional traits. This phenomenon is established in this study.

The above review answers the third and fourth questions of the study. It relates to the views of Hult *et al* (2003) and Lim and Ployhart (2004) when examined in association with Degadt (2003) and Nonaka *et al* (2006). A patriarch mentors employees to share knowledge and experience. The initiative elevates learning – 'learn about production techniques and use inputs efficiently.....learn to source and configure inputs and improve production.....', enabling them to challenge conventional assumptions about a family firm's governance. When it is elevated, their competence to decipher the underlying reasons of an occurrence is enhanced. It renders knowledge conversion feasible, transforming 'tacit' into 'explicit' and to 'working' knowledge – '.....contribute and improve productivity'. It stimulates employees to –

- think differently
- take decisions
- act efficiently to exploit new ideas, promote experimentation, deliver viable solution, attain performance excellence and surpass goals.

On the other hand, a patriarch's disinterest to train, mentor, transfer knowledge and empower employees is known. He believes that the drive to exploit knowledge does not promote performance excellence, explaining the failure to promote decisive action and viable innovation. His resistance to them is attributed to the perception that

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intellectual prowess and authorization of all to take decisions promote failure. When such belief is linked to the views of Hult *et al* (2003) and Politis (2004), the preference for controlled empowerment becomes visible. The initiative helps to mitigate a false sense of mastery that encourages employees to seek authority to lead and manage a family firm's activities, like customer relations – 'satisfy and retain existing client.....acquire new client.....set sales target and achieve it.....contribute to growth of profit'. The mitigation eradicates multiplicity of leadership, promoting unity of command, synergy and collaboration, and controlling indiscipline. To sustain them, a patriarch expects employees to learn voluntarily, acquire skills, put them to practice and demonstrate tangible progress, like sales improvement and profitability. Such perception discourages him to transform a family firm into a learning entity. It leads him to recommend orderly empowerment and authorization of employees, which promote logical thinking, objective actions and goal attainment. These are highlighted by – 'adopt challenging sales targets and attain target profit.....use new techniques to acquire new contracts.....explore new ways to sell the products in new markets'.

To foster orderly excellence and agility, a patriarch seeks disciplined knowledge transfer to enhance the expertise of employees and authorize them to take decisions to explore, analyse, invest and deliver products. The focus on discipline leads him to embrace individualized consideration and intellectual stimulation in association with contingent reward. When they are linked to the combined views of Eglene *et al* (2007) and Judge *et al* (2002), the utility of integration of leadership styles is justified. The initiative allows a patriarch to mitigate a false sense of leadership and aimless actions that contradict a family firm's mission. He emphasizes self drive to acquire knowledge, test its validity and use it to deliver results. He attains this by training and empowering employees judiciously, promoting their capabilities. This enables them to act in conformity to a family firm's direction and attain goals, contributing to a family firm's growth in the GCCC.

6.2. Summary Overview

This study justifies the theoretical relevance of a leader's adoption of transformational leadership qualities, like idealized inspiration, inspirational motivation, individualized consideration and intellectual stimulation, to connect to employees emotionally, win

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their trust, inspire them, assess their needs, mentor them and elevate learning, encourage creativity and innovative capabilities in a family firm to deliver differentiated products and retain competitive advantage.

This study, however, explains that the transformational leadership quality, namely idealized influence, is not embraced by the patriarchs in the GCCC. They seem to lean significantly on a combination of transactional and autocratic practices. The propensity to embrace them is attributed to lack of understanding, training and experience. Notwithstanding the prevailing absence of idealized influence, it cannot be presumed that such a trait will not be adopted. The beginning of the process is visible. There is definite progress in this regard. The adoption of the trait is necessary to cultivate admirable behaviour and values, abandon nepotism and promote learning. He needs to acquire and exploit the quality to use them to connect to employees at an emotional level, which inspires them to identify with him and emulate his behaviour. The adoption of the leadership quality guides him to exploit a clear set of values. It helps to shed repression and nepotism to govern a family firm, motivating the employees to endorse his initiatives and contribute. They signal the impact of his self reform, influencing unbiased actions, which diminish their anxiety and frustration. The study explains how such reform supports equal opportunity, recognition and rewards, stimulating innovation, creativity and leadership. The impact of a patriarch's resolve to abandon narrow family centred focus and embrace all pervading focus is visible, motivating employees to take note of what he says and act to attain lofty goals set.

This study justifies the relevance of inspirational motivation. A patriarch adopts this to shed the sense of unchallenged power, over confidence in self efficacy, misplaced faith in intellectual prowess and propensity to neglect employees wilfully. The initiative denotes attitude change, which awakens his consciousness to connect to employees emotionally, fuelling collaboration and bonding between all. To strengthen them, he communicates eloquently the vision of a family firm's future. He exploits purposeful interaction to reassure all about the emergence of new practices, denoted by equal opportunity and equal reward. The rejection of bias is visible. The study clarifies how it elevates the trust of employees, stimulating the passion to explore new frontiers and find out what needs to be done to attain them. They provide the foundation of excellence, denoting the impact of –

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- judicious actions
- productivity improvement
- performance excellence

Further, this study explains why a patriarch adopts individualized consideration. Its adoption influences him to abandon parochial initiatives and conceal business secrets on the pretext of protecting the interests of family firm. The change inspires him to attach priority to empowerment of all. This enriches the abilities to think critically, take decisions, act independently to initiate decisive actions and attain business excellence. To promote them he seeks to know their skills, competence and capabilities. Such awareness is required to determine what needs to be done and improve them, leading him to train and mentor them. They enable him to disseminate hitherto unknown business knowledge, elevating learning about what can be done to manage its interests better. Awareness about it enriches the ability to realize goals set. Moreover, this study clarifies that intellectual stimulation is not embraced by the patriarchs in the GCCC. They lean significantly on a combination of transactional and autocratic practices. This drive to embrace them is attributed to lack of –

- learning
- experience
- readiness

The adoption of transformational leadership trait is required to control the weaknesses and change family firms in the region. It guides him to disseminate tacit, explicit and working knowledge, enabling employees to explore a problem and present a solution. He considers their transfer essential to enable all to discard old assumptions about a family firm's governance. Such knowledge transfer guides them to employ planned actions, surpass goals set, excel and compete in the GCCC.

Finally, the study reveals that a patriarch's overdrive to exploit admirable behaviour, display of convictions, emotional connect, articulation of vision, motivation to challenge assumptions, stimulation of creativity, mentoring and coaching breeds a false sense of leadership. This weakens unity of command, elevates indiscipline and magnifies disorderly actions. They dampen collective competence and impair the desire to act in time and attain goals set. Such failure weakens abilities to compete and sustain growth in the GCCC. Its alteration necessitates the adoption of transactional leadership qualities, like contingent rewards and management by exception in

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conjunction with idealized inspiration, inspirational motivation, individualized consideration and intellectual stimulation. Their combined application influences the motivation of employees to pursue judicious innovation, orderly measures to excel, surpass benchmarks set, compete and establish leadership in the GCCC.

Chapter-7: Conclusion & Critical Review

7.0. Introduction

The works of Barbuto (2005), Dastoor *et al* (2003), Dvir *et al* (2002), Heuvel *et al* (2006), Judge *et al* (2002), Nonaka (1997) and Rowold and Schlotz (2009) when reviewed in conjunction with Bowden (2008), Ceja *et al* (2010), Degadt (2003), Feltham *et al* (2005), Fiegenger *et al* (1994) and Malien (2001) explain the association between the adoption of transformational leadership by a patriarch; elevation of learning, innovative capabilities and competencies of employees; delivery of differentiated products and retention of performance excellence in the Gulf Cooperation Council (GCC).

An analysis of their views explains the relevance of a patriarch's adoption of idealized inspiration, inspirational motivation, individualized consideration and intellectual stimulation. It enables him to shed reliance on autocratic and coercive practices, denoted by centralization, parochial actions, nepotism, generational knowledge transfer, close supervision and punishment. At the same time, it enables him to display exemplary behaviour, set high moral standards, focus on self efficacy and attach priority to organization citizenship behaviour. He cultivates them to encourage employees to sink their differences with the family members and collaborate. He also inspires them to learn, acquire skills, competence and capabilities, heightening the resolve to –

- assume responsibility
- think and act creatively
- lead and excel

Such change motivates him to communicate purposefully and forcefully to connect to employees and appeal to them at emotional level, display confidence, establish the image of a role model and build trust. These allow employees in a family firm to gauge his expertise and business acumen, stimulating their passion to emulate him. He also communicates his vision of a family firm's future, reassures that challenges can be overcome to instil a strong sense of purpose, persuading them to manage and process resources, develop and deliver value added products, compete in the GCC and establish lead.

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He realises that communication of vision, values, passion and drive yield results when employees are empowered. Such realization leads him to –

- mentor and train employees
- elevate skills and capabilities to explore a problem
- identify its origin
- initiate actions to correct it
- redefine a family firm's business direction
- exploit new opportunities
- circumvent weaknesses
- innovate new benefits

They denote performance excellence. To sustain this, he consciously disseminates unknown knowledge, like business secrets, elevating learning and intellectual prowess. They inspire them to work independently, control actions and outcomes, attain goals and nourish a family firm's business growth.

Despite the novelties of transformational leadership traits, a patriarch realises that heightened decentralization, empowerment and expertise instil a false sense of leadership, influencing chaos, confusion, ineffective actions and indiscipline. They diminish a family firm's agility and efficiency, hindering collective abilities to –

- identify a new opportunity
- ascertain what needs to be done
- manage resources, process these and innovate new value

To alter such weakness, a patriarch embraces transformational and transactional leadership qualities, represented by idealized influence, contingent reward and management by exception. The interest to adopt them stems from his awareness that their combined application inspires employees to explore and innovate, keeping in mind the compulsion to perform, deliver results, excel and surpass benchmarks set, thus supporting a family firm's growth in the GCC.

7.1. Conclusion

A patriarch is required to adopt transformational leadership qualities, like idealized inspiration, inspirational motivation, individualized consideration and intellectual stimulation, to –

- connect to employees emotionally

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- win their trust
- inspire them
- assess their needs
- mentor them and elevate learning
- encourage creativity and innovative capabilities

They help a family firm to deliver differentiated products and retain competitive advantage in the GCC.

They highlight the importance of idealized influence, though the patriarchs in the GCC do not embrace the trait. The disinterest stems from lack of learning, training and experience. Despite the current lethargy to adopt the trait, it has to be adopted to attain performance excellence and growth of family firms. When it is adopted, a patriarch's abilities to display exemplary behaviour, initiate self change, abandon parochial actions and disseminate knowledge are enhanced. He exploits them to emotionally connect employees, inspiring them to identify with him. Concern for them inspires him to shed autocratic practices and nepotism to manage the best interests of a family firm, encouraging the employees to repose faith in his initiatives. The impact of his self transformation is visible, minimizing their anxiety, frustration and grievance. Their mitigation denotes the outcome of -

- equal opportunity
- recognition and creativity
- leadership

They motivate employees to take note of what a patriarch says and act to attain lofty goals.

To sustain such excellence, a patriarch is advised to embrace inspirational motivation to shed the –

- sense of unchallenged power
- misplaced faith in intellectual prowess
- propensity to neglect employees to conceal business secrets

His actions fuel collaboration and bonding between all. The impact of the departure from coercive practices is visible, signalling the emergence of equal opportunity and equal reward. They denote the impact of rejection of bias. This elevates trust of employees, influencing the resolve to explore new opportunities and find out what

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needs to be done to attain them. They also provide the foundation of performance excellence.

Further, a patriarch is suggested to adopt individualized consideration to abandon parochial practices to protect the interests of the family members. Such self initiated change inspires him to empower all, enriching their abilities to –

- think critically and take decisions
- initiate decisive actions
- deliver excellent result

To attain them, a patriarch assesses the skills, competence and capabilities of all. He uses such information to determine what needs to be done to improve them that leads him to train and mentor them. They enable him to disseminate knowledge required to manage business, elevating learning about what can be done to harness a family firm's interests.

Similar to idealized influence, intellectual stimulation also is not adopted by a patriarch. Its inefficient utilization encourages him to rely on a combination of transactional and autocratic leadership practices. He considers them necessary to strengthen performance. His heightened focus on them constricts a family firm's future development, signalling the consequence of neglecting intellectual stimulation. Such an action weakens dissemination of tacit, explicit and working knowledge, dissading employees to explore a problem and present solutions. He considers their transfer irrelevant at the initial stage of change, though employees are authorized to take decision and initiate decisive actions to speed-up change.

However, a patriarch's overdrive to exploit admirable behaviour, challenge assumptions, stimulate creativity, mentor and coach breed a false sense of leadership that impacts adversely unity of command, fuels indiscipline and disorderly actions. They impair desire of employees to excel and surpass goals. Such failure hinders a family firm's abilities to compete and sustain growth in the GCC. Alteration of such outcomes requires the adoption of contingent rewards and management by exception in conjunction with idealized inspiration, inspirational motivation, individualized consideration and intellectual motivation. The initiative influences the passion of employees to pursue judicious innovation, adopt orderly measures to excel, surpass benchmarks set, excel and compete in the GCC.

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In view of the above, this study examines how the adoption of transformational leadership by a patriarch in the GCCC elevates learning, innovative capabilities and competencies of employees to deliver differentiated products and retain competitive advantage. It examines the responses of the following employees, engaged in family firms in the region –

Interview	Number of Respondents
Quantitative	179
Indepth	12

Multiple Regression Analysis and Content Analysis are applied to explore the validity of their responses and draw inferences. Conclusions are presented from the viewpoint of –

- transformational leadership qualities, like idealized inspiration, inspirational motivation, individualized consideration and intellectual motivation
- motivation of employees to repose trust and faith in a patriarch
- articulation of vision; passion to mentor them
- learning and knowledge elevation, and resolve to think and act differently
- creativity elevation, goal attainment and compete

7.1.1. Conclusion from the first question of the study

How does a patriarch's ability to demonstrate conviction influence the employees in family firms in the GCC to repose trust and faith in him?

Data in Table – 2, 3, 4 & 5 (Appendix-8) and responses in Table-2 (Appendix-7) justify the association between a patriarch's ability to demonstrate conviction and influence of employees in family firms in the GCCC to repose trust and faith in him. His self belief to usher in reform is demonstrated in his actions to eliminate reliance on parochial measures, rejection of repression and coercion, favouritism of kith and kin, authorisation of undeserving family members and deprivation of deserving employees. The motivation to abandon them influences him to rely on knowledge and experience to take decisions, involve them and initiate actions to attain goals collectively. Moreover, to sustain these, he undertakes visible measures to connect to the employees at an emotional level. To do so, he monitors his own emotions as well (B=.479, Sig=.000). When this behavioural manifestation is linked to tangible actions

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to fulfil expectations of employees without external influences, their negative perceptions about him are mitigated. This diminishes anxiety, frustration and hostility. Thus a patriarch's credibility as a leader is enhanced. It energizes them to collaborate and thrive on shared vision that stimulates creative tension, innovation, creativity, authorization and leadership. The interpretation mirrors the views of Dvir *et al* (2000).

To reinforce such perceptions of employees, he communicates intensely and forcefully about a family firm's future, goal attainment and circumvention of barriers in the process. The responses of R1, R2, R3 and R10 demonstrate such outcome – *'proprietor informs us about the work, what needs to be done, how it can be done and the time available to complete it.....forceful explanation about them allows us to understand why they need to be followed.....purpose encourages us to work sincerely and complete the task set'*. Consequent awareness about them motivates them to explore new frontiers, initiate new actions, attain new goals and overcome all hindrances (B=.444, Sig=.000). They result in positive feeling, thinking and change. Their outcome yields trust and harmony among all, arousing the interest to take note of a patriarch's views and guiding principles. It energizes them to complete tasks in conformity to plan and excel - *'.....He guides us.....helps us to complete tasks within time allotted'*, reinforcing the impact of understanding the purpose behind action. The analysis conforms to the views of Heuvel *et al* (2006).

The display of conviction is given more credence by employees when they are in the know of a patriarch's exemplary behaviour, such as personal sacrifices for collective benefit (B=.076, Sig=.004) and commitment to own up moral and ethical consequences of a family firm's business decisions (B=.126, Sig=.000). These lead them to recognize him as a man of extraordinary power, resulting in the acceptance of his views, decisions and directions without any contradiction. They clarify the underlying reasons for his success to satisfy expectations without being influenced by others. The employees in a family firm thus, align with his vision, sink trivial differences, synergize and think collectively, act efficiently to source inimitable resources, process them to innovate new value, expand on scale, control cost, compete, occupy market space and grow in the GCC – *'our motivation to follow the owner and work hard is influenced by known his expertise, capabilities and command on the work.....encourage us to follow him and his suggested steps'*. The review relates to the views of Hartsfield (2004).

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However, the data in Table-3, 5, 14 and 18 (Appendix-8) when analysed, reveal that a patriarch's overdrive to cultivate the image of a great man does not foster congenial environment, fuel sense of purpose, mitigate nepotism, strengthen engagement and task completion. These are attributed to a misplaced sense of leadership and authority of employees. The flawed perception of empowerment leads them to seek freedom to take decisions and redefine the destiny of a family firm. When a patriarch reins in such propensities, the misconceptions of employees regarding the emergence of authoritarian traits are enhanced. This arouses negative perceptions, encouraging them to believe that he fails to –

- understand about business functions (B=.233, Sig=.054)
- combine knowledge and know-how (B=-.006, Sig=.063)
- control actions (B=-.006, Sig=.057)
- evoke trust (B=-.255, Sig=.067)

The impact of their flawed sense of self efficacy and self worth is visible, fostering chaos. The responses of R4, R6, R7, R8, R9, R11 and R12 imply that to mitigate this, a patriarch embraces contingent reward in conjunction with idealized inspiration. He links rewards to performance to instil objectivity, result orientation, commitment and sense of direction and excellence, which motivate them to work hard and complete task in time to secure salary. Moreover, the result oriented approach evokes healthy fear of job loss – *'He is ready punish..... increment freeze; termination from service;.....cannot afford to loose the job'*, rendering it feasible to promote high performance, delivery of value and the ability to compete in the GCC, establishing the claims of Dvir *et al* (2002) and Judge and Piccolo (2004) – excellence in a firm is sustained when a leader embraces transformational leadership in association with transactional leadership.

On the other hand, relating the above inference to the responses in Table- 2 (Appendix-7), contradicts the outcomes. This suggests that the more a patriarch explains the tasks in hand to the employees, the weaker is the conviction in his recommended actions - *'.....pose serious difficulties to complete to work allotted.....talk to them about such problem.....have to do whatever they say'*. Despite such weakness, they are motivated to give credence to his standpoint. This exemplifies faith in his abilities, suggesting that the deeper the negative perception about his competencies, the higher the interest to follow him. Such perception when

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elevated further, enhances the resolve of employees to overcome all hindrances and attain planned goals – ‘.....decided about work targets, methods and hand in dates.....thinks that no one in the firm knows how to work and as a result, it his responsibility to decide how work will be carried out by us.....believes that we are paid for what effort invested and results delivered’. It also points to a contradictory result, such as the absence of alignment between a patriarch’s standpoint and actions that inspire them to emulate his ideas and analyse their rationale. Such non alignment strengthens task completion in time, contributing to performance excellence and mission accomplishment, denoted by the ability to compete in the GCC – ‘He wants us to complete the job given.....member of family.....adopt harsh measures to extract output from us.....motivates us to complete the allotted job’.

The distortion noted above, remains unchanged even when he adopts transactional qualities. Heightened focus on transaction and objectivity represented by linkage between reward and task completion does not support task completion – ‘The absence of this poses serious challenge.....manage this independently results in our failure to achieve the targets’. The failure to complete tasks cements job continuity – ‘.....there is problem, he does not want to listen.....will punish us.....do not like to continue in the firm..... we have limited options’. This is complemented by a patriarch’s reticence about plans, tasks and goals. In the context of a family firm, the result contradicts the theoretical validity of the association between transformational and transactional leadership. Further, the data in Table-2 (Appendix-7) clarify the consequence of such contradiction. The responses favour autocratic practices.

The conclusion requires a patriarch to be trained first before adopting transformational and transactional leadership qualities that are dissimilar from autocratic leadership traits. Such training is desired to diminish the reliance on aggressive decentralization and authorization, command and control to drive employees to assume responsibility, take the lead, initiate actions and deliver results. It enables a patriarch to embrace transformational and transformational leadership traits judiciously, rendering it feasible to provide positive emotional stimulus. This influences employees to view his standpoint favourably, instilling a sense of impartiality, diminishing anxiety and frustration. A balanced adoption of both leadership styles is necessary to promote their passion to identify with him and

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emulate his behaviour and actions. They motivate them to endorse his initiatives, replicate actions, participate voluntarily to manage and process resources efficiently to deliver unique products and compete.

7.1.2. Conclusion from the second question of the study

How does a patriarch's ability to articulate vision eloquently persuade the employees in family firms in the GCC to think and act differently?

Data in Table – 6 & 7 (Appendix-8) and responses in Table-3 (Appendix-7) explain why eloquent articulation of vision by a patriarch and stimulation of employees in family firms in the GCC to think and act differently are related. He communicates openly to present his views about its future, draw a roadmap and define preferred initiatives to attain it. It inspires employees to align with his belief of a family firm's desired direction ($B=.467$, $Sig=.000$). Their inspiration is heightened when awareness of such belief fuels hope and heightens desire to surpass benchmarks set, providing meaning for tasks in hand. Such learning motivates the employees to see new opportunities ($B=.086$, $Sig=.007$) and capitalise them to advance a family firm's interests ($B=.186$, $Sig=.000$). When they are empowered, the motivation of a patriarch to authorise them to take decisions and reward success is enhanced. They denote a clear departure from the propensity to use repression, favouritism and deprivation to compel them deliver results. The motivation to abandon such coercive practices influences him to rely on their –

- learning and empowerment
- involvement and initiation of actions
- goal attainment

They mitigate anxiety and frustration, aiding cohesion, collaboration ($B=.475$, $Sig=.000$), resource sharing, creative thinking, innovative actions and performance excellence. The impact of a patriarch's change is thus visible. The inference relates to the views of Hall *et al* (2002).

To complement such initiatives and enhance motivation of employees, a patriarch discusses the future goals of a family firm eloquently, links them efficiently to its future growth and clarifies the importance of their attainment. These are visible from the responses of R1, R2 and R3 – ‘.....proprietor discusses the firm's future.....

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explains in detail what needs to be done to attain such goal.....the necessity to attain it.....justifies how such attainment is linked to the firm's retention of competitive lead'. He shares knowledge and experience to explain and inspire all, comprehending fully the purpose of actions discussed – '*Awareness about purpose lends meaning for the work at hand*'. This lends meaning to the tasks in hand, inspiring them to explore new frontiers and initiate new actions to realise them, occupy a distinct position in a market and compete – '*.....explains in detail the necessity to attain them.....attainment is necessary to compete in the GCC and retain lead*'. They signal the outcomes of intellectual prowess to think and act differently – '*.....inspires us to think and initiate actions to surpass goals set by the proprietor*'. They clarify why a patriarch nurtures exciting new business possibilities (B=.237, Sig=.007) and expresses confidence in goal attainment. In the context of the above, the views of Barbuto (2005) and Charbonneau (2004) are found relevant.

The responses of R1, R2 and R3 when interpreted reveal the usefulness of a patriarch's eloquent and persuasive communication regarding a family firm's vision, mission and goals. Employees consider these as guiding principles. These are used to develop realistic roadmap, enabling them to think and act judiciously, deploy extraordinary effort and overcome all obstacles to realise a family firm's mission. They are attributed to a patriarch's transformation, demonstrating exemplary qualities and competencies to take a family firm's business decisions. The awareness about such extraordinary acumen leads employees to follow him, align with his vision, sink trivial differences, collaborate and contribute collectively, act differently to source resources, process them to develop hard to copy products, compete and grow in the GCCC. With reference to the above, they conform to the views of Avolio and Gardner (2005) and Dastoor *et al* (2003).

On the contrary, further analysis of data in Table-6 &7 (Appendix-8) and responses in Table-3 (Appendix-7) explains a misplaced notion regarding a patriarch's enthusiasm to articulate a family firm's vision. The initiative is linked inadvertently to authorization of employees to think about new ideas, directions, drive and measures to set tasks independently and attain them. In reality, he at times does not explain clearly its future (B=.032, Sig=.065) and demonstrates low interest to train and empower them – '*No.....owner does not tell us anything about the future of his firm.....learning about it would be of help to know why we have to attain stiff work*

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targets.....will encourage us to contribute voluntarily'. It appears from the responses of R4 to R12 that he pursues the strategy to control a false sense learning and capacity development, diminishing the propensity to indulge in actions that are not approved. It is also pursued to mitigate a flawed sense self fulfilment under the pretext of innovation and excellence attainment. When such initiatives are embraced, the misconceptions of employees regarding the emergence of authoritarian traits are enhanced. This arouses negative perceptions, encouraging them to believe that he neglects their learning to sell products - 'Knowledge about the purpose helps us to realize why set a specific sale target for us.....access new territory.....inspires us to attain sales target, support market share acquisition, generate profit and contribute to value building'. This impacts adversely their motivation to retain clients and acquire market space, compromising the interests of a family firm.

To mitigate the adverse impact, noted above, a patriarch embraces contingent reward in conjunction with inspirational motivation. He links rewards to performance – '.....helps us to secure promotion, earn higher salary.....secure recognition...' to –

- instil result orientation
- sense of excellence

They motivate employees to explore new avenues, enrich performance and secure rewards – '.....motivate us to explore new avenues to improve upon performance..... consequence of his persuasive and forceful explanation is visible'. They also provide the foundation of a family firm's success in the GCCC, mirroring the standpoints of Bass and Steidlmeier (1998) – '*best results are attained when transformational leadership qualities are founded on transactional leadership qualities*'.

On the other hand, relating the above inference to the responses in Table- 3 (Appendix-7), disagrees with the outcomes. The responses of R4 to R12 imply that the more a patriarch discusses the future goals with the employees, the weaker is the motivation to link them to future growth of a family firm. Notwithstanding such distortion, they are motivated to support his viewpoint. However, his passion to communicate the necessity to attain goals yields no result, denoting the outcome of ignorance of employees to take note of it. It hinders performance, reinforcing the development of negative perception. Such perception when elevated further, evokes

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fear, leading employees see meaning for work at hand. This improves their motivation to contribute voluntarily and complete planned task, accomplish mission and compete in the GCC. This distortion remains unchanged even when he adopts transactional qualities. The focus on transaction and rationality complemented by performance excellence and reward fails the search for new ways of doing things improve performance. Moreover, the responses in Table-3 (Appendix-8) explain the outcomes of such contradiction. This elicits responses in favour of autocratic practices.

The conclusion demands that a patriarch tempers his desire to be considered a self actualized individual. He is also required to control the propensity to pose as a visionary before complete internalization of change happens. Further, it is necessary for him to adopt a balanced transformational and transactional approach. This is necessary to mitigate the tendency to either decentralize or centralize injudiciously. It enables him to guide the employees objectively, authorize ones who are competent and govern the best interests of a family business. They inspire them to give credence to his views, endorse his initiatives, participate spontaneously to manage resources and deliver unique products and compete.

7.1.3. Conclusion from the third question of the study

How does a patriarch's passion to challenge conventional assumptions enhance the creativity of the employees in family firms in the GCC?

Data in Table – 8 & 9 (Appendix-8) and responses in Table- 4 & 6 (Appendix-7) explain why a patriarch's passion to challenge conventional assumptions and enhancement of creativity of the employees in family firms in the GCC are related. To enhance creative competence, he mentors and trains employees and disseminates knowledge, enhancing learning to analyse a problem, decipher it and define a solution. They manifest in the abilities to see realities and select rational actions, thus discarding conventional beliefs and practices. A patriarch to sustain these assesses their competence to think rationally ($B=.047$, $Sig=.000$). The initiative enables him to understand the knowledge gap and what is required to be done to bridge it. They also allow him to identify learning requirements ($B=.023$, $Sig=.000$). Awareness about them allows him to tailor on the job mentoring and training programs, ensuring that their leaning and skills acquisition while working are enhanced. Efficient conversion of tacit knowledge into explicit knowledge reveals hitherto well guarded business

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secrets. When they are further trained, explicit knowledge thus acquired is converted further into working knowledge, elevating the competence of employees to put knowhow about business into practice, enriching their abilities to take key decision (B=.020, Sig=.000) about resource management, develop and deliver high value products in a market. The development of such holistic competence implies a patriarch's conscious initiative to renounce measures, like parochialism, nepotism and favouritism, and embrace equal opportunities, collective empowerment, minimization of bias, migration from repressive practices to democratic practices. Their prevalence signifies his drive to transform a family firm into a learning entity, extending the opportunities acquire competence, assume responsibilities, take business decisions and use these to manage businesses efficiently (B=.029, Sig=.002). They provide a sense of security and satisfaction to employees, fostering purposeful engagement, collaboration, cohesion and excellence, conforming to the views of Engelbrecht *et al* (2005) and Nonaka *et al* (2006).

It is evident from the responses of R1, R2 and R3 (Appendix-7) that to augment such measures and improve learning of employees in a family firm, a patriarch seek train employees, enabling them to understand why an action is needed to complete a specific task – *'The proprietor.....train and guide us all.....improve our learning about plans and actions'*. This allows them to evaluate a set of desired strategies and select the one that is most suitable to deliver best value – *'..... contribute and improve resource usage, build differentiation.....'*. Such maturity when noted by a patriarch, motivates him to present the big picture, explaining clearly the future of a family firm. Comprehension about this arouses the resolve of employees to assume responsibility to search for a solution judiciously and participate to deliver new benefits. The usefulness of knowledge dissemination and capability elevation to authorize and decentralize is thus demonstrated, influencing the agility of a family firm. When it acquires such agility, the collective capabilities to innovate is enhanced, guiding it to deliver differentiated product, compete and lead in a market – *'.....know what to do and how to do it, our abilities to contribute to the achievement of future goals is enhanced.....abilities of the firm to compete in the GCC and support competitive lead'*. This provides the foundation of its graduation to a successful business entity. The interpretation conforms to the views of Kelloway *et al* (2000) and Nonaka (1997).

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On the contrary, further review of data in Table- 9 (Appendix-8) and responses in Table-4 (Appendix-7) explains the apathy of a patriarch to listen to an employee (B=.028, Sig=.081), analyse his needs and initiate actions to empower him. Their failure is attributed to inadequate change and consequent immaturity to gauge the relevance of knowledge dissemination to aid decision making (B=.019, Sig=.060). Its dilution obscures their intellectual prowess, discouraging new thinking, actions and value creation. Such failure inhibits alignment between the actions of employees and a family firm's central direction, mission and goals. The negative consequence of a patriarch's neglect of training and mentoring is visible (B=.122, Sig=.059).

The outcome, noted above, arouses negative perceptions, encouraging them to believe that a patriarch neglects learning employees. The apathy to mentor and develop employees and at the same time retain conventional practices weakens production in a family firm, impacting productivity adversely. The failure to understand the relevance of training and knowledge dissemination impoverishes the capabilities to initiate actions to attain goals and compete, thus compromising performance excellence – *'The present practice to impose targets needs to change.....underlying meaning of setting new lofty sales targets.....owner and Directors need to take decisive steps to improve.....competence to set sales budget, capabilities to acquire new customers'*. The absence of these influences the failure to –

- generate profit
- sustain competitive lead

To mitigate such adverse outcomes, a patriarch embraces contingent reward in conjunction with individualized consideration. He links the retention of employment to –

- self investment, knowledge and competence acquisition
- competence development and performance excellence

They provide the foundation of a family firm's success. The interpretation mirrors the combined views of Politis (2004), Ceja *et al* (2010) and Degadt (2003) – *'organizational enrichment is sustained when transformational leadership is adopted in conjunction with transactional leadership'*.

On the other hand, relating the above inference to the responses in Table- 4 & 6 (Appendix-7), disagrees with the outcomes. The responses R4 to R12 imply that the

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more a patriarch gives priority to training employees, the weaker is their learning and understanding about future actions. Despite such flaws, inadequate training improves their abilities to find out why an action is desired, though such learning fails to help them to evaluate alternative courses of actions and select the best one. It retards their abilities to complete assigned tasks, such as production, compromising goal attainment – *‘At present we are following the production process suggested.....we do nothing to change the production process to improve productivity - material usage, machine usage.....product quality improvement, develop product differentiationTraining can help us.....attain future goals of firm’*. When the inference is linked to the data in Table-17 (Appendix-8), conflicting results are noted. Wilful neglect of mentoring and training employees impairs empowerment (B=.184, Sig=.140) but such weakness enhances the abilities look at a problem differently, analyse it and draw logical conclusions. However, such proficiency fails to merit any consultation for improvement (B=.140, Sig=.067). The flawed notion of guidance to contribute and attain goals is demonstrated. It constricts endowment of skills and competence manage tasks effectively, impoverishing dynamic capabilities and leadership. Such shortcoming renders it difficult to complete planned tasks, accomplish missions and compete in the GCC.

The conclusion demands that a patriarch seeks guidance to control the overdrive to embrace transactional leadership traits, contingent reward and management by exception. He is also required to control bias against the known weaknesses of transformational leadership practices. It is necessary to train employees to enhance their abilities to contribute and enhance performance. The propensity to link training to authorization, multiplicity of leadership and indiscipline is best avoided. On the contrary, he is required to judiciously train employees to sustain organization renewal, improve resource management practices, innovate differentiated products and compete in the GCCC.

7.1.4. Conclusion from the fourth question of the study

How does a patriarch’s resolve to attend to the needs of employees elevate their motivation to attain higher order goals of family firms in the GCC?

Data in Table – 10, 11, 12 & 13 and Table- 17, 18 & 19 in Appendix-8 when analyzed explain why a patriarch’s resolve to attend to the needs of employees and elevation of

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motivation to attain higher order goals of a family firm's in the GCCC are related. To empower them (B=-.348, Sig=.003), strengthen creative thinking, facilitate exploration of problems and find viable alternatives he attaches top priority to learning. He sustains this with the help of purposeful discussion and contradicts the validity of conventional beliefs about management of a family firm (B=.506, Sig=.000). They stimulate creative thinking and innovation, denoting the impact of knowledge conversion, represented by transformation of tacit knowledge to explicit knowledge and further into working knowledge. The internalization of this enables employees to think and act judiciously in work place. Awareness of such efficacy motivates a patriarch to authorize them. When the belief in their maturity is elevated, his interest to seek their suggestions is enhanced. It instils a sense of pride, encouraging them to collaborate, act collectively, attain performance excellence and surpass goals.

The above analysis highlights the impact of transformation of an autocratic leader into a forward thinking one, who rejects division and embraces new values, encouraging him to attach priority to equal opportunity, advancement and agility. When employees take note of these, their belongingness is enhanced. To sustain this, win trust and respect of employees in a family firm, a patriarch guides them to act in conformity to its culture and contribute to goal attainment (B=.368, Sig=.007). They are the consequences of his intellectual stimulation, supporting voluntary engagement, goal attainment and performance excellence. The inference is in agreement with the view of Nonaka *et al* (2006), Reid (2009) and Rowold and Schlotz (2009).

Further, the responses in Table-5 (Appendix-7) highlights the initiatives of a patriarch to disseminate knowledge and improve learning of employees in a family firm. His drive to train employees aids learning – 'Training is required to improve our skill and competence to develop business strategy.....take decisions to improve operations'. They enable them to use inputs efficiently, denoted by judicious processes management, strengthening the abilities to manage resources better. When they are in the know of how to manage processes, tasks are rendered efficient, the abilities to complete tasks in conformity to a schedule is enhanced, providing the foundation of productivity improvement – 'Training will surely help us to learn about production techniques and use inputs efficiently.....comprehend about alternative measures to improve systems.....solve the problems and improve

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production'. The visibility of such outcomes fuels a patriarch's passion to decentralize and authorize. These improve decisions to innovate and deliver unique output, accentuating the collective abilities of a family firm to compete and lead in a market. The interpretation conforms to the views of Kelloway *et al* (2000) and Nonaka (1997).

On the other hand, an interpretation of data in Table- 17, 18 & 19 (Appendix-8) highlights a patriarch's disinterest to give priority to intellectual stimulation. This stems from his passion to control the excesses of transformational leadership. As a result, he demonstrates distinct interest to combine contingent reward and intellectual stimulation. He uses negotiation to let employees know about performance benchmarks and what is expected of them, the absence of authorisation to take decisions ($B=-.019$, $Sig=.007$) and the link between performance and rewards. He embraces such measures to instil order and discipline; and mitigate the propensity to indulge in a false sense of leadership. These enable him to sustain unity of command and orderly action ($B=.009$, $Sig=.008$) signified by the absence of empowerment. The adoption of this strategy mitigates wastage of input and improves delivery of top quality output, rendering it feasible to attain mission set.

Moreover, the above analysis when linked to the responses in Table- 6 (Appendix-7) reveals the disinterest of a patriarch to share knowledge and experience with the employees. His apathy retards their intellectual maturity. In such a situation, focus on knowledge dissemination does not encourage him to authorise and decentralize. In spite of such weaknesses, limited learning enriches a family firm's agility and product differentiation, which is the source of competitive advantage – 'Mentoring and training is expected to elevate our dynamic capabilities to think differently, act differently.....acquire new client.....contribute to growth of profit'. It is also noticeable that the poorer the intellectual prowess and collective capabilities to think and act differently to initiate actions in new direction, the higher the seriousness to support a family firm's graduation into a major business entity – '.....they enable the firm's ability to occupy market space.....foster its graduation into a conglomerate in the GCC'. When responses of R1 to R12 are analysed, the impact of shortcoming is demonstrated – 'it weakens abilities to attain planned tasks and performance excellence in the GCCC'.

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In the final analysis it emerges that a patriarch exhibits unfounded fears that knowledge dissemination leads to chaos, indiscipline and injudicious decisions. In view of this it is necessary to depend on professional knowledge management specialists to transfer knowledge objectively. It is also relevant to desist from embracing transactional leadership practices and aggressively pursue contingent reward, close supervision, intervention and control. The overuse of such approach generates a feeling of insecurity regarding the emergence of repressive regime. As a result, a patriarch would do well to assume the role of a knowledge agent and focus on organization renewal.

Chapter-8: Conclusion

8.0. Conclusion

This study was undertaken due to the interest to explore the prime reasons for the failure of family firms, the role of patriarchs in this and inadequate contribution to economic progress of the countries in the GCCC. These influenced the formulation of the aim of the study –

The purpose of the study is to examine how the adoption of transformational leadership by the patriarchs in GCC elevates learning, innovative capabilities and competencies of employees to deliver differentiated products and retain competitive advantage.

In addition, the works of Bass *et al* (2003), Conger and Kanungo (1998), Degadt (2003), EDB report in 2009, Friedman (1990), Judge and Piccolo (2004), Hoelscher (2002), PwC report 2007 and Saddi *et al* (2009) are considered. The authors were used to assess the utility of transformational leadership traits to improve performance of family firms. Their theoretical standpoints were related to the reports of EDB and PwC, gauge what can be done to change the patriarchs in the GCCC and transform their firms. The authors suggested that the leadership traits help to discard autocratic practices, harness talents, empower them to take business decisions and authorize deserving employees

The first objective – ‘To find the impact of a patriarch’s adoption of idealized inspiration on the motivation of employees in family firms in the GCCC to give credence to his views’. Judge and Bono (2000) were interpreted to formulate the association between personality and idealized influence. To explain their validity, the transformational trait was interpreted from the viewpoint of Big Five Traits, namely extroversion and openness to experience. Extroversion shapes a leader’s motivation to treat employees humanely and manage them fairly, influencing them to respect him. Such a leader utilizes forceful communication of vision, views and judgement to demonstrate expertise. Awareness about this inspire employees to give credence to his recommended actions, initiate decisive actions and attain goals set. Moreover, openness to experience is linked to leader’s creativity (Mester *et al* 2007), guiding

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employees to discard traditional practices, reject flawed perceptions and change (Jandaghi *et al* 2008). They influence performance excellence.

The present study, covering Bahrain, Kuwait and Qatar, failed to establish association between idealized influence and motivation of employees to attach priority to give credence to a patriarch's views. The failure implies that his capabilities, commitment and readiness to understand business functions and demonstrate sound judgement, work with employees to attain a firm's goals, make personal sacrifices for the benefit of all and control actions and outcomes effectively blur senses of purpose and meaning for tasks. Blurring of these dampens the resolve of employees to excel and surpass barriers. Moreover, the outcome corresponds to the views of Dastoor *et al* (2003), Heuvel *et al* (2006) and Breton-Miller and Miller (2006). It reveals a patriarch's disinterest to shed autocratic practices and embrace idealized inspiration. This explains the absence of readiness to embrace idealized influence by the patriarchs in the GCCC.

The second objective – 'To explore the impact of a patriarch's adoption of inspirational motivation on the inspiration of employees in family firms in the GCCC to surpass benchmarks set'. Barbuto (2005) interprets inspirational motivation in terms of personality, relating the trait to attitude and emotional outlook. It magnifies a leader's ability to explain clearly a firm's future. Awareness about this enhances the motivation of employees to accept responsibility, utilize higher than required effort and attain its goals (Dvir *et al* 2002). When the trait is embraced, a leader's passion to challenge conventional thoughts and traditional beliefs is heightened (Hall *et al* 2002). They inspire employees to find out new ways to approach a task and attain higher order results (James, 2001), providing the foundation of performance excellence (Newcomb, 2005). This signals the impact of loyalty, respect and trust of employees toward a leader.

The results of the present study, covering Bahrain, Kuwait and Qatar, do not justify conclusively the association between a patriarch's inspirational motivation and drive of employees to surpass benchmarks. They suggest that a patriarch in the GCCC utilizes mastery to communicate and explain the importance of attaining results. The initiative allows him to establish the relevance of goal attainment. His decisive focus on this influences employees to repose trust in his views, values, vision and guidance.

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These influence their loyalty and interest to follow him, motivating them to think and act judiciously. Moreover, such motivation evokes a sense of duty, influencing their commitment to manage efficiently a family firm's operations and attain results. The outcome highlights a patriarch's leaning on management-by-exception, justifying the standpoint of Dvir *et al* (2002). They justified the necessity to integrate transformational and transactional leadership traits, suggesting that transformational leadership to yield desired results must be founded on transactional leadership. Their adoption elevates focus on disciplined innovation and excellence. The drive for these is prevalent in the family firms in the region.

Third objective – 'To assess the impact of a patriarch's adoption of intellectual stimulation on the resolve of employees in family firms in the GCC to learn and employ knowledge'. Yukl *et al* (2002) explains intellectual stimulation from the viewpoint of change behaviour. It inspires a leader to focus on scenario audit, initiate change, promote creative thinking and take personal risk to implement change. Scenario audit is used to learn about economic, social, legal and political realities in a market. Awareness about these allows a leader to discern competitive pressure. In their work Yukl *et al* (2002) mention Kotter (1996) to explain why knowledge about them enables him to pinpoint what needs to be done to change, and exploit available opportunities. Such actions mitigate a firm's exposure to threats and risks. The authors refer to Bass and Avolio (1990) to justify how an intellectually empowered inspirational leader leverages such knowledge to challenge traditional assumptions of employees about a firm's culture and practices (Spender, 2008), their roles and its key activities. His initiative elevates learning about the flawed practices of employees (Boerner *et al* 2007), enhancing understanding about the measures needed to correct them (Calantone *et al* 2002).

The results of the present study, covering Bahrain, Kuwait and Qatar, fail to justify the association between a patriarch's intellectual stimulation and learning elevation of employees. A patriarch in the GCC demonstrates hardly any interest to share tacit knowledge and experience to improve learning of employees. The absence of the interest to share knowledge is signified by his resolve to cling to traditional practices, like generational knowledge transfer, authorization of undeserving family members, centralization and command and control. He attaches least priority to learning of

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employees, hindering the abilities of employees to think objectively and assess a family firm's internal and external environment. He embraces such regressive practices to retain discipline and order. Promoting innovation is not a priority. Such practice hinders the abilities of employees to comprehend what needs to be done to leverage the strengths to overcome weaknesses and threats. These signal the absence of intellectual prowess. When such strategy is exploited, the empowerment of employees in a family firm is mitigated, which retards their abilities to analyse desired actions, manifesting the impact of inefficient thinking. This weakens their abilities to assume responsibility, process available resources and deliver products, signalling performance erosion.

Fourth objective – ‘To ascertain the impact of a patriarch's adoption of individualized consideration on mentoring of employees in family firms in the GCC.’ Harland *et al* (2005) define individualized consideration as a patriarch's resolve to enquire about the needs and demands of employees. He acts as a mentor to enhance their optimism, resiliency and creativity. He also gives employees patient hearing to understand their concerns. Awareness about these allows him to equip employees to learn about what needs to be done and how to do it (Crawford, 2004), which elevate their abilities to assume higher order responsibility, take decisions to employ resources (Halawi *et al* 2005) and deliver benefits. Efficient management of these elevates goal attainment. This manifests the favourable impact of self efficacy of employees, which enable them to cope with internal and external changes and challenges. Further, the adoption of the trait by a leader influences him to guide them, manage tasks and teams in demanding conditions and adopt dynamic decisions (Antal *et al* 2000).

The results of the present study, covering Bahrain, Kuwait and Qatar, do not justify fully the association between a patriarch's individualized consideration and capability enhancement of employees. Its adoption manifests in a patriarch's initiative to abandon nepotism and generational knowledge transfer in the pretext of protecting the interests of family. The change encourages him to give credence to a family firm's overall development. This seems to motivate him to attach priority to empowerment of employees, enriching their abilities to think critically, take decisions and initiate decisive actions to attain business excellence. To support these, he seeks to know the capabilities of all and determine what needs to be done. Such awareness shapes his

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actions, such as mentoring and knowledge sharing. Some patriarchs in the region use them to enhance skill and competence of employees, fostering their abilities to recognize goal, internal and external realities, and position in a market. Learning about these provides the foundation of purposeful actions in the GCCC. On the other hand, the results of this study highlight the disinterest of a patriarch to mentor employees. He believes that all employees cannot be leaders and decision makers. The resistance originates from his perception that multiplicity of leadership dampens unity of command. When this is compromised, indiscipline, dissention, frustration and loss are enhanced. As a result, a host of patriarchs in the region attaches least priority to empowerment of employees, mentoring and training.

Hypotheses – A host of noted authors, like Harms and Credé (2010) and Rafferty and Griffin (2004), and their contributions were reviewed to develop two null hypotheses. The work of Harms and Credé (2010) rejected the popular assumption that transformational leadership traits, namely idealized influence and intellectual stimulation, and employee motivation are related. It revealed from their analysis of estimated true correlation (ρ) that emotional intelligence and transformational leadership traits are unrelated. The values of ' ρ ' involving EI (.16) and transformational leadership (.14) are inadequate, suggesting that idealized influence and intellectual stimulation are not influenced by empathy, self emotion, self awareness and emotional stability. Similar outcomes were also noted in the work of Bono and Judge (2004).

Similarly, the results presented by Rafferty and Griffin (2004) do not uphold the association between the transformational leadership traits, which is attributed to latent factor inter-correlations (.94). This implies that the adoption of such traits by a leader does not evoke loyalty of employees. This denotes his inability to unite them emotionally, elevate their intellectual prowess and influence resolve to surpass barriers and attain the goals. For example the authors noted no association between inspirational communication and vision. An interpretation of the authors clarifies why a patriarch resists adoption of transformational leadership traits, leading him to attach priority to centralization, close supervision, punishment, order (Pastor and Mayo, 2006) and discipline to promote a family firm's performance.

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The results of this study established the validity of the first and second null hypotheses, implying that a patriarch in the GCCC is inclined to embrace autocratic traits, though they seek to adopt transformational and transactional leadership traits, namely idealized influence and management-by-exception. The preference to resort to autocratic leadership behaviour stems from a patriarch's perceived notion of intellectual superiority ($p=.099$) and self worth. Such self perception motivates him to direct and govern the actions of employees in a family firm. It leaves no room for anyone in such a firm to recommend new ways to manage tasks, stimulating him to supervise actions of employees and outcomes closely and evaluate these vis a vis the goals set ($p=.009$). A patriarch in the GCC uses repression, coercion, command and control when any deviation from such goals is noted. They are exploited by him to command respect and ensure disciplined actions. The preference for such measures originates from his commitment to promote best interests of family and its members.

Moreover, the reliance on autocratic and transactional traits dissuades a patriarch in the GCCC to share tacit knowledge and experience to enhance the learning of employees, signalling his passion to cling to traditional practices, such as generational knowledge transfer, authorization of undeserving family members, centralization and command and control. He pays least attention to their learning to fuel the abilities of all to think objectively and assess a family firm's environment ($p=.001$). He uses such practices to retain discipline and order rather than promoting creativity and innovation ($p=.090$).

8.1. Implications

While a host of theoretical implications was noted, this study also presents a number of contributions for the patriarchs, family members, managers and executives in family firms. For example, it appears that the protection of best interests of family firms requires patriarchs to embrace inspirational motivation and individualized consideration in conjunction with contingent reward and management-by-exception. The initiative is necessary to encourage patriarchs to seek disciplined change. Focus on it is recommended for self transformation of patriarchs and their management practices. Decisive actions regarding these are advocated to guide family members to learn, change and support the growth of firms and sustain it. Their transformation

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assumes importance due to that they are authorized to manage operations and employees day to day. It is needed to minimize dependence on repressive practices and embrace management practices that are founded on objectivity and reasoning. Adherence to them is imperative to elevate their skills to understand responsibilities, accountabilities, scope of work and governance. Considered prioritization of actions to change is also necessary on the part of patriarchs to grapple with the demands of changing business conditions and socio-political challenges to support the growth of their firms.

The findings emphasize the need for judicious focus on mentoring of all the employees in family members in the GCCC. Patriarchs in such firms are required shed to propensity to conceal business processes in the name protecting intellectual property and interests of family members. Such perceptions do not yield value in the long run. The best interest of the family business is served when each and every family member and employees in conjunction with the patriarch renew skills and competencies necessary to manage change, resources, business processes and clients. In a resource shy environment the patriarchs are required to take lead, transfer tacit part of the knowledge and guide all in the workplace to learn and acquire the skills to complete tasks efficiently. All these are feasible only when patriarchs are receptive to the needs and aspirations of the employees and are ready to use dialogue to assess and communicate perceived solutions. This initiative would be instrumental in changing mindset of all the stakeholders in family firms forming the basis of their performance excellence.

The findings point to the pitfalls of glossing over stark realities that reflects total intellectual impoverishment of leadership culture. Their lack of vision is seen in their preoccupation with day to day operations and transactions rather than on policy and creation of new opportunities for the family firms. They findings also point to the fact that the patriarchs are oblivious to the need to change the way they behave, perceive, think, judge and act. They also reveal a gap in their intellectual development and as result, the motivation to change such deficiencies is non existent. They constitute the primary reason for all malaise in the family firms in the GCCC. Time has come for the patriarchs to think constructively to learn and take determined actions to mitigate nepotism, discrimination and generational power transfer. They also indicate a

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possible solution, which require a decisive effort on the part patriarchs to promote professionalization and culture of rationality in their firms.

Finally, this study provides a possible solution to the patriarchs in the GCCC to change the way they behave, perceive and act, nurture and empower employees, and harness relationship to improve internal culture of family firms. Such change is required to enhance participation of employees in decision making to acquire and utilise resources efficiently. Such initiatives complement innovation of products and services, resulting in growth and sustainability of family firms in the region.

8.2. Recommendation for Practice

In the context of the GCCC, it is pertinent to note that the interest to adopt and apply transformational leadership style is recent origin. As a result, its practice is yet to be perfected. In such a condition the heightened passion to apply it aggravates the problems mentioned in Chapter-6. It does not facilitate their resolution fully. In this case, the following are recommended to alter the situation.

i. The patriarchs need to be educated about transformational leadership style and trained to apply it systematically in practice. Sustained education and training are required to change his behaviour that can be exploited by him to transform a family firm's internal cultural. They enable him to embrace transformational leadership qualities, like idealized inspiration, inspiration motivation, intellectual stimulation and individualized consideration. Their internalization is necessary to influence him to communicate eloquently, guide and train employees, inspire them to collaborate and act. They heighten empowerment of employees, which is considered necessary to promote new thinking, inspiring them to attain collective excellence. The role of a patriarch's training and learning is thus justified.

The drive to embrace such democratic leadership practices needs to be controlled. At the nascent stage of change, their adoption is known to fuel over authorization that weakens the following:

- 'unity of purpose' and 'chain of command';
- disciplined thinking and orderly actions;

Their impairment leads to chaos, which hinders the abilities of employees in a family firm to perform efficiently and attain goals set. These are aggravated further when a

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patriarch decentralizes authority rapidly, encouraging employees to shirk duty. This weakens a family firm's overall agility, hindering the prospect of business excellence.

In view of the above reality, a patriarch may do well to embrace transformational leadership qualities in conjunction with transactional leadership qualities. Judicious adoption of such qualities heightens his motivation to relate task completion to reward attainment or goal realization failure to punishment. Awareness about these motivates the employees to act and perform in conformity to the strategic intent of a family firm. A patriarch's reliance on transactions enhances their maturity to negotiate rationally. This influences him to invest in infrastructure, capital, inputs, systems and processes, and governance. Their optimal use yields value added products, denoting performance excellence. This supports the orderly migration of a family firm to a conglomerate.

ii. In the nascent stage of such self learning and self initiated change, the patriarchs in the region need to seek the services of experts in order to acquire the attributes and act. Engagement of such experts is necessary to disseminate knowledge, promoting learning, competence and capabilities of patriarchs. Their intellectual maturity is necessary to abandon autocratic practices and embrace transformational leadership qualities, like idealized inspiration and inspirational motivation, in association with transactional leadership qualities, like management-by-exception. Guided adoption of such qualities strengthens the following:

- re-examine critical assumptions;
- seek different perspectives to solve problems from different angles;
- rethink ideas that have never been questioned in the past;
- monitor actions and performance of employees;
- use corrective measures to control flaws;
- conform to benchmark set and surpass it;

Learning about how to blend these allows a patriarch in a family firm to initiate decisive actions, challenge employees and inspire them to think about problems differently. Such thinking denotes the consequence of a patriarch's learning about knowledge dissemination techniques. Exploitation of these fosters transfer of tacit, explicit and working knowledge. Internalization of these on the part of employees is necessary to enhance creativity and innovation in a family firm. These are required to promote experimentation with new ideas and approaches, developing and delivering hard-to-copy products.

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They reinforce the utility of a patriarch's intellectual stimulation, enabling him to guide employees to review judiciously the ideas and opinions. Disciplined usage of these allows them to solve work related problems, initiate rational actions, monitor these, control flaws, deliver valued added products, compete in the GCC, grow and graduate into a conglomerate.

iii. The patriarchs must be made aware that their training alone is inadequate to yield the desired outcome. Employees in the family firms need to be mentored simultaneously in conjunction with uninterrupted assessment of performance, intervention, punishment and correction of flaws. Blended usage of such measures is desired to enable a patriarch to embrace individualized consideration and exploit it objectively. Its rational usage allows him to be in the know of the employees' needs, aspirations and demands. The adoption of the trait enables him to comprehend. This is attributed to his passion and commitment to listen to them and learn about their concerns. Awareness about these inspires him to coach and mentor employees that shape and alter their competence and capabilities to attain higher order goals, surpassing the benchmarks set.

To sustain the above outcomes, a patriarch is required to focus on knowledge dissemination and learning objectively. They enrich the competence of employees in a family firm to emulate him, accept challenging targets and attain them, signalling the impact of a family firm's transformation. Moreover, this necessary to unify vision, inspiring them to innovate new systems and processes, and employ unique business practices to fulfil collective business missions. To facilitate them, a patriarch is required to assess their capabilities and celebrate their contributions. They are deemed essential to retain excellence in a family firm, which is linked to the fulfilment of shared mission and understanding of business functions.

On the other hand, it is necessary on the part of a patriarch to realize that heightened reliance on empowerment of employees does not guarantee task and goal attainment. The failure stems from their perception, viewing one-to-one interaction as a reward. It elevates his self esteem and recognition but these fail to support goal attainment. This renders communication, inspiration and nurturing invalid. These need to be supported by objectivity. A patriarch needs to understand the relevance of this. His focus on this influences employees to attach balanced priority to self interest and motivation to

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support goal attainment. His linkage of these to rewards heightens involvement and participation. These protect their best interests.

The utility to exploit transactional leadership trait in conjunction with individualized consideration to promote self-interest, motivate employees and direct them is evident. The initiative stimulates their interest to manage creativity and innovation objectively through rational management of objectives.

iv. In the end the patriarchs are required to migrate from a predominantly autocratic culture to knowledge based one. This helps all to limit personal and collective freedom to control injudicious decisions and actions. A family firm's migration to succeed, a patriarch is required to embrace intellectual stimulation. This quality enables him to review critically the ideas and opinions of the employees. This allows him to authorize them to innovate new ways to solve work related problems, which clarifies the relevance of intellectual empowerment. Their creative and innovative instincts are enriched. This is the impact of knowledge elevation, know-how enrichment and attitude improvement. They fuel a family firm's abilities to thrive on intellectual prowess, which is necessary to build autonomous teams of professionals, re-engineer the processes used by it, maximizing benefit delivery. This denotes the impact of its collective analytic, creative and practical intelligence, enriching its overall performance.

A patriarch's leaning on philosophical standpoint does not yield the result, presented above. Focus on knowledge is known to deliver value when he attaches importance to task attainment. At the nascent stage of culture change in a family firm, employees in it can not be given freedom to improvise routine and repetitive tasks. Minimization of these is feasible when a patriarch attaches balanced priority to control and authorization to innovate. The initiative motivates him to encourage employees to follow instructions, rules and regulations to complete tasks, linking supervision to performance improvement. The subordination of their reckless creativity and innovation to routine work signals his drive to attain disciplined excellence.

A patriarch's drive to control the passion to exploit shallow learning, knowledge, competences, capabilities and experience stems from the desire to take judicious decisions. As a result, top priority is given to supervision and control employees, facilitating goal attainment and performance excellence.

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In view of the above reality, a patriarch may do well to embrace intellectual stimulation in conjunction with management-by-exception (active and passive).

8.3. Recommendation for Further Studies

This study answers how the adoption of transformational leadership qualities by the patriarchs in GCC elevates learning, innovative capabilities and competencies of employees to deliver differentiated products and retain competitive advantage. It does not explain fully how they influence conversion of tacit knowledge to explicit knowledge and to working knowledge. It also does not clarify how this impacts the performance excellence of employees and growth of the family firms in the GCC. Moreover, it does not explain the pace of change due to the transformation of the patriarchs in it. Finally, it does not illuminate the degree of impact on the family firms in the different countries in it.

In view of the above, the researcher aims to conduct a study regarding the impact of transformational leadership on family firms in diverse segments in the GCC and the extent of performance change.

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Appendix-1

Questionnaire

Q.1. Can you inform regarding the following?

My Name:.....

My designation:.....

Name of my company:.....

My company is managed and controlled by:

Sl No	Particulars	Yes	No
1.	Family Patriarch		
2.	Family Members & Partners		
3.	Professionals & Public Directors		

[In case of 'Yes' pertaining to Sl No 3, terminate the interview. Otherwise proceed to Q.2]

Use the following rating scale for the remaining questions (Q.2 to Q.6)

Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
5	4	3	2	1

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Q.2. Are the following visible in the behaviour of patriarch of your firm?

SI No	Particulars	5	4	3	2	1
4.	Monitors his own and employees' feeling and emotions					
5.	Understands business functions and demonstrates sound judgement about them					
6.	Able to control actions and outcomes effectively					
7.	Combines knowledge, know-how, attitudes and resources to manage firm's business					
8.	Displays sense of power and competence					
9.	Is able to satisfy expectation without being influenced by others					
10.	Works with employees and contributes to attain firm's goals					
11.	Is trustworthy, reliable and committed					
12.	Owens-up moral and ethical consequences of firm's business decisions					
13.	Makes personal sacrifices for the' benefit of all					
14.	Demand for disciplined actions					
15.	Absence of freedom to take decision					
16.	Directs and controls actions					
17.	Focus on performance and goal attainment					
18.	Links rewards to goal attainment					

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Q.3. How the patriarch inspires you?

SI No	Particulars	5	4	3	2	1
19.	Explains clearly the future of firm					
20.	Respects all in the firm					
21.	Talks about most important values and beliefs to me					
22.	Champions exciting new business possibilities					
23.	Talks about the importance of trusting each other					
24.	Expresses confidence about goal attainment					
25.	Reassures me that obstacles will be overcome					
26.	Seeks strict conformity to planned actions					
27.	Reminds me about goals and monitors my actions					
28.	Intervenes and corrects any departure from goals set					
29.	Punishes failure to comply with instructions and goal attainment					

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Q.4. How the patriarch determines your needs?

SI No	Particulars	5	4	3	2	1
30.	Assesses my knowledge to think independently					
31.	Assesses my competence to take decisions and lead teams					
32.	Assesses my learning needs					
33.	Listens to my concerns about actions and their outcomes					
34.	Trains me to improve decision making abilities					
35.	Mentors me to acquire new capabilities to manage business					
36.	My views about practices of management is respected					
37.	Expects me to invest and learn					
38.	Expects me to be skilled and competent to work					
39.	Expects me to be efficient and complete task					
40.	Does not expect me to take decisions					
41.	Expects me to act according to instructions only					

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Q.5. Which actions of the patriarch enhance your abilities to attain goals?

SI No	Particulars	5	4	3	2	1
42.	Challenge old assumptions about business governance					
43.	Empowers me					
44.	Helps me to view problems differently					
45.	Authorizes me to take decisions and act differently					
46.	Implements my ideas and takes risks					
47.	Seeks my suggestion for improvement					
48.	Promotes collaboration among all					
49.	Guides me to act in conformity to the firm's culture					
50.	Guides to me to contribute and attain goals					
51.	Supervises my actions closely					
52.	Demands strict adherence to plan					
53.	Gives no importance to my skill development					
54.	Demands results only					

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Q.6. Can you pinpoint the impacts of patriarchs' actions, mentioned between Q2 and Q.5?

Sl No	Particulars	5	4	3	2	1
55.	Goal recognition, alertness and agility					
56.	Experience sharing and adoption of best practice					
57.	Trust elevation and harmony among all					
58.	Minimization of nepotism					
59.	Establish credibility and enhance dignity					
60.	Congenial working environment					
61.	Sense of purpose and meaning for tasks					
62.	Employee motivation, energy and drive					
63.	Heightened engagement and task completion					
64.	Self belief and optimism					
65.	Professional work culture					
66.	Collaboration among all					
67.	Employee loyalty and retention					
68.	Employee resolve to excel and surpass barriers					
69.	Firm's business transformation, growth and ability to compete					

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Appendix-2

In-depth Interview Schedule

Q.1. Please inform about the following-

- a) number of years of your engagement in the firm;
- b) ownership pattern of the firm;

Q.2. Can you discuss the behaviour and actions of Proprietor/Owner? Do they encourage you to follow him? Do they inspire you to trust and believe him?

Note:

Probe regarding the following during interview-

- a. Common traits of family patriarch
- b. Will their change, such as demonstrates convictions, takes definite stand and appeals to all on an emotional level, be of any help?
- c. Will their focus on discipline, absence of freedom to decide, direction, focus on performance and linkage of rewards to goal realization be of any help?

Q.3. Does the Proprietor/Owner discuss about the future goals of business and how they can be realized? How such discussion helps you?

Note:

Probe regarding the following during interview-

- a. Inspirational motivation
- b. Absence of communication and centralization
- c. Contingent reward
- d. In which way the discussion the firm's future motivates you?
- e. In which way such discussion and motivation fosters innovation?
- f. In which way such discussion and motivation foster performance excellence?

Q.4. What else the Proprietor/Owner would do to improve your interest to adopt new initiative and innovate products and services?

Note:

Probe regarding the following during interview-

- a. Does he mentor, coach and train?
- b. Request for examples

Q.5. How the actions of Proprietor/Owner mentioned in Q.4 help you deliver benefits?

Note:

Probe regarding the following during interview-

- a. Why
- b. Ask for clarification

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Q.6. How your abilities to deliver benefits mentioned in Q.5 transform family business into conglomerate?

Note:

Probe regarding the following during interview-

- a. Why and in which way
- b. Ask for clarification

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Appendix-3

In-depth Interview –Pilot Study

Q.1. Please inform about the following-

- a) number of years of your engagement in the firm;
- b) ownership pattern of the firm;

Name of the Company		Respondent Code	Responses
Kufuma	Supervisor	R-3	I am working for 5 years in the company. It is a proprietorship business.
Oman Chlorine SAOG	Supervisor	R-4	In the company for 4 years. The ownership pattern is proprietorship.
Awal Products Co	Salesman	R-5	Working for 3 years. The company is a family firm.
Shaheen Group	Salesman	R-6	I am working for 2 years. The company is a family firm.

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Q.2. Can you discuss the behaviour and actions of Patriarch/Proprietor/Owner? Do they encourage you to follow him? Do they inspire you to trust and believe him?

Respondent Code	Responses
R-3	<p>I can tell you from my day to day experience that the <u>proprietor informs us about the work, what needs to done, how it can be done and the time available to complete it. His forceful explanation about them allows us to understand why they need to be followed. Understanding of such purpose encourages us to work sincerely and complete the task set.</u></p> <p>He <u>links our salary rise, year end bonus, promotion and continuity in service the completion of tasks set. Such a measure motivates us to work harder and ensure receipt of them.</u></p> <p>Our <u>interest to work hard and complete in time is influenced by awareness about proprietor's self belief in recommended actions. As a result, we follow whatever he says.</u></p> <p>To help us to <u>complete the tasks, our proprietor enquires about our difficulties. If we voice about these, he explains and guides us about what we need to do and how best we can control such difficulties. Such actions on his part help us to complete the tasks in time correctly.</u></p>
R-4	<p>The <u>owner decides what all should do and tells the managers about it. They inform us about the work and the time allotted to complete it. The owner and managers do not care about work complexities and poor infrastructure. They pose serious difficulties to complete to work allotted. We can not talk to them about such problem. We will loose the job. We have to do whatever they say. We are not happy about the situation but adhere to their orders to secure salary and job.</u></p> <p>With reference to your specific question about what the owner and his manager could do to encourage us to work better and contribute voluntarily, I can tell the following:</p> <p><u>a) I wish they explained why their orders are relevant;</u> <u>b) I wish they clarified how such orders contribute to production;</u> <u>c) I wish they justified that their chosen path to do the work provides the best solution;</u> <u>d) I wish they thought about the weaknesses in the factories;</u> <u>e) I wish they viewed us as human beings;</u> <u>f) I wish they trained us;</u> <u>g) I wish they tried to know about our difficulties;</u></p> <p>I believe that <u>group of companies will do very well if the owner and his managers bothered to consider the issues mentioned above.</u></p>
R-5	<p>The owner takes all the decisions about –</p> <p>a) products to be sold; b) target sales volume; c) pricing of products; d) markets to be accessed complete the target;</p>

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	<p>e) selection of segments, such as refineries, factories and ministries, to complete the target; f) when to initiate sales drive; g) which sales persons to be deputed;</p> <p><u>The owner informs the above to his two sons, who are the working Directors. They are inexperienced but hold responsible positions. They communicate the owner's decisions to all the sales persons (16) and demand success.</u></p> <p><u>Their singular concern is the firm's profit. They do not bother about the realities of the market. The absence of this poses serious challenge. The failure to manage this independently results in our failure to achieve the targets. We avoid meeting the owner and Directors to discuss the problems faced regarding –</u></p> <p>a) pricing; b) quality; c) competing products;</p> <p><u>They are mismanaged by the owner and Directors. It influences our failure to hit upon targets. They do not bother about it. On the contrary, we are penalized for such failure –</u></p> <p>a) increment freeze; b) zero commission; c) dismissal;</p> <p><u>The owner and Directors are in the know about our financial difficulties and they exploit such weaknesses to force us to accept all unreasonable conditions. The prevalence of such practices elevates our unhappiness.</u></p> <p>To answer your question about what the owner and Directors could do to motivate us to attain the targets, I can tell the following:</p> <p><u>a) They should set examples first and sell the products in large volume to earn our respect and convince us;</u> <u>b) They should justify the reasons for setting punishing targets;</u> <u>c) They should explain how we could sell the products better;</u> <u>d) They should highlight the purpose of high performance;</u> <u>e) They should act to manage the factories better to improve product quality and control cost;</u> <u>f) They should control cost to offer better price;</u> <u>g) They should give importance to fellow feeling to win our trust;</u> <u>h) They should guide and train us;</u></p>
R-6	<p><u>The owner imposes the decisions about –</u></p> <p>a) products to be sold and target; b) price to be quoted; c) selection of customers, like factories, municipalities and companies in petrochemical business; d) sales strategy;</p>

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<p>g) segment selection and appointment of salesman;</p> <p><u>He does care about competition and condition of market when he imposes them. Profit is his only concern. His apathy to consider about the realities of market leads to our failure to attain the targets. He refuses to discuss about our concerns regarding pricing and quality.</u></p> <p><u>I know that all is not well in the factory. As a result quality is inappropriate and price is high. These lead to our failure to attain targets.</u> The owner is least interested to recognize the issues. He is ready punish us –</p> <p>a) increment freeze; b) termination from service;</p> <p><u>The owner knows that we come from middle class background and can afford to loose the job. He exploits our disadvantage and compels us to work on unrealistic targets. His actions discourage us.</u></p> <p>In respect to your question about what the owner can do to inspire us to realise the targets, <u>I need to attach priority to the following:</u></p> <p><u>a) The owner needs to demonstrate mastery in selling the products;</u> <u>b) The owner needs to set examples to win our trust;</u> <u>c) The owner needs to communicate to us and collaborate to set targets;</u> <u>d) The owner needs to guide us to support higher sales;</u> <u>e) The owner needs train employees in the factories to improve quality and control cost;</u> <u>f) The owner needs to treat us like human beings.</u></p>

Note:

Probe regarding the following during interview-

- d. Common traits of family patriarch
- e. Will their change, such as demonstrates convictions, takes definite stand and appeals to all on an emotional level, be of any help?
- f. Will their focus on discipline, absence of freedom to decide, direction, focus on performance and linkage of rewards to goal realization be of any help?

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Q.3. Does the Proprietor/Owner discuss about the future goals of business and how they can be realized? How such discussion helps you?

Respondent Code	Responses
R-3	<p><u>Yes. The proprietor discusses about the future goals. He links these masterfully to the future growth of the firm. He explains in detail the necessity to attain them and how such attainment is necessary to compete in the GCC and retain lead. Learning about these enables us to understand the purpose of our actions.</u></p> <p><u>Awareness about purpose lends meaning for the work at hand. It inspires us to think and initiate actions to surpass goals set by the proprietor. Such performance helps us to –</u></p> <p><u>a) secure promotion;</u> <u>b) earn higher salary;</u> <u>c) earn bonus;</u> <u>d) secure recognition.</u></p> <p><u>They can motivate us to explore new avenues to improve upon performance. The consequence of his persuasive and forceful explanation is visible.</u></p> <p><u>Despite this, the proprietor is not likely to authorize us to take independent decisions.</u></p>
R-4	<p><u>No. The owner and managers do not discuss vision and the future of the group of companies in our presence.</u></p> <p><u>I believe such discussion can help us to learn about the future of the group of companies. It is needed to gauge their overall goals. Learning about these is needed to elevate our interest to –</u></p> <p><u>a) enhance performance constantly;</u> <u>b) support competitive lead of group of companies in the GCC.</u></p> <p><u>The utility of learning about them is demonstrated.</u></p> <p><u>When the purpose is known, the work in hand becomes meaningful. This inspires us to think and act differently. These help us to surpass goals set by the owner. Such performance excellence can ensure our self fulfillment.</u></p>
R-5	<p><u>No. The owner and the Directors do not explain vision and future of firm.</u></p> <p><u>The discussion about vision and future of firm is desired to improve our abilities to understand its prime goals access markets and sell products. Awareness about these is required to enhance our motivation to sell the products, retain clients and acquire market space. Uninterrupted attainment of this is needed to improve the firm's collective abilities to compete in the GCC.</u></p> <p><u>Knowledge about the purpose helps us to realize the following –</u></p>

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	<p>a) <u>why set a specific sale target for us;</u> b) <u>why prospect new clients;</u> c) <u>why access new territory;</u></p> <p><u>Knowledge about them can inspire us to attain sales target, support market share acquisition, generate profit and contribute to value building.</u></p>
R-6	<p><u>No. The owner does not discuss the vision and future of firm.</u></p> <p><u>Our awareness about firm's vision and future is needed to improve our understanding about its –</u></p> <p>a) <u>lofty goal setting;</u> b) <u>high sales target setting;</u> c) <u>interest to explore new segments;</u> d) <u>interest to access new markets;</u></p> <p><u>Comprehension about them may improve motivation of all in the firm to access new segments in the markets and achieve sale targets. Constant realization of these is needed to improve the firm's abilities to compete.</u></p> <p><u>When we know the relevance of an action, the inspiration to attain the goals set by the owner and generate profit is enhanced.</u></p>

Note:

Probe regarding the following during interview-

- g. Inspirational motivation
- h. Absence of communication and centralization
- i. Contingent reward
- j. In which way the discussion the firm's future motivates you?
- k. In which way such discussion and motivation fosters innovation?
- l. In which way such discussion and motivation foster performance excellence?

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Q.4. What else the Proprietor/Owner would do to improve your interest to adopt new initiative and innovate products and services?

Respondent Code	Responses
R-3	<p><u>The proprietor needs to give priority to our training. This will help us to understand –</u></p> <p>a) <u>what we need to do;</u> b) <u>why we are required to do it;</u> c) <u>how best it can be done;</u></p> <p><u>At present we are following the production process suggested by him. But we do nothing to change the production process to improve productivity –</u></p> <p>a) material usage; b) machine usage; c) downtime control; d) ideal time control; e) product quality improvement; f) develop product differentiation;</p> <p><u>Training can help us to understand why they help to attain future goals of firm –</u></p> <p>a) <u>contribution to scale expansion;</u> b) <u>minimization of overall cost;</u> c) <u>growth of margin;</u> d) <u>growth of market share;</u> e) <u>growth of profit;</u></p> <p><u>When we understand the above and know what to do and how to do it, our abilities to contribute to the achievement of future goals is enhanced. This improves the abilities of the firm to compete in the GCC and support competitive lead.</u></p>
R-4	<p><u>The owner and Directors need to mentor and train us to transfer the knowledge required to –</u></p> <p>a) <u>set production targets;</u> b) <u>which actions need to be taken to source and inputs better;</u> c) <u>which measures need to be taken to systematize queuing;</u> d) <u>how such actions help to control inventory carrying cost;</u> e) <u>why such measures help to attain JIT;</u></p> <p><u>The present practice to impose production targets needs to change. We must know the meaning of setting challenging production targets. To attain these the owner and Directors need to take steps to improve our –</u></p> <p>a) <u>skills understand production process;</u> b) <u>competence to participate and change production process;</u> c) <u>capabilities to implement new production process;</u></p>

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	<p><u>Their acquisition is essential to contribute to leadership in the GCC.</u></p>
R-5	<p>The owner and Directors need to <u>mentor and train us to transfer the knowledge required to –</u></p> <p>a) <u>adopt challenging sales targets;</u> b) <u>which actions need to be taken to retain existing buyers;</u> c) <u>which measures need to be taken to acquire new buyers;</u> d) <u>how such actions and measures help to attain sales target;</u></p> <p><u>The present practice to impose targets needs to change. We must know the underlying meaning of setting new lofty sales targets. To attain these the owner and Directors need to take decisive steps to improve our –</u></p> <p>a) <u>sales skills;</u> b) <u>competence to set sales budget;</u> c) <u>capabilities to acquire new customers;</u></p> <p><u>Acquisition of such qualities is essential to contribute to leadership in the GCC.</u></p>
R-6	<p>The owner must <u>train and coach us to improve our learning to –</u></p> <p>a) <u>accept tough sales targets;</u> b) <u>understand steps taken to retain the current clients;</u> c) <u>understand the desired steps to acquire new clients;</u> d) <u>why such steps help to achieve sales target set;</u></p> <p><u>He needs to change the current practice to set sales targets and order their attainments. He must initiate actions to improve our skills, competence and capabilities to –</u></p> <p>a) <u>adopt strategy to prospect clients;</u> b) <u>adopt strategy to configure and present new benefits effectively;</u> c) <u>adopt strategy to access new markets;</u></p> <p><u>Such qualities are required to hit upon sales goals.</u></p>

Note:

Probe regarding the following during interview-

- c. Does he mentor, coach and train?
- d. Request for examples

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Q.5. How the actions of Patriarch/Proprietor/Owner mentioned in Q.4 help you deliver benefits?

Respondent Code	Responses
R-3	<p><u>Training will surely help us to -</u></p> <p>a) <u>learn about production techniques and use inputs efficiently;</u> b) <u>learn to source and configure inputs and improve production;</u> c) <u>comprehend about alternative measures to improve systems;</u> d) <u>comprehend the best ways to govern diverse production functions;</u> e) <u>analyse the existing problem in the factory;</u> f) <u>solve the problems and improve production;</u></p> <p><u>Such learning and comprehension will help us to contribute and improve productivity.</u></p>
R-4	<p><u>Training and mentoring are necessary to improve our -</u></p> <p>a) <u>knowledge about different means available to focus on production;</u> b) <u>understand how they can be utilized to improve production;</u> c) <u>understand how the systems and processes can be used to improve production;</u> d) <u>learn to solve the current problems associated with them;</u> e) <u>learn how best they can be used improve productivity;</u> f) <u>learn about the best ways to manage production functions;</u></p> <p><u>Such learning will enable us to improve productivity.</u></p>
R-5	<p><u>Mentoring and training will allow all to -</u></p> <p>a) <u>learn set viable sales targets to attain desired profit;</u> b) <u>learn to use steps to access new territories to attain target profit;</u> c) <u>learn new techniques to pitch for new accounts;</u> d) <u>learn new techniques to retain new accounts;</u> e) <u>learn techniques to manage customer relationship;</u> f) <u>examine existing failure to manage customer relationship;</u> g) <u>find out best measures to improve sales;</u></p> <p><u>The above indicates learning. This helps us to compete, achieve sales targets and generate profitability.</u></p>
R-6	<p><u>Training and coaching may enable us to -</u></p> <p>a) <u>adopt challenging sales targets and attain target profit;</u> b) <u>use new initiatives to access diverse markets to attain target profit;</u> c) <u>use new techniques to acquire new contracts;</u> d) <u>use new measures to retain existing contracts;</u> e) <u>explore new ways to sell the products in new markets;</u></p> <p><u>The above explains the benefits of training and coaching. These are necessary contribute to target profitability.</u></p>

Note:

Probe regarding the following during interview-

c. Why

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- d. Ask for clarification

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Q.6. How your abilities to deliver benefits mentioned in Q.5 transform family business into conglomerate?

Respondent Code	Responses
R-3	<p><u>Knowledge, skill, competence and capability acquisition</u> by us will allow the proprietor to -</p> <ul style="list-style-type: none"> a) <u>authorize us to take decisions</u> and improve production; b) <u>decentralize authority and improve resource management abilities</u>; c) <u>elevate the firm's agility to introduce new technology</u>; d) <u>enhance the firm's ability to develop differentiation</u>; e) <u>improve the firm's competence to deliver unique products</u>; e) <u>improve the firm's collective abilities to compete</u>; f) <u>improve the firm's abilities to retain leadership in the GCC</u>; <p><u>They enable the firm's ability to occupy market space, sale products at higher rate and accelerate its growth. These may foster its graduation into a conglomerate in the GCC.</u></p>
R-4	<p><u>Sustained training and mentoring can influence elevation of our –</u></p> <ul style="list-style-type: none"> a) <u>skill</u>; b) <u>competence</u>; c) <u>capability</u> <p><u>They may encourage the owner to -</u></p> <ul style="list-style-type: none"> a) <u>decentralize authority to source, employ and process resources</u>; b) <u>authorize us to take decisions to configure resources differently to improve production</u>; c) <u>elevate the firm's agility to develop product differentiation</u>; d) <u>improve the firm's capabilities to deliver differentiated value</u>; e) <u>enhance the firm's capabilities to compete</u>; f) <u>elevate the firm's abilities to acquire and sustain lead in the GCC</u>; <p><u>They allow the firm to elevate sale of the products. The elevation of sales may accentuate its growth. It is expected to ensure growth of the firm into a large corporation in the GCC.</u></p>
R-5	<p><u>Mentoring and training is expected to elevate our dynamic capabilities to –</u></p> <ul style="list-style-type: none"> a) <u>think differently</u>; b) <u>act differently</u>; c) <u>employ new measures to sell products</u> c) <u>satisfy and retain existing client</u>; d) <u>acquire new client</u>; e) <u>set sales target and achieve it</u>; f) <u>contribute to growth of profit</u>; <p><u>They elevate confidence of the owner and Directors to -</u></p> <ul style="list-style-type: none"> a) <u>decentralize authority to select territories and set individual sales target</u>; b) <u>allow us to take decisions to new measures to promote products in</u>

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	<p><u>existing and new territories;</u> <u>c) authorize us to employ account management system;</u> <u>d) allow us initiate new sales strategy to deliver benefits to clients;</u></p> <p><u>They enable us to compete and sell the products at a higher rate in the GCC. They enhance the growth and transformation of the firm into a corporation.</u></p>
R-6	<p><u>Training and coaching elevate our competence to –</u></p> <p><u>a) initiate new measures to sell products differently;</u> <u>b) acquire new clients;</u> <u>c) set sales targets and attain them;</u> <u>d) attain growth of profit;</u></p> <p><u>They may motivate the owner to -</u></p> <p><u>a) authorize us to target markets in the GCC and set individual sales target;</u> <u>b) enable us to initiate new actions to launch products in the captive market;</u> <u>c) enable us to initiate actions to launch products in the new markets;</u> <u>d) authorize us to use relationship management;</u></p> <p><u>They may enable us to sell the products at a higher rate in the GCC. The ability to sell them improves profitability, growth and leadership of the firm in the market.</u></p>

Note:

Probe regarding the following during interview-

- c. Why and in which way
- d. Ask for clarification

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Appendix-4

In-depth Interview –Coding

Q.1. Please inform about the following-

- a) number of years of your engagement in the firm;
- b) ownership pattern of the firm;

Code	Factors
expsixyrs	Working for 6 years
exptenyrs	Working for 10 years
expfvys	Working for 5 years
ownrprop	Proprietorship
expfryrs	Working for 4 years
expthryrs	Working for 3 years
ownfmlfr	Family firm
exptwys	Working for 2 years

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Q.2. Can you discuss the behaviour and actions of Patriarch/Proprietor/Owner? Do they encourage you to follow him? Do they inspire you to trust and believe him?

Code	Factors
prpinfrm	Proprietor informs about work in detail
frcexp	Proprietor & forceful explanation about work
undflwvw	Understand & follow his views
undprenwr	Understand purpose & encourage to work
undprcmstsk	Understand purpose & complete task set
Inkrwtscm	Links rewards to task completion
Inkprtscm	Links promotion to task completion
Inkjbtscm	Links job continuity to task completion
Inkmtwrhr	Linkage & Motivation to work harder
prslblrcac	Awareness & his self belief in recommended actions
inwrhrcmts	Our interest to work hard & complete in time
flwhsvws	We follow his views
engdfclt	He enquires about difficulties & task completion
exgdtscm	He explains and guides us & task completion
actscmtm	His actions & task completion in time
owdcaldo	Owner decides what all should do
infabtwrk	Inform us about the work
inaltmcmwr	Inform about allotted time & complete work
owcrwrcmx	Owner does not care about work complexities
owcrprinfr	Owner does not care about poor infrastructure
psdfcmwr	Pose difficulties to complete work allotted
nttlkprb	Can not talk about problems
lsjbs	We will loose our job
hvdo	Have to do whatever is said
nthpysit	We are not happy about the situation
adorscsl	We adhere to their orders to secure salary
adorscjb	We adhere to their orders to secure job
exporrelv	Wish he explained why orders are relevant
clorimpro	Wish he clarified how orders improve production
jschptwrk	Wish he justified chosen path to do the work
thwekfct	Wish he thought about weaknesses in factories
vwhmnb	Wish he viewed us as human beings
wstrnus	Wish they trained us
trknordfc	Wish he tried to know about difficulties
owcnisprf	Owner considers high performance only
owininexsn	Owner informs decisions to inexperienced sons
thdmcs	They demand success & profit
ntbtrlmkt	Not bothered about realities of market
flmgrlratm	Failure to manage realities & target attainment
msmgslfct	Mismanagement of key sales factors
inflhtrg	Influences failure to hit upon targets
thexfncnd	They exploit our financial condition
thstexslprd	They set examples first & sell products
errscnvus	Earn our respect & convince us
expslprbtr	They should explain how to sell products better

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shhgprhgpr	They should highlight purpose of high performance
shctcsobtp	They should control cost to offer better price
rfdscnprc	He refuses to discuss about concerns about pricing
rfdscnqlt	He refuses to discuss about concerns about quality
cmpunrtrg	Compels us to work on unrealistic targets
hsactdisus	His actions discourage us
ndcmclsttr	Owner needs to communicate & collaborate to set targets

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Q.3. Does the Proprietor/Owner discuss about the future goals of business and how they can be realized? How such discussion helps you?

Code	Factors
yes	Yes
prpdsftgls	Proprietor discusses the future goals
lnglmsftfr	Links goals masterfully to future growth firm
exncatgl	Explains in detail the necessity to attain goals
exatnncm	Explains how such attainment is necessary to compete
exatnrcld	Explains how such attainment is necessary to retain lead
lrnundpract	Such learning & the purpose of actions understood
awprlnmnwr	Awareness about purpose lends meaning for work at hand
awinthacgl	Awareness inspires to think & act to surpass goals
perexrew	Performance excellence & win rewards
rwmtextnwav	Rewards motivate to explore new avenues
exnwavprim	Explore new avenues & performance improvement
prunauindc	Proprietor is unlikely to authorize & independent decisions
no	No
owdsvsft	Owner does not discuss vision and the future
dshllrnabft	Discussion can help us to learn about the future
lrngagovgl	Such learning helps to gauge the overall goals
lrnelinhper	Learning & elevation of interest to enhance performance
lrinspcmld	Learning & interest to support competitive lead
awprinthdf	Awareness of purpose & inspiration to think differently
awprinacdf	Awareness of purpose & inspiration to act differently
prexslfl	Performance excellence & self fulfillment
dslrglacmkt	Discussion helps to learn about goals to access markets
lrhpslprd	Such learning helps to sell products
awmtslprd	Awareness & motivation to sell the products
awmtrtelnt	Awareness & motivation to retain clients
awmtacmks	Awareness & motivation to acquire market space
knwprglrl	Knowledge about the purpose & goal realization
knwprprgn	Knowledge about the purpose & profit generation
knwprvlbld	Knowledge about the purpose & value building

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Q.4. What else the Proprietor/Owner would do to improve your interest to adopt new initiative and innovate products and services?

Code	Factors
prndprtrn	Proprietor needs to give priority to training
trhlundwhdo	Training helps to understand what to do
trundrsactn	Training helps to understand the reasons for actions
trnundbscrac	Training helps to understand the best course of action
prflprsgpro	Presently following process suggested by Proprietor
ntdnchprpr	Nothing is done to change production process
ntdnimprodc	Nothing is done to improve productivity
trnimpatngl	Training & understand why key improvements help to attain goals
glatnimabcm	Goal attainment & improved abilities to compete
glatncmpld	Goal attainment & competitive lead
Impprf	Improve profitability
ownmnrtrkn	Owner needs to mentor and train us to transfer the knowledge
mnrtrknpr	Mentoring & training help to transfer knowledge to produce
preimprtrch	Practice to impose production targets needs change
lrmnstchprtr	Learn to set challenging production targets
lrskcmcpel	Learning & skill, competence & capability elevation
dycpellldr	Dynamic capability elevation & leadership of firm
mnrtrkwsl	Mentoring & training help to transfer knowledge to sell
primsltrndch	Practice to impose sales targets needs change
Lrstlflstrg	Learn to set lofty sales targets
trcotrkwsl	Training & coaching help to transfer knowledge to sell
atnlftsltrg	Attain lofty sales targets

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Q.5. How the actions of Patriarch/Proprietor/Owner mentioned in Q.4 help you deliver benefits?

Code	Factors
trlrprtech	Training & learn about production techniques
trusinefc	Training & use inputs efficiently
trlrrsmgt	Training & learn about resource management
trnwrkprgs	Training & learn about work processes better
trnprtskefc	Training & prioritize tasks effectively
trnspjbcmp	Training & speedy job completion
trimpprd	Training & improving production
trnprdimp	Traning & productivity improvement
translexprfc	Training & analyse & solve existing problems in factory
trlrimprodc	Training & learning to improve productivity
trmnimknw	Training & mentoring to improve knowledge
mntrlrmngsl	Mentoring and training & learn to manage sales
lrmgnwact	Learning & manage accounts
lrmgcsrel	Learning & manage customer relations
lrslimpro	Learning & sales improvement & profitability
trchimsln	Training & coaching to improve sale contracts

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Q.6. How your abilities to deliver benefits mentioned in Q.5 transform family business into conglomerate?

Code	Factors
kncpelauth	Knowledge & capability elevation & authorization
kncpeldec	Knowledge & capability elevation & decentralization
kncpelag	Knowledge & capability elevation & agility
kncpelprdf	Knowledge & capability elevation & product differentiation
kncpelcmp	Knowledge & capability elevation & compete
Kncpelldr	Knowledge & capability elevation & leadership
kncpgrcng	Knowledge & capability elevation & graduation to conglomerate
sklimorofwr	Skill improvement & organize office work
sklimmgofw	Skill improvement & manage office work
sklimcmofw	Skill improvement & complete office work
prmtxtrnk	Promote us to the next rank
enhexp	Enhance our experience
imprffrm	Improve profitability of firm

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Appendix-5

In-depth Interview –All Responses

Q.1. Please inform about the following-

- a) number of years of your engagement in the firm;
- b) ownership pattern of the firm;

Name of the Company		Respondent Code	Responses
Y.K.Almoayed (Nissan Motors)	Executive	R-1	Working for 6 years. The company is a proprietorship firm.
Ahmed Sharif Furniture	Executive	R-2	I am working for 10 years. The company is a family firm.
Kufuma	Supervisor	R-3	I am working for 5 years in the company. It is a proprietorship business.
Oman Chlorine SAOG	Supervisor	R-4	In the company for 4 years. The ownership pattern is proprietorship.
Awal Products Co	Salesman	R-5	Working for 3 years. The company is a family firm.
Shaheen Group	Salesman	R-6	I am working for 2 years. The company is a family firm.
Zayani WLL	Office Assistant	R-7	Working for 6 years. The company is a proprietorship business.
Americana	Office Assistant	R-8	Employed for 5 years. My company is a family firm.
AJM Kooheji	Clerk	R-9	In the company for 4 years. It is a proprietorship firm.
Bader Brother WLL	Clerk	R-10	Working for 2 years. The business belongs to a family firm.
Construction Mterial Industries & Contracting SAOG	Clerk	R-11	Employed for 5 years in this proprietorship firm.
Al-Qatani Equipment & Hydraulics	Clerk	R-12	Engaged in this family firm for 3 years.

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Q.2. Can you discuss the behaviour and actions of Patriarch/Proprietor/Owner? Do they encourage you to follow him? Do they inspire you to trust and believe him?

Respondent Code	Responses
R-1 (mix-trans & transctn)	<p>As an answer let me tell you tell that the owner tells us his decisions and what we are required to do. His unambiguous statements help all to work efficiently.</p> <p>Result delivery is important. Our earning and career progress depend on efficient result delivery. They make us work with determination. His experience and expertise in the filed motivate us to give credence to his instructions.</p> <p>To support completion of work he gives importance to our problems. Whenever we face any problem, we approach him. He guides us. This improves our confidence and helps us to complete tasks within time allotted.</p>
R-2 (mix-trans & transctn)	<p>The owner decides how the work should be done. However he tells us why he wants work done in a specific way. He explains his viewpoint time and again if we do not understand an instruction properly. He also guides us during our work. Such actions on his part allow us to do the job efficiently. Moreover, perfect completion of the job is important in the firm. The owner links salary, promotion, bonus and other privileges to efficient perfect job completion. Now you know why we are motivated to work hard.</p> <p>Let me also tell you that our motivation to follow the owner and work hard is influenced by known his expertise, capabilities and command on the work. These encourages us to follow him and his suggested steps.</p>
R-3 (mix-trans & transctn)	<p>I can tell you from my day to day experience that the <u>proprietor informs us about the work, what needs to done, how it can be done and the time available to complete it.</u> His <u>forceful explanation about them</u> allows us to <u>understand why they need to be followed.</u> <u>Understanding of such purpose encourages us to work sincerely and complete the task set.</u></p> <p>He <u>links our salary rise, year end bonus, promotion and continuity in service the completion of tasks set.</u> Such a measure <u>motivates us to work harder</u> and ensure receipt of them.</p> <p>Our <u>interest to work hard and complete in time</u> is <u>influenced by awareness about proprietor's self belief in recommended actions.</u> As a result, <u>we follow whatever he says.</u></p> <p>To help us to <u>complete the tasks, our proprietor enquires about our difficulties.</u> If we voice about these, <u>he explains and guides us about what we need to do and how best we can control such difficulties.</u> Such <u>actions on his part help us to complete the tasks in time correctly.</u></p>
R-4	<p>The <u>owner decides what all should do</u> and tells the managers about it. They <u>inform us about the work</u> and the <u>time allotted to complete it.</u> The owner and managers <u>do not care about work complexities and poor infrastructure.</u> They <u>pose serious difficulties to complete to work allotted.</u> We can not talk to them about such problem. We will loose the</p>

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	<p><u>job. We have to do whatever they say. We are not happy about the situation but adhere to their orders to secure salary and job.</u></p> <p>With reference to your specific question about what the owner and his manager could do to encourage us to work better and contribute voluntarily, I can tell the following:</p> <p>a) <u>I wish they explained why their orders are relevant;</u> b) <u>I wish they clarified how such orders contribute to production;</u> c) <u>I wish they justified that their chosen path to do the work provides the best solution;</u> d) <u>I wish they thought about the weaknesses in the factories;</u> e) <u>I wish they viewed us as human beings;</u> f) <u>I wish they trained us;</u> g) <u>I wish they tried to know about our difficulties;</u></p> <p>I believe that <u>group of companies will do very well if the owner and his managers bothered to consider the issues mentioned above.</u></p>
R-5	<p><u>The owner takes all the decisions about –</u></p> <p>a) products to be sold; b) target sales volume; c) pricing of products; d) markets to be accessed complete the target; e) selection of segments, such as refineries, factories and ministries, to complete the target; f) when to initiate sales drive; g) which sales persons to be deputed;</p> <p><u>The owner informs the above to his two sons, who are the working Directors. They are inexperienced but hold responsible positions. They communicate the owner's decisions to all the sales persons (16) and demand success.</u></p> <p><u>Their singular concern is the firm's profit. They do not bother about the realities of the market. The absence of this poses serious challenge. The failure to manage this independently results in our failure to achieve the targets. We avoid meeting the owner and Directors to discuss the problems faced regarding –</u></p> <p>a) pricing; b) quality; c) competing products;</p> <p><u>They are mismanaged by the owner and Directors. It influences our failure to hit upon targets. They do not bother about it. On the contrary, we are penalized for such failure –</u></p> <p>a) increment freeze; b) zero commission; c) dismissal;</p>

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	<p><u>The owner and Directors are in the know about our financial difficulties and they exploit such weaknesses to force us to accept all unreasonable conditions. The prevalence of such practices elevates our unhappiness.</u></p> <p>To answer your question about what the owner and Directors could do to motivate us to attain the targets, I can tell the following:</p> <p>a) <u>They should set examples first and sell the products in large volume to earn our respect and convince us;</u> b) <u>They should justify the reasons for setting punishing targets;</u> c) <u>They should explain how we could sell the products better;</u> d) <u>They should highlight the purpose of high performance;</u> e) <u>They should act to manage the factories better to improve product quality and control cost;</u> f) <u>They should control cost to offer better price;</u> g) <u>They should give importance to fellow feeling to win our trust;</u> h) <u>They should guide and train us;</u></p>
R-6	<p><u>The owner imposes the decisions about –</u></p> <p>a) products to be sold and target; b) price to be quoted; c) selection of customers, like factories, municipalities and companies in petrochemical business; d) sales strategy; g) segment selection and appointment of salesman;</p> <p><u>He does not care about competition and condition of market when he imposes them. Profit is his only concern. His apathy to consider about the realities of market leads to our failure to attain the targets. He refuses to discuss about our concerns regarding pricing and quality.</u></p> <p><u>I know that all is not well in the factory. As a result quality is inappropriate and price is high. These lead to our failure to attain targets. The owner is least interested to recognize the issues. He is ready punish us –</u></p> <p>a) increment freeze; b) termination from service;</p> <p><u>The owner knows that we come from middle class background and can afford to loose the job. He exploits our disadvantage and compels us to work on unrealistic targets. His actions discourage us.</u></p> <p>In respect to your question about what the owner can do to inspire us to realise the targets, I need to attach priority to the following:</p> <p>a) <u>The owner needs to demonstrate mastery in selling the products;</u> b) <u>The owner needs to set examples to win our trust;</u> c) <u>The owner needs to communicate to us and collaborate to set targets;</u> d) <u>The owner needs to guide us to support higher sales;</u> e) <u>The owner needs train employees in the factories to improve quality and control cost;</u> f) <u>The owner needs to treat us like human beings.</u></p>

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R-7	<p>The proprietor tells the managers about our work. They simply tell us his decision about –</p> <p>a) jobs we need to complete; b) time available;</p> <p>The owner and managers do not care about anything. They want results. Even if we have problems, we can not ask questions. They say that routine jobs do not require explanation. We feel dispirited and discouraged. We are not treated like human beings. Things are bad but we need to work here to earn our salary.</p> <p>Regarding your question about what the owner and his managers should do to inspire us, I want to tell you the following -</p> <p>a) they should speak to us; b) allow us to have doubts clarified; c) train us on the job; d) change work processes to help us to finish work fast; e) pay us better; f) give us promotion;</p> <p>I am sure that the owner will get much better results if he accepts what I said.</p>
R-8	<p>The owner decided about work targets, methods and hand in dates. No one has any say. He thinks that no one in the firm knows how to work and as a result, it is his responsibility to decide how work will be carried out by us.</p> <p>His sole focus is the benefit of family members. We are treated like rank outsiders. He believes that we are paid for what effort invested and results delivered. Any departure from the benchmark set invites punishment:</p> <p>a) No increment; b) Pay cut; c) Termination.</p> <p>We do not like to work here. We continue to work here to secure our salary. Jobs are not readily available here. He exploits our weakness. This demotivates us.</p> <p>In respect to your question about what the owner can do to motivate us, I will give importance to the following:</p> <p>a) He should treat us like human beings and win our respect; b) He should train us and help to improve our skill;</p>
R-9	<p>The proprietor decides what and how to do a job. We have no say in such matters. Even if we try to say anything, the same will be rejected.</p> <p>He is interested in results only. Even if there is a problem, he does not</p>

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	<p>want to listen. If we insist, he will punish us which may lead to termination.</p> <p>We do not like to continue in the firm. But we have limited options. We have to earn salary to take care of the family.</p> <p>In respect to your question about what the owner and family members should do to inspire us, I want to inform the following -</p> <ul style="list-style-type: none"> a) they need to treat us like human beings; b) guide us when needed; c) improve infrastructure; e) pay us better; <p>If the above points are given importance, the results will improve.</p>
R-10	<p>The owner informs us about the tasks but does not like our suggestion. His disinterest to know about task related problems is known to all of us. Hence we work like machines to protect our salary at the end of the month.</p> <p>With reference to your question about what the owner can do to motivate us, I have can say that -</p> <ul style="list-style-type: none"> a) he needs to review our difficulties b) he needs to listen to our problems; c) he needs to guide us; d) he needs to improve work processes; e) he needs to pay adequate salary; <p>If he takes actions about the above points, our performance will improve.</p>
R-11	<p>The proprietor orders about the job we are required to do. We are not allowed to seek clarification. He wants us to complete the job given. He explains everything to the member of family.</p> <p>The family members adopt harsh measures to extract output from us. The fear of job loss motivates us to complete the allotted job.</p> <p>With reference to your question about what they need to do to inspire us, I wish they considered the following -</p> <ul style="list-style-type: none"> a) treat us fairly; b) train us; c) compensate us adequately; <p>We will be encouraged to work wholeheartedly if the above issues are taken care of by the proprietor.</p>
R-12	<p>The owner instructs us about the task. He expects flawless results. He is least interested to know why delay occurs –</p> <ul style="list-style-type: none"> a) volume of work allotted; b) problem with IT system; c) poor hygiene;

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	<p>He is only interested about the benefits of family members and completion of task in time. We are required to work like machines to earn salary.</p> <p>In respect to your question about what the owner should do to inspire us, I want to inform the following -</p> <ul style="list-style-type: none">a) review workload properly;b) review to our problems;c) help us to acquire new skills;d) pay us adequately; <p>The owner would do well to give credence to the issues.</p>
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Note:

Probe regarding the following during interview-

- g. Common traits of family patriarch
- h. Will their change, such as demonstrates convictions, takes definite stand and appeals to all on an emotional level, be of any help?
- i. Will their focus on discipline, absence of freedom to decide, direction, focus on performance and linkage of rewards to goal realization be of any help?

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Q.3. Does the Proprietor/Owner discuss about the future goals of business and how they can be realized? How such discussion helps you?

Respondent Code	Responses
R-1	<p>Yes. The proprietor discusses the firm's future. He explains in detail what needs to be done to attain such goal. He explains the necessity to attain it. He also justifies how such attainment is linked to the firm's retention of competitive lead. Learning about these enables us to understand the purpose of our actions.</p> <p>Comprehension regarding the purpose allows us realize the importance of the work in hand. It encourages us try and realize challenging goals. Such performance helps us to –</p> <p>a) secure promotion; b) earn higher salary; c) earn bonus;</p> <p>They motivate us to improve performance. This does not mean that the proprietor will authorize us to take decisions.</p>
R-2	<p>Yes. The owner speaks about the aims of the firm and what he wants achieved. He also speaks about the need for such achievement. Awareness about this helps us to understand the importance of our actions. Such understanding encourages us to realize the goals set by the owner. The realization of goals allows us to secure the following –</p> <p>a) salary rise; b) promotion; c) financial rewards;</p> <p>They inspire all in the firm to improve performance. Let me also tell you that such an outcome will not motivate the owner to give us any authority to take decisions.</p>
R-3	<p><u>Yes. The proprietor discusses about the future goals. He links these masterfully to the future growth of the firm. He explains in detail the necessity to attain them and how such attainment is necessary to compete in the GCC and retain lead. Learning about these enables us to understand the purpose of our actions.</u></p> <p><u>Awareness about purpose lends meaning for the work at hand. It inspires us to think and initiate actions to surpass goals set by the proprietor. Such performance helps us to –</u></p> <p><u>a) secure promotion;</u> <u>b) earn higher salary;</u> <u>c) earn bonus;</u> <u>d) secure recognition.</u></p> <p><u>They motivate us to explore new avenues to improve upon performance. The consequence of his persuasive and forceful explanation is visible.</u></p>

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	<p>Despite this, <u>the proprietor is not likely to authorize us to take independent decisions.</u></p>
R-4	<p><u>No. The owner and managers do not discuss vision and the future of the group of companies in our presence.</u></p> <p><u>I believe such discussion can help us to learn about the future of the group of companies. It is needed to gauge their overall goals. Learning about these is needed to elevate our interest to –</u></p> <p><u>a) enhance performance constantly;</u> <u>b) support competitive lead of group of companies in the GCC.</u></p> <p><u>The utility of learning about them is demonstrated.</u></p> <p><u>When the purpose is known, the work in hand becomes meaningful. This inspires us to think and act differently. These help us to surpass goals set by the owner. Such performance excellence can ensure our self fulfillment.</u></p>
R-5	<p><u>No. The owner and the Directors do not explain vision and future of firm.</u></p> <p><u>The discussion about vision and future of firm is desired to improve our abilities to understand its prime goals access markets and sell products. Awareness about these is required to enhance our motivation to sell the products, retain clients and acquire market space. Uninterrupted attainment of this is needed to improve the firm's collective abilities to compete in the GCC.</u></p> <p><u>Knowledge about the purpose helps us to realize the following –</u></p> <p><u>a) why set a specific sale target for us;</u> <u>b) why prospect new clients;</u> <u>c) why access new territory;</u></p> <p><u>Knowledge about them inspires us to attain sales target, support market share acquisition, generate profit and contribute to value building.</u></p>
R-6	<p><u>No. The owner does not discuss the vision and future of firm.</u></p> <p><u>Our awareness about firm's vision and future is needed to improve our understanding about its –</u></p> <p><u>a) lofty goal setting;</u> <u>b) high sales target setting;</u> <u>c) interest to explore new segments;</u> <u>d) interest to access new markets;</u></p> <p><u>Comprehension about them may improve motivation of all in the firm to access new segments in the markets and achieve sale targets. Constant realization of these is needed to improve the firm's abilities to compete.</u></p> <p><u>When we know the relevance of an action, the inspiration to attain</u></p>

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	<u>the goals set by the owner and generate profit is enhanced.</u>
R-7	No. The proprietor does not explain anything about the vision and aim of firm. Wish the proprietor discussed his views about the firm's future. It will improve our learning about the relevance of his actions to set challenging work load. It will motivate us to work hard and help the firm's performance improvement.
R-8	No. The owner does not tell us anything about the future of his firm. Our learning about it would be of help to know why we have to attain stiff work targets. It will encourage us to contribute voluntarily.
R-9	No. The proprietor tells us nothing about future of our firm. Our motivation to work hard and support his initiatives will improve if we are in the know of the firm's future. Awareness about this will help us to understand where we will be in the course of next 5 to 7 years. If we known that the firm's future is bright we will work hard to improve performance.
R-10	No. The owner does not care to communicate his vision and firm's future to us. Knowledge about these will help us to understand why we are required to invest extra effort to improve results. It will motivate us to attain the same.
R-11	No. The proprietor considers it irrelevant to discuss the future of the firm. Awareness about it will allow us to understand why we have to complete jobs allotted. It will inspire us to work harder.
R-12	No. The owner does not interact with us and explain the future of our firm. Learning about it will surely improve our interest to work hard. If we known that the firm's future is bright we will work hard to improve performance.

Note:

Probe regarding the following during interview-

- m. Inspirational motivation
- n. Absence of communication and centralization
- o. Contingent reward
- p. In which way the discussion the firm's future motivates you?
- q. In which way such discussion and motivation fosters innovation?
- r. In which way such discussion and motivation foster performance excellence?

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Q.4. What else the Proprietor/Owner would do to improve your interest to adopt new initiative and innovate products and services?

Respondent Code	Responses
R-1	<p>The proprietor may do well to train and guide us all. They are required to improve our learning about plans and actions.</p> <p>The current practice of adhering to proprietor's views needs change. We need to be competent to contribute and improve resource usage, build differentiation and compete effectively. Training and guidance will help us to acquire the skills to adopt and implement strategies and enhance our firm's abilities to compete.</p>
R-2	<p>The owner needs to mentor and train us on the job. Such actions will help us to do the following -</p> <ul style="list-style-type: none"> a) examine and analyse problems; b) plan appropriate course of actions; c) deliver viable solutions; <p>We need to learn to manage the above in a team to help our firm to earn profit and retain competitive lead.</p>
R-3	<p><u>The proprietor needs to give priority to our training. This will help us to understand –</u></p> <ul style="list-style-type: none"> a) <u>what we need to do;</u> b) <u>why we are required to do it;</u> c) <u>how best it can be done;</u> <p><u>At present we are following the production process suggested by him. But we do nothing to change the production process to improve productivity –</u></p> <ul style="list-style-type: none"> a) material usage; b) machine usage; c) downtime control; d) ideal time control; e) product quality improvement; f) develop product differentiation; <p><u>Training can help us to understand why they help to attain future goals of firm –</u></p> <ul style="list-style-type: none"> a) <u>contribution to scale expansion;</u> b) <u>minimization of overall cost;</u> c) <u>growth of margin;</u> d) <u>growth of market share;</u> e) <u>growth of profit;</u> <p><u>When we understand the above and know what to do and how to do it, our abilities to contribute to the achievement of future goals is enhanced. This improves the abilities of the firm to compete in the GCC and support competitive lead.</u></p>
R-4	<p>The owner and Directors <u>need to mentor and train us to transfer the</u></p>

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	<p><u>knowledge required to –</u></p> <p>a) <u>set production targets;</u> b) <u>which actions need to be taken to source and inputs better;</u> c) <u>which measures need to be taken to systematize queuing;</u> d) <u>how such actions help to control inventory carrying cost;</u> e) <u>why such measures help to attain JIT;</u></p> <p><u>The present practice to impose production targets needs to change. We must know the meaning of setting challenging production targets. To attain these the owner and Directors need to take steps to improve our –</u></p> <p>a) <u>skills understand production process;</u> b) <u>competence to participate and change production process;</u> c) <u>capabilities to implement new production process;</u></p> <p><u>Their acquisition is essential to contribute to leadership in the GCC.</u></p>
R-5	<p>The owner and Directors need to <u>mentor and train us to transfer the knowledge required to –</u></p> <p>a) <u>adopt challenging sales targets;</u> b) <u>which actions need to be taken to retain existing buyers;</u> c) <u>which measures need to be taken to acquire new buyers;</u> d) <u>how such actions and measures help to attain sales target;</u></p> <p><u>The present practice to impose targets needs to change. We must know the underlying meaning of setting new lofty sales targets. To attain these the owner and Directors need to take decisive steps to improve our –</u></p> <p>a) <u>sales skills;</u> b) <u>competence to set sales budget;</u> c) <u>capabilities to acquire new customers;</u></p> <p><u>Acquisition of such qualities is essential to contribute to leadership in the GCC.</u></p>
R-6	<p>The owner must <u>train and coach us to improve our learning to –</u></p> <p>a) <u>accept tough sales targets;</u> b) <u>understand steps taken to retain the current clients;</u> c) <u>understand the desired steps to acquire new clients;</u> d) <u>why such steps help to achieve sales target set;</u></p> <p><u>He needs to change the current practice to set sales targets and order their attainments. He must initiate actions to improve our skills, competence and capabilities to –</u></p> <p>a) <u>adopt strategy to prospect clients;</u> b) <u>adopt strategy to configure and present new benefits effectively;</u> c) <u>adopt strategy to access new markets;</u></p> <p><u>Such qualities are required to hit upon sales goals.</u></p>
R-7	<p>The proprietor must train us. This will help us to learn and complete</p>

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	the tasks efficiently. Such performance improvement will improve profitability of the company.
R-8	The owner must train us to improve our skills to complete tasks flawlessly. It will also help us to understand the reasoning behind his demands.
R-9	The proprietor should initiate actions to improve our skills to do the job better. This will improve the firm's overall performance and profitability.
R-10	The owner needs to train us. Such training will improve our skills to complete task efficiently. This will help us to improve profitability of the firm.
R-11	The proprietor needs to train us. This will improve our skills to do the job efficiently. They are required to strengthen the firm's performance.
R-12	The owner needs to train us. Such training is required to complete task in time. This will help us to contribute to higher profitability.

Note:

Probe regarding the following during interview-

- e. Does he mentor, coach and train?
- f. Request for examples

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Q.5. How the actions of Patriarch/Proprietor/Owner mentioned in Q.4 help you deliver benefits?

Respondent Code	Responses
R-1	<p>Training is required to improve our skill and competence to -</p> <ul style="list-style-type: none"> a) develop business strategy; b) contribute to diversification strategy; c) contribute to management of business portfolio; d) take decisions to improve operations; <p>The above outcomes are the consequences of learning.</p>
R-2	<p>Training and mentoring are desired to improve our -</p> <ul style="list-style-type: none"> a) learning and skill acquisition to source resources; b) learning and competence elevation to manage resources; c) learning and capability development to use resources and deliver differentiated products; <p>They are essential to enhance my firm's abilities to compete.</p>
R-3	<p><u>Training will surely help us to -</u></p> <ul style="list-style-type: none"> <u>a) learn about production techniques and use inputs efficiently;</u> <u>b) learn to source and configure inputs and improve production;</u> <u>c) comprehend about alternative measures to improve systems;</u> <u>d) comprehend the best ways to govern diverse production functions;</u> <u>e) analyse the existing problem in the factory;</u> <u>f) solve the problems and improve production;</u> <p><u>Such learning and comprehension will help us to contribute and improve productivity.</u></p>
R-4	<p><u>Training and mentoring are necessary to improve our -</u></p> <ul style="list-style-type: none"> <u>a) knowledge about different means available to focus on production;</u> <u>b) understand how they can be utilized to improve production;</u> <u>c) understand how the systems and processes can be used to improve production;</u> <u>d) learn to solve the current problems associated with them;</u> <u>e) learn how best they can be used improve productivity;</u> <u>f) learn about the best ways to manage production functions;</u> <p><u>Such learning will enable us to improve productivity.</u></p>
R-5	<p><u>Mentoring and training will allow all to -</u></p> <ul style="list-style-type: none"> <u>a) learn set viable sales targets to attain desired profit;</u> <u>b) learn to use steps to access new territories to attain target profit;</u> <u>c) learn new techniques to pitch for new accounts;</u> <u>d) learn new techniques to retain new accounts;</u> <u>e) learn techniques to manage customer relationship;</u> <u>f) examine existing failure to manage customer relationship;</u> <u>g) find out best measures to improve sales;</u> <p><u>The above indicates learning. This helps us to compete, achieve sales</u></p>

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	<u>targets and generate profitability.</u>
R-6	<p><u>Training and coaching may enable us to -</u></p> <p>a) <u>adopt challenging sales targets and attain target profit;</u> b) <u>use new initiatives to access diverse markets to attain target profit;</u> c) <u>use new techniques to acquire new contracts;</u> d) <u>use new measures to retain existing contracts;</u> e) <u>explore new ways to sell the products in new markets;</u></p> <p>The above explains the benefits of training and coaching. These are necessary contribute to target profitability.</p>
R-7	<p><u>Training will help us to -</u></p> <p>a) <u>learn about work processes better;</u> b) <u>learn and prioritize tasks effectively;</u> c) <u>learn and speedy completion of tasks;</u></p> <p><u>They will help us to contribute to productivity improvement.</u></p>
R-8	<p>Training will help us to acquire the skills required to complete tasks efficiently, earn higher salary and get promotion to supervisory and executive ranks.</p>
R-9	<p><u>Training and guidance are needed to improve our -</u></p> <p>a) <u>learning to understand office work better;</u> b) <u>learning to complete office efficiently and in time;</u></p> <p><u>Such learning will enable us to manage work better and satisfy the owner.</u></p>
R-10	<p><u>Training is necessary to -</u></p> <p>a) <u>understand the importance of tasks allotted;</u> b) <u>learn to how allotted tasks can be completed without any delay;</u></p> <p><u>They will improve our performance.</u></p>
R-11	<p>Our training is desired to -</p> <p>a) understand the instructions of proprietor better; b) manage allotted work better;</p> <p>They will enable us to complete the work allotted in time.</p>
R-12	<p>Training is essential to -</p> <p>a) improve our abilities to analyse tasks and find out the best way to complete them in time;</p> <p>They are required to improve our efficiency.</p>

Note:

Probe regarding the following during interview-

- e. Why
- f. Ask for clarification

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Q.6. How your abilities to deliver benefits mentioned in Q.5 transform family business into conglomerate?

Respondent Code	Responses
R-1	<p>Training and guidance can elevate our –</p> <p>a) skill; b) competence; c) capability</p> <p>They will encourage the proprietor to -</p> <p>a) decentralize authority and allow us to take decisions; b) authorize us to examine, analyse and infer before taking decisions; c) adopt new measures to build and deliver new value;</p> <p>They will ensure growth of the firm into a large corporation in the GCC.</p>
R-2	<p>Training will improve our –</p> <p>a) learning; b) skill; c) competence; d) capability</p> <p>They will inspire the owner to -</p> <p>a) authorize us to take decisions; b) encourage us explore and develop new ways of doing things; c) adopt new initiatives to deliver new value;</p> <p>They will ensure growth and graduation of the firm into a large business in the GCC.</p>
R-3	<p><u>Knowledge, skill, competence and capability acquisition</u> by us will allow the proprietor to -</p> <p>a) <u>authorize us to take decisions</u> and improve production; b) <u>decentralize authority and improve resource management abilities</u>; c) <u>elevate the firm's agility to introduce new technology</u>; d) <u>enhance the firm's ability to develop differentiation</u>; e) <u>improve the firm's competence to deliver unique products</u>; e) <u>improve the firm's collective abilities to compete</u>; f) <u>improve the firm's abilities to retain leadership in the GCC</u>;</p> <p><u>They enable the firm's ability to occupy market space, sale products at higher rate and accelerate its growth. These may foster its graduation into a conglomerate in the GCC.</u></p>
R-4	<p><u>Sustained training and mentoring can influence elevation of our –</u></p> <p><u>a) skill;</u> <u>b) competence;</u> <u>c) capability</u></p> <p><u>They may encourage the owner to -</u></p>

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	<p>a) <u>decentralize authority to source, employ and process resources;</u> b) <u>authorize us to take decisions to configure resources differently to improve production;</u> c) <u>elevate the firm's agility to develop product differentiation;</u> d) <u>improve the firm's capabilities to deliver differentiated value;</u> e) <u>enhance the firm's capabilities to compete;</u> f) <u>elevate the firm's abilities to acquire and sustain lead in the GCC;</u></p> <p><u>They allow the firm to elevate sale of the products. The elevation of sales may accentuate its growth. It is expected to ensure growth of the firm into a large corporation in the GCC.</u></p>
R-5	<p><u>Mentoring and training is expected to elevate our dynamic capabilities to –</u></p> <p>a) <u>think differently;</u> b) <u>act differently;</u> c) <u>employ new measures to sell products</u> c) <u>satisfy and retain existing client;</u> d) <u>acquire new client;</u> e) <u>set sales target and achieve it;</u> f) <u>contribute to growth of profit;</u></p> <p><u>They elevate confidence of the owner and Directors to -</u></p> <p>a) <u>decentralize authority to select territories and set individual sales target;</u> b) <u>allow us to take decisions to new measures to promote products in existing and new territories;</u> c) <u>authorize us to employ account management system;</u> d) <u>allow us initiate new sales strategy to deliver benefits to clients;</u></p> <p><u>They enable us to compete and sell the products at a higher rate in the GCC. They enhance the growth and transformation of the firm into a corporation.</u></p>
R-6	<p><u>Training and coaching elevate our competence to –</u></p> <p>a) <u>initiate new measures to sell products differently;</u> b) <u>acquire new clients;</u> c) <u>set sales targets and attain them;</u> d) <u>attain growth of profit;</u></p> <p><u>They may motivate the owner to -</u></p> <p>a) <u>authorize us to target markets in the GCC and set individual sales target;</u> b) <u>enable us to initiate new actions to launch products in the captive market;</u> c) <u>enable us to initiate actions to launch products in the new markets;</u> d) <u>authorize us to use relationship management;</u></p> <p><u>They may enable us to sell the products at a higher rate in the GCC. The ability to sell them improves profitability, growth and leadership</u></p>

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	of the firm in the market.
R-7	<p>Training is necessary to improve our skills to organize, manage and complete office work better.</p> <p>Such improvement will encourage the proprietor to promote us to supervisory and executive ranks. Such promotion will improve our experience and capabilities to manage tasks effectively. This will improve the firm's profitability.</p>
R-8	<p>Training will help us to manage our work better. But it will be difficult to say whether our performance improvement could ensure the growth of the firm.</p>
R-9	<p>The proprietor should guide us to foster our abilities to learn and complete tasks efficiently. They will inspire the proprietor to give us promotion and higher responsibilities. They will improve our competence to manage tasks and contribute to firm's profitability.</p>
R-10	<p>The proprietor must train us. This will help to complete tasks in time. Such improvement will motivate the owner to promote us. Exposure to higher responsibilities will improve our experience and learning to manage tasks efficiently. This will help the firm to grow.</p>
R-11	<p>The proprietor has responsibility to guide us. This is needed to improve our learning to complete jobs within the budgeted time. It will influence him to promote us to higher rank. It will improve our abilities to analyse jobs well, complete them and improve firm's profit.</p>
R-12	<p>The owner must take interest in our training. This will help us to complete tasks with the agreed timeline. The abilities to complete them will inspire the owner to promote us to the next higher rank. This will motivate us to work harder and contribute to firm's growth.</p>

Note:

Probe regarding the following during interview-

- e. Why and in which way
- f. Ask for clarification

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Appendix-6

Reliability Test – Cronbach’s Alpha

Q.1. Can you inform regarding the following?

My Name:.....

My designation:.....

SI No	Particulars	Yes	No
1.	Family Patriarch		
2.	Family Members & Partners		
3.	Professionals & Public Directors		

Q.2. Are the following visible in the behaviour of patriarch of your firm?

Reliability Statistics

Cronbach's Alpha	N of Items
.775	15

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Monitors own & employees' feeling & emotions	44.88	6.379	.992	.706
Understand business.....sound judgement about them	44.77	4.887	.999	.669
Able to control actions & outcomes effectively	43.00	8.078	.547	.765
Combines knowledge.....manage firm's business	44.87	6.001	.929	.699
Displays sense of power and competence	43.00	8.078	.547	.765

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Is able to satisfy expectation.....influenced by others	44.87	6.001	.929	.699
Works with employees.....attain firm's goals	44.87	6.001	.929	.699
Is trustworthy, reliable and committed	43.00	8.078	.547	.765
Owens-up moral.....firm's business decisions	44.87	6.001	.929	.699
Makes personal sacrifices for the' benefit of all	44.87	6.001	.929	.699
Demand for disciplined actions	43.06	9.546	-.638	.820
Absence of freedom to take decision	43.06	9.546	-.638	.820
Directs and controls actions	43.06	9.546	-.638	.820
Focus on performance & goal attainment	43.06	9.546	-.638	.820
Links rewards to goal attainment	43.06	9.546	-.638	.820

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Q.3. How the patriarch inspires you?

Reliability Statistics

Cronbach's Alpha	N of Items
.787	11

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Explains clearly the future of firm	28.77	4.887	.954	.700
Respects all in the firm	28.77	4.887	.954	.700
Talks.....most important values & beliefs to me	28.77	4.887	.954	.700
Champions exciting new business possibilities	28.77	4.887	.954	.700
Talks.....importance of trusting each other	28.77	4.887	.954	.700
Expresses confidence about goal attainment	28.77	4.887	.954	.700
Reassures.....obstacles will be overcome	28.77	4.887	.954	.700
Seeks strict conformity to planned actions	26.96	8.273	-.690	.845
Reminds.....goals and monitors my actions	26.96	8.273	-.690	.845
Intervenes & corrects any departure from goals set	26.96	8.273	-.690	.845
Punishes failure to comply.....& goal attainment	26.96	8.273	-.690	.845

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Q.4. How the patriarch determines your needs?

Reliability Statistics

Cronbach's Alpha	N of Items
.725	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Assesses my knowledge to think independently	32.73	4.240	.916	.610
Assesses competence.....decisions & lead teams	32.73	4.240	.916	.610
Assesses my learning needs	32.73	4.240	.916	.610
Listens to my concerns.....& their outcomes	32.73	4.240	.916	.610
Trains me to improve decision making abilities	32.73	4.240	.916	.610
Mentors me to acquire new.....manage business	32.73	4.240	.916	.610
My views.....practices of management is respected	32.73	4.240	.916	.610
Expects me to invest & learn	30.92	7.249	-.634	.787
Expects me.....skilled & competent to work	30.92	7.249	-.634	.787
Expects me.....efficient and complete task	30.92	7.249	-.634	.787
Does not expect me to take decisions	30.92	7.249	-.634	.787
Expects me to act.....instructions only	30.92	7.249	-.634	.787

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Q.5. Which actions of the patriarch enhance your abilities to attain goals?

Reliability Statistics

Cronbach's Alpha	N of Items
.915	11

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Challenge old assumptions.....governance	24.38	7.692	1.000	.889
Empowers me	24.38	7.692	1.000	.889
Helps me to view problems differently	24.38	7.692	1.000	.889
Authorizes.....take decisions & act differently	24.38	7.692	1.000	.889
Implements my ideas & takes risks	24.38	7.692	1.000	.889
Seeks my suggestion for improvement	24.38	7.692	1.000	.889
Promotes collaboration among all	24.38	7.692	1.000	.889
Guides me to act in conformity.....firm's culture	24.38	7.692	1.000	.889
Guides.....to contribute & attain goals	24.38	7.692	1.000	.889
Supervises my actions closely	22.48	12.019	-1.000	.960
Demands strict adherence to plan	22.48	12.019	-1.000	.960

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Q.6. Can you pinpoint the impacts of patriarchs' actions, mentioned between Q2 and Q.5?

Reliability Statistics

Cronbach's Alpha	N of Items
.997	15

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Goal recognition, alertness & agility	28.27	42.201	.908	1.000
Experience sharing &.....of best practice	30.27	37.926	1.000	.997
Trust elevation & harmony among all	30.27	37.926	1.000	.997
Minimization of nepotism	30.27	37.926	1.000	.997
Establish credibility & enhance dignity	30.27	37.926	1.000	.997
Congenial working environment	30.27	37.926	1.000	.997
Sense of purpose & meaning for tasks	30.27	37.926	1.000	.997
Employee motivation, energy & drive	30.27	37.926	1.000	.997
Heightened engagement & task completion	30.27	37.926	1.000	.997
Self belief & optimism	30.27	37.926	1.000	.997
Professional work culture	30.27	37.926	1.000	.997
Collaboration among all	30.27	37.926	1.000	.997
Employee loyalty & retention	30.27	37.926	1.000	.997
Employee resolve to excel & surpass barriers	30.27	37.926	1.000	.997
Firm's business transformation.....ability to compete	30.27	37.926	1.000	.997

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Appendix-7

Content Analysis

Table 1 Respondents & their Background

Descriptive Statistics			
	N	Maximum	Sum
Working for 6 years	2	1	2
Working for 10 years	1	1	1
Working for 5 years	3	1	3
Working for 4 years	2	1	2
Working for 3 years	2	1	2
Working for 2 years	2	1	2
Proprietorship	6	1	6
Family firm	6	1	6
Valid N (listwise)	0		

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Table 2 Patriarchs & their Adoption of Idealized Influence & Impact

Respondent Code	Responses
R-1 (mix-trans & transctn)	<p>.....let me tell you that the <u>owner tells us his decisions and what we are required to do.....help all to work efficiently.</u></p> <p><u>Result delivery is important. Our earning and career progress depend on efficient result delivery.....His experience and expertise in the filed motivate uscredence to his instructions.</u></p> <p><u>To support completion of work he gives importance to our problems. Whenever we face any problem, we approach him. He guides us.....improves our confidence.....complete tasks within time allotted.</u></p>
R-2 (mix-trans & transctn)	<p><u>The owner decides how the work should be done. However he tells us why he wants work done in a specific way. He explains his viewpoint time and again.....instruction properly. He also guides us during our work. Such actions.....do the job efficiently.....links salary, promotion, bonus.....perfect job completion.....we are motivated to work hard.</u></p> <p><u>Let me also tell you that our motivation to follow the owner and work hard ishis expertise, capabilities and command on the workhis suggested steps.</u></p>
R-3 (mix-trans & transctn)	<p>.....the proprietor informs us about the work, what needs to done, how it can be done and the time available to complete it. His <u>forceful explanation about them.....understand why they need to be followed. Understanding of such purpose encourages us to work sincerely and complete the task set.</u></p> <p><u>He links our salary rise, year end bonus, promotion.....service the completion of tasks set.....motivates us to work harder.....</u></p> <p><u>Our interest to work hard and complete in time is influenced by awareness about proprietor's self belief in recommended actions.....follow whatever he says.</u></p> <p><u>To help us to complete the tasks, our proprietor enquires about our difficulties. If we voice about these, he explains and guides us about what we need to do anddifficulties.....actions on his part help us to complete the tasks.....</u></p>
R-4 (autocratic)	<p><u>The owner decides what all should do and tells the managers about it. They inform us about the work and the time allotted to complete it.....do not care about work complexities.....pose serious difficulties to complete to work allotted. We can not talk to them about such problem. We will loose the job. We have to do whatever they say. We are not happy about the situation butto secure salary and job.</u></p>

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	<p>.....<u>the owner and his manager could do to encourage us to work better and contribute voluntarily, I can tell the following:</u></p> <p>a)<u>explained why their orders are relevant; b).....clarified how such orders contribute to production;.....</u></p> <p>I believe that.....<u>will do very well if the owner and his managers bothered to consider the issues mentioned above.</u></p>
<p>R-5 (autocratic & transactn)</p>	<p><u>The owner takes all the decisions about –</u></p> <p>a) products to be sold; b) target sales volume; c) pricing of products;.....</p> <p><u>The owner informs the above to his two sons, who are the working Directors. They are inexperienced but hold responsible positions. They communicate the owner’s decisions to all the sales persons (16) and demand success.</u></p> <p><u>Their singular concern is the firm’s profit. They do not bother about the realities of the market.....serious challenge. The failure to manage this independently results in our failure.....targets. We avoid meeting the owner and Directors to discuss the problems faced regarding –</u></p> <p>a) pricing; b) quality; c) competing products;</p> <p><u>They are mismanaged by the owner and Directors. It influences our failure..... targets.....not bother about it.....we are penalized for such failure –</u></p> <p>a) increment freeze; b) zero commission; c) dismissal;</p> <p><u>The owner and Directors are in the know about our financial difficulties and they exploit such weaknesses to force us to accept all unreasonable conditions. The prevalence of such practices elevates our unhappiness.</u></p> <p>To answer your question about what the owner and Directors could do to motivate us to attain the targets, I can tell the following:</p> <p>a).....<u>set examples first and sell the products in large volume to earn our respect and convince us; b).....justify the reasons for setting punishing targets;.....</u></p>
<p>R-6 (autocratic)</p>	<p><u>The owner imposes the decisions about –</u></p> <p>a) products to be sold and target; b) price to be quoted;.....</p> <p><u>He does not care about competition and condition of market when he imposes them. Profit is his only concern.....our failure to attain the targets. He refuses to discuss about our concerns regarding pricing and quality.</u></p> <p>I know that all is not well in the factory. As a result <u>quality is</u></p>

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	<p><u>inappropriate and price is high.....failure to attain targets. The owner is least interested to recognize the issues. He is ready punish us –</u></p> <p>a) increment freeze; b) termination from service;</p> <p><u>The owner knows that we come from middle class background.....afford to loose the job. He exploits our disadvantage.....work on unrealistic targets. His actions discourage us.</u></p> <p>.....owner can do to inspire us to realise the targets, <u>I need to attach priority to the following:</u></p> <p>a).....<u>demonstrate mastery in selling the products;</u> b).....<u>set examples to win our trust;</u>.....</p>
<p>R-7 (autocratic)</p>	<p><u>The proprietor tells the managers about our work. They simply tell us his decision about –</u></p> <p>a)jobs we need to complete; b)time available;</p> <p><u>The owner and managers do not care about anything. They want resultswe can not ask questions.....routine jobs do not require explanation. We feel dispirited.....We are not treated like human beings.....we need to work here to earn our salary.</u></p> <p>Regarding your question about what the owner and his managers should do to inspire us, I want to tell you the following -</p> <p>a) they should speak to us; b) allow us to have doubts clarified;.....</p> <p>I am sure that the owner will get much better results if the accepts what I said.</p>
<p>R-8 (autocratic & transact)</p>	<p><u>The owner decided about work targets, methods and hand in datesHe thinks that no one in the firm knows how to work and as a result, it his responsibility to decide how work will be carried out by us.</u></p> <p><u>His sole focus is the benefit of family members. We are treated like rank outsiders. He believes.....paid for what.....and results delivered. Any departure from the benchmark set invite punishment:</u></p> <p>a) No increment; b) Pay cut; c) Termination.</p> <p><u>We do not like to work hereto secure our salary.....He exploits our weakness. This de-motivates us.</u></p> <p>In respect to your question about what the owner can do to motivate us, I will give importance to the following:</p> <p>a).....<u>treat us like human beings and win our respect.....</u></p>

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R-9 (autocratic & transact)	<p><u>The proprietor decides what and how to do a job. We have no say in such matters.....same will be rejected.</u></p> <p><u>His is interested in results only. Even if there is problem, he does not want to listen. If we insist, he will punish us which may lead to termination.</u></p> <p><u>We do not like to continue in the firm.....have to earn salary to take care of the family.</u></p> <p>In respect to your question about what the owner and family members should do to inspire us, I want to inform the following -</p> <p>a).....<u>treat us like human beings</u>; b) <u>guide us when needed</u>;</p> <p>If the above points are given importance, the results will improve.</p>
R-10 (autocratic & transact)	<p><u>The owner informs us about the tasks but does not like our suggestion. His disinterest to know about task related problems is known to all of us. Hence we work like machines to protect our salary at the end of the month.</u></p> <p>With reference to your question about what the owner can do to motivate us, I have can say that -</p> <p>a).....<u>review our difficulties</u>; b).....<u>listen to our problems</u>; c).....<u>guide us</u>;</p> <p>If he takes actions about the above points, our performance will improve.</p>
R-11 (autocratic)	<p><u>The proprietor orders about the job we are required to do. We are not allowed to seek clarification. He wants us to complete the job given. He explains everything to the member of family.</u></p> <p><u>The family members adopt harsh measures to extract output from us. The fear of job loss motivates us to complete the allotted job.</u></p> <p>With reference to your question about what they need to do to inspire us, I wish they considered the following -</p> <p>a) <u>treat us fairly</u>; b) <u>train us</u>; c) <u>compensate us adequately</u>;</p> <p>We will be encouraged to work wholeheartedly if the above issues are taken care of by the proprietor.</p>
R-12 (autocratic & transact)	<p><u>The owner instructs us about the task.....expects flawless results.....least interested to know why delay occurs –</u></p> <p>a) <u>volume of work allotted</u>; b) <u>problem with IT system</u>; c) <u>poor hygiene</u>;</p> <p><u>He is only interested about the benefits of family members and completion of task in time.....required to work like machines to earn salary.</u></p> <p>In respect to your question about what the owner should do to inspire</p>

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	<p>us, I want to inform the following -</p> <p>a) <u>review workload properly</u>; b) <u>review to our problems</u>;.....</p> <p>The owner would do well to give credence to the issues.</p>
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Table 3 Patriarchs & their Adoption of Inspirational Motivation & Impact

Respondent Code	Responses
R-1 (mix-trans & transctn)	<p><u>Yes. The proprietor discusses the firm's future. He explains in detail what needs to be done to attain such goal.....justifies how such attainment is linked to the firm's retention of competitive lead. Learning about these enables us to understand the purpose of our actions.</u></p> <p><u>Comprehension regarding the purpose allows us realize the importance of the work in hand.....realize challenging goals.....performance helps us to –</u></p> <p>a) <u>secure promotion</u>; b) <u>earn higher salary</u>; c) <u>earn bonus</u>;</p> <p><u>They motivate us to improve performance. This does not mean that the proprietor will authorize us to take decisions.</u></p>
R-2 (mix-trans & transctn)	<p><u>Yes. The owner speaks about the aims of the firm and what he wants achieved. He also speaks about the need for such achievement.....understand the importance of our actions.....encourages us to realize the goals set by the owner. The realization of goals allows us to secure the following -</u></p> <p>a) <u>salary rise</u>; b) <u>promotion</u>; c) <u>financial rewards</u>;</p> <p><u>They inspire all in the firm to improve performance.....that such an outcome will not motivate the owner to give us any authority to take decisions.</u></p>
R-3 (mix-trans & transctn)	<p><u>Yes. The proprietor discusses about the future goals. He links these masterfully to the future growth of the firm.....necessity to attain them and how such attainment is necessary to compete in the GCC and retain lead.....enables us to understand the purpose of our actions.</u></p> <p><u>Awareness about purpose lends meaning for the work at hand. It inspires us to think and initiate actions to surpass goals set by the proprietor. Such performance helps us to –</u></p> <p>a) <u>secure promotion</u>; b) <u>earn higher salary</u>; c) <u>earn bonus</u>; d) <u>secure recognition</u>.</p> <p><u>They motivate us to explore new avenues to improve upon performance. The consequence of his persuasive and forceful explanation is visible.</u></p>

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	<p>Despite this, <u>the proprietor is not likely to authorize us to take independent decisions.</u></p>
R-4 (autocratic)	<p><u>No. The owner and managers do not discuss vision and the future of the group of companies in our presence.</u></p> <p>I believe <u>such discussion can help us to learn about the future of the group of companies.....gauge their overall goals.....is needed to elevate our interest to –</u></p> <p>a) <u>enhance performance constantly;</u> b) <u>support competitive lead of group of companies in the GCC.</u></p> <p><u>When the purpose is known, the work in hand becomes meaningful. This inspires us to think and act differently. These help us to surpass goals set by the owner. Such performance excellence can ensure our self fulfillment.</u></p>
R-5 (autocratic & transactn)	<p><u>No. The owner and the Directors do not explain vision and future of firm.</u></p> <p><u>The discussion about vision and future of firm is desired to improve our abilities to understand its prime goals access markets and sell products..... enhance our motivation to sell the products,.....acquire market space.....improve the firm’s collective abilities to compete in the GCC.</u></p> <p><u>Knowledge about the purpose helps us to realize the following –</u></p> <p>a).....<u>sale target for us;</u> b).....<u>prospect new clients;</u> c) <u>access new territory;</u></p> <p><u>Knowledge about them inspires us to attain sales target, support market share acquisition, generate profit and contribute to value building.</u></p>
R-6 (autocratic)	<p><u>No. The owner does not discuss the vision and future of firm.</u></p> <p><u>Our awareness about firm’s vision and future is needed to improve our understanding about its –</u></p> <p>a) <u>lofty goal setting;</u> b) <u>high sales target setting;</u>.....</p> <p><u>Comprehension about them may improve motivation of all.....access new segments.....achieve sale targets. Constant realization of these is needed to improve the firm’s abilities to compete.</u></p> <p><u>When we know the relevance of an action, the inspiration to attain the goals set by the owner and generate profit is enhanced.</u></p>
R-7 (autocratic)	<p><u>No. The proprietor does not explain anything about the vision and aim of firm.</u></p> <p><u>Wish the proprietor discussed his views about the firm’s future.....learning about the relevance of his actions.....motivate us to work.....help the firm’s performance improvement.</u></p>
R-8	<p><u>No. The owner does not tell us anything about the future of his firm.</u></p>

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(autocratic & transact)	<u>Our learning about it would be of help to know.....attain stiff work targets..... encourage us to contribute voluntarily.</u>
R-9 (autocratic & transact)	<u>No. The proprietor tells us nothing about future of our firm. Our motivation to work hard and support his initiatives will improve if we are in the know of the firm's future.....where we will be in the course of next 5 to 7 yearsfirm's future is bright.....improve performance.</u>
R-10 (autocratic & transact)	<u>No. The owner does not care to communicate his vision and firm's future to us.understand why we are required to invest extra effort to improve results.....attain the same.</u>
R-11 (autocratic)	<u>No. The proprietor considers it irrelevant to discuss the future of the firm.understand why we have to complete jobs allotted.....inspire us to work harder.</u>
R-12 (autocratic & transact)	<u>No. The owner does not interact with us and explain the future of our firm.surely improve our interest to work hard.....improve performance.</u>

Table 4 Patriarchs & their Adoption of Individualized Consideration & Impact

Respondent Code	Responses
R-1 (mix-trans & transctn)	<p><u>The proprietor may do well to train and guide us all.....improve our learning about plans and actions.</u></p> <p><u>The current practice of adhering to proprietor's views needs change. We need to be competent to contribute and improve resource usage.....and compete effectively.....guidance will help us to acquire the skills to adopt and implement strategies and enhance our firm's abilities to compete.</u></p>
R-2 (mix-trans & transctn)	<p><u>The owner needs to mentor and train us on the job. Such actions will help us to do the following -</u></p> <p>a) <u>examine and analyse problems;.....</u></p> <p><u>We need to learn to manage the above in a team to help our firm to earn profit and retain competitive lead.</u></p>
R-3 (mix-trans & transctn)	<p><u>The proprietor needs to give priority to our training.....understand –</u></p> <p>a) <u>what we need to do;.....</u></p> <p><u>At present we are following the production process suggested by him. But we do nothing to change the production process to improve productivity –</u></p> <p>a) <u>material usage; b) machine usage;.....</u></p> <p><u>Training can help us to understand why they help to attain future goals.....-</u></p> <p>a) <u>contribution to scale expansion;.....</u></p> <p><u>When we understand the above and know what to do.....our abilities to contribute to the achievement of future goals is</u></p>

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	<p><u>enhanced.....improves the abilities of the firm to compete in the GCC.....</u></p>
R-4 (autocratic)	<p>The owner and Directors <u>need to mentor and train us to transfer the knowledge required to –</u></p> <p>a) <u>set production targets; b) which actions need to be taken to source and inputs better:.....</u></p> <p><u>The present practice to impose production targets needs to change. We must know the meaning of setting challenging production targets. To attain these the owner and Directors need to take steps to improve our –</u></p> <p>a) <u>skills understand production process;.....</u></p> <p><u>Their acquisition is essential to contribute to leadership in the GCC.</u></p>
R-5 (autocratic & transactn)	<p>The owner and Directors need to <u>mentor and train us to transfer the knowledge required to –</u></p> <p>a) <u>adopt challenging sales targets; b) which actions need to be taken to retain existing buyers;.....</u></p> <p><u>The present practice to impose targets needs to change. We must know the underlying meaning of setting new lofty sales targets. To attain these the owner and Directors need to take decisive steps to improve our –</u></p> <p>a) <u>sales skills;.....</u></p> <p><u>Acquisition of such qualities is essential to contribute to leadership in the GCC.</u></p>
R-6 (autocratic)	<p>The owner must <u>train and coach us to improve our learning to –</u></p> <p>a) <u>accept tough sales targets; b) understand steps taken to retain the current clients;.....</u></p> <p><u>He needs to change the current practice to set sales targets and order their attainments.....initiate actions to improve our skills.....capabilities to –</u></p> <p>a) <u>adopt strategy to prospect clients;.....</u></p> <p><u>Such qualities are required to hit upon sales goals.</u></p>
R-7 (autocratic)	<p><u>The proprietor must train us. This will help us to learn and complete the tasks efficiently.....improve profitability of the company.</u></p>
R-8 (autocratic & transact)	<p><u>The owner must train us to improve our skills to complete tasks flawlessly..... understand the reasoning behind his demands.</u></p>
R-9 (autocratic & transact)	<p><u>The proprietor should initiate actions to improve our skills to do the job better.....improve the firm’s overall performance and profitability.</u></p>
R-10 (autocratic & transact)	<p><u>The owner needs to train us. Such training will improve our skills to complete task efficiently.....improve profitability of the firm.</u></p>

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R-11 (autocratic)	<u>The proprietor needs to train us. This will improve our skills to do the job efficiently.....strengthen the firm's performance.</u>
R-12 (autocratic & transact)	<u>The owner needs to train us. Such training is required to complete task in time.....contribute to higher profitability.</u>

Table 5 Patriarchs & their Adoption of Intellectual Stimulation and Impact

Respondent Code	Responses
R-1 (mix-trans & transctn)	<p>Training is required to improve our skill and competence to -</p> <p>a) <u>develop business strategy</u>; b) <u>contribute to diversification strategy</u>;.....</p> <p>The above outcomes are the consequences of learning.</p>
R-2 (mix-trans & transctn)	<p>Training and mentoring are desired to improve our -</p> <p>a) <u>learning and skill acquisition to source resources</u>; b) <u>learning and competence elevation to manage resources</u>;.....</p> <p>They are essential to enhance my firm's abilities to compete.</p>
R-3 (mix-trans & transctn)	<p><u>Training will surely help us to -</u></p> <p>a) <u>learn about production techniques and use inputs efficiently</u>; b) <u>learn to source and configure inputs and improve production</u>;.....</p> <p><u>Such learning and comprehension will help us to contribute and improve productivity.</u></p>
R-4 (autocratic)	<p><u>Training and mentoring are necessary to improve our -</u></p> <p>a) <u>knowledge about different means available to focus on production</u>; b) <u>understand how they can be utilized to improve production</u>;.....</p> <p><u>Such learning will enable us to improve productivity.</u></p>
R-5 (autocratic & transactn)	<p><u>Mentoring and training will allow all to -</u></p> <p>a) <u>learn set viable sales targets to attain desired profit</u>; b) <u>learn to use steps to access new territories to attain target profit</u>;.....</p> <p><u>The above indicates learning. This helps us to compete, achieve sales targets and generate profitability.</u></p>
R-6 (autocratic)	<p><u>Training and coaching may enable us to -</u></p> <p>a) <u>adopt challenging sales targets and attain target profit</u>; b) <u>use new initiatives to access diverse markets to attain target profit</u>; c) <u>use new techniques to acquire new contracts</u>;.....</p> <p>The above explains the benefits of training and coaching. These are necessary contribute to target profitability.</p>
R-7 (autocratic)	<p><u>Training will help us to -</u></p> <p>a) <u>learn about work processes better</u>;.....</p>

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	<u>They will help us to contribute to productivity improvement.</u>
R-8 (autocratic & transact)	<u>Training will help us to acquire the skills required to complete tasks efficiently,get promotion to supervisory and executive ranks.</u>
R-9 (autocratic & transact)	<u>Training and guidance are needed to improve our -</u> a) <u>learning to understand office work better;</u> <u>Such learning will enable us to manage work better and satisfy the owner.</u>
R-10 (autocratic & transact)	<u>Training is necessary to -</u> a) <u>understand the importance of tasks allotted;</u> <u>They will improve our performance.</u>
R-11 (autocratic)	<u>Our training is desired to -</u> a) <u>understand the instructions of proprietor better;</u> <u>They will enable us to complete the work allotted in time.</u>
R-12 (autocratic & transact)	<u>Training is essential to -</u> a) <u>improve our abilities to analyse tasks.....best way to complete them.....</u> <u>They are required to improve our efficiency.</u>

Table 6 Patriarch & the Impact of Intellectual Stimulation on a Family Firm's Business Transformation

Respondent Code	Responses
R-1 (mix-trans & transctn)	<u>Training and guidance can elevate our skill; competence; capability</u> <u>They will encourage the proprietor to decentralize authority and allow us to take decisions.....authorize us to examine, analyse and infer before taking decisions;</u> <u>They will ensure growth of the firm into a large corporation in the GCC.</u>
R-2 (mix-trans & transctn)	<u>Training will improve our learning; skill; competence; capability</u> <u>They will inspire the owner to.....authorize us to take decisions.....encourage us explore and develop new ways of doing things;</u> <u>They will ensure growth and graduation of the firm into a large business in the GCC.</u>
R-3 (mix-trans & transctn)	<u>Knowledge, skill, competence and capability acquisition by us will allow the proprietor to.....authorize us to take decisions and improve productiondecentralize authority and improve resource management abilitieselevate the firm's agility to introduce new technologyimprove the firm's abilities to</u>

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	<p><u>retain leadership in the GCC</u></p> <p><u>They enable the firm's ability to occupy market space, sale products at higher rate.....foster its graduation into a conglomerate in the GCC.</u></p>
R-4 (autocratic)	<p><u>Sustained training and mentoring can influence elevation of our skill, competence, capability</u></p> <p><u>They may encourage the owner to decentralize authority to source, employ and process resources; authorize us to take decisions to configure resources differently to improve production; elevate the firm's agility to develop product differentiation;..... f) elevate the firm's abilities to acquire and sustain lead in the GCC;</u></p> <p><u>They allow the firm to elevate sale of the products.....growth of the firm into a large corporation in the GCC.</u></p>
R-5 (autocratic & transactn)	<p><u>Mentoring and training is expected to elevate our dynamic capabilities to think differently; act differently; employ new measures to sell products, satisfy and retain existing client;.....contribute to growth of profit;</u></p> <p><u>They elevate confidence of the owner and Directors to decentralize authority to select territories and set individual sales target, allow us to take decisions to new measures to promote products in existing and new territories;.....allow us initiate new sales strategy to deliver benefits to clients;</u></p> <p><u>They enable us to compete and sell the products at a higher rate in the GCC.....transformation of the firm into a corporation.</u></p>
R-6 (autocratic)	<p><u>Training and coaching elevate our competence to initiate new measures to sell products differently; acquire new clients.....attain growth of profit;</u></p> <p><u>They may motivate the owner to authorize us to target markets in the GCC and set individual sales target, enable us to initiate new actions to launch products in the captive market;.....d) authorize us to use relationship management;</u></p> <p><u>They may enable us to sell the products at a higher rate in the GCC..... growth and leadership of the firm in the market.</u></p>
R-7 (autocratic)	<p><u>Training is necessary to improve our skills to organize, manage and complete office work better.</u></p> <p><u>Such improvement will encourage the proprietor to promote us to supervisory and executive ranks.....promotion will improve our experience and capabilities to manage tasks effectively.....improve the firm's profitability.</u></p>
R-8 (autocratic & transact)	<p><u>Training will help us to manage our work better. But it will be difficult to say whether our performance improvement could ensure the growth of the firm.</u></p>
R-9 (autocratic)	<p><u>The proprietor should guide us to foster our abilities to learn and complete tasks efficiently.....give us promotion and higher</u></p>

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& transact)	responsibilities..... competence to manage tasks and contribute to firm's profitability.
R-10 (autocratic & transact)	<u>The proprietor must train us.....help to complete tasks in time.....will motivate the owner to promote us.....improve our experience and learning to manage tasks efficiently.....firm to grow.</u>
R-11 (autocratic)	<u>The proprietor has responsibility to guide us. This is needed to improve our learning.....budgeted time.....promote us to higher rank. It will improve our abilities to analyse jobs well, complete them.....firm's profit.</u>
R-12 (autocratic & transact)	<u>The owner must take interest in our training.....help us to complete tasks with the agreed timeline.....inspire the owner to promote us to the next higher rank.....work harder and contribute to firm's growth.</u>

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Appendix-8

Table 1 Respondents & Firms

	Management of Firms		
	Family Patriarch	Family Members & Partners	Professionals & Public Directors
Office Assistant	35 (19.55%)	28 (15.64%)	
Clerk	21 (11.73%)	16 (8.93%)	
Supervisor	15 (8.37%)	17 (9.46%)	
Executive	9 (5.02%)	13 (7.26%)	
Manager	19 (10.61%)	6 (3.43%)	
Total	99 (55.30%)	80 (44.70%)	

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Table 2 Patriarch's Adoption of Idealized Influence & the Impact on Trust Elevation and Harmony Among All

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 ^a	.397	.342	.861

a. Predictors: (Constant), Makes personal sacrifices for the' benefit of all, Is able to satisfy expectation.....influenced by others, Is trustworthy, reliable and committed, Combines knowledge.....manage firm's business, Owns-up moral.....firm's business decisions, Monitors own & employees' feeling & emotions, Works with employees.....attain firm's goals, Understand business.....sound judgement about them, Links rewards to goal attainment, Demand for disciplined actions, Able to control actions & outcomes effectively, Focus on performance & goal attainment, Absence of freedom to take decision, Displays sense of power and competence, Directs and controls actions

ANOVA ^c						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	79.777	15	5.318	7.168	.000 ^a
	Residual	120.938	163	.742		
	Total	200.715	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.178	1.122		1.050	.095
	Monitors own & employees' feeling & emotions	.479	.083	.468	5.768	.000
	Understand business.....sound judgement about them	.069	.081	.074	.846	.099
	Combines knowledge.....manage firm's business	-.070	.073	-.078	-.951	.043
	Is able to satisfy expectation.....influenced by others	.014	.063	.016	.227	.021
	Works with employees.....attain firm's goals	.068	.074	.074	.919	.059
	Is trustworthy, reliable and committed	.017	.124	.010	.139	.090
	Owns-up moral.....firm's business decisions	.111	.074	.110	1.507	.134
	Makes personal sacrifices for the' benefit of all	.088	.055	.103	1.592	.113
	Able to control actions & outcomes effectively	.035	.064	.035	.537	.092
	Displays sense of power and competence	-.029	.071	-.027	-.409	.083
	Demand for disciplined actions	-.109	.091	-.076	-1.202	.031
	Absence of freedom to take decision	-.022	.092	-.016	-.243	.009
	Directs and controls actions	-.002	.083	-.002	-.027	.079
	Focus on performance & goal attainment	-.122	.096	-.084	-1.273	.005
	Links rewards to goal attainment	.045	.075	.038	.605	.046

a. Dependent Variable: Trust elevation & harmony among all

b. 95% level of Confidence

Transformational Leadership & Excellence in Family Managed Enterprises

Table 3 Patriarch's Adoption of Idealized Influence & the Impact on Congenial Working Environment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.373 ^a	.139	.060	1.266

a. Predictors: (Constant), Makes personal sacrifices for the' benefit of all, Is able to satisfy expectation.....influenced by others, Is trustworthy, reliable and committed, Combines knowledge.....manage firm's business, Owns-up moral.....firm's business decisions, Monitors own & employees' feeling & emotions, Works with employees.....attain firm's goals, Understand business.....sound judgement about them, Links rewards to goal attainment, Demand for disciplined actions, Able to control actions & outcomes effectively, Focus on performance & goal attainment, Absence of freedom to take decision, Displays sense of power and competence, Directs and controls actions

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.285	15	2.819	2.758	.045 ^a
	Residual	261.336	163	1.603		
	Total	303.620	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.551	1.650		2.153	.033
	Monitors own & employees' feeling & emotions	-.151	.122	-.120	1.240	.017
	Understand business.....sound judgement about them	.233	.120	.203	1.942	.054
	Combines knowledge.....manage firm's business	-.274	.107	-.250	2.554	.012
	Is able to satisfy expectation.....influenced by others	.061	.093	.055	.659	.011
	Works with employees.....attain firm's goals	.077	.108	.068	.707	.180
	Is trustworthy, reliable and committed	-.097	.182	-.045	.531	.096
	Owns-up moral.....firm's business decisions	.224	.108	.181	2.075	.040
	Makes personal sacrifices for the' benefit of all	.069	.081	.066	.850	.097
	Able to control actions & outcomes effectively	.071	.095	.058	.747	.056
	Displays sense of power and competence	.074	.104	.055	.711	.078
	Demand for disciplined actions	-.140	.134	-.080	-1.050	.095
	Absence of freedom to take decision	-.244	.135	-.140	-1.804	.073
	Directs and controls actions	-.095	.122	-.063	-.777	.038
	Focus on performance & goal attainment	.101	.141	.056	.713	.077
	Links rewards to goal attainment	-.006	.110	-.004	-.051	.059

a. Dependent Variable: Congenial working environment

b. 95% level of Confidence

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Table 4 Patriarch's Adoption of Idealized Influence & the Impact on Employee Resolve to Excel and Surpass Barriers

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 ^a	.405	.351	1.001

a. Predictors: (Constant), Makes personal sacrifices for the' benefit of all, Is able to satisfy expectation.....influenced by others, Is trustworthy, reliable and committed, Combines knowledge.....manage firm's business, Owns-up moral.....firm's business decisions, Monitors own & employees' feeling & emotions, Works with employees.....attain firm's goals, Understand business.....sound judgement about them, Links rewards to goal attainment, Demand for disciplined actions, Able to control actions & outcomes effectively, Focus on performance & goal attainment, Absence of freedom to take decision, Displays sense of power and competence, Directs and controls actions

ANOVA ^c						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	111.292	15	7.419	7.408	.000 ^a
	Residual	163.244	163	1.001		
	Total	274.536	178			

Coefficients^a

Model	Predictors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.012	1.304		.776	.039
	Monitors own & employees' feeling & emotions	.444	.096	.371	4.600	.000
	Understand business.....sound judgement about them	.092	.095	.085	.977	.130
	Combines knowledge.....manage firm's business	-.176	.085	-.169	-2.072	.040
	Is able to satisfy expectation.....influenced by others	-.043	.073	-.040	-.587	.158
	Works with employees.....attain firm's goals	.204	.086	.191	2.387	.018
	Is trustworthy, reliable and committed	.163	.144	.079	1.130	.060
	Owns-up moral.....firm's business decisions	-.059	.085	-.050	-.688	.093
	Makes personal sacrifices for the' benefit of all	.259	.064	.259	4.029	.000
	Able to control actions & outcomes effectively	.047	.075	.040	.626	.032
	Displays sense of power and competence	.041	.082	.032	.496	.021
	Demand for disciplined actions	-.186	.106	-.111	-1.760	.080
	Absence of freedom to take decision	-.085	.107	-.051	-.790	.031
	Directs and controls actions	-.026	.096	-.018	-.274	.084
	Focus on performance & goal attainment	.023	.112	.013	.206	.037
	Links rewards to goal attainment	-.003	.087	-.002	-.037	.071

a. Dependent Variable: Employee resolve to excel & surpass barriers

b. 95% level of Confidence

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Table 5 Patriarch's Adoption of Idealized Influence & the Sense of Purpose and Meaning for Tasks

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682 ^a	.284	.251	.461

a. Predictors: (Constant), Makes personal sacrifices for the' benefit of all, Is able to satisfy expectation.....influenced by others, Is trustworthy, reliable and committed, Combines knowledge.....manage firm's business, Owns-up moral.....firm's business decisions, Monitors own & employees' feeling & emotions, Works with employees.....attain firm's goals, Understand business.....sound judgement about them, Links rewards to goal attainment, Demand for disciplined actions, Able to control actions & outcomes effectively, Focus on performance & goal attainment, Absence of freedom to take decision, Displays sense of power and competence, Directs and controls actions

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.493	15	1.566	9.436	.000 ^a
	Residual	27.055	163	.166		
	Total	50.547	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.087	.531		5.816	.000
	Monitors own & employees' feeling & emotions	.020	.039	.039	.512	.109
	Understand business.....sound judgement about them	-.056	.039	-.120	-1.455	.048
	Combines knowledge.....manage firm's business	-.006	.035	-.013	-.173	.063
	Is able to satisfy expectation.....influenced by others	-.016	.030	-.035	-.537	.092
	Works with employees.....attain firm's goals	.028	.035	.060	.791	.030
	Is trustworthy, reliable and committed	.144	.059	.164	2.462	.015
	Owns-up moral.....firm's business decisions	.126	.035	.250	3.632	.000
	Makes personal sacrifices for the' benefit of all	.076	.026	.177	2.904	.004
	Able to control actions & outcomes effectively	.063	.030	.127	2.076	.039
	Displays sense of power and competence	-.031	.033	-.057	-.934	.051
	Demand for disciplined actions	-.227	.043	-.317	-5.280	.000
	Absence of freedom to take decision	-.104	.044	-.147	-2.396	.018
	Directs and controls actions	-.055	.039	-.089	-1.409	.061
	Focus on performance & goal attainment	-.123	.045	-.169	-2.717	.007
	Links rewards to goal attainment	-.064	.035	-.107	-1.815	.071

a. Dependent Variable: Sense of purpose & meaning for tasks

b. 95% level of Confidence

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Table 6 Patriarch's Adoption of Inspirational Motivation & the Employee Motivation, Energy and Drive

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800 ^a	.640	.616	.330

a. Predictors: (Constant), Reassures.....obstacles will be overcome, Talks.....importance of trusting each other, Respects all in the firm, Explains clearly the future of firm, Talks.....most important values & beliefs to me, Expresses confidence about goal attainment, Champions exciting new business possibilities, Reminds.....goals and monitors my actions, Intervenes & corrects any departure from goals set, Punishes failure to comply.....& goal attainment, Seeks strict conformity to planned actions

ANOVA^c

Model	Sum of Squares	df	Mean Square	F	Sig.
1					
Regression	32.358	11	2.942	27.007	.000 ^a
Residual	18.190	167	.109		
Total	50.547	178			

Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1	(Constant)		2.131	.035
	Explains clearly the future of firm	.135	2.541	.012
	Respects all in the firm	.108	1.937	.054
	Talks.....most important values & beliefs to me	.161	2.357	.020
	Champions exciting new business possibilities	.209	2.748	.007
	Talks.....importance of trusting each other	.475	7.090	.000
	Expresses confidence about goal attainment	.467	6.357	.000
	Reassures.....obstacles will be overcome	.281	3.434	.001
	Seeks strict conformity to planned actions	-.093	-1.466	.044
	Reminds.....goals and monitors my actions	-.062	-1.276	.004
	Intervenes & corrects any departure from goals set	-.072	-1.449	.109
	Punishes failure to comply.....& goal attainment	-.216	-4.319	.000

a. Dependent Variable: Employee motivation, energy & drive

b. 95% level of Confidence

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Table 7 Patriarch's Adoption of Inspirational Motivation & Self belief and Optimism of Employees

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.484 ^a	.219	.187	.906

a. Predictors: (Constant), Reassures.....obstacles will be overcome, Talks.....importance of trusting each other, Respects all in the firm, Explains clearly the future of firm, Talks.....most important values & beliefs to me, Expresses confidence about goal attainment, Champions exciting new business possibilities, Reminds.....goals and monitors my actions, Intervenes & corrects any departure from goals set, Punishes failure to comply.....& goal attainment, Seeks strict conformity to planned actions

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.081	11	3.826	4.643	.000 ^a
	Residual	137.584	167	.824		
	Total	179.665	178			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.540	1.240		-.435	.064
	Explains clearly the future of firm	.032	.075	.034	.434	.065
	Respects all in the firm	.055	.068	.066	.813	.017
	Talks.....most important values & beliefs to me	.013	.081	.015	.154	.077
	Champions exciting new business possibilities	.237	.086	.305	2.751	.007
	Talks.....importance of trusting each other	.198	.077	.250	2.555	.012
	Expresses confidence about goal attainment	.190	.080	.253	2.356	.020
	Reassures.....obstacles will be overcome	.230	.104	.264	2.217	.028
	Seeks strict conformity to planned actions	.091	.127	.066	.711	.078
	Reminds.....goals and monitors my actions	.002	.085	.002	.029	.077
	Intervenes & corrects any departure from goals set	.082	.093	.064	.878	.081
	Punishes failure to comply.....& goal attainment	-.163	.110	-.108	-1.486	.039

a. Dependent Variable: Self belief & optimism
b. 95% level of Confidence

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Table 8 Patriarch's Adoption of Individualized Consideration & Impact on Goal Recognition, Alertness and Agility

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 ^a	.738	.719	.088

a. Predictors: (Constant), My views.....practices of management is respected, Trains me to improve decision making abilities, Assesses my learning needs, Listens to my concerns.....& their outcomes, Assesses competence.....decisions & lead teams, Mentors me to acquire new.....manage business, Assesses my knowledge to think independently, Expects me to act.....instructions only, Expects me.....skilled & competent to work, Does not expect me to take decisions, Expects me.....efficient and complete task, Expects me to invest & learn

ANOVA ^c						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	3.586	12	.299	38.922	.000 ^a
	Residual	1.274	166	.008		
	Total	4.860	178			

Coefficients ^a									
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.					
					B	Std. Error	Beta	t	Sig.
1	(Constant)		40.660	.000	4.212	.104			
	Assesses my knowledge to think independently	.220	4.441	.000	.047	.011	.220	4.441	.000
	Assesses competence.....decisions & lead teams	-.096	-2.018	.045	-.016	.008	-.096	-2.018	.045
	Assesses my learning needs	.158	3.690	.000	.023	.006	.158	3.690	.000
	Listens to my concerns.....& their outcomes	.126	2.849	.005	.022	.008	.126	2.849	.005
	Trains me to improve decision making abilities	.167	3.934	.000	.020	.005	.167	3.934	.000
	Mentors me to acquire new.....manage business	.157	3.170	.002	.029	.009	.157	3.170	.002
	My views.....practices of management is respected	.284	5.402	.000	.063	.012	.284	5.402	.000
	Expects me to invest & learn	-.033	-.660	.078	-.008	.012	-.033	-.660	.078
	Expects me.....skilled & competent to work	-.184	-4.321	.000	-.034	.008	-.184	-4.321	.000
	Expects me.....efficient and complete task	-.232	-5.295	.000	-.060	.011	-.232	-5.295	.000
	Does not expect me to take decisions	-.160	-3.751	.000	-.036	.010	-.160	-3.751	.000
	Expects me to act.....instructions only	-.141	-3.474	.001	-.026	.008	-.141	-3.474	.001

a. Dependent Variable: Goal recognition, alertness & agility
b. 95% level of Confidence

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Table 9 Patriarch's Adoption of Individualized Consideration & Impact on Experience Sharing and Adoption of Best Practice

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.448 ^a	.200	.242	1.296

a. Predictors: (Constant), My views.....practices of management is respected, Listens to my concerns.....& their outcomes, Assesses my learning needs, Assesses my knowledge to think independently, Mentors me to acquire new.....manage business, Assesses competence.....decisions & lead teams, Trains me to improve decision making abilities, Expects me to act.....instructions only, Expects me.....efficient and complete task, Does not expect me to take decisions, Expects me.....skilled & competent to work, Expects me to invest & learn

ANOVA ^c						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	69.886	12	5.824	4.418	.000 ^a
	Residual	278.874	166	1.680		
	Total	348.760	178			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.285	1.078		2.120	.035
	Assesses my knowledge to think independently	.049	.049	.072	1.007	.016
	Assesses competence.....decisions & lead teams	.077	.066	.095	1.163	.046
	Assesses my learning needs	.049	.059	.067	.832	.006
	Listens to my concerns.....& their outcomes	.028	.068	.036	.412	.081
	Trains me to improve decision making abilities	.019	.063	.028	.306	.060
	Mentors me to acquire new.....manage business	.122	.064	.159	1.902	.059
	My views.....practices of management is respected	.370	.114	.275	3.240	.001
	Expects me to invest & learn	.087	.114	.060	.766	.044
	Expects me.....skilled & competent to work	-.112	.084	-.099	-1.333	.084
	Expects me.....efficient and complete task	-.268	.116	-.172	-2.319	.022
	Does not expect me to take decisions	-.023	.101	-.017	-.226	.021
	Expects me to act.....instructions only	-.193	.077	-.171	-2.501	.013

a. Dependent Variable: Experience Sharing & Adoption of Best Practice

b. 95% level of Confidence

Transformational Leadership & Excellence in Family Managed Enterprises

Table 10 Patriarch's Adoption of Intellectual Stimulation & Professional Work Culture and Impact on Goal Attainment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341 ^a	.116	.047	.935

a. Predictors: (Constant), Guides.....to contribute & attain goals, Promotes collaboration among all, Challenge old assumptions.....governance, Implements my ideas & takes risks, Authorizes.....take decisions & act differently, Seeks my suggestion for improvement , Guides me to act in conformity.....firm's culture, Empowers me, Helps me to view problems differently, Demands strict adherence to plan, Gives no importance.....skill development, Demands results only, Supervises my actions closely

ANOVA ^c						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	19.022	13	1.463	2.673	.031 ^a
	Residual	144.274	165	.874		
	Total	163.296	178			

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.428	.888		4.989	.000
	Challenge old assumptions.....governance	-.046	.054	-.069	-.852	.096
	Empowers me	.084	.087	.113	.969	.034
	Helps me to view problems differently	.059	.118	.083	.499	.019
	Authorizes.....take decisions & act differently	-.118	.111	-.162	-1.062	.090
	Implements my ideas & takes risks	.006	.074	.006	.077	.039
	Seeks my suggestion for improvement	-.007	.088	-.007	-.076	.040
	Promotes collaboration among all	.079	.060	.105	1.324	.107
	Guides me to act in conformity.....firm's culture	.131	.264	.068	.496	.020
	Guides.....to contribute & attain goals	.013	.055	.020	.239	.011
	Supervises my actions closely	-.045	.071	-.051	-.640	.023
	Demands strict adherence to plan	.017	.084	.015	.201	.041
	Gives no importance.....skill development	.009	.075	.010	.125	.001
	Demands results only	-.193	.067	-.224	-2.875	.005

a. Dependent Variable: Professional work culture
b. 95% level of Confidence

Transformational Leadership & Excellence in Family Managed Enterprises

Table 11 Patriarch's Adoption of Intellectual Stimulation & Win Employee Loyalty and Impact on Goal Attainment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.290 ^a	.084	.012	1.394

a. Predictors: (Constant), Guides.....to contribute & attain goals, Promotes collaboration among all, Challenge old assumptions.....governance, Implements my ideas & takes risks, Authorizes.....take decisions & act differently, Seeks my suggestion for improvement , Guides me to act in conformity.....firm's culture, Empowers me, Helps me to view problems differently, Demands strict adherence to plan, Gives no importance.....skill development, Demands results only, Supervises my actions closely

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.485	13	2.268	2.297	.048 ^a
	Residual	320.559	165	1.943		
	Total	350.045	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.969	1.323		1.489	.039
	Challenge old assumptions.....governance	.009	.081	.009	.112	.011
	Empowers me	.003	.129	.003	.023	.082
	Helps me to view problems differently	-.049	.176	-.047	-.279	.081
	Authorizes.....take decisions & act differently	.035	.165	.033	.210	.034
	Implements my ideas & takes risks	.194	.110	.147	1.764	.080
	Seeks my suggestion for improvement	.104	.131	.075	.798	.026
	Promotes collaboration among all	.058	.089	.053	.652	.016
	Guides me to act in conformity.....firm's culture	.196	.393	.069	.500	.018
	Guides.....to contribute & attain goals	.014	.082	.014	.172	.064
	Supervises my actions closely	.097	.105	.074	.923	.057
	Demands strict adherence to plan	.036	.125	.022	.292	.071
	Gives no importance.....skill development	-.046	.112	-.032	-.411	.082
	Demands results only	-.135	.100	-.107	-1.348	.080

a. Dependent Variable: Employee loyalty & retention

b. 95% level of Confidence

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Table 12 Patriarch's Adoption of Intellectual Stimulation & Establish Credibility and Enhance Dignity & Impact on Goal Attainment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.399 ^a	.159	.093	1.363

a. Predictors: (Constant), Guides.....to contribute & attain goals, Promotes collaboration among all, Challenge old assumptions.....governance, Implements my ideas & takes risks, Authorizes.....take decisions & act differently, Seeks my suggestion for improvement , Guides me to act in conformity.....firm's culture, Empowers me, Helps me to view problems differently, Demands strict adherence to plan, Gives no importance.....skill development, Demands results only, Supervises my actions closely

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.203	13	4.477	2.739	.005 ^a
	Residual	306.713	165	1.859		
	Total	364.916	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.344	1.294		2.584	.011
	Challenge old assumptions.....governance	-.142	.079	-.143	1.804	.073
	Empowers me	-.386	.126	-.348	3.060	.003
	Helps me to view problems differently	-.139	.172	-.131	-.806	.021
	Authorizes.....take decisions & act differently	.089	.162	.081	.548	.085
	Implements my ideas & takes risks	-.178	.107	-.132	1.655	.100
	Seeks my suggestion for improvement	-.242	.128	-.171	1.893	.060
	Promotes collaboration among all	-.107	.087	-.095	-1.223	.023
	Guides me to act in conformity.....firm's culture	1.462	.384	.506	3.805	.000
	Guides.....to contribute & attain goals	-.055	.080	-.056	-.694	.089
	Supervises my actions closely	.018	.103	.013	.172	.064
	Demands strict adherence to plan	-.074	.122	-.045	-.608	.044
	Gives no importance.....skill development	.019	.110	.013	.173	.063
	Demands results only	.133	.098	.103	1.360	.076

a. Dependent Variable: Establish credibility & enhance dignity

b. 95% level of Confidence

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Table 13 Patriarch's Resolve to Adoption of Intellectual Stimulation & Foster Collaboration Among All and Impact on Goal Attainment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.387 ^a	.150	.083	1.228

a. Predictors: (Constant), Guides.....to contribute & attain goals, Promotes collaboration among all, Challenge old assumptions.....governance, Implements my ideas & takes risks, Authorizes.....take decisions & act differently, Seeks my suggestion for improvement , Guides me to act in conformity.....firm's culture, Empowers me, Helps me to view problems differently, Demands strict adherence to plan, Gives no importance.....skill development, Demands results only, Supervises my actions closely

ANOVA ^c						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	43.912	13	3.378	2.719	.010 ^a
	Residual	248.871	165	1.508		
	Total	292.782	178			

Coefficients ^a						
Model	Unstandardized Coefficients	Standardized Coefficients		t	Sig.	
		B	Std. Error			Beta
1	(Constant)	.143	1.166		.123	.002
	Challenge old assumptions.....governance	.046	.071	.051	.644	.020
	Empowers me	.123	.114	.124	1.082	.081
	Helps me to view problems differently	-.040	.155	-.043	-.259	.096
	Authorizes.....take decisions & act differently	-.057	.146	-.058	-.390	.097
	Implements my ideas & takes risks	-.075	.097	-.062	-.773	.040
	Seeks my suggestion for improvement	.087	.115	.068	.753	.052
	Promotes collaboration among all	-.173	.079	-.171	-2.199	.029
	Guides me to act in conformity.....firm's culture	.952	.346	.368	2.752	.007
	Guides.....to contribute & attain goals	-.012	.072	-.013	-.166	.068
	Supervises my actions closely	-.023	.093	-.019	-.244	.007
	Demands strict adherence to plan	.013	.110	.009	.116	.008
	Gives no importance.....skill development	.191	.099	.145	1.933	.055
	Demands results only	.088	.088	.076	1.000	.019

a. Dependent Variable: Collaboration among all
b. 95% level of Confidence

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Table 14 Patriarch's Transformation & Actions and Minimization of Nepotism

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.268 ^a	.072	-.013	1.375
2	. ^b			

a. Predictors: (Constant), Makes personal sacrifices for the' benefit of all, Is able to satisfy expectation.....influenced by others, Is trustworthy, reliable and committed, Combines knowledge.....manage firm's business, Owns-up moral.....firm's business decisions, Monitors own & employees' feeling & emotions, Works with employees.....attain firm's goals, Understand business.....sound judgement about them, Links rewards to goal attainment, Demand for disciplined actions, Able to control actions & outcomes effectively, Focus on performance & goal attainment, Absence of freedom to take decision, Displays sense of power and competence, Directs and controls actions

ANOVA ^c						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	23.909	15	1.594	2.843	.028 ^a
	Residual	308.069	163	1.890		
	Total	331.978	178			

Coefficients ^a						
Model	Predictors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.815	1.791		1.572	.018
	Monitors own & employees' feeling & emotions	-.151	.132	-.115	1.137	.057
	Understand business.....sound judgement about them	-.007	.130	-.006	.051	.060
	Combines knowledge.....manage firm's business	-.030	.117	-.026	.253	.000
	Is able to satisfy expectation.....influenced by others	.112	.101	.096	1.114	.067
	Works with employees.....attain firm's goals	-.040	.118	-.034	-.343	.032
	Is trustworthy, reliable and committed	.163	.198	.072	.823	.012
	Owns-up moral.....firm's business decisions	.049	.117	.038	.415	.079
	Makes personal sacrifices for the' benefit of all	.085	.088	.077	.963	.037
	Able to control actions & outcomes effectively	-.006	.103	-.004	-.054	.057
	Displays sense of power and competence	.111	.113	.080	.985	.026
	Demand for disciplined actions	-.160	.145	-.087	-1.101	.073
	Absence of freedom to take decision	-.246	.147	-.135	-1.671	.097
	Directs and controls actions	.151	.132	.095	1.137	.057
	Focus on performance & goal attainment	.038	.153	.020	.247	.006
	Links rewards to goal attainment	-.014	.120	-.009	-.115	.009

a. Dependent Variable: Minimization of nepotism

b. 95% level of Confidence

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Table 15 Patriarch's Transformation & Actions and Heightened Engagement & Task Completion

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.284 ^a	.081	-.004	1.276

a. Predictors: (Constant), Makes personal sacrifices for the' benefit of all, Is able to satisfy expectation.....influenced by others, Is trustworthy, reliable and committed, Combines knowledge.....manage firm's business, Owns-up moral.....firm's business decisions, Monitors own & employees' feeling & emotions, Works with employees.....attain firm's goals, Understand business.....sound judgement about them, Links rewards to goal attainment, Demand for disciplined actions, Able to control actions & outcomes effectively, Focus on performance & goal attainment, Absence of freedom to take decision, Displays sense of power and competence, Directs and controls actions

ANOVA^c

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	23.352	15	1.557	2.956	.034 ^a
	Residual	265.385	163	1.628		
	Total	288.737	178			

Coefficients^a

Model	Predictors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.695	1.662		3.426	.001
	Monitors own & employees' feeling & emotions	.014	.123	.011	.111	.102
	Understand business.....sound judgement about them	.108	.121	.097	.895	.072
	Combines knowledge.....manage firm's business	-.174	.108	-.163	-1.607	.110
	Is able to satisfy expectation.....influenced by others	-.089	.093	-.082	.956	.040
	Works with employees.....attain firm's goals	.156	.109	.142	1.430	.055
	Is trustworthy, reliable and committed	-.255	.183	-.121	1.389	.067
	Owns-up moral.....firm's business decisions	.094	.109	.077	.860	.091
	Makes personal sacrifices for the' benefit of all	.040	.082	.039	.486	.028
	Able to control actions & outcomes effectively	.072	.095	.060	.750	.054
	Displays sense of power and competence	-.101	.105	-.078	-.962	.037
	Demand for disciplined actions	-.162	.135	-.095	-1.204	.030
	Absence of freedom to take decision	-.160	.136	-.094	-1.173	.42
	Directs and controls actions	-.180	.123	-.122	-1.461	.046
	Focus on performance & goal attainment	.073	.142	.042	.511	.010
	Links rewards to goal attainment	.042	.111	.029	.376	.007

a. Dependent Variable: Heightened engagement & task completion

b. 95% level of Confidence

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Table 16 Patriarch's Transformation & Actions and Firm's Business Transformation, Growth & Ability to Compete

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.301 ^a	.090	.007	1.319

a. Predictors: (Constant), Makes personal sacrifices for the' benefit of all, Is able to satisfy expectation.....influenced by others, Is trustworthy, reliable and committed, Combines knowledge.....manage firm's business, Owns-up moral.....firm's business decisions, Monitors own & employees' feeling & emotions, Works with employees.....attain firm's goals, Understand business.....sound judgement about them, Links rewards to goal attainment, Demand for disciplined actions, Able to control actions & outcomes effectively, Focus on performance & goal attainment, Absence of freedom to take decision, Displays sense of power and competence, Directs and controls actions

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.153	15	1.877	2.779	.030 ^a
	Residual	283.612	163	1.740		
	Total	311.765	178			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.404	1.718		1.981	.049
	Monitors own & employees' feeling & emotions	-.114	.127	-.090	.900	.069
	Understand business.....sound judgement about them	-.133	.125	-.114	1.066	.088
	Combines knowledge.....manage firm's business	-.020	.112	-.018	-.174	.062
	Is able to satisfy expectation.....influenced by others	.080	.097	.071	.830	.008
	Works with employees.....attain firm's goals	.164	.113	.144	1.458	.107
	Is trustworthy, reliable and committed	-.146	.190	-.067	.772	.041
	Owns-up moral.....firm's business decisions	.129	.113	.103	1.150	.052
	Makes personal sacrifices for the' benefit of all	.052	.085	.049	.614	.040
	Able to control actions & outcomes effectively	.181	.099	.147	1.836	.068
	Displays sense of power and competence	-.138	.108	-.102	1.273	.005
	Demand for disciplined actions	-.073	.139	-.041	-.527	.099
	Absence of freedom to take decision	.173	.141	.098	1.228	.021
	Directs and controls actions	-.040	.127	-.026	-.319	.050
	Focus on performance & goal attainment	-.159	.147	-.088	-1.079	.082
	Links rewards to goal attainment	-.059	.115	-.040	-.516	.007

a. Dependent Variable: Firm's business transformation.....ability to compete

b. 95% level of Confidence

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Table 17 Patriarch's Transformation and Initiatives & the Impact on Nepotism Minimization

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.336 ^a	.113	.043	1.336

a. Predictors: (Constant), Guides.....to contribute & attain goals, Promotes collaboration among all, Challenge old assumptions.....governance, Implements my ideas & takes risks, Authorizes.....take decisions & act differently, Seeks my suggestion for improvement , Guides me to act in conformity.....firm's culture, Empowers me, Helps me to view problems differently, Demands strict adherence to plan, Gives no importance.....skill development, Demands results only, Supervises my actions closely

ANOVA ^c						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	37.465	13	2.882	2.715	.026 ^a
	Residual	294.512	165	1.785		
	Total	331.978	178			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.561	1.268		-.442	.059
	Challenge old assumptions.....governance	.141	.077	.148	1.817	.071
	Empowers me	.184	.124	.174	1.484	.140
	Helps me to view problems differently	.198	.169	.197	1.173	.042
	Authorizes.....take decisions & act differently	.019	.158	.018	.117	.007
	Implements my ideas & takes risks	.035	.105	.027	.332	.041
	Seeks my suggestion for improvement	.140	.125	.103	1.114	.067
	Promotes collaboration among all	.116	.085	.108	1.358	.076
	Guides me to act in conformity.....firm's culture	.190	.376	.069	.506	.014
	Guides.....to contribute & attain goals	.037	.078	.039	.470	.039
	Supervises my actions closely	.027	.101	.021	.268	.089
	Demands strict adherence to plan	.001	.119	.001	.009	.093
	Gives no importance.....skill development	.093	.107	.066	.866	.088
	Demands results only	.003	.096	.003	.036	.072

a. Dependent Variable: Minimization of nepotism
b. 95% level of Confidence

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Table 18 Patriarch's Transformation & Initiative and the Impact on Heightened Engagement and Task Completion

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.380 ^a	.144	.077	1.224

a. Predictors: (Constant), Guides.....to contribute & attain goals, Promotes collaboration among all, Challenge old assumptions.....governance, Implements my ideas & takes risks, Authorizes.....take decisions & act differently, Seeks my suggestion for improvement , Guides me to act in conformity.....firm's culture, Empowers me, Helps me to view problems differently, Demands strict adherence to plan, Gives no importance.....skill development, Demands results only, Supervises my actions closely

ANOVA ^c						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.673	13	3.206	2.741	.014 ^a
	Residual	247.064	165	1.497		
	Total	288.737	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.467	1.161		2.124	.035
	Challenge old assumptions.....governance	.130	.071	.147	1.840	.068
	Empowers me	.037	.113	.037	.325	.045
	Helps me to view problems differently	-.060	.155	-.064	-.390	.097
	Authorizes.....take decisions & act differently	.199	.145	.206	1.374	.071
	Implements my ideas & takes risks	-.046	.096	-.038	.473	.037
	Seeks my suggestion for improvement	.106	.115	.084	.923	.057
	Promotes collaboration among all	.048	.078	.048	.617	.038
	Guides me to act in conformity.....firm's culture	.224	.345	.087	.649	.017
	Guides.....to contribute & attain goals	-.014	.072	-.016	-.202	.040
	Supervises my actions closely	-.055	.092	-.046	-.591	.055
	Demands strict adherence to plan	-.171	.109	-.116	-1.561	.020
	Gives no importance.....skill development	.140	.098	.107	1.423	.057
	Demands results only	-.063	.088	-.055	-.716	.075

a. Dependent Variable: Heightened engagement & task completion
b. 95% level of Confidence

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Table 19 Patriarch's Transformation & Initiative and the Impact on Firm's business transformation, growth and ability to compete

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.338 ^a	.114	.045	1.294

a. Predictors: (Constant), Guides.....to contribute & attain goals, Promotes collaboration among all, Challenge old assumptions.....governance, Implements my ideas & takes risks, Authorizes.....take decisions & act differently, Seeks my suggestion for improvement , Guides me to act in conformity.....firm's culture, Empowers me, Helps me to view problems differently, Demands strict adherence to plan, Gives no importance.....skill development, Demands results only, Supervises my actions closely

ANOVA^c

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.686	13	2.745	2.691	.039 ^a
	Residual	276.080	165	1.673		
	Total	311.765	178			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.838	1.228		-.683	.096
	Challenge old assumptions.....governance	.048	.075	.052	.640	.023
	Empowers me	.001	.120	.001	.010	.092
	Helps me to view problems differently	.182	.164	.186	1.111	.068
	Authorizes.....take decisions & act differently	.203	.153	.202	1.327	.087
	Implements my ideas & takes risks	.048	.102	.039	.475	.036
	Seeks my suggestion for improvement	.095	.121	.073	.785	.033
	Promotes collaboration among all	-.110	.083	-.105	1.327	.086
	Guides me to act in conformity.....firm's culture	.525	.365	.197	1.440	.052
	Guides.....to contribute & attain goals	.008	.076	.009	.105	.016
	Supervises my actions closely	.047	.098	.038	.483	.030
	Demands strict adherence to plan	.087	.116	.057	.756	.051
	Gives no importance.....skill development	.081	.104	.060	.780	.037
	Demands results only	.092	.093	.077	.993	.022

a. Dependent Variable: Firm's business transformation.....ability to compete

b. 95% level of Confidence

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Appendix-9

Indepth Interview & Reliability Test (Kappa Test)

Q.1. Please inform about the following-

- a) number of years of your engagement in the firm;
- b) ownership pattern of the firm;

Q.2. Can you discuss the behaviour and actions of Proprietor/Owner? Do they encourage you to follow him? Do they inspire you to trust and believe him?

Code	Items	Result
prpinfrm	Proprietor informs about work in detail	Raters (N) 4 Number of Items (N) 52 Number of categories (k) 4 Generalized Kappa for Rater 1, ... Rater n data =.746
frceexp	Proprietor & forceful explanation about work	
undflwvw	Understand & follow his views	
undprenwr	Understand purpose & encourage to work	
undprcmstsk	Understand purpose & complete task set	
Inkrwtscm	Links rewards to task completion	
Inkprtscm	Links promotion to task completion	
Inkjbtscm	Links job continuity to task completion	
Inkmtwrhr	Linkage & Motivation to work harder	
prslblrcac	Awareness & his self belief in recommended actions	
inwrhrcmts	Our interest to work hard & complete in time	
flwhsvws	We follow his views	
enqdfelt	He enquires about difficulties & task completion	
exgdtscm	He explains and guides us & task completion	
actscmtm	His actions & task completion in time	
owdcald	Owner decides what all should do	
infabtwrk	Inform us about the work	
inaltmcmwr	Inform about allotted time & complete work	
owcrwrcmx	Owner does not care about work complexities	
owcrprinfr	Owner does not care about poor infrastructure	
psdfcmwr	Pose difficulties to complete work allotted	
nttlkprb	Can not talk about problems	
lsjbs	We will loose our job	

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hvdo	Have to do whatever is said
nthpysit	We are not happy about the situation
adorscsl	We adhere to their orders to secure salary
adorscjb	We adhere to their orders to secure job
exporrelv	Wish he explained why orders are relevant
clorimpro	Wish he clarified how orders improve production
jschptwrk	Wish he justified chosen path to do the work
thwekfct	Wish he thought about weaknesses in factories
vwhmnbn	Wish he viewed us as human beings
wstrnus	Wish they trained us
trknordfc	Wish he tried to know about difficulties
owcnisprf	Owner considers high performance only
owininexsn	Owner informs decisions to inexperienced sons
thdmcs	They demand success & profit
ntbtrlmkt	Not bothered about realities of market
flmgrltratm	Failure to manage realities & target attainment
msmgslfct	Mismanagement of key sales factors
inflhtrg	Influences failure to hit upon targets
thexfncnd	They exploit our financial condition
thstexslprd	They set examples first & sell products
errscnvus	Earn our respect & convince us
expslrbtr	They should explain how to sell products better
shhgprhgpr	They should highlight purpose of high performance
shctsofbtp	They should control cost to offer better price
rfdscnprc	He refuses to discuss about concerns about pricing
rfdscnqlt	He refuses to discuss about concerns about quality
cmpuntrg	Compels us to work on unrealistic targets
hsactdisus	His actions discourage us
ndcmclsttr	Owner needs to communicate & collaborate to set targets

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Q.3. Does the Proprietor/Owner discuss about the future goals of business and how they can be realized? How such discussion helps you?

Code	Items	Result
yes	Yes	Raters (N) 4 Number of Items (N) 30 Number of categories (k) 4 Generalized Kappa for Rater 1, ... Rater n data =.703
prpdsftgls	Proprietor discusses the future goals	
lnglmsftfr	Links goals masterfully to future growth firm	
exncatgl	Explains in detail the necessity to attain goals	
exatnncm	Explains how such attainment is necessary to compete	
exatnrcrld	Explains how such attainment is necessary to retain lead	
lrnundpract	Such learning & the purpose of actions understood	
awprlnmnwr	Awareness about purpose lends meaning for work at hand	
awinthacgl	Awareness inspires to think & act to surpass goals	
perexrew	Performance excellence & win rewards	
rwmtexnwav	Rewards motivate to explore new avenues	
exnwavprim	Explore new avenues & performance improvement	
prunauinde	Proprietor is unlikely to authorize & independent decisions	
no	No	
owdsvsft	Owner does not discuss vision and the future	
dshllrnabft	Discussion can help us to learn about the future	
lrngagovgl	Such learning helps to gauge the overall goals	
lrnelinhper	Learning & elevation of interest to enhance performance	
lrinspcmlld	Learning & interest to support competitive lead	
awprinthdf	Awareness of purpose & inspiration to think differently	
awprinacdf	Awareness of purpose & inspiration to act differently	
prexslfl	Performance excellence & self fulfillment	
dslrglacmkt	Discussion helps to learn about goals to access markets	
lrhpslprd	Such learning helps to sell products	
awmtsldr	Awareness & motivation to sell the products	
awmtrtclnt	Awareness & motivation to retain clients	
awmtacmks	Awareness & motivation to acquire market space	

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knwprgrlrl	Knowledge about the purpose & goal realization	
knwprprgn	Knowledge about the purpose & profit generation	
knwprvlbld	Knowledge about the purpose & value building	

Q.4. What else the Proprietor/Owner would do to improve your interest to adopt new initiative and innovate products and services?

Code	Items	Result
prndprtrn	Proprietor needs to give priority to training	Raters (N) 4 Number of Items (N) 22 Number of categories (k) 4 Generalized Kappa for Rater 1, ... Rater n data =.803
trhlundwhdo	Training helps to understand what to do	
trundrsactn	Training helps to understand the reasons for actions	
trnundbscrac	Training helps to understand the best course of action	
prflprsgpro	Presently following process suggested by Proprietor	
ntdnchprpr	Nothing is done to change production process	
ntdnimprodc	Nothing is done to improve productivity	
trnimpatngl	Training & understand why key improvements help to attain goals	
glatnimabcm	Goal attainment & improved abilities to compete	
glatncmpld	Goal attainment & competitive lead	
Imprpf	Improve profitability	
owmnttrtrkn	Owner needs to mentor and train us to transfer the knowledge	
mnttrtrknpr	Mentoring & training help to transfer knowledge to produce	
prcimprtrch	Practice to impose production targets needs change	
lrmnstchprtr	Learn to set challenging production targets	
lrskcmcpel	Learning & skill, competence & capability elevation	
dycpellldfr	Dynamic capability elevation & leadership of firm	
mnttrrkwsl	Mentoring & training help to transfer knowledge to sell	
primsltrndch	Practice to impose sales targets needs change	
Lrstlftsltrg	Learn to set lofty sales targets	
trcotrkwsl	Training & coaching help to transfer knowledge to sell	
atnlftsltrg	Attain lofty sales targets	

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Q.5. How the actions of Proprietor/Owner mentioned in Q.4 help you deliver benefits?

Code	Items	Result
trlrprtech	Training & learn about production techniques	Raters (N) 4 Number of Items (N) 16 Number of categories (k) 4 Generalized Kappa for Rater 1, ... Rater n data =.811
trusinefc	Training & use inputs efficiently	
trlrrsmgt	Training & learn about resource management	
trnwrkprgs	Training & learn about work processes better	
trnprtskefc	Training & prioritize tasks effectively	
trnspjbcmp	Training & speedy job completion	
trimpprd	Training & improving production	
trnprdimp	Training & productivity improvement	
translexprfc	Training & analyse & solve existing problems in factory	
trlimprodc	Training & learning to improve productivity	
trmnimknw	Training & mentoring to improve knowledge	
mntrlrmgsl	Mentoring and training & learn to manage sales	
lrmgnwact	Learning & manage accounts	
lrmgcsrel	Learning & manage customer relations	
lrslimpro	Learning & sales improvement & profitability	
trchimslen	Training & coaching to improve sale contracts	

Q.6. How your abilities to deliver benefits mentioned in Q.5 transform family business into conglomerate?

Code	Items	Result
kncpelauth	Knowledge & capability elevation & authorization	Raters (N) 4 Number of Items (N) 16 Number of categories (k) 4 Generalized Kappa for Rater 1, ... Rater n data =.778
kncpeldec	Knowledge & capability elevation & decentralization	
kncpelag	Knowledge & capability elevation & agility	
kncpelprdf	Knowledge & capability elevation & product differentiation	
kncpelcmp	Knowledge & capability elevation & compete	
Kncpellldr	Knowledge & capability elevation & leadership	
kncpgrcng	Knowledge & capability elevation & graduation to conglomerate	
sklimorofwr	Skill improvement & organize office work	
sklimmgofw	Skill improvement & manage office work	
sklimcmofw	Skill improvement & complete office work	
prmntxtrnk	Promote us to the next rank	

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enhexp	Enhance our experience	
impprffrm	Improve profitability of firm	