

## **SMEs Woodcrafters Self-Assessment on Transformational Leadership in Bantul Regency, Indonesia**

<sup>1</sup>Nahiyah Jaidi Faraz and <sup>2</sup>P.L. Rika Fatimah

<sup>1</sup>Department of Management, Faculty of Economics and Management,  
State University of Yogyakarta,

<sup>2</sup>Department of Management, Faculty of Economics and Business,  
Universitas Gadjah Mada, Indonesia

---

**Abstract:** The setting of the research is Small Medium Enterprises (SMEs) in Bantul regency. The population covers 72 people and all them are respondents of this research. Regarding the similar characteristics of SMEs woodcrafters, this research used purposive sampling technique. The data collection consists of questionnaires, interviews and documentations. The researcher used the data analysis techniques are percentage, first order Confirmatory Factor Analysis (CFA) and rank order correlation. Research result shows that the construct of self-assessment of SMEs transformational leadership for woodcrafters theoretically hypothesized fits the empirical data as indicated by all high and significant factors. In addition, self-assessment of the SMEs woodcrafters to the implementation of the transformational leadership in Bantul regency has implemented all of the dimensions of transformational leadership like modeling, motivating, stimulating and advising which is level varies in other words the leadership style of SMEs woodcrafters in special territory of Yogyakarta is transformative enough.

**Key words:** Self-assessment, transformational leadership, Small Medium Enterprise (SME), Yogyakarta, Indonesia

---

### **INTRODUCTION**

Small Medium Enterprises (SMEs) is a group of businesses which can stand longer when economical crisis happened in Indonesia. Otherwise, the real sector, mainly the big companies, broke because of the crisis. Kuncoro said that Small Medium Enterprises (SMEs) proved that it could face the crisis firmly and survive because it does not have any debt from other countries, it does not have any debt in bank because they are regarded as un-bankable, it uses local inputs and orientates export. For 1997-2006, the number of companies scale SMEs reached 99% from the whole business unit in Indonesia. The donation of SMEs from gross domestic product reached 54-57%. The donation of SMEs to the employment is about 96%. About 91% SMEs did export activity through the third party that is exporter or distributor. Only 8.8% that directly connected buyer or importer in foreign countries.

Nevertheless, the small business economy still faces internal and external problems. The internal problems faced by SMEs include lack of capital and limited access to financing then the very low quality of human resources

both in terms of formal education, as well as knowledge and skills limited in terms of the business network and market penetration mentality held as an effort to continue to innovate, resilient without giving up and still dare to take the risks of too low. Finally, SMEs are generally less transparent which means rarely share knowledge and experience of the first generation to next generation. While external factors faced by among others that have not yet conducive business climate limited facilities and business infrastructure many various costs of illegal or illicit payments comes much additional cost implications of the implementation of regional autonomy implications of free trade, it will eventually reduce competitiveness limited access to markets and information and the nature of the product quickly broken or expired.

Thus, the development and enhancement of small medium enterprises's process do not happen automatically but those must be done continually either by the government or the company itself, such as joining leadership training, human resource management, production management. The research done by Wuryaningrat, shows that the leadership plays significant role to support the SME knowledge.

The leadership style has been studied by the management and organisation experts (Bass and Avolio, 1994). One of the leadership approaches recently that became the main focus in the research in the early 1980's is transformational approach. This approach is a part and paradigm of new leadership (Bryman, 1992). Just like the name, transformational approach is a process that changes and transforms the individual. This approach is closely related to the values, etiquette, standard and purposes in a long period, this approach is also a process that classifies the charismatic and visioned leadership. In this recent situation, there are many qualities that are needed to be the organisational leadership that is effective, that has a quality and commonly is associated with transformational leadership (Bass, 1985; Burns, 1976). While the leadership style that is used in this research is transformational leadership and that can measure or analyzing the leadership's ability done by the SME is self-assessment.

Several researchers have conducted research on self-assessment. One of the main findings of the studies mentioned that self-assessment conducted by the European companies are oriented on the business excellence model has improved the performance of the company effectively (Ritchie and Dale, 2000). According to Ritchie and Dale (2000), many companies today who embody and advocate of self-assessment results serve, as guidance for future business planning. Ritchie doing research on self-assessment in 10 companies with a focus on issues related to the process, implementation and management of self-assessment. Research results mentioning, among others of the 10 companies studied have 8 that have integrated self-assessment program to the business planning process. Then, of the 25 managers who were interviewed, there are 24 who say that the self-assessment program has a definite impact on the processes of organization, either in monitoring the performance or streamlining. Only one organization felt that the self-assessment process would not have a definite effect on their existing processes.

Review of the literature states that organizations are adopting self-assessment did not notice it had something to do with the business cycle, such as strategic planning, policy, deployment, human resources system or budget decisions but that the self-assessment it is something that must be done. In the organization may be facing problems low motivation, resistance and the impact of the shortage. The role of self-assessment in this context usually will issue such failures (Ritchie and Dale, 2000). There are some managers who measure the success of a company from the public image of a company but most managers believe that the success of the process of

self-assessment is a higher score in the success of the company. There are several important criteria for the success of a self-assessment process, among other:

- Gaining commitment and support from all levels of staff
- Action being taken from previous self-assessments
- Awareness of the use of BEM as a measurement tool
- Incorporation of self-assessment into the business planning process
- Not allowing the process to be added on a to employees existing workload
- Developing a framework for performance monitoring (Ritchie and Dale, 2000)

As new instruments, self-assessment is not only been much research done but also in practice, this often raises new problems. In this context, research on self-assessment would be interesting and important to do. Excess of the present study that the self-assessment on the organization focuses on aspects of leadership (transformational). In the organisation context, the research self-assessment of transformational leadership for SMEs of woodcrafters is one of the researches that must be done in accordance with the role of self-assessment earlier SMEs of woodcrafters is businessmen who run the business in woodcrafting, especially for household appliances.

Having said the problem stated earlier, this study objective would like to discussed on 4 main topic are:

- The construct of self-assessment of transformational leadership for SMEs of woodcrafters
- The position of self-assessment of SMEs transformational leadership for woodcrafters
- The dimension of transformational leadership which is the most dominant for SMEs woodcrafters
- The implementation of dimension transformational leadership for SMEs woodcrafter

**Transformational leadership:** According to Bass and Avolio (1994) said that the transformational leadership is as the influence of the employer to the employees in which the employees can feel trust, pride, loyalty and respect to the employer and they are motivated to be one step forward from they should be expected. The transformational leadership can have to give a detail meaning about the vision for an organisation clearly, so that the followers will accept the credibility of the leader.

Furthermore, Bass (1985) stated that the transformational leadership motivates the followers to do something better than expected before by doing the following things:

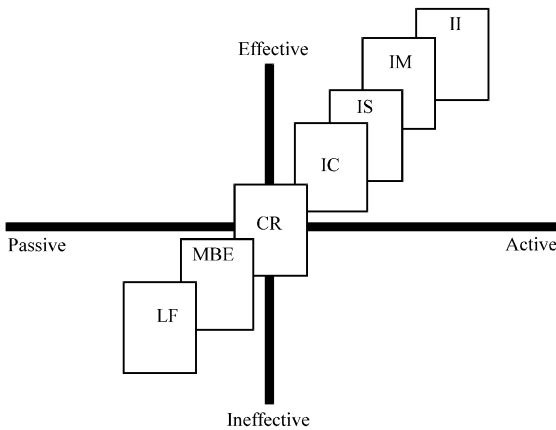


Fig. 1: Optimal profile (Bass and Avolio, 1994): 4 I's transformational leadership, Idealized influence, Inspirational motivation, Intellectual stimulation, Individualized consideration

- Increasing the level of self consciousness about the importance and the value of goal that have been determined and wanted
- Asking the followers to put the team's interest or organisation's interest above the personal's interest
- Empowering the followers to fulfil the needs at the higher level

The transformational leadership helps the followers including SMEs of woodcrafters to go before the organisation's interest (Bass and Avolio, 1994). This can be seen in Fig. 1 full range of leadership model from Bass and Avolio.

Then, Northouse (2007) gives some steps to apply the transformational leadership, as follows empower all organisation members to do the right things for the organisation; try to be a leader who can be imitated based on the high value, listen to all the organisation members' ideas to develop the same working spirit, create the vision that can be trusted by all members in the organisation, act as an changing agent in an organisation by giving an example how to initiate and conduct a change and help the organisation by helping others to contribute to the organisation

The transformational leadership can give the possitive effects to the organisation's performance and can also be used in recruiting, selecting and developing, revising the team's development, the decision makers group, also re-organization. The transformational leadership is also a wide range about the aspects of leadership, so for being an effective transformational leader needs a process and efforts from one-self (Bass and Avolio, 1994).

The research done by Bartling and Bartlett (2005) shows that transformational leadership 3.27 more than the average of transactional leadership 1.95 that is more than average of laissez-faire leadership 0.79. On the other framework, Yulk states that one of the transformational leadership limitation tends to have big effects to the individual and less effect to the group.

**Transformational leadership dimensions:**

Transformational leader has an attitude by doing steps that possibly reach the superior results by using 4 I's, those are Idealized influence, Inspirational motivation, Intellectual stimulation and Individualize consideration from Bass (1985), Bass and Riggio (2006), Howell and Avolio, Bycio, Avolio.

**Idealized influence:** Idealized charisma or influence, this dimension describes the leaders play as models who strongly take a role for the followers, the followers recognize the leaders and really want to imitate them. The leaders usually have moral standart and management ettiquettee which are very high and can be counted in doing the right things. They are respected by the followers in which usually place a big trust to them. They give a vission an mission to the followers.

**Inspirational motivation:** Motivation that gives inspiration is a description of a leader who conveys high expectations to the followers, inspires them through motivating for comitting and becoming the part of the vision together with the organisation like SME, the member's spirit is increased trough aspirative motivation. For instance, a leader who motivates the members and the administrators to be pioneer in their work through words and short conversation which raise the spirit, the leader clearly states the role for them in the development of the organisation in the future time.

**Intellectual stimulation:** Intellectual stimulation covers leadership that supports the followers to be creative and innovative and encourages the trust and their value of the leader and organisation. The intellectual stimulation supports the followers because they try new approaches and develop inovative ways which relate to the organisation. The intellectual stimulation supports the followers to think and solve the problems throughly. For instance, the leader who supports the individual's efforts for developing the unique way in solving the problems.

**Individualize consideration:** Individualize consideration is a transformational dimension that represents the leaders in giving the climate that supports and listens to

individual needs of the followers throughly. The leader acts, as a trainer and an advisor while tries to help individuals in order to be actualized fully. The leaders can use the delegation, as a means for helping the followers in order to grow through personal challenges. For instance, individual consideration is a leader who leads each organisation member while for the other members, the leader can give special direction with the high structure.

**Self-assessment of transformational leadership:** Many experts have formulated definitions on self-assessment, one of the relatively more adequate is the formulation of the European Foundation for Quality Management (EFQM) (Yang *et al.*, 2001; Ritchie and Dale, 2000).

Self-assessment is a comprehensive, systematic and regular review of an organization's activities and results against a model of business excellence. The self-assessment process allows the organization to discern clearly its strengths and areas in which improvements can be made and culminates in planned improvement actions which are monitored for progress.

Self-assessment implies the use of a model based on an evaluation or diagnostic. EFQM model is one of the internationally acclaimed model, sub-model of the EFQM very famous among others, the deming application prize in Japan and the Malcolm Baldrige National Quality Award in the USA.

Since, the mid 1990's the topic of self-assessment received wide attention from researchers. However, the academic literature is generally more concentrated on the issues of the model and comparison criteria and the relationship between the award for the winner and their business results. The first study conducted in European co-operation between the 6 European universities, as reported Wiele. Other researchers on self-assessment can be mentioned among others (Bemowski and Stratton, Coulambidou and Dale, Gadd, Teo and Dale, Voss and Blackmon). According to Wiele, self-assessment is not related to the business cycle issues such as strategic planning, policy, deployment, human resiorces system, budget decisions and so on, then the self-assessment also will never fit in with the issue of day-to-day activities of the company (Ritchie and Dale, 2000). Self-assessment there and adopted as their corporate managers that they must exist.

How does a self-assessment implemented? According to Ritchie and Dale (2000), the application of self-assessment instruments that many companies do seem excessive in using the approach. From the

literature review in mind that there are 13 self-assessment approach is recognized. The 13 can be grouped into 3 major approaches, the 1st called the award based approaches, 2nd, questionnaires and 3rd, workshop. Every organization in carrying out a self-assessment from one stage to the next at least use one or more approaches. Decision in using the approach is usually determined by the company itself. In practice, many companies also involving outside parties, means hiring the services of a consultant to direct the self-assessment program correctly but there are also companies that conduct their own without the help of outside consultants.

How to measure the success of a program self-assessment? Measurement of self-assessment and response problems often have extremely small. However, there is agreement among researchers that the process of self-assessment would be useful if the output is used to develop a strategy and is seen as one of the key indicators of success. A success would not only be determined by a single factor, such as improvements in service, product or process. It was determined also by the process of assimilation of all the factors.

They need to also know what the purpose of self-assessment and what are the benefits using self-assessment. Self-assessment is carried out in organizations for a number of reasons for example, changes in the internal and external environment, changes in leadership and direction, a need to develop quality based procedures or as part of a continuous improvement strategy. The benefits or advantages of using self-assessment can be categorized into short-term benefits, long-term and as a supporter of TQM (Total Quality Management). In the short-term self-assessment can facilitate a benchmarking; drive continuous improvements, increase employee engagement and business owners, increase understanding and awareness of quality issues, can be seen as a management strategy, and generate more business friendly planning. In the long-term sense, self-assessment can reduce company costs, improve business results, the balance of short-term investments and long-term, develop a more holistic approach to quality, improving the fit between the needs of consumers with quality products, maintaining the image quality and bridge the relationship between customer and suppliers. As a supporter of TQM, useful self-assessment to help employees to focus more attention on quality, encourage employees to not only focus on the end product and pushing for improved performance (Yang *et al.*, 2001).

One of the goals of self-assessment, mention earlier is able to transform and direct the leadership issue. In this study, the use of self-assessment is intended to assess

the leadership (transformational) the small and medium-sized businesses. Thus, self-assessment of transformational leadership is an model evaluation technique which utilizes self-assessment to see the intellectual behavior that is applied in the transformational leadership like idealized influence means that a manager becomes model or example for the members. Inspirational motivation means that a manager can give motivation to the organisation members to have a commitment to the vision and mision of the organisation. Intellectual stimulation means that a manager in growing the creativity, innovation and critical thinking to the organisation members. Lastly, individual consideration means that a manager can have to act as a trainer, as well as an advisor to the organisation members.

**MATERIALS AND METHODS**

The research desain is an ex-post facto research that studies about SMEs of woodcrafters variable to the self-assessment of transformational leadership that has been done without doing manipulation directly by the researcher (Isaac and Michael, 1983). The setting of the research is Small Medium Enterprises (SMEs) of woodcrafters in Bantul regency, special territory of Yogyakarta. The population of this research is 72 people and all them are respondents of this research. Regarding the similar characteristics of SMEs woodcrafters, this research used purposive sampling technique.

The data collection method is Multifactor Leadership Questionnaire (MLQ) from Bass and Avolio (1995) which is modified as Yogyakarta’s culture while the interview for collecting SMEs woodcrafters data in influencing the employees and documentation to complete the transformational leadership of SMEs woodcrafters. The data analysis technique used by the researcher is percentage, first order Confirmatory Factor Analysis (CFA) to test variable construct or the single dimensional sub-variable by program software LISREL 8.50 (Joreskog and Sorbom, 1996) and rank order correlation (Furlong *et al.*, 2000).

**RESULTS AND DISCUSSION**

**Profile of SMEs woodcrafters:** The education level of the woodcrafters in Pundong, Bantul, as shown in Fig. 2, shows the greatest level of education attained is 40% of junior high school graduates. Graduates of elementary school graduates reach 35% and followed by senior high school for 25%.

**Age of woodcrafters:** Age of the woodcrafters is dominated by 25 persons (34.72%) in 41-50 years old.

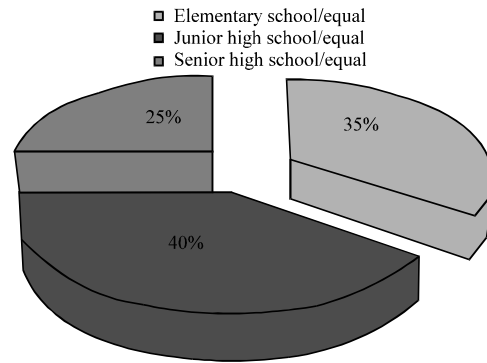


Fig. 2: Percentage of education level

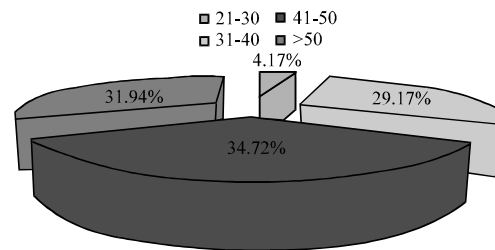


Fig. 3: Percentage of age of woodcrafters

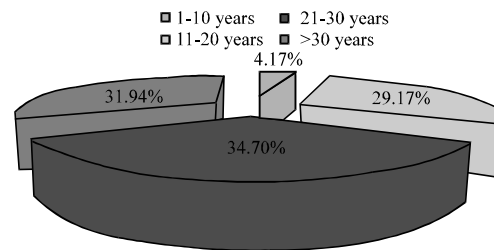


Fig. 4: Percentage of lead time

Then followed by 23 people or 31.94% are in >50 years old. And followed 21 people or 29.17% who are in 31-40 years old. Only 3 or 4.17% persons in 21-30 years old (Fig. 3).

**Lead time of woodcrafters:** Lead time of the woodcrafters is dominated 34.70% in 21-30 years old. Then followed 31.94% are in >30 years old. And followed 29.17% who are in 11-20 years old. Only 4.17% persons in 1-10 years old (Fig. 4).

**Educational level and self-assessment transformational leadership of woodcrafters:** Based on level of education and assessment results show that the elementary education level and senior level is the dominant dimension II while the junior high school level is the

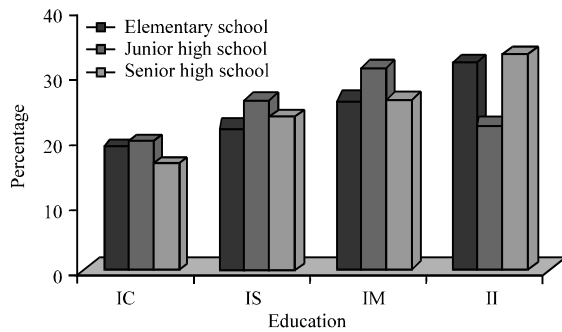


Fig. 5: Percentage of educational level and self-assessment transformational leadership

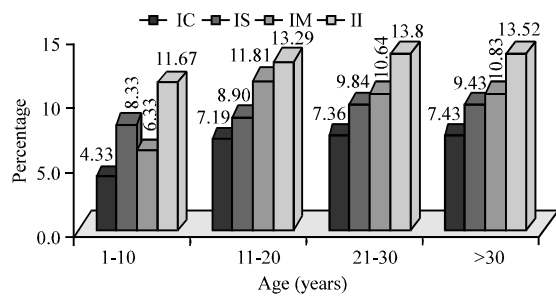


Fig. 6: Percentage of lead time and self-assessment of transformational leadership

dominant IM, good for the lowest dimension at elementary, junior high, high school is the dimension of the IC.

Thus, indicating that the leadership of both wood SMEs based education elementary, junior, senior, less than an advisory role but has high ideals and inspiring motivation (Fig. 5).

**Lead time and self-assessment of transformational leadership:** Based on the result of lead time show that self-assessment of transformational leadership woodrafter the most dominant dimension is individual idealize (1-10, 11-20, 21-30 and >30 years), it's means from all the level which is level varies of lead time show that their leadership behavior is a role model for members for its organization (Fig. 6).

**The construct of self-assessment of SMEs transformational leadership for SMEs woodcrafters**  
**Idealized influence:** The indicators used are vision, mission, pride, reward and trust. The result of the test using CFA is  $\chi^2 = 0.78 > 0.05$ , p-value = 0.67694 and RMSEA = 0.000 < 0.080. This means that both shows hypnotized construct fitting with the empirical data/fit (significant p < 0.050) (Fig. 7).

**Inspirational motivation:** The indicators used consist of high expectation communication, terms usage,

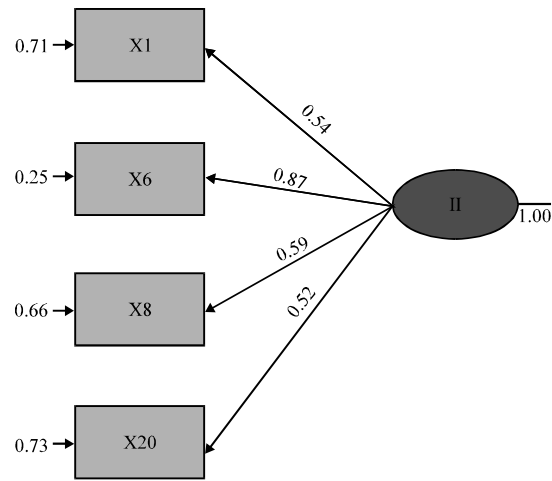


Fig. 7: Result of idealized influence construct:  $\chi^2 = 0.78$ ; df = 2; p-value = 0.67694; RMSEA = 0.000

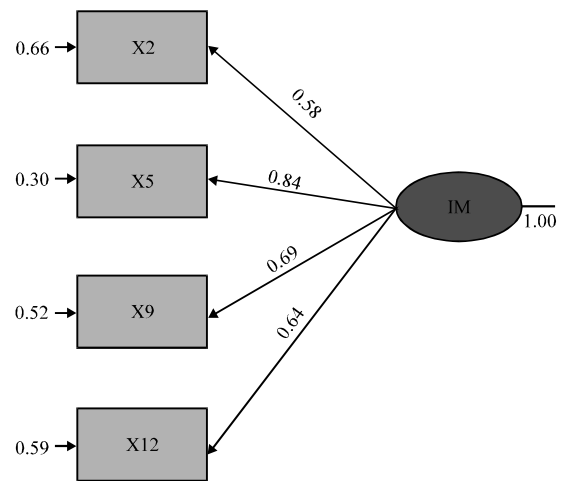


Fig. 8: Result of inspirational motivation construct:  $\chi^2 = 3.06$ ; df = 2; p-value = 0.21660; RMSEA = 0.086

significant goal expression and optimism increase. Analysis of confirmatory factor shows  $\chi^2 = 3.06 > 0.05$ , p-value = 0.21660 and RMSEA = 0.086 < 0.080. This means that both results show that the hypnotized cosntruct fits with the empirical data (significant p < 0.050) (Fig. 8).

**Intellectual stimulatiaon:** The indicators used consist of innovative support, new approach and the art of rational problem solving. Analysis of confirmatory factor shows  $\chi^2 = 0.07 > 0.05$ , p-value = 0.00000 and RMSEA = 0.000 < 0.080. That means that the hypnotized construct fits with the empirical data (Fig. 9).

**Individual consideration:** The indicators used consist of individual attention, training and workshops.

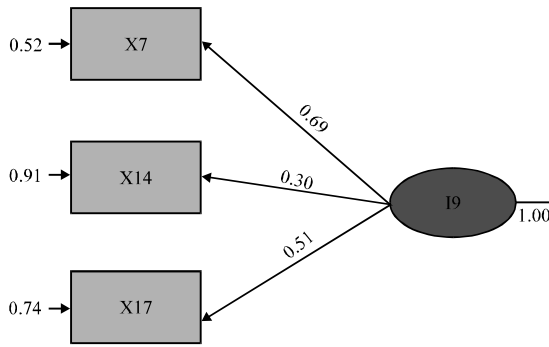


Fig. 9: Result of intellectual stimulation construct:  $\chi^2 = 0.00$ ;  $df = 0$ ;  $p\text{-value} = 1.00000$ ;  $RMSEA = 0.000$

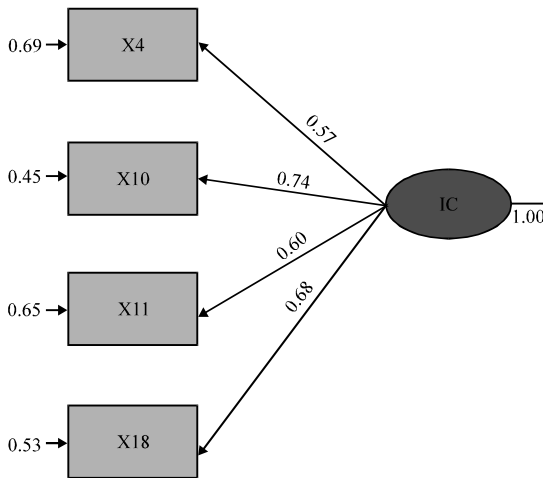


Fig. 10: Result of individual consideration construct:  $\chi^2 = 1.95$ ;  $df = 2$ ;  $p\text{-value} = 0.37776$ ;  $RMSEA = 0.000$

Analysis of confirmatory factor shows  $\chi^2 = 1.95 > 0.05$ ,  $p\text{-value} = 0.37776$  and  $RMSEA = 0.000 < 0.080$ . This means that both results fit with the hypothesized construct (significant  $p < 0.050$ ) (Fig. 10).

The findings mention earlier about transformational leadership dimension are in line with Bass and Steidlmeier (1999), dimension of idealized influence are marked by present vision, mission, reward and trust, dimension of inspirational motivation are communication with high expectation, using frase to focus the business, expressing the goal that is important in a simple way. Dimension of intellectual stimulation are promoting the intelligence, rational, art in solving the problems. Individual consideration includes to treating the employees by giving attention to the individual; giving personal attention, treating employees one by one, training.

Table 1: Percentage of total score of self-assessment of transformational leadership for SMEs woodcrafters

Score range	Frequency	Percentage (%)
High score = 43-63	33	45.83
Medium score = 22-42	38	52.78
Low score = $\leq 21$	1	1.39
Total	72	100.00

Table 2: Percentage the dimension of persentase self-assessment of transformational leadership for SMEs woodcrafters score

Self-assessment of transformational leadership dimension	Total score	Percentage (%)
Idealized influence	970	32.81
Inspirational motivation	792	26.79
Intellectual stimulation	675	22.83
Individual consideration	519	17.56
Total	2956	100.00

**Finding 1:** The position of self-assessment of transformational leadership for SMEs woodcrafters. From Table 1, it can be concluded that the total score range in the high category is 45.83% and in the low score category is 1.39% and the medium score category is 52.78%. This shows that the position of self-assessment of transformational leadership for SMEs woodcrafters in special territory of Yogyakarta, the position is in medium category.

**Finding 2:** The dimension of self-assessment of transformational leadership for SMEs woodcrafters. Table 2 shows that the total score from each dimension of self-assessment of transformational leadership for SMEs woodcrafters in special territory Yogyakarta shows that idealized influence dimension is the most dominant, i.e., 32.81%, then followed by inspirational motivation dimension, i.e., 26.79%, after that followed by intellectual stimulation has scored 22.83% and individual consideration is the lowest dimension, i.e., 17.56%. The lack of Individual Consideration (IC) dimension shows that the woodcrafters had gave just a little attention and not be able yet to act, as a coach and advisor for members of their organization company (Fig. 11).

Based on the results of the self assessment of transformational leadership dimensions for woodcrafters, it is indicating that the use of the self-assessment provides a dominant influence on the Idealized Influence (II) dimensions. The most dominant dimension woodcrafters shows that most of their leadership behavior has become a role model or example for members of its organization, so as to encourage an increase in the ability of their idealizes.

**Finding 3:** The Implementation of dimension transformational leadership. The implementation of self-assessment leadership of SMEs woodcrafters that is obtained from questionnaire that shows result as seen in Table 1 and 2. The implementation of self-evaluation leadership for SMEs woodcrafters is obtained from

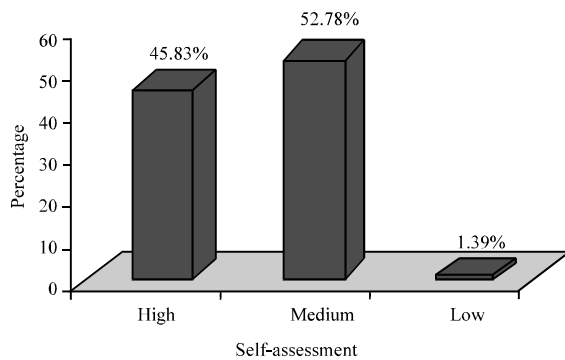


Fig. 11: The total score percentage of self-assessment of transformational leadership for SMEs woodcrafters

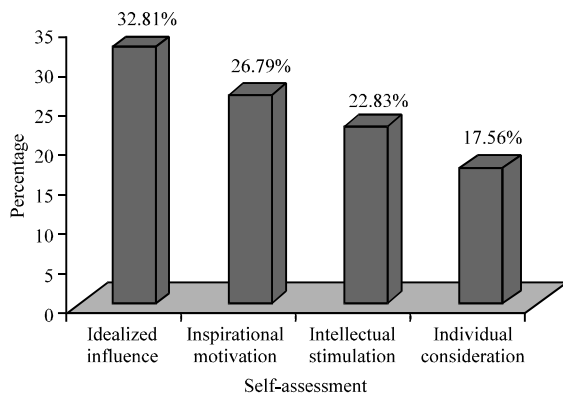


Fig. 12: The score of self-assessment of transformational leadership dimension for SMEs woodcrafters

questionnaire, interview which is various, as if representing the leadership style from each manager. SMEs leadership of woodcrafters has characteristics that is more becoming a model for their members, there is also a manager who motivating their members in their action and behavior, the manager who tries to grow creativity, innovation and critical thinking to the employees and motivating their members, also there is a manager who acts as a trainer and an advisor to the organisation members.

Thus, the leadership style that was done by SMEs woodcrafters has applied almost all of transformational leadership dimensions, such as modeling, motivating and stimulating, advising, so that it can be said that the leadership style of SMEs woodcrafters is transformative enough. Like Northouse (2007) states that a person who shows transformational leadership can be an effective manager (Fig. 12).

## CONCLUSION

The construct of self-assessment of transformational leadership for woodcrafters consists of idealized influence, inspirational motivation, intellectual stimulation and individual consideration. All indicators show significant result ( $p < 0.05$ ). Thus, it can be said that instrument used in this research is valid and reliable.

Self-assessment of transformational leadership for SMEs woodcrafters in Bantul the highest position at the medium position of 52.78%. Based on the results of the self assessment of transformational leadership woodcrafters, it's indicating that the use of the self-assessment provides a dominant influence on the Idealized Influence (II) dimensions.

The most dominant dimension woodcrafters shows that most of their leadership behavior has become a role model or example for members of its organization, so as to encourage an increase in the ability of their idealized influence. Self-assessment of transformational leadership for SMEs woodcrafters in Bantul regency shows the lowest dimension is individual consideration 17.56%. The Lack of Individual Consideration (IC) dimension shows that the woodcrafters had gave just a little attention and not be able yet to act, as a coach and advisor for members of their organization company.

In addition to the leadership style that was done by SMEs woodcrafters has applied almost all of transformational leadership dimensions, such as modeling, motivating and stimulating, advising, so that it can be said that the leadership style of SMEs woodcrafters in Bantul regency is transformative and effective enough.

## REFERENCES

- Bartling, F.P. and K.R. Bartlett, 2005. Leadership characteristics of adult educators. Proceedings of the Midwest Research-to-Practice Conference in Adult, Continuing and Community Education, September 28-30, 2005, University of Wisconsin-Milwaukee, WI, pp: 13-18.
- Bass, B.M., 1985. Leadership and Performance Beyond Expectations. The Free Press, New York, ISBN-13: 978-0029018101, Pages: 256.
- Bass, B.M. and B.J. Avolio, 1994. Improving Organizational Effectiveness Through Transformational Leadership. SAGE Publications Ltd., California, ISBN-13: 9780803952362, Pages: 238.
- Bass, B.M. and B.J. Avolio, 1995. MLQ Multifactor Leadership Questionnaire: Technical Report. 2nd Edn., Mind Garden, Redwood City, CA., USA.



- Bass, B.M. and P. Steidlmeier, 1999. Ethics, character and authentic transformational leadership behavior. *Leadersh. Q.*, 10: 181-217.
- Bass, B.E. and R.E. Riggio, 2006. *Transformational Leadership*. 2nd Edn., Lawrence Erlbaum Associates, Inc., Mahwah, New Jersey, ISBN: 9780805847611, Pages: 282.
- Bryman, A., 1992. *Charisma and Leadership in Organizations*. Sage, London, UK., Pages: 198.
- Burns, J.M., 1976. *Leadership*. Harper Collins Publishers, New York.
- Furlong, N.E., E.A. Lovelace and K.L. Lavolace, 2000. *Research Methods and Statistics: An Integrated Approacs*. Harcourt College Publishers, USA., ISBN: 9780155071629, Pages: 752.
- Isaac, S. and W.B. Michael, 1983. *Handbook in Research and Assessment*. EdIT Publishers, San Diego, California.
- Joreskog, K.G. and D. Sorbom, 1996. *Lisrel 8: User's Reference Guide*. Scientific Software International, Chicago, ISBN: 0894980408.
- Northouse, P.G., 2007. *Leadership Theory and Practice*. 4th Edn, SAGE Publication, New Delhi, ISBN: 97881 78297866, Pages: 395.
- Ritchie, L. and B.G. Dale, 2000. Self-assessment using the business excellence model: A study of practice and process. *Int. J. Product. Econ.*, 66: 241-254.
- Yang, J.B., G.G. Dale and C.H.R. Siow, 2001. Self-assessment of excellence: An applection of the evidential reasoning approach. *Int. J. Prod. Res.*, 39: 3789-3812.