

Negotiation Strategies in Terms of Transformational Leadership: Empirical Design

¹Hussam Ali Mhaibes and ²Akram Salim Hasan Al-Janabi

¹Department of Financial and Banking Sciences, College of Administration and Economics,
University of Baghdad, Baghdad, Iraq
Department of Business Administration, College of Dijlah, Baghdad, Iraq

Abstract: This study aimed to examine the impact of transformational leadership on the success of the negotiation strategy. This study explored the ideal effect, motivation, mental motivation and individual considerations as the dimension of transformational leadership while the dimensions used to measure negotiation strategies are: avoiding competition, accommodation and compromising. The study selected 43 personnel of the ministry's leaders both managers and diplomats from the field of headquarters of the Iraqi Ministry of Foreign Affairs in Baghdad. Questionnaire method was used for data collection using the scientifically approved approach in the previous studies. Series of test were carried out to evaluate the authenticity and reliability of the selected sample. The analysis technique is used to test for descriptive analysis, the coefficient of variation, the reliability and validity of the variable of study and the standard deviations. The correlation, F value, R^2 and β values are tested for using Pearson. The study found that the dimensions of transformational leadership have impact on the organizational strategy such as competition, negotiation and settlement. Similarly, the best and most reliable model of the selected population made use of the 3 strategies of transformational leadership.

Key words: Transformational leadership, negotiation strategies, ideal effect individual considerations, competition, collaboration, avoiding, compromising, accommodating

INTRODUCTION

The school of thoughts from politics and strategy using many considerations compete with the the adoption of the concept of negotiation. Negotiation is the basic and foundation of any process in politics; without negotiation, there is no diplomatic action. The basic function of any administration is the thought of the strategies in the administration as it possesses a large dynamic space in strategic thinking. Negotiation strategy at all levels and types of the external relations and administrative with the beneficiary and stake holders is not left out hen negotiating the small components in the administration or political science. The strategies need to be mature and significant in the academic institutions and other diplomatic schemes in accordance with the increase in the international competition of the organizations. Careful attention must be paid to the importance of negotiation strategies in order to survive, develop and succeed as a way of proffering solution to the problem and conflict that the organization continuously encounter. The successful work of an organization is to achieve high

performance and sustainability as regards negotiations and strategies to solve conflict which is multifaceted. To maintain competitive advantage and achieve success, negotiation strategies are highly essential. With that assertion, the leadership is said to be effective when it is aware of organizational, political and social responsibilities and capable of confronting any dilemmas or problems and adapting to the current situations through the negotiation process and strategies which can be experienced also by the competing organizations (Robbins and Coulter, 2010). Thus, the transformational leaders serve as the facilitator and coach to study towards change as it is necessary to overcome the stalemate and increase self-confidence. Transformational leaders work during the most difficult time to always show improvement of continuous task and clarify the organizational goals.

Two variables are considered in this study: the transformational leadership as the independent variable which is measured with the following dimensions ideal effect, mental motivation, motivation and individual considerations. Negotiation strategy of the Iraqi Ministry of Foreign Affairs is the dependent variable using the

model of Thomas and Kilmann (2008) which is measured by 5 dimensions: competing, collaborating, avoiding, compromising, accommodating.

This study used the Iraqi Ministry of Foreign Affairs as the population of the study due to the level of the seriousness in that sector and the great administrative and diplomatic competencies in the conduct of its research. The ministry also adopted the intervention of the presidency to negotiate in the performance of its diplomatic functions as the ministry is relevant in impacting large tasks on the complex relations of the country. In the last 20 years, there were great political changes that have preoccupied the organization, the international community and the world. However, this present study concentrates on the concept of transformational leadership and its effective contribution on the success of negotiation strategies. To review the previous scientific literatures and cognitive efforts in order to increase the verification and clarification of the nature of these variables is the main aim of this study. The 2 variables are used to verify the logical relationship. The study outlined the main dimensions of the transformational leadership as a model that has been adopted and tested previously in many studies using the quantitative approach in order to know the successful dimensions of the negotiation strategies as applicable to the Ministry of Foreign Affairs of Iraq. Also, the study is in 3 fold: first, the literature review of the special cognitive efforts; secondly, the review of the past scientific contribution and third the research methodology, the population of the study, the scale, unit of analysis and the analysis techniques.

Literature review: This study reviews the previous cognitive efforts as related to the variables of the current study in order to identify the relationships between the variables through the efforts and logic of the researcher. The study also reviews the information on how to employ the existing statistical techniques.

Transformational leadership: According to Politis (2002), "Transformational leadership and transactional leadership enabling (Disabling) knowledge acquisition of self-managed teams : the consequences of performance". In a study aimed to examine the relationship between the leadership dimensions of the exchange factors of knowledge acquisition and the dimensions of transformational leadership. The study was conducted on a group of industrial organizations in Australia. The survey was conducted using questionnaires to gather information from 239 users and employed the MLQ Multifactor Leadership Scale to acquire knowledge. The

main objective of the study is to examine the relationship between the driving dimensions components in conjunction with the model of Bass questionnaire. The findings revealed that there is positive relationship between some particular dimensions of transformational leadership and the variables of the knowledge acquisition. Furthermore, Tasi *et al.* (2009) "Employee positive moods as a mediator linking transformational leadership and employee work outcomes" examine the effect of positive mood of the workers under the transformational leadership and their performances as the employees. The survey used 282 employees working with 10 Taiwan insurance companies. The study concluded that there is direct effect of transformational leadership on the employee performance. Additionally, the transformational leadership has indirect impact on the results of workers with their positive moods.

Similarly, Burkham (2010), "The relationship of emotional intelligence and transformational leadership behaviour in Texas Agri Life Extension Service mid-managers" tested for the association between emotional intelligence and driving behaviour using the extension managers of Texas Agri-life as a case study. A Multi-Factor MFQ form was employed to determine the self-driving behaviour of the leader and set the grades for the methods of the transformational driving in comparison with the EQ-i scores. The study tested for the T values to examine the relationship between the variables and found that the 6 dimensions interpersonal relationship, stress tolerance, optimism, empathy, self-esteem and happiness are significant statistically with the behaviour of the transformational leadership. The findings added that if the leaders have been well-trained to enhance their skills, leaders can develop emotional intelligence and transformational leadership can be used to improve satisfaction and effectiveness of the subordinates.

In another vein, Sadeghi and Pihie (2012) "Transformational leadership and its predictive effects on leadership effectiveness" studied to evaluate the styles of the leadership of the heads of the academic departments and their relationship with leadership effectiveness in the scientific study of the Malaysian universities by selecting 298 lecturers in three Malaysian universities using the Multi-factor Leadership Questionnaire MLQ as the method of survey. The study showed that importance of mixture of methods of transformational and reciprocal leadership and the principle of non-intervention were realized by the lecturers. The study used regression analysis to find that there is significant relationship between situational reward inspiring motivation intelligent alerting and exception management and leadership effectiveness.

Moreover, by Kieres (2012) “A study of the value added by transformational leadership practices to teacher’s job satisfaction and organizational commitment katherine” investigated the quantification of the degree of variation between organizational commitment and job satisfaction through the observation of transformational leadership behaviors of managers regarding the impacts of the reciprocal behaviors. The study takes into concern the perspective of 156 teachers at 5 higher schools through the questionnaire in Pennsylvania on dimensions that their managers were involved in such as job satisfaction organizational commitment and leadership behaviors. The hierarchical model introduced by Bass and Riggio was used to test for the relationship. The result showed that there is need to expand the model of Bass and Riggio. The model provides effective guide to leadership behaviour for the practitioners for a positive effect on the organizational commitment and teacher’s job satisfaction.

Additionally, by Awour (2015) “Influence of transformational leadership on organizational performance of state corporations in Kenya”. Tested for the behavioural effect of the transformational leader on the Kenyan public establishments. The study revealed that the transformational leadership has early affected some international companies that are in fierce competition but have no choice than to be compelled in carrying out extensive reforms and improving their performance. The sample of the population was selected from the research society of the Kenya public enterprises and a number of 90 employees were selected. The main tool of the study survey is questionnaire method while the analysis technique is the SPSS Program where the correlation and regression are analysed. The Sobel News is sued to evaluate the effect of the participation of staff employed as a mediator in the relationship between transformational leadership and organizational performance. Finally, the study revealed that there is a significant relationship between the transformational leadership and the extent of staff participation which eventually lead to the performance of the organization.

Negotiation strategy: The study of Beroggi and Mirchandani (2000) “Dynamic Plots in Virtual Negotiations” explored the advanced information and communication technologies to examine dynamic plots in virtual negotiations in a critical process that needs decision modification in accordance to the competitive position of the conflict. The sample of the population was selected from the transport companies that use their course and decision on the competitor’s tasks in the same field. The dynamic plot is introduced to visualize the

decision forms from different parties and the effect of decision-making on the parties due to special attention on the situation of individual balance. Thus without changes in the market, the competitors do not review their decisions and then discussed the conflict’s position. The study concluded that the virtual negotiation is stimulated by the dynamic plots while it supports the optimal system, fairness and efficiency for the negotiations.

In other word, by Paavola (2014) “Negotiation strategies and offers. Perceptions of mergers and acquisitions advisors” designed a study to evaluate the perceptions of M and A consultants on their negotiating strategies in order to determine the relationship between the perception of the negotiator and the first offer given to them. The study carried out an experimental research by presenting 2 preliminary proposals to the negotiators. In order to measure the concepts of negotiators, the study employed a quantitative approach as a means of survey using duch test, BPA II and five-factor. Across the Europe America and Pacific Asia, data were collected from 30 consultants and 300 acquisition and integration consultants from a community. The analysis of the data took place through functional statistics and bilateral samples of C. High and low bid scenarios. It is understood by the majority of the respondents that their preferred strategy is the distribution strategy and negotiator’s concept of the negotiation strategy is related to the first financial offer. The study concluded that a more integrative should be used by the negotiator rather than the distributional negotiating strategy.

Also, by Maiwald (2015) “Power, Negotiation Type and Negotiation Tactics” investigated the effect of integration of the tasks of negotiation and the power of the negotiator’s performance by the intervention of the focus theory and negotiation power. The study recovered data from 61 respondents using the process of computer negotiation and found that the first offer is promoted by the high strength while the strategies to solve problems contribute to the best result of the integrated negotiations. The study concludes that strategy of conflict, self-gain, use of strategy and result can enhance the method of the negotiation.

By Baesu *et al.* “Contextual strategies for conducting effective negotiation” investigated contextual strategies to find the best way to implement effective negotiation where the first catalyst was presented to evaluate the use of negotiation for improvement irrespective of the location and the identification of the negotiation purpose is an opportunity for creating a solution-based type of fact and attitudes. Opportunity occurs when you can build relationships with other people and communicate better with them about what is wanted and needed and what

makes successful negotiation work out at each stage. The study revealed that the negotiator's interests are successfully negotiated through contextual strategies in negotiation processes; the great sources of support were the key to effective negotiation in many cases. The utilization and momentum of this foundation were also discussed in this study as they bring gradual success to every negotiator.

From the previous literature review it is clear that transformational leadership and other related studies taken independent variable as transformational leadership for its potential to impact other variables. This study confirms the proposal with the adoption of transformational leadership as an independent variable which plays major role in the successful result of the negotiation strategies. Reliable results are produced with the use of questionnaire method. The leaders are from the selected population are the unit of the analysis as they are in the position to provide reliable impression and view. Important behavior such as dependability and emotional intelligence are capable to be influenced by transformational leadership in order to achieve subordinate satisfaction as mentioned by Burkham (2010). Similarly in institutional reforms and performance modification, transformational leadership can be seen as a significant variable (Awuor, 20105).

According to Kieres (2012), there is a clear impact of transformational leadership on job proposal, satisfaction and organizational commitment. Tasi *et al.* (2009) added that transformational leadership has a direct effect on the work performance with positive mood as the moderating variable. The study of Politis (2002), stated that acquisition of knowledge is affected by transformational leadership. Thus it is scientific and logical choice for making the transformational leadership as an independent variable of any study. The validity of the variable can be tested through its statistics and implications on the success and achievement of negotiation strategies. The fundamental of the idea of negotiation is the existence of conflict and differences between the parties from time immemorial regarding the cognitive efforts of the negotiation strategies. The basics are set in order to achieve support for each party as ideas are generated to bargain and make some unnecessary concessions in winning more important gains. Therefore, the idea of negotiation has reached the situation where there exists accumulation of knowledge, reliable strategy in all fields of business international diplomacy and politics. Through the adoption of the transformational leadership in institutions, the success of the negotiation strategies as a variable can be achieved as stated by in the study of

Beroggi and Mirchandani (2000), who worked on immediate deployment of advanced communication technologies to achieve success in negotiation during operations.

In another vein, the study of Paavola (2014), found that distribution of strategy is preferable as understood by the negotiators. Thus, a more integrative strategy has to be used rather than the redistributive negotiating strategy. In addition, Maiwald (2015) posits that decisive strengthening of the negotiating position is affected by the variability in the power while Baesu *et al.* concluded that the interest of the negotiator is better served with the contextual strategies in negotiation processes to achieve a successfully conducted negotiation. The study found that there is no literature review on the relationship between the 2 variables in focus after investigating many studies and extracting the closest to the current research. This has led the study to investigate the association between the variables and evaluate the results through quantitative analysis. The cognitive concepts of the variables are identified in the next parts.

Theoretical framework

Transformational leadership: The need for a modern strategic approach to transformational leadership has increased more than ever in the current business environment as advocated by Bass (1985). The approach is a challenging, dynamic and decisive way improves the situations of any organization and regulation. Bass and Avolio (1990) stated that transformational leadership is the process by which one or more people raise and recognize the need to change or establish the emerging vision of the organization and working towards its consolidation over the time. Bass and Avolio (1994), showed that the interests of followers are expanded by the leadership. Thus, the leadership energizes and deepens the cognitive level of the organization and accept the vision of the group its goals and objectives and focuses more on the public interest rather than the personal interest.

Furthermore, transformational leadership is defines as the process that activates and strengthens the follower's motivation by promoting their values and ideals (Tracey and Hinkin, 1998). Bennis and Nanus (1985) also referred transformational leadership as the leadership ability to deliver message and visualize objectives for the followers and motivate them to provide high morals and behavior and build trust and respect between the leaders and the followers in order to achieve organizational objectives. In other word, a complex mix of transactional and transformational inputs is called the transformational leadership (Yukl, 1989). The second method called the

method of reciprocity is a part of transformational leadership. The exchange of rewards and benefits and promises both positive and negative are the emergence and dealing of leadership with the followers through the management. This emphasizes the non-intervention of the commander in a daily or continuous of the follower performance. The exceptional case is the fact that the transformational leadership is developed within the interactive leadership as the type of leadership produces a level of effort and performance that go beyond the realization of the reciprocal input. Additionally, transformational leadership is more sophisticated than the charismatic leadership. The ability to question the followers in the prevailing views is sought out by the transformational leader for the views of the leader to be established (Bass and Avolio, 1993).

The prevailing organizational conditions and routine are not in accordance with the transformational leadership just like in the case of the reciprocal leadership. The leadership of transformation can work in a complex challenging and uncertainty environments as it equally raises the position of the organization and follow new and unusual levels of vision (Bass, 1985). To develop the level of awareness among the followers, the transformational leaders convince the followers to abandon their personal interests and perform with the best interest of the organization using strategy to achieve harmony. This step will put them in the process of continuous improvement towards organizational performance (Bass and Avolio, 1993).

Devanna and Tichy (1990) stated that the transformational leader is a strategic leader who works under the condition of crisis, complex challenges and every environmental situation while the intercultural leader works at the intermediate, functional and stable levels of organizational culture. Followers are motivated by the transformational leader to achieve exceptional results in other word, transformational leadership is characterized by the ability to bring forth leadership, motivation, change and creativity for those who are aware of the need to build or establish new organizational process and the new transformational vision (Daft, 2013). Heskett and Kotter (1992), examined the establishment of a vision in accordance with the current transformational leadership aimed to transform the organization to a better form, a new system and a new state of affairs in order to meet the future requirements.

Strategic leadership is a type of transformational leadership which is capable of activating and formulating motivations for followers for clear understanding of emphasis and concern to work towards the objective of the organization (Megginson *et al.*, 1989;

Trofino, 2000). The change in the organizational structure supports the involvement of all employees in the process of change and in the adoption of change. It also supports a range of processes and tools used in developing a plan and implementing change with follow-up. The development in the ability of the employees is achieved with the change requirement and keeping pace with all levels and coverage of the 4 areas of the dimensions in the transformational driving activity. Bass and Avolio (1990) concluded that these dimensions of the transformational leader are called 4Is as stated as:

Ideal influence: The high behaviour is reflected in the leadership as an example which is attributed to him and his orientation which can be considered the message of the organization.

Inspirational motivation: More moral support and encouragement must be provided by the leader with the hope of success, high performance and standard in the future of the organization with reference to the followers.

Intellectual stimulation: This is the ability to remove the archaic way of reasoning and review the practices of problem solving with management of unconventional solutions and innovative ways.

Individualized consideration: This is related to documentation of relationship with the followers, entrusting and interacting with them meeting their aspirations and needs that are in line with the objectives and mission of the organization.

Considering the above statements, transformational leadership is a leadership that is effectively aware of its social, political and organizational responsibility. The leadership can adapt to every environmental situations in order to create solution for every challenges ravaging the organizations through the negotiation process. In most difficult situations, active leaders can motivate their staff to follow them by outlining the organizational objectives and enlightening them on how change can be achieved by overcoming dilemma, supporting team members increasing awareness, tolerance and increasing self-confidence. Without forceful control, active leaders act as guide, coach, supporter and facilitator to the team.

Negotiation strategies: Due to the increase in the international competition, opportunities, threats and conflicts faced by the current organization, there is need for important awareness of negotiation process by using their strategies as a main means to solve the conflicts and

problems. Negotiation is a science, behavior, art or a skill between 2 parties with an interest or common interests and membership with the purpose of reaching a satisfactory agreement from mutual contribution from both sides for the achievement of their respective objectives. The strategies of negotiation and conflict resolution in various aspects of an organization will determine the success and achievement of the organizations on high performance and sustainability.

According to Bazerman *et al.* (1998) in all aspects of life, negotiation skills are the key to success. The direction of the negotiators determines the negotiation being a complex social process. The personality of the negotiators the powers and resources available to them also influence the negotiation. The ability to intelligently employ these factors similarly affects the negotiations in critical areas such as politics, chess, potential behavior and poker. Thompson and Hastie (1990) added that the strategies can be illuminated by the adversary to the gains and promote long-term peace to negotiate with the opponent. By Harvard *et al.* developed the method of principled negotiation to reach overcome and reach the agreement on the conflict in a certain way without compromise of the business relationship. The following foundations of five agencies are as follows (Fisher *et al.*, 1991):

In order to achieve climates of interaction between the two parties in negotiations, there must be isolation of people from the problem. Focus on the interests that lead the parties into agreement rather on the functional positions occupied by the parties; during the discussion it is necessary to focus on interests with an open mind.

Mutual benefit through opinion generation and the parties always seek benefits in their work. The main aim of the parties is to mutually agree on a positive opinion and realize that their presence in the negotiation is profitable. Through, the establishment of different objectives and criteria, emphasis on ensured to be continuous for productivity and to reduce the level of threat and pressure.

Negotiation of agreement from each party in order to identify preferred alternative. It is realized that if there is an atmosphere of ambiguity and mistrust within the parties, there is no way to ensure success. An atmosphere of trust will enhance position of strength during the negotiations between the parties.

Additionally when one party realizes that the other side is negatively influencing relationship, then there is occurrence of conflict in the detriment of the other group. There exists confrontation between those parties in a situation where there are conflicting goals and experiences between individuals or groups (Hellriegel *et al.*, 1989).

The concerned parties must understand the causes of the potential conflict for a successful negotiation strategy with the view of reassessing the preferable options and alternatives in negotiation. According to Mullins (1999), this reason is the most prominent of them. The conflict and limited resources are caused due to difference in perceptions, evaluation of importance and different in the personality characteristics of the parties. The both sides of the party are also affected by the nature of the activities as handled by the organizations. Similarly, conflict is caused by poor communication, unfair treatment of one of the parties, an attempted domination over the other party and sudden change in the attitude of any of the party.

Therefore, the competing parties should understand the nature of the potential conflict between the organizations in the industrial environment for the purpose of establishing integrated framework for mutual negotiation. This framework can be beneficial and advantageous to the organization, especially when the objective of the organization is activated in the presence of threats. Scott and Mitchell (1976) stated that the organization can be alerted on the intentions and strategy of the competing organizations.

There are 2 schools of thought that consider conflict between 2 parties to be harmful and negative. Therefore, the consequence must be prevented and suppressed. In other hand, school of human relations considers conflict to be an inevitable by-product of continuous interaction between the parties concerned. Thus, harmful effect should be avoided as much as possible. However, the conflict may be positive and sometimes useful to a certain limit as suggested by the modern interactive school with a comprehensive perspective when the conflict is directed to creative and developmental paths that influence positively the performance to a certain level and the conflict is daily adjusted thus it is referred to as the conflict of employment (Robbins and Coulter, 2010).

This study therefore, needs to know when the conflict is functional and when it is not functional. Jehn (1995) stated that it depends on the type of the conflict. The managers still maintain the use of the Thomas and Kilmann Model, since, there is no advanced measurement tool to assess whether the conflict levels are optimal, high or low yet. The 5 negotiation options (competing, collaborating, avoiding, compromising, accommodating) for conflict resolution can be chosen by the managers when the level of conflict is too high (Thomas and Kilmann, 2008).

There are no valid answers in this type of examination. Different situation are meant for the 5 cases of dealing with conflict which are set of useful

social skills. The requirements of the conflict and on the skill deployed in a certain situation determine the effectiveness of the action in dealing with any conflict situations. Any of the 5 cases can be used to confront conflict by a party. No party has the monopoly or a unique way of dealing with conflict. Nevertheless, people tend to use one or 2 situations due to personal habit and characteristics.

During any conflict situations, the conflict management tool shows the behaviour and attitudes relevant to incompatibility in conflict situations between two parties. Thus, 2 basic dimensions are used to describe behaviour: assertiveness and cooperativeness. Assertiveness is meant to reassure the respective concerns of each party while cooperativeness is to reassure the concern of other party. The 5 factors are further explained as:

Competing: This is assertive, uncooperative, strong mood and firmness with the use of power to gain zero-sum orientation.

Collaborating: In this case, the mood is cooperative and firm, ready to work in hand-to-hand with other party in partnership in order to find panacea that satisfies the parties by confronting the dilemma and identifying the pre-occupation of both parties. Also, identifying the dissatisfaction of each party in order to meet the concerns of the 2 groups and then reach a creative solution where profit is achieved to face and solve some problems.

Compromising: During the process of bargaining, this is a medium between the collaborator and the aggressor in order to find a mutually acceptable solution on the 2 parties. The compromise is created between the consensual and the competitor. The competitor gives up more than he competes but less than he meets. The issue is similarly handled than it can be avoided. As a participant, he does not discover them in the same depth which implies exchanging concessions, sharing differences or seeking a position for quick compromise through negotiation as no gain, no loss.

During the avoidance or withdrawing, the individual does not immediately follow his or her concern. This has nothing to do with conflict. The avoidance may be in form of diplomacy when an issue is avoided by withdrawing from the threatened situation or postponing the issue to the other time which may lead to loss due to absence of care.

Accommodating or assimilation is simply cooperative but not firm. Precisely, the individual neglects his own concerns on the contrary of the contender during the absorption in order to reassure the containment and preoccupation of other party. Sacrificing his behavior to seek harmony is inevitable by reducing the conflicts of smoothing and freezing due to unfavorable environmental conditions.

A key to compromising by bargaining under the pressure of position and time to gain reinforcement is a negotiation under a compromising strategy when there is conflict in the benefits and objectives of the parties (Umstot, 1988). The intermediary status according to the common interests may not reach the satisfaction of both parties but will affect their mutual interest. To follow the strategy of confrontation or collaboration, there is necessity for the opening of channels of communication between the 2 parties and the exchange of views on differences in order to solve the critical problems. These are the effective ways to settle conflicts which affects both parties in order to ensure mutual interest and to take their feeling and opinion into account with relationship maintenance.

MATERIALS AND METHODS

Exploratory approach is used as the scientific method to get the opinions of the managers and the leaders and administrators at the headquarters of the Iraqi Foreign Ministry in Baghdad. Their views and estimation are known based on the scale of the study. The interpretation of the data is done by statistical mean after the collection of data. The interpretation of the relationship of the study's variables shows that the tests are reliable and dependable in the final result. This has captured the interest of the interested academics and researchers in the same field of research.

Research hypothesis: The main hypothesis of the study states that there is a significant relationship between the transformational leadership's dimensions (ideal effect, motivation and individual considerations) and negotiation strategies (strategy of competition, strategy of cooperation, settlement strategy, avoidance strategy and assimilation strategy). Figure 1 shows the hypothesis of research.

Data collection technique: Questionnaire was used as the primary means of data collection from the population of

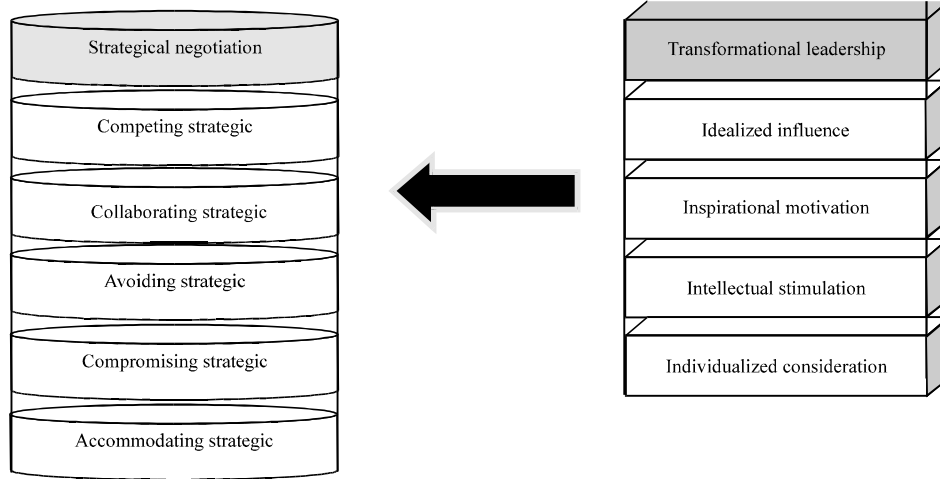


Fig. 1: The hypothetical schema

the study. A welcome letter to the diplomats and managers at the Iraqi Ministry of Foreign Affairs was included in the questionnaire. There was an explanation on how to fill out the questionnaire and the purpose of the study. The second section of the questionnaire is designate to the variables of the study: transformational leadership as an independent variable and its dimensions (ideal effect, mental motivation, motivation individual considerations) as adopted from. The second section on negotiating strategies and its dimensions (competition, cooperation, settlement, avoidance assimilation) adopted the work of Thomas and Kilmann (2008).

The population of the study: The study chose the Iraqi Foreign Ministry in Baghdad as the population of the study. A number of 43 officials who are either diplomats or administrators attended to the questions from the population, only 31 are diplomats. The second group consists of 2 consuls, 2 advisors, 4 secretaries at the first tier, 5 secretaries at the second tier, 3 secretaries at the third tier and others take the rest number. The number of the males and females are 25 and 18 which carry 58 and 42%, respectively, which is considered as a good percentage for a ministry in diversity. The percentage of holders of the bachelor’s degree, high diploma certificate, master’s degree and doctoral degree are 51, 19, 16 and 14%. From the age group, those who are under 35 carry 12%, 36-45 years (42%), 45-55 years (44%) and 2% for others. The decline in the percentage of the age is due to the system of public service and age of 63 years as the retirement age. It is clear that the youth group has the highest percentage in the population.

RESULTS AND DISCUSSION

Under the section, the results of the analysis of the statistical and quantitative data are shown using questionnaire as the research tool. Each paragraph is assigned to review the results of the survey. The first paragraph explains the standard deviation and the coefficient of difference of each dimension as well as the limit due to the Likert scale used. The test of correlation between the variables and the dimensions of the study is outlined in the second variable through Pearson correlation. After the confirmation of the scale accuracy and statistics, the analysis was carried out through several tests that confirmed the stability and normal distribution of the data. This creates a certain level of confidence on the researcher.

Descriptive statistics: Under this study, the analysis and description of the variables of the study (transformational leadership and negotiation strategies) are discussed as follow:

Transformational leadership: The dimensions of the independent variable (transformational leadership) and the statistical tools used in analyzing the results are shown in Table 1. The results showed that the independent variable has a mean of 3.35 which is higher than the arithmetic mean of 3 and with a standard deviation of 0.89. Thus, the result is strongly agreed on with the coefficient of variance of the independent variable as 0.27 with a second order between the independent variables involved. For each of the 4 dimensions, there are independent statistics as presented in Table 1. After the analysis of the arithmetic mean, the

Table 1: Description and diagnosis of subdivisions and paragraphs of transformational leadership

Dimensions/code	Values	Coefficient variation	SD	Mean	Maximum	Minimum	N
Idealized influence							
LE1	4	0.29	1.01	3.42	5	1	43
LE2	1	0.25	0.85	3.44	4	1	43
LE3	2	0.27	0.90	3.35	4	1	43
LE4	3	0.28	0.90	3.26	5	1	43
Results	B	0.27	0.91	3.37	5	1	43
Inspirational motivation							
LE5	4	0.32	1.02	3.16	5	1	43
LE6	1	0.25	0.83	3.28	4	1	43
LE7	2	0.26	0.87	3.35	5	1	43
LE8	3	0.27	0.93	3.37	5	1	43
Results	D	0.29	0.91	3.29	5	1	43
Intellectual stimulation							
LE9	4	0.30	0.97	3.21	4	1	43
LE10	3	0.29	1.01	3.42	5	1	43
LE11	2	0.26	0.87	3.35	5	2	43
LE12	1	0.25	0.85	3.37	4	1	43
Results	C	0.28	0.92	3.34	5	1	43
Individualized consideration							
LE13	3	0.24	0.82	3.40	4	1	43
LE14	1	0.21	0.73	3.40	4	2	43
LE15	2	0.23	0.79	3.37	4	2	43
LE16	4	0.26	0.91	3.42	4	1	43
Results	A	0.24	0.81	3.40	4	1	43
Results of leadership	Second	0.27	0.89	3.35	5	1	43

standard deviation is 0.91 which is considered as a good value. The result reflects the agreement between the variables and the value of the coefficient of variance as 0.27 which placed it as second relatively in terms of importance among the 4 variables after the ideal effect. The values all exceeded the arithmetic mean. The result therefore implies that the leaders are trying to enforce pride on the employees by going beyond personal interest to achieve collective objective and to make sacrifice for the benefit of all through instilling confidence into the employees.

According to Fig. 1, a mean of 3.29, a variance coefficient of 0.29 and a standard deviation of 0.91 are gotten after the mental stimulation which indicates a high level of agreement. On the dimensions, Table 1 presented the similarity in their coefficient of variation. Finally, the hypothesis raised and the participation of employees reveals the relative importance of this dimension which is very much in line in several ways to solve the problems facing them and indulging independence to achieve different points of view in solving the problems facing them.

Motivation's dimension is valued with an arithmetic mean of 3.34 as the dimension seeks to examine and measure the excitement and emotions of workers. The validity of the instrument is achieved by the standard deviation of 0.92 and variance coefficient of 0.28. This value gives the dimension to be ranked third relatively in terms of importance. This result indicates reliable agreement among the leaders of the selected population

on the purpose of motivating the employees and increasing their enthusiasm on the possibility of achieving more goals and being optimistic on the future development with a logical vision.

The individual consideration being the 4th dimension indicates the leader's interest to the followers and his level of understanding of the individual differences among the followers. The median value for this dimension is 3.40 which are higher than the arithmetic mean with a good standard deviation of 0.81 which indicates high level of agreement in the response of the population. The value of the variance coefficient is 0.24 which places the dimension in the first rank among the dimensions of leadership transformative. This result shows that the leaders are in good situation in dealing with the followers individually but not just a member belonging to a group. The leader shall also help them to develop their capability by giving enough time needed to teach and train them as everyone has capabilities and ambitions which are different from others. The statistics for all the dimensions under the transformational leadership are shown in Table 1.

Negotiation strategies: The descriptive statistics of the respondent variables (Negotiation strategies) are shown in Table 2. The weighted mean of the variable is 3.42 which are higher than the arithmetic mean; with a good standard deviation of 0.89. This result indicates the complexity of the variable and variance of coefficient of 0.26 which places the variable first rank between the other

Table 2: Description and diagnosis of subdivisions and paragraphs of negotiation strategies

Dimensions/code	Values	Coefficient variation	SD	Mean	Maximum	Minimum	N
Competing strategic							
NE1	6	0.32	1.03	3.28	5	1	43
NE2	1	0.27	0.88	3.28	5	2	43
NE3	2	0.28	0.98	3.42	5	1	43
NE4	7	0.33	1.06	3.21	4	1	43
NE5	4	0.30	0.95	3.23	4	1	43
NE6	5	0.31	0.97	3.21	5	2	43
NE7	3	0.29	0.95	3.26	5	1	43
Results	F	0.30	0.97	3.27	5	1	43
Collaborating strategic							
NE8	5	0.26	0.86	3.30	5	1	43
NE9	8	0.31	1.04	3.33	5	1	43
NE10	2	0.22	0.75	3.33	4	2	43
NE11	4	0.25	0.84	3.33	5	1	43
NE12	1	0.19	0.67	3.49	4	2	43
NE13	6	0.27	0.89	3.30	5	1	43
NE14	3	0.24	0.78	3.30	4	1	43
NE15	7	0.28	0.90	3.23	4	1	43
Results	C	0.25	0.84	3.33	5	1	43
Compromising strategic							
NE16	2	0.25	0.84	3.35	5	2	43
NE17	1	0.23	0.80	3.47	5	1	43
NE18	3	0.27	0.90	3.40	5	2	43
NE19	6	0.30	0.96	3.28	4	1	43
NE20	7	0.34	1.07	3.12	4	1	43
NE21	5	0.29	0.89	3.14	5	1	43
NE22	4	0.28	0.80	3.21	5	2	43
Results	D	0.27	0.90	3.28	5	1	43
Avoiding strategic							
NE23	6	0.31	0.97	3.09	5	1	43
NE24	5	0.30	1.09	3.65	5	1	43
NE25	2	0.21	0.79	3.74	5	2	43
NE26	4	0.24	0.83	3.49	5	2	43
NE27	3	0.23	0.85	3.63	5	2	43
NE28	1	0.20	0.77	3.72	5	3	43
Results	B	0.25	0.88	3.55	5	1	43
Accommodating strategic							
NE29	1	0.20	0.80	3.98	5	3	43
NE30	3	0.22	0.83	3.53	5	2	43
NE31	2	0.21	0.82	3.88	5	2	43
NE32	5	0.24	0.87	3.67	5	2	43
NE33	6	0.26	0.91	3.51	5	1	43
NE34	7	0.27	0.90	3.37	5	2	43
NE35	4	0.23	0.87	3.77	5	2	43
Results	A	0.23	0.86	3.67	5	1	43
Results of negotiation strategies							
	fires	0.26	0.89	3.42	5	1	43

variables. There are 35 items to be used to measure 5 main dimensions. Regarding the competitive strategy, the average mean is 3.27 while standard deviation and a coefficient of variance are 3.27 and 0.97. Thus, this dimension is relatively more important than other dimensions that are in the same level of coefficient of variance. This indicates a certain level of good response from the population of the study which indicates the importance of leaders to achieve goals, acquire position and discover the right direction. The leaders give a logical statement about the positions acquired and the benefits of persuading others on the advantages of the situation followed. As

shown in Table 2, the average mean is 3.33 in the problem solving strategy with a reliable standard deviation of 0.84.

The agreement in the response shows high validity with variance coefficient of 0.25. This gives the variable a third ranking for showing the importance of leadership in dealing with the intelligent followers and seeks to help others to find solution and idea disclosure. The leader focuses on the fulfilment of all desire and gives the direction to discuss the problems; he also encourages the participation of others to find cooperative solutions to the organizational problem. The settlement strategy also referred to as the strategy of participation is the third

Table 3: The correlation matrix between the variables of the study

Correlation	Competing strategic	Collaborating strategic	Compromising strategic	Avoiding strategic	Accommodating strategic	Negotiation strategies
Idealized influence						
Pearson correlation	0.414**	0.569**	0.055	0.119	0.031	0.458**
Sig. (2-tailed)	0.006	0.000	0.726	0.447	0.845	0.002
N	43	43	43	43	43	43
Inspirational motivation						
Pearson correlation	0.592**	0.847**	0.186	0.101	-0.159	0.606**
Sig. (2-tailed)	0.000	0.000	0.233	0.520	0.309	0.000
N	43	43	43	43	43	43
Intellectual stimulation						
Pearson correlation	0.602**	0.939**	0.376*	0.263	-0.171	0.740**
Sig. (2-tailed)	0.000	0.000	0.013	0.088	0.273	0.000
N	43	43	43	43	43	43
Individualized consideration						
Pearson correlation	0.604**	0.842**	0.230	0.146	-0.134	0.642**
Sig. (2-tailed)	0.000	0.000	0.138	0.352	0.391	0.000
N	43	43	43	43	43	43
Leadership						
Pearson correlation	0.647**	0.938**	0.253	0.186	-0.130	0.717**
Sig. (2-tailed)	0.000	0.000	0.102	0.233	0.404	0.000
N	43	43	43	43	43	43

**Correlation is significant at the 0.01 level (2-tailed); *Correlation is significant at the 0.05 level (2-tailed)

dimension with average mean of 28, standard deviation of 0.90 and coefficient of variance of 0.27. This has placed the dimension as the 4th most important of the variable it indicates the leader’s interest to find solution that make them think twice in giving up some of their positions to others. There is also possibility to propose a compromise in a fair mix to both ends of the parties for the negotiation. Also, the strategy of avoidance or withdrawal strategy has the average mean of 3.55, a standard deviation of 0.88 and coefficient of variance of 0.25. Thus, from the dimensions of this variable it is placed as third in terms of relative importance which affect the interaction between the parties. In accordance to the position of the leaders, the different strategies of the population are mentioned.

The level of agreement is identified to avoid creation of unpleasant situation and postponement of some issues and giving them time to digest their different opinions.

For the final dimension assimilation strategy or homogeneity, the average mean is 3.67 which indicates good sense of judgement; standard deviation of 0.86 and variance coefficient of 0.23. This result gives the dimension first rank among other dimensions of the variables. The result laid emphasis on the negotiable agreement rather than disagreement issues and calm down the tension of other party. In some cases, they may sacrifice their wish in order not to hurt the feeling of the other person. They try to keep them by making them happy (Bass, 1999; Robbins, 1990).

Correlation analysis: The study tested for the Pearson correlation between the independent variables before the

hypothesis test. Table 3 presents a significant and positive correlation between transformational leadership and negotiation strategies with a correlation value of 0.717 at a significant level of 0.01.

This result is close to +1 for the value 0.000 which is <0.05 it shows that the tabular value of t is less than the calculated t-value. The negotiation strategies are found to be positive at a significant level of 0.01 when reviewing the correlation values of the 4 dimensions of the transformational leadership. The value is <0.05 which indicates that the t-value is greater than the scale of the transformational leadership and its dimensions as related to negotiation strategies. However, there are some correlations between the dimensions that are insignificant and weak. Generally, the high degree of correlation between the 2 main variables shows that the relationship between them is interactive. The following study highlights the test of hypothesis.

Test of hypothesis: The hypotheses of the study are tested in this section on the impact of independent variable. Transformational leadership is the indicator variable for negotiation strategies. The effect of the independent variable on the dependent variable is separately tested before going into details of their dimensions. The value of β (0.717) shows that the change in one unit of transformational leadership leads to a change in the value of the negotiation strategies. At a level of significance, the calculated F-value is 43.440. The value of R^2 (0.514) shows that 51% of the changes in the negotiation strategies is variably explained by the transformational driving variable. The remaining value of 49% is due to other factors that are not presented in

regression model. This results show that the leadership of the Ministry of Foreign Affairs are interested in the transformation method of leadership for a successful negotiation strategies within the ministry.

Therefore, from the main test of hypothesis, there is a significant correlation between the dimensions of transformational leadership (i.e., ideal effect, motivation and individual considerations) and negotiation strategies (strategy of competition, strategy of cooperation, settlement strategy, strategy of avoidance and assimilation strategy). In the same vein it is important to independently test for the effect of transformational leadership's dimensions on each variable of the negotiation strategies. The test from the 1st dimension of the independent variable on the first dimension of the dependent variable shows that the R^2 value is 0.438. This means that, 44% of the changes in the strategy of competition are the difference explained by the dimensions of transformational leadership while 56% is as a result of other factors that did not fall under the regression model of this dimension. After the ideal effect, the value of β is 0.109 this indicates that there is change in one unit of this dimension. For the dimension of motivation, the value of β is 0.189 which means a change in one unit of the dimension will lead to a change in the value of the competition strategy.

Similarly for the dimension of inspirational motivation, the value of β is 0.280 after considering the individual; this means that one unit of this dimension will lead to change in the value of the competition strategy. The effectiveness of the model is tested by the F-test with a value of 0.410 at a significant level of 0.000 which is <0.05 ; this result indicates that the scale value is less than the calculated F-value. Thus, the hypothesis of the study is confirmed.

Furthermore, the value of R^2 is 0.961 for the test of all the dimensions under independent transformational leadership variable with strategy of cooperation (or problem solving strategy). This large value indicates that 96% of the changes in the cooperation strategy are explained by the dimensions of transformational leadership. According to the population, this statistics reveal the best regression model for the 5 variables under the negotiation strategies. After the ideal effect and the intellectual motivation, the values of β are 0.122 and 0.226, respectively and 0.605 and 0.243 after automatic motivation and the individual considerations, respectively. A change in the amount of these values in the strategy of cooperation is achieved for any change of one unit of the 4 dimensions. The value of F is 235.957 with a mean of 0.000 which is <0.05 for the hypothesis of the effect of this dimension. The

validity of the hypothesis of the research is confirmed as the calculated F-value is greater than the standard value.

In the third dimension of the negotiation strategies, the value of R^2 is 0.171. This shows that the dimension of the transformational leadership only explains 17% of the changes in the strategy while other factors not included in the model contained in the 83%. The result gives an impression that the leaders do not compromise strategy as it is significant in post-strategy cooperation. The values of $\hat{\alpha}$ after the ideal effect intellectual motivation, automatic motivation and the individual considerations are 0.151, 0.157, 0.497 and 0.193, respectively. These results indicate that a change of one unit in these 4 dimensions leads to a change in the amount of these values in the settlement strategy. Notably as this model does not stand for 17% of the effect but it has the largest role between the rests of the dimensions of the independent variable after the inflammatory motivation. The value of F is 10.959 at a significant level 0.012 which is less than 0.05; the calculated value of F is greater than the standard value. It shows that the settlement strategy is affected by the dimensions of transformational leadership. In the case of the test of the effect of the 4th dimension, the R^2 of the strategy of avoidance is weak and represented only by 9%. The variables that are not included are the other 91%. The F-value is 0.917 though morally 0.464; the value is valid as it is >0.05 of the tabulated value. Thus, the hypothesis is rejected for this dimension; that is the leaders of the population do not intend to avoid strategy or withdrawal strategy.

The strategy of assimilation or homogeneity which is the last dimension of the negotiation strategies has a larger value of R^2 and represent 60% of the model. However, the tabulated F-value is significant as it is >0.05 the result indicates that the tabulated f value is greater than the calculated F-value. Thus, there is no impact of the dimensions of transformational leadership on this strategy. With reference to the statistical data and exclusion of the last 2 strategies (avoidance and assimilation), R^2 rose from 0.519-0.789 from building only one of the first 3 strategies. The models of the 5 strategies are represented by 52% while the tripartite is 79%. Therefore, the study posits that the strategies of competition, cooperation and settlement are significantly better than avoidance and assimilation.

CONCLUSION

Clearly, the current study through literature review has proved that negotiation strategies is a concept that is not limited to the field of political science but also

presents in the administrative and strategic sciences. The latter however, give the concept more important attention considering it an important skill must be imbibed by all leaders of different institutions up to the operational level. It becomes necessary to achieve the greatest impact on the followers in the leadership styles for the purpose of achieving the goals. It is observed that the concept of leadership occupies the top rank in the attention of researchers from the scientific journal reviewed and the statistical results. This study carried out on the leadership of the Iraqi Foreign Ministry is in accordance with the strategies used in dealing and solving problems from the rest of the other known strategies. Similarly, the population chosen for this study does not support the strategy used in the previous studies. In this study, the competition strategy is ranked second in addition, the leadership could not avoid the withdrawal strategy and the assimilation strategy.

SUGGESTIONS

Therefore, the study suggest that a preferable model comprising four dimension of the transformational leadership and the first 3 strategies of the negotiation strategies (competition, cooperation, settlement) should be constructed.

REFERENCES

- Awuor, E.A. 2015. Influence of transformational leadership on organizational performance of state corporations in Kenya. Ph.D Thesis, Jomo Kenyatta University of Agriculture and Technology, Kiambu, Kenya, East Africa.
- Bass, B.M. and B.J. Avolio, 1993. Transformational leadership and organizational culture. *Public Admin. Q.*, 17: 112-121.
- Bass, B.M. and B.J. Avolio, 1990. Developing transformational leadership: 1992 and beyond. *J. Eur. Ind. Training*, 14: 21-27.
- Bass, B.M. and B.J. Avolio, 1994. Transformational leadership and organizational culture. *Intl. J. Public Administration*, 17: 541-554.
- Bass, B.M., 1985. *Leadership and Performance Beyond Expectations*. Free Press, New York, USA., ISBN:9780029018101, Pages: 256.
- Bass, B.M., 1999. Two decades of research and development in transformational leadership. *Eur. J. Work Organ. Psychol.*, 8: 9-32.
- Bazerman, M.H., A.E. Tenbrunsel and K. Wade-Benzoni, 1998. Negotiating with yourself and losing: Making decisions with competing internal preferences. *Acad. Manage. Rev.*, 23: 225-241.
- Bennis, W. and B. Nanus, 1985. *Leaders: The Strategies for Taking Charge*. Harper and Row Publishers, New York, USA.,
- Beroggi, G.E.G. and P.B. Mirchandani, 2000. Negotiation and equilibria in user competition for resources: A dynamic plot approach. *Comput. Math. Organ. Theor.*, 6: 61-82.
- Burkham, A.B., 2010. The relationship of emotional intelligence and transformational leadership behavior in texas AgriLife Extension Service mid-managers. Ph.D Thesis, Texas Tech University, Lubbock, Texas.
- Daft, R.L., 2013. *Organization Theory and Design*. 11th Edn., Cengage Learning, Boston, Massachusetts, USA., ISBN:978-1111221294, Pages: 688.
- Devanna, M.A. and N. Tichy, 1990. Creating the competitive organization of the 21st century: The boundaryless corporation. *Hum. Resour. Manage.*, 29: 455-471.
- Fisher, R., W. Ury and B. Patton, 1991. *Getting to Yes: Negotiating Agreement without Giving In*. 2nd Edn., Houghton, Mifflin Company, Boston, Massachusetts, USA., ISBN:0-395-63124-6, Pages: 209.
- Hellriegel, D., J.W. Slocum and R.W. Woodman, 1989. *Organizational Behavior*. 5th Edn., West Publisher, Eagan, Minnesota, ISBN:9780314470133, Pages: 629.
- Heskett, J.L. and J.P. Kotter, 1992. Corporate culture and performance. *Bus. Rev.*, 2: 83-93.
- Higgs, M. and D. Rowland, 2001. Developing change leaders: Assessing the impact of a development programme. *J. Change Manage.*, 2: 47-64.
- Jehn, K.A., 1995. A multimethod examination of the benefits and detriments of intragroup conflict. *Administr. Sci. Q.*, 40: 256-282.
- Kieres, K.H., 2012. A study of the value added by transformational leadership practices to teachers' job satisfaction and organizational commitment. Ph.D Thesis, Seton Hall University, South Orange, New Jersey, USA.
- Maiwald, A., 2015. Power, negotiation type and negotiation tactics. Master's Thesis, University of Twente, Enschede, Netherlands.
- Meggison, L.C., D.C. Mosley and P.H. Pietri, 1989. *Management: Concepts and Applications*. 3rd Edn., Harper & Row, New York, USA., ISBN:9780060444662, Pages: 646.
- Mullins, L.J., 1999. *Management and Organizational Behavior*. 5th Edn., Financial Times Pitman, London, UK., ISBN:9780273635529, Pages: 913.
- Paavola, A., 2014. Negotiation strategies and offers: Perceptions of mergers and acquisitions advisors. Master Thesis, University of Jyväskylä, Jyväskylä, Finland.

- Politis, J.D., 2002. Transformational and transactional leadership enabling (Disabling) knowledge acquisition of self-managed teams: The consequences for performance. *Leadersh. Organ. Dev. J.*, 23: 186-197.
- Robbins, S.P. and M.A. Coulter, 2010. *Management*. 11th Edn., Prentice Hall, Upper Saddle River, New Jersey, USA., ISBN:13:9780132163842, Pages: 672.
- Robbins, S.P., 1990. *Organization Theory: Structures, Designs and Applications*. 3rd Edn., Prentice Hall, Upper Saddle River, New Jersey, USA., ISBN:9780136424710, Pages: 552.
- Sadeghi, A. and Z.A.L. Pihie, 2012. Transformational leadership and its predictive effects on leadership effectiveness. *Intl. J. Bus. Social Sci.*, 3: 186-197.
- Scott, W.G. and T.R. Mitchell, 1976. *Organization Theory: A Structural and Behavioral Analysis*. Richard D, Irwin, Homewood, IL.,
- Thomas, K.W. and R.H. Kilmann, 2008. *Thomas-Kilmann conflict mode instrument*. Master Thesis, CPP Inc, Sunnyvale, California.
- Thompson, L., and R. Hastie, 1990. Social perception in negotiation. *Organizational Behav. Hum. Decis. Processes*, 47: 98-123.
- Tracey, J.B. and T.R. Hinkin, 1998. Transformational leadership or effective managerial practices?. *Group Organ. Manage.*, 23: 220-236.
- Trofino, A.J., 2000. Transformational leadership: Moving total quality management to world-class organizations. *Intl. Nurs. Rev.*, 47: 232-242.
- Tsai, W.C., H.W. Chen and J.W. Cheng, 2009. Employee positive moods as a mediator linking transformational leadership and employee work outcomes. *Intl. J. Hum. Resour. Manage.*, 20: 206-219.
- Umstot, D.D., 1988. *Understanding Organizational Behavior: Instructors Manual to Accompany*. West Publishing Company, Eagan, Minnesota, USA., ISBN:9780314790156, Pages: 260.
- Yukl, G., 1989. Managerial leadership: A review of theory and research. *J. Manage.*, 15: 251-289.