



School of Management

Situation leadership in small growing technical consultations companies in Sweden and Jordan

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Abstract

Background

Small and medium businesses (SME) are important elements in the strategies of economic growth and improvement. The SME have played a great role in regional and global economic recovery during many years and thus they are very desirable. Small business leaders have to fulfil a wide range of roles and responsibilities however, the most important role being the leader role. Valdiserri (Valdiserri and Wilson, 2010) stated that poor leadership is one of the main failure reasons for small businesses. Furthermore, different countries may have different leadership styles and culture.....

Aim

The purpose of this thesis is to identify the differences between the leadership styles in small technical companies in Sweden, an industrialized country, and Jordan, a developing country

Method

We adopted the study case method to study the leadership style in small companies. Through pre-defined questionnaire surveys, the leaders of eight small businesses (four companies in Sweden and four in Jordan) were asked to answer multifactor questions. We then studied the answers based on three situational leadership models. The situational methods used in our study were the Fiedler model, the normative model and the SLII model. The answers were then analysed in order to determine the current as well as the appropriate leadership style based on the models.

Results

In brief, our study identified several examples of different leadership styles in various situations in small companies and presented the most suitable leadership in those situations. The thesis also shed light on differences in small technical company leadership in Sweden and Jordan.

The analysis of the case studies of the studied companies showed that the situational leadership methods could be used in small companies. The study concluded that in order to identify the leadership style, more than one model had to be used. In general, the leadership style in the Swedish companies matched the recommended leadership style. The Jordanian companies' leadership style however did not match the recommended leadership style. The models in our framework also revealed the reasons behind and also proved to be valuable tools in recommending the suitable leadership style for all companies. The used models in our thesis however lacked the appropriate tools to explain the differences between the Swedish and Jordanian companies. The differences are thought to be due to cultural aspects, however, these models does not take in account the cultural aspect nor the size of the companies, an issue pointed out by Gary (Yukl, 2002).

Conclusion

The situational leadership style model was shown to be fully applicable in our case study as in previous literature. The conducted study suggested that more than one model had to be used in order to identify the suitable leadership style. Interestingly, the models used were clearly applicable in Middle East companies. This was, to our knowledge, the first time these models were used in Middle East countries when studying leadership style. Furthermore, the studied situational leadership style showed a clear difference in leadership between Sweden and Jordan. The models recommended a participative style in the small technical companies both in Sweden and Jordan. However, the current practiced leadership style in the Jordanian companies were not exhibiting the recommended leadership style. Interviewing the leaders in the Jordanian companies gave us a hint that this difference could be due to cultural differences. The cultural differences must thus be born in mind when interpreting the data and trying to understand the reasons behind the results when studying these models. The Jordanian companies used more power leadership (telling leadership) than their Swedish counterparts who exhibited a participating leadership. According to (Hofstede, 1991) leadership in Arab culture show higher power distance than in Nordic companies. Our results thus coincide with previous studies. However more studies need to be made in order to draw conclusions on whether this is a common phenomenon in all Jordanian or Middle East companies and our thesis present an interesting pilot study in this regard.

Table of contents

1	Introduction.....	1
1.1	Background.....	1
1.2	Problem discussion	2
1.3	Problem formulation and purpose	3
1.4	Limitations.....	3
1.5	Thesis outline	3
2	Theory review.....	5
2.1	Introduction leadership in small companies.....	5
2.2	Leadership history	5
2.3	Leadership models	7
2.3.1	Leadership behavioural.....	7
2.3.2	Situational Leadership	10
2.3.3	Leadership through organization lifecycle.....	13
2.4	Cultural aspects on leadership	14
3	Theoretical framework.....	17
3.1	Introduction.....	17
3.2	Model selection	17
3.3	Research models	18
3.3.1	Fiedler contingency model.....	18
3.3.2	Hersey-Blanchard Leader Effective model (SLII)	21
3.3.3	Normative decision model.....	24
4	Method and Data collection.....	25
4.1	Research approach	25
4.2	Research strategy	26
4.2.1	Case study	26
4.2.2	Quantitative and Qualitative research	27
4.3	Data collection	27
4.3.1	Primary data collection.....	27
4.3.2	Secondary data collection.....	29
4.4	Case companies	29
4.4.1	Swedish companies.....	29
4.4.2	Jordanian companies.....	30

4.5	Data analyzing.....	32
4.6	Validity and reliability	32
4.6.1	Validity	32
4.6.2	Reliability	32
4.7	Research ethics	33
4.8	Method selection and alternative methods	33
5	Results.....	35
5.1	Swedish companies	35
5.1.1	Fiedler contingency model	35
5.1.2	SLII model.....	39
5.1.3	Normative model	41
5.2	Jordanian companies	44
5.2.1	Fiedler contingency model.....	44
5.2.2	SLII model.....	48
5.2.3	Normative model	50
6	Analysis.....	53
6.1	Swedish companies	53
6.1.1	Fiedler contingency model.....	53
6.1.2	SLII model.....	54
6.1.3	Normative model	54
6.1.4	Summary.....	55
6.1.5	Post-interview follow-up	55
6.2	Jordanian companies	55
6.2.1	Fiedler contingency model.....	55
6.2.2	SLII model.....	56
6.2.3	Normative model	57
6.2.4	Summary.....	57
6.2.5	Post-interview follow-up	57
6.3	Comparison between Sweden and Jordan companies.....	58
7	Conclusion	60
8	Future work	62
9	Reference.....	63

Table of tables

Table 3-1. Possibility of success between performance readiness and leadership style (Blanchard et al., 1993)	23
Table 5-1. Least Preferred Co-worker Swedish companies	35
Table 5-2. Leader-member ration, Swedish companies.....	36
Table 5-3. Task structure, Swedish companies	37
Table 5-4. Position power, Swedish companies.....	38
Table 5-5. Control situation, Swedish companies	38
Table 5-6. Recommended leadership style (Fiedler model), Swedish companies.....	39
Table 5-7. Performance Readiness Dimension, Swedish companies	39
Table 5-8. Behavior dimension, Swedish companies	40
Table 5-9. Recommended leadership style (SLII mode), Swedish companies.....	41
Table 5-10. Normative model, Swedish companies	42
Table 5-11. Results, Swedish companies.....	43
Table 5-12. Least Preferred Co-Worker, Jordanian companies	44
Table 5-13. Leader-member ration, Jordanian companies	45
Table 5-14. Task structure, Jordanian companies	46
Table 5-15. Power position, Jordanian companies.....	47
Table 5-16. Control situation, Jordanian companies.....	47
Table 5-17. Recommended leadership style (Fiedler model), Jordanian companies	48
Table 5-18. Performance readiness dimension, Jordanian companies	48
Table 5-19. Behavior dimension, Jordanian companies	49
Table 5-20. Recommended leadership style (SLL model), Jordanian companies.....	49
Table 5-21. Normative model, Jordanian companies	50
Table 5-22. Results, Jordanian companies	52

Table of figures

Figure 1-1. Levels of mental programming, (Steers et al., 2010).....	2
Figure 2-1. Management skills, (Hersey et al., 1988).....	6
Figure 2-2. Employees ability, (Hersey et al., 1988)	7
Figure 2-3. Theory-X, Theory-Y, (Hersey et al., 1988).....	9
Figure 2-4. Tannebaum-Schmidt method, (Tannenbaum and Schmidt, 1973).....	10
Figure 2-5. Situational leadership, (Hersey et al., 1988).....	10
Figure 2-6. Organization lifecycle, (Adizes, 1999).....	13
Figure 2-7. Power distance, (Hofstede, 1991).....	15
Figure 3-1. Least preferred coworker scale (LPC), (Fiedler et al., 1976).....	19
Figure 3-2. Leader-member relations scale, (Fiedler et al., 1976).....	19
Figure 3-3: Task structure scale, (Fiedler et al., 1976).....	19
Figure 3-4: Position power scale, (Fiedler et al., 1976)	20
Figure 3-5. Leadership style matching control situation, (Fiedler et al., 1976).....	20
Figure 3-6. SLII model, (Hersey et al., 1988)	23
Figure 4-1. Methodology, (Saunders et al., 2011)	26
Figure 4-2. Research strategy, (Yin, 2014)	28

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1 Introduction

In this chapter we explain the background and importance of the subject. The thesis topic is leadership style in small and medium technical consultant companies in Sweden and Jordan. The introduction chapter also covers the problem discussion and formulation of the thesis. Finally the thesis limitations and structure are addressed.

1.1 Background

Small and medium businesses (SME) are important elements in the strategies of economic growth and improvement. The SME has played a great role in regional and global economic recovery and thus they are very desirable. It has been indicated that the SME account for about 70 percent of the world production (Hatten, 2011) and 60% of employment (Hatten, 2011).

Business size is usually determined by the scale of human and financial resources. The characteristics of small and medium business are the following (Hatten, 2011):

1. Small market share: The market share is small enough that it cannot influence the national prices.
2. Managed in personalized way: The owners actively participate in all aspects of the business, unlike large companies where the shareholders and management are usually almost entirely separate.
3. The leadership style in small and medium businesses is usually from the decide type of leaders.

Small and large companies need each other to survive. This coexisting relation between these companies gives the small companies opportunities to grow and allow new small companies to establish. Large companies outsource some of their activities to small companies and thus the SME has an important role in the world economy (Hatten, 2011).

The managers' and leaders' thinking is influenced by cultural differences. The culture factor influences leaders' behaviour at work, attitudes and decision making (Steers et al., 2010). A study conducted in Cambridge University by Professor Charles Hampden-Turner and Dutch management consultant found a significant differences across managers based on culture (Steers et al., 2010). Culture is the collection of beliefs, values, behaviours, customs and attitudes that distinguish people of one society from another (Steers et al., 2010). Culture resides between personality and human nature, Figure 1-1. Managers need to be effective working across diversities. By highlighting cultural differences we bring awareness to non-universal assumptions.

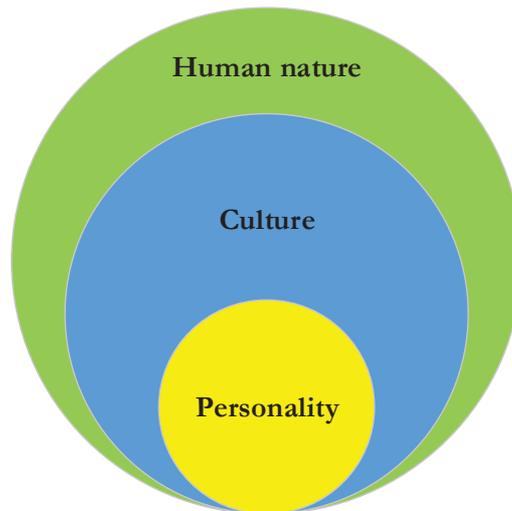


Figure 1-1. Levels of mental programming, (Steers et al., 2010)

1.2 Problem discussion

All companies, large and small, need to be managed in order to function and work towards a target and make profit. Small companies' managers, however have to fulfil a wide range of roles and responsibilities because they do not have the resources which are available in large companies. One of the most important roles is the leader role where poor leadership is mentioned in literature as one of the failure reasons for small businesses (Valdiserri and Wilson, 2010). The small business management is defined as the ongoing process of owning and operating an established business. Moreover, the small business manager must be able to take on the challenges of moving the business forward and dealing with employees and customers (Hatten, 2011).

In most of the large companies the ownership is separated from the control and management of the company. Bannock stated that 40% of the small companies are family owned which shows the relation between the ownership and management in small companies (Bannock, 2005). In large businesses, on the other hand, the firm is more likely owned by none-family persons or by shared ownership (Bannock, 2005). Unlike old days when the founder of companies practiced the top-down leader structure, leaders today would benefit from team-based leaders. Leaders have to accept the specialization of companies and the complexity of work and consequently move from traditional management style to a more team management style. Today's market challenges and job specialization requires to look over the leadership styles in small companies. Technical small companies are such companies which characterized by their highly skilled and educated employees.

All leaders have different personality, background and business type who exhibit effective leaders (Wang and Poutziouris, 2010). The situational factor and individual personality rather than just the leader personality determines the leadership style. Leadership is of importance for employee work efficiency.

Jennings mentioned that the main reason for small businesses' failure in USA was incompetent leaders and lack of leadership knowledge (Jennings and Beaver, 1997). Furthermore she quotes "Leadership style is critical to the success of a small business".

In studying leadership there are two and important questions. Firstly what is the ideal and suitable leadership style and what is real leadership style. The ideal leadership style is the theoretical style

which fit the situation and the style which employee prefers while the ideal style is the style which leaders practice (Steers et al., 2010). Theoretically the two types should be the same however in reality there is a difference (Steers et al., 2010). The theoretical leadership style is based and can be found through the leadership models. The difference on theoretical and real leadership style was found to be based on culture (Turner and Trompenaars, 1993). Thus when studying leadership, the cultural aspects should be taken into account particular when studying leadership in different countries.

1.3 Problem formulation and purpose

The problem formulation is the following:

What are the differences between the leadership styles in small technical companies in Sweden, an industrialized country, and Jordan, a developing country?

The purpose of our thesis is to identify the leadership style in small technical consultant companies in Sweden and Jordan and identify the difference between them.

To answer this question we studied leadership style in small companies in a developed country (Sweden) and in one developing country (Jordan).

Our hypothesis to this question is

- H: There are some differences between the leadership styles in small technical consultant companies between Sweden and Jordan but it will be difficult to proof whether this is due to cultural dissimilarity.

In order to answer the question, the case study method has been adopted at this thesis. Four companies in Sweden and four companies in Jordan where studied in this thesis. The situational leadership model was applied where three different situational methods have been examined.

1.4 Limitations

This thesis limits the leadership study to leadership situational methods. Our thesis examined three leadership situational methods, namely Fiedler contingency model, normative model and SLII model. Other leadership methods such as the goal-path method are not included in this study. The thesis limits the models to situational leadership due to its advantage in monitoring the situation while the behavioural model at section 2.3 does not. Our study is also limited to Sweden and Jordan due to the location of the authors in these countries and thus possibility for interviewing the examined companies.

1.5 Thesis outline

Our thesis consists of 9 chapters. Chapter 1 gives an introduction of the thesis and contains background, problem formation with purpose and limitations. Chapter 2 presents the frame of references where the literature review included. Chapter 3 is the theoretical framework where the

models used in the thesis were presented. Chapter 4 is the methods and data collection. The results which are the findings from the case studies are presented in chapter 5. Chapter 6 is the analysis chapter where the results were analysed. Chapter 7 presents present the conclusion and reflections. Chapter 8 presents our thoughts and future work. The Appendixes are attached in the end and consists of 8 Appendixes presenting the answers to the questionnaires from the eight studied small companies. Appendix I was the Fiedler model questionnaire, Appendix II was the SLII model questionnaire and Appendix III was the Normative model questionnaire.

2 Theory review

This chapter contains an introduction to leadership. Moreover an overview of the reviewed literature on leadership style were covered at this chapter.

2.1 Introduction leadership in small companies

The theory in literature was defined as “ One that tells an enlightening story about some phenomenon”, (Anfara Jr and Mertz, 2006). In our research and literature review, we aimed to find theories which could guide our work and assist us in finding the models which guide our data collection and analysis.

There is strong relation between leadership and company outcome (Machold et al., 2011). This was confirmed when analyzing the relationship between board leadership and company strategy in small firms. The study was conducted on 150 small Norwegian firms.

Interestingly, a study by Wang presented several different leaders with different personality, background and business type who exhibited effective leaders (Wang and Poutziouris, 2010). He suggested that the situational factor and individual personality rather than just the leader personality determined the leadership style. He concluded that the leader should be directive by coaching and giving direct instructions to subordinates with insufficient ability and experience; this was the task-oriented approach. People-oriented approach however leads to better performance with motivated subordinates; this was the participative leadership style.

Unlike old days when the founder of companies practiced the top-down leader structure, leaders today would benefit from team-based leaders. Leaders have to accept the specialization of companies and the complexity of work and consequently move from traditional management style to a more team management style. This can be achieved by building a self-directed team. The team would work mostly without supervision from the leader and the leader role in this case would be coaching and facilitating the work. This style of leading is called participating. Small businesses who implement team-based leading show gains in quality, lower costs, time saving, increased customer satisfaction and improved employee motivation and morale (Bannock, 2005).

2.2 Leadership history

Leadership is a relationship through which the leader influences the behavior of employees (Yukl, 2002). Leaders thus must be able to define organizational goals, coordinate the activities of their employees and motivate them to meet the company requirements. There are three parameters constitute the leadership namely the leader, followers and the situation (Yukl, 2002).

The studies of leadership originally took three approaches, the trait theory, behavioral theory, and contingency theory. The traditional leadership studies adopted two theories called the traits and behavioral theories (Valdiserri and Wilson, 2010, Yukl, 2002). The **traits theory** is based on assuming that the leader can direct his employees for organizational goals based on his characteristics and traits which distinguishes him from his employees. The traits approach could however not explain the leadership behavior and thus by the late 1940s, most of the leadership

research had moved to a behavioral approach. The **behavioral theory** suggests that effective leaders influence their employees through their behavior and this behavior could be improved by training. Many studies were conducted to identify the behavioral of leaders and employees to find a unique leadership style for all situations. These studies also failed to obtain significant results. It was clear thus that there was no unique leadership style which fit all situations. The **contingency theory** concluded that the appropriate leadership style varied from situation to situation. The contingency theory suggested that the company efficiency would depend on the interaction between the leader, employees and situation control. This approach is studied in detail later in this thesis.

At this point it is important to highlight the difference between management and leadership. There are some similarities between management and leadership where both need to create networks and relationships, make things happen and accomplish agenda (Hatten, 2011). In a business the difference between leadership and management is about the focus. The focus of management is to execute objectives through planning, organizing and controlling. Leadership focus is creating, aligning people and inspiring (DuBrin, 2013, Kotter, 2008). The ability to lead effectively is based on three skills, technical, human and conceptual skills (Hersey et al., 1988). The technical skills become less important in the high level management while the conceptual and human skills become very important, Figure 2-1.

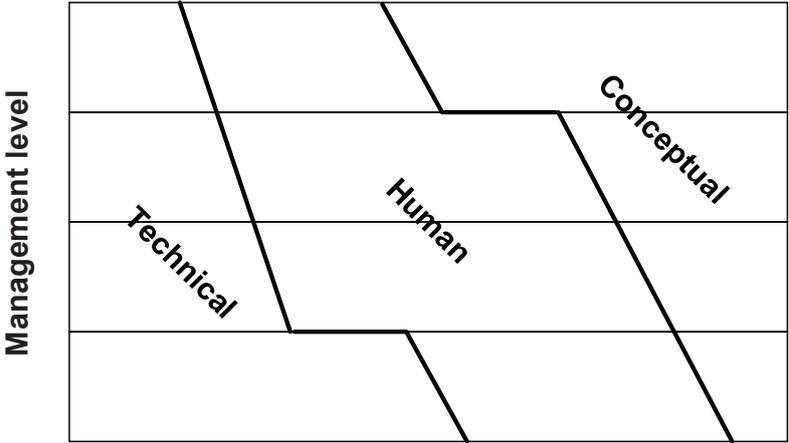


Figure 2-1. Management skills, (Hersey et al., 1988)

The leadership human skills are very crucial for understanding and influencing the behavioral of subordinates and motivating them to achieve the organizations goals. It is thus important for the leader to understand the sources of motivations. The source of motivations are intrinsic, extrinsic and situational (Hersey et al., 1988). Intrinsic motivations are linked to personality like need for achievement. The extrinsic motivations are needs for power and affiliation. The psychologist Kurt Lewin stated that the individual behavior is a function of the person and the situation (Hersey et al., 1988). This is the main idea in the situational leadership in which the leader behavior is determined by the situation. This theory is also called the motivation theory.

One of the most important characters of a leader is motivating the subordinates to achieve the organization goals. It has been showed that subordinates can work between 20 to 30% of their ability and still keep their jobs. The leader can however motivate subordinates to perform better and increase their work outcome to 90%, Figure 2-2 (Hersey et al., 1988).

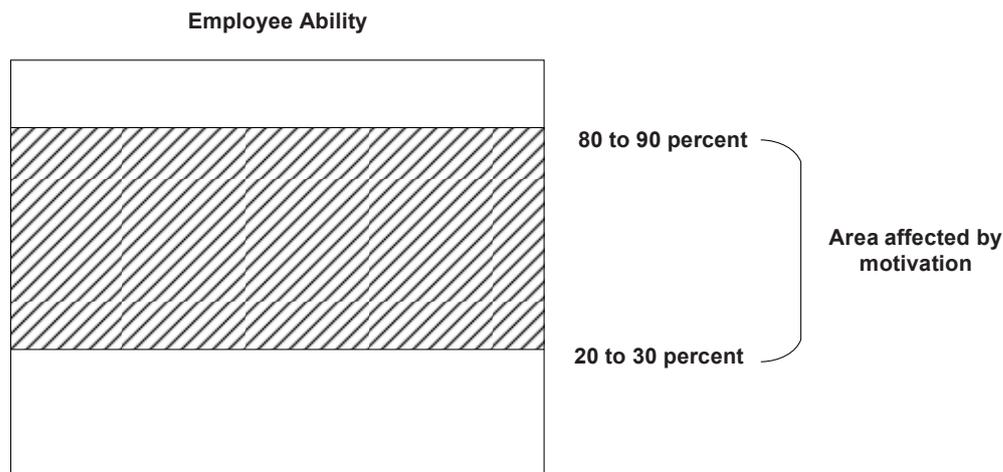


Figure 2-2. Employees ability, (Hersey et al., 1988)

2.3 Leadership models

This section discuss the behavior leadership models, situational leadership models and leadership type through organization.

2.3.1 Leadership behavioural

In leadership research literature, there are many studies trying to identify the leadership behavioral and define leader roles and activities based on this behavioral.

Mintzberg did a great work in identifying the managerial roles. He identified 10 roles categorized in three groups which include all mangers activities where each activity can be described in one role or more (Mintzberg, 1973). These categories are information-processing, decision-making and interpersonal roles. Manager roles depend on the nature of the managerial position and situation but managers has flexibility in adopting their roles.

Hemphill conducted a work to identify the behavioral requirements for effective performance of managerial job (Hemphill, 1959). These behavioral requirements are defined in terms of responsibilities and duties. The work was done in form of questionnaire and managers interviews. The resulting questionnaire is called the Managerial Position Description Questionnaire (MPDQ). These roles are supervising, planning and organization, decision making, monitoring indicators, controlling, representing, coordinating, consulting and administering.

One of the most important leadership behavioral categorization is the one dividing the leadership behavioral into three types; task oriented, relations oriented and participative (Yukl, 2002). Task-oriented leadership is focused on planning work, coordinating subordinate activities and guiding subordinates in setting goals. Relation-oriented leadership has a supportive and helpful behavioral. The leader takes care of his employees, keeps them informed and listens to their ideas. Participative leadership involves a leader encouraging and facilitating employees to be part of decisions making. Other terms commonly used to refer to participative leadership are consultation, power sharing, decentralization, empowerment, and democratic management.

The theories of leadership specified three leadership styles in the frame of defining leadership behavioral, namely transformational, transactional and Laissez-faire (Yukl, 2002).

Transformational leadership focuses on leaders personal characteristics with the employees. The transformational leader focuses on developing the employees through raising employee's awareness, helping them to search for self-fulfillment and building trust. The leader achieves his goals through motivating and inspiring subordinates. This kind of leadership could be described as relation-motivated leader.

Transactional leadership is the contrast of transformational leadership. The leader is more managerial. The leader focus more on the role of supervision and meet the standards through rewarding and punishing of subordinates.

Laissez-faire leadership is described as the delegating leadership. The leader gives little guidance to subordinates and more freedom for them to make decisions.

The most well-known behavioral theories are the Theory X and Theory Y and Motivation-Hygiene Theory.

2.3.1.1 Theory X-Theory Y

The Theory X-Theory Y was developed by Douglas McGregor in 1957. McGregor believed that the traditional organization with its centralized decision making and control of work assumed that most people prefer to be directed (Carson, 2005). He also believed that money, benefits and the threat of punishment are what motivate people. He called this assumption Theory X. Managers who adopt Theory X attempt to structure, control and supervise their employees. However McGregor questioned this view of human nature and whether the Theory X was correct in all situations. Based on Maslow's hierarchy of needs, McGregor concluded that Theory X assumptions about human nature were often inaccurate. The Theory X may not work to motivate many individuals whose physiological and safety needs are satisfied and whose desire for achievement is high. He developed an alternative theory called Theory Y. Theory Y assumes that people are not by nature lazy and can be creative at work if they are motivated. The Theory X and Theory Y assumptions are presented in Figure 2-3.

Theory X	Theory Y
Work is inherently distasteful to most people	Work is as natural as play, if the conditions are favorable
Most people are not ambitious, have little desire for responsibility, and prefer to be directed	Self-control is often indispensable in achieving organizational goals
Most people have little capacity for creativity in solving organizational problems	The capacity for creativity in solving organizational problems is widely distributed in the population
Motivation occurs only at the physiological and security levels	Motivation occurs at the social, esteem, and self-actualization levels, as well as at the physiological and security levels
Most people must be closely controlled and often coerced to achieve organizational objectives	People can be self-directed and creative at work if properly motivated

Figure 2-3. Theory-X, Theory-Y, (Hersey et al., 1988)

2.3.1.2 Motivation-Hygiene Theory

Motivation-Hygiene theory is another motivation theory developed at 1950 by Frederick Herzberg (Hersey et al., 1988). Herzberg theory involved extensive interviews with 200 engineers and accountants from 11 industries in the Pittsburgh. The interviewer involved questions about what kinds of things on work made subordinates satisfied or dissatisfied. After analyzing the collected data from these interviews Herzberg concluded that people have two different categories of needs. These needs are hygiene factors and motivators. Herzberg called the first category “hygiene factors” because they describe people environment and is connected to job dissatisfaction. Herzberg found that job dissatisfaction is related to the work environment. The second category of needs was called “motivators” because they are effective in motivating people to increase their performance. These factors are independent of each other and affect behavior in different ways. The conclusion from Herzberg theory is that “Hygiene factors” produced no increase in employee productivity, they only prevents losses in worker while the “Motivators” are the factors which effect employee’s performance.

2.3.1.3 Tannenbaum- Schmidt Continuum of Leader Behavior

Tannenbaum and Schmidt continued Ohio State University studies and presented their work in an article in Harvard Business Review, 1957 (Tannenbaum and Schmidt, 1973). The Tannenbaum and Schmidt model divided leader behaviors into seven behaviors depending on the forces among the leader, follower and situation, **Error! Reference source not found.** The range of leader behaviors vary from democratic or relation-oriented behaviors to authoritarian or task-oriented behaviors. Figure 2-4 shows manger behavior vary from “Manager makes decision and announces it “to “Manager permits subordinates to function within limits defined by superior”.

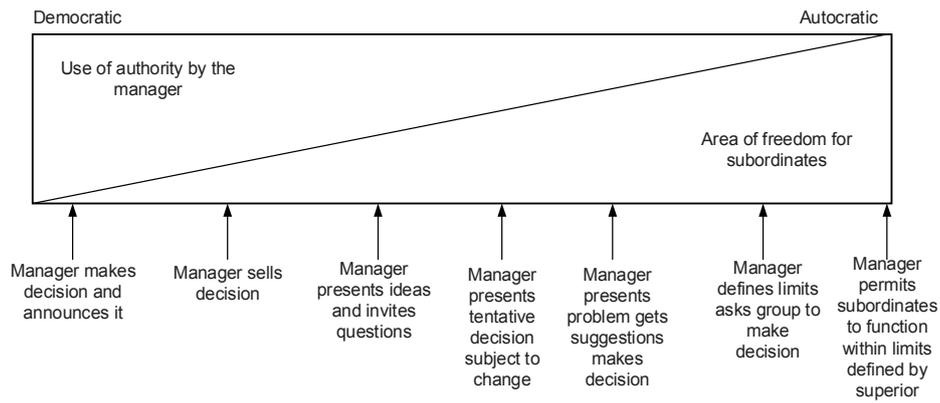


Figure 2-4. Tannebaum-Schmidt method, (Tannenbaum and Schmidt, 1973)

2.3.2 Situational Leadership

It has been mentioned in previous discussion that situational leadership helps to identify the leadership style based on situation. The first work conducted with the leadership based situation method was in 1945 with the Ohio State and Michigan studies (Hersey et al., 1988). The leadership studies at Ohio State University identified two dimensions of leader behavior named structure and consideration. Structure refers to leader behavior that describes as task oriented. Consideration refers to leader behavior that describes as sensitive to subordinates. The Ohio State study found that structure and consideration can be separated into two dimensions, Figure 2-5. The behavior of the leader could be described as any combination of both dimensions.

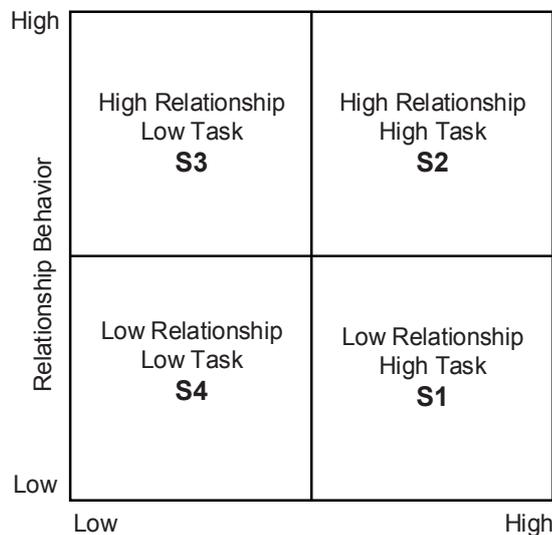


Figure 2-5. Situational leadership, (Hersey et al., 1988)

2.3.2.1 Fiedler contingency model

Fiedler model was introduced 1963 and assumes that leader is most effective when he take in account the situational forces including subordinates behavior and tasks structure (Fiedler et al., 1976). The Fiedler model studied the leadership style and matched with the situation control.

Fiedler model divided the leadership style into behavioral-motivated and task-motivated leaders. The control situation was divided into three elements leader-member relations, task structure and position power (Fiedler et al., 1976). The control situation can thus be high, moderate or low. The relation-motivated leaders usually perform better in moderate control situations while task-motivated leaders prefer low and high control situations. If the leadership style does not match the control situation, the leader should change his leadership style or re-engineer the situation.

The first study of Fiedler model was undertaken by Fiedler himself. Fiedler studied the leadership in 96 groups of petty officers and recruits of the Belgian Navy (Hill, 1969). He divided these groups into small groups and presented a structured and a non-structured task for them to perform. The results showed moderate similarity due to the differences in position power between the petty officers. Fiedler introduced dimension to include homogeneity of the groups. The results were very satisfying and showed good agreement with his model. Another test of the Fiedler contingency model was performed by Professor J. G. Hunt (Hill, 1969). He investigated groups of research chemists, supermarket meat cutters, and employees of a large heavy equipment machinery plant in their work situations. Hunt results coincided well with the predicted results. Another empirical test was performed by Marvin Shaw and J. M. Blum (Hill, 1969). The test was performed on a groups of students in a laboratory situation. Shaw and Blum selected three tasks to represent three degrees of group task favorability; high, moderate, and low. The results showed that the Fiedler model held well in the highly favorable situation but not so well in the low favorability situation. Walter Hill from University of Florida examined the Fiedler model in large electronics companies and large hospitals (Hill, 1969). The survey was based on over fifty studies of 21 different types of groups. The study investigated 28 engineering groups and 28 assembly groups. The study in a large hospital covered 400 beds and 1000 employees. Walter Hill also developed correlations between the leader's LPC score and group effectiveness. The study started with determining the jobs which were structured and unstructured. The jobs were rated with a model designed by Marvin Shaw (Shaw and Blum, 1966). The amount of power in the supervisors' positions was measured by a series of position power questions developed by J. G. Hunt (Hunt, 1967). The results showed a good correlation verifying Fiedler model in coaching groups but had a weak correlation in the interacting groups. Hill stated that more tests were needed before establishing that Fiedler model can be used as a managerial tool. Michael J. et. al (Fiedler, 1971) examined the 33 tests that Fiedler used to establish his model and the 145 tests of the validity of that model. Michael argued that there was a relatively small number of studies conducted with training and co-acting groups in Fiedler model studies, such as assertiveness- training labs and classrooms. The results however showed a strong statistical support for the Fiedler model's prediction. He also suggested other new research areas in order to extend the model validity. These areas could help in understanding the situational control and leader as well as member relations. Fiedler and Mahar (Fiedler and Mahar, 1979, Leister et al., 1977, Strube and Garcia, 1981) reported five validation studies conducted in civilian organizations and seven studies conducted in military settings. The validation studies clearly supported the Fiedler Model in claiming that the leader's effectiveness depends on leader personality and situation. The Fiedler model was criticized by Mitchell (Mitchell et al., 1970). Mitchell studied Fiedler model in laboratory where a set of experiments were performed. The results showed that 35 correlations supported Fiedler model from a total of 44 correlations. Mitchell however criticized the Fiedler model in that there is no procedure to combine other factors to the situation like stress, tenure of leader and cultural heterogeneity.

2.3.2.2 Hersey-Blanchard leadership model (SLII)

Situational Leadership was developed by Paul Hersey and Kenneth H. Blanchard at the Center for Leadership Studies in the 1960s (Blanchard et al., 1993, Hill, 1969, Ken Blanchard 2013). The

original Situational Leadership model was modified later by Hersey and Blanchard. The modified model included diagnostic instruments and training materials to support their approach and they called the model SLII. This model depends on the behavior of a leader in relation to followers on specific tasks. Furthermore, this model uses the terms task behavior to describe initiating structure and relationship behavior to describe consideration. The model defines four basic leader behaviors. They are high task and low relationship, high task and high relationship, high relationship and low task or low task and low relationship. The effectiveness of the leaders depends on how appropriate the leadership style is to the situation they face. Thus an effectiveness dimension should be added to the two-dimensional model. This three-dimensional model is called “3D Management Style”. The model integrates the leadership style with situational demands on a specific environment. When the style of the leader is appropriate to a given situation the style is called effective. These leadership styles are (Blanchard et al., 1993).

Using the SLII model reveals the performance readiness of the subordinates that provides job and psychological readiness dimension. The performance readiness indicates ability and confidence of subordinates to perform the tasks. The performance readiness is divided in four levels ranging from R1 to R4. The leadership style is also divided into four types ranging from S1 to S4. These leadership styles are also called telling, selling, participating and delegating.

There is no agreement about the amount of empirical work related to SLII model that has been completed nor any agreement about the validity of the theory. (Graeff, 1997) stated that the major problem of all of the SLII versions is the lack of theoretical foundation of the hypothesized relationships among variables in the model. Hersey and Blanchard described that Situational Leadership model as a practical model that can be used by managers and salespersons. (Blank et al., 1990) studied the SL model on 27 hall directors and 353 resident advisors from two large mid-western universities. The results showed mixed support for SL model.

2.3.2.3 Normative model

The Normative model only studies the leadership style through a matching matrix. The Normative style divides the leadership style into the groups decide, facilitate, consult individually or group and delegate. The normative model is described as simple method used in the selection of appropriate decision-making processes for different situations. The model has been studied and validated by (Fiedler, 1971) and (Jago and Vroom, 1980). The model has been criticized in some points. Firstly the model may not be generalized to the naturally occurring problem situations. Since the model originally was developed and tested using standardized cases and self-reported decisions. The model was described also to deals with only one side of leader behavior which is selecting a decision process for a particular problem situation.

2.3.2.4 Path-Goal theory model

The Path-Goal theory is based upon two concepts the Ohio State Leadership Studies and the Expectancy Model Motivation (House, 1971, House, 1996). The Expectancy model stated that people are satisfied with their job and work hard if they think that their efforts leads to highly valued things which are the goals. House worked with State Leadership Studies and was interested to explain not only which leadership style is effective but also why. House interested in identifying those situation in which initiating structure was most appropriate as well as the situation where consideration was most appropriate. The theory is called Path-Goal because its major concern is

how the leader influences the follower's views of personal goals and ways in order to accomplish organizations goals. The method was reported as complex to apply since the leader should choose a leadership style that takes into the account both the characteristics of the subordinates and the demand of the task. The method divided the leadership style into four types.

Directive Style: The leader takes formal procedures and activities (similar to task motivated)

Supportive Style: The leader support his employees and take care of them (similar to relationship motivated).

Participative Style: The leader who is participate in discussions with the group members in order to consult them and get their suggestions.

Achievement -oriented Style: The leader sets challenging goals and high expectations on the group members.

2.3.3 Leadership through organization lifecycle

Another model of studying the leadership is studying the leadership style through organization life. There is a relation between the organizational lifecycle and the leadership. Organizational life cycle defined the business situation and progress over time. One of the most recognized work on organizational life cycle is work done by Ichak Adizes (Adizes, 1999, Adizes and Naiman, 1988). He stated that every organization goes through ten stages. The organization grows and develops and then faces problems and dies. Knowing in which stage is the organization is very important in order to define the requirements, challenges and the appropriate leadership type. These stages are Courtship, Infancy, GO-GO, adolescence, Prime, Stability, Aristocracy, Recrimination, Bureaucracy and Death, **Error! Reference source not found..**

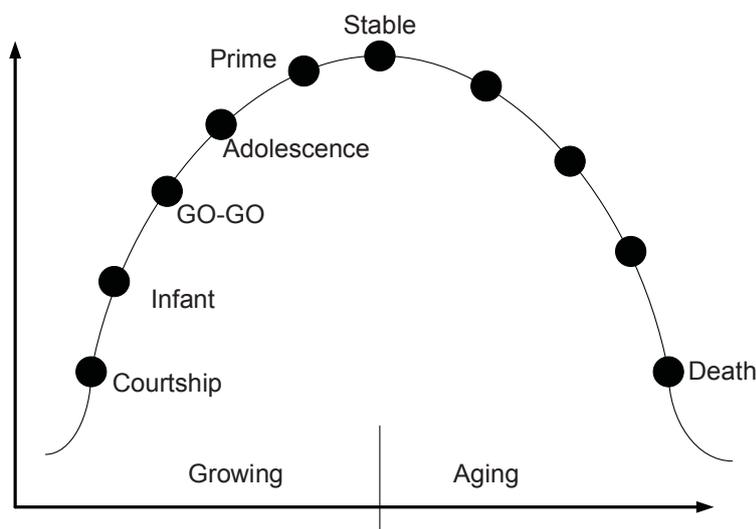


Figure 2-6. Organization lifecycle, (Adizes, 1999)

Courtship: The first stage of organizational development is Courtship. In this stage the organization does not exist and it is only an idea. The founder in this stage is so excited and enthusiastic about his ideas. The founder is in the phase of testing the idea and building his internal commitment. This is very important stage in order to build the organization.

Infancy : In this stage the organization focus shifts from ideas and possibilities to the results. The focus is on getting profit. The organization is product oriented and selling is the most important task in this stage. The leader in this stage is a hard-worker and results oriented. The company in this stage has no policies, systems and procedures. There are few staff meetings and the organization is very personal. There are no systems for hiring or for evaluating performance. The organization is highly centralized and the leadership style is autocratic and from the decide type. The founder is the company leader and he is responsible of everything. Most of the leaders in this phase have no managerial experience and don't delegate responsibilities. The employees are task-oriented and the focus is on short time results.

GO-GO: At this stage the company starts to generate cash flow. The company starts to grow and the owner feels the success. The GO-GO companies are usually involved in many related and unrelated business. The organization is market- and selling-oriented. The leader in this stage is not good listener. They don't care a lot about other opinions because the single-mindedness what made them successful in Infancy. At this stage the organization starts to get a structure. Employees are assigned tasks based on their availability rather than their competence. GO-GO leaders feel constantly that they are under time pressure. They more they delegate, the greater the confusion, conflicts and problems and as a consequence they stop delegating. In many cases the founder give up and hire a professional manager. At this stage the transition from the autocratic centralization leadership to decentralization leadership starts.

Adolescence: The features of this stage is delegation of authority, change of leadership style and goal displacement. The business has grown and become more specialized. The business has outgrown the founder's individual capabilities and thus delegating is important. During Infancy founders don't and shouldn't delegate responsibility for major decisions. Employees don't have enough information to make decision of the same quality as the founder. At adolescence stage the organization may hire a professional leaders which changes the leadership style of the company. At adolescence phase the organization start to build its systems, polices and administrative system.

Prime: At Prime stage the business is at its optimal condition of the life cycle. The employees in the organization believe that what they are doing is important. The organization vision become wider and it may be worldwide and the goal is to get a sustainable growth. This stage is divided into two types of prime namely growing prime and late prime. At the prime stage the company is structured and has its own values and visions. The prime organization is also free of decision-making that is dominated by an individual or a small group. The organization is decentralized and employees must understand how decisions are made. The organization on this stage focus on the customer satisfaction. Companies in prime have leadership, structure and alignment on organization vision. The organization has plans and control systems in order to monitor their performance. At late Prime the company is in fall. It is still strong but starts to lose flexibility.

2.4 Cultural aspects on leadership

On the study of managerial styles, comparison between developing and developed countries has shown both similarities and differences (Montesino, 2003). Power orientation is a greatly discussed aspect in that regard where it has been shown that people at work react to power holding differently in developed and less-developed countries.

The term "power distance" refers to the preferred degree of power inequality between two individuals (Hofstede, 1991). Leaders with high power are entitled to privileges, and the social norm is for clear and strong leader-subordinate relationships. Power distance is divided into hierarchal and egalitarian style, Figure 2-7. The hierarchal style is defined as being centralized (Hofstede, 1991). Power is believed to be distributed hierarchally across society. There is emphasis on organizing vertically and the decision making is autocratic or centralized (Steers et al., 2010). The egalitarian style however is defined as a decentralized style. Power is believed to be distributed equally across society, organization is horizontal and participatory. Classifying different cultures has been made in a framework adapted by Simcha Ronan and Oded Shenkar (Greckhamer, 2011) to estimate and cluster central tendencies in cultural characteristics. Out of the nine clusters available, the Arab cluster (e.g Dubai, Egypt, Saudi Arabia) and the Nordic cluster are of particular interest for our study. Power distribution here is very different between the two clusters, the Arab cluster exhibiting a strongly hierarchical type, whereas the Nordic cluster exhibit a strong egalitarian type, (Greckhamer, 2011). Leaders, who exhibit a low index of power distance, show more equality and sharing of power. European countries are usually termed "low power distance" countries (Montesino, 2003, Hofstede, 1991).



Figure 2-7. Power distance, (Hofstede, 1991)

Managers' willingness to delegate authority also differs between different cultures (Hofstede, 1991) Scandinavian countries are rather unique in this regards that they make wide use of participative leadership approaches, following their egalitarian culture (Hofstede, 1991).

Arab culture in comparison to Sweden with regard to leadership was studied by Anna Håkansson, a Swedish investment banker from Stockholm, who was sent to Bahrain to negotiate a contract (Hofstede, 1991). During her search for Arab culture, Anna soon discovered several key points where Arab culture differed from the Swedish culture. Traditionally, reaching and legitimizing decisions in Arab society is through consultation elderly or those within the group whose opinions are considered important. This consensual decision-making is still the norm in family, government and business decisions. However, large power distance across populations is the norm. People at the top of the hierarchy seek to centralize most of the power in their hands. It is accepted as well as expected that the leaders will separate themselves from the group. Sweden on the other hand, have a society where egalitarianism is emphasized, including equality of gender and race. Power is widely shared.

There are several studies showing how cultural differences impact leadership. In a study by Beyroti where 106 Lebanese family businesses were investigated using satisfied random simply, a strong relation between leadership and business performance was shown (Beyrouiti, 2010). When investigating leadership style in 43 micro- and small Turkish entrepreneurial software development companies a positive effect of transformational leadership on company's performance was found (Gumusluoğlu and Ilsev, 2009). Another study in 96 companies in Chile found that transformational leadership had a positive impact on performance while transactional and Laissez-faire style had a negative impact (Pedraja-Rejas et al., 2006). Méndez analyzed the types of leadership and their relationship with organizational effectiveness in small construction enterprises in Puebla, Mexico (Méndez et al., 2013). A positive and significant correlation between democratic leadership and the company's effectiveness was shown. The study showed also a negative correlation between effectiveness and autocratic leadership. Mendez studied 49 small construction

businesses. The small businesses were selected randomly from the directory of the Mexican Entrepreneurial Information System. Another study by Yan (Yan, 2011) conducted to study leadership in small businesses. The study concluded that the participative leadership style could help in creating the needed cooperative work environment inside small businesses. Participative leadership style includes encouraging, facilitating and participating in making decisions and solving problems.

The Kayemuddin study covered 40 leaders in small businesses in Bangladesh (Kayemuddin, 2012). The study showed that about 80% of leadership development comes from experience while about 20% of leadership development is obtained through training and education. The study also showed higher subordinates achievements in small companies where leaders motivate their subordinates. Sakiru investigated the relationship between leadership styles and job satisfaction among employees in small and medium enterprises in Nigeria where a total of 160 employees participated in the study (Sakiru et al., 2013). He found that the transformational leadership is the most common style in small and medium companies. Also, a positive relationship between transformational leadership and profitability has been shown (Valdiserri and Wilson, 2010). Here, leadership style in small business and its impact on profitability and organizational success in USA was studied.

It is clear thus that there is a positive relation between employees oriented leadership style like transformational or participative and small companies performance and employees satisfaction. The publications review shows that this is the case in small companies both in developed and developing countries. Leadership style in small and medium businesses should be dependent on factors such as size, ownership, goals etc. The majority of small and medium businesses are owned by individuals or families (Bannock, 2005).

Our paper intends to study which leadership is best suitable for small companies regardless of country. However, since we are studying companies in one developed (Sweden) and one developing (Jordan) country, we expect to find differences in the managerial style that are partially or totally culturally dependent.

3 Theoretical framework

This chapter introduced the models which were used as the framework to study the situational leadership at this thesis. The studied models which created the framework of the thesis are Fiedler contingency model, SLL model and normative model. Model evaluation from literature also was presented at this chapter. Finally reflection over the models was addressed.

3.1 Introduction

A theoretical framework is defined as the theory which guides the research (Imenda, 2014). The theoretical framework is the application of a theory which gives an explanation of a phenomenon or research problem. Yin (Yin, 2014) stated that case study research requires identifying the theoretical framework since this will affect the research questions, analysis and findings.

3.2 Model selection

The thesis studied the leadership style in small technical consultant companies using the situational leadership models. The models studied at this thesis were Fiedler model, SLII model and normative model. These models have been extensively used when studying leadership styles, thus our models were chosen because of high support in literature. A selection of these studies where the models were used are presented in the literature review section (section 2.3.2). Furthermore, all models have been tested and validated according to Gary (Yukl, 2002). In a study by Gary et al, the Fiedler model, SLII model and the Normative model were reviewed and shown to be covered in literature and give support to leadership style studies. Furthermore, we chose to build our thesis framework on using these three models in order to be able to compare the results from different models and check the results in different models.

The Fiedler, SLII and the Normative model also present slightly different aspects in the leadership style. Thus we wanted to be able to a wider, more complete picture of the leadership style by using three different models. .

The Fiedler model, par example, gives great possibility in identifying the situation and suggesting the appropriate leadership style. Fiedler model also determines the control situation by identifying three elements; leader-member relation, task structure and position power. We believe that Fiedler model can be applied on all types of groups. However special care has to be taken into consideration when deciding the leadership style. This model does not take into account the company size or the organization type. The Fiedler model also divides the leadership style into only behavioral motivated or task structured. Thus it is important to apply and combine more than one leadership model in order to find the suitable leadership style.

The SLII model on the other hand defines four types of leadership which gives more flexibility in deciding the suitable leadership. The SLII model also measures the subordinate's performance readiness and match it with proper leadership style. The SLII model can thus be used in comparing our results with the Fiedler model and also give us another aspect in the management not possible to detect by the Fiedler model.

The normative model is a simple model and was used as a guide and a tool to easily compare the leadership style results with the two other models.

The path-goal theory was not included in this literature because there are few studies covering this model and we cannot build a valid and complete model using the available literature.

3.3 Research models

The research models that is used in studying the situational leadership in the small technical consultant companies in Sweden and Jordan were thus the Fiedler contingency model, the SLII model and the normative model.

3.3.1 Fiedler contingency model

The Fiedler model identifies the suitable leadership style by identifying two elements, the leadership style and the control situation. The leadership style was determined using the least preferred co-worker (LPC). The control situation is measured using three elements, leader-member relation, and task structure and position power.

3.3.1.1 *Least preferred co-worker (LPC)*

Fiedler divided the leadership style into relationship-motivated and task-motivated leadership. In order to measure the leadership style, Fiedler used a scale that determines the primary motivation or the working goal. The scale is called “Least Preferred Co-worker, LPC”. The least preferred co-worker is the person who the leader least prefers working with. The highest score is 144. Leaders are categorized into two types of leaders; relationship-motivated leaders are those with a score greater than 64. The task-motivated leaders with LPC score below 57. Leaders with LPC score between 57 and 64 could be either of these leaders (Fiedler et al., 1976).

Task-motivated leaders: Work is externally important to these leaders and they cannot accept employees with low performance who prevent a job from getting done. Therefore low LPC are described as unfriendly. They are strongly motivated to successfully accomplish any task to which they have committed themselves. They are more concerned with the task and less sensitive to their employees however they care about the opinion of subordinates as long as everything is under control.

Relationship-motivated leaders: The leader’s primary motivation is to have a good interpersonal relations with their employees. They pay attention to the employees and are concerned about their feelings. They seek support from their subordinates and maintain a good group work environment. They encourage different ideas and encourage participation of subordinates in decision making. These leaders are tolerant and thus are able to minimize the interpersonal conflict. Fiedler suggested three variables which determine whether a situation is favorable for a leader or not. These variables are the leader-member relations, task structure and position power (Fiedler et al., 1976).



Figure 3-1. Least preferred coworker scale (LPC), (Fiedler et al., 1976)

3.3.1.2 Leader-member relations

Leader-member relations describe the degree in which the group supports their leader. The most important factors in this relation is the amount of loyalty and support from the employees. If the leader has the employees' support to get the job done and they follow his directions and policies he will not need to depend on position power to get the job done. However, should the leader not have the employees' loyalty and support he must rely more on position power and structuring of the task in order to get the job done. A high leader member relation presents has a score above 25. Moderate relations ranges between 25 and 20 while low relations are below 20. The total score is 40.



Figure 3-2. Leader-member relations scale, (Fiedler et al., 1976)

3.3.1.3 Task structure

Task structure gives the degree to which the task describes the goals and guidelines. The total score is 20. The task structure is modified later after leader training and experience. The total task structure score can be reduced by up to 6 points in the case the leaders have no training and experience, **Error! Reference source not found.** (Fiedler et al., 1976). A score below 6 indicates a low task structure while a moderate task structure ranges between 7 and 13 and a high task structure score is above 14.



Figure 3-3: Task structure scale, (Fiedler et al., 1976)

3.3.1.4 Position power

Position power expresses the degree of leader authority to reward and punish his/her subordinates. A low position power is usually found in organizations such as university departments, advisory boards and research teams where the leader depends on senior employees for getting the job done. High position power is more present in small companies where the leader is the owner. This is the least important of the control situation factors. The total score is 10. A score below 3 yields a low position power. Any score between 4 and 6 indicates a moderate position power while the high position power has a score above 7.



Figure 3-4: Position power scale, (Fiedler et al., 1976)

The sum of scores from the leader-member relations, the task structure and the power position identifies the control situation. Fiedler divided control situation to high, moderate and low. High control situations is present when the total score is above 51 while in low control situation the score is below 30.

The conclusion from Fiedler LPC and control situation scoring is that once the leader understands his leadership style, he should work on matching his leadership style with the situation. Task-motivated leaders perform best in situations of both low and high control while relationship-motivated leaders perform best in moderate situations.

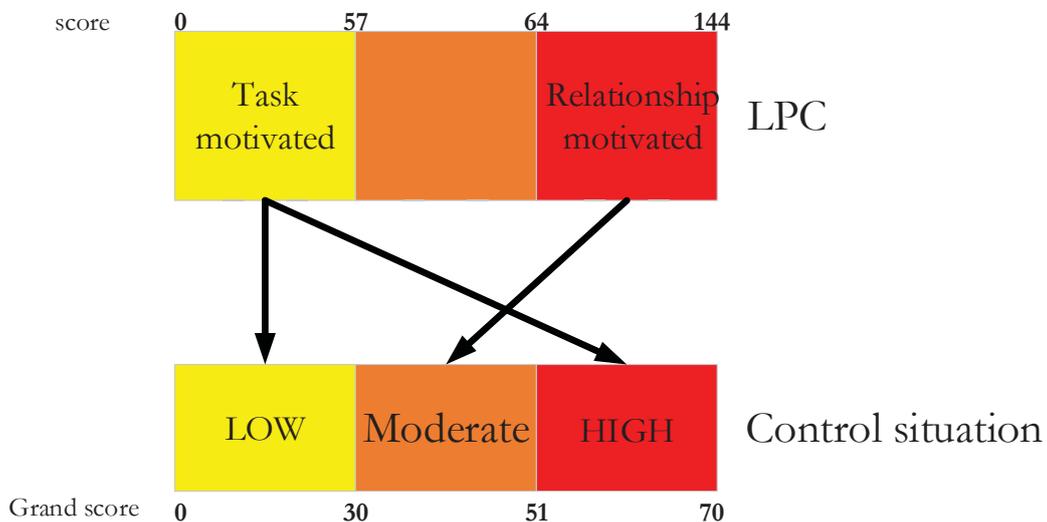


Figure 3-5. Leadership style matching control situation, (Fiedler et al., 1976)

A *Low control situations* is both stressful and challenging. In case of high LPC leaders, they become so involved in discussions and consultation with their subordinates that they fail to pay sufficient attention to the job. Low LPC are better in managing low control situations. They work after clear guidelines and standard procedures. They take charge over their work situation and thus perform well.

Moderate control situations are less stressful where it is good to pay attention to subordinates' development. In these situations the high LPC leaders perform at their best. They are able to deal with the interpersonal relations in a very good manner and they have a balance between personal and task requirements. The low LPC leaders however pay little attention to subordinates and thus perform less effectively.

High control situations are situations where the leader has the subordinates' support, the task is well structured and the leader thus is in control over the work situation. High LPC leaders do not perform well because of their tendency to be concerned more about their image rather than their employees. They care more about impressing their bosses which takes their attention from the employees and tasks. Low LPC leaders on the other hand do not worry too much about getting the job done. They tend to be more relaxed and more reachable and thus perform better.

It can be concluded that the relations-motivated leaders perform better in some situations than the task-motivated leaders and vice versa. The leader has to match his leadership style to the situation. This could require the leader to change his leadership style or re-engineer the situation by taking on more challenging tasks or to structure the task and sometimes move to other groups.

3.3.2 Hersey-Blanchard Leader Effective model (SLII)

SLII model stated that the leadership style should depend on the task and the performance readiness level of the subordinates. In order to determine the appropriate leadership style the Center for Leadership Studies developed measurements and questionnaires in order to determine the appropriate leadership style (Blanchard et al., 1993). The leadership style is determined by two leadership scale instruments. Both instruments measure task and relationship behavior on five behavioral dimensions. The measurements could be either high (H) or low (L). Depending on the matching of these measurements four leadership style could be identified (Blanchard et al., 1993).

Style 1 (S1): This leadership style is characterized by a high amount of task behavior and low amount of relationship behavior. This is also called the telling leadership style. Telling leader: The leader orders the subordinates what, how, where and when to do the tasks. The leader features are guiding, directing and structuring. The leader tells the producers step by step and focuses on instructions.

Style 2 (S2): This leadership style is characterized by a high amount of task behavior and a high amount of relationship behavior. This is the selling leadership style. Selling leader: The leader provides guidance and opportunity for dialogue and clarifications in order to help subordinates do what is required from them. He encourages questions and discusses details.

Style 3 (S3): This leadership style is characterized by a low amount of task behavior and a high amount of relationship behavior. This is the participating leadership style. Participating leader: The leader role is encouraging, facilitating and collaborating. He encourages and supports subordinates and the decision making is shared between the leader and the subordinates.

Style 4 (S4): This leadership style is characterized by low amount of task behavior and low amount of relationship behavior. This is the delegating leadership style. Delegating leader: The leader role becomes observing and monitoring. The main leader features is delegating tasks, listening to updates and encouraging autonomy.

In order to determine the follower ability and willingness to accomplish a specific task the parameter Performance Readiness was developed. Performance Readiness defines how ready a person is to perform a particular task. Followers tend to be at different levels of performance readiness depending on the task. The two major components of Performance Readiness are ability and willingness. Ability shows the knowledge, experience and skills that an individual brings to the task. Willingness on the other hand demonstrates individual confidence, commitment and motivation to accomplish the task. The performance Readiness can be divided into four levels which represents a different combination of follower ability and willingness (Blanchard et al., 1993). Performance Readiness is determined using Performance Readiness scale instruments which are job readiness and psychological readiness dimensions. These measurements were scaled from 1 to 8.

1. Performance Readiness Level 1 (R1).
 - Unable and insecure. The follower is unable and lacks confidence
 - Unable and unwilling. The follower is unable and lacks commitment and motivations.
2. Performance Readiness Level 2 (R2).
 - Unable but willing. The followers lacks ability but is motivated and is making an effort
 - Unable and confident. The follower lacks ability but is confident as long as the leader is there to provide guidance.
3. Performance Readiness Level 3 (R3).
 - Able but insecure. The follower has the ability to perform the task but is insecure about doing it alone.
 - Able but unwilling. The follower has the ability to perform the task but is not willing or unmotivated.
 -
4. Performance Readiness Level 4 (R4).
 - Able and willing. The follower has the ability to perform and in committed
 - Able and confident. The follower has the ability to perform and is confident about doing the task.

Figure 3-6 presents the leadership styles with the performance readiness. The low performance readiness (R1) matches the telling (S1) leadership style. The moderate (R2) performance readiness matches the selling (R2) leadership style. The performance readiness dimension (R3) matches the participating (S3) leadership style. The leadership style delegate (R4) matches the high performance readiness (R4).

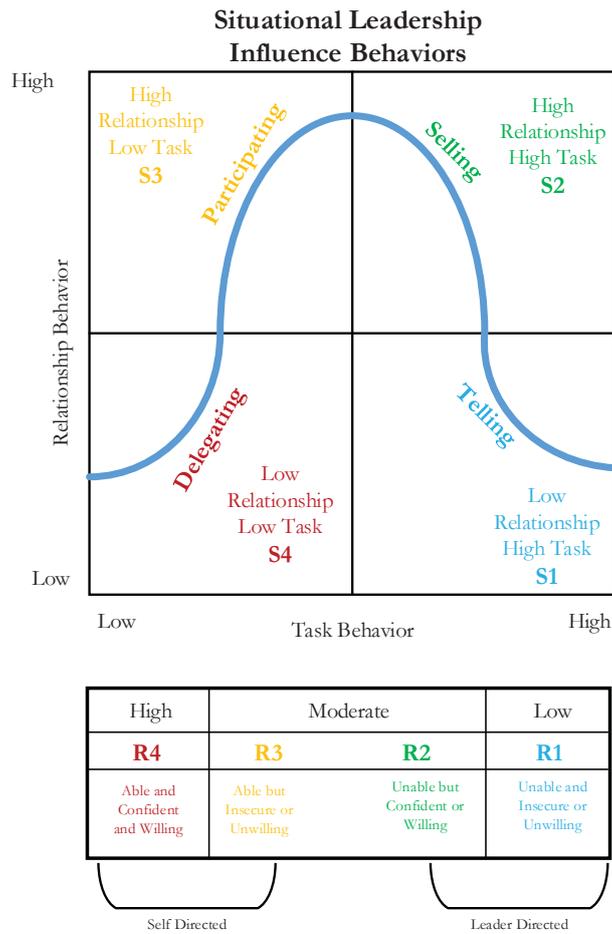


Figure 3-6. SLII model, (Hersey et al., 1988)

The possibility of success of each style with performance readiness is estimated as following in Table 3-1.

		Leadership style			
		S1	S2	S3	S4
		Telling	Selling	Participating	Delegating
Performance readiness	R1	High	High/moderate	Moderate/low	Very low
	R2	High/moderate	High	Moderate/low	Very low
	R3	Very low	Moderate/low	High	High/moderate
	R4	Very low	Moderate/low	High/moderate	High

Table 3-1. Possibility of success between performance readiness and leadership style (Blanchard et al., 1993)

3.3.3 Normative decision model

Victor and Vroom worked on developing the normative decision model. The model assumes that leadership is a decision making process. The leader has to examine certain factors in the certain situation in order to determine the decision making style (Vroom, 2000, Vroom and Jago, 2007, Vroom and Yetton, 1973). The factors effecting the leadership style are:

1. Decision significance (A): The importance of the quality of the decision.
2. Important of commitment (B): The extent to which acceptance or commitment of the subordinates is to the decision
3. Leader expertise (C): The extent to which the leader possesses sufficient expertise to make a high quality decision by himself.
4. The likelihood of commitment (D): The probability of the leader's decision to receive acceptance by subordinates.
5. Group support (E): The extent to which subordinates are likely to be in disagreement over preferred solutions.
6. Group expertise (F): Measuring the subordinate's motivation to attain the organizational goals.
7. Team competence (G): The extent to which subordinates have the necessary information to generate a high quality decision.

The model identifies five decision making styles. These are Decide, Consult (Individual), Consult (Group), Facilitate and Delegate. The original Victor and Vroom decision-process flow chart has been modified later to the matrix for time-driven model for choosing a decision making style.

4 Method and Data collection

The method chapter focuses on presenting the strategy on how the research questions will be answered. This chapter covers also the data collection methods. It is followed by a theoretical framework of the selected study methods and discussion of alternative methods. Finally the chapter examines the validity and reliability.

The thesis work begins with a literature review in order to address the existing theories on leadership. The reviewed literature covered both relevant journals articles and academic books on leadership. The literature survey established the thesis theoretical framework.

4.1 Research approach

First we have to define which type of research we are conducting. There are three types of research; descriptive, explanatory and predictive (Adams et al., 2014). The descriptive research describes a phenomenon and does not explain the reason for this phenomena. Explanatory research tries to understand the phenomena and the reason for it. This type of research is used in social science to link factors and events. Predictive research is further step from explanatory type where this type try to predict the future behavioral like physical pheromones.

This thesis conduct the explanatory research study where monitoring leadership in small technical companies in Sweden and Jordan will and try to understand and explain the reason and the difference.

The research approach or “reasoning” can be divided into two types, induction and deduction. The induction approach exams, verifies and then make conclusions from finite number of observations. Such a research is observing the nature and comes up with a generalization (Adams et al., 2014).

The deduction approach is replaced by the induction. The approach works by assuming hypothesis based on the available theoretical framework. These hypothesis inquire testing and validation through observation (Adams et al., 2014).

The methodological approach which is adopted in this thesis is the deduction approach. (Saunders et al., 2011) stated that inductive approach has a higher degree of uncertainty due to moving from observation to generalization. Furthermore induction approach take longer time for sampling data and verify them. Figure 4-1 shows the methodology.

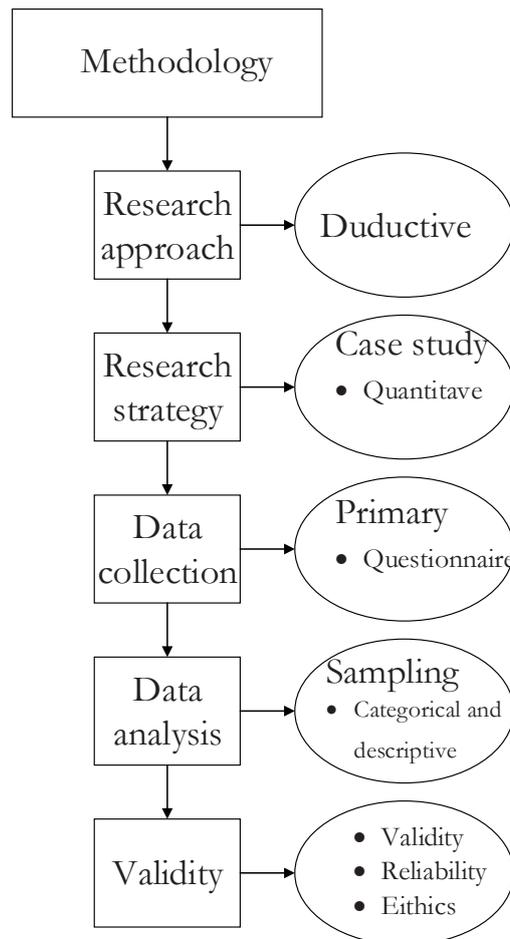


Figure 4-1. Methodology, (Saunders et al., 2011)

4.2 Research strategy

Research strategy can be used for exploratory, descriptive and explanatory research where some research adopts the deductive approach, and others the inductive approach, (Yin, 2014). The methods in exploring the answer of the research question can be through experiment, survey, case study, action research, grounded theory, ethnography and archival research. The research strategy in this thesis is the case study approach.

4.2.1 Case study

The research Case study was chosen to study the situational leadership. The case study is a common research method in psychology, sociology and social work where it helps in understanding individuals group and organizational phenomena (Woodside, 2010).

According to Yin the “case study is used because you wanted to understand a real-life phenomenon in depth” (Yin, 2014). Yin distinguishes between four case study strategies; single case, multiple, holistic and embedded. A single case represents a unique case and thus it gives the opportunity to observe and analyze a phenomenon. The thesis uses a single case where the thesis presents a unique question which is the leadership in small technical companies.

The case study research can be divided into exploratory, descriptive, and explanatory (Yin, 2014). The study cases in this thesis are presented as exploratory case studies where the existing theory will be matched with empiric findings. The case study structure has followed the linear-analytic structure, Figure 4-2.

4.2.2 Quantitative and Qualitative research

Another aspect of research is identifying the method of collecting the data. There are generally two methods quantitative and qualitative approach. Researcher depending on the type of research could select quantitative, qualitative or both.

Quantitative research is focused on collecting raw data needed to analyze. The results are presented in form of information, graphs and statistics. Qualitative research on the other hand is focused on gathering more variable data from individuals and analyses these data in a non-quantitative way. The aims of these data is exploration of social relations and describes reality. In our thesis we apply the quantitative research method since we want to explore a social problem- leadership and leader behavioral. From the reviewed literature we had a hypothesis which was reviewed using predefined models. The quantitative approach was more suitable. The approach was supported by evidence from literature where a deductive approach usually is more often related with the quantitative research strategy (Saunders et al., 2011).

The first step in the case study is studying the problem and reviewing the relevant literature. The following steps are covering the methods used, analyzing the results and at the end presenting the conclusions.

4.3 Data collection

In order to complete the case study sufficient data has to be collected. Case study evidence according to (Yin, 2014) comes from six sources: documents, archival records, interviews, direct observation, participant-observation and physical artifacts. A qualitative and a quantitative method was applied in this case study in order to make efficient use of the data. The multiple source of evidence was utilized in collecting the information. These data collection methods are questionnaire survey, interviewing managers and reviewing documents.

For our data collection methods we used primary and secondary methods. The primary data is the data which collected for the first time and considered raw material. Examples of primary data are direct interviews and questionnaire survey which aims to answer the research questions. The secondary data is data collected by others in different studies but can still be used in other studies. Secondary data could be previous research studies and government reports.

4.3.1 Primary data collection

The primary data in our thesis is the data collected through interviewing the leaders of four Jordanian and four Swedish companies, all defined as small technical consultant companies.

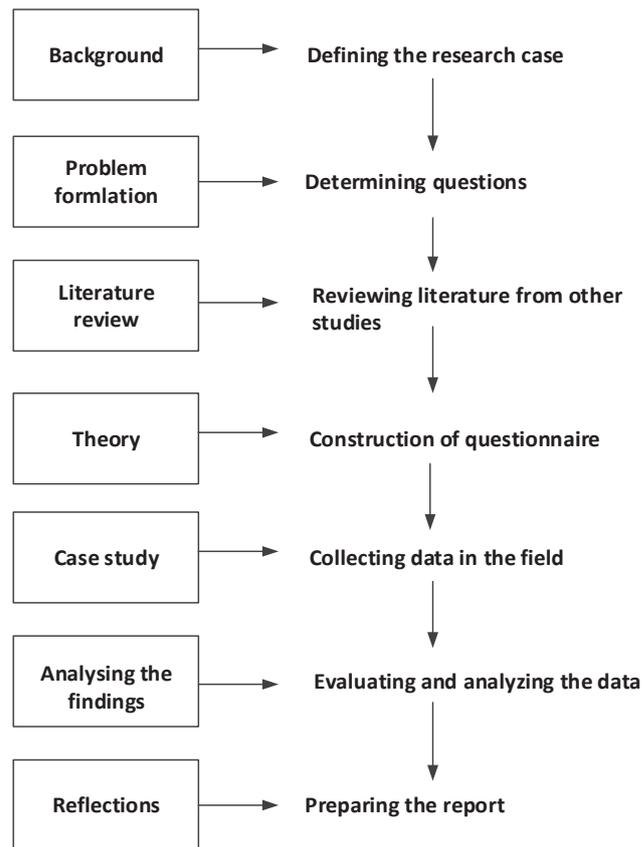


Figure 4-2. Research strategy, (Yin, 2014)

4.3.1.1 Questionnaire survey

The thesis is based on three pre-defined questionnaire templates. Each questionnaire represents a different models (Fiedler et al., 1976, Hersey et al., 1988, Vroom and Yetton, 1973) created by the author of model description. We used these questionnaires in order to answer the research questions. The studied companies in this thesis are four companies in Sweden and four companies in Jordan. The selection of these small companies was through personal contacts. All companies we technical consultant companies defined to be small companied. The authors had a previous contact with the owners of these small companies.

Our literature review consists of two parts. The first set of literature covers leadership in literature while the second part covers the situational leadership models and the validity of these models. The literature consists of both published articles and relevant literature books.

The questionnaire survey was based on set of questions developed in the models. Section **Error! Reference source not found.** gives a full description of the questionnaire and evaluates the used models. The questionnaire templates were sent out to the leaders of the studied small companies in Sweden and Jordan. The completed questionnaire were then analyzed and interpreted based on the studied models.

4.3.1.2 Interviews

The interviews were mixed between focused organized interviews, in which the leader was interviewed and introduced to the case study with follow-up interviews. The methods were

explained for the leaders who filled in the questionnaire survey were designed by the studied situational models. The follow up interviews were shorter interviews where the results were presented for the leaders and discussed with them for their feedback.

The leaders in the Swedish companies were interviewed personally by the author *Majed Sammak* and were given an introduction to the study and to the questionnaires. The leaders completed the questionnaire at a later time point and sent it to the author. Continued verbal and mail communications was maintained with the leaders in order to verify and clarify the answers. The Jordanian companies were all contacted by the author *Eyad Khader*. The author had previous communication with all Jordan companies from previous established business contact. *Eyad Khader* interviewed the owners of the Jordan companies who all completed the questionnaires survey during the interviews.

The verbal communication with the Swedish companies was held in Swedish while the communication with the Jordan companies was held in Arabic. However, the questionnaire templates were all written in English and so were the answers. This ensured that the leaders understood the survey in their own mother tongue language.

4.3.2 Secondary data collection

During the thesis work we used several sources of documents included books, journal articles, conference articles, reports and internet. We have reviewed old and new published books related to leadership, entrepreneurs and small firms. We used available books in the university library, ordered some books from other libraries, purchased others and downloaded e-books (references in the end of our thesis and throughout our thesis). The journal and conference articles were obtained mainly from BTH databases Summon@BTH. The keywords for searching were “leadership”, “situational leadership” and “small companies”.

The documents review has been a continuous process where we reviewed relevant literature before performing the case studies and after in order to strength our understanding of the results and find evidence and validations to our conclusions.

4.4 Case companies

The companies studied at this thesis were 4 small technical consultant companies in Sweden and 4 small technical consultant companies in Jordan. The companies 1-4 are placed in Sweden while the companies 4-8 are placed in Jordan

4.4.1 Swedish companies

4.4.1.1 *Company 1*

Company: Company 1 is an independent consultancy business working mainly with industrial safety analysis in the oil and gas industry. The company was established in 2009 and has offices in both Sweden and Norway. The company’s main activities are within risk-based solutions, risk analysis, functional safety and risk based maintenance.

Organization: Company 1 has 14 employees with ranging experience between 2 and 10 coming from similar business. The average experience years in the company is 4.5 years. The company leader is a part owner of the company and has the biggest sharing in the company.

4.4.1.2 *Company 2*

Company: The business company 2 is a consultancy business in the IT and Telecom in the Öresund region in Malmö located at the south of Sweden. The company business concept is outsourcing employees to external companies where they work locally in these external companies.

Organization: Currently the company has 5 employees in addition to the leader who is the owner of the company. The leader has many years of experience in IT consultation. The company doesn't have a main office and thus the leader doesn't meet his employees frequently. The company strategy is to provide employees competitive compensation, reward system and training.

4.4.1.3 *Company 3*

Company: The business company 3 was established in December 2013. Company 3 is a consultant company working mainly with instrumentation and measurements. The company leader has many years of experience in building test & measurement systems with National Instruments products.

Organization: The Company has a total of 9 employees with long experience in programming and instrumentation technology. The company is owned by two of the members. The employees experience vary from 10 to 25 years.

4.4.1.4 *Company 4*

Company: Company 4 is an educational consultant company. The company gives technical courses in their office and these courses are used to be ordered from many engineering companies

Organization: The Company has 5 employees with moderate experience. The owner is not the leader of the company. The owner has long experience in teaching however with no skills in leading. The leader has very little experience in teaching but with a leading ability. The company hires an accountant for the company economy.

4.4.2 Jordanian companies

4.4.2.1 *Company 5*

Company 5 is involved in IT, programming, training and management consultation, mainly in the medical and industrial sector. The consultation company is based in Amman, Jordan and was established in 2010.

Organization: The company organization consists of the general manager who is also the owner of the company, one accountant and 5 technical employees. The business model is part time senior consultants. The general manager has an extensive experience in similar business where he was a senior technical manager in a large international company. The employees have experience from working in consultations in similar business. The employees experience vary from 2 to 7 years. The company uses also an external accounting office for the taxation and related accounting affairs and an external lawyer for contracts and legal issues.

4.4.2.2 *Company 6*

Company 6 is a consultation engineering company specialized in construction solutions, mainly concrete and steel construction and thermal insulation. The company was established in 2000 in Ramallah. The company main office is in Amman, Jordan. The main region fields Jordan, West bank and Iraq.

Organization: The company organization consists of the general manager who is a part owner of the company with another partner. The number of employees are 7 engineers and the two owners. The number of employees could be increased if required to 15 employees. The employees are civil engineers and architects. The average experience of the employees is 5 years. The owners are experienced and highly technically skilled. The general manager (leader) has about 25 years of experience from the same field while his partner has a 10 years' experience. According to the leader, the company suffers from a high turnover of the employees.

4.4.2.3 *Company 7*

Company 7 was established in Jan 2013 with the purpose of affording technical consultation for the industrial sector. The company offers advanced solutions and consultants for big industrial companies.

Organization: Company 7 was founded by two partners. The first one has a PhD with a 5-year experience in academic work and two years in consultancy work. The other partner is an industrial expert with 14 years of experience in industry. The company had a total of 5 employees. The company hires a part time accountant and lawyer to organize the contracts and agreements with customers.

4.4.2.4 *Company 8*

Company 8 was established in Jordan by two brothers as a trading company for electric supplies in 1989. Early 2000 they adapted consultation in their field as an income and as their core business, their specialty lies is in lighting, security, control processes and electric industrial solutions.

Organization: The company is a typical family company. The owners are two brothers with long experience in the same field in other companies. The organization consists of the two owners,

where the older is the leader, together with 2 accountants and 5 technical employees. Two of the employees are sons to the owners. The first owner (leader) has 25 years' experience while the other owner has 10 year of experience. The other employees' experiences ranges in the average of 6 years.

4.5 Data analyzing

The data gathered from the companies was analyzed by the authors according to the studied models. The results from each and every method studied were correlated to the theory. The results were coded by breaking them down into components and tabulated in tables.

4.6 Validity and reliability

In order to reduce the possibility of getting the answer wrong, the research quality has to be ensured. According to Yin (Yin, 2014) the case study could ensure its quality by ensuring validity and reliability conditions.

4.6.1 Validity

Validity is the process of ensuring quality and determining whether the research truly measures what it was intended to measure (Golafshani, 2003). Creswell defines two types of validities; internal and external (Creswell and Miller, 2000). Internal validity defines how close the result matches reality while external validity determines if the result from one case study can be applied to other similar cases.

In this study we ensured a high quality of validity through using three different models the analysis of the leadership styles. All results were compared with the reviewed literature.

The following steps have been taken to ensure the validity of this research:

1. The data were collected in the format of a structured questionnaire.
2. They thesis used three different models for analyzing the case studies. The used models are the Fiedler contingency model, the normative model and the SLII model.
3. The validity of the selected methods were investigated at this thesis at section

4.6.2 Reliability

Reliability is defined as the extent to which results are consistent over time and an accurate representation of the total study (Bashir et al., 2008). The factors which could affect the reliability are participant and observer error and bias, (Robson, 2002). In order to enhance the reliability in our thesis, our study used a pre-defined questionnaire developed by these models. The results were collected and saved in tables. The same questions and analysis were applied in all study cases which ensured the reliability. Re-interviewing leaders helped in identifying and correcting error. The methods were considered reliable to use for the purpose of this thesis.

4.7 Research ethics

The ethical aspects during the thesis were considered in order to ensure honesty and company integrity. During the process of collecting the primary data through interviews, an ethical responsibility was needed to do the work. The following ethical issues were applied in our study (Saunders et al., 2011):

1. Privacy and confidentiality
 - a. The leaders were asked not to release or expose the name of their companies and we replaced the names of companies by numbers.
2. Honesty
 - a. We have not been selective in data. All results were presented as is.
 - b. The analyses based on the data were not removed data or changed it order to fit hypothesis.

4.8 Method selection and alternative methods

Yukl (Yukl, 2002) divided leadership literature and models into five approaches namely; traits approach, behavioral approach, power-influence approach, situational approach and integrative approach. Wanf (Wang and Poutziouris, 2010) stated that the “diversified approaches causes ambiguities and confusion as to which approach is more convincing in interpreting what governs small firms”.

The trait approach concentrates on the leaders’ traits, personality and skills. The traits approach showed limitations in connecting the leaders traits to the organizations performance (Yukl, 2002). The researcher shifted to the behavioral approach which pay attention to what managers do at the job. Goethals (Goethals et al., 2004) classified the behavioral leadership style into transactional and transformational types. Power-influence approach try to explain leadership effectiveness through the power practiced by the leader and how the power exercising effect the employee’s performance (Yukl, 2002). Both autocratic and participative compared at many experiments study to illustrate the relation between leader power and subordinates performance.

In our thesis we select the situational leadership style. We believe that leaders’ traits, subordinates backgrounds and nature of the business are important in deciding the leadership style. Furthermore situational leadership could help in capturing the influence of culture and business location on leadership style. The situational leadership approach has been studied by many researchers and the most valuable models are Fiedler contingency model, the normative model, the SLII model and path goal model.

We used in this thesis the first three models in identifying the leadership style in the selected case studies.

The Fiedler model divides leadership style into behavioral-motivated or task-motivated leaders. The control situation is also divided into leader-member relations, task structure and position power. The control situation is designated as high, moderate or low. The relation-motivated leaders usually perform better in moderate control situations while task-motivated leaders prefer low and high control situations. If the leadership style does not match the control situation, the leader should change his leadership style or re-engineer the situation. Fiedler recommends situation re-engineering.

The Normative model only studies the leadership style through a matching matrix. The Normative style divides the leadership style into the groups decide, facilitate, consult individually or group and delegate.

Using the SLII model reveals the performance readiness of the subordinates that gives a job and psychological readiness dimension. The performance readiness indicates ability and confidence of subordinates to perform the tasks. The performance readiness is divided in four levels ranging from R1 to R4. The leadership style is also divided into four types ranging from S1 to S4. These leadership styles are defined as called telling, selling, participating and delegating.

A detailed description of all the leadership style nomenclature in the three models is described in detail in section 2.3.2

Alternative methods for studying leadership in small companies are the behavioral approach of leader is also considered. The reviewed literature on leadership divided leadership style into transformational, transactional and laissez-faire (section 2.3). Leadership through organization lifecycle is another method presented by Adizes (Adizes, 1999, Adizes and Naiman, 1988), section **Error! Reference source not found..** The model studies the leadership and divide it according to the phase of the company in its life cycle.

5 Results

This chapter describes the studied small consultant companies in Sweden and Jordan by introducing its organization and business. The chapter presents the leadership style in each company based on the completed questionnaire survey provided by the studied situational leadership models. The leadership models used in this study are Fiedler, normative and SLII models.

5.1 Swedish companies

The Swedish companies which were included at the study were company 1, 2, 3 and 4.

5.1.1 Fiedler contingency model

As it described in section 3.3.1 the Fiedler model consist of two parts. The first is identifying the leadership style using the LPC and the second part of the model is identifying the control situation.

5.1.1.1 Least Preferred Co-worker (LPC)

Scaling 1 to 8		Swedish company			
		1	2	3	4
Pleasant	Unpleasant	7	3	7	5
Friendly	Unfriendly	7	5	7	4
Rejecting	Accepting	7	5	2	4
Tense	Relaxed	6	6	3	2
Distant	Close	5	4	2	2
Cold	Warm	5	5	3	5
Supportive	Hostile	4	5	7	1
Boring	Interesting	2	6	4	4
Quarrelsome	Harmonious	1	4	2	5
Gloomy	Cheerful	3	4	2	6
Open	Guarded	5	3	7	5
Backbiting	Loyal	6	6	2	3
Untrustworthy	Trustworthy	5	2	2	6
Considerate	Inconsiderate	6	5	8	2
Nasty	Nice	2	3	2	7
Agreeable	Disagreeable	3	4	6	7
Insincere	Sincere	4	7	1	4
Kind	Unkind	7	5	7	3
Total		85	82	74	75

Table 5-1. Least Preferred Co-worker Swedish companies



All four Swedish company's leaders had a high LPC on the Fiedler LPC scale since they had score above 64, Table 5-1. High LPC implies relationship motivated leader. The leader thus had a good relationship with his subordinates and he was both supportive and encouraging.

5.1.1.2 Control situation

The control situation according to Fiedler model consist of three variables to describe the control situation. These variables are leader-member relation, task structure and power position.

- Leader-member relation

	1 Strongly agree 2 Agree 3 Neither agree 4 Disagree 5 Strongly disagree	Company 1	Company 2	Company 3	Company 4
1	The people I supervise have trouble getting along with each other	5	4	4	2
2	My subordinates are reliable and trustworthy	5	2	5	5
3	There seems to be a friendly atmosphere among the people I supervise.	5	3	5	5
4	My subordinates always cooperate with me in getting the job done	4	4	5	5
5	There is friction between my subordinates and myself.	5	3	4	4
6	My subordinates give me a good deal of help and support in getting the job done	5	4	5	5
7	The people I supervise work well together in getting the job done	5	5	5	5
8	I have good relations with the people I supervise	5	4	5	4
	Total Score	39	29	38	35

Table 5-2. Leader-member ration, Swedish companies



The leader-member relation scale showed score above 25 for all Swedish companies, Table 5-2. The leaders had thus a great relationship with his subordinates.

- Task structure

The task structure varied in the Swedish companies which was related to the company organization and type of work, Table 5-3. The company 1 showed a high score, 18, which indicated a high task structure. The task structure scale was modified with the leader training and experience. The total modified task structure score is thus 16 after taking out two points for leader moderate training and experience. The task structure was still high. In company 2 the task structure scale showed a medium structure (score 13). The task structure scored 8 after subtracting 3 points for lack of training and experience of the leader. This task structure was thus moderate. Company 3 task structure scale showed a score of 8 and thus the tasks were of medium structure. The task structure score thus was 5 which was low. The task structure scale showed a score of 9 in company 4. The leader had no training and a very little amount of experience. The task structure score was 4 which was low task structure.

0 Seldom true 1 Sometimes true 2 Usually true	Company 1	Company 2	Company 3	Company 4
Is the Goal Clearly Stated or Known?				
1. Is there a blueprint, picture, model, or detailed description available of the finished product or service?	2	2	1	0
2. Is there a person available to advise and give a description of the finished product or service, or how the job should be done?	1	2	1	2
Is There Only One Way to Accomplish the Task?				
3. Is there a step-by-step procedure, or a standard operating procedure that indicates in detail the process that is to be followed?	1	0	0	1
4. Is there a specific way to subdivide the task into separate parts or steps?	2	0	1	0
5. Are there some ways that are clearly recognized as better than others for performing this task?	2	1	0	1
Is There Only One Correct Answer or Solution?				
6. Is it obvious when the task is finished and the correct solution has been found?	2	2	1	1
7. Is there a book, manual, or job description that indicates the best solution or the best outcome for the task?	2	1	1	1
Is It Easy to Check Whether the Job Was Done Right?				
8. Is there a generally agreed understanding about the standards the particular product or service has to meet to be considered acceptable?	2	2	2	2
9. Is the evaluation of this task generally made on some quantitative basis?	2	2	1	0
10. Can the leader and the group find out how well the task has been accomplished in enough time to improve future performance?	2	1	0	1
<i>Training and Experience Adjustment</i>				
0 A great deal of training 1 A moderate amount of training 2 Very little training 3 No training	18	13	8	9
Compared to others in this or similar positions, how much training has the leader had?	1	3	2	3
Compared to others in this or similar positions, how much experience has the leader had?	1	2	1	2
Total score	16	8	5	4

Table 5-3. Task structure, Swedish companies



- Position power

0 NO	Company 1	Company 2	Company 3	Company 4
1 Can recommend but with mixed results				
2 Can act directly or can recommend with high effectiveness				
1. Can the leader directly or by recommendation administer rewards and punishments to his subordinates?	2	2	2	0
2. Can the leader directly or by recommendation affect the promotion, demotion, hiring, or firing of his subordinates?	2	2	2	2
3. Does the leader have the knowledge necessary to assign tasks to subordinates and instruct them in task completion?	2	1	2	1
4. Is it the leader's job to evaluate the performance of his subordinates?	2	1	1	0
5. Has the leader been given some official title of authority by the organization (e.g., foreman, department head, platoon leader)?	2	2	1	2
Total score	10	8	8	5

Table 5-4. Position power, Swedish companies



In the Swedish companies 1, 2 and 3 the position power rating scale showed a complete score which indicated a high position power, Table 5-4. Company 4 leader had had a moderate power in assigning tasks or evaluating the results. The control situation three variables leader-member relation, task structure and position power total score decide the control situation type, Table 5-5.

		Company 1	Company 2	Company 3	Company 4
1	Leader-member relation	39	29	38	35
2	Task structure	16	8	5	4
3	Position power	10	8	8	5
	Grand Total	65	45	51	44

Table 5-5. Control situation, Swedish companies



The company 1 had total score over 51 which indicated high control situation while company 2, 3 and 4 had score above 30 and less than 51 which indicated moderate control situation. Matching the leadership style and situational control will give an appropriate leadership style for the control situation.

	leadership style (LPC)	Control situation	Recommended leadership style (LPC)
Company 1	Relationship motivated (High)	High	Task motivated (Low)
Company 2	Relationship motivated (High)	Moderate	Relationship motivated (High)
Company 3	Relationship motivated (High)	Moderate	Relationship motivated (High)
Company 4	Relationship motivated (High)	Moderate	Relationship motivated (High)

Table 5-6. Recommended leadership style (Fiedler model), Swedish companies

Company 1 leadership style didn't match the recommended leadership style of Fiedler, Table 5-6. Companies 2, 3 and 4 leadership style matched the recommended style suggested by Fiedler model. Fiedler stated that task motivated leader perform best in high and low control situation while relationship motivated leaders perform best in moderate control situations.

5.1.2 SLII model

The SLII method consists of two measurements scale, namely subordinate's performance readiness scale and the leader task and relationship scale. Subordinate's performance readiness was measured by job readiness and psychological readiness dimension. Leadership style was identified using two dimensions task behaviour and relationship behaviour. Table 5-7 showed the results from the Swedish companies.

- Performance Readiness Dimension

	Scale 1 to 8	Company 1	Company 2	Company 3	Company 4
Job Readiness Dimension	Job experience	6	7	7	5
	Job knowledge	6	6	7	5
	Job skills	7	8	8	6
	Total	R3	R4	R4	R3
Psychological Readiness Dimension	Confidence	7	7	6	6
	Commitment	6	6	7	6
	Motivation	7	6	6	5
	Total	R4	R3	R3	R3
Readiness Dimension		R3	R3	R3	R3

Table 5-7. Performance Readiness Dimension, Swedish companies

R1 Unable/Insecure	R2 Unable/Secure	R3 Able/Insecure	R4 Able/Secure
-----------------------	---------------------	---------------------	-------------------

Company 1 subordinate's performance readiness scale showed a moderate job readiness (R3) and a high psychological readiness (R4), the performance readiness was thus moderate (R3). Companies 2 and 3 showed high job readiness (R3) and moderate psychological readiness (R4), the performance readiness was thus moderate (R3). Company 4 had moderate job readiness psychological readiness (R3). Thus all four Swedish companies showed a moderate readiness

dimension (R3). Moderate readiness dimension R3 means that the subordinates are able to perform the tasks but insecure or they are able to perform the tasks but not motivated.

- Behavior Dimension

Task Behavior Dimension	Behavioral Indicator	Company 1	Company 2	Company 3	Company 4
Goal setting	Specifies the goals people are to accomplish	L	L	L	H
Organizing	Organizes the work situation for people	H	L	L	H
Setting timelines	Sets timelines for people	H	L	L	L
Directing	Provides specific directions	H	H	L	L
Controlling	Specifies and requires regular reporting on progress	H	L	L	L
	Total	H	L	L	L
Relationship Behavior Dimension	Behavioral Indicator				
Giving support	Provides support and encouragement	H	H	H	H
Communicating	Involves people in “ give and take “ discussion about work activities	H	H	H	H
Facilitating interactions	Facilitates peoples interactions opinion and concerns	H	H	H	H
Active Listening	Seeks out and listens to people opinions and concern	H	H	H	H
Providing feedback	Provides feedback on peoples accomplishments	H	L	H	H
	Total	H	H	H	H
Behavior Dimension		S2	S3	S3	S3

Table 5-8. Behavior dimension, Swedish companies



Company 1 showed high task behavior and high relationship behavior which implies selling leadership style (S2) according to SLII model. Selling leader is a leader who checks the understanding of the task, encourages questions and explores related skills. This type of leadership may upset the subordinates who consider themselves as experts. Companies 2, 3 and 4 showed low task behavior together with high relationship behavior. The leaders thus was of participating style (S3). The participating leader has a high amount of communication, supportive behavior and share decision making with his subordinates. The SLII model matches the leadership style with subordinate’s performance readiness.

	Performance readiness	Leadership style	Possibility of success	Recommended leadership style
Company 1	Moderate (R3)	Selling (S2)	Moderate	Participative (S3)
Company 2	Moderate (R3)	Participative (S3)	High	Participative (S3)
Company 3	Moderate (R3)	Participative (S3)	High	Participative (S3)
Company 4	Moderate (R3)	Participative (S3)	High	Participative (S3)

Table 5-9. Recommended leadership style (SLII mode), Swedish companies

The SLII method suggests matching the moderate performance readiness (R3) with a participating leadership style (S3) in case of company 1, Table 5-9. The subordinates with a moderate performance readiness tended to have very good skills and expertise. They were able to perform the job without getting directed from the leader but they are unmotivated. Subordinates thus need leader support and encouragement though participative leadership style is more suitable. The SLII method consider the probability of success between performance readiness (R3) and leadership style (S2) to be moderate. Companies 2, 3 and 4 subordinate's performance readiness matching with leadership style was good. The performance readiness was moderate which match the participative leadership style.

5.1.3 Normative model

The normative model consist of 7 questions to identify the leadership style (A to G). The results from the Swedish companies were presented in Table 5-10.

According to the normative model the leadership style in company 1 was delegate. The leader and subordinates expertise were high. The leader had a group support as well as commitments. Thus, the leader could delegate some of the decisions to subordinates. Companies 2 and 3 showed a leadership type of Consult (Individual). This is a reasonable leadership style in these companies situation. The subordinates are outsourced to different companies with different tasks. Thus the leader role is more as consultant individually. The leader did not take any decisions alone, he consulted his group members and since they were outsourced in different companies. Company 4 had a facilitative leadership style. The leader allows the subordinate to be part of the decision-making process. The leader consult them and listen to their advices and this is because they have long experience.

A: Decision Significant
 B: Importance of Commitment
 C: Leader Expertise
 D: Likelihood of Commitment
 E: Group Support
 F: Group Expertise
 G: Team Competence

	A	B	C	D	E	F	G	Company 1	Company 2	Company 3	Company 4		
PROBLEM STATEMENT	H	H	H	H	-	-	-	Decide	Decide	Decide	Decide		
				L	H	H	H	H	Delegate	Delegate	Delegate	Delegate	
						L	L	-	Consult (Group)	Consult (Group)	Consult (Group)	Consult (Group)	
			L	H	H	H	H	H	Facilitate	Facilitate	Facilitate	Facilitate	
						L	L	-	Consult (Individually)	Consult (Individually)	Consult (Individually)	Consult (Individually)	
					L	L	-	-	Facilitate	Facilitate	Facilitate	Facilitate	
		L	H	L	H	H	H	H	Facilitate	Facilitate	Facilitate	Facilitate	
						L	L	-	Consult (Group)	Consult (Group)	Consult (Group)	Consult (Group)	
					L	L	-	-	Consult (Group)	Consult (Group)	Consult (Group)	Consult (Group)	
			L	L	L	H	H	H	H	Decide	Decide	Decide	Decide
							L	L	-	Facilitate	Facilitate	Facilitate	Facilitate
						L	L	-	H	H	L	Consult (Individually)	Consult (Individually)
	L	H		-	L	H	-	-	-	Decide	Decide	Decide	Decide
						L	-	-	H	Delegate	Delegate	Delegate	Delegate
		L		-	-	-	-	-	-	L	Facilitate	Facilitate	Facilitate
			-				-	-	-	Decide	Decide	Decide	Decide

Table 5-10. Normative model, Swedish companies

The results from the Swedish companies were summarized in Table 5-11.

	Fiedler contingency			Normative	SLII		
	Situational control	Leadership style	Suggested leadership style		Performance Readiness	Leadership style	Suggested leadership style
Company 1	Moderate	Behavior motivated	Behavior motivated	Delegate	Moderate readiness	Selling leader	Participating leader
Company 2	Moderate	Behavior motivated	Behavior motivated	Consult (Individual)	Moderate readiness	Participating leader	Participating leader
Company 3	Moderate	Behavior motivated	Behavior motivated	Consult (Individual)	Moderate readiness	Participating leader	Participating leader
Company 4	Moderate	Behavior motivated	Behavior motivated	Facilitate	Moderate readiness	Participating leader	Participating leader

Table 5-11. Results, Swedish companies

5.2 Jordanian companies

The studied Jordanian companies are denoted as companies 5, 6, 7 and 8.

5.2.1 Fiedler contingency model

The Fiedler model LPC and control situation were studied in the four Jordanian companies and the results were presented in Table 5-12.

5.2.1.1 Least Preferred Co-worker (LPC)

Scaling 1 to 8		Jordanian company			
		5	6	7	8
Pleasant	Unpleasant	4	6	7	3
Friendly	Unfriendly	5	6	7	3
Rejecting	Accepting	4	3	2	3
Tense	Relaxed	5	4	2	4
Distant	Close	3	3	2	3
Cold	Warm	4	3	2	3
Supportive	Hostile	4	6	7	5
Boring	Interesting	4	6	2	4
Quarrelsome	Harmonious	3	3	3	4
Gloomy	Cheerful	4	3	3	4
Open	Guarded	5	6	7	3
Backbiting	Loyal	4	3	2	3
Untrustworthy	Trustworthy	4	3	2	3
Considerate	Inconsiderate	4	6	7	2
Nasty	Nice	5	3	2	2
Agreeable	Disagreeable	4	7	7	3
Insincere	Sincere	4	3	2	2
Kind	Unkind	4	7	7	4
Total		74	81	73	58

Table 5-12. Least Preferred Co-Worker, Jordanian companies



The Jordanian company's 5, 6 and 7 showed high LPC on the Fiedler LPC scale since they had score above 64. The leaders were thus relationship motivated. Company 8 showed score between 51 and 64 which means either relationship motivated or task motivated leader. The leader was chosen to be relationship motivated.

5.2.1.2 Control situation

The three variables describing the control situation are leader-member relation, task structure and power position, Table 5-13.

- Leader-member relation

		Company 5	Company 6	Company 7	Company 8
	1 Strongly agree 2 Agree 3 Neither agree 4 Disagree 5 Strongly disagree				
1	The people I supervise have trouble getting along with each other	4	1	4	3
2	My subordinates are reliable and trustworthy	3	3	4	3
3	There seems to be a friendly atmosphere among the people I supervise.	4	4	4	2
4	My subordinates always cooperate with me in getting the job done	3	2	4	3
5	There is friction between my subordinates and myself.	3	4	4	3
6	My subordinates give me a good deal of help and support in getting the job done	3	3	4	2
7	The people I supervise work well together in getting the job done	2	2	4	3
8	I have good relations with the people I supervise	4	4	4	4
	Total Score	26	23	32	23

Table 5-13. Leader-member relation, Jordanian companies



The Jordanian company 5 showed a score of 26. A score above 25 indicates a good leader-member relation. Company 6 leader-member relations score was 23. This is a moderate leader-member relations. The Jordanian company 7 leader showed full score in the scale with score of 32 which implies high leader-member relations. Company 8 subordinates had moderate friendly environment at work and they were not fully supportive to the leader. The company had moderate leader-member relations.

- Task structure

0 Seldom true 1 Sometimes true 2 Usually true	Company 5	Company 6	Company 7	Company 8
Is the Goal Clearly Stated or Known?				
1. Is there a blueprint, picture, model, or detailed description available of the finished product or service?	1	0	<u>2</u>	2
2. Is there a person available to advise and give a description of the finished product or service, or how the job should be done?	1	<u>2</u>	<u>2</u>	<u>2</u>
Is There Only One Way to Accomplish the Task?				
3. Is there a step-by-step procedure, or a standard operating procedure that indicates in detail the process that is to be followed?	0	0	1	0
4. Is there a specific way to subdivide the task into separate parts or steps?	<u>2</u>	1	1	1
5. Are there some ways that are clearly recognized as better than others for performing this task?	0	<u>2</u>	1	1
Is There Only One Correct Answer or Solution?				
6. Is it obvious when the task is finished and the correct solution has been found?	1	<u>2</u>	<u>2</u>	<u>2</u>
7. Is there a book, manual, or job description that indicates the best solution or the best outcome for the task?	0	0	<u>2</u>	0
Is It Easy to Check Whether the Job Was Done Right?				
8. Is there a generally agreed understanding about the standards the particular product or service has to meet to be considered acceptable?	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
9. Is the evaluation of this task generally made on some quantitative basis?	0	0	<u>2</u>	1
10. Can the leader and the group find out how well the task has been accomplished in enough time to improve future performance?	1	<u>2</u>	<u>2</u>	<u>2</u>
<i>Training and Experience Adjustment</i>				
0 A great deal of training 1 A moderate amount of training 2 Very little training 3 No training	8	11	17	13
Compared to others in this or similar positions, how much training has the leader had?	2	1	0	2
Compared to others in this or similar positions, how much experience has the leader had?	0	0	0	0
Total score	6	10	17	11

Table 5-14. Task structure, Jordanian companies



The task structure for company 5 showed medium task structure where the score was 8, Table 5-14. The total modified task structure scale become 6 after subtracting 2 points due to leader lack of training. This indicates low task structure. Company 6 task structure was medium with a score of 10. The task structure score for company 7 on the scale was 17 which indicated a high task structure. Company 8 task structure was 13. The leader had little training, however a great deal of experience. The task structure score was 11, thus moderate task structure.

- Position power

0 NO 1 Can recommend but with mixed results 2 Can act directly or can recommend with high effectiveness	Company 5	Company 6	Company 7	Company 8
1. Can the leader directly or by recommendation administer rewards and punishments to his subordinates?	2	2	2	2
2. Can the leader directly or by recommendation affect the promotion, demotion, hiring, or firing of his subordinates?	2	2	2	2
3. Does the leader have the knowledge necessary to assign tasks to subordinates and instruct them in task completion?	2	2	2	2
4. Is it the leader's job to evaluate the performance of his subordinates?	2	2	2	2
5. Has the leader been given some official title of authority by the organization (e.g., foreman, department head, platoon leader)?	2	2	2	2
Total score	10	10	10	10

Table 5-15. Power position, Jordanian companies



All four Jordanian companies showed complete position power rating scale which indicated a high position power. The leaders are the owners of the company and thus they have the power to hire, fire, reward and punish, Table 5-15.

The control situation after adding the score from the previous elements were showed in Table 5-16.

		Company 5	Company 6	Company 7	Company 8
1	Leader-member relation	26	23	32	23
2	Task structure	6	10	17	11
3	Position power	10	10	10	10
	Grand Total	42	43	59	44

Table 5-16. Control situation, Jordanian companies



The Jordanian companies 5, 6 and 8 showed moderate control situation while company 7 should high control situation, Table 5-17. Matching the leadership style and situational control will give an appropriate leadership style for the control situation.

Jordanian companies 5, 6 and 8 leadership style matched the recommended style suggested by Fielder model. The relationship motivated leaders perform best in moderate situations. Company 7 leadership style was relationship motivated which is not recommended in case of having high

control situation. Fiedler stated that task structure leader perform best in high and low control situations

	leadership style (LPC)	Control situation	Recommended leadership style (LPC)
Company 5	Relationship motivated (High)	Moderate	Relationship motivated (High)
Company 6	Relationship motivated (High)	Moderate	Relationship motivated (High)
Company 7	Relationship motivated (High)	High	Task structure (Low)
Company 8	Relationship motivated (High)	Moderate	Relationship motivated (High)

Table 5-17. Recommended leadership style (Fiedler model), Jordanian companies

5.2.2 SLII model

The two measurements scale subordinate’s performance readiness scale and the leader task and relationship scale were filed in the Jordanian companies. Job readiness and psychological readiness dimension measured the Subordinate’s performance readiness. Leadership style was measured using behaviour and relationship behaviour scales. Table 5-18 showed the results from the Jordanian companies.

- Performance Readiness Dimension

	Scale 1 to 8	Company 5	Company 6	Company 7	Company 8
Job Readiness Dimension	Job experience	6	8	7	5
	Job knowledge	6	8	7	4
	Job skills	6	8	7	6
	Total	R3	R4	R4	R3
Psychological Readiness Dimension	Confidence	6	7	7	5
	Commitment	6	8	7	4
	Motivation	6	6	7	4
	Total	R3	R4	R4	R3
Readiness Dimension		R3	R4	R4	R3

Table 5-18. Performance readiness dimension, Jordanian companies

R1 Unable/Insecure	R2 Unable/Secure	R3 Able/Insecure	R4 Able/Secure
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The subordinate’s performance readiness scale showed a high job and psychological readiness which was (R4) in companies 6 and 7. Companies 5 and 8 subordinate’s performance readiness scale showed a moderate job readiness (R3) and a moderate psychological readiness (R3), the performance readiness was thus moderate (R3). The performance readiness R3 means either the subordinates were able but insecure or able but unwilling. The subordinates in the company’s 5 and 8 were probably able but insecure due to unstructured tasks.

- Behavior Dimension

Task Behavior Dimension	Behavioral Indicator	Company 5	Company 6	Company 7	Company 8
Goal setting	Specifies the goals people are to accomplish	H	L	H	H
Organizing	Organizes the work situation for people	H	L	H	H
Setting timelines	Sets timelines for people	L	H	H	H
Directing	Provides specific directions	H	H	H	H
Controlling	Specifies and requires regular reporting on progress	L	H	H	L
	Total	H	H	H	H
Relationship Behavior Dimension	Behavioral Indicator				
Giving support	Provides support and encouragement	H	H	H	H
Communicating	Involves people in “ give and take “ discussion about work activities	H	H	H	H
Facilitating interactions	Facilitates peoples interactions opinion and concerns	L	L	L	L
Active Listing	Seeks out and listens to people opinions and concern	H	L	L	H
Providing feedback	Provides feedback on peoples accomplishments	L	H	H	L
	Total	H	H	H	H
Behavior Dimension		S2	S2	S2	S2

Table 5-19. Behavior dimension, Jordanian companies



All Jordanian companies’ high task behavior and high relationship behavior which implies selling leadership style (S2), Table 5-19. Selling leader is a leader who checks the understanding of the task, encourages questions and explores related skills. The SLII model matches the leadership style with subordinate’s performance readiness.

	Performance readiness	Leadership style	Possibility of success	Recommended leadership style
Company 5	Moderate (R3)	Selling (S2)	Moderate	Participating (S3)
Company 6	High (R4)	Selling (S2)	Low	Delegating (S4)
Company 7	High (R4)	Selling (S2)	Low	Delegating (S4)
Company 8	Moderate (R3)	Selling (S2)	Moderate	Participating (S3)

Table 5-20. Recommended leadership style (SLL model), Jordanian companies

The Jordanian companies 6 and 7 showed high performance readiness (R4) and selling leadership style (R2), Table 5-20. Matching the performance readiness with leadership style showed that the possibility of success was low. The appropriate leadership style with high performance readiness (R4), is delegating leadership style (S4). Companies 5 and 8 showed moderate performance readiness with selling leadership style.

5.2.3 Normative model

The normative model consist of 7 questions to identify the leadership style (A to G). The results from the Jordanian companies were presented in Table 5-21.

A: Decision Significant B: Importance of Commitment C: Leader Expertise D: Likelihood of Commitment E: Group Support F: Group Expertise G: Team Competence													
	A	B	C	D	E	F	G	Company 5	Company 6	Company 7	Company 8		
PROBLEM STATEMENT	H	H	H	H	-	-	-	Decide	Decide	Decide	Decide		
				L	H	H	H	Decide	Decide	Decide	Decide		
					L	L	L	Consult (Group)	Consult (Group)	Consult (Group)	Consult (Group)		
				L	H	H	H	Facilitate	Facilitate	Facilitate	Facilitate		
					L	L	L	Consult (Individually)	Consult (Individually)	Consult (Individually)	Consult (Individually)		
				L	H	H	H	Facilitate	Facilitate	Facilitate	Facilitate		
			L		L	L	Consult (Group)	Consult (Group)	Consult (Group)	Consult (Group)			
			L	L	H	-	-	-	-	Decide	Decide	Decide	Decide
					L	H	H	H	Facilitate	Facilitate	Facilitate	Facilitate	
						L	L	L	Consult (Individually)	Consult (Individually)	Consult (Individually)	Consult (Individually)	
				L	H	-	-	-	-	Decide	Decide	Decide	Decide
					L	H	-	-	-	H	Decide	Decide	Decide
		L				-	-	-	L	Decide	Decide	Decide	Decide

Table 5-21. Normative model, Jordanian companies

The Jordanian companies showed decide leadership style in the normative model. The results from the studied Fiedler model, SLL model and normative model for the Jordanian companies were summarized in Table 5-22.

	Fiedler contingency			Normative	SLII		
	Situational control	Leadership style	Suggested leadership style		Performance Readiness	Leadership style	Suggested leadership style
Company 5	Moderate	Behavior motivated	Behavior motivated	Decide	High readiness	Selling leader	Delegating leader
Company 6	Moderate	Behavior motivated	Behavior motivated	Decide	Moderate readiness (R3)	Selling leader (S2)	Participating leader (S3)
Company 7	Moderate	Behavior motivated	Behavior motivated	Decide	High readiness	Selling leader	Delegating leader
Company 8	Moderate	Behavior motivated	Behavior motivated	Decide	high readiness	Selling leader	Delegating leader

Table 5-22. Results, Jordanian companies

6 Analysis

This chapter covers the analysis and explanation of the findings from the case studies. The analysis is based on the findings from case studies that are later compared to the findings from the reviewed literature.

6.1 Swedish companies

The analysis were based on the completed questionnaire survey. Below follows an analysis of the current as well as the recommended leadership styles in the Swedish companies based on the three different models; Fiedler, SLII and Normative.

6.1.1 Fiedler contingency model

All four Swedish companies showed a moderate situational control. This is due to the fact that all companies exhibited as a mixed situation. The leaders in the four studied companies had high leader-member relation which indicated high support from subordinates. The leaders took care of their employees since they were very important resource especially in the small companies. The leaders managed to create a friendly atmosphere between their employees which reflected in the relation between the leader and the members. In company 1 the subordinates got along with each other in getting the job done and the job atmosphere was friendly. The leader received a great deal of support and help from his subordinates. The leader in company 2 believed that his subordinates were not reliable or trustworthy. An explanation to his this could lie in the nature of the company where the subordinates are outsourced to different companies and are not frequently in contact with their leader. The leader-member relations scale showed an almost full score on the company 3. The leader had a very good relationship with his subordinates and had their full support. The work environment in the company was friendly and there was no friction between the employees. It was clear that the employees were eager to get the work done. In company 4 there was a very positive work environment in the company where the leader and the subordinates aimed at getting the job done. The subordinates were supportive and worked well together.

In Swedish company 1, the high task structure was due to providing the tasks with documentations and the tasks could be divided into steps. The company worked with safety and risk management which requires a high task control in order to fulfill the safety requirements. The leader had a moderate amount of training and experience from the oil and gas industry. In company 2 the task structure also was moderate. There were many ways to perform the task and there was no step by step manual in order to perform the tasks. This created uncertainty and the tasks became unstructured. Also there was no documentation or description of the tasks and no process for the leader to control the outcome. In company 3 the leader did not have relevant training and had very little experience for leading companies with such a structure. There was no step by step procedure to perform the job and there was no clear way to identify the best way to perform the tasks. However there was an agreement on the end product standards. These were expected results since the employees were outsourced to external companies with little contact with their leader and with changing tasks. The task structure at company was thus low. The company 4 task structure also was low. The leader had very little training and a moderate amount of experience. There was no

specific description of the end product or any specific way to divide the tasks. This could be the case in educational companies where there were no specific products and the work was teaching.

The position power in companies 1, 2 and 3 was high while moderate in company 4. Leader power usually indicates ownership of the company by the leader. In companies 1, 2 and 3 the leader were also the owners to their companies, whereas leader in company 4 was not which was reflected by a moderate position power. The position power thus reflected the ownership of the companies by the leaders and were logical in that sense.

Furthermore, in companies 2, 3 and 4, the leadership style matched the moderate control situation where the relationship motivated leader performs best in moderate situation. In moderate situation the leader is less stressful where it is good to pay attention to subordinates' development. In these situations the relationship motivated leader perform at their best. They are able to deal with the interpersonal relations in a very good manner and they have a balance between personal and task requirements. The task motivated leaders however pay little attention to subordinates and thus perform less effectively. Company 1 showed high control situation with relationship motivated leadership style. The leader is recommended thus to re-engineer the control situation in order to fit to the high LPC style. This can be achieved by taking on more challenging tasks or by delegating some of his tasks to have a more moderate situation.

6.1.2 SLII model

In the SLII model, the Swedish companies 2, 3 and 4 showed moderate readiness (S3) which suggests a participating leadership style. Company 1 however, showed selling leadership style (S2) resulting in a moderate possibility to success with a moderate performance readiness (R3). The employees' performance readiness was also moderate (R3) although all subordinates in the companies were highly skilled and experienced. This suggests that the results reflects that subordinates were unsecure. This could be due to the nature of the companies as a consultant companies with a dynamic tasks and outsourcing. The leader role should instead be supporting and encouraging the subordinates. His leadership style should be between participating and delegating. Moderate performance readiness has thus high possibility to success with participative leadership style. The selling leadership style is thus a non-appropriate style under these circumstances. Being selling leader which implies telling the subordinates what and how to do the tasks and convince them has been shown to be ineffective with experienced employees.

6.1.3 Normative model

The normative model also was used in this thesis as a help model. This model recommended the leader in company 1 to be delegated. The model indicated high skilled and experienced employees and thus the leader roll could be monitoring the work. The companies 2 and 3 style was consultant which was proper style due to outsourcing of the subordinates. The model indicated low leader expertise which require performing the tasks in consultation with the employees. Company 4 leadership style was facilitate or participative where the model indicated low commitment of employees to follow the leaders order and thus the leader should share the decision making with the employees.

6.1.4 Summary

In summary, the Swedish companies 2, 3, and 4 showed a very good agreement between the suggested leadership style from the Fiedler model, SLL model and Normative model with their practiced leadership style. The models recommended relationship motivated leadership style or participating leadership style which agreed with leader's leadership style. Company 1 leader leadership style differs from the recommended leadership style by the studied models. Fiedler model suggested more delegation of tasks while SLII model recommended participative style and normative model recommended delegate style. The model results showed an agreement where the models recommended more employees motivated leader like relationship motivated leaders by Fiedler model, participative leader by SLII model and facilitate or consult leader by normative model. The normative model was less accurate between the models where the model don't differ between the practiced leadership style and recommended leadership style.

6.1.5 Post-interview follow-up

The company leaders were all interviewed again after analyzing the results. The interview included explaining and clarifying the results and the interpretation of the results. The recommended leadership style based on our methods also was presented to the leaders. The leaders in companies 2, 3 and 4 showed satisfaction and agreed to the recommended participative style to be the most convincing leadership style to adopt. This would mean that the leaders must be better at working in sharing information, encouraging their subordinates and consult them. Some delegation activities even started in company 1 in order to match the suggestion from the models and fit the control situation and employee's performance readiness.

6.2 Jordanian companies

A similar summary of the results from the four studied small Jordanian technical consultant were performed. The results are based on the finished questionnaire survey. Below follows an analysis of the current as well as the recommended leadership styles in the Jordanian companies based on the three different models, Fiedler, SLII and Normative.

6.2.1 Fiedler contingency model

The measured LPC in the Jordanian companies 5, 6, 7 and 8 was high. High LPC implies relationship motivated leader. The leaders cared about their employees and listened to them. In small consultant companies the employees are the resources of the company and thus are very important for company survive.

The leader-member relation was high in companies 5 and 7. The leader relation with subordinates was very good and the work environment was positive. The leader-member relation was moderate in companies 6 and 8. The subordinates had difficulties in getting the job done together and to cooperate. This indicated a high need for supervision and guidance from the leader.

The nature of the consultant companies has its influence on the task structure. This is an expected result in the consultancy business where tasks are changeable. The task structure in company 5 was low. The company outcome could be validated but there were no step by step procedures. This was due to un-availability of manual or clear instructions to perform the job. The leader had no training which could explain the results. Furthermore, company 6 showed moderate task structure. There was no step by step description of the task or manual and not a documentation for evaluating the results. However, there was a possibility to get advice from the senior employees and there was agreement about the standards and the shape of the end results. The leader had a moderate amount of training but a great deal of experience. Company 7 had high task structure because there were well defined descriptions and manuals to the job. There were agreements about the end product. The leader had a great deal of training and experience. Company 8 moderate tasks structure was due to there were no step by step procedures or manuals for performing the job. The leader had good training but little experience.

When studying position power, all four Jordanian companies exhibited high results. All companies were leader-owned which explains the results.

The control situation, calculated by summarizing the scores from leader-member relation, task structure and position power showed a moderate situation in Jordanian companies 5, 6 and 8.

The leadership style in the Jordanian companies 5, 6 and 8 was relationship motivated which matched the moderate control situation. Company 7 showed high control situation with relationship motivated leadership style. The leader is recommended thus to re-engineer the control situation in order to fit to the high LPC style. This can be achieved by delegating some of the tasks to have a more moderate situation. In moderate situation the leader is pay more attention to subordinates' development. In these situations the relationship motivated leader perform at their best. They are able to deal with subordinates and get the balance between personal and task requirements. The task motivated leaders however pay little attention to subordinates and more to the tasks and thus perform less effectively in moderate situation.

6.2.2 SLII model

The performance readiness in the Jordanians companies 5 and 8 was moderate (R3). The employees were skilled and able to work and should exhibit a high performance readiness. However the results were explained by unmotivated or insecure employees. This can be the results of a non-encouraging leader. The leadership style should thus be supportive, i.e. participating leadership style in order to encourage the subordinates and increase their wiliness to work and confidence. However the leaders showed selling (R2) leadership style. This type of leadership is like telling and order but with more arguing with employees. Leaders has thus a moderate possibility to success with moderate performance readiness (R3).

Jordanians companies 6 and 7 showed high performance readiness (R4) since the employees were willing and able to perform the tasks. They were skilled and had the experience and knowledge to perform the jobs. The leaders in companies 6 and 7 however showed a selling (R2) leadership style. The leadership style thus did not match with the performance readiness and had a low possibility to success since the performance reediness was high (R4). Skilled employees do not need direct

direction from leaders. The leader roll in these situations should instead be monitoring, observing and encouraging the employees. The suitable leadership style at this situation is thus the delegating leader (R4) alternatively the participating leadership style (R3).

6.2.3 Normative model

The normative model showed a decide leadership style in all four Jordanian studied companies. The model stated that leaders had great deal of experience and they valued high the important of decision making. The model also stated that the leaders do not have the employees support. The model suggested thus the decide leadership.

Normative model do not distinguish between the real and suitable leadership style. The model did not capture the situation completely where the task structure was not included.

6.2.4 Summary

The leadership style according to Fiedler model matched the control situation in case of companies 5, 6 and 8. Company 7 showed high control situation and thus the leader was recommended to delegate some of the tasks to moderate the control situation. The SLII model showed that the four Jordanian company's leadership style didn't match the recommended style. The companies had selling style while the recommended style in companies 5 and 8 was participating and delegating in companies 6 and 7. The normative model suggested decide style in the four Jordanian companies.

It's clear from the models that there were different between the leader's leadership style and the recommended leadership style by the models. This explains company 7 high turnover among the employees. The main reason according to our analysis was due to the leader decide/selling leadership style. High skilled and experienced subordinates are more sensitive to deciding leadership style. They are skilled and willing to perform the job and thus delegating or participating style is more suitable.

The Fiedler model and SLII model revealed that company 7 leadership didn't match the recommended leadership.

Normative model indicated that the Jordanian leaders practice the decide leadership style however the model did not distinguish between the practiced style the proper leadership style.

6.2.5 Post-interview follow-up

In order to clarify the results the company leaders were interviewed again and the results were discussed. The leaders agreed that they had a behavioral motivated leadership style and that they do take care about their employees and their feelings. Companies 5 and 8 did not however agree that a delegate leadership style suggested by the SLII method would be the proper leadership style. They gave several reasons for this. Due to the size of the companies they did not think that the tasks could be delegated. Furthermore, they believed that delegating the tasks would weak their position in the company since it was expected from them to have full power. Leaders of companies

6 and 7 also were unwilling to delegate some of the tasks and share the decision making with their employees. The Jordanian leaders in the studied companies accept to more encouraging and supportive with their employees.

6.3 Comparison between Sweden and Jordan companies

The analysis of the studied small technical consultant companies in Sweden and Jordan was presented in the previous section. From the comparison between results of Sweden and Jordan companies several differences but also similarities were found.

The *Fiedler cognitive model* predicted a behavioral motivated leadership style both in the Swedish and Jordanian companies. The situation control was moderate both in the Swedish and Jordanian companies which matched the behavioral motivated leadership. Thus the Fiedler model did not show any difference in the leadership between the companies in Sweden and Jordan. This can be explained by the fact that all companies regardless of country were small consultant companies and thus the leaders highly valued their subordinates and considered them to be as a very important resource for company's success. In the Swedish companies, three of the studied companies, the leader took care of his employees, the atmosphere was friendly and the leader felt he had full support. In the Jordanian companies this was the case in only two of the four companies. Furthermore, with regard to task structure, two of the Swedish companies had moderate task structure, whereas the other two exhibited a low task structure. In the Jordanian companies, only one company had low task structure, two had moderate task structure and one exhibited a high task structure. The differences between the Jordanian and the Swedish companies in this regard were probably not due to cultural differences, instead the type of company was the reason behind the task structure regardless of company origin. The leadership style matched three out of four companies in both Swedish and Jordanian companies.

Using the *SLL model* a moderate performance readiness in Sweden companies was shown. The leader style was participating in three out of four companies, matching the suggested leadership style by the SLII model. The Jordanian companies' performance readiness however was high and the leadership style of all the leaders was selling. The selling leadership did not match the recommended delegate, instead the participating leadership style would also be the recommended style by SLII model. By the use of the SLII model, the leadership style in Swedish and the Jordanian companies were thus shown to be different. The SLII model revealed more about the leadership style. The model managed to show that there was a difference between the real leader's leadership style and the suitable leadership style based on the employees willing and ability to perform the tasks. The SLII model showed that Swedish and Jordanian employees had moderate readiness. The Swedish leader in general had the matching leadership style "participating" while the Jordanian leader did not have it and had the "selling style". Interestingly, three out of four Swedish companies had high possibility of success, this number was zero in the Jordanian companies. Instead, only two companies had two moderate possibility of success and the other two had a low possibility of success based on the leadership style survey. There was thus a clear difference in the possibility of success for the companies from the two countries, something that could very well affect the overall economy of the countries should this be a representative result. However the SLL model did not explain why the Jordanian leaders did not have the right leadership style.

When using the *Normative model*, the leadership styles in the Swedish companies showed different values. It was delegate in company 1, consult at company 2, decide at company 3 and facilitate at company 4. These models matched the leadership style practiced by the leaders and the suggested leadership style from the other models. In the case of the Jordanian companies, the normative model stated that decide leadership style is what Jordanian companies leader practiced. Using the normative model there was thus a difference between the Swedish and the Jordanian companies in the leadership styles. The normative model did not distinguish between the real and suitable leadership style. The model measured the leadership style based on assuming that the leadership is a decision making process and should be measured in certain condition. Thus the model did not take in account the leaders behavior and other factors such as task structure and position power. The model was thus considered to be weak to be used alone as a model to validate the leadership style, a statement also was mentioned by Jago (Jago and Vroom, 1980).

Real leadership was also different between the two countries. The Jordanian companies used more power leadership (telling leadership) than their Swedish counterparts who exhibited a participating leadership.

The Swedish companies in general, had a leadership style that matched the recommended leadership style by the models while the Jordanian companies' leadership style did not match the recommended leadership style. The models in our framework explained the reasons behind this and also presented a recommended leadership style for all companies. However, our models lacked the appropriate tools to explain the differences in the Swedish and Jordanian companies. Should the differences be due to cultural aspects, it is something that the models cannot detect. Our models does not take in account the cultural and the size of the companies, an issue which pointed out by Gary (Yukl, 2002). Mitchell has also criticized the Fiedler model for not taking in account the stress and cultural aspects (Mitchell et al., 1970).

7 Conclusion

This chapter presents the conclusions from the case studies of situational leadership in small consultant companies in Sweden and Jordan. The conclusions are based on the analysis of the case studies and literature review.

Our thesis studied the leadership style based on the situation in small technical consultant companies in Sweden and Jordan. The leadership style was studied based on three models, the Fiedler contingency model, the Normative model and the SLII model.

Leadership style in small technical companies

The situational leadership style model was shown to be fully applicable in small companies. The models do not take into account the company size. However, our study shows some evidence that more than one model had to be used in order to identify the suitable leadership style. Most previous studies use only one model, however, by using several models, we could get a broader picture of the leadership style and retain more secure results by validating our results from one model with the two other models. The models used are clearly applicable in Middle East companies. This was, to our knowledge, the first time these models were used in Middle East countries when studying leadership style.

The studied situational leadership style showed a clear difference in leadership between Sweden and Jordan. The models recommended a participative style in the small technical companies both in Sweden and Jordan. However, the current practiced leadership style in the Jordanian companies was different. Interviewing the leaders in the Jordanian companies gave us an hint that this difference could be due to cultural differences.

Cultural aspects on leadership style

The cultural differences must be born in mind when interpreting the data and trying to understand the reasons behind the results when studying these models. It would be interesting to study more in depth the cultural and historical development of leadership in these countries in order to get a better understanding of the results.

When studying all companies in Fiedler model, we could show that all companies exhibited the same position power regardless of country. Both the Jordanian and the Swedish companies had high position power, thus no differences between the countries were found. This is a little contradictory to previous literature that present that Arab culture exhibit high power distance. However, in this literature, there is no mention on whether the companies studied were owned by the leaders. In the companies we studied, they were all owned by the leaders, thus a high position power is logical in that regard. Also, a high position power says nothing about the leadership that affects the employees' work.

Using our three models, we concluded the same type of leadership as the recommended leadership to all companies, regardless of country. This is in line with previous literature, since our used models do not take into account the cultural background of leaders or company. It became clear from our study that behavioral-oriented leadership style was the leadership style that was recommended for

the small technical companies. This type of leadership style is the participative. Small companies need to motivate their employees and take care of them especially when they are highly motivated and skilled. Our hypothesis coincided well thus with the results and the literature survey in this area (Bannock, 2005).

However, real leadership did show differences between the countries. The Jordanian companies used more power leadership (telling leadership) than their Swedish counterparts who exhibited a participating leadership. According to (Hofstede, 1991) leadership in Arab culture show higher power distance than in Nordic companies. Our results thus coincide with previous studies.

The models used cannot tell the reason behind why there is a difference in real leadership style. It is mentioned in the validation of the Fiedler model that the cultural aspects is missing and needed in the model (Fiedler and Mahar, 1979, Mitchell et al., 1970).

In order to generalize our conclusions to state that there is a difference in leadership style between developing countries and developed countries more studies have to be conducted and countries must be included. However our thesis introduces an interesting aspect in this field and could be a pilot study in the field of comparing leadership styles between developed and developing countries. Should there be a difference between developed and developing countries in leadership styles, this could very well be the reason or even affect the overall economy in the countries.

High technology companies with skilled engineers are recommended to have a team-based leading. The leader is encouraged to give support and inspiration to the subordinates (Jain et al., 2010). This increases their willing and motivation to perform the tasks. This conclusion supports our thesis recommendation that the leaders should have a more supportive leadership in the technical companies regardless of the size.

8 Future work

This chapter presents the recommendations of future work on studying situational leadership. These recommendations are based on examination of the case studies in Sweden and Jordan and on the studied literature.

Our thesis studied the leadership style based situation on small technical business companies based in Sweden and Jordan. The models used in this thesis is Fiedler contingency model, normative model and SLII model.

From the conclusion we found that the studied models did not show difference between recommended leadership styles in Sweden and Jordan. This is due to the models don't count for cultural background, business location and business type and thus its recommended to imbedded these aspects in the models.

There are many other aspects and questions that could be added to the work. In short, following questions could be investigated and added to our work:

1. By studying the situational leadership in large companies we could compare them with the situational leadership in our chosen small companies.
2. We could examine other situational leadership models and compare it with other leadership models.
3. Our work has investigated the leadership style for eight small companies. By measuring the company's performance, employees' performance and company's profitability we could determine the leadership influence on these factors.

There is also potential for the Fiedler model to be improved by implementing scales for measuring the company size and organization. Such a measurement scale is illustrated below.

Company Size				
Very large	Large	Middle	small	family

The organization type could be also addressed in a scale as below.

organization type				
High tech.				Low tech.

Also, we cannot draw too many conclusions between developing countries and industrialized countries since we are only comparing two countries but our thesis introduces an interesting aspect in this field and could be a pilot study in the field of comparing leadership styles between industrialized and developing countries and see whether this affects the overall economy in the countries.

9 Reference

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APPENDIX I: Fiedler contingency model

1. Least-Preferred Co-worker (LPC)

Scaling 1: lowest to 8: highest		Company			
		1	2	3	4
Pleasant	Unpleasant				
Friendly	Unfriendly				
Rejecting	Accepting				
Tense	Relaxed				
Distant	Close				
Cold	Warm				
Supportive	Hostile				
Boring	Interesting				
Quarrelsome	Harmonious				
Gloomy	Cheerful				
Open	Guarded				
Backbiting	Loyal				
Untrustworthy	Trustworthy				
Considerate	Inconsiderate				
Nasty	Nice				
Agreeable	Disagreeable				
Insincere	Sincere				
Kind	Unkind				
Total					

2. Control situation

a. Leader-member relation

		Company 1	Company 2	Company 3	Company 4
	1 Strongly agree 2 Agree 3 Neither agree 4 Disagree 5 Strongly disagree				
1	The people I supervise have trouble getting along with each other				
2	My subordinates are reliable and trustworthy				
3	There seems to be a friendly atmosphere among the people I supervise.				
4	My subordinates always cooperate with me in getting the job done				
5	There is friction between my subordinates and myself.				
6	My subordinates give me a good deal of help and support in getting the job done				
7	The people I supervise work well together in getting the job done				
8	I have good relations with the people I supervise				
	Total Score				

b. Task structure

0 Seldom true 1 Sometimes true 2 Usually true	Company 1	Company 2	Company 3	Company 4
Is the Goal Clearly Stated or Known?				
1. Is there a blueprint, picture, model, or detailed description available of the finished product or service?				
2. Is there a person available to advise and give a description of the finished product or service, or how the job should be done?				
Is There Only One Way to Accomplish the Task?				
3. Is there a step-by-step procedure, or a standard operating procedure that indicates in detail the process that is to be followed?				
4. Is there a specific way to subdivide the task into separate parts or steps?				
5. Are there some ways that are clearly recognized as better than others for performing this task?				
Is There Only One Correct Answer or Solution?				
6. Is it obvious when the task is finished and the correct solution has been found?				
7. Is there a book, manual, or job description that indicates the best solution or the best outcome for the task?				
Is It Easy to Check Whether the Job Was Done Right?				
8. Is there a generally agreed understanding about the standards the particular product or service has to meet to be considered acceptable?				
9. Is the evaluation of this task generally made on some quantitative basis?				
10. Can the leader and the group find out how well the task has been accomplished in enough time to improve future performance?				
<i>Training and Experience Adjustment</i>				
0 A great deal of training 1 A moderate amount of training 2 Very little training 3 No training				
Compared to others in this or similar positions, how much training has the leader had?				
Compared to others in this or similar positions, how much experience has the leader had?				
Total score				

c. Position power

0 NO 1 Can recommend but with mixed results 2 Can act directly or can recommend with high effectiveness	Company 1	Company 2	Company 3	Company 4
1. Can the leader directly or by recommendation administer rewards and punishments to his subordinates?				
2. Can the leader directly or by recommendation affect the promotion, demotion, hiring, or firing of his subordinates?				
3. Does the leader have the knowledge necessary to assign tasks to subordinates and instruct them in task completion?				
4. Is it the leader's job to evaluate the performance of his subordinates?				
5. Has the leader been given some official title of authority by the organization (e.g., foreman, department head, platoon leader)?				
Total score				

APPENDIX II: SLII model

1. Performance readiness dimension

	Scale 1 to 8	Company 1	Company 2	Company 3	Company 4
Job Readiness Dimension	Job experience				
	Job knowledge				
	Job skills				
	Total				
Psychological Readiness Dimension	Confidence				
	Commitment				
	Motivation				
	Total				
Readiness Dimension					

2. Behaviour dimension

Task Behavior Dimension	Behavioral Indicator (High or Low)	Company 1	Company 2	Company 3	Company 4
Goal setting	Specifies the goals people are to accomplish				
Organizing	Organizes the work situation for people				
Setting timelines	Sets timelines for people				
Directing	Provides specific directions				
Controlling	Specifies and requires regular reporting on progress				
	Total				
Relationship Behavior Dimension	Behavioral Indicator (High or Low)				
Giving support	Provides support and encouragement				
Communicating	Involves people in “ give and take “ discussion about work activities				
Facilitating interactions	Facilitates peoples interactions opinion and concerns				
Active Listing	Seeks out and listens to people opinions and concern				
Providing feedback	Provides feedback on peoples accomplishments				
	Total				
Behavior Dimension					

APPENDIX III: Normative model

A: Decision Significant B: Importance of Commitment C: Leader Expertise D: Likelihood of Commitment E: Group Support F: Group Expertise G: Team Competence													
	A	B	C	D	E	F	G	Company 1	Company 2	Company 3	Company 4		
PROBLEM STATEMENT	H	H	H	H	-	-	-	Decide	Decide	Decide	Decide		
				L	H	H	H	Delegat	Delegat	Delegat	Delegat		
						L	-	Consult (Group)	Consult (Group)	Consult (Group)	Consult (Group)		
			L	H	H	H	H	Facilitate	Facilitate	Facilitate	Facilitate		
						L	-	Consult (Individually)	Consult (Individually)	Consult (Individually)	Consult (Individually)		
					L	H	H	Facilitate	Facilitate	Facilitate	Facilitate		
		L	L	L	H	H	H	Consult (Group)	Consult (Group)	Consult (Group)	Consult (Group)		
						L	-	Facilitate	Facilitate	Facilitate	Facilitate		
					L	-	Decide	Decide	Decide	Decide			
				L	L	-	H	H	H	Facilitate	Facilitate	Facilitate	Facilitate
								L	-	Consult (Individually)	Consult (Individually)	Consult (Individually)	Consult (Individually)
							L	-	Decide	Decide	Decide	Decide	
	L	H	-	H	-	-	-	Decide	Decide	Decide	Decide		
				L	-	-	H	Delegat	Delegat	Delegat	Delegat		
							L	Facilitate	Facilitate	Facilitate	Facilitate		
				L	-	-	-	-	Decide	Decide	Decide	Decide	