

**TRANSFORMATIONAL LEADERSHIP IN YEMEN CUSTOMS;
A DRIVING FORCE FOR ORGANIZATIONAL CHANGE**

By

AL-ABSI, Maher Othman Abdo Mohammed

THESIS

Submitted to

KDI School of Public Policy and Management

In partial fulfillment of the requirements

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MASTER OF PUBLIC POLICY

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ABSTRACT

The relationship between transformational leadership and organizational change is widely covered in different ways in the literature. This study covered the role of the transformational leadership in organizational change in Yemen Customs. The researcher hypothesized a positive relationship between the transformational leadership and organizational change and used questionnaire to collect a data from 176 employees of Yemen Customs to measure this relation. After calculating the data through a regression analysis, the results supported the hypothesis. In addition to this, the descriptive analyses for the data shows thatboth transformational leadership and organizational change management are weak in Yemen Custom.

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Dedicated to my beloved Parents, Wife, Daughter, and Yemen.

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Contents

Abstract	I
Acknowledgment	IV
Chapter 1: Introduction	1
1-1 Background	1
1-2 Transformational leadership in the context of change	2
1-3 Yemen Customs and the need for reforms	3
1-4 Research Questions	6
1-5 The importance of the research	6
1-6 Objectives of Study	6
Chapter 2: Theoretical background and Literature review	8
2-1 Transformational Leadership	8
2-1-1 Backgrounds	8
2-1-2 Concept of transformational leadership.....	9
2-1-3 Transformational leadership components	10
2-1-4 Characteristics and behaviors of transformational leaders	12
2-2 Organizational Change	13
2-2-1 Background	13
2-2-2 The concept of organizational change	14
2-2-3 The importance of organizational change	14
2-2-4 Types of organizational change	14
2-2-5 Sources of organizational change	16
2-2-6 Models of change management	18
2-2-6-1 Lewin's Change Management Model	18
2-2-6-2 Mackinsey 7-S model	19
2-2-6-3 Kotter's 8 steps change model	20
2-2-7 Literature Review	21
Chapter 3: Methodology	27
3-1 Introduction	27
3-2 Research Method	27

3-3 Research Model	28
3-4 Questionnaire	28
3-5 Reliability Test	29
3-6 Sample	30
3-7 Data Collection	31
3-8 Measurements and data treatment	31
Chapter 4: Results and discussions	34
4-1 Introduction	34
4-2 The descriptive Part	34
4-2-1 Demographic Analyses	34
4-2-2 The transformational leadership in Yemen customs	35
4-2-3 The Organizational Change in Yemen Customs	40
4-2-4 The variance in the respondents' perceptions	41
4-2-5 The correlations between the variables	48
4-3 Testing Hypotheses	49
Chapter 5: Conclusions and Recommendations	54
5-1 Conclusion	54
5-2 Recommendations	56
5-2-1 Transformational leadership	56
5-2-2 Organizational Change	58
References	59
Annexures	65

List of Tables

Table (3-1): Reliability test outcomes.	30
Table (3-2): Interpretation range for the Likert scale.....	31
Table (4-1) Demographic Profile of Subjects.....	34
Table (4-2): Employees’ perceptions on the transformational leadership in Yemen Customs.	35
Table (4-3): Employees’ perception on the inspirational motivation.....	36
Table (4-4): Employees’ perception on the Intellectual stimulation.....	37
Table (4-5): Employees’ perception on the individual consideration.....	37
Table (4-6): Employees’ perception on the idealized influence.....	38
Table (4-7): Employees’ perceptions on the organizational change in Yemen Customs.	39
Table (4-8) The transformational leadership means’ variances depending on the demographic variables.....	46
Table (4-9) Correlations between transformational leadership with its components and the organizational change..	47
Table (4-10) Regression outcomes for transformational leadership and organizational change.....	48
Table (4-11) Regression outcomes for inspirational motivation and organizational change.....	49
Table (4-12) Regression outcomes for intellectual stimulation and organizational change.....	49
Table (4-13) Regression outcomes for individual considerations and organizational change.....	50
Table (4-14) Regression outcomes for idealized influence and organizational change.....	51

CHAPTER ONE

Introduction

1-1 Background:

As long as “change is becoming an ever-present feature of organizational life” (Burnes, 2004), it is very important for every organization to adopt organizational change as an approach to survive in this highly competitive market. Adopting a change management model makes it necessary to consider the organization conditions that positively and negatively affect the change processes. Leadership for example is considered as one of the most influential factors on change management. The behaviors of organizational leaders are directly influencing the employees’ actions in the work environment that enable change (Durcker, 1999; Gilley, 2005; Howkins, 2001). Moreover leadership “is often perceived to be a considerable barrier or source of resistance to change” (Ford, Ford, & Amelio, 2008; Schiemann, 1992). In short, dynamic leadership is considered as advantage for any organization (Zhu, et al., 2005; Avolio, 1999).

The role played by leadership on influencing the individuals’ responses to change can be explained through two approaches from the literature. The first one, in the leadership literature, is dealing with the change as a situational contingency that moderates the effectiveness of certain leadership style. This one actually emphasizes that transformational leadership is effective during the times of change. Therefore, transformational leadership is basically about issues related to the processes of transformation and change (Bass and Riggio, 2006). So this approach is specifying a group of situations in which a particular style of leadership may be the most effective.

The second one is rooted in the organizational literature. It is about what leaders should do when they face a particular change scenario (e.g., create a sense of urgency, provide support, make short wins). There is an entire practitioner literature that focuses on what specific actions or procedures leaders should engage in when leading change (e.g., Kotter, 1996 and Lewin's Change Management Model, 1947).

1-2 Transformational leadership in the context of change:

Transformational leaders according to Burns (1978) are able to get their followers to see a higher vision and encourage them to work hard in the service of achieving that vision. It also helps leaders improve their followers' loyalty, trust self-efficacy, and self-esteem (Northouse, 2010). This makes transformational leadership very important for driving change. It founds to be more strongly related to followers' change commitment than change-specific leadership practices, especially when the change had significant personal impact. It is an appropriate leadership style for dealing with organizational change (Bass and Riggio, 2006; Eisenbach et al., 1999). Transformational leadership also facilitates how followers cope with change (Callan, 1993) and bolsters followers' commitment, self-efficacy, and empowerment during change (Bommer, et al., 2005).

Both the change and leadership literature display that certain transformational leadership behaviors are appropriate for driving certain types of organizational change. According to Bass, (1985) transformational leadership is better for non-routine situations. While, in the change literature, maintaining the status quo and achieving specific goals is better fit with the transactional leadership (Gersick, 1994) that depends on rewards rather than motivation.

Transformational leadership behaviors to successfully enact change:

Transformational leaders are able to move their organizations to a better situation by adopting specific behaviors at appropriate stage during the transformation processes. A good and clear vision provides strategic and motivational focus; this is besides being a source of inspiration. According to Kouzes and Posner, (1988) leaders don't need to highlight the unsatisfied status quo as much as they need to provide vision of successful future that attract the followers and engage them in the change process. Whenever this vision is developed, leaders must start implement the change.

Intellectual stimulation also can play a role in enacting change. Transformational leaders can bring followers face to face with old problems that face the organization, and motivates them to rethink old ways of doing business. In addition to this, the change processes can be facilitated when a leader pay more attention to the employees' individual considerations. Providing support, guidance, and coaching to them helps get them engaged them more in the change processes through minimizing the resistance to change.

Idealized influence or the leaders charisma helps them promote or create a new culture in the organization that facilitates change through controlling behaviors (Manz and Sims, 1990). As Kotter (1995) said: "change sticks only when it becomes the way we do things around here". So change should be like a culture that seeps into the organization' bloodstream.

1-3 Yemen Customs and the need for reforms:

Yemen Customs is a public institution that has established to collect revenue, facilitate international trade, and ensure community protection from trade fraud and terrorism. Yemen Custom is subordinated to the ministry of finance and headed by a Chairman with a rank of

Vice-Minister. It has 33 offices distributed as follows: 6 at land-border entry points, 7 in airports, 11 at seaports, 7 provincial offices, 1 post office customs, and the headquarters is in the capital Sana'a. On the other hand, Yemen Customs has around 2002 employees, in addition to 840 people works without official contract as Collaborators. Since 2007 more than 500 university graduates have joined Yemen Customs as part of a modernization project. Furthermore, being a member of the World Customs Organization, Yemen Customs considered as an international organization through adopting and implementing a package of international customs standards and rules, beside the local laws represented in the law No. 14 of 1990, amended by the law No. 12 of 2010.

The continues expanding of the global market makes it very necessary for customs administrations to overcome all the new challenges related to facilitating trade and securing societies. As one of those administrations, Yemen Customs is doing its best to fulfill the global requirements. During the last 15 years, the Yemen Customs implemented many modernizing projects in order to improve its performance and fulfill the international requirements. But unfortunately, none of these projects succeed in achieving its goals perfectly due to many reasons. Therefore, the importance of transformational leadership for enhancing organizational change, according to the literature, makes it very necessary to conduct this study to measure the relationship between transformational leadership and organizational change in Yemen Customs, and see whether transformational leadership can help filling the gap that causes this failure of implementing the modernization projects or not.

Megatrends and Challenges for Customs administrations:

The following challenges could be considered as the main challenges that faces customs administrations round the world, which make the continuous improvement an inevitable requirement.

- **Fighting Terrorism:** As the rate of terrorism activities is increasing round the world, it becomes very important for the whole world to work together against extremism. Customs administrations round the world are taking part of the responsibility through controlling everything gets in and out of the countries borders.
- **Trade Facilitation:** The accession of Yemen to the WTO in the December 2013 opened the doors for the international goods, which are steadily growing, to enter the Yemeni local market. From now on, facilitating trade becomes an essential role that should be played by
- **Digital Future:**As we are living in the era of technology, where everything is going very fast and perfect, technology made our life easier and efficient. Adopting technology is a key factor for successful business and adopting technology by customs administration will positively contribute to improve its performance and competency values.
- **Executing different laws for different institutions:** YCA is responsible of executing different local laws at the ports.
- The need for continuous improvement for the internal systems to cope with the changing international agreements.

1-4 Research Questions:

- To what extent the leaders in Yemen Customs adopt transformational leadership behaviors?
- How well the organizational change is managed in Yemen Customs?
- Could transformational leadership contribute to enhance the organizational change in Yemen Customs?

1-5 The importance of the research:

This study is the first to measure the role of the transformational leadership in the organizational change in Yemen Customs. It is also measure the level that the leaders in the same organization adopt the transformational leadership. In addition to this, this study is expected to provide full evaluation for the transformational leadership with its components and how it varies with the employees' education, experience, and job positions. This will help detecting the weakness points, and set more practical recommendations.

The result of this study may positively convince the top management with the importance of enhancing leadership behaviors as an important factor for increasing change management efficiency.

1-6 Objectives of Study:

This study is intended to know the level of the adopted transformational leadership behaviors among the leaders in Yemen Customs.

- Provide full image about transformational leadership in Yemen Customs, detecting the weaknesses and provide recommendation.

- To analyze the role of transformational leadership in the organizational change in Yemen Customs.
- To provide empirical and theoretical study with practical recommendations to help Yemen Customs improve its performance.

CHAPTER TWO

Theoretical Background and Literature review

2-1 Transformational Leadership:

2-1-1 Backgrounds

Among many types of leadership, some researchers in 1980s created new concepts of leadership that focused on the emotional and ideal aspects of leadership. These types described as transformational, visionary, inspirational, and charismatic (Burns, 1978; Tichy and Bevan, 1986; Bennis and Nanus, 1985). It differs from the traditional types of leadership known at that time by focusing on the way leaders behave to influence followers to put the goals of organizations or companies above their own goals or interests.

Downton, (1973) was the first who discussed the concept of transformational leadership, and later a political scientist James McGregor Burns, (1978) introduced it with broad explanation in his book *leadership*. Trying to determine the way leaders are influencing their followers, he distinguished two types of leadership. The first is one is the transactional leadership, where leadership is based on transactions between leaders and followers (e.g., leaders pay salaries for followers in order to get some tasks done), in this case leader obtains the cooperation of followers by offering them something in exchange of their efforts. The second is the transformational leadership, which he has built on a thought he had that “leaders and followers raise one another to higher levels of morality and motivation”. According to him also, such leadership behaviors can be adopted by anyone in an organization regardless the position. And it can occur in the life of normal people away from organizations.

Distinguishing between the two types help understanding the real nature of transformational leadership. In his book, *Transforming leadership*, Burns, (2003) stated that in

order to achieve their goals, transactional leaders try to satisfy the followers' needs. In contrast, transformational leaders react with followers in a mutual process that allows them to realize their needs as part of the group's needs and work together to achieve the highest level. Therefore Burns (1978) suggested that transformational leaders are those who appeal to positive moral values.

Later, Bass (1985) further refined the ideas of Burns (1978) and introduced them into the organizational context. Bass thinks that the leaders' influence on followers should include getting their trust, loyalty, admiration, and respect. He also said; leaders transform and motivate followers by making them aware of the importance of achieving the group goals. Moreover, Bass extended the work of Burns by explaining the psychological aspects that are related to transformational and transactional leadership behaviors.

In 1991, Avolio and Bass formulated a new model under the name: full range leadership model. This consists of different leadership styles: transformational, transactional, management by exception active, management by exception passive, and laissez-faire. Transformational leadership, which is covered by this study, contains four components; Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Considerations.

At the time that transactional leaders influence followers by setting goals, clarifying targeted outcomes, and providing rewards, transformational leaders motivate followers by creating visions and supporting performance to go beyond expectations. Avolio and Bass have also created the Multifactor Leadership Questionnaire (MLQ) to assess the full range of leadership.

2-1-2 Concept of transformational leadership:

Generally, Transformational leadership focuses on stimulate followers' creativity, influence them through nonverbal communication (charisma), inspire them with a clear vision,

and align their personal interests with the total interests of the group. There are many definitions for transformational leadership due to the different opinions and philosophies of the researchers' understanding for the term transformational. The most important definitions for transformational leadership are as follows:

- Defined by Burns, (1978) as “a process where leaders and subordinates engage in a mutual process of raising one another to higher levels of morality and motivation”.
- On the other hand, Bass, (1985) has another definition he said: “Transformational leaders attempt and succeed in raising colleagues, subordinates, followers, clients or constituencies to a greater level of awareness about issues of consequence”.
- Roberts, N. (1985) defined transformational leadership as “a leadership that facilitates the redefinition of a people's mission and vision, a renewal of their commitment. And the restructuring of their systems for goal accomplishment”.
- A transformational leader is also defined as a leader who contribute in enhancing the followers awareness of their needs, and use this awareness to push them toward achieving these needs (Tichy&Devana, 1990).
- Bass, B. andRiggio, R. (2006) provided new definition for transformational leadership by saying that it is about stimulating and inspiring followers to both achieve extraordinary outcomes and, in the process, develop their won leadership capacity.

2-1-3 Transformational leadership components:

The full range leadership model formulated by Avolio and Bass in1991, which is considered as the most important model in business leadership, contains four components that determine the skills of transformational leadership, and it is also known as “Four I’s”:

- **Idealized Influence:** transformational Leaders should behave in ways that make them as role models for their followers. So, they should be admired, trusted, and respected. Such leaders are willing to take risks to demonstrate high standards of ethical and moral among followers.

- **Inspirational Leadership:** it is the ability of leaders to motivate and inspire the people around them through providing clear vision and use appropriate symbols and images to help them focus on their work, and make them feel that their work is significant. Leaders should also get followers involved in making the mutual vision, so they become more enthusiastic to achieve it. Developing enthusiasm vision and inspiring followers to pursue the vision is of great importance to transformational leaders (Lewens, Geit, and Coetsier, 1997).

- **Intellectual Stimulation:** leaders should stimulate followers thinking to be more innovative through involving them in problem solving to come up with new solutions for old situations or expected challenges. Followers' mistakes should not be publicly criticized. Followers should be encouraged to try new approaches, and their ideas should seriously be considered and appreciated even if they are not practical. Leaders also should always encourage followers to look at problems from different angles, the challenges given to them motivates them to get more involved in their tasks, and this leads to increase their job satisfaction (Bass, 1985).

- **Individual Considerations:** transformational leaders show acceptance of individual differences. They should pay attention to each individual follower's needs as long as they are part of the team and part of the whole vision. Leaders should also pay attention to those who are less involved in the team, or those who are not welcomed by the other members of a team.

Through these four components of transformational leadership, leaders inspire and motivate followers to go above and beyond their own self-interests for the sake of the group and become more effective in achieving the goals (Bass, Avolio, Jung, and Berson, 2003; Yammarino, Dionne, and Chun, 2002).

2-1-4 Characteristics and behaviors of transformational leaders:

There are some characteristics that can somehow identify the transformational leaders from other:

- **Fist:** to have a vision; transformational leaders should have vision to provide direction for their followers (Conger, 1999; Kotter, 1996). Some visions contain detailed mission and goals and others are as vague as a dream. In either case it should attract the people toward achieving the goals.
- **Second:** transformational leaders should efficiently communicate their high expectations for followers. And guarantee continuous improvement in the followers' skills and performance.
- **Third:** transformational leaders also should understand human needs, like satisfying their followers' needs for recognition, and reinforcing their sense of belonging and self-esteem (Carlson and Perrewe, 1995).
- **Fourth:** empowering strategies to achieve transformational influence over the group rather than control strategies (Conger, 1999; Conger and Kanungo, 1998). Empowerment has been stressed in all models of transformational leadership as an important skill of transformational leaders.

- **Finally**, transformational leaders should demonstrate strong set of personal values (Bennis and Nanus, 1985). The idealized influence component for example suggests that leaders should behave as role models for their followers.

2-2 Organizational Change:

2-2-1 Background:

The organizational change is considered as one of the most important issues related to the business sector nowadays. Where organizations considered as an open systems, it is very necessary for coping with the revolutionized business in order to guarantee continues growth in these highly competitive business environment. Actually, organizational change has become the rule rather than the exception for many organizations (Kieselbach et al., 2009).

The modern organizations are witnessing continuous, thorough and deep changes in all the business aspects, especially in knowledge and technology. This gives the importance for organizational change as a tool of competency in the field business. Another importance of the organizational change is represented in its association with many aspects of the organization like; vision, goals, processes, tasks, structures, organizational culture, etc. which help reaching balance between both the internal and external business environment.

Change is a very important process for all organizations private, public or even mixed, Profitable or non-profitable. Without change organizations organization will not be able to response to the continuous market demand, which will keep them out of the competency. Many questions can be asked when we talk about organizational change, like; what are the change forces, goals, drivers, sources and stages?

2-2-2 The concept of organizational change:

Defining the organizational change is considered as an argumentative topic among the management scientists and practitioners. Many reasons are behind this variety of understanding of organizational change. One of those reasons is the different types of change that researchers identified, like; Planned change, Emergency change (Wilson, 1992), Strategic change and non-strategic change (Pettigrew, 1987), gradual change and radical change (Burnes, 1996). But in general, the organizational change can be defined as a process in which an organization changes its systems, regulations, structure, plans, or operational procedures in order to implement an improvement in its performance.

2-2-3 The importance of organizational change:

In light of the transformations in the global economy, which can be described in terms of digital economy, information economy, and knowledge economy. Organizations need to be managed in completely smart ways that consider the revolutionary changes in the business sector. Today, information is not limited anymore, markets are more globalized, and the competency is very high. Organizational change is becoming very important factor for organizations to cope with the ever-changing environment around organizations.

2-2-4 Types of organizational change:

There are many types of organizational change that can happen in an organization. It depends on the types of the forces that stimulate the organization to go for this change. There are many classifications of change according to researchers. In this chapter I will just talk about the classification, which has the longest history and has been embraced by many practitioners and researchers as a good way for understanding change. In this classification change is fall into two

categories: evolutionary and revolutionary or planned (Van de Ven and Poole, 1995).

Evolutionary change aims to make continuous improvement to cope with the challenging business environment (Weick, & Quinn, 1999). And the revolutionary change is a huge change that must be done in an organization whenever its current processes or systems cannot longer make it reach the competency level, within a specific period of time to keep the organization alive.

Under the evolutionary change category there are many types of change, but the most widely known according to some researchers are: Total quality management, Socio-technical systems theory, and Management by objectives (George and Jones, 2002; Yang, Zhou, and Yu, 2009). The total quality management is a continuous improvements system that helps organizations to improve their quality of goods and services (Deming, 1989). For the socio-technical systems theory of change it highlight the importance of people and technology for driving organizational change. The management by objectives is another type of the evolutionary changes that emphasis the importance of setting clear goals for both managers and subordinates in the organization to achieve them. These objectives will help evaluate the work performance and determining obstacles and challenges (Cummings and Worley, 2001).

On the other hand, there are also three types of the revolutionary change: reengineering, restructuring, and innovation (George and Jones, 2002). Reengineering is about redesigning of management processes to improve the performance and achieve desired goals such as profits, quality, service, and speed (Hammer and Champy, 1993). Restructuring is a tool that managers use whenever they are facing a rapid deteriorating in performance, so they try to change the organizational structure. For example, eliminating divisions or departments from the hierarchy in order to minimize bureaucracy or lower the operating cost. Innovation is another way of

delivering a change, it is about using skills in the organization to either overcome some challenges or invent new goods or services, which allow the organization to fulfill its customers' needs (Jones, 1988).

2-2-5 Sources of organizational change:

Organizational change is not an unjustified need; there are always reasons why we need organizational change and why it is important. Each process that can be included in the organizational change is clearly justified by a reason for why we need it. Many sources, causes, or “driver forces” (Lewin, 1951) that can stimulate an organization to change like; competition, desire to growth, technology, government regulations, etc.(Hannagan.T, 2002) Whether these sources come as a pressure from outside the organization (Meyer and Rowan, 1977; Fligstein, 1985) or from inside the organization.

The more the organization is flexible and fast in adopting change the big its chance to be successful. So having a system that allows organizations to continuously follow the sources of change and make continuous adjustments is a must to survive in this very competitive business environment. According to Gioiaand Chittipeddi (1991), GioiaandMehra, (1996), Helms Mills andWeatherbee (2006), all CEOs and managers should be always aware of the factors that can affect their business. This called the sense-making approach and it allows us to critically thinking about organizational change.

External sources for organizational change:

The external environment of any organizations can stimulate the organization to go for change. The variety of sources that comes from the external environment called external sources of change, and can be classified follow:

- **Economical environment:** There are some external sources of change related to the economy, such as suppliers, interest rates, income settlement, GDP, competitors, inflation, etc. All this factors can seriously push the organization to adopt change at any time and any level in order to survive in its field.
- **Technological environment:** We are living in the era of technology where everything is going very faster and more perfect. Technology nowadays is taking part of many of the business processes, which make it a key factor for success in the business world. The continuous innovation in technology can cause organizations to adopt continuous change for their strategies and tools. For example the online ticketing systems become necessary for transportation companies to compete in the market and achieve more profits.
- **Socio-cultural environment:**As long as people are the main target of the organizations, everything related to them like values, habits, norms, attitudes or demographic characteristics should be considered by organizations when setting their goals, policies or priorities. And when an organization enters a new society it should adjust its strategies to fit all those factors related to the socio-cultural.
- **Political environment:**All organizations are working within a political environment represented by laws, agreements, government policies, political stability, etc. Organizational leaders must consider such political factors as it is affecting the organizations strategies.

- **International environment:** At the time countries can be considered as an external environment for organizations, the whole globe can be also a wider external environment for organizations especially those are global once. Globalizations can be considered as one of the external sources of change in organizations that must be responded to.

Internal Sources of Organizational Change

The internal sources of organizational change appear within the organization, which make it easier to be controlled. This type of change sources can anything inside the organization like; Downsizing the number of the employee, inefficient management processes, strike, relocating the organization, etc. Three classifications can cover all types of internal organizational change sources; People, Structure, and Processes.

2-2-6 Models of change management:

In the field of management there are many models of change that have formulated by scientists, researchers, and practitioners. Only three of them are considered as the most widely used by organizations as an approach of delivering a successful change. The first one is Lewin's change management model, created by Kurt Lewin in 1947. The second one is the McKinsey 7-S model, created by Robert Waterman, Tom Peters, Richard Pascale, and Anthony Athos in 1978 (Tom, 2011). The third one is Kotter's 8 steps change model, created by the Harvard University professor John Kotter, (1995).

2-2-6-1 Lewin's Change Management Model:

Kurt Lewin is an important factor in the creation of the organizational change field. According to Burnes, (2004) and Cooke, (1999) Kurt is the creator of the planned approach to organizational change. His model to organizational change considered as the basic concept of all

the change management models that created later. Lewin's model consists of three steps shown in the figure below:

- **Unfreeze:** In order to overcome the resistance to change, which some people shows in mostly all the organization, a period of dealing with such behaviors is very important according to Lewin. In this stage, the people must realize the need for delivering a change. It must be clear for them why the current situation is not longer practical. So this stage is about redesigning the people's thoughts, values, and behaviors to make them smoothly and effectively react with the new change processes.
- **Change:** This is the stage where the change will be initiated to move the organization to the desired level. In this stage, new policies, structures, attitudes, procedures, values, etc. will be developed. Adequate leadership is very important in this stage in order to deliver the change successfully.
- **Refreeze:** After implementing the change, it is the time to refreeze through enhancing the results and the new level of improvement. The organization should make sure that all of the improvements become part of its systems and regulations to guarantee consistency and stability.

2-2-6-2 Mackinsey 7-S model:

The 7-S model consists of seven internal factors of an organization that need to be considered while planning and delivering a change. This model can be applied either to a whole project or to some elements of a team, and this makes it more practical. The seven factors of this model are categorized as hard and soft factors. The hard once are the strategy, structure, and systems. While the soft once are the shared values, skills, staff, and style. Both of the hard and

soft factors are important, however the hard factors are more tangible and easy to be determined and measured. Under each of those factors there are some questions that must be answered in order to reach a holistic diagnosis for any organization needs to be developed. Through the diagnosis we can determine the weaknesses and the gaps between the internal factors of the organization.

2-2-6-3 Kotter's 8 steps change model:

The field of Organization Development is vast and offers myriad tools, all with the promise of revitalized, more effective organizations. One of the most recent and popular prescriptions for planned organizational change is Kotter's³⁴ Eight-Stage Process of Creating Major Change. Kotter has achieved 'guru-like' status and book club acclaim for his work in *Leading Change* and *The Heart of Change*. Essentially, Kotter proposes an eight-stage process and, once again, remnants of Lewin's original work are evident. He proposes the following as a recipe for effective change:

1. Establishing a Sense of Urgency
2. Creating the Guiding Coalition
3. Developing a Vision and Strategy
4. Communicating the Change Vision
5. Empowering Broad-Based Action
6. Generating Short-Term Wins
7. Consolidating Gains and Producing More Change
8. Anchoring New Approaches in the Culture.

Kotter's vision of effective change is just one example of the prescriptions available to organizations wishing to address change within the realm of organizational development.

2-2-7 Literature Review:

Transformational leadership is considered as one of the most important topics from a managerial perspective. In order to conduct this study, the researcher start reviewing the previous studies that have addressed transformational leadership and its contribution to enhance organizational change through improving different aspects of organizational work, like; innovation, employees' commitment to change, employee performance, etc. Among these studies, the researcher depended only on those have published on official journals.

In a research study done by Ann G. et al. (2009), the interrelationship between leader behaviors and change has investigated. The research aimed to measure the effectiveness of leaders in implementing change. The questions raised by this study were whether behaviors do predict leader effectiveness in implementing change, and the frequency with which leaders exhibit skills and behaviors associated with successful organizational change. To measure this relation, the dependent variable used in the study was perceptual, and respondents were asked to specify in their opinion, as to how well "My manager effectively implements change" without regard to the type of change. The results in this research support that certain leader skills and abilities like; communication, coaching, motivation, team building and reward are positively related to effectively implementing change.

Another study focused on the efficacy of executive coaching in times of organizational change completed by Anthony M., (2014). The sample in this study covered thirty-one executive managers from global engineering consulting organizations. Whether executive coaching can help executives and managers during times of organizational change processes was the question answered through this study. To answer this, the researcher involved the participants in coaching

programs and measured how effective it was for improving their abilities in driving the change in their workplace. By considering organizational change as dependent variable and coaching as independent variable. The quantitative measuring method represented in a questionnaire distributed among the participants as a measuring tool of the dependent variable. While the qualitative method was accomplished through a series of direct open questions delivered to the participants to measure the perceived benefits of the program. The result of this study was broadly supported the hypothesis that a coaching program during times of organizational change is positively affecting the change process through enhancing some skills like; solution focused thinking, ability to deal with change, leadership self-efficacy, resilience, and workplace satisfaction.

Joris, V., et al., (2013) studied the relationship between leadership and effective commitment to change in the public sector. This study is a case based research on the organizational change in the city works department of the Dutch city Rotterdam. Quantitative data collected through a survey, was distributed to 516 employees out of 1,450 in the city works department. The results signify that the direct supervisors could play a main role in implementing change in public organizations. The transformational leadership behaviors of direct supervisors are directly influences the commitment to change of the employees. Transformational leadership also indirectly influences the commitment of employees to change by increasing the occurrence of planned and emergent change processes.

An additional study done by David, M. and Steven, S. (2008) studied the effects of transformational and change leadership on employees' commitment to a change. The study aimed to answer the question of how the transformational leadership and change specific leadership behaviors affect employees' reactions to a given change. In order to differentiate

between the effects of leadership behaviors and the job level on the employees' commitment, the study measured both the transformational leadership and the change leadership through two different surveys. The transformational leadership was assessed through the personal change survey, and the change leadership was assessed through the organizational survey. Using a multilevel analysis, the results showed that the transformational leadership and individuals' commitment to a change were significantly positively related.

Another study completed by Hakan, E. (2008) he examined the influence of leadership behaviors on the organizational and leader effectiveness at boutique hotels in Turkey. A total of 722 employees, who participated in the questionnaire used in this study, were asked to rank their managers' leadership behaviors and their satisfaction and commitment. The regression analyses outcomes show significant relations between transformational leadership behaviors and both organizational and leadership effectiveness, which is also consistent with the literature background.

The impact of transformational leadership behaviors on the follower's behaviors and organizational performance also has examined in a study by Sabine, B., et al., (2007). The researchers hypothesized that transformational leaders contribute in improving followers performance through stimulating organizational citizenship behavior, at the same time they also enhance follower innovation through triggering controversial discussion of task related issues (debates). A sample of 91 leaders from different 91 German companies participated in the questionnaire designed to measure transformational leadership behaviors, organizational citizenship behaviors, debates, and performance. The regression analyses tests outcomes lead to a conclusion that transformational leadership behaviors has direct positive impact on the follower performance, in addition to a positive impact on the organizational performance.

Daivid, M., et al., (2008) have completed a study on the effect of transformational and change leadership on employees' commitment to a change. The researchers collected a data from 343 employees in 30 organizations through a survey. A manager in each organization asked to identify a specific change in his/her work department that was almost or recently done, and that has a significant impact on the work department. The tests and analyses that have done on the collected data lead to a conclusion that transformational and change leadership are not correlated. On the other hand, transformational leadership has positive relation with the individuals' commitment to change. However change leadership has no positive relation with the individuals' commitment.

In a study completed by Min, Z., et al., (2013) the researcher examined the relation among transformational leadership, change frequency, explicit change reactions and change consequences during continuous incremental organizational change at lower hierarchical levels. To collect the data a sample of 251 employees and 78 managers participated in the study, and the analyses showed that the relationship between leaders and employees mediated the influence of transformational leadership on employee task performance. They also found that change frequency moderated the positive association of relationship quality with task performance.

Furthermore, Anastasia A. (2015) investigated the role of organizational justice, organizational trust, and employees' reactions as a mediator in the relationship between transformational leadership and organizational performance. The study based on a sample of 133 public and private organizations in Greece and 1250 employees have involved in the sample. The outcomes suggested that responsive and supportive transformational leadership behaviors are positively impact the organizational growth.

Another study completed by Hamstra, M., et al., (2014) about transformational and transactional leadership and followers' achievement goals, the researchers investigated whether employees' achievement goals can be predicted by their supervisor's leadership style. The followers under 120 organizational leaders have measured their leader's transformational and transactional leadership behaviors. The findings of this study suggested that leadership style plays an important role in the followers' achievement goals.

On the other hand, Penava, S., Šehić, D. (2014) studied the relevance of transformational leadership in shaping employee attitudes toward organizational change. The study conducted in a Bosnian company and covered three different changes that were in progress during the time of the study. In order to measure this role of transformational leadership on organizational change the researchers used a questionnaire that covered 233 employees to collect the required data. The empirical of this study showed that transformational leadership behaviors have positive impact on shaping the employee's attitudes toward change, although this impact of the behaviors is not equally effective in the case of the three organizational changes covered in this study.

Van der Voet, J. (2014) under a topic: the effectiveness and specificity of change management in a public organization: Transformational leadership and a bureaucratic organizational structure, he examined to what extent transformational leadership behaviors and different change approaches contribute to the effective implementation of organizational change in public organizations, and to what extent the bureaucratic structure limit the organizational change. The study implemented on the Dutch public organization; Urban Development Rotterdam, and the data were collected from 580 employees through online survey. Results of this study indicated that transformational leadership positively affects the organizational change in a non-bureaucratic context, especially the emergent type of change.

Syed, M., et al., (2015) have studied the interaction effect of top management support on relationship between transformational leadership behaviors of the project managers and project success. A total of 125 project managers have covered in this study. In order to measure this relation, the researchers measured the relationship between transformational leadership and project success, the relationship between the top management support and project success, and the role of top management support in strengthen the relationship between transformational leadership and project success. The study concludes that supporting the project managers' transformational leadership behaviors can enhance project success.

Another study completed by Soonhee and Gyunsoo (2015) on the role of the senior managers' transformational leadership in enhancing a culture of innovation among the employees in the local government of Seoul Metropolitan Government. The data used to measure this association has collected through a survey distributed from 1,576 employees. And the results show a positive relationship between the managers' transformational leadership and their employees' willingness to adopt innovation in the local government.

CHAPTER THREE

Methodology

3-1 Introduction:

The purpose of this section is to provide enough information about the methodology used to get this study done. It is also covered how the data got collected, and how the tools, that used to collect the primary data, have designed. Finally, the way the data got analyzed to provide best answers for the questions and hypotheses raised in this study, will be explained.

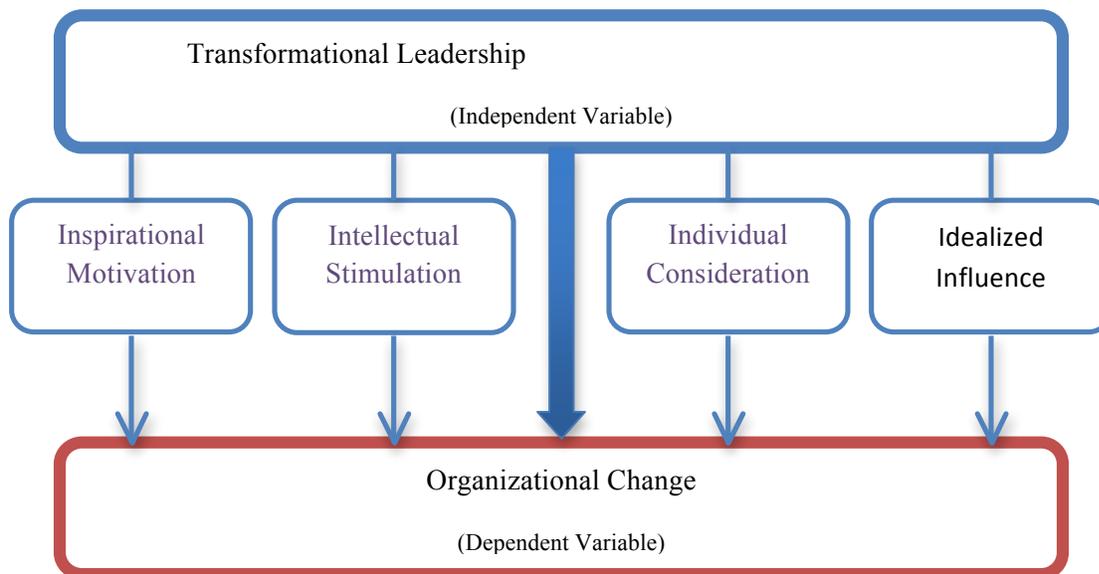
3-2 Research Method:

An analytical qualitative approach has used in this study in order to achieve its goals. This approach generally, helps researchers to study an existing phenomena or behaviors and measure it as it is, away from their own judgment. They just can analyze the final results they get from the processing collected data. Two sources of data have been used in this study:

- **Primary data:** A questionnaire has distributed among a sample of the Yemen Customs employees, to collect the required data needed for testing the hypotheses and answering the questions of this study.
- **Secondary data:** The researcher used books, magazines, researches, and articles in order to enhance this study and enrich the theoretical background of the topic.

3-3 Research Model:

The model below is expressing the logical relationship between transformational leadership and organizational change.



From the model above, the research hypothesis is as follow:

H1: The transformational leadership as a whole and through its components has significant and positive impact on the organizational change in Yemen Customs.

3-4 Questionnaire:

The questionnaire used in this study has adopted from different previous studies to measure both the transformational leadership and the organizational change. It has translated into Arabic and amended to be consistent with the conditions of this study. A pilot test has conducted to measure the validity of this questionnaire, through sending it to a sample of 10 employees from different career levels in Yemen Customs, to fill it and provide feedback about its clarity

and consistency. Beside this, two professors also asked to judge the questionnaire, and their feedback was positive. All the feedback used later to amend the questionnaire until it reached its final form, which attached in the appendix (A).

Mainly, the questionnaire contained four parts; the first part covered the demographic information of the participants, through 5 questions. The second part contained 20 positively phrased questions to measure the transformational leadership behaviors. The third part contained 10 positively phrased questions to measure how Yemen Customs manage the organizational change through responding to its different aspects. And the last part contained 4 extra questions to get the participants perception and suggestions on issues related to the level of leadership in Yemen Customs.

All the participants in this questionnaire asked to rate their immediate supervisors' leadership behaviors on a five-point Likert scale; 1 (*strongly disagree*), 2 (*Disagree*), 3 (*Not sure*), 4 (*Agree*), and 5 (*Strongly agree*). The immediate followers, due to the day-to-day interaction with their leaders are more likely to provide accurate evaluation for the transformational leadership qualities adopted by the leaders in Yemen Customs than the leaders themselves. Measuring the leadership qualities through the evaluation of the subordinates for their immediate supervisors is used just in some studies in the literature, while many others are using the self-evaluation by asking the leaders to evaluate themselves.

3-5 Reliability Test:

The reliability test has been conducted for the questionnaire through calculating the Cronbach's Alpha for all the variables used in this study to measure the internal consistency between them. The results in table (3-1) shows that the Cronbach's Alpha for the questions used

to measure each component of the transformational leadership are high, ranging from (0.853-0.922) with total Alpha value 0.972. On the other hand, the calculated Cronbach's Alpha for the questions used to measure the organizational change variable is 0.934. In total, the whole 30 questions used in this questionnaire have a Cronbach's Alpha at 0.956. This concludes that the internal consistency among the questions used in this questionnaire is very high, so the questionnaire is trusted enough to measure the hypotheses of this study.

No.		No. Of Items	Cronbach's Alpha
1.	Inspirational Motivation	5	0.918
2.	Intellectual Stimulation	5	0.922
3.	Individual Consideration	5	0.853
4.	Idealized Influence	5	0.915
Total		20	0.972
5.	Organizational Change	10	0.934
Total		30	0.956

Table (3-1): Reliability test outcomes.

3-6 Sample:

Data for this study were obtained from 176 employees of the Yemen Customs. The distributed questionnaire was open only for those working in the main office and other five main branches; Sana'a airport (Passengers), Sana'a airport (Cargo), Al-Houdaida seaport, Free zone port, and Al-Tiwal port. Being the branches where some of the development projects were implemented during the last fifteen years was the reason why the researcher chooses them to be covered in this survey. The involved participants in the sample were from different career levels, and this planned by the researcher in order to get holistic evaluation for the transformational leadership behaviors and the organizational change.

3-7 Data Collection:

The primary data has collected through by using a questionnaire survey method. And the famous website “Qualtrics.com” has used to design the questionnaire and distribute it electronically. A 20 days window has given in which to respond to the questionnaire. And the participants have communicated directly by the researcher through the social media and their personal phones and given the required directions to guarantee perfect filling for the questionnaire. Moreover, when the participants logged into the website, enough guidelines was also provided to help them answering all the questions easily and clearly.

Data collection was seriously hampered by the inability of large numbers of potential respondents to access the Internet as a result of the ongoing war in Yemen. Among others, Internet access in Yemen is limited at best, as a result of electricity and fuel shortages.

3-8 Measurements and data treatment:

The collected data has coded and analyzed by using a statistical program named SPSS (Statistical Package for Social Science). The responses average considered as a way of measuring the respondents’ perceptions and converts it to numerical values for the descriptive and regression use. These measures are sometimes referred to as shared properties (Kozlowski & Klein, 2000), or referent-shift consensus (Chan, 1998). It is also consistent with other research on individual-level outcomes of organizational change (Caldwell, et al., 2004).

The Likert scale interval has been calculated to determine the interpretation range for the responses average. As the interval equal to 0.8 the interpretation range is illustrated in table (3-2).

Range	Interpretation	%
1- 1.8	Strongly Disagree	20 – 36
1.81 – 2.6	Disagree	36.2 – 52
2.61 – 3.4	Not sure	52.2 – 68
3.41 – 4.2	Agree	68.2 – 84
4.21 - 5	Strongly Agree	84.2 – 100

Table (3-2): Interpretation range for the Likert scale.

More descriptive statistic tools have used in this study in order to provide best measurements and analysis for the tested hypotheses.

Instruments: independent variable: Transformational leadership.

In order to measure the transformational leadership, this study adopts the Multifactor Leadership Questionnaire (MLQ), which developed by Bass and Avolio’s (1995), and widely used for measuring leadership’ styles (transformational, transactional, and laissez-faire). The MLQ is one of the few measures available to assess the full range of leadership behavior with reliability coefficients range from 0.74 to 0.91 (Bass and Avolio, 1995; Howell and Hall-Marenda, 1999).

For the purposes of this study, the researcher used only the first part of the MLQ, which designed to measure the transformational leadership. This part has 20 items to measure the 4 components of the transformational leadership, and each measured by five items; Inspirational Motivation, Intellectual Stimulation, Individual Consideration, and Idealized Influence (Bass and Avolio, 2004). The questions have distributed randomly in the questionnaire in order to achieve more reliability as follow:

- Inspirational Motivation: questions 1, 5, 9, 13, and 17.
- Intellectual Stimulation: questions 2, 6, 10, 14, and 18.
- Individual Consideration: questions 3, 7, 11, 15, and 19.

- Idealized Influence: questions 4, 8, 12, 16, and 20.

Dependent variable: Organizational change.

To measure the organizational change management, the research used some questionnaires, which have used in many previous studies. The ten questions in this questionnaire designed to measure how Yemen Customs response to internal and external sources of the required change to increase its performance.

CHAPTER FOUR

Results and Discussion

4-1 Introduction:

This section will address the results and the discussions for the processed data, which collected through the questionnaire distributed among a sample of the employees of Yemen Customs, in order to measure the hypothesis covered in this study, and also to answer its questions. The results will be covered in two parts; the descriptive part, which contains; the demographic analysis, the transformational leadership analysis, and the organizational change analysis, and the correlations between the variables. The second part contains testing the hypothesis of this study. The answers for the research questions will be provided along the two parts.

4-2 The descriptive Part:

4-2-1 Demographic Analyses:

As it is shown in table (4-1) a demographic data has collected through 5 questions to provide more understanding for all the variables. The respondents were predominately males 87.7%. Two reasons was behind the weak participation of the females; first is the number of female in Yemen Customs is less than that of male, and second is the difficulty the researcher faced to communicate the females at the time that the majority of them does not go to work due to the war and unsafe situation in Yemen nowadays. On the other hand, the work experience of the participants shows 59.3% of them have work experience between 5-10 years. Actually, those who have work experience between 5-10 years have joined Yemen Customs during the period from 2007 to 2010 as part of a modernizing project and their strong participation in this

questionnaire indicates their willingness to improve this organization. Furthermore, around 90% of the participants are highly educated; bachelor level and above, this indicates high probability of understanding the questions and help giving more accurate answers. The results also shown that more than 60% of the participants are from lower level in the hierarchy, officers and head of departments, and this helps provide good evaluation for the leaders in the middle and higher managerial levels whom are responsible more on driving the organizational change.

Variable	Category	N	Percentage	Variable	Category	N	Percentage
Gender	Male	142	87.7	Career level	Officer	70	43.25
	Female	20	12.3		Head of section	28	17.28
Work experience	Missing data	14	6.35	Director	41	25.34	
	Less than 4 years	13	8.125	Director General	21	12.9	
	5-10 years	95	59.375	Deputy assistant	2	1.23	
	11-20 years	31	19.375	Missing data	11	6.35	
	More than 20 years	21	13.125	Work location	Headquarter	88	50.0
	Missing data	13	7.5	Sana'a	25	14.2	
Education	Secondary school	3	1.86	airport-passengers	5	2.8	
	Diploma	13	8.07	Sana'a	5	2.8	
	Bachelor	125	77.63	airport-cargo	17	9.7	
	Master	18	11.18	Al-Hodaidah seaport	9	5.1	
	PhD	2	1.24	Free zone port	8	4.5	
	Missing data	12	6.9	Al-Tiwal port	8	4.5	
				Missing data	21	24.0	

Table (4-1) Demographic Profile of Subjects.

4-2-2 The transformational leadership in Yemen customs:

Descriptive statistics of transformational leadership style adopted in Yemen Customs are reported in Table (4-2). The standard deviations of all the items are not that high, it comes between (1.026 – 1.243). These values are almost similar which reflects a high reliability for the means that represent the main perception of the employees. In addition to this, we can notice that all the items have 0.000 significant at 0.05 confidences.

As shown in table (4-2) the calculated values for the means of each question ranges

between (2.815 – 3.570) which indicates that the employees are either not sure or agree that the transformational leadership behaviors are adopted among their supervisors. Although, four leadership behaviors found to be adopted by the supervisors, represented in items 3, 8, 10, and 16, with mean values 3.424, 3.421, 3.570, and 3.456 respectively, the total mean found for the transformational leadership is equal to 3.268 with standard deviation equal to 1.134, signifies that the employees are not sure whether their immediate supervisors adopt leadership behaviors or not.

This total mean, means that the supervisors adopt a middle level of transformational leadership qualities, as considered in some previous studies. In the researcher point of view, regarding these results, and being not sure whether the transformational leadership style is adopted by the supervisors in Yemen Customs or not, it means that it is not effective, even if it exists. The real leadership behaviors in the researcher opinion must directly touch and influence the subordinates and clearly push them to be an effective factor in implementing any change or improvement projects. So through this result, the researcher conclusion is that the supervisors in Yemen Customs are weakly adopting the transformational leadership qualities, and this provides an answer for the question number one raised in this study.

No	Items	S. Agree	Agree	Not sure	Disagree	S. Disagree	Mean	SD	95% Confid ence
		%	%	%	%	%			Sig.(2- tailed)
1.	Always enhances the team spirit among us.	11.9	45.5	12.5	17.0	11.4	3.301	1.226	.000
2.	Always share his perceptions with us, and listen to our in related to solving problem.	14.2	44.9	11.9	18.2	9.1	3.376	1.207	.000
3.	For him, we are more than employees.	18.8	38.1	15.9	15.9	9.1	3.424	1.233	.000
4.	Has a flexible and attractive style in dealing with us.	10.8	46.0	18.2	15.3	7.4	3.384	1.110	.000
5.	Encourage us to achieve results beyond the expected level.	11.9	38.6	18.2	22.2	6.3	3.287	1.140	.000
6.	Encourage us to invent solutions for the complicated problems we are facing.	8.5	45.5	18.2	19.9	6.3	3.306	1.086	.000
7.	Ask about our personal life and offer help.	3.4	31.8	21.0	27.3	14.8	2.815	1.146	.000
8.	We trust his leadership capabilities.	13.1	40.9	22.7	14.8	5.7	3.421	1.084	.000
9.	Appreciate our contributions to develop the workplace.	14.8	40.9	17.6	17.0	7.4	3.395	1.163	.000
10.	He welcomes any new ideas to achieve the goals.	12.5	52.8	14.8	13.1	4.5	3.570	1.026	.000
11.	Consider our different personalities when dealing with us.	5.7	41.5	27.8	13.6	8.5	3.228	1.052	.000
12.	I feel proud that he is my boss.	15.9	38.6	17.0	15.9	9.7	3.363	1.221	.000
13.	Provide us with clear image about what we should do to improve the workplace.	8.0	40.3	21.0	20.5	8.0	3.203	1.113	.000
14.	Encourage the sense of creativity in doing our tasks.	10.8	32.4	22.7	22.2	9.1	3.140	1.170	.000
15.	Pay more attention for those are not receiving acceptance from their colleagues.	3.4	29.0	31.3	23.9	9.1	2.935	1.033	.000
16.	Everybody respect him.	14.2	39.8	24.4	13.6	5.1	3.456	1.069	.000
17.	Makes us enjoying our tasks.	6.3	36.9	22.2	22.7	9.1	3.088	1.116	.000
18.	Offer easy ways to solve work problems.	7.4	45.5	18.8	18.2	6.8	3.294	1.080	.000
19.	Attentive to workers who have capabilities differentiate them from others.	11.9	42.0	18.8	15.3	9.7	3.320	1.173	.000
20.	Tend to favor the team interests to his personal interests.	13.1	25.0	29.0	16.5	14.2	3.064	1.243	.000
Total				3.268	1.134				

Table (4-2): Employees' perceptions on the transformational leadership in Yemen Customs.

- **Inspirational Motivation:** Table (4-3) contains the items used to measure the inspirational motivation as part of the transformational leadership. Aggregate mean of 3.254 with standard deviation equal to 1.151 explains that almost half of the employees' don't get motivated by their supervisors or even provided with clear image about what they should do to improve their departments. Individually, all the means say that it is not sure whether it is adopted or not.

No	Items	S. Agree	Agree	Not sure	Disagree	S. Disagree	Mean	SD	95% Confidence
		%	%	%	%	%			Sig.(2-tailed)
1	Always enhances the team spirit among us.	11.9	45.5	12.5	17.0	11.4	3.301	1.226	.000
5	Encourage us to achieve results beyond the expected level.	11.9	38.6	18.2	22.2	6.3	3.287	1.140	.000
9	Appreciate our contributions to develop the workplace.	14.8	40.9	17.6	17.0	7.4	3.395	1.163	.000
13	Provide us with clear image about what we should do to improve the workplace.	8.0	40.3	21.0	20.5	8.0	3.203	1.113	.000
17	Makes us enjoying our tasks.	6.3	36.9	22.2	22.7	9.1	3.088	1.116	.000
Total							3.254	1.151	

Table (4-3): Employees' perception on the inspirational motivation.

- **Intellectual Stimulation:** The mean value of 3.337 with standard deviation equal to 1.086 for the intellectual stimulation signifies that almost half of the employees are not sure whether their immediate supervisors are intellectually stimulate them or not. Although the aggregate mean of 3.57 for the item number 10 prove that their ideas, to improve the departments where they work in, are welcomed by their immediate supervisors. Welcoming the new ideas raised by the employees is actually good but it is not enough in the opinion of the researcher. Leaders should encourage their subordinates to be more creative through involving them more in solving the work problems.

No	Items	S. Agree	Agree	Not sure	Disagree	S. Disagree	Mean	SD	95% Confidence
		%	%	%	%	%			Sig.(2-tailed)
2	Always share his perceptions with us, and listen to our in related to solving problem.	14.2	44.9	11.9	18.2	9.1	3.376	1.207	.000
6	Encourage us to come up with solutions for the complicated problems we are facing.	8.5	45.5	18.2	19.9	6.3	3.306	1.086	.000
10	He welcomes any new ideas to achieve the goals.	12.5	52.8	14.8	13.1	4.5	3.570	1.026	.000
14	Encourage the sense of creativity in doing our tasks.	10.8	32.4	22.7	22.2	9.1	3.140	1.170	.000
18	Offer easy ways to solve work problems.	7.4	45.5	18.8	18.2	6.8	3.294	1.080	.000
Total							3.337	1.1138	

Table (4-4): Employees' perception on the Intellectual stimulation.

- Individual Considerations:** At the time the mean 3.424 for the item number 3 in table (4-5) indicates that the employees have strong relationships with their immediate supervisors, the overall mean 3.144 with standard deviation equal to 1.1274 for the individual consideration indicates that they are not sure whether their supervisors are considering their personal interests which are related to the department goals and performance. Item 3 alone doesn't reflect any leadership qualities where many people can reach strong relations with people around them without having leadership qualities. Item number 15 has the lowest mean equal to 2.93 which support that leaders in Yemen Customs needs to pay more attention for their employees' personal considerations.

No	Items	S. Agree	Agree	Not sure	Disagree	S. Disagree	Mean	SD	95% Confidence
		%	%	%	%	%			Sig.(2-tailed)
3	For him, we are more than employees.	18.8	38.1	15.9	15.9	9.1	3.424	1.233	.000
7	Ask about our personal life and offer help.	3.4	31.8	21.0	27.3	14.8	2.815	1.146	.000
11	Consider our different personalities when dealing with us.	5.7	41.5	27.8	13.6	8.5	3.228	1.052	.000
15	Pay more attention for those are not receiving acceptance from their colleagues.	3.4	29.0	31.3	23.9	9.1	2.935	1.033	.000
19	Attentive to workers who have capabilities differentiate them from other colleagues.	11.9	42.0	18.8	15.3	9.7	3.320	1.173	.000
Total							3.144	1.1274	

Table (4-5): Employees' perception on the individual consideration.

- Idealized Influence:** Table (4-6) shows that almost half of the employees with average mean equal to 3.337 and standard deviation equal to 1.1454 are generally not sure whether their supervisor's charisma is positively influence them. However they trust their leadership capabilities and they respect them as indicated in items 8 and 16 with means equal to 3.421 and 3.356 respectively.

No	Items	S. Agree	Agree	Not sure	Disagree	S. Disagree	Mean	SD	95% Confidence
		%	%	%	%	%			Sig.(2-tailed)
4	Has a flexible and attractive style in dealing with us.	10.8	46.0	18.2	15.3	7.4	3.384	1.110	.000
8	We trust his leadership capabilities.	13.1	40.9	22.7	14.8	5.7	3.421	1.084	.000
12	I feel proud that he is my boss.	15.9	38.6	17.0	15.9	9.7	3.363	1.221	.000
16	Everybody respect him.	14.2	39.8	24.4	13.6	5.1	3.456	1.069	.000
20	Tend to favor the team interests to his personal interests.	13.1	25.0	29.0	16.5	14.2	3.064	1.243	.000
Total							3.337	1.1454	

Table (4-6): Employees' perception on the idealized influence.

4-2-3 The Organizational Change in Yemen Customs:

From table (4-7) we can see that the standard deviations of all the items range between (1.038 – 1.215). These values are almost similar and reflect a high reliability of the means, which represents the main perception of the employees on the organizational change in Yemen Customs. On the other hand, the calculated means for the entire questions ranges between (2.244 – 2.839) which means that the employees' perception is either doesn't agree or not sure that the organizational change is well managed in Yemen Customs.

Although the total mean of all the questions equal to 2.644, which indicates that the majority of the employees, from their daily witnessing for how the top management respond to the challenges and the need to change, are not sure if the organizational change in Yemen Customs is well managed or not. In addition to this, items 4, 7, and 9 with means equal to 2.244, and 2.432, and 2.56 respectively depicting that the top management do not adopt a change whenever the employees performance decrease or there is a competency with other customs administrations and even don't cope with the knowledge revolution in the world. This actually provides clear answer for the question number two raised by the researcher in the beginning of this study. The weak responding to the change needs indicates a weak strategic planning and absence of vision, and this is actually what mentioned in the two diagnostic reports completed by

both the WCO and the WB experts, whereboth stressed that Yemen Customs has a poor strategic change management approach, which cause the poor improvement performance. (World bank, 2014; Mohammad, O., andSuoud A. (2008).

No	Items	S. Agree	Agree	Not sure	Disagree	S. Disagree	Mean	SD	95% Confidence	
		%	%	%	%	%			Sig.(2-tailed)	
1	The mission and goals are clear for all the employees	7.4	22.7	28.4	21.0	15.9	2.839	1.190	.000	
2	The policies and goals are regularly improved in order to cope with the new challenges	4.5	23.3	26.7	27.3	14.2	2.757	1.121	.000	
3	Change and improvement are at the top management priority	6.8	22.2	22.7	32.4	11.9	2.787	1.145	.000	
4	Organizational changes is adopted whenever there is decreasing in the employees performance	2.3	11.9	23.3	27.3	30.7	2.244	1.108	.000	
5	New and efficient equipment have brought to increase the performance	4.5	27.8	19.3	25.0	19.3	2.722	1.215	.000	
6	High performance software is adopted to enhance performance	3.4	26.1	21.6	25.6	18.8	2.685	1.174	.000	
7	Organizational changes are adopted whenever there is high competency with other customs administration	1.7	14.8	29.0	28.4	22.2	2.432	1.062	.000	
8	Cope with the new technologies	2.8	19.3	29.5	26.7	17.6	2.615	1.091	.000	
9	Cope with the knowledge growth revolution	2.8	20.5	21.6	33.0	17.6	2.560	1.109	.000	
10	Continues improvements for services in order to cope with the trade facilitation requirements.	4.0	20.5	35.2	25.0	11.4	2.799	1.038	.000	
		2.644	1.1253							

Table (4-7): Employees' perceptions on the organizational change in Yemen Customs.

4-2-4 The variance in the respondents' perceptions:

In order to provide more understanding for the impact of the transformational leadership and organizational change management, the researcher intended to test the variances in the employees' perceptions depending to their gender, experience, career levels, and work location. Tables (4-8 and 4-9) present the means of the transformational leadership and organizational change depending on the demographic variables.

Leadership depending on Gender:

Females: As presented in table (4-8) females evaluated the inspirational motivation, the intellectual stimulation and the idealized influence with the means 3.52, 3.69, and 3.56 respectively. This means they agree that their immediate supervisors motivate them, provide them with clear image, help them to be more creative and represent an ideal example for them. At the same time the mean 3.21, which represents their evaluation for the individual consideration says that they are not sure whether their supervisors are considering their personal interests that affect their performance at work.

Males: On the other hand, as long as the calculated means for the leadership components ranges between 2.6 and 3.4 (see table 4-2), the majority of the males are not sure whether their immediate supervisors adopt these leadership behaviors or not. The difference in the males and females perceptions, in the researcher opinion, could be the nature of the society. In Yemen in general and in Yemen Customs as an example, females are more respected and well treated by their supervisors than males. So maybe this is why females can clearly notice their supervisors' leadership behaviors while male are not, however they are evaluating the same supervisors.

Moreover, this deference in perception is not contradicted with the employees' perception on the total transformational leadership, which presented in table (4-2) because the females' sample is very low 12.3%, so their perception will not significantly affect the total mean.

- **Leadership depending on Work Experience:**

The results in table (4-8) signifies that the majority of the employees, with experience 20 years or less, are not sure if their immediate supervisors practice the transformational leadership behaviors. The calculated means ranges between 2.9 and 3.3. Only the employees with more than

20 years experience agree, with means equal to 3.52, 3.63, and 3.5, that their supervisors motivate them, provide them with clear image, help them to be more creative and represent an ideal example for them. Although they agree with the females, with mean equal to 3.23, that supervisors are not considering their personal interests, which affect their performance at work.

The majority of the employees, with experience more than 20 years, has a career levels as directors and above, see figure (4-1) so their positive perception about the leadership can indicate its existence among the top management leaders.

- **Leadership depending on Career Levels:**

In this section, each career level will be separately evaluated, which will provide clear image about where the leadership behaviors are strong and where they are weak.

Officers: Depending on the employees' career level the results shows that the majority of the officers, who represents 43.25% of the sample see table 3-1, are not sure whether their supervisors, the heads of sections and their deputies, adopt the transformational leadership behaviors and this is clearly indicated by the calculated means which are equal to 3.10, 3.13, 2.97, and 3.2 for the leadership components as ordered in table (4-8).

Deputies of heads of sections: the means calculated for the perceptions of the deputies of heads of sections shows that they strongly agree that the transformational leadership behaviors are adopted by their immediate supervisors, the heads of sections. The means 4.5, 4.4, 4.5, and 4.7 are all indicate a high level of leadership behaviors are adopted by the majority of the head of sections in Yemen Customs. This actually differs from the perception of the officers about the same supervisors, the heads of sections, where they said that they are not sure.

The researcher is considering the perception of the officers over that of the deputies heads

of sections for two reasons; the first is that the officers represent 43.25% of the total sample, while the deputies of heads of sections represents 1.25%. The second reason is the daily interaction between the heads of sections with the officers is more than that with the deputies. In addition to this, by asking the heads of sections those participated in the questionnaire whether they need to join training programs to enhance their leadership skills or not, 100% of them answered “yes” which means that they themselves realize their lack of leadership qualities.

Heads of sections: the head of sections through the means 3.29, 3.26, and 3.33 that calculated for the inspirational motivation, individual considerations, and idealized influence respectively, are not sure if the leadership behaviors related to these components are adopted by the directors. But they agree with a mean equal to 3.4 given to the intellectual stimulation that the directors are encourages them to be more creative and welcomes any ideas.

Deputies of directors: the deputies of directors through the mean 3.37 given for the idealized influence, agree with the heads of sections that they are not sure whether the directors have a leadership charisma or not. But on the other hand, they agree that the directors adopt some leadership behaviors, according to the means 3.62, 3.7, and 3.4, which rated the inspirational, motivation, intellectual stimulation, and individual considerations respectively. For the same reasons the researcher gave in the case of the evaluation of the heads of sections, the researcher support the perception of the heads of sections on the leadership behaviors of the directors. By asking the directors participated in the questionnaire if they need to improve their leadership skills through joining training programs 96.96% of them said “yes”.

Directors: the means 3.41, 3.5, and 3.41 which calculated for the inspirational motivation, intellectual stimulation, and idealized influence respectively, indicate that the

majority of the directors agree that the general directors motivate them, provide them with clear image, help them to be more creative and represent an ideal example for them. On the other hand, the calculated mean for the individual consideration 3.27 shows that they are not sure if the behaviors related to this component are adopted by the general directors or not. So these results conclude that the general directors adopt good leadership behaviors, although they need to pay more attention to consider their subordinates personal interests and goals as long as it is related to their performance in the workplace.

Deputies of directors general: opposite from the perception of the directors, the deputies of directors general are not sure whether the directors general adopt the leadership behaviors. This represented by the mean values given for the leadership components, which are all range between 2.71 and 3.22. As long as the deputies of directors general represents only 5.62% of the total sample comparing to 20% of the sample represented by the directors, so the researcher will consider the directors perception regarding the directors general leadership behaviors. Although the results show that the director general have a good leadership qualities, but when they asked if they need to improve their leadership skills through getting involved in training programs 83.3 of them answered “yes”.

Directors general & Assistant deputies: In this level, as not all of the directors general are directly supervised by the assistant deputies, where some of them supervised by the deputy chairman and the chairman himself, it will be very difficult to determine whom they have evaluated. For this reason the researcher will consider their perception as an evaluation for the whole top management.

The majority of the directors general agree that the top management, represented in the chairman, deputy chairman, and assistant deputies, adopt most of the behaviors covered by the for components of the transformational leadership. This presented in the means given for each component as follow; 3.81 for the inspirational motivation, 3.85 for the intellectual stimulation, 3.58 for the individual consideration, and 3.76 for the idealized influence. On the other hand, the assistant deputies do not agree with this, their perception means ranged between 2.6 and 2.8 for all the leadership components as shown in table (4-8), and this means that they are not sure or nearly disagree that the top management adopt the transformational leadership behaviors.

- **Leadership across the work place:**

This analysis will provide clear image for the leadership across the work location. The results in table (4-8) show various levels of leadership behaviors adaptation.

Headquarter: The majority of the employees in the head quarter agree, through the mean values, which range between 3.04 and 3.25, that they are not sure if the transformational leadership is adopted among their immediate supervisors or not. So the top management should adopt the required polices to enhance such behaviors among the leaders in the headquarter.

Sana'a airport-passengers: In this branch of Yemen Customs, the majority of the employees not sure whether their immediate supervisors adopt the leadership behaviors related to the inspirational motivation and the individual considerations, this is indicated from their means 3.28 and 3.32 respectively. On the other hand, the calculated means 3.52 and 3.72 for the intellectual stimulation and the idealized influence respectively signifies that the immediate supervisors in Sana'a airport adopt it for passengers. So, the leaders in this branch still need to enhance their abilities in motivating their subordinates and also communicate with them.

Sana'a airport-cargo: In Sana'a airport for cargo, the means 3.14, 3.28, 2.96, and 3.33 for all the leadership components indicates that the majority of the employees are not sure if their immediate supervisors adopt the transformational leadership components or not.

Al-Houdaida seaport: leadership has a positive perception in this branch, looking at the means given for each component of leadership, 3.57 for the inspirational motivation, 3.44 for the intellectual stimulation, 3.41 for the individual considerations, and 3.55 for the idealized influence, it all indicates that the majority of the immediate supervisors adopt the leadership behaviors. This is considered as a good indicator as long as this branch is considered as the biggest one and it is responsible on 30% of the revenue collected by Yemen Customs.

Free Zone port: this is the second biggest branch of Yemen Customs. The employees' perceptions means seems very positive and indicates that the employees agree that their immediate supervisors adopt the leadership behaviors. This is clearly shown in the means 3.6, 3.93, 3.51, and 3.88 for the leadership components respectively as ordered in table (4-8).

Al-Tiwal Port: the employees' perception through the means 3.37 for the inspirational motivation indicate that they are not whether their immediate supervisors motivate them and provide them with clear image about what they should do to improve the workplace. On the other hand, the means 3.55, 3.62, and 3.62 for the intellectual stimulation, the individual considerations and the idealized influence show their agreement on the adoption of their immediate supervisors for the leadership behaviors included in those components.

Variables	Category	Transformational Leadership							
		Inspirational Motivation		Intellectual Stimulation		Individual Considerations		Idealized Influence	
		Mean	SD	Mean	SD	Mean	SD	Mean	SD
Gender	Male	3.24	1.00	3.30	.985	3.13	.897	3.28	1.01
	Female	3.52	.941	3.69	.888	3.21	.950	3.56	.837
Work experience	< 4 years	3.21	1.42	3.29	1.42	2.90	1.193	3.10	1.40
	5-10 years	3.24	.950	3.31	.905	3.15	.797	3.36	.926
	11-20 years	3.30	1.11	3.33	1.13	3.15	1.119	3.15	1.04
	> 20 years	3.52	.755	3.63	.740	3.23	.854	3.50	.993
Career level	Officer	3.10	1.09	3.13	1.05	2.97	.880	3.20	1.03
	Deputy head of section	4.50	.141	4.40	.565	4.50	.141	4.70	.141
	Head of section	3.29	1.05	3.40	1.09	3.26	.996	3.33	1.09
	Deputy Director	3.62	.803	3.70	.748	3.42	.817	3.37	.751
	Director	3.41	.834	3.50	.735	3.27	.790	3.41	.859
	Deputy Director General	3.00	.900	3.22	.929	2.71	1.03	3.06	.964
	Director General	3.81	.764	3.85	.881	3.58	.831	3.76	1.04
	Assistant Deputy	2.60	.000	2.80	.000	2.60	.000	2.80	.000
Work location	Headquarter	3.20	1.06	3.25	1.03	3.04	1.00	3.15	1.08
	Sana'a airport-passengers	3.28	.729	3.52	.438	3.32	.389	3.72	.729
	Sana'a airport-cargo	3.14	.827	3.28	.810	2.96	.720	3.33	.721
	Al-Houdaida seaport	3.57	.789	3.44	.917	3.41	.563	3.55	.887
	Free zone port	3.60	.616	3.93	.685	3.51	.548	3.88	.600
	Al-Tiwal port	3.37	1.27	3.55	1.00	3.62	.766	3.62	.817

*95% Confidence Interval for Mean.

Table (4-8) The transformational leadership means' variances depending on the demographic variables.

4-2-5 The correlations between the variables:

- **The first hypothesis:**

H1: There is a significant positive relationship between the transformational leadership with its components and the organizational change in Yemen Customs.

Table (4-9) presents the correlation outcomes. The transformational leadership as a whole and individually through its components is significantly and positively correlated with the organizational change. The correlation coefficients ranges between (0.216 – 0.330) and all are significant at 0.000 except the idealized influence, which is significant at 0.006. These results are strongly support the first hypothesis of this study. From these results we conclude that the more transformational leadership behaviors adopted by the leaders in Yemen Customs, the high their chance to deliver a successful change.

	Organizational Change			Organizational Change	
Inspirational Motivation	Pearson Correlation	.330**	Idealized Influence	Pearson Correlation	.216**
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.006
	N	159		N	158
Intellectual Stimulation	Pearson Correlation	.291**	Transformational Leadership	Pearson Correlation	.294**
	Sig. (2-tailed)	.000		Sig. (2-tailed)	.000
	N	160		N	155
Individual Consideration	Pearson Correlation	.287**			
	Sig. (2-tailed)	.000			
	N	160			

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

Table (4-9) Correlations between the transformational leadership with its components and the organizational change.

4-3 Testing Hypotheses:

H1: The transformational leadership as a whole and through its components has significant and positive impact on the organizational change in Yemen Customs.

For the purpose of testing, this hypothesis has been decomposed into five sub-hypotheses as follow:

- **First:** the transformational leadership as a whole has significant and positive impact on the organizational change in Yemen Customs.
- **Second:** the inspirational motivation has significant and positive impact on the organizational change in Yemen Customs.
- **Third:** the intellectual stimulation has significant and positive impact on the organizational change in Yemen Customs.
- **Fourth:** The individual consideration has significant and positive impact on the organizational change in Yemen Customs.

- **Fifth:** the idealized influence has significant and positive impact on the organizational change in Yemen Customs.

The first part of H1, which states that there is a significant impact for the transformational leadership as a whole on the organizational change, received support table (4-10). The R² result of 0.086 indicates that 8.6 per cent of the observed variability in the dependent variable organizational change is explained by the independent variable the transformational leadership, while 91.4 per cent could be explained by other variables in reality. The t value 3.803 shows significant at 0.000, and the Beta coefficient value indicates that the organizational change increased by 29.4 per cent when transformational leadership behaviors increased by 1 per cent.

Model	Unstandardized Coefficients		Standardized Coefficients	t	R ²	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta				Lower Bound	Upper Bound
1 (Constant)	1.659	.258		6.419		.000	1.148	2.169
Transformational Leadership	.288	.076	.294	3.803	.086	.000	.138	.437

Dependent Variable: Organizational Change.

Table (4-10) Regression outcomes for transformational leadership and organizational change.

The second part of H1 has been tested through regressing the inspirational motivation variable on the organizational change. Table (4-11) presents the regression outcomes, which shows the dependence of the organizational change on the inspirational motivation. 10.9 per cent of the variation in the organizational change is explained by the inspirational motivation, while 89.1 per cent could be explained by the other leadership components and other variables in reality. The t value 4.379 shows significant at 0.000, and the Beta coefficient value indicates that the organizational change increased by 33 per cent when the inspirational motivation behaviors

increased by 1 per cent. This means that whenever the leaders motivates and inspires their followers, makes them less likely to resist change.

Model	Unstandardized Coefficients		Standardized Coefficients	t	R ²	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta				Lower Bound	Upper Bound
1 (Constant)	1.647	.234		7.032		.000	1.185	2.110
Inspirational Motivation	.298	.068	.330	4.379	.109	.000	.164	.433

Dependent Variable: Organizational Change.

Table (4-11) Regression outcomes for inspirational motivation and organizational change.

The third part of H1 also tested by regressing the intellectual stimulation variable on the organizational change. Table (4-12) shows the results where the intellectual stimulation explain 8.5 per cent of the variation in the organizational change, while 91.5 per cent could be explained by the other leadership components and other variables in reality. The t value 3.826 shows significant at 0.000, and the Beta coefficient value indicates that the organizational change increased by 29.1 per cent when the intellectual stimulation behaviors increased by 1 per cent.

Model	Unstandardized Coefficients		Standardized Coefficients	t	R ²	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta				Lower Bound	Upper Bound
1 (Constant)	1.736	.241		7.190		.000	1.259	2.213
Intellectual Stimulation	.265	.069	.291	3.826	.085	.000	.128	.402

Dependent Variable: Organizational Change.

Table (4-12) Regression outcomes for intellectual stimulation and organizational change.

The fourth part of H1 tested by regressing the individual considerations variable on the organizational change and the results in table (4-13) shows that 8.2 per cent of the variation in

the organizational change is explained by the individual considerations, while 91.8 per cent could be explained by the other leadership components and other variables in reality. The t value 3.764 shows significant at 0.000, and the Beta coefficient value indicates that the organizational change increased by 28.7 per cent when the individual considerations behaviors increased by 1 per cent. In other way, this result show that a leader who pay more attention to his followers' needs is able to positively impact their perceptions of change, thus reducing negative attitudes to change.

Model	Unstandardized Coefficients		Standardized Coefficients	t	R ²	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta				Lower Bound	Upper Bound
1 (Constant)	1.719	.250		6.891		.000	1.227	2.212
Individual Considerations	.287	.076	.287	3.764	.082	.000	.137	.438

Dependent Variable: Organizational Change.

Table (4-13) Regression outcomes for individual considerations and organizational change.

The fifth part of H1 tested through regressing the idealized influence variable on the organizational change and in table (4-14) it is clear that the idealized influence positively impact the organizational change and it explain 4.7 per cent of the variation in the organizational change, while 95.3 per cent could be explained by the other leadership components and other variables in reality. The t value 2.768 shows significant at 0.000, and the Beta coefficient value indicates that the organizational change increased by 21.6 per cent when the idealized influence behaviors increased by 1 per cent.

Model	Unstandardized Coefficients		Standardized Coefficients	t	R ²	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta				Lower Bound	Upper Bound
1 (Constant)	1.974	.244		8.103		.000	1.493	2.455
Idealized Influence	.193	.070	.216	2.768	.047	.000	.055	.331

Dependent Variable: Organizational Change.

Table (4-14) Regression outcomes for idealized influence and organizational change.

It is concluded from the regressions analysis above that the transformational leadership as a whole and individually through components has a significant and positive impact on the organizational change in Yemen Customs. The 29.4 per cent positive impact of the transformational leadership on the organizational change (see table 4-10) can be utilized to enhance the organizational change management in Yemen Customs through enhancing the transformational leadership behaviors among the supervisors. This actually answer the third question raised in this study about whether the transformational leadership can to play a role in enhancing the organizational change in Yemen Customs or not?

The researcher tried to measure which component of the transformational leadership has the highest impact on the organizational leadership, but because of the high multicollinearity detected among the leadership components it was difficult to reach significant results.

CHAPTER FIVE

Conclusion and Recommendations

5-1 Conclusion:

The previous chapter includes a variety of tests and analysis for the collected data, which helped provide a broad and clear image for the leadership and the organizational change management in Yemen Customs. The researcher depended on some previous diagnostic reports completed on Yemen Customs, and his experience and understanding for the work environment to analyze the results and provide logical interpretations. This study has provided clear evidence for the importance of the transformational leadership role in enhancing the organizational change management in Yemen Custom. Further more, it has also highlighted the weak leadership style adopted by the leaders, and the poor organizational change management. Being positively correlated, we can conclude that the weak transformational leadership behaviors could be one of the reasons behind the poor organizational change management in Yemen Customs.

The findings of this study have practical implications. The results highlight the need for more transformational leaders in Yemen Customs. As transformational leadership has been shown to be positively affecting the organizational change management, supervisors of using it will increase their contribution to implement a change. The employees in Yemen Customs are also realizing this positive impact; through a question raised in the questionnaire, 93.2% of them think that leadership is very important for driving a change. On the other hand, if transformational leadership can be taught to individuals at all levels within an organization, it can positively affect a firm's performance (Bass and Avolio, 1990; pounder, 2003). Other findings for the study are as follow:

- The overall evaluation for the leadership practices was not encouraging. The total calculated mean 3.25 shows that the leadership practices are weak enough not to touch and influence the employees. Analyses of the leadership components leded also to weak results. It seems that the majority of the leaders in Yemen Customs needs to pay more attention to all leadership practices. Many reasons might lead to such a weak leadership skills, for example; 95.6% of the questioned employees, except officers, think that they need to be involved in training programs to improve their leadership skills. This is actually reflects a shortage in the training programs that could enhance the leadership skills.
- The males in Yemen Customs are less influenced with their immediate supervisors' leadership behaviors than female; this indicates a probable discrimination in dealing with subordinates. Discrimination reflects weak leadership practices, in the researcher opinion.
- Leadership seems to be adopted more among the top management leaders and the directors general, while the mid-level leaders and less have indistinct and not effective leadership practices. This is compatible with the WB diagnostic report, which indicated, "although the executive leadership is solid, weak capacity at mid-level management limits smooth functioning of the YCA" (World bank, 2014). However the deputy assistants' perceptions about the very top management members leadership style, the chairman and his vice, shows less satisfaction, where the calculated means for their perceptions about the four leadership components ranged between 2.6 and 2.8. This reflects less harmony among the top management members, which could be considered as one of the main obstacles that the change management in Yemen Customs is facing.
- The leadership practices related to the individual considerations have relatively lower

ratings comparing to the other practices. The demographic variables shows that the employees with experience <4 years, the officers, the deputies of the directors general, the assistant deputies and the employees in Sana'a airport for cargo, have rated the individual considerations less than the other components.

- Analyzing leadership across the branches led to realize that it is relatively weak in the Headquarter, Sana'a airport- cargo, and Sana'a airport-passengers.
- The organizational change is poorly managed in Yemen Customs according to the employees' perception, and this is compatible with previous studies done about Yemen Customs.

Finally, according to the outcomes of this study, the top management of Yemen Customs should pay more attention to the transformational leadership practices as long as it have positive impact on organizational change. Required polices and plans should be adopted to help enhancing leadership behaviors. In the next paragraphs, the researcher is providing a set of practical recommendation that assume to help enhancing the transformational leadership in Yemen Customs.

5-2 Recommendations:

5-2-1 Transformational leadership:

- 1- The top management should consider enhancing the leadership practices among leaders in Yemen Customs as an important strategy for any future change processes.
- 2- Serious and effective polices should be adopted to enhance the transformational leadership among middle and lower level leaders in the Headquarter, and Sana'a airport for both passengers and cargo.

- 3- Include the transformational leadership practices evaluation in the periodic performance evolution sheet, this will guarantee continues improvement.
- 4- Appreciate the best leaders and introduce them as a good example for the others.
- 5- Consider the leadership qualities as one of the promotion criteria for the leadership positions, and choose only those have leadership abilities.
- 6- Leaders should not discriminate females from males, which lead to unfair environment and negatively affect the total performance of the departments.
- 7- Leaders should set visions for their departments and link them with the main vision of the organization; this will help achieve improvements at the departmental level.
- 8- Leaders should stimulate their employees and involve them in planning for improving their departments.
- 9- Leaders should pay more attention to their employees' individual considerations. Show support, coaching, and guidance, which will help facilitate change processes through minimizing the resistance to change.
- 10- Training is one of the key sources to improve leadership skills, so training courses, workshops, trips, and any other activities are highly recommended.
- 11- It is recommended also to benefit from the programs provided by the WCO, for improving leadership qualities among customs employees.
- 12- Using the bilateral agreements that Yemen Customs has with other customs administration all over the world, to benefit from their experience in enhancing and improving the leadership qualities.

5-2-2 Organizational change management:

The analyses completed in this study on the organizational change show the weak organizational change management in Yemen Customs. The following recommendations are assumed to help the top management in improving the organizational change management.

- 1- A clear strategic management approach is highly recommended to enhance the change management.
- 2- Strategic planning should be paid more attention through recruiting specialist employees to set a clear and practical strategic plan to improve all the organization's capacities.
- 3- At the time that Yemen customs is involved in facilitating and securing the international trade, change and modernization should represent a priority for the top management, in order to strongly compete and fulfill the required standards.
- 4- Further research could cover the impact of other factors on change management in the YCA, for example; Bureaucracy, Organizational culture, Planning, etc.

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Annex (1)

No	Items	S. Agree	Agree	Not Sure	Disagree	S. Disagree
Transformational Leadership						
1.	Always enhances the team spirit among us.					
2.	Always share his perceptions with us, and listen to our in related to solving problem.					
3.	For him, we are more than employees.					
4.	Has a flexible and attractive style in dealing with us.					
5.	Encourage us to achieve results beyond the expected level.					
6.	Encourage us to invent solutions for the complicated problems we are facing.					
7.	Ask about our personal life and offer help.					
8.	We trust his leadership capabilities.					
9.	Appreciate our contributions to develop the workplace.					
10.	He welcomes any new ideas to achieve the goals.					
11.	Consider our different personalities when dealing with us.					
12.	I feel proud that he is my boss.					
13.	Provide us with clear image about what we should do to improve the workplace.					
14.	Encourage the sense of creativity in doing our tasks.					
15.	Pay more attention for those are not receiving acceptance from their colleagues.					
16.	Everybody respect him.					
17.	Makes us enjoying our tasks.					
18.	Offer easy ways to solve work problems.					
19.	Attentive to workers who have capabilities differentiate them from others.					
20.	Tend to favor the team interests to his personal interests.					
Organizational Change Questions						
21.	The mission and goals are clear for all the employees					
22.	The policies and goals are regularly improved in order to cope with the new challenges					
23.	Change and improvement are at the top management priority					
24.	Organizational changes is adopted whenever there is decreasing in the employees performance					
25.	New and efficient equipment have brought to increase the performance					
26.	High performance software is adopted to enhance performance					
27.	Organizational changes are adopted whenever there is high competency with other customs administration					
28.	Cope with the new technologies					
29.	Cope with the knowledge growth revolution					
30.	Continues improvements for services in order to cope with the trade facilitation requirements.					
Extra Questions						
31.	Do you consider leadership as an important factor for driving a change?	Yes			No	
32.	Have you provided with any training in leadership?	Yes			No	
33.	Do you need any training to enhance your leadership skills?	Yes			No	
34.	In your opinion; what are the difficulties that the change management in Yemen Customs is facing?	Text				