

The Extent of Availability of Transformational Leadership Competencies among Editors-in-Chief in Jordan from Journalists' Point of View

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Abstract

The main objective of the study is to identify the competencies of transformative leadership in editors-in-chief of Jordanian press organizations. With respect to their training needs and transformational leadership theory, Jordanian society consists of 200 Journalists working for the recognized press institutions. In order to achieve the aim of the study a well structured questionnaire was distributed to editors-in-chief working in the Jordanian press. The study used descriptive statistics to define training needs of competencies of transformational leadership. The study found that leadership competencies existed in the press organizations and that the transformation among the editors-in-chief was moderate. Hence, the study recommended the need to enhance the development of transformational leadership competencies among editors-in-chief of Jordanian press organizations.

Keywords: Jordanian Media Institutions, Press, Training Needs and Transformational Leadership

Introduction

With continuous development of media and related public networks, it has become necessary for the administrations of media institutions to keep pace with modern concepts of management as this helps in developing the administrative decision-making process, which is fundamental to successful management. Since the focus of the organizations is to have an effective management in light of decision making, the importance of administrative leaderships is crucial at various organizational levels ensuring success achieved by any organization. Hence, it depends on the effectiveness and efficiency of the decisions taken and their relevance to fulfilling the objective set at various levels.

An interactive and changing business environment drives journalism institutions to the need to continue to adapt to circumstances accordingly. Persistently dynamic changes with respect to modernization to ensure their survival, especially in light of the challenges faced by traditional media institutions (newspapers, channels and radio stations), particularly after the increase in the number of media professionals, the need for new models of leadership has become a concern. Adapting with these developments and abandoning the traditional hierarchical structures, adopting flexible organizational designs and excellence can ensure the emergence of what are known as modern trends in leadership. Burns (1978) laid the basis for similar trends in Leadership styles and the indication of transformational leadership styles. Transformational leadership has been defined as "the leader's ability to deliver".

The organization's mission and vision for the future clearly to the followers and motivate them by showing high ethical and constructive behaviors. Trust and respect between the two parties to achieve the goals of the organization. There is an increasing need to create an effective media management system that relies on leadership more than on managers. A manager is not a leader, but every leader is a manager as the leader is aware of his role in community development. Hence, there is a need to work hard to help editors-in-chief in acquiring a set of managerial and leadership competencies.

Despite varied research and studies dealt with the concept of leadership and its impact, media institutions did not quite have sufficient studies considering Jordanian woman that discuss the status of leadership patterns and its importance. Hence, this study was undertaken to shed light on the transformational leadership style and its impact on the effectiveness of the decision-making process In Jordanian media institutions.

The Research Problem

Considering the press and media management activities, whether the media is visible, audible or legible, are among the topics important for study and research. From this standpoint, the study is undertaken to assess the degree of availability of transformational leadership competencies among editors-in-chief in Jordan from the point of view of the journalists. In order to measure the extent of availability of leadership skills, the impact on the development of performance and production in Media institutions must be understood.

The research problem can be summarized by the raising the following questions:

Is there an impact of transformational leadership on its dimensions (drawing the vision, setting goals and objectives, providing feedback, Golden Counseling, developing functional skills, performance monitoring and follow-up ensuring individual consideration and structural change) in enhancing the effectiveness of decision-making process in Jordanian press institutions?

Objectives of the study

The objectives of the study are:

- 1) To know the extent to which editors-in-chief in Jordanian daily newspapers have adopted the transformational leadership style.
2. To measure the capabilities of the editors-in-chief of the daily newspapers with respect to transformational leadership.
3. To study the impact of transformational leadership on its dimensions (drawing the vision, setting goals and objectives, providing feedback, Golden Counseling, developing functional skills, performance monitoring and follow-up ensuring individual consideration and structural change) in enhancing the effectiveness of decision-making process in Jordanian press institutions.

Importance of the Study

The importance of the study stems from the following:

- 1) The nature of the subject of the study, as it deals with the concept of transformational leadership, which is one of the important topics that has great potential for students and researchers in the field of management.
- 2) Linking the issue of the effectiveness of decision-making process in Jordanian media institutions with transformational leadership.
- 3) Attempt to draw the attention of administrations of the organizations for the need to know the relationship between transformational leadership and effectiveness in the decision-making process and to highlight the importance of transformational leadership in the performance of managers.

Hypotheses of the Study

Main hypothesis: There is no statistically significant effect of transformational leadership on its dimensions (drawing the vision, setting goals and objectives, providing feedback, developing functional skills, Golden Counseling, performance monitoring and follow-up ensuring individual consideration and structural change) in enhancing the effectiveness of decision-making process in Jordanian press institutions.

Sub-hypotheses:

- 1) There is a statistically significant effect of setting goals and objectives on the effectiveness of decision-making process in Jordanian media institutions.
- 2) There is a statistically significant impact of providing feedback on the effectiveness of decision-making process in Jordanian media institutions.
- 3) There is a statistically significant effect of Golden Counseling on the effectiveness of decision-making process in Jordanian media institutions.

Limitations of the Study

- A) Spatial boundaries: The spatial boundaries of this study represent the press institutions operating in the Hashemite Kingdom of Jordan.
- B) Temporal limits: The time period taken to conduct this study is October 2020 to February 2021.
- C) Study Population: It is represented by the journalists working in the Jordanian daily newspapers at the high administrative levels and the middlemen (heads, assistant editors-in-chief, department directors, editors, and reporters).
- D) Scientific Frontiers: The study relied on the transformational leadership variables identified before (2004, Griffin).

Definition of terms:

The following is a definition of the most prominent term used in the study:

Adequacy: "The ability to apply principles and techniques to perform a specific work efficiently and effectively in light of what the individual possesses such as knowledge, skills and trends" (Al-Tamimi, 2000, p. 10).

Transformational Leadership: Leadership can be derived from competencies and indicators emanating from the elements of leadership theory. The transformational are: the ideal effect, the motivational and inspiring potential, the mental arousal, and the individual moral.

Transformational Leadership Theories: The first concept of transformational leadership theory appeared in 1978 by a politician Burns, then the concepts improved, and in 1985, a famous theory of leadership was presented by Bass. In addition to the metrics for the essential factors of the theory, transformationalism and the development of the theory and its tools followed Bass and Waffolio, transformational leadership is an introduction to change and reform as effective leadership requires a set of core competencies. Ronald Higgs (2001) stated that workers in realizing the facility's need to adopt and bring about change in the organizational structure should build change on the basis of understanding profound needs of the facility.

Research Methodology

Study Approach

The study followed the survey approach by surveying the availability of the competencies of the editors-in-chief of the leading Jordanian daily newspapers using a structured questionnaire. Along with this the transformational leadership theory was tested to determine training needs.

Study population

The study population consists of all employees of the press institutions functioning in the Hashemite Kingdom of Jordan. These establishments have 8 daily paper newspapers.

Study Sample

The study sample includes 200 journalists employed in the Jordanian daily newspapers. The data for the study was collected using a questionnaire and the following is a description of it:

Questionnaire of transformational leadership competencies:

The questionnaire was prepared including 8 main areas: drawing the vision, setting goals and objectives, providing feedback, developing functional skills, Golden Counseling, performance monitoring and follow-up ensuring individual consideration and structural change.

Jordanian media institutions

The number of licensed satellite stations was 25, and the number of radio stations was 20. The number of press institutions considered was 20, distributed by 8 Daily, 9 weekly and 3 monthly newspapers. The number of licensed “electronic publications” news sites was 122. From the records of Jordan Media Authority, this authority handles 8 daily newspapers, and 565 sites, according to Journalistically according to Table 1:

Table 1: Number of Journalists employed in Daily Newspapers

Name of the Daily Newspaper	Number of Journalists
Opinion	206
Constitution	152
Tomorrow	81
Jordan Times	35
Nabateans	27
The People	25
Diar	21
As-Sabeel	18
Total number of employed journalists	565

Al-Rai Newspapers, Al-Dustour, and The Jordan Times are semi-official newspapers, having government ownership in them, while the rest of the newspapers are private newspapers. Jordanian newspapers are facing stifling financial crises, due to the significant decline in the advertising market and reluctance of subscribers in renewing their annual subscriptions. The readability of newspapers declined due to the proliferation of news sites before the social media sites leading the easy access of followers which imposes the administrations of these newspapers to develop paper media, to harmonize the requirements of reducing production costs, and developing content on websites. Although, the Jordanian newspaper crisis began in 2010, when social networking sites and websites increased, the Corona pandemic deepened the effects of the crisis, and Jordanian newspapers began laying off the employees. This leads to many difficulties related to managing them. Hence the importance of studying competency measurement considering Newspaper Editors with respect to transformational leadership is significant.

Analysis of Data collected from Questionnaire

After reviewing the questionnaires, it was found that the validity of 187 responses was considered for analysis of data in the SPSS.

The questionnaire considered five Likert scale and the scale of judging the results was used which was divided into low, medium and high. The levels are from: 1 to 33.2 (low score), and from 34.2 to 67.3 (medium score), and from 68.3 to 5 (high score).

The questionnaire answers the main question of the study, “What is the extent of availability of transformational leadership competencies among editors-in-chief in Jordan media institutions?”

To answer the question, arithmetic mean and standard deviation was calculated, and the rank was determined for leadership competencies considering the transformative editors-in-chief of daily newspapers in Jordan from the perspectives of the target group for each area.

Table 2: Descriptive Statistics and the rank of the extent of availability of transformational leadership competencies

Particulars	Arithmetic Mean	Standard Deviation	Rank	Results
Feedback Nutrition submission	3.1	0.54	1	Medium

Individual considerations	3.0	0.53	2	Moderate
Drawing vision	2.98	0.52	3	Medium
Functional skills	2.92	0.52	4	Intermediate
Performance and follow-up monitoring	2.89	0.51	5	Moderate
Restructured change	2.88	0.51	6	Medium
Golden Counseling	2.83	0.50	7	Medium
Setting goals and targets	2.72	0.50	8	Medium
College degree	2.89	0.47	9	Average

It is noted from Table No. 2 that the extent of availability of transformational leadership competencies for editors-in-chief in Jordanian newspapers is medium, with a mean of 89.2, and a standard deviation of 47.0.

1) Provide feedback

Table No. 3 shows the results of items of providing feedback. The arithmetic mean, standard deviation, and the rank of the availability of leadership competencies is ranked in descending order.

Table 3: Descriptive Statistics and the rank of providing feedback

Particulars	Arithmetic Mean	Standard Deviation	Rank	Results
Keep employees in touch with ongoing progress at work and assignments	3.21	0.82	1	Average
Communicate with others to understand their statements	3.18	0.77	2	Average
Opening channels of communication that facilitate the others work	3.12	0.86	3	Average
Choose the appropriate timing to provide feedback	3.11	0.75	4	Average
Provide employees with acceptable feedback on their performance	3.05	0.66	5	Average
Participation of workers in providing feedback	2.97	0.76	6	Average
Feedback on the experience of nutrition workers reviewing in order to increase his motivation	2.82	0.88	7	Average
Use a variety of methods to provide nutrition referencing	2.80	0.67	8	Average
Total	3.01	0.54		Average

It is noted from Table No. 3 that the extent of availability of transformational leadership competencies for the editors-in-chief of Jordanian daily newspapers was average with a mean of 3.01, and a standard deviation of 0.54.

2) The area of the individual legal entity

Arithmetic mean and standard deviation was calculated, and the rank and degree of availability of transformational leadership competencies were determined.

Table 4: Descriptive Statistics and the rank of area of the individual legal entity

Particulars	Arithmetic Mean	Standard Deviation	Rank	Results
Building cooperative relationships with employees	3.05	0.81	1	Average
Equality and impartiality in dealing with staff	3.03	0.78	2	Average
Respecting employees' convictions and ideas	3.301	0.82	3	Average
Understand employee perspectives	2.99	0.75	4	Average
Distinguish different capabilities of workers	2.92	0.70	5	Average
Total	3.00	0.76		Average

It is noted from Table No. 4 that the extent of availability of transformational leadership competencies for the editors-in-chief of Jordanian daily newspapers in the field of individual consideration was average with a mean of 3.00, and a standard deviation of 0.53.

3) Field of vision

Table 5: Descriptive Statistics and the rank of the field of vision

Particulars	Arithmetic Mean	Standard Deviation	Rank	Results
Influencing employees and earnings with potential vision realization	3.16	0.81	1	Average
Make employees trust in ability to overcome obstacles in achieving vision	3.10	0.78	2	Average
Giving a role model for the employees	3.02	0.82	3	Average
Building a clear future vision for newspaper with the participation of employees	2.94	0.78	4	Average
Confidence in the potential of employees to achieve vision	2.88	0.67	5	Average
Strategic planning with achieving shared vision	2.82	0.76	6	Average
Total	2.98	0.52		Average

It is noted from Table No. 5 that the extent of availability of transformational leadership competencies for the editors-in-chief of Jordanian daily newspapers concerning drawing the vision was average with a mean of 2.98, and a standard deviation of 0.52.

4) Job Skills Development

Table 6: Descriptive Statistics and the rank of Job Skills Development

Particulars	Arithmetic Mean	Standard Deviation	Rank	Results
Influencing employees and earnings with potential vision realization	3.16	0.81	1	Average
Make employees trust in ability to overcome obstacles in achieving vision	3.10	0.78	2	Average
Giving a role model for the employees	3.02	0.82	3	Average
Building a clear future vision for newspaper with the participation of employees	2.94	0.78	4	Average
Confidence in the potential of employees to achieve vision	2.88	0.67	5	Average
Strategic planning with achieving shared vision	2.82	0.76	6	Average
Total	2.98	0.52		Average

It is noted from Table No. 6 that the degree of availability of transformational leadership competencies for the editors-in-chief of Jordanian daily newspapers concerning the development of job skills was average with a mean of 2.92, and a standard deviation of 0.52.

5) Performance monitoring and follow-up

Table 7: Descriptive Statistics and the rank of performance monitoring and follow-up

Particulars	Arithmetic Mean	Standard Deviation	Rank	Results
Understand the strengths and weaknesses of the performance factors	3.07	0.82	1	Average
Evaluate employees' performance accurately and objectively	2.99	0.77	2	Average
Technical knowledge is needed to accomplish tasks for employees	2.90	0.76	3	Average
Promote self-control among workers	2.88	0.75	4	Average
Ensure that plans should be followed by actions	2.79	0.66	5	Average
Activate the process of self-evaluation for performance	2.72	0.86	6	Average
Total	2.89	0.51		Average

It is noted from Table 7 that the extent of availability of transformational leadership competencies for the editors-in-chief of Jordanian daily newspapers related to performance monitoring and follow-up was average with a mean of 2.89, and a standard deviation of 0.51.

6) Structural Change

Table 8: Descriptive Statistics and the rank of structural change

Particulars	Arithmetic Mean	Standard Deviation	Rank	Results
Building a collaborative culture with newspaper audiences	3.10	0.83	1	Average
Determine the duties and tasks of the newspaper's employees to make a change	3.04	0.76	2	Average
Providing the newspaper with the necessary resources to bring a change	2.95	0.85	3	Average
Spreading the spirit of ownership	2.81	0.75	4	Average
Involve newspaper audiences in planning for change and decision-making	2.72	0.67	5	Average
Building change in leadership teams	2.66	0.75	6	Average
Total	2.88	0.51		Average

It is noted from Table 8 that the extent of availability of transformational leadership competencies for the editors-in-chief of Jordanian daily newspapers related to performance monitoring and follow-up for structural change was average with a mean of 2.88, and a standard deviation of 0.51.

8) Golden Counseling

Table 9: Descriptive Statistics and the rank of Golden Counseling

Particulars	Arithmetic Mean	Standard Deviation	Rank	Results
Encouraging workers to work at their maximum potential	3.18	0.82	1	Average
Increasing employee interest in developing the newspaper	3.02	0.77	2	Average
Encouraging employees to come up with new ideas for a solution	2.94	0.86	3	Average
Motivate and commit to initiatives	2.77	0.75	4	Average
Helping workers look at their difficulties so that problems can be solved	2.62	0.66	5	Average
Increase employees' awareness of the size of the challenges	2.54	0.76	6	Average
Total	2.83	0.50		Average

It is noted from Table 9 that the extent of availability of transformational leadership competencies for the editors-in-chief of Jordanian daily newspapers related to performance monitoring and follow-up for Golden Counseling was average with a mean of 2.83, and a standard deviation of 0.50.

9) Establish goals and objectives

Arithmetic averages and standard deviations were calculated, and the rank and degree of availability of transformational leadership competencies were determined.

Table 10: Descriptive Statistics and the rank of establishing goals and objectives

Particulars	Arithmetic Mean	Standard Deviation	Rank	Results
Setting clear goals is ambitious.	2.70	0.86	1	Average
Good planning to achieve goals	2.65	0.81	2	Average
Persevere to achieve the goals despite the problems	2.80	0.67	3	Average
Expressing to workers regarding high expectations from his performance	2.74	0.91	4	Average
Involve employees in identifying their needs to achieve the goals	2.68	0.81	5	Average

Provide the resources to achieve the goals	2.76	0.71	6	Average
Total	2.72	0.50		Average

It is noted from Table No. 10 that the degree of availability of transformational leadership competencies for chief editors-in-chief of daily newspapers was medium with a mean of 2.72, and a standard deviation of 0.50.

Discussion, Findings and Recommendations

The results of the study showed that the extent of availability of transformational leadership competencies for the editors-in-chief of Jordanian daily newspapers from journalists' views are 'average', and the low level of individual core competencies may be attributed to the fact that the field requires leaders who provide a supportive environment in which they carefully address the needs of individual workers, and act as advisors. Having such competencies is not easy, as they require a transformational leader to focus on building trust and knowing aspects of weakness.

The researchers attribute the extent of availability of individual corporate entities to a moderate degree owing to the scarcity of training programs that editors-in-chief have been exposed to in the field of enhancing effective communication skills that enable the director to understand staff.

The researchers attribute that the competencies in the field of providing feedback are moderate to the fact that they require the leading manager to monitor employees closely and participate in his vision and strategy, and follow up on their performance in a way that contributes to achieving the goals.

The researchers explain the lack of competencies to provide feedback to their interest in administrative aspects at the expense of their proximity of employees to determine their weaknesses and strengths, which makes the manager unable to follow them adequately.

The researchers showed the low level of availability of vision-mapping competencies as it requires managers to overcome the current situation in the country. The smooth running of the newspaper's affairs by foreseeing the future along with giving a perspective that represents a method for their work as strategic leaders or managers without neglecting the present state of the newspaper is important.

Lack of these competencies may explain their lack of practice for fear of mistakes they may make as a result of their determination of drafting of a newspaper in future, which means their inability to deal with ambiguity, especially in light of financial crises. The second researcher believes that the lack of availability of all competencies in transformational domains of leadership can be explained by the need for superiors who can liberalize daily newspapers, as they are owned to keep pace with advancements, given the dimensions of this leadership are relatively new to the society.

Recommendations

Through the results of the study and its conclusions, the following recommendations were reached:

- Work to raise the level of availability of transformational leadership competencies among editors-in-chief in Jordan, through exposing them to systematic training and rehabilitation programs.
- The decision-makers should effectively choose the editors-in-chief of the Jordanian daily newspapers. The study tool while appointing editors-in-chief or other leaders in senior newspaper leadership positions of media institutions reveals the level of their possession of the transformational leadership competencies.
- A review of performance should be conducted on an annual basis after exposing the editors-in-chief to training courses to raise the standard of transformational leadership competencies.
- Models and mechanisms should be built for selecting editors-in-chief in the Jordanian daily newspapers, according to the availability of transformational leadership competencies.

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