

Transformational Leadership and Organizational Performance among Adnoc Employees in the United Arab Emirates

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Abstract

Original Research Article

The research study looked at the effect of transformational leadership on organizational performance among ADNOC human resources in the UAE. The specific objective of the research study was: To assess the correlation between transformational leadership and organizational performance among workers of ADNOC in the UAE. The scientific study utilised exploratory and correlational research designs so as to establish connections among the research study variables employing the quantitative paradigm. The researcher also used the positivism approach in order to navigate through her research process. The independent variable (IV) was transformational leadership and the dependant variable (DV) was organisational performance (OP) among the human resources of ADNOC in the UAE. The target population was 55,000 workers of ADNOC in the UAE. The sample size was 382 participants got utilizing table advanced by Morgan & Krejcie (1970). The scholar analyzed data employing descriptive statistics such as means, standard deviation and inferential statistics such as Pearson linear correlation coefficient (PLCC). The findings included: Transformational leadership positively predict company performance. Recommendations of the scientific study included: In brief, in order to ameliorate on the organizational performance, the managerial activities should aim at enhancing transformational leadership practices. Leaders should talk optimistically about the future, talk enthusiastically about what needs to be accomplished, articulate a compelling vision of the future, and express confidence that goals can be achieved.

Keywords: Transformational leadership, Practices, Company Performance, UAE.

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INTRODUCTION

Over the past decades, the oil and gas industry has become one of the major active industries around the globe as oil and gas are one of the top important resources. In fact, petroleum is deemed to be as fuel source, indicating its key role in the global economy and industry (Zou, Zhao, Zhang, & Xiong, 2020). Based on long-term studies, there is extensive global demand for such resource, with a global consumption of 30 billion barrels a year. In this regard, the developed nations are constituting the major consumers of the resource (Aleklett, 2021). With the expected increase in global population by over 1.1 billion individuals from 2010 to 2025, the demand of oil is predicted to increase by 1.2% to 1.5% between 2015 and 2030 (UN, 2017).

More importantly, Middle East Gulf countries own the world's conventional oil and gas reserves, with approximately 54% of the oil and 40% of gas, along with the significant amount of unproved and

undiscovered reserves (Sorkhabi, 2014). In particular, the UAE owns the world's seventh largest oil and natural gas reserves, estimated to be 97.8 billion barrels of oil and 6091 billion cubic meters of gas (Government UAE, 2018). Although oil prices have dipped, the UAE generated 3.5 million barrels of petroleum daily in 2014, from which 77% was crude oil and exported to Asian countries. Crude oil production in the UAE is predicted to increase by 30% in 2020, indicating that UAE may become the world's top energy and financial center hub and trading center in the Middle East, with Abu Dhabi holding 94% of the oil reserves and joining the world's major oil producers (EIA, 2017).

Transformational Leadership (TL) refers to the degree to which leaders raise users interests by creating awareness and acceptance of a certain purpose, and by motivating them to work for higher goals to fulfill self-actualizing needs (Riggio & Bass, 2019; Chammas & Hernandez, 2019). In this study, TL refers

to the activities performed by the higher management of ADNOC in clarifying the goal and vision of organization to employees and in encouraging them to get involved to achieve them (Gold, Malthora, & Segars, 2020).

Organizational performance helps in theoretically conceptualizing the organizational goals (Richard *et al.*, 2019). There is no unanimous agreement with regards to the definition of this term. Many definitions are related to the organizational performance with regards to the goals that it achieved (Abu-Jarad *et al.*, 2022; Shahzad *et al.*, 2019; Ali, Peters, Khan, Ali, & Saif, 2020; Nick Bontis *et al.*, 2018). Recardo and Wade (2001) defined organizational performance as an organization's ability to fulfil all its objectives and goals. Furthermore, Cascio (2022) defined the organizational performance based on its ability to accomplish all the goals although, the employees face many practical challenges (Shahzad *et al.*, 2019).

LITERATURE REVIEW

Transformational leadership has been widely accepted as the ideal leadership style in contemporary organizations. This form of leadership has gained recognition due to the recognizable impact of transformational leadership and its ability to achieve organizational outcomes such as employee satisfaction (Kammerhoff, Lauenstein, & Schütz, 2019; Park & Pierce, 2020; Sheehan, Garavan, & Morley, 2020) and organizational performance (Wang, Tsui, & Xin, 2022). It is widely accepted and mentioned throughout the course of the present study that transformational leadership has the peculiar ability to instigate higher order need (Rowold & Schlotz, 2018). Rowold & Schlotz (2018) add that transformational leadership have the ability to motivate employees and generating positive emotions, creation of inspirational vision for the vision and directing followers towards achieving these objectives.

According to Aydogdu & Asikgil (2021), during the 1980s researches on leadership sought to investigate ways through which leaders develop organizations into strong ones. Ultimately, transformational leadership emanated as an effective way to accomplish the goals of organizations as well as improve organizational commitment whilst developing stronger processes towards meeting such goals (Yukl, 2019). Den, Vanmuisjen, & Koopman (2022) explain that transformational leadership combines a set of ideas from traditional leadership approaches including trait, style and contingency to form its unique approach. Drawing on proposed dimensions of transformational leadership by several authors, Aydogdu & Asikgil (2021) derived five dimensions of transformational leadership which are fundamental to the present study - Idealized Influence (behaviour), Idealized Influence

(attribute), Inspirational Motivation, Intellectual Stimulation and Individualized Consideration.

Others including Lai (2019) agree with Aydogdu & Asikgil (2021) and have defined transformational leadership as consisting of these five dimensions mentioned earlier. The dimensions cover all areas of holistic as well and individualized approach to meeting organizational and group goals. Dartey-Baah (2017) could not have placed it in a better description as: "Leadership that acknowledges and have full knowledge of how dependent the attainment of a collective goal is on the relationship and performance of the individual constituents of a system."

In an attempt to touch on the individual constituents of transformational leadership; the first of these is idealized influence (Chuang, Gao, Murphy, & Anderson, 2020; Luo, Guchait, Lee, & Madera, 2019; Mullen, Kelloway, & Teed, 2017) Idealized influence is divided into two main dimensions of behaviour and attribute. Idealized influence (behaviour), refers to the charismatic action the leader takes with key regards to values and beliefs as well as the organization's sense of mission (Antonakis, Avolio, & Sivasubramaniam, 2020). To elaborate on this, Aydogdu & Asikgil (2021) argue that these actions include informing the members of the organization about his or her important values and beliefs, considering the ethical impacts of his or her decisions on the organization, and emphasizing the organization's main objectives.

It must be mentioned at this early point that this attribute of transformational leadership style has been linked to the Max Webber charismatic leadership approach; in this leadership approach, leaders are believed to possess acute skills which cannot be found in just any other person (Amor, Vazquez, & Faña, 2020; Buil, Martínez, & Matute, 2019). Due to the embedded inspirational and motivational qualities of transformational leadership in this area, they are able to communicate more effectively, stimulating followers and creating a sense of group aspirations which makes everyone within the organization feel they owe some responsibility to the betterment of the organization.

Idealized influence (attribute) is the second dimension of transformational leadership and it entails the attribution of the followers to the leader. As mentioned before, leadership has taken both a role and attribute perspective and this is acknowledged in defining the underlying elements of transformational leadership. Here, it refers to what the followers think of the leader, whether they consider him or her charismatic, confident and powerful and whether they like their association with him or her (Bendickson & Chandler, 2019a; Khunsoonthornkit & Panjakajornsak, 2018a). As Lai (2019) explains, transformational leaders are optimistic, enthusiastic and emphasize commitment to shared goals.

Inspirational Motivation is the third dimension of transformational leadership and it entails the ability of the leader to be exemplary to his or her followers (Den Hartog *et al.*, 1997). It refers the methods of the leader to inspiring the followers towards the achievement of organizational objectives as well as their personal goals. The leader may inspire the followers by providing an optimistic view of the organization's future as he or she sets a realistic vision and communicates it effectively to the followers, while providing them with means to achieve set visions. According to Avolio & Bass (2004), by doing so, leaders can motivate followers and add meaning to their work.

Intellectual Stimulation is the fourth dimension of transformational leadership; according to Dionne, Yammarino, Atwater, & Spangler (2020), the intellectual stimulation dimension entails the promotion of followers' rationality and intelligence, and motivating them to be innovative in solving problems. Den Hartog *et al.* (2022) argues that this dimension moves followers to reconsider their own values and beliefs as well as their leaders' values and beliefs, they therefore do not completely confine themselves to the methods provided by the leader. They think of new problem-solving methods and this enables them to solve problems that were missed or unnoticed by the leader (Naderi & Vosta, 2019; Sha, Lei, Song, & Islam, 2019; Yang, Chen, Zhao, & Hua, 2020).

Individualized consideration is the last dimension of transformational leadership and refers to the consideration of followers as individuals rather than just members of the group (Dionne *et al.*, 2020). Here, the leader focuses individually on followers' needs and encourages them to develop themselves. The leader guides the followers and motivates them to reach their full potential by enforcing an organizational climate that provides opportunities for followers to learn new things.

The organizational performance was an important variable that was studied in various management studies. Furthermore, it was an indicator of the development of an organization (Gavrea *et al.*, 2021; Delshab, Pyun, Kerwin, & Cegarra-Navarro, 2020). The organizational performance was a measure of the standard and prescribed indicators of efficiency, effectiveness and environmental responsibilities like the waste reduction, cycle time, productivity and the regulatory compliance (Muchira 2013; Khunsoonthornkit & Panjakajornsak, 2018b).

The organizational performance was also seen to be a variable of interest by the researchers who studied management. It allows the managers and researchers to evaluate their organizations over a period of time and compare it to their rivals (Richard, Devinney, Yip, & Johnson, 2009; Singh, Gupta, Busso,

& Kamboj, 2019b). Hence, organizational performance was seen to be an important criterion which was used in evaluating the organizations, their activities and their environment.

Many studies applied this parameter in their research (Richard *et al.*, 2019; Palacios-Marqués, García, Sánchez, & Mari, 2019). In direct contrast to the dominating role played by the organizational performance in the management field, the researchers did not determine what the performance was and how it was measured. Thus, it could be noted that this parameter was important for this study because: 1) this study focused on oil and gas sector (ADNOC), and 2). It can help in validating the organizational performance measure that has been used by earlier researchers in a different setting or context.

METHODOLOGY

Methods and materials

Data collection

The scientific study used a correlational research design with a positivism philosophy. The research scholar chose a sample size of 382 participants in ADNOC utilizing a table advanced by Morgan & Kreijcie (1970). Amin (2005) opined that a researcher scholar may not study the whole of the parent population because of time and money challenges. The researcher may choose a few persons to represent others so that the results can be generalized to affect the whole of the study population in some geographical location. The researcher employed a researcher generated questionnaire to collect data from the study field. The questionnaire was used because it garners a lot of data in a limited given time.

Sampling Techniques

The study researcher employed simple random sampling and stratified random sampling techniques. The simple random sampling was utilized because participants were able to have equal chances of being chosen to take part in the study while stratified random sampling was similarly utilized because all categories of participants had to be represented in the scientific study.

DATA ANALYSIS STRATEGY

The scholar researcher employed descriptive statistics such as tables, frequencies, percentages, averages, standard deviations and inferential statistics such as PLCC to analyze data for a scientific research study.

RESULTS

The following are the results concerning transformational leadership and organizational performance among ADNOC employees in the UAE.

Transformational leadership (tl)

In this study, the construct overall quality contains four dimensions namely system quality, information quality, and service quality.

1) Idealized Influence (II)

Table 1 presents the frequency, percentage, mean and standard deviation of each item, which measures idealized Influence among respondents. A respondent is asked to indicate their opinion which is measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Generally, the results indicate the overall respondents' mean score for idealized Influence in the current study is 3.61 with a standard deviation of 1.17, indicate that the respondents agreed that leaders instill pride in others for being associated with them, go beyond self-interest for the good of the group, act in ways that build others' respect for them, display a sense of power and confidence, talk about their most important values and beliefs, specify the importance of having a strong sense of purpose, consider the moral and ethical consequences of decisions, and emphasize the importance of having a collective sense of mission.

Table-1: Mean and standard deviation of idealized influence

| No. | Items | 1 n % | 2 n % | 3 n % | 4 n % | 5 n % | M | SD | Rank |
|-----|---|-------------|-------------|-------------|-------------|-------------|------|-------|------|
| II1 | Leaders instill pride in others for being associated with them. | 24 | 45 | 81 | 132 | 107 | 3.65 | 1.176 | 3 |
| | | 6.2 | 11.6 | 20.8 | 33.9 | 27.5 | | | |
| II2 | Leaders go beyond self-interest for the good of the group. | 26 | 45 | 103 | 122 | 93 | 3.54 | 1.167 | 4 |
| | | 6.7 | 11.6 | 26.5 | 31.4 | 23.9 | | | |
| II3 | Leaders act in ways that build others' respect for them. | 24 | 38 | 82 | 139 | 106 | 3.68 | 1.154 | 1 |
| | | 6.2 | 9.8 | 21.1 | 35.7 | 27.2 | | | |
| II4 | Leaders display a sense of power and confidence. | 23 | 41 | 79 | 144 | 102 | 3.67 | 1.146 | 2 |
| | | 5.9 | 10.5 | 20.3 | 37.0 | 26.2 | | | |
| | Total | | | | | | 3.61 | 1.167 | |

Source: Survey Note: n=frequency; %=percentage; 1= strongly Disagree 2=Disagree; 3=Unsure; 4= Agree; 5= strongly Agree M=Mean; SD=Standard Deviation

2) Inspirational Motivation (IM)

Table 2 presents the frequency, percentage, mean and standard deviation of each item, which measures inspirational motivation among respondents. A respondent is asked to indicate their opinion which is measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Generally, the results indicate the overall respondents' mean score for inspirational motivation in the current study is 3.72 with a standard deviation of 1.13, indicate that the respondents agreed that leaders talk optimistically about the future, talk enthusiastically about what needs to be accomplished, articulate a compelling vision of the future, and express confidence that goals will be achieved.

Table-2: Mean and standard deviation of inspirational motivation

| No. | Items | 1 n % | 2 n % | 3 n % | 4 n % | 5 n % | M | SD | Rank |
|-----|--|-------------|-------------|-------------|-------------|-------------|------|-------|------|
| IM1 | Leaders talk optimistically about the future. | 21 | 34 | 76 | 142 | 116 | 3.77 | 1.130 | 2 |
| | | 5.4 | 8.7 | 19.5 | 36.5 | 29.8 | | | |
| IM2 | Leaders talk enthusiastically about what needs to be accomplished. | 21 | 32 | 76 | 143 | 117 | 3.78 | 1.125 | 1 |
| | | 5.4 | 8.2 | 19.5 | 36.8 | 30.1 | | | |
| IM3 | Leaders articulate a compelling vision of the future. | 23 | 42 | 86 | 141 | 97 | 3.63 | 1.142 | 4 |
| | | 5.9 | 10.8 | 22.1 | 36.2 | 24.9 | | | |
| IM4 | Leaders express confidence that goals will be achieved. | 22 | 33 | 78 | 157 | 99 | 3.71 | 1.107 | 3 |
| | | 5.7 | 8.5 | 20.1 | 40.4 | 25.4 | | | |
| | Total | | | | | | 3.72 | 1.13 | |

Source: Survey Note: n=frequency; %=percentage; 1= strongly Disagree 2=Disagree; 3=Unsure; 4= Agree; 5= strongly Agree M=Mean; SD=Standard Deviation

3) Intellectual Stimulation (IS)

Table 3 presents the frequency, percentage, mean and standard deviation of each item, which measures intellectual stimulation among respondents. A respondent is asked to indicate their opinion which is

measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Generally, the results indicate the overall respondents' mean score for intellectual stimulation in

the current study is 3.47 with a standard deviation of 1.17, indicate that the respondents agreed that leaders re-examine critical assumptions to question whether they are appropriate, seek differing perspectives when

solving problems, get others to look at problems from many different angles, and suggest new ways of looking at how to complete assignments.

Table-3: Mean and standard deviation of intellectual stimulation

| No. | Items | 1 | 2 | 3 | 4 | 5 | M | SD | Rank |
|--------------|---|--------|--------|--------|--------|--------|-------------|-------------|------|
| | | n % | n % | n % | n % | n % | | | |
| IS1 | Leaders re-examine critical assumptions to question whether they are appropriate. | 29 | 54 | 90 | 142 | 74 | 3.46 | 1.165 | 3 |
| | | 7.5 | 13.9 | 23.1 | 36.5 | 19.0 | | | |
| IS2 | Leaders seek differing perspectives when solving problems. | 29 | 52 | 92 | 142 | 74 | 3.46 | 1.161 | 3 |
| | | 7.5 | 13.4 | 23.7 | 36.5 | 19.0 | | | |
| IS3 | Leaders get others to look at problems from many different angles. | 29 | 52 | 92 | 136 | 80 | 3.48 | 1.174 | 2 |
| | | 7.5 | 13.4 | 23.7 | 35.0 | 20.6 | | | |
| IS4 | Leaders suggest new ways of looking at how to complete assignments. | 31 | 48 | 87 | 143 | 80 | 3.50 | 1.179 | 1 |
| | | 8.0 | 12.3 | 22.4 | 36.8 | 20.6 | | | |
| Total | | | | | | | 3.47 | 1.17 | |

Source: Survey Note: n=frequency; %=percentage; 1= strongly Disagree 2=Disagree; 3=Unsure; 4= Agree; 5= strongly Agree M=Mean; SD=Standard Deviation

4) Individual Consideration (IC)

Table 4 presents the frequency, percentage, mean and standard deviation of each item, which measures individual consideration among respondents. A respondent is asked to indicate their opinion which is measured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Generally, the results indicate the overall respondents' mean score for individual consideration in

the current study is 3.55 with a standard deviation of 1.11, indicate that the respondents agreed that leaders treat others as individuals rather than just as a member of a group, consider an individual as having different needs, abilities, and aspirations from others, seek a differing point of view when dealing with organizational issues, and help others to develop their strengths.

Table-4: Mean and standard deviation of individual consideration

| No. | Items | 1 | 2 | 3 | 4 | 5 | M | SD | Rank |
|--------------|---|--------|--------|--------|--------|--------|-------------|-------------|------|
| | | n % | n % | n % | n % | n % | | | |
| IC1 | Leaders treat others as individuals rather than just as a member of a group. | 20 | 42 | 114 | 139 | 74 | 3.53 | 1.076 | 3 |
| | | 5.1 | 10.8 | 29.3 | 35.7 | 19.0 | | | |
| IC2 | Leaders consider an individual as having different needs, abilities, and aspirations from others. | 22 | 46 | 93 | 147 | 81 | 3.56 | 1.114 | 2 |
| | | 5.7 | 11.8 | 23.9 | 37.8 | 20.8 | | | |
| IC3 | Leaders seek a differing point of view when dealing with organizational issues. | 22 | 52 | 96 | 142 | 77 | 3.51 | 1.121 | 4 |
| | | 5.7 | 13.4 | 24.7 | 36.5 | 19.8 | | | |
| IC4 | Leaders help others to develop their strengths. | 21 | 47 | 85 | 146 | 90 | 3.61 | 1.127 | 1 |
| | | 5.4 | 12.1 | 21.9 | 37.5 | 23.1 | | | |
| Total | | | | | | | 3.55 | 1.11 | |

Source: Survey Note: n=frequency; %=percentage; 1= strongly Disagree 2=Disagree; 3=Unsure; 4= Agree; 5= strongly Agree M=Mean; SD=Standard Deviation

Direct Hypotheses Testing

From the results of the PLCC, transformational leadership significantly predict organizational performance. Hence, the alternative hypothesis (H₁) was accepted with ($\beta = 0.458, \tau = 10.84, \pi < 0.01$).

Note that the correlation coefficient indicates the strengths of the relationship between exogenous and endogenous constructs, so the direct effects of

transformational leadership on organizational performance was found to be Significant.

DISCUSSION

Idealised influence

Generally, the results indicate the overall respondents' mean score for idealized Influence in the current study is 3.61 with a standard deviation of 1.17, indicate that the respondents agreed that leaders install

pride in others for being associated with them, go beyond self-interest for the good of the group, act in ways that build others' respect for them, display a sense of power and confidence, talk about their most important values and beliefs, specify the importance of having a strong sense of purpose, consider the moral and ethical consequences of decisions, and emphasize the importance of having a collective sense of mission. This finding was in agreement with the study conducted by Yang, Chen, Zhao & Hua (2020) on Proactive Personality in organizations who found out that the spirit of collegiality and cooperation among the employees leads to high productivity in companies.

Inspirational motivation

Generally, the results indicate the overall respondents' mean score for inspirational motivation in the current study is 3.72 with a standard deviation of 1.13, indicate that the respondents agreed that leaders talk optimistically about the future, talk enthusiastically about what needs to be accomplished, articulate a compelling vision of the future, and express confidence that goals will be achieved. This finding was not in consonance with the study conducted by Subramony, Segers, Chadwick & Shyamsunder (2018) on Leadership Development who found out those uncertainties in leadership circles if not planned for, can always lead to ineffectiveness.

Intellectual stimulation

Generally, the results indicate the overall respondents' mean score for intellectual stimulation in the current study is 3.47 with a standard deviation of 1.17, indicate that the respondents agreed that leaders re-examine critical assumptions to question whether they are appropriate, seek differing perspectives when solving problems, get others to look at problems from many different angles, and suggest new ways of looking at how to complete assignments. This finding concurred with the study conducted by Yu (2017) on innovative culture in organizations who found out that it is always wise to operationalize the process of rationalization in executing the organizations tasks, programs and activities.

Individual consideration

Generally, the results indicate the overall respondents' mean score for individual consideration in the current study is 3.55 with a standard deviation of 1.11, indicate that the respondents agreed that leaders treat others as individuals rather than just as a member of a group, consider an individual as having different needs, abilities, and aspirations from others, seek a differing point of view when dealing with organizational issues, and help others to develop their strengths. This finding was in agreement with the study conducted by Siangchokyoo, Klinger & Champion (2020) on Follower Transformation who found out that objectivity in leadership engenders feelings of fairness among the workers.

Transformational leadership significantly predict organizational performance. Hence, the alternative hypothesis (H_1) was accepted with ($\beta = 0.458$, $\tau = 10.84$, $p < 0.01$).

Note that the standardized path coefficient indicates the strengths of the relationship between Independent and dependent variables, so the direct effects of transformational leadership on organizational performance was found to be Significant. This finding was not in consonance with the study conducted by Wang, Huang & Liu (2022) on Success of Open Source Projects who found out that the presence of a vision and mission in a company does not necessarily boost tremendously organisational performance.

CONCLUSION

ADNOC employees in the UAE agreed that leaders install pride in others for being associated with them, go beyond self-interest for the good of the group, act in ways that build others' respect for them, display a sense of power and confidence, talk about their most important values and beliefs, specify the importance of having a strong sense of purpose, consider the moral and ethical consequences of decisions, and emphasize the importance of having a collective sense of mission.

Leaders talk optimistically about the future, talk enthusiastically about what needs to be accomplished, articulate a compelling vision of the future, and express confidence that goals will be achieved. Leaders re-examine critical assumptions to question whether they are appropriate, seek differing perspectives when solving problems, get others to look at problems from many different angles, and suggest new ways of looking at how to complete assignments. Leaders treat others as individuals rather than just as a member of a group, consider an individual as having different needs, abilities, and aspirations from others, seek a differing point of view when dealing with organizational issues, and help others to develop their strengths.

Recommendation on future research

The effect of other forms of leadership on organizational performance apart from transformational leadership such as: transactional leadership, democratic leadership and laissez-faire leadership.

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