

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON JOB SATISFACTION THE
MEDIATING ROLE OF KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL
CULTURE IN ADNOC REFINING COMPANY IN UAE

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A thesis submitted in
fulfilment of the requirement for the award of the
Doctor of Philosophy in Technology Management.

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SEPTEMBER 2023

DEDICATION

For my beloved family.



ACKNOWLEDGEMENT

Praise Allah, Lord of the Worlds, who enabled me to complete this study successfully.

I want to express my utmost gratitude and appreciation to the individuals that helped me to complete this work. First and foremost, to my supervisor, Dr. Mohd Yamani Bin Yahya for her consistent encouragement advice, and guidance throughout the period of this research.

Additional thanks go to my family members and friends for their constant support to accomplish this work.

Finally, I also want to thank those who have contributed directly or indirectly towards the success of this research.



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ABSTRACT

Today, transformational leadership is considered the most influential leadership style for modern organizations. To boost job satisfaction in the oil and gas industry, the interrelated roles of transformational leadership, knowledge management, and organizational culture help companies achieve this goal. ADNOC has initiated plans to enhance the capabilities of its workforce and develop their performance, but until the present, it is unknown to what extent this plan is successful. As transformational leadership promotes the needs of employees without exemptions, the ambiguity surrounding organization culture and knowledge management may hinder the efforts of those leaders to boost affective and cognitive job satisfaction. Thus, the aim of this study is to examine the mediating roles of organizational culture and knowledge management in the relationship between transformational leadership and job satisfaction. In addition, proposing a framework that interrelates these variables in the energy sector To achieve this goal, a quantitative methodology was used, and a simple random technique was adopted for distributing the questionnaires to a sample of 450 employees working at ADNOC Refining Company. The result showed that knowledge management and organizational culture have partial mediating effects on the association between transformational leadership and job satisfaction. This study makes several theoretical and practical contributions to the topic of leadership and organizational theories, such as validating a scale for measuring the dimensions of job satisfaction in the O&G industry and providing empirical evidence on the significant role of transformational leaders in ADNOC. It is recommended that leaders in this company promote knowledge production, knowledge integration, and knowledge utilization to establish an organizational culture that is based on employee orientation, customer focus, and responsibility. All these factors contribute to affective, cognitive, and behavioral job satisfaction.

ABSTRAK

Hari ini, kepemimpinan transformasi dianggap sebagai gaya kepemimpinan yang paling berpengaruh untuk organisasi moden. Untuk meningkatkan kepuasan kerja dalam industri minyak dan gas, peranan kepemimpinan transformasi yang saling berkaitan dengan pengurusan pengetahuan dan budaya organisasi membantu syarikat mencapai matlamat ini. ADNOC mempunyai rancangan inisiatif untuk meningkatkan keupayaan tenaga kerjanya dan membangunkan prestasi mereka, tetapi sehingga kini, tidak diketahui sejauh mana rancangan ini berjaya. Oleh kerana kepemimpinan transformasi menggalakkan keperluan pekerja tanpa pengecualian, kekaburan yang menyelubungi budaya organisasi dan pengurusan pengetahuan mungkin menghalang usaha pemimpin tersebut untuk meningkatkan kepuasan kerja afektif dan kognitif. Oleh itu, matlamat kajian ini adalah untuk mengkaji peranan pengantara budaya organisasi dan pengurusan pengetahuan terhadap hubungan antara kepemimpinan transformasi dan kepuasan kerja. Di samping itu, mencadangkan rangka kerja yang menghubungkan pembolehubah ini dalam sektor tenaga. Untuk mencapai matlamat ini metodologi kuantitatif telah digunakan, dan teknik rawak mudah telah diguna pakai untuk mengedarkan soal selidik kepada sampel 450 pekerja yang bekerja di syarikat ADNOC Refining. Hasil kajian menunjukkan bahawa pengurusan pengetahuan dan budaya organisasi mempunyai kesan pengantara separa ke atas perkaitan antara kepemimpinan transformasi dan kepuasan kerja. Kajian ini memberikan beberapa sumbangan teori dan praktikal kepada topik kepemimpinan dan teori organisasi, seperti mengesahkan skala untuk mengukur dimensi kepuasan kerja dalam industri O&G, dan menyediakan bukti empirikal tentang peranan penting pemimpin transformasi dalam ADNOC. Adalah disyorkan bahawa pemimpin dalam syarikat ini mempromosikan pengeluaran pengetahuan, penyepaduan pengetahuan, dan penggunaan pengetahuan untuk mewujudkan budaya organisasi yang berdasarkan orientasi pekerja, tumpuan pelanggan, tanggungjawab. Kesemua faktor ini menyumbang kepada kepuasan kerja afektif, kognitif dan tingkah laku.

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LIST OF ABBREVIATIONS

- KW* - Knowledge Management
TL - Transformational Leadership
OC - Organizational Culture
JS - Job Satisfaction



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CHAPTER 1

INTRODUCTION

1.1 Background of study

Today, the world witnesses a dramatic development in all aspects of life and this include business world and industries. These developments increase the challenge on organizations, especially leaders of large companies like those in the oil and gas (O&G) industry. As leaders play the key role in helping organizations to face the challenges in the market as well as deal with crises, the role of human resources is not less important than leadership. Hence, organizations should focus on certain leadership styles to ensure that human resources are doing well and satisfied in their work (Fareed & Su, 2022). Transformational leadership has been widely adopted in O&G industry because those leaders have shown significant ability to motivate and inspire the workforce in the energy sector (Khosro et al., 2021). They have substantial capability to achieve change in the organization, and helping workers to maximize their skills and reinforce a culture based on innovation and teamwork spirit (Bharadwaj et al., 2015).

The literature shows that leadership is not enough to ensure sustainable success in the market without the aid of other factors such as knowledge management. With the advancement of information technology, knowledge management has become a hot topic and linked to the development strategy of various types of industries. The tough completion in today's business world stresses the importance of knowledge management, especially at the time of crises and pandemics, knowledge management helped organizations to face a lot of challenges (Ammirato et al., 2021; Zhao et al., 2022). Knowledge management practices have an impact on organization processes, production, employees, and organizational performance. Thereby, if it utilized correctly should improve the overall work and organizations functions which in turn

satisfy employee (Phuong et al., 2022). These advantages should be explored, developed and utilized more frequently (Virgil, 2013). In addition, knowledge management causes individuals to be more adaptable, and help the employees in doing the job efficiently and provide the accurate information for the leaders (Singgih et al., 2020). However, it is vital for O&G companies to determine the optimal leadership styles through knowledge management (Hakkak et al., 2021). Transformational leadership foster innovation work behavior (Tan et al. ,2021), leading to increased goal-directed behavior of followers (Peck & Hogue, 2021), promoting positive organizational culture based on change and a spirit of trust (Idris et al., 2022), and helping followers to think in a different way (Xenikou, 2022).

The companies in the energy sector need a culture based on innovation to cope with the challenges of market, it is likely to see transformational leaders who help O&G company to foster innovation in the workplace (Almuharrami et al., 2022). Leaders who build such cultures and articulate them to followers typically exhibit a sense of vision and purpose. They align others around the vision and empower others to take greater responsibility for achieving the vision. Such leaders facilitate and teach followers. They foster a culture of creative change because transformational leader has an indirect positive impact on job satisfaction via achievement culture orientation (Xenikou & Simosi, 2006).

Based on the previous arguments, it is evident that studying the topic of transformational leadership in O&G industry will explain how those leaders contribute to job satisfaction, organizational culture and promote knowledge management. As knowledge management is widely recognized to be part of the success or failure of business management. Seeking to better understand the determinants of the evolution of knowledge management in O&G will enhance our understanding on its role in the energy sector. Thereby this study focuses the ability of O&G company to change their processes over time to improve knowledge management effectiveness, and how leadership contribute to the effectiveness of knowledge management in this sector. In other words, the literature indicates that transformational leadership are increasingly dominating the top position in large industries but to the present the connection between transformational leadership and job satisfaction has not been studied from the perspective of organizational culture and knowledge management.

1.2 Abu Dhabi national oil company

Abu Dhabi National Oil Company (ADNOC) has established itself as one of the most successful energy companies in the United Arab Emirates. This company has been in the oil and gas industry for decades and is now one of the most profitable in the world. ADNOC has focused on innovative approaches to manage available resources, including human resources, since its inception, making the business one of the top corporations in the UAE and a foundation of economic growth (StudyCorgi, 2020). The UAE Vision 2030 is built on strengthening the oil and gas industry while attracting the greatest labor in the world. ADNOC grew and invested in human capital because it believes that human capital is one of the company's most valuable assets. As a result, investments and new enterprises were made with the goal of increasing the competence and expertise of industry workforces (Al Mansoori et al., 2020).

Furthermore, ADNOC is a UAE state-owned oil business. The company was incorporated in 1971. The organization's headquarters are in the Emirate of Abu Dhabi, which contains around 95 percent of the UAE's oil reserves. The present performance of ADNOC staff is not widely known because such information is kept confidential by the organization. However, the performance of ADNOC personnel can be deduced from numerous organizational elements such as motivation, dedication, training, and staff retention (Essays, 2018). ADNOC is said to invest billions of dollars on remuneration, prizes, and employee training in order to keep staff motivated and dedicated to staying with the organization and giving their best performances (Essays, 2018). This could be an indication that ADNOC employees have not yet achieved optimal performance, and the organization's top management spends a significant amount of money, particularly on training, to keep employees well informed and knowledgeable in order to contribute to the success of the O&G industry.

Despite the fact that countries in the Middle East, particularly those in the Gulf Cooperation Council (GCC), rely on foreign labor rather than locals, the UAE is one of these countries that aims to increase the engagement of local labor (Emiratis) in the market, but these efforts face many challenges, such as a shortage of qualified Emirati workers who can replace the foreigners (Jones, 2015). As a result, locals in these countries face stiff competition from foreign workers for jobs. Although ADNOC considers high levels of job performance to be part of its organizational culture, the number of Emiratis in this corporation remains low as compared to foreigners. This

issue is largely attributed to poor job satisfaction and a lack of willingness to work in demanding positions among Emiratis (Al Dahnahani et al., 2019).

To solve this issue, the Dubai government's National Human Resource Development and Employment Authority estimated that foreign nationals replaced 95 percent of the UAE workforce, with expats accounting for 91 percent of the working population (ICS, 2016). According to the survey, UAE nationals (Emiratis) make up only 9% of the entire workforce in the domestic market, with 8 percent working in the public sector and only 1% working in the private sector (Aljanahi, 2017). In the oil and gas business, for example, Emiratis make up barely 7% of the workforce (Yedder, 2021). These statistics indicate that Emiratis are not the preferred labor in the country's corporate and public sectors. As a result, the development of Emirati human capital has become a major concern for the UAE government in recent years, with the role of transformational leaders and organizational culture becoming increasingly crucial in solving this issue.

According to the literature, companies may fail to recruit, develop, and motivate the proper people for strategy creation and implementation, as well as fail to motivate human resources, due to a variety of challenges (Raquel et al., 2019; Kabeyi, 2019; Ugoani, 2020). In other sense, failure to identify and develop an adequate plan for human capital may have an impact on an organization's market success (Nnaeto & Anulika, 2020). In this regard, a lack of clear strategic planning for satisfying the workforce will lower their motivation to work (Leskaj, 2017). Organizations operating in the UAE should therefore devise some effective plans for investing in good leaders to promote positive atmosphere in the workplace, since this not only helps the workforce but also ensures that firms remain competitive for their long-term survival. Rather of seeing personnel are useless, companies can build excellent human capital development processes (Obiekwe, 2018). All of these issues and controversies will be addressed in this study in order to better understand how transformational leaders help ADNOC to be in better positions in the energy market.

1.3 Problem statement

Employees in O&G companies are always considered an important asset so that the psychological state of workforce in this sector is critical. Job satisfaction leads to a

positive atmosphere at the workplace. Hence, in O&G industry it is vital to ensure that job satisfaction of employees should always be high in order to make them happy and productive workers (Al-Ali et al., 2019). In this regard organizational culture and leadership style could play a significant role in promoting satisfaction among the workforce (Ilham et al., 2018; Boyas & Rachmad, 2022). The study of Marzooqi et al. (2022) confirmed the effect of transformational leadership on the performance among ADNOC human resources.

ADNOC can dedicate their focus for taking effective procedures on selective base to enhance job satisfaction of the employees for their retention. If this is not done, top talented employees in this company may leave the company adding to further challenges. In other words, the success of ADNOC relies on encouraged workers and it is found that higher degree of job satisfaction is obtained by maintain the employees associated with the company (Al Suwaidi & Akmal, 2022).

In addition, the challenges of O&G market are reflected on the atmosphere inside these companies working in this industry. The crises in the market are not only affecting the performance of companies in the energy sector but also reflects on job satisfaction, e.g., Ramakrishnan et al. (2017) found that changing oil prices has a significant effect on job satisfaction in the Arab Gulf Countries. As ADNOC in one of these countries, the scenario in UAE is not an exemption. For example, Al Mansoori et al. (2020) identified the ranking of factors affecting ADNOC which involved 100 valid responses from the survey, their findings reveal the five most significant factors affecting the workforce in ADNOC, i.e., rewards and recognition, effective behavior, low employee turnover, assuring job security, and effective support system. It has been reported that these factors affecting job satisfaction in any industry without limitation (Adeoye & Obanewo, 2019; Noor & Zainordin, 2018; Bhardwaj et al., 2021). As the O&G industry, is the backbone of UAE's economy, this industry has been facing high employee turnover rate which significantly affect job satisfaction among the workforce of companies in this industry (Al Suwaidi & Akmal, 2022).

Despite the good reputation of ADNOC, some reports reveal that the organizational culture inside ADNOC is not promoting the workforce to afford high level of performance and productivity, while the status of job satisfaction remain unreported to the present. This concern has been addressed by Al Dahnahani et al. (2019) who surveyed middle managers with at least 2 years experiences and full-time

employment at ADNOC. The middle managers reported some issues such as low incentives and lack of training which affect the satisfaction of employees in the company. The managers also confirmed that low job satisfaction in ADNOC affect the performance and the productivity of employees. To achieve this goal, ADNOC has initiated plans to enhance the capabilities of Emiratis workforce and develop their performance (Yedder, 2021), but until the present, it is unknown to what extent this plan is successful. However, the lack of empirical reports on the reality of organizational culture inside ADNOC could worsen this problem, and affect the affective and cognitive job satisfaction (Nuaimi, 2020). As transformations leadership promote the needs of employees without exemptions (Arif et al., 2019), the ambiguity surrounding organization culture and knowledge management may hinder the efforts of transformational leaders to boost the job satisfaction.

In practice, the issues of job satisfaction in O&G companies have been addressed in the literature. The sources of this problem could be referred to leadership style and organizational culture, while some studies found that knowledge management also influence job satisfaction (Rafique & Mahmood, 2018). As the interaction between leaders and employees plays a key role in determining organizational outcomes and performance. Although human resources management literature posits positive effects of leadership behaviors on employee job satisfaction. However, the causal relationship between these two variables is unclear due to potential endogeneity issues inherent in this relationship (An et al., 2020). Therefore, this study will search in this gap in order to identify why job satisfaction in ADNOC is low and how transformational leadership could raise job satisfaction in this company from the lens of organizational culture and knowledge management.

In theory, the relationship between transformational leadership, and job satisfaction has not been well-explained in the literature from the angle of organizational culture, knowledge management, whereas the alignment of these concepts and fit them into one framework is lacking in the literature. Despite the theory for satisfaction and motivation presented by Maslow and Herzberg 2-factors paradigm explained well how leaders influence the subordinates to high level of job satisfaction. However, to the present the literature did not provide evidence how organizational culture could be decisive in strengthen or weaken this relationship. Maslow's theory suggests that employees are motivated by fulfilling their basic needs such as

physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. In contrast, Herzberg's theory argues that there are two types of factors that influence employee satisfaction and motivation: hygiene factors and motivators. The organization culture that is based on providing the hygiene factors must be met for employees to feel satisfied, such as job security, inspiration, and working conditions. With the aid of transformational leadership job satisfaction is increased because those leaders have the skills to promote the motivational factors in the organizational culture. Yet, there is a lack of studies that identified the mediating role of organizational culture from this angle. Hence, these Herzberg's and Maslow theories provide a framework for understanding how organizational culture can influence employee satisfaction through transformational leadership. To that end, this study addresses this gap and fit these concepts into a framework to boost job satisfaction in O&G companies.

1.4 Research questions

The aim of this study is to propose a framework that explain the effect of transformational leadership on job satisfaction in ADNOC, whereas the mediating roles of knowledge management and organizational culture on this relationship included in this framework. To achieve this aim, this study will attempt to answer the following questions:

- i) What is the effect of transformational leadership on job satisfaction?
- ii) What is the effect of transformational leadership on organizational culture?
- iii) What is the effect of transformational leadership on knowledge management?
- iv) What is the effect of organizational culture on job satisfaction?
- v) What is the effect of knowledge management on job satisfaction?
- vi) Does organizational culture mediate the relationship between transformational leadership and job satisfaction?
- vii) Does knowledge management mediate the relationship between transformational leadership and job satisfaction?

1.5 Research objectives

- i) To examine the effect transformational leadership on job satisfaction.
- ii) To examine the effect of transformational leadership on organizational culture.

- iii) To examine effect of transformational leadership on knowledge management.
- iv) To identify the effect of organizational culture on job satisfaction.
- v) To identify the effect of knowledge management on job satisfaction.
- vi) To investigate the mediating role of organizational culture on the relationship between transformational leadership and job satisfaction.
- vii) To investigate the mediating role of knowledge management on the relationship between transformational leadership and job satisfaction.

1.6 Research hypotheses

Hypothesis (H1): Transformational leadership has a significant effect on job satisfaction.

Hypothesis (H2): Transformational leadership has a significant effect on organizational culture.

Hypothesis (H3): Transformational leadership has a significant effect on knowledge management.

Hypothesis (H4): Organizational culture has a significant effect on job satisfaction.

Hypothesis (H5): Knowledge management has a significant effect on job satisfaction.

Hypothesis (H6): Organizational culture mediates the relationship between transformational leadership and job satisfaction.

Hypothesis (H7): Knowledge management mediates the relationship between transformational leadership and job satisfaction.

1.7 The scope of the study

This study focused on four topics namely: transformational leadership, organizational culture, knowledge management, and job satisfaction. The author aimed to provide empirical evidences to understand the relationships between these four variables in O&G industry in UAE, specifically in ADNOC refining company. The geographic area is limited to the area of UAE to promote a more homogeneous sample, and to limit the influence of other extraneous variables such as culture that may impact the

knowledge management process in UAE O&G companies. The respondents are the workforce in all departments of ADNOC refining company.

1.8 Significance of study

The significance of this study comes from the analysis of essential variables that enhance the satisfaction of employees in O&G companies in UAE. Many studies showed that TL, OC, and knowledge management affecting the performance of organizations but there are limited studies that examines the integrated role of OC, and knowledge management on the association between job satisfaction and TL, particularly in UAE. The present study will be helpful in checking the prevalence of diverse leadership styles in oil and gas sector of UAE.

This study focuses on developing a conceptual model that could be adopted by O&G companies to enhance the transformational leadership and job satisfaction. The expect results of this study will be reflected on developing the quality of performance of employees through improving their satisfaction on their work. Since the recommendations of this study could enhance the overall performance significantly. Furthermore, this study will contribute in the following aspects:

Knowledge. The output of this study will enhance the management of knowledge by O&G companies and attract more employees and customers. Actively managing organizational knowledge can also stimulate cultural change and innovation by encouraging the free flow of ideas which will be reflected on the performance. Since O&G companies are dealing with large amount of data and information, thus overload of data is making knowledge management increasingly more important. Three key reasons why this study focuses on knowledge management in building a theoretical model are: (1) Facilitates transformational leaders capabilities, (2) Builds learning organizations by making learning routine, and, (3) Stimulates cultural change and innovation.

Culture. This study will highlight the importance of certain predefined cultural policies which guide the employees and give them a sense of direction at the O&G companies so that every individual is clear about his roles and responsibilities in the company and know how to accomplish the tasks ahead of the deadlines. The result of

this study will help O&G companies to build a distinct organizational culture from others.

1.9 Terminologies

Knowledge Management (KM). It is the process of managing the knowledge inside the organization by using various approaches to and steps to organize and utilize the knowledge so that improving the performance of the organization. Knowledge management is measured through three dimensions, specifically; knowledge production, knowledge integration, knowledge utilization.

Transformational Leadership (TL). It is a style of leadership where a creating a new vision for the organization by inspiring the followers and motivate them to use new ways for doing the work based on creativity and innovation. Transformational leadership is measured through four dimensions, specifically; idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Organizational Culture (OC). It is the shared values and beliefs between the members of the organization which established by the leader and then communicated and promoted through various methods to shape employee behaviors and understanding of the mission and goals of the organization. Organizational culture is measured through three dimensions, specifically; employee orientation, customer focus, responsibility.

Job Satisfaction (JS). It is the level of gratification employees feel with their job. Job satisfaction is based on how an employees feel about their job and also reflect their attitude towards their organization and its atmosphere and leadership style. Job satisfaction is measured through three dimensions, specifically; affective job satisfaction , cognitive job satisfaction , interrelationships need.

1.10 Chapter summary

This chapter present an introduction to the topics that will be studied in this research project, and explaining the main problems and challenges that face the banks general, and those in ADNOC in particular to develop job performance of human

capital in oil and gas companies. The scope indicates that quantitative methodology has been adopted to conduct data analysis. The result of this study should contribute to increasing the level of knowledge in the field of transformational leadership in the energy sector, and will expand the perceptions in the field of organizational culture and knowledge management in particular to reach to the best ways to boost the performance of employees in ADNOC.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this chapter, the author discusses the concepts transformational leadership, organizational culture, knowledge management, and job satisfaction in light of previous studies and reports on these variables. This study reviews the findings from previous studies on transformational leaders and their impact on job satisfaction of employees, thus sets organization's direction and vision, influencing how lower levels of an organization operate and help a company leader to meet new challenges. In addition to that the concepts of organizational culture and knowledge management are discussed in details.

Moreover, the in this chapter an overview of different contribution in literature are discusses with respect to the concepts of knowledge management (mediator variable), organizational culture (mediator variable), transformational leadership (independent variable), and finally job satisfaction (dependent variable). Each main section associated with the concept of variable starting with definitions and discusses the importance of each variable to organizations and its contribution to the conceptual model of this study. The final section in this chapter presents the relationships between the variables according to the findings and empirical evidences from previous studies.

2.2 Oil and gas industry

Oil and Gas (O&G) industry in United Arab Emirate (UAE, hereafter) has a major role to play in determining the current economic prosperity and transformation of UAE. A total 10% of total world's reserves are possessed by UAE O&G industry (Marcella & Rowlands, 2013). The future contribution of this industry in the world's economy and

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APPENDIX D

VITA

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