

THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP,
ORGANIZATIONAL CULTURE AND EMPLOYEES JOB PERFORMANCE OF
ABU DHABI NATIONAL OIL COMPANY

AISHAH ABDULLAH AL DHANHANI

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STUDENT'S DECLARATION

I certify that except where due acknowledgement has been made, the work is that of the author alone, the work has not been submitted previously, in whole or in part, to qualify for any other academic award; the content of the thesis is the result of work which has been carried out since the official commencement of the approved research program; and any editorial work, paid or unpaid, carried out by a third party is acknowledged. I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.



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DEDICATION

I dedicate this work to my beloved family; whose understanding and patience gave me the strength to pursue this program. My sincere appreciation goes to my sister; she has been a great inspiration to me. Her love, support and encouragement gave me the strength and the courage to complete my journey. My brothers and husband support, encouragement played an important role in completing this journey. Also, I sincerely dedicated this work to all members of the family and friends.



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ABSTRACT

Optimum job performance is often the primary result that organization seek to achieve. Available literatures have shown that leaders' behavior shape organizational culture which lead to optimum job performance, thereby contributing to organizational success. However, despite compelling evidence on previous studies on the effects of transformational leadership and organizational culture and employees' performance, there is an overwhelming lack of insights regarding the dynamics and interplay of transformational leadership and employees' job performance in Middle Eastern countries such as UAE. Likewise, based on preliminary interview conducted, employees' job performance at Abu Dhabi oil and gas companies is not satisfactory. Therefore, this research examined the effect of transformational leadership on job performance of employees at Abu Dhabi National Oil Company, with the mediating role of organizational culture. In this quantitative research work, a structured questionnaire with a 5-point Likert scale was used as the instrument for data collection from the total of 450 respondents from Abu Dhabi National Oil Company. The validity and reliability of the measurement and structural models were ascertained. The Partial Least Square Structural Equation Modeling (PLS-SEM) was used to test the hypotheses. Findings of this research revealed a moderate level of transformational leadership, organizational culture and job performance. Furthermore, the result reveals that there was a substantial mediating effect of organizational culture on the relationship between transformational leadership style and job performance. The results add to the existing literature by incorporating variables that might improve job performance. It is recommended that UAE oil and gas companies to enhance their organizational culture by hiring managers with transformational leadership qualities. Through this, employees' job performance can be improved, leading to a positive and significant effect on overall organizational performance. The research also addressed the implication of practices and future research.

ABSTRAK

Prestasi pekerjaan yang optimum merupakan hasil utama yang ingin dicapai oleh sesebuah organisasi. Literatur sedia ada menunjukkan bahawa tingkah laku pemimpin mempengaruhi budaya organisasi serta memberi kesan kepada prestasi dan kejayaan organisasi. Walaupun terdapat kajian sebelumnya telah membuktikan kesan kepemimpinan transformasional dan budaya organisasi terhadap prestasi pekerja, kajian yang memperhalusi dinamik dan interaksi kepemimpinan transformasional dan budaya organisasi terhadap dan prestasi kerja di negara-negara Timur Tengah seperti UAE sangat terhad. Tambahan pula, temu ramah awalan yang dilakukan mendapati prestasi kerja pekerja di syarikat minyak dan gas Abu Dhabi kurang memuaskan. Oleh itu, penyelidikan ini mengkaji pengaruh kepemimpinan transformasional terhadap prestasi kerja pekerja di Syarikat Minyak Nasional Abu Dhabi, di mana budaya organisasi menjadi pengantara. Dalam kajian kuantitatif ini, borang soal selidik berstruktur dengan skala Likert 5 mata telah digunakan sebagai instrumen bagi mengumpul data seramai 450 responden dari Syarikat Minyak Nasional Abu Dhabi. Kesahan dan kebolehpercayaan pengukuran dan model struktur telah disahkan. Pemodelan Persamaan Struktural *Partial Least Square* (PLS-SEM) digunakan untuk menguji hipotesis. Dapatan kajian menunjukkan tahap kepemimpinan transformasional, budaya organisasi dan prestasi kerja berada di tahap sederhana. Budaya organisasi mempunyai kesan pengantara yang signifikan terhadap hubungan antara gaya kepemimpinan transformasional dan prestasi kerja. Hasil kajian ini memberi nilai tambah kepada literatur yang sedia ada dengan memasukkan pemboleh ubah yang mampu meningkatkan prestasi kerja. Adalah di cadangkan supaya syarikat minyak dan gas UAE melantik pengurus yang mempunyai ciri – ciri kepemimpinan transformasional bagi meningkatkan budaya organisasi mereka. Dengannya, prestasi kerja pekerja juga dapat ditingkatkan. Ini seterusnya akan membawa kepada kesan positif dan signifikan terhadap prestasi organisasi secara keseluruhannya.

Penyelidikan ini juga membincangkan implikasi pada amalan semasa dan penyelidikan di masa depan.



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LIST OF ABBREVIATIONS

ADNOC	-	Abu Dhabi oil national company
CEO	-	Chief Executive Officer
CFA	-	Confirmatory Factor Analysis
CSR	-	Corporate Social Responsibility
EFA	-	Exploratory Factor Analysis
HR	-	Human Relation
ICT	-	Information Communication Technology
IT	-	Information Technology
JP	-	Job Performance
LMX	-	Leader Member Exchange
MLQ	-	Multifactor Leadership Questionnaire
SEM	-	Structure Equation Modelling
TL	-	Transformational Leadership
TLM	-	Top Level Management
UAE	-	United Arab Emirates
UET	-	Upper Echelon Theory
UTHM	-	Universiti Tun Hussein Onn Malaysia

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Conference Proceedings

1. Al Dhanhani & Abdullah, N. H. (2019). The Mediation role of Organization's Mission on Transformational Leadership Behaviour and Employee's Job Performance. *34th (IBIMA) Madrid, Spain 13-14 November 2019 has been accepted for presentation at the conference. (ISBN: 978-0-9998551-3-3).*
2. Al Dhanhani & Abdullah, N. H. (2019). The Influence of Organizational culture and Transformational Leadership Style on The Employee's Job Performance *34th (IBIMA) Madrid, Spain 13-14 November 2019 has been accepted for presentation at the conference. (ISBN: 978-0-9998551-3-3).*
3. Al Dhanhani & Abdullah, N. H. (2018). The Effect of Perceived Leadership Behaviour, Organization Culture and Job Performance: A Study of Business Organizations in United Arab Emirates (UAE). *Journal For Studies In Management and Planning (JSMAP), VOL.4, NO.13 (2018)*

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1. Al Dhanhani & Abdullah, N. H. (2019). The Mediation role of Organization's Mission on Transformational Leadership Behaviour and Employee's Job Performance. *34th (IBIMA) Madrid, Spain 13-14 November 2019 has been accepted for presentation at the conference. (ISBN: 978-0-9998551-3-3).*
2. Al Dhanhani & Abdullah, N. H. (2019). The Influence of Organizational culture and Transformational Leadership Style on The Employee's Job Performance *34th (IBIMA) Madrid, Spain 13-14 November 2019 has been accepted for presentation at the conference. (ISBN: 978-0-9998551-3-3).*
3. Al Dhanhani & Abdullah, N. H. (2019). The Effect of Transformational Leadership and Involvement on Employees' Job Performance In Abu Dhabi National Oil Company. *IJSRP (International Journal of Scientific and Research Publications). Volume 9, Issue 8, August 2019, Edition.*

4. Al Dhanhani & Abdullah, N. H. (2019). Influence of Organizational Culture and Employees' Job Performance: An Empirical Study of Abu Dhabi National Oil Company. Vol. 2, No. 05; 2019 ISSN: 2581-4664 <http://ijbmer.org/view1.php?issue=5>
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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Employee performance is an extremely important concept that relates to an organization's outcome and success. It is measured by key constructs such as overall input and productivity on the job. According to Campbell *et al.* (1993), performance is an individual-level construct; that is, it is something an individual does. Performance is also the extent to which an individual carries out an assignment or task. In other words, it refers to the degree of accomplishment of the task that makes up an employee's job requirements (Casio, 1992). According to Buchanan and Bryman (2009), individual performance is generally determined by three factors, motivation-the desire to do the job; ability-the capacity to do the job; and the work environment, tools, materials and information required to do the job. If an employee lacks ability, the organization's leadership can provide further training through mentoring, workplace learning, coaching or some specialized training or rather choose to replace such employee. If on the other hand, there is an organizational problem, the organization's leader can also make adjustments that would promote higher performance. However, if there was a lack of motivation from the employees, then the leader's task becomes even more challenging as he is faced with the challenge of determining what is responsible for the lack of motivation in his/her employees- which may be the result of the leadership style or behaviour of the leader (Buchanan & Bryman, 2009).

Thus, the organization's leadership needs utilize appropriate leadership style and behaviours – such as transformational leadership, to bring about the needed motivation and create the appropriate organizational culture which will, in turn, bring

about effective job performance in the organization. In fact, studies on transformational leadership have been highlighting the positive effect of transformational leadership on organizational culture and employee job performance which is the reason why this study would be focus on this leadership style (Hijazi, 2017).

Consequently, this chapter provides detail background of the study, followed by the problem statement and formulated research questions/objectives. In addition, the significance of the study, research scope, organization of research, operational definitions and lastly the summary of the chapter is also presented.

The Abu Dhabi National Oil Company (ADNOC) is a state-owned company whose impact and contributions to the national economy of the United Arab Emirates cannot be underemphasized. The company is composed of over 17 subsidiaries in the oil, gas, and the petrol-chemical industry as well as oil and gas transport and logistics services. The company employs over 60,000 diverse employees to carry out its mandate and execute its operations. This diversification has ensured that the company has continued to amass wealth for the nation and has created millions of new jobs for its citizens (Hoath, 2009). Similarly, the UAE, according to a recent international report, accounts for 4.38 percent of the total Middle East regional oil demand and up to 10 percent of the total volume of oil and gas in the world (Hoath, 2009). The report by Business Monitor International (BMI) states that the UAE will provide up to 11.07 percent of the regional supply (Hoath, 2009).

This further place the UAE as a central hub for economic activities. The Abu Dhabi National Oil company is UAEs foremost and largest oil and gas company and is the most contributor to economic development in the UAE among all public organizations in the UAE. In the Sustainability Performance report (2017) of the Abu Dhabi National Oil Company, it was revealed that over 65,000 employees were employed in the organization, with a significant proportion of these employees being Emiratis. Similarly, the report revealed that ADNOC patronizes over 165000 local contractors, and a total of AED 309 million is spent on training of employees in order to develop the core values of the organization and contribute significantly to the economic development of the UAE. This further reiterates ADNOC's crucial role in the sustenance of the UAE economy.

Similar with other organizations, ADNOC, as an oil and gas organization, also has various activities ranging from research and development to production, marketing, technological operations, and many other activities. It requires employees who are driven to accomplish organizational objectives to achieve the daily business in various aspects. It was reported that ADNOC spends significantly on training and development of its employees in order to scale up employee performance (Sustainability Performance report, 2017). Employees' job performance is recognized as an essential tool that can be used for determining the success of any organization in the long-term (Dobre, 2013). Abbas (2018) pointed out that employees' performance drives organizations to change and execute a developmental process that further benefits the organization (Ramzy, Bedawy, and Maher, 2018). Hence, in any organization, including ADNOC, the job performance of employees is crucial because highly motivated employees would have better performances and this will increase their productivity and lead to the attainment of organizational goals (Yee, 2018).

As with all organizations which crave success, the style of leadership practised by managers is critical for motivating these employees to perform as required. The implication is thus that leadership is just as pivotal in oil and gas companies as it is with every other business organization. Creative leaders innovate and lead their organizations to success by developing an organizational environment that consequently leads to enhanced job performance (Alsolami, Cheng, & Twalh, 2016; Woods *et al.*, 2018). According to Lukes and Stephan (2017) organizations who thrive competitively in comparison to their competitors do so by executing transformational leadership.

Transformational leadership have become a popular leadership style for modern organizations given the impact such leadership has on organizational related outcome and variables. Devanna (1990) states that transformational leaders are agents of change, who are able to create innovative and flexible work environments that inspire employees to achieve results beyond their intended capacity. Given the volatile nature of the oil and gas industry in terms of fluctuating prices of oil as well as the rigors of managing a diverse human resource capital and facilities found in oil and gas companies, it becomes crucial that leaders with the right leadership behaviour and qualities manage the affairs of oil and gas operations within organizations. The literature has revealed that leaders who are able to respond to changes and initiate

change that outweighs expected outcomes are those who possess transformational leadership qualities (Ahamad & Kasim, 2016; Barling, Slater, & Kevin Kelloway, 2000; Biswas, 2009; Chang *et al.*, 2017; Esmi, Piran, & Hayat, 2017; Musa *et al.*, 2018; Wang *et al.*, 2005).

Moreover, the oil and gas industry is mostly characterized by large amount of resources, (both human and material), and these resources need to be efficiently managed and developed since the economy of a majority of oil-rich nations like the UAE is dependent on this sector, thereby signifying that a high degree of productivity and efficiency is required to be maintained in the outputs of oil and gas production in oil and gas companies at all times (Fragouli, Balado, & Ourolidis, YEAR). Therefore, oil and gas companies who adopt transformational leadership in managing the affairs of the organizations may be experience better productivity in their operations and increased performance of their employees (Aklamanu *et al.*, 2016). Hence, transformational leadership becomes increasingly important for the leadership of oil and gas companies.

Research also has shown that leadership influences the traditions, beliefs and assumptions that are subconsciously held by organizational members within the organization (Biswas, 2009; Denison, 2000; Denison & Mishra, 1989; Hartnell, Ou, & Kinicki, 2011). These traditions, beliefs and assumptions are referred to as the organizational culture of an organization (Schein, 2012). Organizational culture is a system of shared meaning held by members which distinguish the organization from other organizations (Robbins *et al.*, 2012 and Robbins *et al.*, 2013). Every organization is defined and characterized by its own culture and can barely be separated from its culture (Bedarkar *et al.*, 2016). Hence, culture gives organizations its uniqueness and differentiates them from other organizations. Gruenert, and Whitaker, (2015) argued that culture in itself may appear meaningless when considered lightly, as it reveals the practices, traditions, and beliefs held by organizational members. However, when the role of organizational culture is considered paramount in an organization, its influence on job satisfaction, job commitment, and job performance becomes stronger. Thus, the focus of this study on the effect of transformational leadership and organizational culture on job performance among ADNOC employees is a befitting decision.

1.2 Problem Statement

The Abu Dhabi National Oil Company reportedly cuts-off about 5000 jobs due to dwindling oil prices, slow economic growth and pressure state finances in 2016 (Dahan, 2016). Thus, ADNOC leadership reported that these were efforts to remain more efficient, more profitable and boost performance especially in the current market environment (Dahan, 2016). The inability of organizations to retain their best talent in efforts to maximize efficiency, profitability and performance have dire implications on the overall performance of the organization. Employee turnover and retention impacts organizations negatively by disrupting operations as well as team dynamics and performance, translating into further financial costs for organizations (Harhara, Singh, & Hussain, 2015; Mello, 2011). The implication of this to ADNOC is that the dynamics of organizational members, as well as their performances, maybe impeded especially, when ADNOC actions lead to the dismissal of star employees within the organization.

Moreover, in a preliminary interview conducted with the HR manager of the Abu Dhabi branch of ADNOC in June 2018, it was found that ADNOC employees' job performance was not yet at the desired level. This further suggests that employee performance may not be up to par with the level required for optimal productivity in the organization's numerous operations. The interview further indicates that the leadership and organizational culture of ADNOC could be one of impertinent issues owing to employee performance.

In addition, majority of studies on transformational leadership, organizational culture and job performance are from western and Asian countries which might limits their external generalization (for example Al-Tit, 2017; Navimipour *et al.*, 2018; Diamantidis & Chatzoglou, 2019; Pandey, 2019; Iqbal, Fatima, & Naveed, 2019; Taye, Sang & Muthanna, 2019; Nangoy *et al.*, 2019; Dos Santos, Setiawan, & Rofiq, 2019; Mohammed & Mohsin, 2020; Roberts, Reagan & Behringer, 2020; Sarhan *et al.*, 2020; Alofan, Chen & Tan, 2020; Alfandi & Alfandi, 2020; Sheehan, Garavan & Morley, 2020; Patiar & Wang, 2020). Braun *et al.*, (2013) suggested that it is important to investigate the impact of transformational leadership theory in a variety of contexts. He added that the results from western research studies might be less useful when

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