

Abu Dhabi National Company's Transformational Leadership, Its Purpose, and Its Workers' Productivity on the Job

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Abstract

Using Abu Dhabi National Oil Company as a case study, this research aims to analyze the link between transformational leadership behaviors and the work performance of the employees. We used a quantitative method since it was what the study goal called for. A total of 450 managers from ADNOC were randomly chosen to participate in this research, which employed an explanatory correlational design. It was found that the structural models and measurements were valid and reliable. Therefore, the assumptions were tested using Partial Least Squares Structural Equation Modeling. According to the findings, the link between leadership behavior and workers' job performance was significantly mediated by the organization's goal. The results also showed that performance on the job was much improved by transformational leadership. Mission accomplished! Transformational leadership made all the difference. Similarly, mission significantly improved performance on the job. The findings contribute to the existing research by identifying potential elements that enhance workers' efficiency on the job. There were also comments and recommendations for further study.

Keywords: Mission, Transformational Leadership, Job performance, Abu Dhabi National Oil Company.

Introduction

The literature on leadership and management has devoted a great deal of space to the topic of job performance. A number of studies (Al-Tit, 2017; Boon et al., 2012; Diamantidis and Chatzoglou, 2019; Pandey, 2019; Zhang) have shown several organizational elements that influence employee performance. Searching the Scopus database for "organizational factors affecting job performance" yielded 133 research articles. Additional filtering of the search results to exclude any non-empirical research yielded 88 total papers. In addition, the researcher narrowed the search results to just 70 papers by include only those published between 2008 and 2019.

Along these lines, performance is behavior, according to Campbell et al. (1993). A worker does this task, and it is completely different from the results. He elaborated by saying that results are a person's work. Consequently, results and an employee's productivity are defined by performance. Job performance, according to Campbell et al. (1993), must be goal-relevant, meaning it should be focused on the organization's objectives that are pertinent to the work at hand. It is not new to find a correlation between effective leadership and productive employees. How leadership impacts organizational results is a topic that

many researchers have speculated about. Similarly, several theoretical and empirical models have been developed around the idea of leadership (Hijazi, 2017). According to Hijazi (2017), the topic of leadership is highly debated, studied, and complicated in the field of social science. It has been considered an essential component for starting and completing organizational reforms. According to the literature on leadership, this has been a hot subject in public and private sector organizations for a while now (Zhang, 2010; Hijazi, 2017) and is now relevant in every sphere of society, from corporations to nonprofits (Kala, 2014).

Leadership is a multi-stage process that starts with open dialogue and cooperation between a leader, their followers, and the state (Aklamanu, Degbey, & Tarba, 2016). Accordingly, these considerations are crucial for effective leadership and management (Aklamanu et al., 2016). Management and leadership research dating back to the early 19th century has produced a plethora of definitions for leadership behavior. century, especially those from the West. Regardless, leadership helps those in charge and develops, changes, or adapts management. In addition to being aware of how a good leader's views change within an organization, Nahavandi (2009) emphasized the need of being aware of how leadership grows (Aklamanu et al., 2016). Leadership is a loaded word with many possible interpretations, but scholars have attempted to pin it down. As an example, leadership was defined by Russell (2005) as "the interpersonal influence exercised by an individual or a group of persons, through the process of communication, towards the attainment of the organization's goals." The ability to inspire a group of followers to work together toward a single objective is another definition of leadership offered by Northouse (2012). Leadership was described by Hsin Kuang Chi and Nan Haw (2008) as the capacity to persuade others to adhere to one's direction or to watch one's every move, most

often that of the leader.

Leadership is also defined as the action of guiding a group of followers toward the accomplishment of a common goal. Some studies have shown that transformative leadership may have an effect on how well workers do their jobs (Biswas, 2009; Chang et al., 2017; Devanna, 1990; Eisenbach, Watson & Pillai, 2009; Elrehail et al., 2018; Enwereuzor, Ugwu & Eze, 2018; Khasawneh, Omari & Abu-Tineh, 2012; Musa et al., 2018). Mission mediates such a relationship? That much is unknown, however. Therefore, this research will use the objective of the organization as a mediator to look at how transformational leadership behavior affects the work performance of Abu Dhabi National Oil Company workers.

Literature Review

Transformational leadership

The goal of a transformational leader is to improve the organization's overall performance and effectiveness, boost production, and push the boundaries of what is considered possible (Bass, 2009). Similarly, when things go tough, transformational leaders step up and play a significant role based on their workers' values (Northouse, 2007). This kind of leader raises the moral and ethical standards of their employees and pushes them to put the company's needs ahead of their own (Bass and Riggio, 2006). By fostering a sense of uniqueness within a supportive network, they alleviate stress among staff members (Bass and Avolio, 2000; According to Yukl (2010). Thus, transformational executives seek to accurately update the enterprise's visions and cultures via encouraging workers' innovation and building partnerships between themselves (Yukl, 2010). Being a successful leader, therefore, is dependent on a number of things.

At the same time, leadership actions greatly affect workers' ability to complete

assignments, for better or worse. An important part of a transformational leader's job in building an organization is being sensitive to the values held by its members, argues Northouse (2007). In order to shed light on how transformational leadership influences work performance, Jiang et al. (2017) used a sample of 389 workers to investigate the relationship between transformational leadership and work performance, with organizational citizenship serving as a mediator. Through the mediating role of organizational citizenship, they discovered that transformational leadership had a favorable effect on workers' productivity on the workplace. In a similar vein, Kala'Lembang et al. (2015) found that, among 300 respondents, organizational culture mediated the connection between transformative leadership and workers' success on the job. The study's results showed that transformative leadership and total employee performance were related, although indirectly. The results of these research imply, if not directly, then at least via the mediating effect of some organizational characteristics, that transformational leadership influences job performance. Furthermore, it's possible that contextual variables are quite important here. Therefore, in order to investigate how transformational leadership impacts the productivity of UAE middle managers, this research follows the methodology put out by Bass and Avolio (1999).

Organisational Factors Affecting Job Performance

Using a sample of 93 Jordanian enterprises comprising of workers and middle managers, Al-Tit (2017) studied the impact of organizational culture on the performance of manufacturing firms. The study's results show that company culture significantly affects how well people do their jobs. The author proposed that cultural assumptions, attitudes, and beliefs may account for the substantial effect of company culture on workers' productivity. Organizational culture has a favorable and substantial effect on both individual and organizational performance, according to Kalaiarasi and Sethuram (2016). According to An, Yom, and Ruggiero (2011), constructive

cultural styles had beneficial benefits, whereas dysfunctional defensive approaches had negative ones. had an adverse effect on productivity at all levels of the company. According to Biswas (2009), there is a direct, substantial, and positive correlation between an organization's creative and competitive culture and the work performance of its personnel. Additionally, a new model was put out by Navimipour et al. (2018) to ascertain how factors like company culture, IT, and employee happiness affect productivity on the work. The study's findings showed that organizational culture was one of three independent factors that significantly impacted workers' productivity on the job. Each of these studies provide credence to the idea that company culture is a key factor in how well a business does.

Furthermore, several studies have shown that individual and organizational performance is significantly related to employees' engagement (Ayu Putu Widani Sugianingrat et al., 2019); transformational leadership (Chinedu and Wilfredo, 2015; Hurduzeu, 2015; Madanchian et al., 2016; Musa et al., 2018); contingent reward and management by exception (Chinedu and Wilfredo, 2015); job demands i.e. physical effort (Uppal, Mishra & Vohra, 2014), cognitive faculties like information processing (Bakker and Demerouti, 2014), and effective demands (Greenidge, Devonish & Alleyne, 2014), individual resources such as individual personality, qualities, experience, orientations, behaviour etc. (Ferris et al., 2015; Judge and Zapata, 2015; Lanyon and Goodstein, 2016). Considering the myriad of organizational elements that influence employee performance on the job, this study aims to investigate the impact of transformational leadership by way of the mediating function of organizational purpose. Studies have demonstrated that transformational leadership in organizations builds the necessary relationship between leaders and subordinates to achieve organisational goals and objectives. Therefore, the organization's mission and transformational leadership were selected as

mediating and independent variables, respectively. The mission statement of an organization has the same effect on its members' core beliefs, values, attitudes, and cultural assumptions, according to research. This influence is subtle but significant. Finding out how a combination of transformative and the organization's purpose affects workers' productivity on the workplace is, therefore, something worth investigating. A small fraction of the leadership study literature

was carried out within the framework of the United Arab Emirates and the oil and gas sector simultaneously. As a result, it is crucial to study how transformational leadership influences employee performance on the job by way of the organization's purpose statement as a mediator. Findings from this study could contribute to a new organizational model with a beneficial effect on job performance and change the way ADNOC's leadership approaches their work.

Mission

An organization's or company's stated purpose for being in existence is known as its mission statement. Organizational goals and the people they want to help are laid forth in plain English in mission statements (Khan, Afzal & Chaudhry, 2010). In addition, by outlining a significant course of action for the organization in the future, the mission provides direction and purpose to the business. The topic of whether or not the organization knows its future direction is addressed. The most salient aspect of an organization's culture, according to Ahmady et al. (2016), is its goal. They said that most organizations fail because they lack a mission statement that details not just where they are headed but also how they got here. A company's mission statement serves as a compass that guides workers as they

collaborate to accomplish the company's objectives (Denison et al., 2012). Accordingly, it is critical for the members of the organization to understand the organization's future (Pirayeh et al., 2011). Members of the organization will be more driven to achieve its aims and strategic objectives if they are provided with a well-defined and transparent path to follow. There are three components to the task. 1) Strategic Direction and Intent: lays forth the long-term objectives that support the organization's mission and explains how each worker can help it grow and succeed. 2) Goals and Objectives: These should be well-defined and connected to the organization's overall purpose, mission, and strategy; they should also serve to guide individuals as they carry out their responsibilities. Thirdly, the organization's vision statement should convey its fundamental principles. Particular focus is placed on people's organization. As a result, the organization is able to guide and inspire its members toward a common goal by appealing to their emotions (Pirayeh et al., 2011).

Consequently, this investigation is necessary because; it is hypothesized that H₁: There is a significant positive relationship between transformational leadership and job performance.

H₂: There is a significant positive relationship between mission and Job performance.

H₃: There is a significant positive relationship between transformational leadership and mission.

Methodology

Research Design

Explanatory study employing survey methodologies was used to develop this research. It focused on middle managers in the UAE and how transformational leadership affected their performance on the job. In order to "develop or establish knowledge regarding a specific topic or issue," "research design is a set

of procedures used to acquire and examine information," as Creswell (2012) said. The researcher is responsible for deciding on a proper and acceptable design for each research project. For this reason, 450 individuals from various divisions within Abu Dhabi National Oil Company were sent a survey. Additionally, the study questions were meant to be answered by collecting information via questionnaires based on known patterns, allowing for generalization. The survey used closed-ended questions in its design so that data could be easily analyzed. Therefore, a 5-point Likert scale was used to assess all constructs and variables in this research.

scale with options starting from (1) strongly agree to (5) strongly disagree.

Data Analysis Techniques

The aims of the research dictate the method of data analysis used. The data type is also an important consideration when deciding what

Multivariate statistical analysis

kind of analysis to do. According to Khan et al. (2010), the degree of measurement of the data determines the first stage of statistical analysis selection. Accordingly, the collected data is an ordinal data measure, which is optimal for inquiries that assess the impact of behavior or quality, in accordance with the aims of this research. For that reason, it is consistent with the study's premise and the tool's design (Bell, E. & Bryman, 2007).

Results

Data collected were analysed to identify and determine the relationship between the variables using the SPSS Version 20 and SmartPLS software. Furthermore, this chapter presents the research findings obtained from the questionnaire distributed to answer the research questions for the study.

Table 1: Constructs Reliability and Validity

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Performance	0.917	0.929	0.504
Leadership	0.854	0.891	0.545
Mission	0.783	0.841	0.517

In order to examine the internal reliability of the constructs, the Cronbach's alpha test was utilised. The value of the

alpha coefficient varies between zero and one, where a value of one indicates perfect internal reliability, and a value of zero means there is no Overall, the general rule of thumb is that if the value of the Alpha coefficient is more than 0.7,

Table 2: Outer loadings

Item code	Job Performance	Leadership	Mission
C48			0.622
C51			0.640
C52			0.736
C53			0.812
C54			0.767
JP10	0.692		
JP11	0.767		
JP12	0.700		
JP13	0.634		
JP14	0.805		
JP15	0.683		
JP16	0.593		
JP4	0.765		
JP5	0.781		
JP6	0.773		
JP7	0.639		

was to determine how each construct theoretically contribute to the overall evaluation of the target model (Hair et al., 2013)

Table 3: Discriminant Validity

	Job Performance	Leadership	Mission
Job Performance	0.710		
Leadership	0.665	0.738	
Mission	0.595	0.537	0.719

The discriminant validity or otherwise known as the divergent validity, is used to test the relatedness of concepts or constructs in any given measurement (El-nahas & Abd-el-salam, 2012). However, being distinct from the convergent validity, the discriminant validity measures items to determine that they do not unintentionally measure another variable or construct (Liu, 2013). As shown in the above Table 3, discriminant validity is achieved among all the study constructs.

Table 4: Heterotrait-Monotrait Ratio (HTMT)

	Job Performance	Leadership	Mission
Job Performance			
Leadership	0.713		
Mission	0.633	0.563	

The analyses of this study also passed the HTMT criterion, as all the values were between 0.85 and 0.9, as shown in Table 4. Furthermore, after the possible discriminant validity tests, it has been found out that the discriminant validity is not a problem in this study (Alawneh, 2015). Thus, the data is fit to be used to estimate the parameters of the structural model. Moreover, this study also examines the mediation relationship that was proposed in the study.

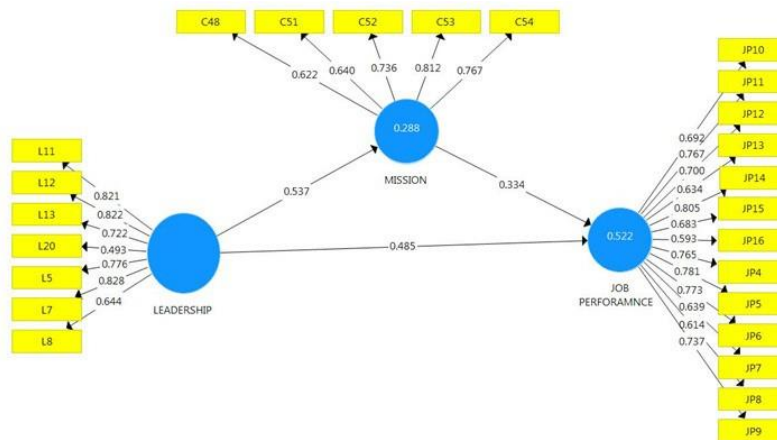


Figure 1: Measurement Model with Constructs and Indicators Table

5: Path Coefficient and Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T -Statistics (O/STDEV)	P-Values	Information
Transformational leadership -> job performance	0.710	0.715	0.028	25.071	0.000	Significant
Transformational leadership -> mission	0.528	0.535	0.044	11.940	0.000	Significant
mission -> job performance	0.198	0.199	0.051	3.871	0.000	Significant

According to the above table, it can be explained that;transformational leadership style had a significant positive effect on job performance. Transformational leadership had a significant positive effect on Mission.Likewise, Mission had a significant positive effect on job performance.

The Mediating Relationship Analysis

One process variable is mediation. According to Kenny (2016), psychologists have long acknowledged the idea of a mediator. The indirect relationship, also called the mediation relationship, is often disregarded by researchers in favor of studying the direct association or relationship between variables (Nitzl, 2016). In complex path models, PLS software can be used to test hypotheses and examine the indirect effect (Nitzl, 2016).

The purpose of this research was to test the hypothesis that a transformational leadership style is associated with better employee performance on the job through the mediating effect of the variable mission. Finding significant path coefficients was secondary to understanding the significance level and weight of the relationship's indirect effect, which was the primary goal of this analysis. Whereas indirect effects are relationships between constructs that often pass through one or more other constructs, direct effects are relationships between two constructs that are associated with a single line. In order to measure the mediating effect,

$$VAF = (p12 * p23) / (p13 + p12 * p23)$$

- If $0 < VAF < 0.20$, then No mediation
- If $0.20 < VAF < 0.80$, then Partial mediation
- If $VAF > 0.80$, the Full mediation

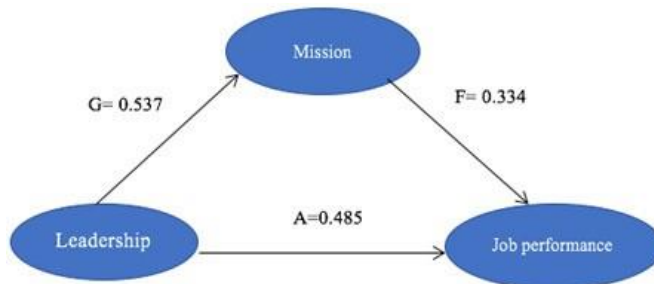


Figure 2: The Mediating Effect of the mission on Transformational Leadership and Job performance

$A = 0.485, G = 0.537, F = 0.334$
Indirect effects = $G \times F$
 $0.537 \times 0.334 = 0.179$
Total effects = $A + G \times F = 0.664$

VAF (variance accounted) for indirect effects divided by the total effect = $0.179/0.664 = 0.267$. Therefore, the VAF result of 0.267 indicates that there is a partial mediation between transformational leadership and job performance mediated by mission since the value derived ranges between 20% and 80%. This implies that in organisational settings and climates, where the organisations' mission is clearly articulated and understood by employees, with a leadership that is defined by transformational attributes, job performances would increase in such an organisation.

Discussion

Research like this contributes to our understanding of how transformative leadership styles, organizational goals, and worker productivity all interact with one another. The findings corroborate all of the predicted relationships. There is a strong positive correlation between transformational leadership behavior and workers' job success. The assertion of Birasnav (2014) that a transformative leader's intrinsic drive leads to performance is supported by this. The results show that the organization's purpose is positively correlated with transformational leadership. Workers will be more invested in their jobs if their leaders exhibit transformational traits that are in harmony with the organization's purpose and objectives, according to Pourbarkhordari et al. (2016) and Avery et al. (2007). Employees' work effectiveness is favorably correlated with the organization's purpose. Previous study by Yazhou and Jian (2011) found that workers are more engaged, inventive, and productive when they are directed by the organization's goal. This result is in line with that. The authors of the 2011 work are Yazhou and Jian. Workers who approach their jobs with an understanding of the big picture are more likely to think outside the box and produce high-quality results (Bakker, 2012; Pourbarkhordari et al., 2016).

The outcome is that the organizational purpose acts as a go-between in the connection between transformative leadership actions and workers' productivity on the job. The connection between transformative leadership and employee success on the job is explained by the organization's goal. This finding suggests that the presence of transformational leadership makes workers feel more connected to their tasks, which boosts their productivity on the job. This confirms what W. A. N. G. and Jian, L. I. N. (2011) already suspected: that the purpose of the organization is a major factor in influencing how well workers perform. When a reliable boss makes everyone follow the company's goal, it shows in how well they do their jobs. Leadership that is transformative inspires followers to care more about the organization's goals and purpose, which in turn boosts productivity (Pourbarkhordari et al., 2016).

The primary goal of this research was to examine, via the mediating function of mission, how transformational leadership affected the work performance of the Abu Dhabi Oil National Company. Notably, previous research on the topic of transformational leadership, organizational purpose, and employee performance has shown conflicting findings, which prompted the current investigation. The amount to which transformational leadership effects the work performances of individuals may be heavily influenced by the business purpose setting, according to some. Therefore, in order to investigate the connection between transformative leadership and employee performance on the job, the organization's purpose served as a mediator. There has been a dearth of research on the impact of leadership on employee performance in developing nations like the Middle East, with the organization's mission mediating the relationship between leadership and employee performance (Alawneh, 2015; Shanker, Bhanugopan, Heijden & Farrell, 2017).

The leadership styles of Middle Eastern countries vary from those of other emerging and industrialized nations, according to Musa et al. (2018), who also noted that these variances stem from shifts in cultural mores and practices. Similarly, Diaj and Omira (2015) emphasized the need of investigating how leaders in other countries impact their followers' attitudes and behaviors within an unexplored cultural context. Therefore, the current study's focus is on bridging cultural gaps in knowledge about various constructs and how they impact performance on the job in relation to the organization's purpose (Ahmed et al., 2016). Public sector organizations in the Middle East, and the Gulf States in particular, have a reputation for incompetent leadership, which has a negative impact on employee morale and productivity (Khasanew, Omari, & Abu-Tineh, 2012). But few businesses understand why their employees aren't performing up to par, and that's usually because of ineffective management (Khasawneh et al., 2012).

Recommendations and Suggestions for Future Research

One possible application of the study's findings is to establish standards for the recruitment and education of oil and gas industry executives and managers. In order to achieve their objectives, these organizations' higher-ups and current leaders may find it useful to use this benchmark and selection criteria for leaders to discover qualities in prospective leaders. Theorists and academics interested in the connection between leadership style, organizational purpose statement, and employee performance may also find the study's findings useful. Researchers may utilize these results as supplementary reading material for future investigations in the same field. That way, oil and gas company executives and managers may assess their own leadership styles and figure out how to become more transactional and transformative.

Additionally, leaders may be able to embed behaviors in their guidance that further boost

workers' performance by understanding the nature of the interaction between transformational leadership, organizational culture, and their job performance. In light of these findings, it is possible that oil and gas industry administrators and executives may benefit from further training in the fundamentals of transformational and transactional leadership. Organizational culture components and the qualities of transformational and transactional leadership may be used as a basis for leadership training programs for aspiring and current oil and gas sector executives. It may be necessary to promote these skilled future leaders to executive roles inside their current companies. Additionally, it is urged to replicate the current research in order to develop insights that may be applied not only to the UAE setting but also to other Middle Eastern nations with comparable organization missions. The present study's concept is also transferable to other nations with exceptional and distinctive performance. The purpose of the organization was just seen as a moderating factor in this analysis.

Implications

Since data was only obtained at a single moment in time, the research may have limitations related to the data gathering technique. Respondents' information was gathered only via a survey. Consequently, chances to correlate the study's findings to other research methods were absent. Nonetheless, the researcher provided an explanation for the methodology's selection, which is consistent with the logical character of the study. Given that

Given that the researcher's stated goals for the study do not permit the use of other data gathering techniques, the survey approach is appropriate. Similarly, if the study had used a longitudinal rather than a cross-sectional research design, the findings may have been different due to the fact that the data was obtained at a single moment in time and the study was not longitudinal.

Conclusion

By suggesting and analyzing alternative models, the suggested research model was evaluated using PLS-SEM. Therefore, this study's results provide credence to the idea that an organization's goal plays a mediating role between transformative leadership behavior and workers' productivity on the job. National economic development and the petrochemical industry's sustainability would both benefit from the study's findings. Based on the results, we now know that transformative leadership, organizational purpose, and employee performance are all fundamentally different. The new leadership style and organizational structure of the Abu Dhabi National Oil Company, together with the company's purpose and current practices, may motivate workers to be more productive. Increased revenue, decreased operational costs, enhanced workflow efficiency, and so on would all result from a more productive workforce for the business. As the biggest oil and gas corporation in the UAE, ADNOC's increased productivity will certainly benefit the country's economy. The leadership style that an organization chooses may also affect its longevity. Therefore, a leadership structure that is based on the study's findings may help the organization endure longer.

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