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Department of Management and Marketing

How Does Transformational Leadership Inspire Innovation in the Workplace: A Case of an Industrial Firm in Bahrain

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☐ Without making any changes to the thesis.

☒ After making the modifications attached with this decision.

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"Declaration"

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Abstract

Bahrain's industrial sector has full-fledged to convert in the most significant provider to non-oil Gross Domestic Product. This study examines the impact of the transformational leadership practiced by company on innovation in the workplace of the industrial sector in Bahrain. This research study has focused on examining transformational leaders who envoy the authority, inspire participative decision-making, and feel empowered to complete the tasks with a supreme collective identity and cohesiveness. A self-administrated questionnaire is evolved and validated where the study is implemented on 186 employees working in Aluminum Bahrain (Alba) organization. The outcome confirms the significance positive influence of the Transformational leadership on Innovation in the workplace in organizations like Aluminum Bahrain (Alba). The finding proved the positive and significant relationships between transformational leadership and empowerment as well as support for innovation and a positive relationship between support for innovation and innovation in the workplace in addition to the positive impact between empowerment and innovation in the workplace.

Furthermore, the relationship between Empowerment and Innovation in the workplace is ranked number one due to its strong correlation coefficient followed by the relationship between Support for innovation and Innovation in the workplace then Transformational leadership and Innovation in the workplace, Transformational leadership and Empowerment and finally Transformational leadership and Support for innovation. Therefore, Empowerment is the key element for achieving innovation in the workplace so leaders in industrial organizations should focus their attention on empowering employees by delegating more autonomy to their employees. This study deems one of the few of its kind undertaken in Bahrain's industrial sector context.

There are limitations like many other studies, such as non and low-educated workers in the industrial sector, the sample size is relatively small, the time-constrained and the difficulty to access data from industrial companies.

Keywords: Transformational Leadership, Innovation in the Workplace, Empowerment, Support for Innovation, Decision-Making, Inspirational Motivation, Individual Consideration, Intellectual Stimulation, Idealized Influence, Industrial Sector, Bahrain.

Abstract in Arabic

حقق القطاع الصناعي في البحرين مكاسب كاملة الاهلية ليتحول القطاع الصناعي لأهم مزود في الناتج المحلي الإجمالي غير النفطي. لذلك تبحث هذه الدراسة في تأثير القيادة التحويلية التي تمارسها الشركة على الابتكار في مكان العمل في القطاع الصناعي في البحرين.

حيث ركزت هذه الدراسة البحثية على اختبار القادة التحوليين المفوضين للسلطة، من خلال الإلهام في صنع القرار الجماعي، وشعورهم بالتمكين لإكمال المهام بروح الفريق الواحد وبشكل متماسك أيضًا. طوّر الباحث استبيان ذاتي الإدارة والتحقق من صحته، حيث تم تنفيذ الدراسة على 186 موظفًا يعملون في مؤسسة ألمنيوم البحرين (ألبا). وتؤكد النتيجة إن التأثير الإيجابي مهم جدًا للقيادة التحويلية على الابتكار في مكان العمل في شركات مثل ألمنيوم البحرين (ألبا). وأثبتت النتيجة إن العلاقات الإيجابية هامة جدًا بين القيادة التحويلية والتمكين وكذلك دعم الابتكار، والعلاقة الإيجابية بين دعم الابتكار والابتكار ذاته في مكان العمل بالإضافة إلى التأثير الإيجابي بين التمكين والابتكار في مكان العمل.

إضافةً إلى ذلك، احتلت العلاقة بين التمكين والابتكار في مكان العمل المرتبة الأولى، وذلك نظرًا لعوامل الارتباط القوية لها، وتليها العلاقة بين دعم الابتكار والابتكار ذاته في مكان العمل و ثم القيادة التحويلية والابتكار في مكان العمل، و من ثم القيادة التحويلية والتمكين وأخيرا القيادة التحويلية ودعم الابتكار. لذلك، التمكين هو العنصر الأساسي لتحقيق الابتكار في مكان العمل، لهذا يجب على القادة في المنظمات الصناعية صب تركيز اهتمامهم على تمكين الموظفين من خلال تفويض المزيد من الاستقلالية والثقة لموظفيهم.

تعتبر هذه الدراسة إحدى الدراسات القليلة من نوعها التي أجريت في سياق القطاع الصناعي في البحرين. ومثل العديد من الدراسات الأخرى في هذا البحث توجد العديد من المعوقات مثل: العمال غير المتعلمين، ومنخفضي التعليم في القطاع الصناعي، وحجم العينة صغير نسبيًا، ومحدودية الوقت، وصعوبة الوصول إلى البيانات في الشركات الصناعية.

الكلمات المفتاحية: القيادة التحويلية، الابتكار في مكان العمل، التمكين، دعم الابتكار، صناعة القرار، التحفيز الملهم، الاعتبار الفردي، التحفيز الفكري، التأثير المثالي، القطاع الصناعي، مملكة البحرين.

Dedication

This thesis is dedicated to my family, friends, everyone who supported and helped me achieve this academic goal, and all who have inspired me in this journey.

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Firstly, I would like to express my gratitude to Allah Almighty God for providing me with the strength to accomplish one of my life goals. I am very grateful to my family, friends, and all who have inspired me.

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Chapter 1: Introduction to The Study

1.1 Introduction

Functional organization has been distributed to put the professionals in the leading spot through the company. Leadership styles are measured as determining factors to successfully motivate employees to implement the strategies (Northouse, 2015; Ye et al., 2019). Organizational change and organizational climate can adversely affect a leader who retains a lack of experience (Low & Davenport, 2009; Mukhtar & Fook, 2020; Udin, 2020). Transformational leadership paths to success in organizations through creativity, innovation. It plays a substantial part in the development of employees. On numerous occasions, innovation's importance within organizations has proved, leading to effective leadership as a prospective catalyst. The firm's success has been achieved by a sustainable and competitive advantage considering its innovation capability (Colino et al., 2014; Liao et al., 2017; Le & Lei, 2018). The specific aspects of innovation at the workplace have improved by deepening consideration of the paths and conditions. Transformational leadership inspires the employees to change their authority to come out from their comfort zone and work hard to achieve the upcoming future's challenges (Bass, 1985; Vera & Crossan, 2004; Albrecht, 2005). Transformational leadership is the most enhanced leadership style for the leaders who seeks to be active, dynamic, logical reasoning, result-oriented, and direct followers to new norms of corporate beliefs and behavior. This leadership style has remained reflected as an effective leadership style (Le et al., 2018). Therefore, in many organizations, transformational leadership is a critical element of success. Industrial firms play an important and more significant role in Bahrain's economy. Therefore, necessary to identify a relationship among innovation transformational leadership in these firms' workplaces. Thus, in this research study, the properties of transformational leadership on the

organizational climate, innovation in the workplace, is focusing on an industrial firm in Bahrain. This study will gather the viewpoint about transformational leadership that can facilitate the organization to achieve its competitiveness.

1.2 Industrial Sector of Bahrain

Bahrain's industrial sector has full-fledged to convert in the most significant provider to non-oil Gross Domestic Product. The industry advanced from cumulative foreign direct investment entries, the world's top international aluminum businesses, and growing expansion, adding value into products through numerous sections, particularly fast-moving customer goods (FMCG). The most significant industrial element is aluminum production, which raises the novelty in potline inauguration from domestic aluminum producer Aluminum Bahrain, increasing a firm's size by nearly half. Although the output deals a parallel rise, the cost of inputs, exports, and production agreed to rise—the expanding industrial areas in 2020 face many challenges like energy prices and a severe local macroeconomic environment. However, small, medium, and long-term development scenarios remain helpful because of a heave of national and regional structure assets, growth of population, and an estimated financial recovery to support expansion and development. In Bahrain, manufacturing-focused eight zones through the kingdom: the Salman Industrial City and Bahrain International Investment Park, the Mina Salman seaport, beside the Ma'ameer, North Sitra, Sitra Roundabout, North Refinery, South Alba, and Haffera industrial areas. The Industry, Commerce, and Tourism Ministry is the prime state body liable for industrialized advancement and policy-making. Ministry is wholly accountable for generating facilities, comprising registration, certifying

new businesses, treating tenders for duty indemnity – equipment, machinery, raw material, and spare parts for industry formations are all suitable – and control cases involving anti-dumping or countervailing trials. The support is precedence for small and medium enterprises, and one of the Ministry Industry, Commerce, and Tourism's objectives is to upturn the number of small and medium enterprises functional in Bahrain as of 2019 it is 36,000 to 43,000 by 2024, and increase its exports 8% to 20% of the total over the same period. Considerable manufacturing growth can be attributed to aluminum production, the largest manufacturing segment by value and output (Oláh et al., 2017; Yaqoob et al., 2019).

Alba known as a Majority-state-owned smelter is considered as a sector dominant player, with $2.4bn in total revenues and total assets of $5.87bn in 2018. After significant upgrades at two of the company's existing potlines, Alba's production increased to exceed the 1m-tonne mark for the first time in the year 2018. Aluminum's contribution to economic growth is set to rise further in 2022.

1.3 The Qualities of Transformational Leaders

Charismatic Leadership approaches have gained popularity over the past 20 years from different perspectives (Den Hartog & Koopman, 2001; Soyeon Kim, 2017). Transformational leadership leads to the inspirational work of the individuals (Weber, 1947; Burns, 1978; Bass, 1985). A manager thinks to develop transformational leadership for positive attribution for achieving performance beyond expectations in followers. A significant impact has been observed on transformational leaders' followers because followers feel admiration, loyalty, trust, and respect for the leader and leaders' qualities. Leaders are ready to be hardworking than initially predicted. These results ensue as the transformational leader deals

with followers to some stage above the objective of self-gain. Leaders provide followers with an inspirational vision, mission with a distinctiveness. Idealized leaders influence, transform and motivate the followers, knowledgeable inspiration, and specific concerns. Besides, this leader raises followers' spirits to develop new and distinctive ways to encounter the status quo and modify the environment to support achievement. According to Burns (1961) & Bass (1999), leadership can simultaneously spectacle transformational leadership. Later 30 years of research and analyses have shown transformational leadership positively calculates a wide variety of performance results, with individual, group, and organizational level variables (Zhang et al., 2018).

1.4 Aluminum Bahrain (ALBA)

(ALBA), Aluminum Bahrain was established in 1968, and in May 1971, it officially launched its operations. In the Middle East, it is considered the first aluminum smelter with 120,000 tons per annum. A manufacturing capability of 120,000 tons per year will make it becomes Commissioned in 1971. Over the last five decades, Alba has been a major contributor to the social, industrial, and economic development of the Kingdom of Bahrain. The Company is at the heart of a thriving Bahrain's aluminium sector, which accounts for approximately 12% of the country's GDP. Today it is one of the steadily progressed and world's top-performing and largest Aluminum producers globally. Alba is the government effort of the Kingdom of Bahrain to spread production, reducing the dependence on oil and gas activities. Over its technological novelty, constant advancement, and entire association in applying CSR, safety, training, health, and environment strategies. The primary products of ALBA are standard ingots, foundry alloy ingots, rolling slabs, t-ingots, extrusion billets, and

liquid metal. Alba confirms high-quality aluminum in all products of about 99.86% purity. In 2010 on 23rd November, it started its IPO at BD 0.900 per ordinary share and USD11.97 per GDR (1 GDR = 5 Ordinary shares). The Stock Exchange of London and Bahrain Bourse below the sign "ALBH" 75% of the traded share's total trading. Alba produces other by-products as well, including aluminum products. In 2017, the first aluminum smelter in the Middle East was ALBA, with 981,016 metric tons. In the United States of America, the Company also has a subsidiary incorporated. Later on, in 2018, on 16th January, the market capitalization of ALBA was BHD 877,399,820. Nowadays, Alba promising the highest aluminum quality yields over 971,000 metric tons per annum. The Company shows an interest in manufacturing aluminum and aluminum-related products. Worldwide it constantly grades as one of the significant and utmost recent Aluminum smelters. Recognized for its high-tech strength and advanced strategies, Alba implements stringent environmental recommendations and is considered a top ten performer. The Expansion Project Line 6 will change Bahrain's history and Alba's course and make it the world's prime producer. Additionally, it will support the kingdom's economic growth by growing its contribution to GDP, creating job openings for nationals within Alba and the local downstream industry, and increasing its regional and international competitiveness. The history was made in 2019 on 24th November when the Kingdom of Bahrain His Majesty King Hamad Bin Isa Al Khalifa, the King of Bahrain's Kingdom, patronized and graced the Inauguration Ceremony Alba's Line 6 Expansion Project following this project's operation and will uplift their standing and mark them a bulging player in the aluminum industry. Alba Line 6 Expansion Project is another development in the kingdom, but a dream come true with tremendous significance to Bahrain's economic and social landscape.

1.5 Research Problem

This study has focused on examining transformational leaders who envoy the authority, inspire participative decision-making, and feel empowered to complete the tasks with a supreme collective identity and cohesiveness. This concept has been generated because organizations sometimes unintentionally generate stress issues to bring innovation to the workplace. For this purpose, the leaders are majorly facing the challenges of improving processes, systems, and environments that support innovation creativity. Hence, it has been observed in the practical implementation at the workplace that the leadership's impact on innovation, and the researcher uses different approaches and models to analyze how leadership boosts innovation. For centuries, researchers have been focusing on this thought that if management practices understand how to access the innovation at workplace, it will provide a new vision in the leadership practices to govern while integrating the concepts of leadership and innovation. To bring this concept into a practical approach, the leaders need to encourage the innovative ideas of their employees, accept those ideas and stimulate everyone in the organization to work collaboratively. However, this practice needs to be researched more to enhance individual innovative behaviour and creativity among the leadership behaviour remains unidentified. The struggling capacity of the organization is to be innovative for excess of reasons. Thus, it has been identified that experts' most important job is to change systems, processes, and environments to stimulate and demonstrate innovation and creativeness to sustain the competitive advantage. In addition to this, expanding a supportive environment for enhancing employees' innovative behaviour and creativity requires great attention. Employees accomplish their tasks better when they feel good in the organization's climate. The leader's

expectations for innovative behaviour and inspiration from the employees increase to achieve the desired goals. Literature supports that transformational leader are very concerned for subordinates' and individuals' interests in organisations, influencing employees' behaviours and attitudes. Transformational leadership style has been exposed within the organization by leaders to modify employees' behaviours. Furthermore, motivating and empowering the employees seems to be an essential element that needs to be researched according to the organisation's new affecting issues. It is vital in organizational studies that empowerment is demarcated as increased work motivation as when employees feel strongly empowered and are more pre-emptive, they become more obsessive about the work performed and perform beyond the expectations. In this research study, the researcher has identified a need for research to explore the empowerment effect of transformational leadership on employees in industrial firms in Bahrain. Thus, the effective empowering approach can be applied in the organization by investigating the factors that significantly affect it. Such practices can only be applied when the organization recognizes their importance in the workplace. Following the above perception, the demographic variables and their relationship with transformational leadership are one of the important factor that need to be addressed properly. Therefore, an integrative approach is required to investigate the influential factors that affect leader–subordinate best practices, including any differences in gender that affect transformational leadership success. With this approach, the awareness enhances the appreciation of demographic roles in trendy transformational leadership, adding value to the current research study. Further, in this research study, the researchers have tried to scrutinize transformational leadership efficiency and innovation in the workplace. Based on the above discussion, this research study highlights the association of

transformational leadership with innovation in the workplace, empowerment, support for innovation, and demographic variables among employees in industrial firms in Bahrain.

1.6 Research Questions

What is the impact of transformational leadership on employee innovation in the workplace with focus on Aluminum Bahrain (Alba) company?

Numerous research has highlighted the importance of transformational leadership in attaining a competitive advantage for the organization. It will establish how effectively transformational leaders modify their work's positive attitudes to become extra confident, meaningful, determined, and cogent about their work (Castro et al., 2008; Ye et al., 2019). Hence transformational leadership well changes employees' cognitive feelings such that they feel extra motivated about their effort. The research intends that transformational leadership enriches employees' empowerment. Transformational leaders inspire their followers and motivate them to meet the organization's interests (Fonseca, et al, 2014). From their subordinates' point of view, transformational leaders are the leaders who always support them by making bright and attractive perspectives, encouraging and persuade their people (Binti & Others, 2017; Zhang et al., 2018). In crisis and change times, transformational leaders design a view to create new ideas and facilities and often create new strategic directions. Thus, transformational leaders can enhance the specific employee's capabilities through innovation in the workplace, empowerment, support for innovations, and demographic variables, helping them remain distinct from their competitors. Also, the competitors face difficulties to have the same capable employees in their organization. Almutairi (2016), believes that to give employees support, influential leaders, frequently implement styles

that provide vision, encourage and motivate them to think innovatively. Further, this elaborates that transformational leaders inspire their supporters to innovate rationally and provide a solid vision. The transformational leader's efforts on emerging human investment transform the organization into an innovative organization (Birasnav et al., 2013; Al-Shammari & Khalifa, 2019). More desirable organizational outcomes are closely related to behavioral organization studies considering empowerment as an essential element (Spreitzer et al., 1997; Liden et al., 2000; Chen & Klimoskl., 2003). Several practical studies enlightened the relationship between transformational leadership and empowerment (Avolio et al., 2004; Castro et al., 2008; Li et al., 2019). It has been posited that psychological empowerment is an essential cognitive state engendered by transformational leadership. This research aims to gain a deeper understanding of transformational leadership's effect on followers' innovative behavior and reveal the mechanism through which the effect would occur and the boundary condition under which the relationships have been enhanced. This leadership mentions that leaders improve their supporters' potential for work through knowledgeable inspiration, motivation, and empowerment, enhancing innovative work behavior (Hartog et al., 1997; Bass, 1999). Transformational leaders are most probably helping hand for innovation in work behavior, as they directly influence their followers' creativeness and performance by empowering, promoting trust, and engagement in them (Politis, 2002; Bass et al., 2003; Burke et al., 2007). Hence transformational leaders aim to enhance the workplace's innovation by resolving all employees' skills-related problems.

Thus, in the view of the above discussion, the following research questions arise according to this research study:

1. What are the dimensions of transformational leadership with focus on Aluminum Bahrain (Alba) company?
2. What are the dimensions of innovation in the workplace with focus on Aluminum Bahrain (Alba) company?
3. What is the effect of organizational climate on transformational leadership & innovation in the workplace with focus on Aluminum Bahrain (Alba) company?
4. What is the effect of empowerment on transformational leadership & innovation in the workplace with focus on Aluminum Bahrain (Alba) company?
5. What is the effect of the demographic factors on transformational leadership & innovation in the workplace with focus on Aluminum Bahrain (Alba) company?
6. What are the factors that enhance the employee's innovation in the workplace?

1.7 Research Aims and Objectives

This study has the objective to investigate the impact of the transformational leadership practiced by the company on innovation in the workplace - A Case Study of an industrial Firm in Bahrain. For this purpose, the researcher has set some of the aims.

Aims:

1. To examine the impact of transformational leadership on employee innovation in the workplace with a focus on Aluminum Bahrain (Alba) company.
2. To evaluate the various measures of transformational leadership with a focus on Aluminum Bahrain (Alba) company.

3. To evaluate the various measures of innovation in the workplace with a focus on Aluminum Bahrain (Alba) company.

4. To examine the effect of organizational climate on transformational leadership & innovation in the workplace with focus on Aluminum Bahrain (Alba) company.

5. To examine the effect of empowerment on transformational leadership & innovation in the workplace with a focus on Aluminum Bahrain (Alba) company.

6. To examine the effect of demographic factors on transformational leadership & innovation in the workplace with focus on Aluminum Bahrain (Alba) company.

7. To propose recommendations in terms of increasing innovation in the workplace.

1.8 Research Significance

This research focuses on industrial firms in Bahrain due to transformational leadership and workplace innovation for the organization's employees. Transformational leadership forms the best models that help the organization and its staff competes with their competitors by supplying the best quality service and products. The effect identified by the researcher of transformational leadership on innovative behavior. Within this research, strand alarmed with the relationship between the innovation process and transformational leadership. Transformational leadership is exciting, as the theory proposes that transformational leaders can enhance innovative work behavior (Bally, 2007; Javed et al., 2019). Typically, these leaders' task is critical as they have to arrange the formal structure and support for innovation in organizational employees to achieve corporate strategic objectives successfully. The leaders have to face the management, an

alternative approach that focuses on the other factors. Empowerment, support for innovation, and demographic variables greatly influence the formulation and execution of strategies developed. From the last few years, professionals and academic researchers are keen to research the effects of Transformational Leadership to identify the factors that significantly influence organizational success and report various complex problems with innovative results (Williams et al., 2011). East Asia's business and economic changes need corporate leaders to use the leadership style to ensure innovation in their employees' work behavior to accomplish viable economic growth (Scott et al., 1994; Oldham et al., 1996). Thus, this leadership has taken leading researchers' devotion, investigating innovations and behaviors' antecedents in the existing stream of literature on innovative work behavior (Jung et al., 2008; Choi et al., 2016; Javed et al., 2018). The set goals are to be achieved by the leadership influence on others to act (Elqadri et al., 2015). Leadership style is the technique and tactic of encouraging people, providing direction to achieve the desired goal (Amirul & Daud, 2012; Sethibe, 2018). A leadership style can either encourage or discourage employees and, in turn, can lead to growing or declining performance stages. There are several leadership styles, comprising transformational (Belonio, 2012). According to researchers' observation, they have investigated the procedures and strategies used to resolve the transformational leadership problems. Thus, to survive in this highly competitive and dynamic environment, every organization seeks innovative approaches and perspectives. This competitive era of the 21st century has brought a great challenge for the organization to produce and deliver valuable products and services. To sustain in such an era, the leaders have to manage different dimensions of the external global environment by accessing the strengths, weaknesses, opportunities, and threats of their organization and its competitors. With innovative ideas

developed by leaders in the management and production process, transformational leadership enhances corporate branding, increases its reputation, and builds stakeholders' trust (Le & Lei, 2019). The leaders' strategies are not explicitly concerned with organizational competitiveness but focus on workplace innovation to determine competitive organizations' competitive processes. These methods have to develop such leadership and differentiate strategies to achieve a competitive advantage. Thus, transformational leaders should assist the followers in formulating a plan of action focusing on the organization's capabilities to remain defensive against the competitive force. Secondly, they should develop such strategic moves that can improve organizational performance and keep it in balance for the long run. However, several studies also indicate that transformational leadership has the most favorable influence on corporate innovation, and transformational leaders empower or provide a creative atmosphere for their followers (Ghulam et al., 2012). Researchers and practitioners are attracted and have shown their interest in exploring it. (Khalili, 2016; Prasad & Junni, 2016; Charterina et al., 2017; Le & Lei, 2018; Tian et al., 2018). Subsequently, this study examines the variances in transformational leadership styles and influences on innovation at the workplace, employee empowerment, support for innovation, and demographic effects. The significance of transformational leaders as determinants of innovation in the workplace enormously increased. Different researchers have realized that the organization as well as support for innovation.

1.9 Research Contribution

The research study makes exceptional support to the existing body of knowledge by examining the transformational leadership on innovation at

the workplace in Bahrain's industrial firms. The study will examine the impact of managers practicing transformational leadership style as their subordinates perceived on inspiring innovation in the workplace. Since transformational leaders have a rich vision of the future, they seek to make changes and advance the organization towards accomplishing its objectives (Duarte et al., 2013; Ye et al., 2019). Researchers have proposed that firms and organizations' transformational leadership need transformational leadership to improve their performance in changing the business environment in real life (Garcia-Morales et al., 2012; Chang et al., 2018). It contributes to the knowledge on leadership by providing practical information that utilizes improving innovation in the workplace. Anderson's (2014) literature mentions that a senior executive's performance in an organization emphasizes transformational leadership positively and directly affects organizational innovation by encouraging employees. It also contributes to the literature by providing a deep insight into understanding leadership styles' impact on employees' innovative behavior. Moreover, exploring the relationship between transformational leadership and fundamental innovation forms will have valued contributions to leadership and innovation management.

The information about transformational leadership has provided the study context in Bahrain and its background from transformational perspectives. Further, the transformational leadership style embedded with innovation in the workplace, empowerment, support innovation, and demographic variables in the context of Bahrain's industrial firms.

1.10 Organization of the Thesis

To discover the effects of transformational leadership on innovation in the Workplace: A Case of an Industrial Firm in Bahrain will be researched and

presented in six chapters. Chapter one will exclusively discuss the research topic, including the research question, research objectives, hypothesis, and topic significance. Researchers describe that Chapter two will discuss the literature related to the subject and have reviewed by other researchers and their perceptions supported by related academics books and articles. The third chapter will explore the research methodology and design to complete the research while explaining the analysis and data collection technique. The fourth chapter will explore the study's quantitative findings, and the fifth chapter is on the analysis and discussion. Thus, the results compared with previous literature for support. Lastly, Chapter six will conclude the research study and overall conclusion explaining the research's findings, the researcher's limitations, and the future research directions.

1.11 Summary of the Chapter

This chapter elaborates on the effects of transformational leadership to enhance the workplace's innovation and the empowerment and demographics at the workplace in the industrial firm of Bahrain. A brief introduction about transformational leadership, its effects, and how it influences innovation at the workplace is discussed. Specifically, the relationship among the variables of transformational leadership with innovations at the workplace, empowerment, and demographics variables is considered in the Aluminum industrial firm in Bahrain ALBA. The detailed information about the industrial sector in Bahrain is working competing in this competitive era to boost the economy of Bahrain. The industrial sector plays a significant role in every country's economy to increase its GDP. In such situations, transformational leaders face organizational challenges to achieve the desired goals of the organization. However, Alba's introduction describes the firm's works, its problems, and

how its graph moves from downward to upwards and makes it the highest Aluminum producer globally. In 2020 Aluminum's contribution to economic growth is set to rise in the future (Yaqoob et al., 2019). The qualities of the leaders are usually found effective in the organization and its employees. A significant impact of transformational leaders is explored on the organization's employees, as the employees are found satisfactory when they achieve desirable admiration, loyalty, trust, and respect from their leaders. Thus, different effects of different qualities of leadership are also identified in this research study. Idealized leaders influence, transform and motivate the followers, provides knowledgeable inspiration, and teach how to deal with the specific concern. Therefore, this research study investigates how transformational leadership plays an essential role in the Aluminum ALBA by considering its relationship with innovation, empowerment, and demographic variables.

Further, the introduction of the purpose of the study is discussed along with the research objectives. The terminologies of variables were thoroughly described to understand the relationship among the variables and how these variables will achieve the objective of this research study. We discuss the significance of the study and how much it is helpful for the industrial firms in Bahrain, considering transformational leadership as an independent variable that can affect many other factors like empowerment, innovation, and the most important the demographic variables as the age, experience, and position of employees also have different influences on the innovation factor in the organization. Thus, this research study will contribute to the research of organizational behavior and human resource management, specifying the issues of the industrial firms in Bahrain.

Chapter 2: Theoretical Framework and Literature Review

2.1 Introduction

Through extensive literature review, the links of transformational leadership with innovation, empowerment, and innovation at the workplace have been examined in this chapter in Aluminum Bahrain. Many factors have been explored to help develop innovation and empowerment in the Aluminum industry. However, in this research study, transformational leadership is specific and explored to enhance workplace innovation. The literature review is a fundamental part of any research as it assists the researcher develop a clear idea about the research topic and identify every aspect that can be helpful for the research study. Thus, this chapter comprises a vast literature exploring the relationship of transformational leadership, innovation, empowerment, demographic variables, and their effects on innovation at the workplace among the employees working in the Aluminum industry of Bahrain.

2.2 Transformational Leadership

Leadership has been observed studied widely with a large number of publications over the last century (Sweeney & McFarlin 2002; Zenger & Folkman 2002). Leadership enhances the capabilities, leads, and enables the employees to carry out the goals and objectives of the organization. Successful leaders are those who assertively control and support the behavior and attitude of their followers (Burch & Guarana, 2014). Leadership has been perceived as a societal stimulation activity. It includes clearly defining the organization's goals, controlling the employees' behavior to chase these goals, and assuring group preservation and culture (Yukl, 1994). Leadership is a collective mass phenomenon as there can be no leader without followers. Leaders make others, through self-actualization, attain the organization's goals using their maximum efforts

in the strict time frame (Sarros & Butchatsky 1998; Dubrin & Dalglish 2003). Therefore, the researchers have taken a keen interest in the factor of leadership widely over the last century. Research evidence that leaders are born and are not made and thus rejected the concept of training good leaders. It has been concluded that leaders must be firm with the ability to transform the employees into the possible best to achieve maximum performance.

Leadership is one of the most debated fields worldwide, with increasing daily significance in all aspects of life, from corporate and tutoring to societal organizations. As organizational leadership has been pinned as a matter to be focussed, scientific study on leadership emerged in the initial 20th century. Organizations nowadays prefer to have persons with high leadership skills to best hold their assets and ensure the achievement of goals (Northouse, 2007). Schermerhorn (2008) stated that a good leader could bring changes imposing eco-friendly work pressure or positive stresses. Yukl (2013) explained leadership clarifies the maximum organizational issues and errors. Riaz & Haider (2010) declared that influential leaders might lead organizations to success by realizing probable forthcoming situations and environmental changes.

Though various definitions are listed above, most of them assured the leadership influence and added that no state without leadership does exist actually. Leadership controlling a group leads the individuals to achieve the goals drawn by their leader. In other words, leadership is defined as the process of affecting the dependents and being affected by them. Moreover, it refers to the accomplishment of pre-defined goals by directing individuals. Over the years, numerous researchers studied leadership (Stogdill, 1948, Stogdill, 1974, Burns, 1978, Bass, 1985, Northouse, 2007, Yukl, 2010), resulting in various schools of thoughts established relating to behavior, styles, traits, situational, transactional, and transformational

leadership. Extensive theory elaborates transactional leadership, laissez-faire leadership, and transformational leadership. Transformational leadership has been studied in this research. Bass and Riggio (2012) defined transformational leadership as a practice of reforming and renovating individuals. By shifting the beliefs and concepts, leadership makes efforts to improve the employees' performance to raise efficiency. (Avolio & Bass, 2002, Antonakis et al., 2003, Sashkin, 2004, Bass & Riggio, 2006, DuBrin, 2007, Hawkins, 2011, Saenz, 2011). Going with transformational leadership, the dependents must be valued, appreciated, and esteemed to increase their trust that every person offers their elite support (Northouse, 2007, Lynch, 2012, Yukl, 2013). Schermerhorn (2008) stated that transformational leadership redirects dependents' perceptions about the views and ideas of their leaders. Transformational Leadership provokes the dependents for their best efforts to accomplish the massive task and to solve the problems efficiently and smartly (Saenz, 2011, Limsila & Ogunlana, 2008). Bass & Riggio (2006) & Yukl (2010) added the theory, the ethical behavior, intrinsic motivation of followers, leadership improvement among team fellows, and a shared vision and goals. Later contracts with ethics, emotions, values, and lasting plans, contrasting transactional leadership, emphasizing immediate goals (Rafferty & Griffin, 2004, Northouse, 2007). This style has detected factors regarding "behavior and attributes". Transformational leaders possess a charismatic personality that prevails positively to assure organizational vision (Antonakis et al., 2003; Northouse, 2007). Such leaders support and nurture the fellows and followers through pride, trust, respect, and admiration (Bass &Riggio, 2006, Saenz, 2011; Betroci, 2009; Bass & Riggio, 2012). These leaders are admired and recognized for their excellent behavior, determination and capabilities. Transformational leaders portray the vision and mission of the organization to the followers and involve

them in the practices to achieve them. They prefer the follower's wants over their own needs sharing the risks, and always avoid using their authority for their benefits (DuBrin, 2007, Yukl, 2013). Bass and Riggio (2006) described leaders as having high moral standards and ethics and imposing logical tenacity and firmness.

It is an essential part of the organizational image and plays an active role in forming groups for achieving maximum performance (Northouse, 2007, Betroci, 2009, DuBrin, 2012). Transformational leadership has been identified as one of the fundamental causes of innovation in the workplace (Jung et al., 2003). Gumusluoglu & Ilsev (2014) qualified transformational leaders as those who rationally inspire their followers, create and maintain innovation, and present a concrete image in their firms. They stay focused on emerging human capital and help transform the organization into an innovative organization (Birasnav et al., 2013). These leaders potentially enhance creativity and plan production. Increasing employees' motivation creates an environment for growth and improves their thinking ability (Wilson-Evered et al., 2004). It offers a bright vision to the organization provoking employees to become ready to accept and accomplish the vision effectively (Felfe & Goihl, 2002; Choi et al., 2016). Transformational leadership encourages and assigns employees a challenge to expand current production, modernize processes and refine organizational structures to meet corporate goals and objectives. Transformational leadership facilitates and redefines the mission, and vision renovates their commitment and streamlines their methods for goal achievement. This mutual encouragement and relationship convert followers into leaders and leaders into moral representatives. Hereafter, it must be built on moral grounds (Pawar, 2016). Transformational leadership changes the customs and values, which effectively benefit the executive members, enhancing an individual's performance (Leithwood & Jantzi, 2008; Wu, 2010). It raises

the logical thinking that promotes personnel becoming more energetic to effectively achieve the organization's goals (Bandura, 1986).

Transformational leadership is associated with employees and organizations' creativity and innovative aspects. Employees' creativity is an essential factor for organizational goals. Moreover, transformational leadership creates self-confidence, intrinsic motivation, inspiration, and creative endeavours. It supports innovation, personal development, and social relationships simultaneously among employees. The modern business environment demands better leadership understandings. Thus, from the past two decades, the theories related to transformational leadership have been more popular because of articulating a compelling vision (Avolio et al., 2009; Sosik and Jung,2010). Because this approach of leadership describes the clear objectives along with the support and inspiring act so that they can achieve their targets in a given time duration (Bycio et al., 1995). This leadership approach realizes the enthusiasm among the followers, their skills of commitment and self-actualization, which can be further beneficial for the organization and society. Therefore, this style is considered the most successful leadership style standard in organisations' practice (Erkutlu, 2008). The concept was first introduced by Bass (1985) and later became a popular concept growing till recent years. Different definitions of transformational leadership have been submitted. Transformational leadership is involved in drawing a clear vision and nurturing a sense of belonging in an organization (Peachey et al., 2014). It is also related to leaders' positive perception of future predictions for their organizations and helping employees to improve their self-confidence by evaluating their potential, communicating a realistic goal, identifying wants, and working collectively to fulfil them (Peterson et al., 2009).

High levels of attention in leadership have been achieved mainly by transformational leadership style. (Lowe et l., 1996). Comparing it with other existing leadership styles it defers in the approach for motivation to their followers (Gardner & Avolio, 1998). In its extended perspective, transformational leadership has emerged as a popular theoretical pool to examine the relationships of leadership behaviors and their effectiveness (Hiller et al., 2011). As a result, considerable empirical evidence linking transformational leadership behaviors with the individuals' performance, units, and organizations has been compiled (Judge & Piccolo,2004; Derue et al., 2011). Throughout creating and communicating a persuasive vision, idealizing a commitment to that vision, taking into consideration the wants, needs, and talents of their staff, transformational leaders encourage their employees to put forward the efforts considered necessary to achieve extraordinary goals (Bass & Avolio, 1995).

2.3 Empowerment and Support for Innovation

Empowerment shows the leader's leading behaviors and it is associated with the concept of empowerment. They give power to one's working sense, apart from adamant constraints, secondary contribution in management, and confidence-boosting that performance is extensively vital (Ahearne et al., 2005). Empowerment is essential in aluminum manufacturing. It can impose positive effects on customers to customize services and the availability of various needs and requirements (Chebat & Kollias, 2000). Researchers showed that empowerment disgusts the gender gap on employee level and affects their inventive approach (Luoh et al., 2014). Some of the research has identified the issues at the organizational and team level, which also counts as improvements in management (Hassi, 2019). More effective work has been observed at the administrative

level as empowerment under a creative environment. Employees' concepts of empowerment are beneficial for those responsible for delivering varied services (Chebat & Kollias, 2000; Clark et al., 2009). Empowerment gives the staff confidence that they have the potential of improving and competence of their daily tasks (Chen et al., 2019). The basic concepts of empowerment were inter-linked with the power or resource sharing as an influential allocation (Burke, 1986). So, empowerment can be explained as a motivational performance that is more similar to enable accomplishment than simply delegating or resource sharing (Conger & Kanungo, 1988). Behind this alternative view, the study revealed empowerment as a process that allows and adopts an approach of innovation in employees. Empowerment initiates and perseveres employees' assenting, task-oriented performance to achieve their attainments and organizational goals through a better sense of innovation (Chebat & Kollias, 2000; Conger & Kanungo, 1988).

The active participation of employees describes when they get encouraged and empowered by their leaders to participate actively for extreme possible performance. It also involves receiving feedback from them(Srivastava et al., 2006; Chen et al., 2007; Huang et al., 2010; Xue et al., 2011). In other words, empowerment promotes absorptive ability (Srivastava et al., 2006; Xue et al., 2011). Consequently, organizations get more innovative by on-time decisions and prudence in their business strategies based on their high absorption capability. (Van de Ven & Delbecq, 1971; Cohen & Levinthal, 1990; Elbashir et al., 2011). Empowerment enhances employees' passionate participation, suggesting that empowering leadership consents employees to become more active intellectually (Conger & Kanungo, 1988). Such leaders monitor their flexibility and raise their performance overall (Chebat & Kollias, 2000).

Empowerment is a kind of initial strategy for continuous improvement. It is considered as a root word for defining a clear pathway of competence and creativity for employees in all aspects assuring their maximum performance (Rothermel et al., 2013). Nowadays, employees' empowerment is considered one of the compulsory components of modern organizations both in the private and public sectors. Hence, empowerment is one of an organisation's infrastructural and practical elements. It grows with the distribution of power inside the organization. Therefore, empowerment of employees has been counted as a technique in management that flows through all organizations to meet the organization's current assignments and tasks (Chang et al., 2013).

Though numerous studies have been carried out to reveal innovation, the results are still unclear and in chaos. Till the day, there is no clear definition of innovation along with no tool and unit to measure the variable (Collins, Hage& Hull, 1988; Hage, 1999). Like all other identified concepts, innovation has different interpretations and paradigms. One scholarly endorsed definition is that innovation is something that depends on competence and leadership, unlike creativity or invention, which require effort and experimentation (Chapman, 2006). Torugsa and Arundel (2016) observed that the more complex is the innovation, the more hurdles and obstacles the workforce faces in its implementation. Researchers concluded that government employees come across more obstacles in developing a complex innovation simple innovation. In addition, complex innovations are hard to implement in a well-centralized organization. Researchers concluded with the support of findings that complex innovations are more valuable than simple innovations.

Innovation has emerged as one of the significant elements contributing to building the organizations' competitiveness. Innovation possesses context-sensitive characteristics, Modes of innovation vary from industry to

industry as the construction industry differs from the manufacturing and services industry in this perspective. Researchers studying innovation argued that when innovation is implemented, and what drives it, it extremely depends on industry-specific features. Innovation has been recognized as vital for the survival and success of the organization (Amabile, 1988; Zacher & Rosing, 2015; Jiang & Chen, 2018). Innovation at both, the individual and organizational level have received a great deal of attention in the extensive literature (Damanpour & Aravind, 2006; Gumusluoglu & Ilsev, 2009; Chen et al., 2016;). Hence it is clear that creating and enhancing innovation in working groups has emerged as an important subject in theory and practice (Rosing, Frese, &Bausch, 2011; Tang &Naumann, 2016; Jiang & Chen, 2018). Mumford et al. (2002) stated that innovation demands an influential creative leader willing to accept an idea and influence others to adopt it. It has become essential for organizations to stay focused on innovation in such an environment. Innovation is critical for keeping aligned technological changes and business models in the current challenging environment (Božic & Ozretic-Došen, 2015; Wan, Williamson, & Yin, 2015). Innovation arises when an employee develops, promotes, and implements new ideas, which are vital components of employees' innovative work behavior (IWB) (Janssen, 2000). Innovation can add to organizational capability, efficiency, and finally the improved competitiveness (Manafi & Subramaniam, 2015).

In the previous two years, transformational leadership has emerged as the most important factor as it has influenced employee empowerment (Thomas & Velthouse, 1990; Avolio et al., 2009) explained empowerment as a combination of four different types of feelings i.e. impact, competence, meaning, and self-determination. Afsar et al. (2014) diagnosed that transformational leadership considerably influences employees' innovative work behavior and psychological empowerment. In addition, because of

independent decision-making, workers with greater empowerment are more efficient (Masood & Afsar, 2017). Simultaneously, empowerment and support for innovation, both of these two variables mediate between transformational leadership and organizational innovation (Jung et al., 2003).

2.4 Dimension of Transformational Leadership

This investigation revealed the effectiveness of transformational leadership and each of its dimensions i.e., the extent of the idealized impact, inspirational motivation, intellectual stimulation, and individualized consideration. Few researchers suggested addressing the objectives using all four dimensions separately to understand the effects of each (Knippenberg & Sitkin, 2013; Deinert, Homan, Boer, Voelpel, & Gutermann, 2015; Hemsworth, Muterera, & Baregheh, 2013). Bass, (1999) described these four points of transformational leadership as intellectual stimulation, inspirational motivation, idealized influence or charisma, and individual consideration.

Researchers have investigated the association between the performance of employees and transformational leadership (Podsakoff, MacKenzie, Moorman & Fetter, 1990; Howell &Avolio, 1993; Nemanich& Keller, 2007; Rafferty & Griffin, 2014; Babić, Savović & Domanović, 2014).

Four dimensions of transformational leadership have been characterized by (Bass, 1985), as "idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration" (Bass & Avolio, 1994), and they are considered intangible forms of resources. Transformational leaders may utilize these to flourish mutual trust among their followers and workers.

2.4.1 Idealized Influence

Idealized influence describes the ability of employees in the organization to understand and trust their leaders. This is recognized as an important factor that has to be accepted by the employees. If employees fail to maintain this trust and understanding of their leaders they will fail to achieve the desired outcomes of the organizations. Hence, the leaders can bring change among only those employees who want to get change. Followers also get inspired and only believe and appreciate a person who performs the duties well. In other words, leaders possess the potential to influence and impose it on the followers. The workers feel easy to follow the leaders because of their idealized influence. Thus, leaders will be identified as successful when they can be recognized as a model of supreme trust and understanding from their followers. Such individuals with a high level of trust and respect generate an idealized influence on employees. Hence they become the role model for the followers and the followers feel the honor to be recognized and associate themselves with their leaders and try to mitigate them. Such leaders try to perform their work with core attention and possess high human and moral behaviors. Such leaders do not use their leadership power and authority for their benefit. They try to meet their organizational goals through conducting and guiding their followers. Charisma surrounds those individuals who have something very special with them and unconsciously directs others to follow their perspectives (Northouse, 2001).

The idealized influence and charisma added to the ability of the leaders to lead by inspiring followers and creating among them a feel of owning responsibility for the one common mission (Bass, 1999). Charismatic leaders are respectful of their followers, confident, and introduce a sense of belonging and pride (Bass,1999). The admiration and recognition of leaders by followers are considered as one of the significant elements of

idealized influence. Idealized influence exhibits to the followers that the leader can walk the walk and talk the talk. Idealistic influence includes behaviors such as sacrifice for the worker's group's benefits, strong determination, and expression of very high moral and ethical standards. Structuring a unique moral and ethical behavioral atmosphere transformational leadership has been accepted widely as a development key in all working sectors of western societies including public organizations. For example, the Finnish Defence Forces frequently use Deep Lead Model as a primary solution for its leadership training and development. The Deep Lead Model is based on the theory of transformational leadership. Hence, idealized influence is the ability of successful leaders to provide the follower's perception of vision and mission, instilling pride, securing respect and trust. The dignity, faith, and respect of idealized influence is the exclusive ability of the leader. (Covin, Kolenko, Sightler& Tudor, 1997). Charisma or the idealized influence is defined as creating the incredible symbolic power employees want to be recognized (Covinet al., 1997). Charismatic leaders create a strong admiration, respect, and trust among their employees towards themselves. According to Nadler & Tushman (1990), charismatic leaders possess extraordinary qualities and can trigger and carry on the activity in the organization's existing procedures and personal characteristics. These leaders instigate their employees and demonstrate determination in making changes, developing trust, and representing a model for unique identification. Such features give power to them to increase the commitment of the influenced employees of their organization and make greater their motivation towards achieving better performances (Waldman & Mansour, 2009). Idealized influence refers to leaders who are admired, respected, and liked as role models (Bass and Avolio,1994). Its main emphasis is on trust, values, and ethics.

2.4.2 Intellectual Stimulation

Intellectual stimulation is a practice through which the transformational leader intellectually stimulates the followers by engaging them in activities that arouse followers to be creative and innovative. Transformational leaders challenge the beliefs and values of both, the leader and the organization. Transformational leaders believe that intellectual motivation is a driving force that initiates the followers to think about beliefs and values as well as be aware of problems and their solutions. Sequentially, transformational leadership accelerates the followers' capabilities to understand the origin and issues of the organization. It is important here to consider more that leaders pay more attention to creating and developing ideas rather than estimating rapid reactions. The leader challenges the followers to think about the nature and significance of their task. This factor is recognized as a tool for generating learning organization.

Intellectual interprets the tendency and potential of leaders to bring out the intellectual potential of supporters as well by encouraging creativity, providing innovative ideas, and challenging perceptions (Avolio, Bass, & Jung, 1999). Leaders that intellectually initiate and influence their workers can hold the situation in hand according to the need of the time and hence may alter its impacts on the overall workforce in all aspects (Tafvelin, Armelius, & Westerberg, 2011). Therefore, the challenging problem also offers various solutions for work issues, and intellectually influencing leaders can help their followers successfully achieve their tasks. As far, it is predicted that it would influence efficiency as it can act through enactive execution (Bandura, 1995). The chief element of intellectual stimulation is to enable followers to re-think their problems in innovative and new ways (Rafferty & Griffin, 2004). However, this is the potential to increase the likelihood of followers in problem-solving and is concerned with precise tasks and issues (Avolio et al., 1999). Through challenging assumptions,

taking risks, and soliciting the followers' ideas, the leader produces and encourages creativity in their followers. They make and develop people to think independently. Learning is valuable and significant for such a leader with this behavior and unpredicted situations are taken as an opportunity for learning. The followers realize the task and think to figure out the smart ways to accomplish them by asking questions and implementing the expert's tips. Intellectual stimulation is the behavior of the leaders who develop the employees' ability and inclination to think about problems in a new way (Rafferty & Griffin, 2004).

Creative thinking is important as there is a need to cast off the customs and means of the previously observed behavior in the organization and implement new habits. Therefore, in intellectual stimulation, transformational leaders initiate employees to adopt the thinking process and consider old problems in a new way by expressing high capabilities and showing confidence in employees' abilities. They feel valued when working to subsidize the organization. At the same time, intellectual stimulation has been observed upsurging workplace stress (Podsakoffet al., 1990). The leaders' intellectual stimulation affects performance when an innovation-supportive climate exists (Avolio,1993). It improves the ability of employees to realize, analyze and re-design the problems. Moreover, it boosts the quality of the results reflected from the company's performance. Intellectual directing challenges, past assumptions, beliefs, and culture promotes new dimensions of thinking (Guay, 2013).

2.4.3 Inspirational Motivation

Inspirational motivation is another component of transformational leadership as which was conceptualized by Bass (1985) and was further endorsed by the research findings (Bass and Avolio, 1991, 1997). Inspirational motivation is a process adopted by leaders for the motivation

of followers, to transform them into a more committed workforce allowing them to participate in the shared objective of the organization. Senge (1990) believed that inspiration is the foundation of motivation. It is the kind of motivation that influences the followers to be more devoted to performing organizational aims. Going through inspirational motivation, leaders create a shared insight for followers. The individuals understand the fact that they do something or not in a specific manner because of their wish and choice and not because of their leader's command and orders. This commitment and motivation are greater than their needs hierarchy levels and flourish among the followers themselves.

Inspiration motivation creates new ideas for meeting the organization's perspective. Inspirational motivation provides a stunning view of the future, uses emotional influence, and demonstrates optimism and enthusiasm. This ability of a leader that discloses inspirational motivation explores how such leaders communicate with their followers and make them clear the procedures so that they can achieve the organisation's targets easily. In such communication skills, oral and positive feedback is vital in the social perspective. Hence, the dimension of inspirational motivation of this leadership style explores the best communication skills of leaders through which they realize their followers about their responsibilities and the way they can achieve them along with the expectations which organizations expect from their employees (Avolio et al., 1999; Bass, 1999). It is the extent to which the leader articulates a vision appealing and inspiring the followers. Leaders with inspirational motivation challenge their followers with high standards, communicating the plan for future goals and providing meaning for the task assigned. Followers must possess a strong sense of purposefulness if they are to be motivated to perform. Definition and meaning reflect the factor as energy that drives a group forward. The theoretical perspective of leadership was elaborated by

communication skills that make the aims and objectives clear to understand, accurate, strong, and engaging. The followers are willing to put more effort into accomplishing their tasks. They believe in their abilities and are confident and optimistic about the future. Inspirational motivation is the extent to which a leader articulates an appealing and passionate vision to employees. Although inspirational motivation has been recognized as a fundamental factor of transformational leadership, this construct has been defined differently (Barbuto, 1997).

Bass (1999), continuing previous research, stated that both charisma and inspirational motivation are displayed when a leader defines a desirable future, plans how to meet that, and sets examples for the followers. Such leaders set high standards of performance and show strong determination and confidence. The aims, objectives, and inspirational motivation might be pooled into a single construct. Inspirational motivation relates to the leader's ability to communicate in a clear way that unites followers and leads their efforts toward achieving organizational goals. Inspirational motivation describes leaders providing significant challenges to followers to perform their job using inspiring messages to provoke emotions (Mittal and Dhar, 2015).

2.4.4 Individual Consideration

This factor of transformational leadership describes how the leaders deal with the different issues of their followers, how they understand the problems of their followers' problems and the requirements of their followers, and they also try to manage all these issues as a mentor (Bass & Avolio,1990). By this dimension of individual consideration, the leaders recognize the skills of their followers and appreciate them by describing their importance in achieving o any desired outcomes (Bass, 1985; Bass & Avolio, 1990). Researchers suggested that individual consideration

behaviors emphasize the uniqueness of each follower. These leaders are likely to be anticipated by subordinates with higher levels of personal recognition and higher dependency (Kark, 2000; Kark and Shamir (2002). Individual consideration describes the leader's awareness of each individual's needs by performing as a coach or mentor. The leaders are supportive, give empathy to the followers, keep communication, and put challenges before their followers. It also accumulates the need for respect and appreciates each follower's individual contribution to the team's joint venture. The followers are motivated and have aspirations for self-development. They have intrinsic motivation for their tasks. Individual consideration refers to paying attention to each employee dealing with his / her certain problems. Individual reflection is the step to which a leader stays attentive to the employees' needs, guides, and responds to their issues and requirements (Judge & Piccolo, 2004). Marks & Mirvis (1986) mentioned that the employees of developed organizations go through various psychological shocks during attainments. Therefore, they need provision for providing each employee individually the resources, encouragement, training, and compulsory information. The leader strives hard to develop their sense of acceptance, security, and self-effectiveness. Finally, individual consideration refers to the leaders who consider the requirements, capabilities, and goals of followers along with providing them coaching and mentoring

One of the most important aspects of transformational leadership is Paying due attention to others. Leaders support the individuals and are concerned about their personal feelings and needs (Podsakoff et al., 1990). Transformational leaders help their subordinates while utilizing their potential talents and increasing their responsibilities. The transformational leader creates a supportive environment where each group member listens

carefully. As a result, it is possible to pay close attention to the demands of each individual member.

2.5 Innovation in The Workplace

Business research has put into consideration many types of innovation, particularly technology-based innovation, management innovation, and non-technological innovation (Volberda et al., 2013). This has been emerged recently in the management literature as an issue to be researched (Volberda et al., 2013). Various forms of innovations associated with management, such as organizational innovation, administrative innovation, and management innovation, are considered non-technological innovations (Volberda et al., 2013) and are overlapping concepts (Damanpour and Aravind,2012). While administrative innovation is mainly linked with human resources, organizational innovation has a broader scope as it is usually related to all types of innovation that a business entity undertakes (Crossan and Apaydin, 2009). Scaling down the ambiguity and intricacy related to the pursuit of innovation is what leaders can do to influence innovation within their organizations (Birkinshaw et al., 2008). Workplace innovation evenly enhances the ability of employees to apply their perceptions and suggestions for change resulting in greater innovation at work (Seibert, Wang, &Courtright, 2011: 986). Innovation in the workplace can be seen as the motivational and cognitive process of the individual employee or a group of employees, demonstrated in different activities. Employees may perform tasks beyond the pre-defined routines for a team, group, or organization. They may search for new technologies, suggest new methods to achieve objectives, apply these new work methods, and inspect and secure resources for new ideas implementation (De Jong & Den Hartog, 2010). These activities referred to innovation in

the workplace. This has been defined as an employee's intentional introduction, promotion, and realization of new ideas, products, processes, and procedures within an individual work role, workgroup, or organization, to benefit role performance, the group, and finally the organization (Scott & Bruce, 1994). Innovation in the workplace is associated with organizational citizenship behavior, which defines an individual's will and interest to get involved in the organizational tasks away from their assignments, assisting their peers and co-workers in their work-related problems to achieve the combined organizational goals collectively (Aronson &Lechler, 2009). It refers to the individuals' innovation related to their work tasks specifically. Individuals who are engaged in innovation at the workplace must constantly deal with, elaborate, update, interpret and spread implicit knowledge (Radaelli, Lettieri, Mura, & Spiller, 2014). By sharing exclusive knowledge, an individual contributes to creating combining and recombining specified organizational expertise (Teigland& Wasko,2003). When employees are more involved in knowledge sharing, they induce an incredible amount of knowledge. They search for and spread operational and advanced knowledge into easy-to-understand and apply it to other co-workers and team members. This sharing attitude benefits innovative behavior. Innovation in the workplace, like other various kinds of workplace behaviors, is often caused by individual motives (e.g., tendency to initiate and implement new and original ideas), goals (job performance), or incentives (intrinsic motivation). Workplace innovation is a fundamental outcome of an employee related to human features of organizational sustainability.

Workplace innovation is a vital factor that scholars and management experts need to study to obtain competitive advantages and ascertain organizational sustainability (Martins & Terblanche, 2003). Apart from research and development, the organizations need innovation in the

workplace for operating in the highly competitive business environment to discover modern methods for fulfilling customer demands, and keep hold of their competitive place in the business world (Shalley & Gilson, 2004; Schermuly et al., 2013; Chowhan et al., 2017; Hu, Wu & Gu, 2017; Lee & Wong, 2017). Organizations rely on different actors or members to create and accelerate workplace innovation (Martins & Terblanche, 2003). Among them, the organizational leaders are the most important actors who can develop innovation and bring new changes to an obscure situation (Janssen, 2000; Nazir et al., 2018). To develop workplace innovation among employees, leaders need to consider leaders' trust in the organization. This superior level of innovation is executed and observed by the employees when they perform autonomously for the completion of tasks beyond their assigned routine job and expected outcomes achieved from them. Successful organizations design their structure to encourage workplace innovation and to build up employees' inspiration (Van de Ven, 1986; Smith, 2002; De Jong et al., 2007) to control the unpredictable professional environment (Janssen, 2000). Innovation in the workplace creates and executes innovation by employees. They perform the jobs to accomplish the task through group or organizational performance (West et al., 1990). Despite the constant attention of management experts and researchers in innovation for lasting corporate success, innovation is required to be studied extensively and keenly as there is still a large space to be explored (Ancona & Caldwell, 1992; Christian et al., 2011).

Workers and followers consider transformational leaders more trustworthy, realistic, and practical as they have the potential influence to stimulate innovation at the workplace (Bass, 1999; Bass et al., 2003). Innovation defines the way that allows the individual to grow and put into practice the supreme ideas to better perform their jobs (Van de Ven, 1986; Grant, 2000). For promoting employees' innovation at the workplace

leaders should possess the potential to engage them effectively by gaining their trust. This may benefit them in ingenious activities by inducing transformational leadership's role in workplace innovation through employees' diverse positive behaviors. Moreover, transformational leaders control individuals' workplace behavior in a way that transforms their commitment to organizational success (Kark et al., 2003). The exceptional philosophy is endorsed by transformational leaders when followers are confronted with creating and executing new concepts through an innovative workplace (Dorenbosh, 2005). A distinct organizational culture is established through transformational leaders who lead the employees into an innovative workplace (Dorenbosh, 2005; Aryee et al., 2012).

Therefore, transformational leaders can control organizational innovation through workers' innovative behavior. Transformational leaders can excite innovative workplace behavior by engaging employees in different learning activities and finding alternative solutions to workplace issues (Choi et al., 2016). They also influence employees' working behaviors (Kark et al., 2003) that help them improve their skills and abilities to solve task-related problems (Bass et al., 1997; Geyery et al., 1998). For example, transformational leaders allow the employees to smartly analyze the problems for achieving required results without looking towards others to increase their intelligence power (Wilson-Evered et al., 2004; Le & Lei, 2018). Transformational leaders also promote a distinct organizational culture that inspires innovative workplace behavior (Dorenbosh, 2005; Aryee et al., 2012). Transformational leadership endures all these key features (e.g., motivational indicators, problem-solving, and performance evaluation), creating and flourishing the employees' innovation in the workplace (De Groot et al., 2000). Transformational leaders frequently emphasize teamwork, sharing skills, giving support, executing autonomy in decision making, and authorizing the realization of ideas. This may boost

employees' innovation. Transformational leadership creates an operational working environment where individuals feel recognizable, self-managed, capable, and confident to observe empowerment (Ozaralli, 2003).

2.6 Transformational Leadership Models

The scope of leadership and its types remain as popular in the organizations as they used to be in the past. A large number of literature and research can be found in leadership that shows its growth until now. With time, the researchers develop different theories that explored all types of leadership styles, as no one theory can explain all the dimensions of leadership styles. Thus, researchers explored that the theory relates to a specific leadership style depending on the fact that which theory fulfills the requirement of a specific field at a specific time for the advancement of that situation. Hence, in this research study, the researcher has tried to explore those theories related to the most popular type of leadership: transformational leadership. These theories are known as the Great Man Theory, Trait Theory, Behavioural Theory, Contingency Theory, and LMX Theory. In this section, the researcher will discuss in detail the basic assumptions of each theory along with its makeup that relates it to the particular leadership style.

2.6.1 Great Man Theory

The basic assumption of the Great Man Theory explores that leaders are born, they have the characteristics of leadership qualities from their genetic factor. Literatures describes that the initial identification of leadership qualities begins with the Great Men Theory. This theory was initially developed by a famous historian named Thomas Carlyle (Allio, 2013). In 1984, he wrote a book named "On Heroes", in which he analyzed the

characteristics of different people who lead in various fields like politics, state administration, and religion (Seigel, 1995; Van Wart, 2003; Mirzoeff, 2006). The most popular personalities which he discussed in his book were Napoleon, Prophet Muhammad, Fatih Sultan Mehmed, Alexander the Great, Jesus Christ, and Winston Churchill. According to this theory, leaders are those men who lead the flow of life of a common person, also such individuals are different from the other persons (Carlyle, 1993). The Great men theory explains the major characteristics that distinguish a leader from non-leaders (Carlyle, 1993). Such characteristics are comprised of the initiator, attractive personality, commanding nature, integrity, reasoning ability, these are the persons who dare to take action according to their decisions. Based on the assumption of the Great men theory the individual becomes the leader naturally, as he gets involved in any such condition where he feels that he has to take any decision (Harrison, 2018). The theory further explores that leaders' personality, structure, and psychology are always found dissimilar from ordinary people. Hence, any person can not be called a leader nor anyone can become a leader on his own, it is considered a gift of God to some particular individuals (Spector, 2016). Moreover, this theory can be called the genetic theory because according to this theory the features of leadership are found among the leader Furthermore, the characteristics of a leader are inherent. Thus, such qualities are inborn in leaders and can not be learned or acquired from anywhere. This theory is included in this research study as it is an initiating theory that explains the quality of leaders, therefore as it has been discussed previously that transformational leaders are trustworthy, realistic, and practical, this theory is found related to this research study.

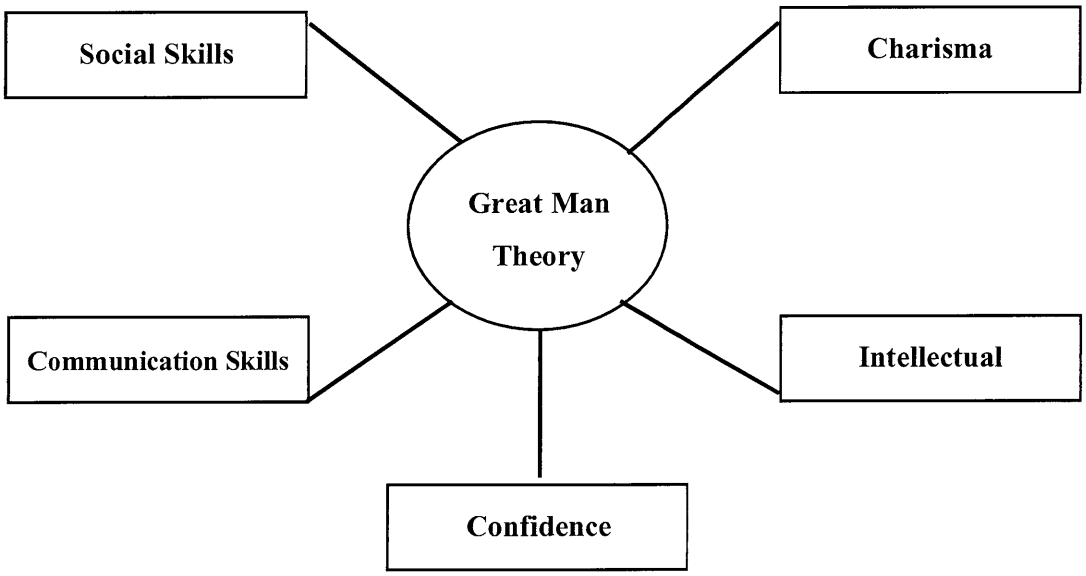


Figure 2. 1 Great Man Theory

2.6.2 Trait Theory

With time, after the Great men theory, the Trait theory was introduced by the researchers in the organizations. Thus, researchers criticized the Great men theory that not all leaders need to be born with inherent qualities which make them different from other persons (Northouse, 2007, Yukl, 2013). But further researchers explored that the leadership quality can be congenital and acquired through the characteristics (Pierce and Dunham, 1990). Based on this assumption, it was important to identify leaders' characteristics or need to acquire. In this regard, literature explores that leaders have specific traits like intelligence, tolerance, determination in dealing with problems, self-confidence, knowledge, dominance, cooperation, initiator, self-confidence, and forward vision (Stogdill, 1948; Stogdill, 1974; Harrison, 2018). Therefore, the trait theory was then recognized as the modified theory of the great men theory (Kirkpatrick & Locke, 1991). In the beginning, Mann (1959) explored 1400 features that describe the personality of the leader and then further Stodgill (1948) expand them from 1904 to 1947, but with time, it gets decreased to 124 characteristics which were found in the leaders. But with more research, he

brought those characteristics into major 8 distinctive characteristics through which the leaders can be identified. Such 8 distinctive characteristics were known as the social, responsible, intelligent, insightful, resolve the problem on his earliest, self-confident and assisting in achieving other objectives. As such characteristics describe that all these can be acquired later, but some traits like gender and intelligence can only be achieved innately. In this research study, this theory is discussed because as it has been discussed above that it is not necessary that leaders get all qualities from their genes, sometimes they acquire them by learning and practicing also like transformational leaders.

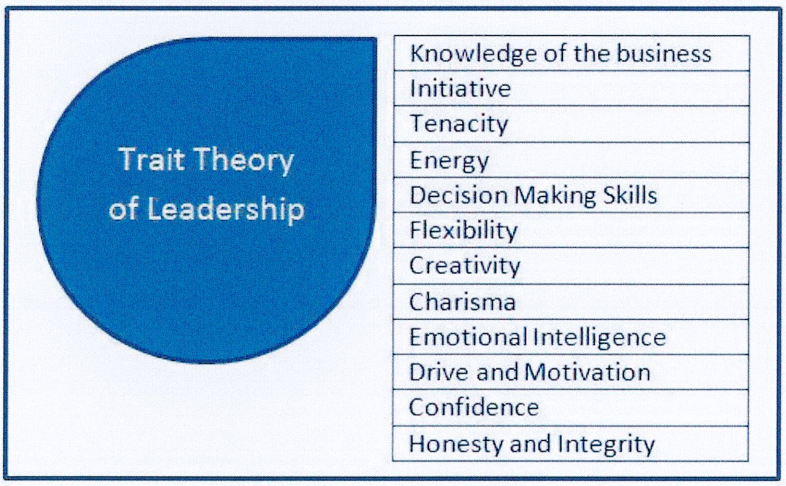


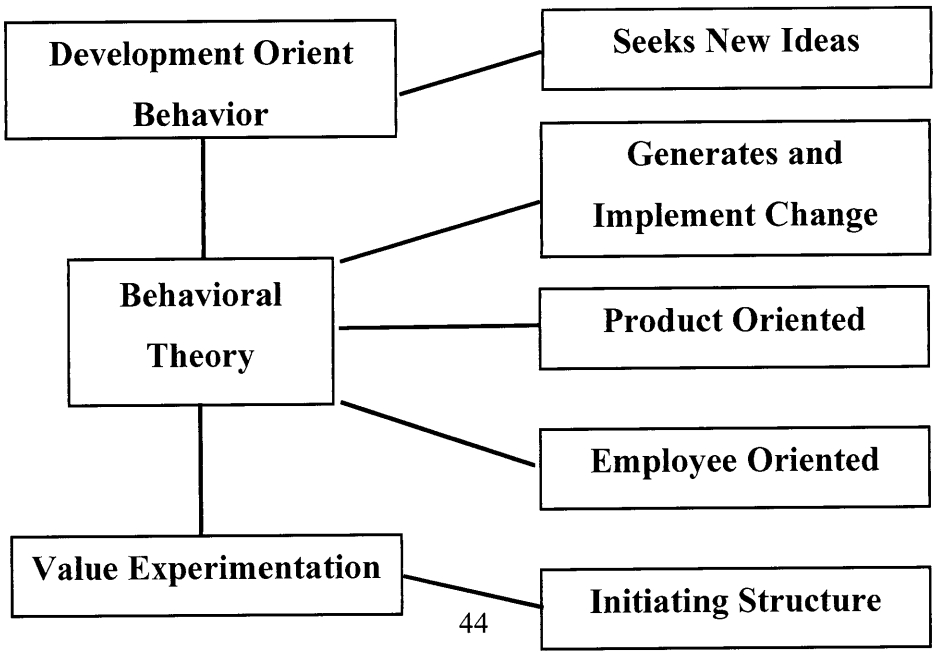
Figure 2. 2 Trait Theory

2.6.3 Behavioral Theory

After the trait theory, the behavioral theory was developed while criticizing the fact that the efficiency of leaders not only depends on the characteristics, however, the behavior of leaders also plays an important role. It was further explored that the behavior of leaders cannot be found from their genes but this is something which they learn from training and practicing (Harrison, 2018). The basic assumption of this theory is that the leader doesn't have to bear with some specific traits but it is more important that he/she must know how to behave and when to behave (Northhouse,

2010). Researchers also agree with the fact that the behavior of leaders cannot be identified from birth but should be learned with time (Goff, 2003). In this regard, to maintain the efficiency of leaders it is important to train them properly. Such training should be related in a way that teaches the leader how to plan to achieve any specific objective, how to negotiate with colleagues, authority delegation, and different ways of determination to achieve the desired goals. This theory describes that the organizations can achieve their desired outcome with the determined behavior of their leaders. Hence, the success of the group hides in the success of the leaders' behavior. According to this theory, the leaders are not found as special as they were explained in the great men and trait theories. Though the leaders are not different from their group, they are considered a part of any group because the efficiency and effectiveness of any organization largely depend on the leaders' behavioural attitude. Therefore, according to this theory, the behavior of leaders is not gained from the innate but is acquired subsequently (Amanchukwu, et al., 2015). In this research study, this theory is included with this perception that the behavior of transformational leaders plays an important role to bring an innovative environment to the organization.

Figure 2. 3 Behavioral Theory



2.6.4 Contingency Theory

After the behavioral theory, evolution arose, which explored that yet there is no particular style acceptable in all circumstances. Thus, the leadership style depends on the different situations and circumstances. The arrival of contingency theory occurs basically because previous, great men, trait, and behavioral theory majorly ignore the environmental factors that also have a significant impact on effective leadership. Hence, the literature revealed that the development of contingency leadership theory takes place due to the absence of given to the conditions and environment that may affect the affecting leadership, which can not be found in other universal leaderships (Harrison, 2018). Thus, the trait and behavioral theories also fail to explain or describe the important features of the environment or situations that can be more influensive on the development of leadership qualities (Flocy, 2017). The basic assumption of contingency theory describes that the individual can be the efficient leader in some specific conditions or environments, whereas such individuals may act differently in different situations and environments. Therefore, some of the researchers believe that the leadership style that was practiced in the past cannot be effective in the present situation (Fiedler, 2006). This fact can be further explored as no one leadership style is perfect in all cases and circumstances. For example at the beginning of the nineteenth century, autocratic leadership was found highly effective, but with time, it was found that this style is not applied globally. At present, people's financial status, considerations, expectations, and culture differ with time. Hence, the contingency theory can discuss various factors that can make the leadership styles more effective (Kraft, 2018). Further, contingency theory describes that if efficient leadership is considered a function, then the behavior and conditions can be found as basic elements. In this research, this theory is included because the transformational leader inspires and motivates their

followers to achieve the desired outcomes, which is also influenced by its different conditions.

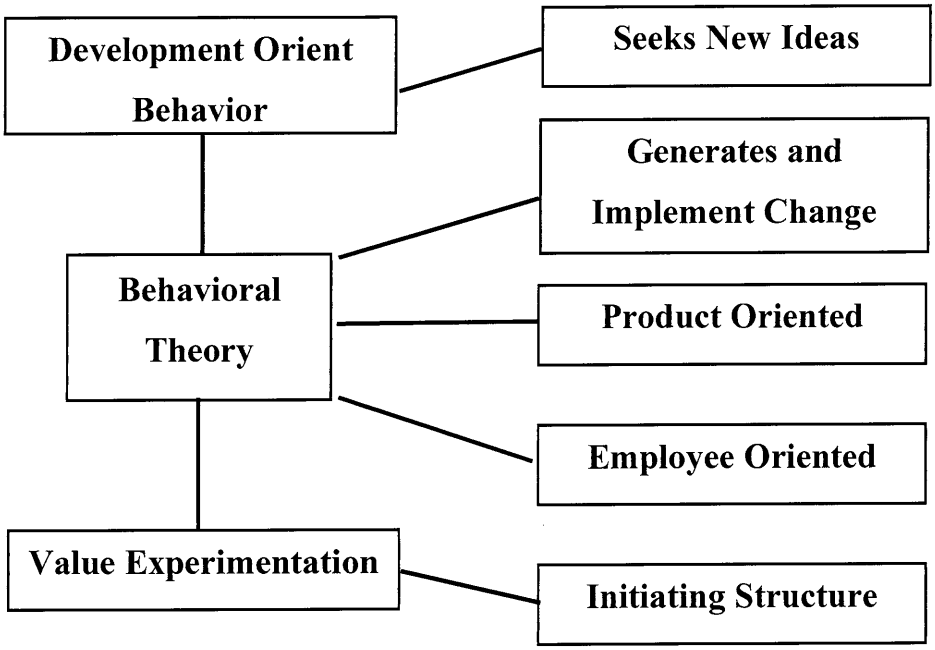


Figure 2. 4 Contingency Theory

2.6.5 2.6.5 LMX theory

The LMX (Leader-Member Exchange) theory describes the outcomes achieved by the organizations majorly depending on the fact that leaders deal with their subordinates and circumstances. After discussing different types of theories that describe the features of transformational leadership, the LMX theory was found as the final theory that can specifically describe the transformational leadership style (Bass, 1985). However, a contradiction about the unique formation of LMX theory that defines transformational leadership can be found that it is less significant than generally accepted theory (Gerstner & Day, 1997). Also, it was considered that the LMX is specifically for transformational leadership in a specific period during specific situations (Deluga, 1992; Krishnan, 2004; Wang et al., 2005). The Leader-member exchange (LMX) can be described as a system in which there is a significant bonding between the subordinates, in

which each member is equally important because each member of the organization has the independence to behave accordingly and can share their ideas based on the mutual understanding which is based according to the concepts of environments and value (Scandura et al., 1986, p. 580). Hence, the leaders who deal according to the LMX theory have great coordination with their subordinates and encourage their subordinates to act more responsibly in their positions (Dunegan et al., 1992; Graen & Uhl-Bien, 1995). Thus, the subordinates of such an organization have great interaction with their leaders frequently to achieve high support, confidence, encouragement, and consideration. Such followers give their attention to achieving the organizational goals which are found beyond prescribed or transactional expectations (Sparrowe & Liden, 1997; Wayne et al., 1997).

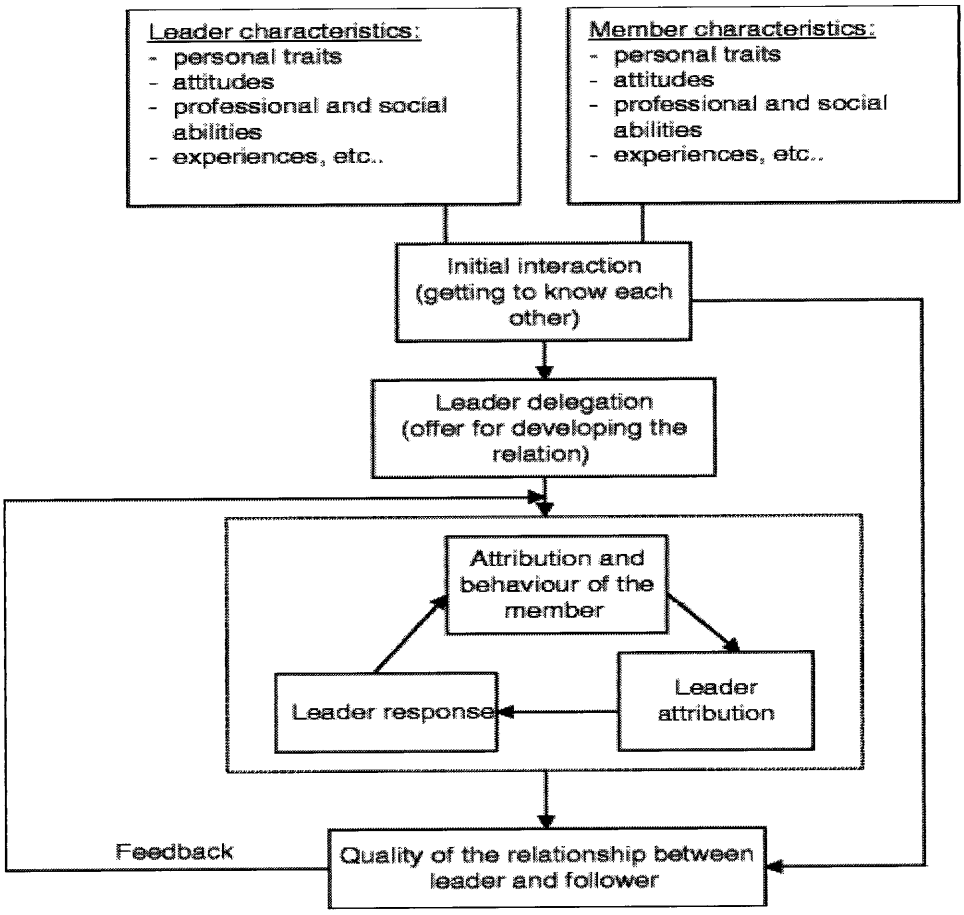


Figure 2. 5 LMX theory

2.7 Theoretical Framework & Hypotheses Development

The literature revealed that the major objective of any transformational leader is the transformation of that particular organization along with the tacit promise that the followers will also get transformed like their great leader. Whereas sometimes it is found that because of the transformation in the organizations, the followers get changed too. Transformational leaders are mostly found as having fascinating personalities like Charismatic leaders, but they are not found purely selfish like those leaders who just believe in their capabilities but not in the followers or subordinates. Transformational leaders have a unique enthusiastic approach which if they apply uncompromisingly they can transform their followers in the best way. Such leaders also acquire a huge bulk of knowledge that needs to be maintained. Transformational leaders always seek to attain goals while ignoring the details to achieve that goal, which may lead them to failure. Hence, transformational leaders can be defined as individual who brings transformation. But such personalities get frustrated if they get too engaged in such organizations where the people are happy with their current situations and don't want to get changed. As, at the time of war, such leaders control the whole situation on their own, likewise, the transformational leaders appear in the organizations when needed and control the situation as per requirement. Several types of research discussed that transformational leadership has an influential impact on its followers. In organizations that have this type of leadership style, their staff members are found highly motivated to maintain their high level of performance and satisfaction, which is found less in other staff members who deal with other types of leaders. Transformational leaders

provide their followers a high level of confidence which makes them inspired and empowered to achieve their desired targets.

Different researchers explored that there is a significant impact of transformational leadership on employees' perception of empowerment (Jung et al., 2003; Afsar et al., 2014; Dust et al., 2014). This concept was also supported by the theories related to transformational leadership (Barroso Castro et al., 2008). Transformational leaders provide a clear and transparent environment to their members so that they can understand and own their responsibilities. Such leaders also describe accurate and appropriate information regarding the organizational goals along with the directions to achieve those goals. With these activities, employees feel relaxed and empowered among the organizational members (Avolio et al., 2004). Transformational leaders nurture the feeling o responsibility among their followers so that they can feel free to manage their tasks and obligations (Pieterse et al., 2010). Thus, the followers remain focused on managing their creative ideas to face the challenges and ignore other members who try to distract them (Carreiro et al., 2019). Thus, the empowered employees feel free to accomplish the targets of organizations according to their innovative ideas and try to resolve the organization issues that occur in the accomplishment (Hsiao & Chang, 2011). From the 1990s different researchers, management practitioners, and academicians have focused on the employees' perception towards empowerment. Because it has been explored that the employees having a feeling of empowerment have great influence towards the efficient and innovative techniques at the organizations. Researchers opined that employees who practice the empowerment strategy that is led through the leader-member exchange theory, are found more flexible in the adoption of any work plan that can provide innovative ideas to satisfy their customers (Kim et al., 2017).

Different researchers explored that there is a significant impact o transformational leadership on innovation at the workplace (Jung et al., 2003). Transformational leadership also offers an environment that provides internal as well as external support for innovation, by providing an innovative climate where employees can work really along with adequate resources that can sustain the relationship o transformational leadership with innovation in the organizations. Hence it has been discovered that the process of innovation can not be developed by any individual or in isolation, it requires teamwork that develops a set o organizational structure that can sustain and manage such type of process (Caraca et al., 2009; Chapman & Hewitt-Dundas, 2018; Torregrosa-Hetland et al., 2019). The impact of transformational leaders on innovation at the workplace has remained among the discussion of researchers for decades (Edquist, 2001; Ranga and Etzkowitz, 2013; Clarysse et al., 2014; Bassis & Armellini, 2018; Mazzucato & Robinson, 2019). Though it has been explored that there is a need for more research that highlights the importance of support for innovation in organizations specifically in emerging countries (Kang & Park, 2012; Hottenrott & Lopes- Bento, 2014; Sun, 2018; Thurner & Zaichenko, 2018). Thus, the concept of support for innovation can bring new ways of collaboration in acquiring and developing new technologies in the organizations (Huang & Sharif, 2016; Sun, 2018). At present moments most of the researches focus on the positive influence of transformational leaders on the creation and strength of the organizational innovational process, however, the support or innovation is still a problematic issue (Doh and Kim, 2014; Hao et al.,2018).

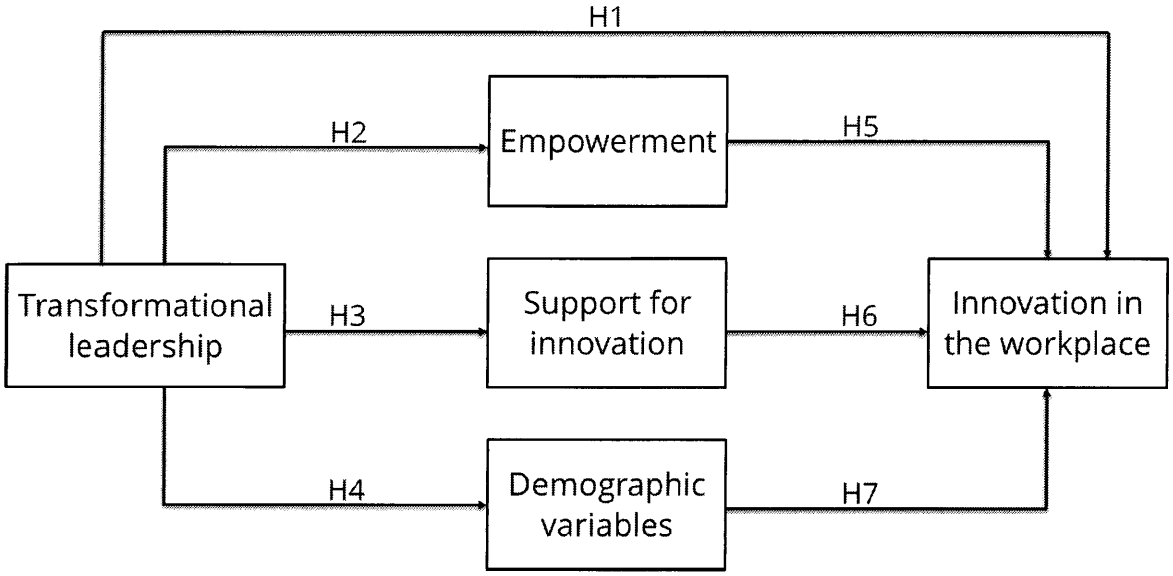


Figure 2. 6 Theoretical Framework

Based on the above discussion the researcher has decided to propose the following hypothesis:

Hypothesis 1: Transformational leadership has a statistically significant correlation with innovation in the workplace.

Hypothesis 2: Transformational leadership has a statistically significant correlation with the employees' perceptions of empowerment.

Hypothesis 3: Transformational leadership has a statistically significant correlation with the employees' perceptions of support for innovation.

Hypothesis 4: Employees' demographic characteristics moderate the relationship between transformational leadership and innovation in the workplace.

Hypothesis 5: Employees' perceptions of empowerment have a statistically significant correlation with innovation in the workplace.

Hypothesis 6: Employees' perceptions of support for innovation have a statistically significant correlation with innovation in the workplace.

Hypothesis 7: Employees' perceptions of (a) empowerment and (b) support for innovation moderate the relationship between transformational leadership and innovation in the workplace.

2.8 Conclusion

The leaders are found as the most important factor in the organizations that plays a vital role in the maintenance of innovative and creative ideas and behaviors among the employees (Anderson et al., 2014; Hughes et al., 2018). Though the leaders who inspire and motivate their followers like the transformational leaders provide them with different ways through which they can enhance their knowledge and information. Such leaders also maintain a platform where they invite different team members who share their ideas and knowledge to generate the process of innovation among the employees (Reiter-Palmon & Illies, 2004). Furthermore, the literature has also revealed that transformational leaders provide opportunities to their followers to support innovation so that they can learn to adopt the new techniques to achieve the organizational targets (Strobl et al., 2018). Hence, the vigorous literature supports this argument that transformational leadership has an influential impact on innovation at the workplace (Galpin & Whittington, 2012; Metcalf & Benn, 2013). This leadership style allows followers to learn and apply new and innovative techniques to achieve the desired outcomes (Afsar et al., 2014; Mehmood et al., 2019). On the other side, the workplace's innovation describes the opportunity that employees o the organizations enjoy while using their abilities to acquire new production techniques, services, and management processes to attain the organizational competitive advantage (Drucker, 2014). Hence, it can be further identified as the main factor of economic development that plays a vital role in establishing the competition among

the organizations at the national and international levels (Hogan & Coote, 2014). Hence, it can be concluded that transformational leaders motivate the employees of organizations to enhance their skills and capabilities according to the organization's strategic goal requirement. With the assistance of such leadership styles, the employees get encouragement to develop new and innovative ideas to resolve the emerging issues of the organization. Such practices that the transformational leaders offer generate an innovative and creative environment in the organization that promotes the abilities and capabilities of employees to enjoy their innovational atmosphere in the organization (Jung et al., 2003; Garcı´a-Morales et al., 2012; Trung et al., 2014; Choi et al., 2016; Prasad and Junni, 2016). Thus, the researcher planned to investigate the impact of the transformational leadership practiced by the company on innovation in the workplace. Based on the literature discussed in this chapter, transformational leadership has a significant impact on innovation at the workplace. Thus, this research study will further explore the impact of transformational leadership, empowerment, and support of innovation towards the innovation at the workplace among the employees of Aluminum Bahrain (Alba) organization.

Chapter 3: Research Methodology and Procedures

3.1 Introduction

In the previous chapter, several literatures show the importance of this study, based on such vigorous literature it has been explored that transformational leadership plays an important role in managing innovation at the workplace. Thus, in this research study, the researcher wants to explore the practice of transformational leadership in the organizations like Aluminum Bahrain (Alba), to identify the factors that enhance innovation at the workplace. To compete in this intensely competitive and dynamic environment, organizations have become eager to look forward to their managerial leading skills to achieve the maximum output from their employees in an innovative way. The innovative environment at the workplace provides employees a great source and courage to achieve the maximum competitive advantage which ultimately increases the organizations' success and long-term survival. With innovative ideas, the employees get an ability to create new knowledge which becomes helpful in the enhancement of organizational performance (Hyypia & Parjanen, 2013; Ibrahim et al., 2016). Hence, different researchers are also of the opinion that the transformational leadership style encourages creative and innovative abilities among the employees. Because such creative abilities help the employees to bring the most optimum solutions to the problems (Cheung & Wong, 2011; Mittal & Dhar, 2015). In addition, it has been argued that perceived organizational support can increase employees' creativity by enhancing organizational commitment, improving performance, and lowering withdrawal behavior in return for fair practices and supervisory support (Rhoades & Eisenberger, 2002).

Many types of research have been conducted that have explored that transformational leadership has a great positive impact on employees'

creativity, commitment, and satisfaction along with the achievement of organizational competitiveness (Jyoti & Dev, 2015; Mittal & Dhar, 2015). Thus, this research study is focused to explore the impact of transformational leadership in generating innovation at the workplace particularly in Aluminum Bahrain (Alba). Thus, to achieve the objectives of this research study, this chapter will be taken up with the research methodology that is applied to fulfill the requirement of the research. In this chapter, the applicable research approach, method, strategies, research instruments, and measurement scale, data collection method, sample selection, data analysis, ethical consideration, and limitation of this research study will be discussed thoroughly. The researcher has taken a keen interest in explaining all the required details so that it can be found beneficial for future researchers.

3.2 Research Terminology

3.2.1 Transformational Leadership

Burns (1978), Transformational leadership, was introduced as a motivation process that actively inspires juniors to work within an organization. A distinctively effective leadership style authorizes transformational leadership (Judge & Piccolo, 2004). Transformational leadership defines leadership behaviors that coherent a vision of the impending and stimulate employees to attain the combined vision by showing adapted concern for and care of employees (Bass, 1999). This leadership style is to be operative and change the pigeon-holed leadership role of "think transformational manager leadership is generally effective within organizations, its value depends on the individualities of the followers (Braun et al., 2013; Soyeon Kim, 2017). Depict transformational leadership as a process that leaders and subordinates form the highest levels of ethics, conscience, and

motivation in each other. Transformational leaders who inspire their followers can encourage and guide them in acknowledging that their interests are achieved.

3.2.2 Innovation at workplace

Innovation is the practice that empowers individuals to improve and implement novel concepts to perform better in their job (Van de Ven, 1986; Grant, 2000). It comprises a multi-step process that includes the single capability to identify a problem, make novel ideas, and can support and implement these ideas (Scott et al., 1994; Moss Kanter, 1988). One of the key factors of innovation contributes to the construction enterprises' competitiveness (Oslo, 2005). It's context-sensitive. How is innovation implemented? Scholars of innovation have argued and whatever initiatives innovation is comprehensively related to industry-specific features (Malerba, 2006). Innovation is fundamental for organizational survival and success research recognizes (Amabile, 1988; Jiang & Chen, 2018, & Zacher & Rosing, 2015). Though, innovation at the individual and firms-level has received a great treaty of consideration in the existing literature (Chen et al., 2016; Javed et al., 2019).

3.2.3 Empowerment

Empowerment is one of the infrastructural and active elements of an organization. The effectiveness of the organizations has improved when the power has transferred. Empowerment refers to people's tendency to experience self-control, self-importance, and self-freedom. Empowerment stated that it is a right-seeking movement in which people struggle to liberate and control their circumstances. On the empowerment of groups, social problems through social change have focused essentially, and

individuals try to increase their access to an empowered situation for social change. (Lawson, 2006; Soyeon Kim, 2017). Kenneth & Velthouse (1990) define empowerment based on the cognitive variables that determine employees' motivation and consider that empowerment is a multifaceted issue and consider increasing the job's internal motivation, including being practical, competent, meaningful, and the right to choose. Empowerment seems to be a type of primary accepted strategy for continuous improvement and an abbreviation for various ways to apply individuals' competencies in creative and new paths towards all aspects of the organization's performance. (Rothermel et al., 2013; Belhaj & Ahmad, 2019). Empowerment of employees is considered a management technique spread among all organizations to meet their current jobs (Chang et al., 2013). Subsequently, studies have shown that empowerment is a stronger predictor.

3.3 Research Philosophy

Generally, the term philosophy describes how to understand the basic and essential concept of the particular field which can be achieved through the adoption of reliable and accepted approaches. Further, it can be understood as the technique that researchers apply to develop the knowledge that is gathered and examined about the noticeable fact. It is further clarified as the system of beliefs and assumptions of researchers from which they enhance their knowledge (Zukauskas, Vveinhardt, & Andriukaitienė, 2018). Thus, it is found important for the researcher to understand the research philosophies in detail, so that he can make a decision which philosophy is applicable in the concerned research to bring beneficial and knowledgeable approaches for future researchers. Hence, the research philosophy is characterized in two main domains known as positivist and

interpretivism (Saunders et al., 2009). Researchers of social sciences thoroughly discuss these domains (Bryman, 2004). The domain of positivist is generally known as the object-based, scientific, quantitative that assists in exploring the causal laws. On the other side, the interpretive is considered as the anti-positivist or qualitative. Literature shows that both positivist and interpretive approaches are beneficial for research, however, their advantages and disadvantages may differ according to the fields of research, whereas both approaches provide the same concern (Saunders et al., 2009; Creswell & Plano Clark, 2011). Each approach has its specific principles and method for the collection and analysis of data. Based on the above discussion the researcher has adopted the quantitative positivist approach. With the assistance of this approach, the researcher will collect and analyze the data to fulfill the requirements of this research study. Some main features of the above discussion related to positivist and interpretivism are shown below in Table 3.1.

Table 3.1: Significant Features of Positivist and Interpretivist Approach

Positivist	**Interpretivist**
Assumes that society has objective social facts	**Reality is constructed through the meanings created by the individuals**
Society exerts influence on its members	**Our actions are the results of our meanings, not external forces**
Quantitative Data	**Qualitative data**
Objectivity	**Subjective meaning**

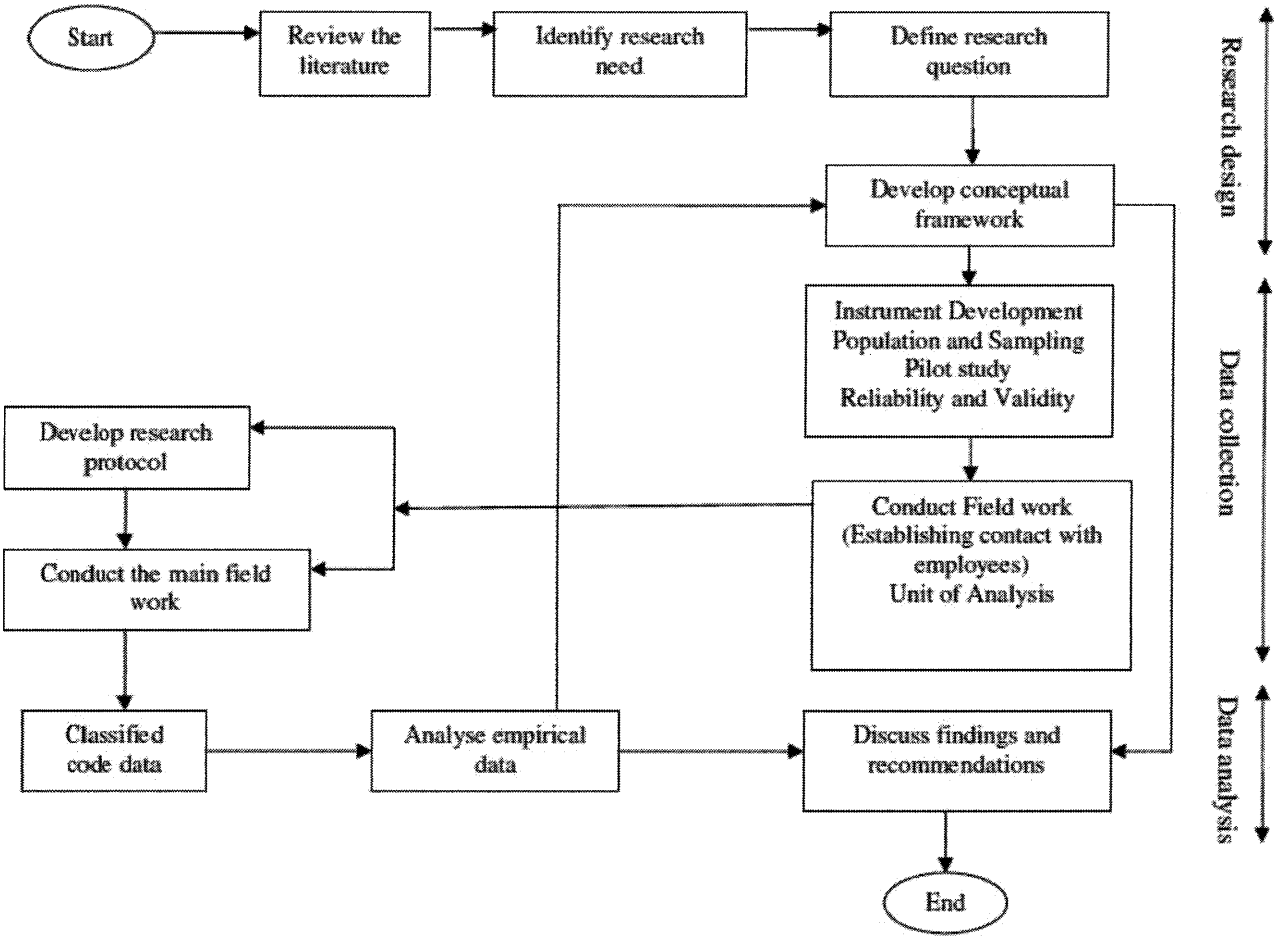
Source: Saunders et al. (2009, p.119)

3.4 Research Design

This research will further examine the proposed independent variables such as transformational leadership, empowerment, support for innovation and

demographic variables, as well as the dependent variable innovation at the workplace. The researcher had firstly reviewed vigorous literature to identify the research gap and to explore the research context where he can empirically inspect various factors that enhance the innovation factor at the workplace. Secondly to achieve the purpose of this research study the formulation of research design has been done so that the objectives of this research study can be carried on a series of steps in an organized way. Research design helps in identifying the research limitations or boundaries that may occur for the research, it also explains the various strategies to investigate the research question, the factor of analysis, and other important issues that are related to concern research. Thus, the research design is considered an important decision of the researcher because only a proper research design can fulfill the requirement of successful research (Hussey & Hussey, 1997). According to Neuman (2006), a series of steps declared in research design provides a proper path to achieve the answer to research questions and also provides better reasoning for the hypotheses. For this research study, a step-by-step model is developed in Fig (3.1) that will assist in the completion of the current study research approach.

Figure 3. 1 Research Design



For the completion of the further research process, the upcoming step is very important for the researcher that to develop a correct research question that describes the core idea of research. The research instrument is considered as the mirror of research questions, research objectives, and research hypotheses that the researcher develops after vigorous literature. The inappropriate selection of research instruments may create a problem for the researcher to achieve his research targets. Hence, the researcher should try to develop a research instrument according to the guidelines given by the research supervisor, research board of the institution along with fulfilling the requirements of the concerned research study. An appropriate research instrument helps in the collection of appropriate data

and also it becomes easy for the researcher to convert that data into a statistical package for data analysis. Whereas the researcher can face various issues that can falsify his research if any issue is found in the research instrument selection. Therefore, keeping in view the above discussion the researcher will apply the questionnaire, which will be distributed among the employees working in Aluminum Bahrain (Alba) organization, either physically or through electronic media depending on the pandemic situation.

The research approach describes the strategy that assists the researcher in carrying on his research step by step fulfilling the research objectives. The research approach helps in identifying the proper data collection method according to the research problem and then assists in the data analysis of collected data along with the desired interpretations. Various research studies have provided three major approaches in research studies, adoption of anyone will help the researcher in completion of their research. These research approaches are named deductive, inductive, and abductive. In this research study, the researcher has selected the deductive approach. As the deductive approach is considered more suitable due to the availability of data. The deductive approach will provide the researcher to develop an insight knowledge that can achieve the research objectives from general to specific (Tuffour, 2017). The deductive approach allows the researcher to observe his study according to the developed framework based on previous research studies. It also assists the researcher in the development of research hypotheses based on the concerned research objective of the study. The deductive approach provides a guideline to the researcher for the adoption of suitable and reliable conclusions that fulfill the requirements of research questions, research objectives, and research hypotheses (Woiceshyn & Daellenbach, 2018).

3.5 Research Strategy

Research strategy is a series of actions that provides directions to the thoughts and efforts of the researcher's plan. It helps the researcher conduct the research systematically and on schedule to achieve quality results that can benefit future decisions. The proper research strategy keeps the researcher thoroughly focused on his work that helps in the reduction of any frustration, enhances the quality of research, and most importantly it saves time and resources. Research strategy can be further explained as the chronological process that provides proper guidance to the researcher that from where he should start the research and how he can accomplish the process of research sequence wise through which he can get the best possible solution for his research problem. Though this process requires a lot of effort by the researcher once the researcher adopts this method, he can easily achieve the proposed targets in the meantime (Queirós, Faria & Almeida, 2017). The research strategy is considered one of the important elements of any research study. The appropriate research strategy provides a proper direction to the researcher in the collection of data through a survey questionnaire, it assists in the data recording, application of statistical analysis on collected data and also helps in attaining the outcomes that are considered reliable and accurate achieving the objectives of the research study. Hence, it can be explained as a path that provides the researcher a way to achieve the desired results from proper planning. The research strategy helps the researcher in two main ways. Firstly it helps the researcher to select the domain that may have some research objectives and secondly, it provides an appropriate strategy to achieve those research objectives that were developed for any concerned research study (Basias & Pollalis, 2018). From the above-detailed discussion, the researcher analyzed to adopt the deductive approach for the current study as it is found

reliable and adaptable according to the nature of the current study. Thus, the researcher will apply the quantitative research strategy to fulfill the research requirements and achieve the research objectives of this research study. The research objective of this research study is to examine the impact of transformational leadership on employee innovation in the workplace with a focus on Aluminum Bahrain (Alba) company.

The literature explores that the researcher adopts the deductive approach as it is found to be adequately reliable having the comprehensive statistical procedures, thus in the current study, this strategy is applied to achieve the desired results. The deductive approach is also known as the quantitative approach that helps to achieve the optimum solution for the research problem in a statistical manner (McCusker & Gunaydin, 2015). Ertz, Leblanc-Proulx, Sarigöllü, & Morrin (2019) describes that the adoption of the quantitative method reduces the complications of the research process due to the adoption of limited variables.

3.6 Data Collection Method

In research methodology, the data collection is found one of the influential and critical to be considered. The collection of data is one of the essential parts of any research study. In the process of research, the researchers adopt two types of data collection sources. Among these two sources, one is known as the primary data collection whereas the second is known as the secondary data collection. In the primary data collection, the research receives first-hand information from the population. The main advantage of primary data collection is that it assists the researcher to address the specific and basic problems that are identified in any concerned research study. However, researchers found primary data collection as time taking activity and mostly avoided attempting such data collection because of the

barrier of time limitation in any research study. Keeping this in view most of the researchers prefer to collect data through the secondary data collection source because it is easy to collect the data from the previous research studies or reports and develop methodologies based on the previous researches. Thus, a large number of researchers use the secondary data collection method to accomplish the requirement of their research study (Rhodes, et al., 2014). Though secondary data collection is much easier than primary data collection, but yet the researchers give priority to collecting data on a primary basis. The researchers prefer to adopt the primary data collection because of its major significance that the data is directly received from the participants, with whom the research is particularly. Amaya, Leclere & Carris, (2015) thinks that primary data collection is more reliable and accurate for the researchers as it provides authentic information and optimum solutions for the research questions.

One of the most important factors in the research is the instrument or tool that is used for the collection of data. Hence, in research there are two types of research instruments that are used for data collection one is survey interviews and the other is by conducting the survey questionnaires. The survey interviews were firstly limited to the telephonic interviews that were conducted through phone, such interviews were mostly found as having the close-end questions, then the personalized interviews (face-to-face) were introduced in which the open and closed-end questions were added. After conducting the interviews, the researcher records all the responses received from the participants, after that such interviews get coded for further analysis process to fulfill the requirement of the research study. Another way to collect the primary data is through the structured survey questionnaire that is designed according to the Likert Scale or rating scale. There are many other ways to collect the primary data it may include self-administered survey questionnaires, field observations, case studies, life

histories, personal experiments, action research, and then ethnographic research. Thus, to fulfill the requirement of this research study the researcher will adopt the survey questionnaire to analyze the relationship among the proposed variables (dependent and independent) including transformational leadership, innovation at the workplace, empowerment, support for innovation, and demographic variables. The process of data collection will be applied from the employees of the Aluminum Bahrain (Alba) organization. The survey questionnaire that will be distributed among the participants of the research study is divided into five major parts. The first part is having the items that are related to transformational leadership, the second part contains the items related to innovation at the workplace, the third part contains the items of empowerment, the fourth part contains items related to support for innovation and the last part is related with the general information that is also known as demographic variables. Thus, the application of a survey questionnaire in primary data collection is found more appropriate in any research, as it provides the researcher an appropriate and accurate data to achieve the target of research (Mantha, Menassa & Kamat, 2016).

3.7 Sample Selection Method and Targeted Population

The most important element of any research design is the selection of its population because it is the population that provides the best optimum solution for the research questions (Bryman, 2004). However, a chosen segment of the study population is known as the sample that is selected very carefully because the generalizability of the whole population depends on that particular sample (Saunders et al., 2009; Neuman, 2013). The process of sampling can also be described as the selection of limited

persons from a larger group of people, to assume accurate representation that what is the reason behind the act of a larger group of people or what they truly believe (Fraenkel & Wallen, 2006). Thus, the targeted population is the employees working in Aluminum Bahrain from which the researcher will select the sample for this particular research study. To achieve the target of the research the researcher will apply the random sampling method. This method is commonly used in the research because from this method the participants get random chances to participate in the research. Thus, the population in the Alba industrial firm is approximately 3183 employees, therefore, the minimum sample size to ensure the level of confidence will be 343 for the completion of research as recommended in Krejcie and Morgan (1970). The researcher will try his level best to provide all the participants a fair chance of being selected for the data collection in this research study along with the maintenance of their secrecy issues.

Hence to fulfill the requirement of this research study based on the recommendation of the research supervisor and university board for the research to carry out an appropriate statistical analysis that is significant, reliable, and quality-oriented. The data will be collected from the employees of Alba industrial firm to identify the relationship between transformational leadership and innovation in the workplace of these firms based on empowerment, support for innovation, and demographic variables. To accomplish the task of data collection the researcher has decided to apply the probability sampling. Through this sampling method, every employee of the Alba industrial firm will get a chance to participate in the concerned research study.

The selection of a small number of individuals to assume such a large number of employees working in the organization is a challenging task for the researcher. The major issue behind this act of researcher choosing such a selected number of participants is the barrier of time limitation. Because

the researcher has limited time duration to complete this research study. However, a large number of participants might provide much better results, but it can become difficult for the researcher to collect the data from such a large number of participants and then analyze all that collected data for final results. This practice can take more time for the researcher to complete the requirements of the research. Thus, to overcome this issue the researcher has applied the random sampling procedure through which the data will be collected from the employees of the Alba organization and the findings of which can be generalized further. The main advantage of this sampling technique is to achieve accurate data in the given time duration without the wastage of the researcher's as well as participants' time. Furthermore, it becomes convenient for the researcher to analyze the desired results that would be collected through the random sampling procedure and its conclusions will be based on highly accurate data. Thus, another benefit of the random sampling procedure would be the lessened chances of biasness from the participants, as all participants may get an equal chance of participation in the concerned research study.

3.8 Data Analysis Techniques

For the completion of this research study, it is important to collect data for further process. Thus, the researcher adopted the required research strategy to make it confirm, that the collected data is validated and is reliable for further process. The researcher collected data from the employees of Alba industrial firm by personal visits with the permission of higher authorities and along with all SOPs, google forms and emails. This usage of technology is adopted by the researcher to provide ease to the respondents so that they can feel free while giving their time according to their comfortability in using any technique. After the collection of data through

personal visits, google forms, and emails, all responses will be gathered by the researcher for further process of analysis. Hence, the process of analysis will be accomplished through the Statistical Package for the Social Sciences (SPSS) software. This software is highly recommended for suggesting the relationship of independent variables with dependent variables. SPSS is software that facilitates the researcher to understand and manage complex data for acquiring meaningful outcomes. It is software that provides ease by its functionality to interpret the data through which the researcher can explore the findings of their research and can understand other research studies. SPSS is majorly found helpful in different researches that have brought a novel relationship between the dependent and independent variables.

Literature explores that the software of SPSS is found more reliable to analyze the data of any research, this software is also considered as a strong instrument to interpret data correctly (Mizumoto & Plonsky, 2016). With the assistance of SPSS, and accurate data can be analyzed, it clears the data with all the missing values and outliers to maintain all the complexities in data. It assists in recognizing the complicated relationship among the variables through path analysis that provides the researcher a different perception about its independent and dependent variables. Thus, in this research study by applying this software the researcher will try to get clean and refined data. The software of SPSS is easy to use by the researcher, though its application can be easily understandable by any researcher which also saves the time to complete the task of the research study. The procedure is very much like the Microsoft Excel program, firstly this software was used by academicians but now it become common among researchers, which has made the process of research easier. Individuals who have used Microsoft Excel can easily use the software of SPSS. With the help of SPSS, the researcher will manage the data that is collected from

the selected participants who are employees of the Alba industrial firm. Like all other software, the software of SPSS has also some limitations which the researcher has faced like access to its advanced features are restricted that can only be accessed through the purchase of its new full version. In this research study, the researcher will use the SPSS to conduct the correlational analysis among the variables, to explore the impact of transformational leadership in maintaining innovation at the workplace. To achieve the best outcomes the researcher will explore the relationships between transformational leadership, empowerment, support for innovation, and innovation at the workplace through inferential data analysis. Such relationships can be explored through the data that is collected by the employees of Aluminum Bahrain industrial firm.

3.9 Ethical Consideration

While researching human behavior it is important to keep into consideration the ethical attitude of a researcher as well as respondents. Hence, it has been proven in the literature that before any individual is involved in the research activity their concern must be taken that either they want to be part of the research or not, also they must provide all the required information along with the understanding that why such research activity is conducted, what purpose is behind the concerned research (Neuman, 1997; Christians, 2000). Though in this research study the researcher has taken a keen interest to follow all the ethical requirements to make this research process successful. Such a procedure can help the researcher to collect real and authentic error-free data for further research process (Miller, Goyal & Wice, 2015). Mostly the ethical codes are found for the society, whereas in research such ethical codes play a vital role in exploring human behavior based on scientific investigations. With such ethical codes,

the researcher can achieve transparent outcomes that can be helpful for this research to be generalized.

Therefore, the researcher needs to remain careful about the ethical considerations in the research process, because firstly it can bring the real information at the time of data collection while avoiding any type of falsification or misrepresentation in the collected data for the study. The second most important fact of keeping ethical consideration is the maintenance of social standards which can make the research easily general. The research activity is not only connected with the researcher but it is teamwork in which the researcher has to maintain the trust of its respondents so that they can feel secure (Saunders, McArthur & Moore, 2015). When the respondents found mutually respectful due to such ethical consideration they accept and assure the reliability of the research study in general. The respondents of the study will feel secure to participate and share their perception about the research problem that can make it easy for the researcher to explore the facts related to research problems and attain accurate data for further process (Hannes & Parylo, 2014). The parameters of ethical consideration are not only limited to the data collection but it has more dimensions like a novelty in the research work which assures that the research has been conducted thoroughly by the researcher, avoiding any type of plagiarisms that may get involved in the concern research activity. Another most important dimension that should not be avoided by the researcher is any fraudulent information that may affect the facts that should be highlighted the ethical gaps that need to be filled in the literature related to the domain. Thus, ethical considerations in research not only provide a proper guide to the researcher to achieve beneficial outcomes but also maintain the moral standards in society.

Although conducting the research activity the researcher must maintain honesty in every step of research. According to Saunders et al. (2009), the

researchers are sometimes found acting against the ethical consideration especially at the time of data collection. With the factor of honesty the researcher must also look forward to maintaining the level of integrity because if the researcher wants to have data free from any biasness along with reliable responses so that he can understand the perceptions and actions of respondents related to the research problem, he should maintain such level of integrity (Rothstein, et al., 2020). One of the other most important dimensions of ethical consideration is the security of the personal information of the respondents. The researcher should be very careful in this regard so that no respondent can get hurt emotionally at the misuse of their data. All the information used in the research activity should be kept in secrecy to give honored as part of the research study.

3.10 Research Flowchart

The impact of the transformational leadership practiced by the company on innovation in The workplace - A Case Study of an industrial Firm in Bahrain.

Research Questions:

The main objective of this research is as follows:

- What is the impact of transformational leadership on employee innovation in the workplace with a focus on Aluminum Bahrain (Alba) company?
- What are the various measures of transformational leadership with a focus on Aluminum Bahrain (Alba) company?
- What are the various measures of innovation in the workplace with a focus on Aluminum Bahrain (Alba) company?
- What is the effect of organizational climate on transformational leadership & innovation in the workplace with a focus on Aluminum Bahrain (Alba) company?
- What is the effect of empowerment on transformational leadership & innovation in the workplace with focus on Aluminum Bahrain (Alba) company?
- What is the effect of demographic factors on transformational leadership & innovation in the workplace with a focus on Aluminum Bahrain (Alba) company?
- How to increase the employee's innovation in the workplace?

Research Objectives:

The research questions for this study will be used to investigate the best human resource management practices and are:

- To examine the impact of transformational leadership on employee innovation in the workplace with focus on Aluminum Bahrain (Alba) company.
- To evaluate the various measures of transformational leadership with focus on Aluminum Bahrain (Alba) company.
- To evaluate the various measures of innovation in the workplace with focus on Aluminum Bahrain (Alba) company.
- To examine the effect of organizational climate on transformational leadership & innovation in the workplace with focus on Aluminum Bahrain (Alba) company.
- To examine the effect of empowerment on transformational leadership & innovation in the workplace with focus on Aluminum Bahrain (Alba) company.
- To examine the effect of demographic factors on transformational leadership & innovation in the workplace with focus on Aluminum Bahrain (Alba) company.
- To propose recommendations in terms of increasing the innovation in the workplace.

Research Hypotheses:

The developed research hypotheses for this particular research study are as below:

H1: Transformational leadership has a statistically significant correlation with innovation in the workplace.

H2: Transformational leadership has a statistically significant correlation with the employees' perceptions of empowerment.

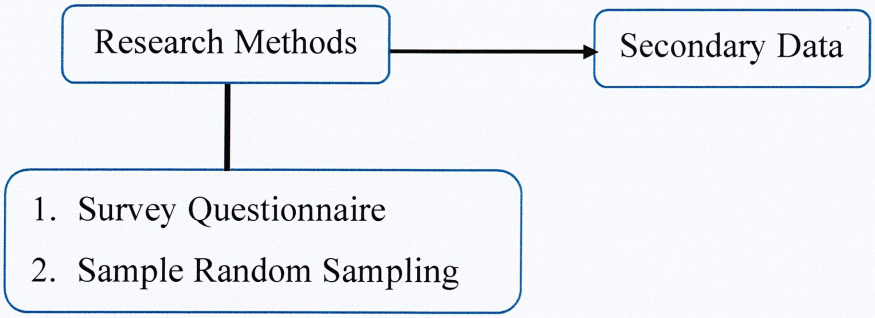
H3: Transformational leadership has a statistically significant correlation with the employees' perceptions of support for innovation.

H4: Employees' demographic characteristics moderate the relationship between transformational leadership and innovation in the workplace.

H5: Employees' perceptions of empowerment have a statistically significant correlation with innovation in the workplace.

H6: Employees' perceptions of support for innovation have a statistically significant correlation with innovation in the workplace.

H7: Employees' perceptions of empowerment & support for innovation moderate the relationship between transformational leadership and innovation in the workplace.



3.11 Conclusion

While concluding this chapter, it can be stated that this study aims to explore the impact of transformational leadership, empowerment, and support for innovation as the independent variables towards the innovation at the workplace that is considered as the dependent variable. Based on the positivist approach this research study will be quantitative and will follow the procedure of developing the survey questionnaire for the data collection with the assistance of descriptive research design and statistical significance. As this research study has a deductive research approach, so to accomplish the research procedure that begins from the identification of research problem, development of research question along with objectives and research hypotheses, thus this research study will try to recommend some solutions for the identified research problem through the data analysis of this study. This research strategy is adopted according to the nature, effectiveness, and reliability of this research that will provide a significant outcome that can be acceptable generally. Based on the random sampling technique the data will be primarily collected through the survey questionnaire so that all the participants get a chance to get selected in the particular research study. Every respondent will get a voluntary chance to be a part of this research study, however, keeping in view the ethical consideration the identity and personal information of the respondents will be kept in secrecy. The recording and interpreting of the data analysis

process will be conducted through the SPSS statistical package. The results and conclusion will be based on the data collection from the respondents through the survey questionnaire. The researcher will provide keen interest to maintain the reliability of the data to achieve the significant outcomes so that the overall statistical significance can be achieved to accomplish the objective of this research study. Also, the researcher will take care of the issues that may occur due to COVID-19 while maintaining all the dimensions of ethical consideration. The researcher will try his level best to provide fruitful research that can be found beneficial for the concerned domain along with the whole society.

Chapter 4: Data Analysis and Findings

4.1 Introduction

The researcher developed the theoretical framework in chapter three that contains all the independent, moderating and dependent variables. During this chapter, the researcher attempts to answer the research questions and the proposed hypothesis.

The researcher uses the Statistical Package for the Social Sciences (SPSS) version 25 for testing models.

The researcher developed the questionnaire using Likert scale. The scale ranges from 1 to 5. The starting point of the scale is strongly disagreed which is mapped to 1 moving to disagree which is mapped to 2 then neutral which is mapped to 3, agree which is mapped to 4 and finally strongly agree which is mapped to 5.

Transformational leadership consists of four subfactors with a total of 20 questions namely, Individual Consideration with abbreviation of (IC), Intellectual Stimulation with abbreviation of (IS), Inspirational Motivation with abbreviation of (IM) and Idealized Influence with abbreviation of (II). Innovation in the workplace consists of four subfactors with a total of 10 questions which includes Idea Exploration, Idea Generation, Idea Championing and Idea Implementation. Empowerment consists of four subfactors with a total of 16 questions which includes Meaning, Competence, Self-Determination and Impact. Support for innovation consists of a total of 16 questions.

Due to the pandemic of covid-19 precautions, the questionnaire distribution limited through online survey only and the sample size drew from 343 to 186. The researcher collects 186 valid sample that will be used in this chapter for the purpose of testing the proposed hypothesis.

This chapter divided into main two sections; sections one contains the descriptive data analysis (Reliability analysis, factor analysis,

demographics analysis and the theoretical framework questions/variables analysis) and section two which contains the inferential data analysis (normality analysis, correlation analysis, moderating analysis) and ending with a summary of hypotheses testing.

4.2 Data Analysis

During this section the researcher analysis the collected data in terms of consistency and validity check in addition to demographic analysis and how the researcher constructed the variables.

4.2.1 Reliability Analysis

The researcher developed each variable by using a set of dedicated questions so a reliability analysis is the technique used to measure the internal consistency of the questionnaire.

The reliability test used in this section is Cronbach's Alpha and its output is Alpha value which indicates if the variable is reliable or not in addition to the strength of the reliability.

The Cronbach's Alpha coefficient value ranges from 0 to 1. There are three milestones in the consistency check; 0.5, 0.7 and 0.9. a low reliability reached if the coefficient is less than 0.5, a moderate reliability reached if the coefficient is less than 0.7 and above 0.5, a high reliability reached if the coefficient is less than 0.9 and above 0.7 and finally an excellent reliability is reached if the coefficient is above 0.9 and below 1 (Hinton et al, 2004).

In order to continue the analysis, the questionnaire internal consistency should be high or excellent so Alpha value should be greater than 0.7.

4.2.1.1 Reliability Analysis for Transformational leadership

The Transformational leadership variable consists of twenty questions. The Cronbach's Alpha value is 0.966 which indicates excellent reliability

The next table shows the Cronbach's Alpha coefficient if one question is deleted from the set of questions for this variable

Table 4.1: Transformational leadership Cronbach's Alpha Coefficient if One Item Deleted

Question Numbers	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q1	66.12	293.028	.666	.966
Q2	66.04	302.534	.439	.968
Q3	66.17	295.123	.625	.966
Q4	65.94	285.937	.836	.964
Q5	65.91	293.409	.762	.964
Q6	65.68	292.120	.759	.964
Q7	65.71	288.413	.777	.964
Q8	65.90	288.957	.771	.964
Q9	65.84	286.741	.801	.964
Q10	65.89	290.680	.799	.964
Q11	65.96	291.150	.799	.964
Q12	65.66	291.133	.729	.965
Q13	65.75	291.260	.750	.965
Q14	65.77	289.149	.821	.964
Q15	65.74	289.622	.795	.964
Q16	65.79	289.096	.800	.964
Q17	65.88	290.390	.780	.964
Q18	65.88	287.370	.806	.964
Q19	65.78	286.408	.813	.964
Q20	65.61	291.526	.773	.964

Source: SPSS Data Analysis

There is no enhancement or decline in the Alpha value if one question is deleted so the researcher will continue using these twenty questions for the Transformational leadership variable.

4.2.1.2 Reliability Analysis for Innovation in the workplace

The Innovation in the workplace variable consists of ten questions. The Cronbach's Alpha value is 0.902 which indicates excellent reliability

The next table shows the Cronbach's Alpha coefficient if one question is deleted from the set of questions for this variable

Table 4.2: Innovation in the workplace Cronbach's Alpha Coefficient if One Item Deleted

Question Numbers	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q1	35.55	31.752	.505	.904
Q2	35.23	33.108	.485	.903
Q3	35.20	30.855	.682	.891
Q4.	35.36	31.940	.600	.896
Q5	35.25	30.730	.705	.889
Q6	35.46	31.028	.723	.889
Q7	35.27	30.805	.716	.889
Q8	35.45	30.897	.695	.890
Q9	35.28	30.659	.727	.888
Q10	35.22	30.213	.737	.887

Source: SPSS Data Analysis

There is no enhancement in the Alpha value if one question is deleted however there will be decline to high reliability instead of excellent in case of one question is deleted so the researcher will continue using these ten questions for the Innovation in the workplace variable.

4.2.1.3 Reliability Analysis for Empowerment

The Empowerment variable consists of sixteen questions. The Cronbach's Alpha value is 0.920 which indicates excellent reliability. The next table shows the Cronbach's Alpha coefficient if one question is deleted from the set of questions for this variable.

Table 4.3: Empowerment Cronbach's Alpha Coefficient if One Item Deleted
Employment status

Question Numbers	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q1	59.09	102.771	.513	.918
Q2	59.19	97.703	.654	.914
Q3	59.44	99.739	.629	.915
Q4.	59.58	98.018	.570	.917
Q5	59.47	97.743	.607	.915
Q6	59.85	94.442	.668	.914
Q7	59.75	96.460	.592	.916
Q8	59.23	97.757	.640	.914
Q9	59.38	101.295	.543	.917
Q10	59.85	95.984	.621	.915
Q11	59.52	99.311	.604	.916
Q12	59.92	95.242	.678	.913
Q13	59.42	97.358	.678	.913
Q14	59.82	95.303	.676	.913
Q15	59.37	100.028	.588	.916
Q16	59.63	96.559	.680	.913

Source: SPSS Data Analysis

There is no enhancement in the Alpha value if one question is deleted so the researcher will continue using these sixteen questions for the Empowerment variable.

4.2.1.4 Reliability Analysis for Support for innovation

The Support for innovation variable consists of sixteen questions. The Cronbach's Alpha value is 0.757 which indicates high reliability

The next table shows the Cronbach's Alpha coefficient if one question is deleted from the set of questions for this variable

Table 4.4: Support for innovation Cronbach's Alpha Coefficient if One Item Deleted

Question Numbers	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q1	51.67	53.865	.384	.741
Q2	51.65	54.425	.392	.741
Q3	51.89	54.572	.335	.746
Q4.	51.43	55.511	.329	.746
Q5	51.84	54.803	.313	.748
Q6	51.94	54.942	.335	.746
Q7	51.81	53.822	.429	.737
Q8	51.63	55.174	.357	.744
Q9	51.77	56.316	.285	.750
Q10	51.93	55.438	.320	.747
Q11	51.94	56.126	.251	.754
Q12	51.61	55.752	.395	.742
Q13	51.82	56.161	.361	.744
Q14	52.04	54.149	.393	.740
Q15	51.76	54.755	.375	.742
Q16	51.97	54.702	.353	.744

Source: SPSS Data Analysis

There is no enhancement in the Alpha value if one question is deleted so the researcher will continue using these sixteen questions for the Support for innovation variable. The researcher can conclude that all the independent and dependent variables have a high or excellent reliability, so the questionnaire has a high/excellent internal consistency.

4.2.2 Factor Analysis

The factor analysis technique uses as a data reduction method. The extraction method used is the principal component and the rotation technique is the varimax. The researcher applies the exploratory factor analysis on the transformational leadership (20 Questions), Innovation in the workplace (10 questions), Empowerment (16 questions) and Support for innovation (16 questions) to determine their factor structure.

4.2.2.1 Factor Analysis for Transformational leadership

Kaiser-Meyer-Olkin (KMO) test is a pre-test used in order to check the adequacy of the collected data.

Table 4.5: KMO and Bartlett's Test for Transformational leadership

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.959
Bartlett's Test of Sphericity: Approx. Chi-Square	3296.577
Bartlett's Test of Sphericity: df	190
Bartlett's Test of Sphericity: Sig.	.000

Source: SPSS Data Analysis

The sig value is .000 which is less than 0.05 so the test is significant. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is .959 which is higher than 0.7 which is an indication that the factor analysis can be used as a data reduction test. The following table presents the result for components with eigen value higher than one related to the transformational leadership variable.

Table 4.6: Total Variance Explained for Transformational leadership

Com.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
1	12.3	61.777	61.777	12.35	61.777	61.777	8.392	41.959	41.959
2	1.3	6.536	68.313	1.30	6.536	68.313	5.271	26.354	68.313
3	.886	4.428	72.741						

Source: SPSS Data Analysis

The test extracted two components with eigen value higher than one. Component one participates by 61.777% and the second component participates by 6.536%.

The researcher will go for further simplification by using the rotation component matrix which main objective is to minimize the number of factors by using questions which have high loading.

Table 4.7: Rotated Component Matrix[a] for Transformational leadership

Transformational leadership Questions	Component 1	Component 2
Q1	.336	.710
Q2	.125	.691
Q3	.276	.716
Q4.	.521	.724
Q5	.500	.644
Q6	.499	.641
Q7	.481	.695
Q8	.493	.669
Q9	.760	.364
Q10	.794	.318
Q11	.774	.343
Q12	.808	.196
Q13	.766	.276
Q14	.812	.329
Q15	.748	.370
Q16	.795	.321
Q17	.715	.391
Q18	.702	.448
Q19	.701	.460
Q20	.749	.341
a. Rotation converged in 3 iterations.		

Source: SPSS Data Analysis

The results of loading less than 0.1 on any components is suppressed. All the 20 items are loaded into component one which indicates a high level of validity.

4.2.2.2 Factor Analysis for Innovation in the workplace

The data adequacy technique used is the Kaiser-Meyer-Olkin (KMO) and will be presented in the next table.

Table 4.8: KMO and Bartlett's Test for Innovation in the workplace

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.911
Bartlett's Test of Sphericity: Approx. Chi-Square	945.779
Bartlett's Test of Sphericity: df	45
Bartlett's Test of Sphericity: Sig.	.000

Source: SPSS Data Analysis

The sig value is .000 which is less than 0.05 so the test is significant. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is .911 which is higher than 0.7 which is an indication that the factor analysis can be used as a data reduction test. The following table presents the result for components with eigen value higher than one related to the Innovation in the workplace variable.

Table 4.9: Total Variance Explained for Innovation in the workplace

Com.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.411	54.105	54.105	5.411	54.105	54.105	4.546	45.457	45.457
2	1.077	10.767	64.872	1.077	10.767	64.872	1.942	19.415	64.872
3	.727	7.266	72.138						
Extraction Method: Principal Component Analysis.									

Source: SPSS Data Analysis

The test extracted two components with eigen value higher than one. Component one participates by 54.105% and the second component participates by 10.767%.

The researcher will go for further simplification by using the rotation component matrix which main objective is to minimize the number of factors by using questions which have high loading.

Table 4.10: Rotated Component Matrix[a] for Innovation in the workplace

Innovation in the workplace Questions	Component 1	Component 2
Q1	.238	.812
Q2	.179	.860
Q3	.660	.366
Q4.	.646	.237
Q5	.672	.382
Q6	.764	.249
Q7	.764	.236
Q8	.842	
Q9	.823	.148
Q10	.774	.252
a. Rotation converged in 3 iterations.		

Source: SPSS Data Analysis

The results of loading less than 0.1 on any components is suppressed. All the 10 items are loaded into component one which indicates a high level of validity.

4.2.2.3 Factor Analysis for Empowerment

The data adequacy technique used is the Kaiser-Meyer-Olkin (KMO) and will be presented in the next table.

Table 4.11: KMO and Bartlett's Test for Empowerment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.904
Bartlett's Test of Sphericity: Approx. Chi-Square	1712.726
Bartlett's Test of Sphericity: df	120
Bartlett's Test of Sphericity: Sig.	.000

Source: SPSS Data Analysis

The sig value is .000 which is less than 0.05 so the test is significant. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is .904 which is higher than 0.7 which is an indication that the factor analysis can be used as a data reduction test. The following table presents the result for components with eigen value higher than one related to the empowerment variable.

Table 4.12: Total Variance Explained for Empowerment

Com.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
1	7.353	45.956	45.956	7.353	45.956	45.956	4.220	26.377	26.377
2	1.849	11.555	57.511	1.849	11.555	57.511	3.225	20.153	46.530
3	1.164	7.274	64.784	1.164	7.274	64.784	2.921	18.254	64.784
4	.834	5.213	69.997						
Extraction Method: Principal Component Analysis.									

Source: SPSS Data Analysis

The test extracted three components with eigen value higher than one. Component one participates by 45.956%, the second component participates by 11.555% and the third component participates by 7.274%. The researcher will go for further simplification by using the rotation component matrix which main objective is to minimize the number of factors by using questions which have high loading.

Table 4.13: Rotated Component Matrix[a] for Empowerment

Empowerment Questions	Component 1	Component 2	Component 3
Q1		.538	.581
Q2	.235	.801	.224
Q3	.249	.620	.355
Q4.	.541	.304	.187
Q5	.311	.774	
Q6	.811	.320	
Q7	.642	.274	.126
Q8	.236	.735	.272
Q9	.162	.216	.764
Q10	.623	.208	.285
Q11	.276	.145	.815
Q12	.850		.232
Q13	.323	.513	.480
Q14	.880		.164
Q15	.246	.211	.749
Q16	.661	.267	.278
a. Rotation converged in 6 iterations.			

Source: SPSS Data Analysis

The results of loading less than 0.1 on any components is suppressed. All the 16 items are loaded into component one except item number one which is suppressed. As presented by the reliability analysis removing number one will slightly decrease the reliability of the empowerment variable so the researcher will not remove this question and continue using all the sixteen items for the empowerment variable.

4.2.2.4 Factor Analysis for Support for innovation

The data adequacy technique used is the Kaiser-Meyer-Olkin (KMO) and will be presented in the next table.

Table 4.14: KMO and Bartlett's Test for Support for Innovation

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.813
Bartlett's Test of Sphericity: Approx. Chi-Square	1310.225
Bartlett's Test of Sphericity: df	120
Bartlett's Test of Sphericity: Sig.	.000

Source: SPSS Data Analysis

The sig value is .000 which is less than 0.05 so the test is significant. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is .813 which is higher than 0.7 which is an indication that the factor analysis can be used as a data reduction test. The following table presents the result for components with eigen value higher than one related to the support for innovation variable.

Table 4.15: Total Variance Explained for Support for innovation

Com.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
1	4.766	29.791	29.791	4.766	29.791	29.791	4.124	25.773	25.773
2	3.499	21.867	51.658	3.499	21.867	51.658	3.584	22.397	48.170
3	1.057	6.606	58.264	1.057	6.606	58.264	1.615	10.094	58.264
4	.971	6.066	64.330						
Extraction Method: Principal Component Analysis.									

Source: SPSS Data Analysis

The test extracted three components with eigen value higher than one. Component one participates by 29.791%, the second component participates by 21.867% and the third components participates by 6.606%.

The researcher will go for further simplification by using the rotation component matrix which main objective is to minimize the number of factors by using questions which have high loading.

Table 4.16: Rotated Component Matrix[a] for Innovation

Innovation Questions	Component 1	Component 2	Component 3
Q1	.775		
Q2	.839	-.168	.112
Q3	.773		-.183
Q4.		.185	.762
Q5	-.149	.666	.298
Q6	.770		
Q7		.664	.273
Q8		.713	.196
Q9	-.174	.725	.164
Q10	.768	-.115	
Q11	-.121	.756	
Q12	.183	.226	.617
Q13	-.151	.598	.488
Q14	.702		.145
Q15	.645	-.106	.317
Q16		.766	
a. Rotation converged in 6 iterations.			

Source: SPSS Data Analysis

The results of loading less than 0.1 on any components is suppressed. All the 16 items are loaded into component one except four items which is suppressed. As presented by the reliability analysis removing any item from these four will not enhance the reliability of the support for innovation variable so the researcher will not remove these four questions and continue using all the sixteen items for the support for innovation variable.

The results of the factor analysis indicate a high level of validity for all the items used in the questionnaire, and the researcher will continue using all items.

4.2.3 Demographics Analysis

The demographics section includes gender, age, years of experience and education level. The researcher uses either pie or bar charts for data presentation.

4.2.3.1 Gender

Figure 4.1 represents the distribution of male and female using a pie chart graph.

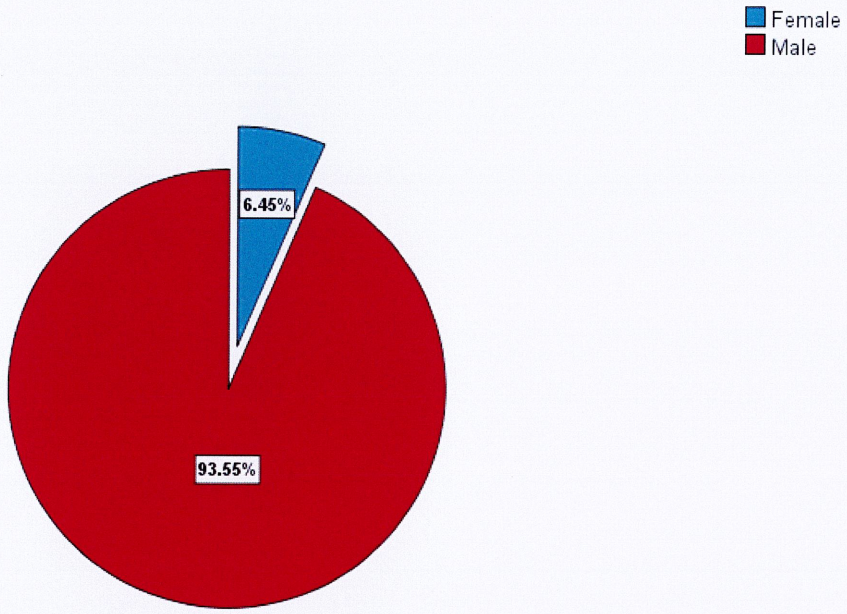


Figure 4. 1 Gender Distribution of the Sample

Source: SPSS Data Analysis

The highest contribution comes from male with 93.55% however females contribute by 6.45%.

4.2.3.2 Age Group

The researcher provided five age groups in order for the responded to select from; age group below 25, age group from 25 to 30 years, age group from 31 to 35 years, age group from 36 to 40 years and finally age group 41 and above.

The bar chart shows the distribution of the sample across the different age groups.

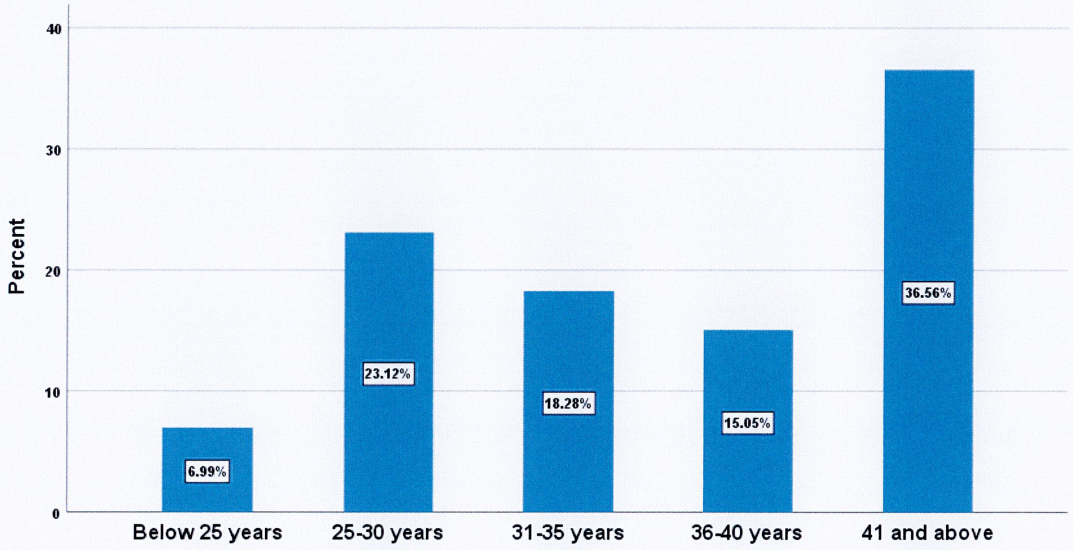


Figure 4. 2 Sample Distribution across Different Age Groups

Source: SPSS Data Analysis

The age group 41 years and above is ranked number one at 36.56% of the sample distribution followed by age group from 25 to 30 years at 23.12% then age group from 31 to 35 years at 18.28%, age group from 36 to 40 years at 15.05% and finally age group below 25 years at 6.99%. The lowest contribution comes from the lowest age group and the highest distribution comes from the oldest age group.

4.2.3.3 Education Level

The researcher provided five different educational levels namely; Certificate/diploma, Higher diploma, high school, Bachelor degree and Master

The bar chart shows the distribution of the sample across the different educational levels.

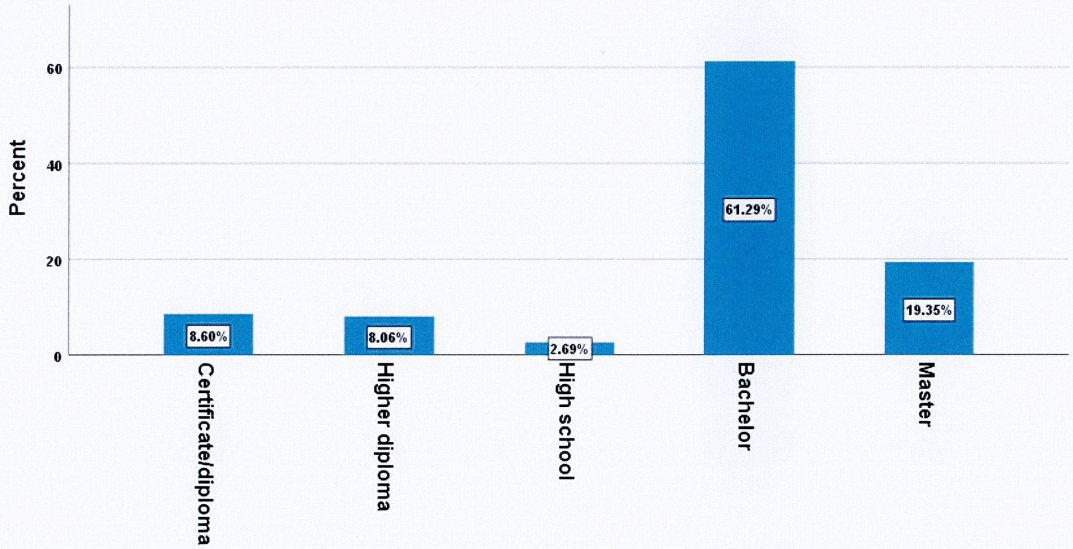


Figure 4. 3 Sample Distribution across Different Educational Level

Source: SPSS Data Analysis

The highest contribution comes from Bachelor degree at 61.29% followed by Master degree at 19.35% then Certificate/diploma at 8.6%, Higher diploma at 8.06% and finally high school at 2.69%. The high qualifications (Bachelor and Master) dominate across the whole contributions.

4.2.3.4 Years of Experience

The researcher categorizes the years of experience into five groups; from 1 to 2 years group, from 3 to 5 years group, from 6 to 9 years group, from 10 to 15 years group and finally 15 years and above group

The next figure shows bar chart distribution of sample years of experience across the different five groups.

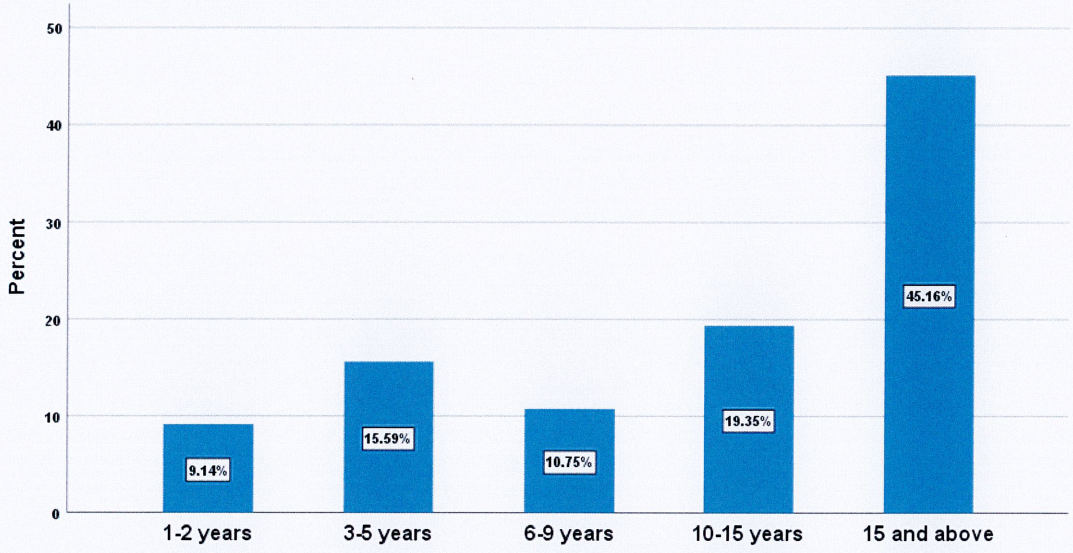


Figure 4. 4 Sample Distribution across Different Years of Experience

Source: SPSS Data Analysis

The highest contribution comes from 15 years and above group at 45.16% followed by from 10 to 15 years group at 19.35 then from 3 to 5 years group at 15.59, from 6 to 9 years group at 10.75% and finally from 1 to 2 years group at 9.14%. The higher experience dominates in the contribution from the sample.

4.2.4 Theoretical Framework Questions/Variables.

This section describes the descriptive statistics of each variable and its corresponding questions. The major terms used in the descriptive analysis is described as follows:

Min: represents the minimum selected value among all respondent.

Max: represents the maximum selected value among all respondent.

Mode: represents the most choice selected by the respondent.

Median: The selected responses were ordered from lowest to highest then the median is the value where half of the responses below it and the other half is above it.

Mean: represents the average answer across the whole answers.

Standard Deviation: represents how the respondent answer deviate across the mean.

Percentiles 25%: The selected responses were ordered from lowest to highest then the percentile 25% is the value where 25% from the responses below it and the 75% of the response above it.

Percentiles 75%: The selected responses were ordered from lowest to highest then the percentile 75% is the value where 75% from the responses below it and the 25% of the response above it.

4.2.4.1 Descriptive Statistics for Transformational leadership

Transformational leadership consists of four subfactors with a total of 20 questions namely; Individual Consideration (IC), Intellectual Stimulation (IS), Inspirational Motivation (IM) and Idealized Influence (II)

The next table represents the descriptive statistics for the questions constructing this variable.

Table 4.17: Descriptive Statistics of Transformational leadership Questions

Transformational leadership Questions	Median	Mode	Min	Max	Percentiles 25%	Percentiles 75%
Q1	3	3	1	5	2	4
Q2	3	3	1	5	2	4
Q3	3	3	1	5	2	4
Q4.	3	4	1	5	3	4
Individual Consideration (IC): Mean= 3.25 and Standard Deviation= .94904						
Q5	4	4	1	5	3	4
Q6	4	4	1	5	3	4
Q7	4	4	1	5	3	4

Q8.	4	4	1	5	3	4
Intellectual Stimulation (IS): Mean= 3.5161and Standard Deviation= .99547						
Q9	4	4	1	5	3	4
Q10	4	4	1	5	3	4
Q11	3	4	1	5	3	4
Q12	4	4	1	5	3	5
Inspirational Motivation (IM): Mean= 3.4785 and Standard Deviation= 1.01019						
Q13	4	4	1	5	3	4
Q14	4	4	1	5	3	4
Q15	4	4	1	5	3	4
Q16	4	4	1	5	3	4
Q17	4	4	1	5	3	4
Q18	4	4	1	5	3	4
Q19	4	4	1	5	3	5
Q20	4	4	1	5	3	5
Idealized Influence (II): Mean= 3.54234 and Standard Deviation=.972583						

Source: SPSS Data Analysis

Individual Consideration (IC): The four questions constructing Individual Consideration (IC) has a minimum and maximum of strongly disagree and strongly agree respectively. Both of mode and median shows neutral except for question four which has mode of agree. The first quarter is disagreed or less for the four questions except for question four which is neutral or less. The third quarter is agreed or less for all four questions.

Individual Consideration (IC): Mean= 3.25 and Standard Deviation= .94904

These results indicate a neutral agreement across the respondent for the Individual Consideration (IC) questions.

Intellectual Stimulation (IS): The four questions constructing Intellectual Stimulation (IS) has a minimum and maximum of strongly disagree and strongly agree respectively. Both of mode and median shows agreement for all the four questions. The first quarter is neutral or less for all the four questions. The third quarter is agreed or less for all four questions.

Intellectual Stimulation (IS): Mean= 3.5161 and Standard Deviation= .99547

These results indicate a moderate agreement across the respondent for the Intellectual Stimulation (IS) questions.

Inspirational Motivation (IM): The four questions constructing Inspirational Motivation (IM) has a minimum and maximum of strongly disagree and strongly agree respectively. Both of mode and median shows agreement except for question eleven which has median of neutral. The first quarter is neutral or less for all the four questions. The third quarter is agreed or less for all the four questions except for question twelve which is strongly agree or less.

Inspirational Motivation (IM): Mean= 3.48 and Standard Deviation= 1.01

These results indicate a moderate agreement across the respondent for the Inspirational Motivation (IM) questions

Idealized Influence (II): The eight questions constructing Idealized Influence (II) has a minimum and maximum of strongly disagree and strongly agree respectively. Both of mode and median shows agreement for all the eight questions. The first quarter is neutral or less for all the eight questions. The third quarter is agreed or less for all the eight questions except for question nineteen and twenty which is strongly agree or less.

Idealized Influence (II): Mean= 3.54 and Standard Deviation=.972

These results indicate a moderate agreement across the respondent for the Idealized Influence (II) questions.

Transformational leadership variable consists of twenty questions which has a mean of 3.46 and Standard Deviation of .8965, this indicates a moderate agreement across the respondent for the Transformational leadership variable.

4.2.4.2 Descriptive Statistics for Innovation in the workplace

Innovation in the workplace consists of four subfactors with a total of 10 questions namely; Idea Exploration, Idea Generation, Idea Championing and Idea Implementation.

The next table represents the descriptive statistics for the questions constructing this variable.

Table 4.18: Descriptive Statistics of Innovation in the workplace Questions

Innovation in the workplace	Median	Mode	Min	Max	Percentiles 25%	Percentiles 75%
Q1	4	4	1	5	3	4
Q2	4	4	1	5	4	5
Idea Exploration: Mean= 3.863 and Standard Deviation= .7614						
Q3	4	4	1	5	4	5
Q4	4	4	1	5	3	4
Q5	4	4	1	5	4	5
Idea Generation: Mean= 3.98 and Standard Deviation= .696						
Q6	4	4	1	5	3	4
Q7	4	4	1	5	4	5
Idea Championing: Mean= 3.887 and Standard Deviation= .7466						
Q8	4	4	1	5	3	4
Q9	4	4	1	5	4	5
Q10	4	4	1	5	4	5
Idea Implementation: Mean= 3.94 and Standard Deviation= .752						

Source: SPSS Data Analysis

Idea Exploration: The two questions constructing Idea Exploration has a minimum and maximum of strongly disagree and strongly agree respectively. Both of mode and median shows agreement. The first quarter is neutral or less for question one however it is agreed or less for question two. The third quarter is agreed or less for question one and strongly agree or less for question two.

Idea Exploration: Mean= 3.86 and Standard Deviation= .7614

These results indicate a moderate agreement across the respondent for the Idea Exploration questions.

Idea Generation: The three questions constructing Idea Generation has a minimum and maximum of strongly disagree and strongly agree respectively. Both of mode and median shows agreement for all the three questions. The first quarter is neutral or less for question four and agree or less for both of questions three and five. The third quarter is agreed or less for question four and strongly agree or less for both of questions three and five.

Idea Generation: Mean= 3.98 and Standard Deviation= .696

These results indicate an agreement across the respondent for the Idea Generation questions.

Idea Championing: The two questions constructing Idea Championing has a minimum and maximum of strongly disagree and strongly agree respectively. Both of mode and median shows an agreement. The first quarter is neutral or less for question six and agree or less for question seven. The third quarter is agreed or less for question six and strongly agree or less for question seven.

Idea Championing: Mean= 3.887 and Standard Deviation= .7466

These results indicate an agreement across the respondent for the Idea Championing questions.

Idea Implementation: The three questions constructing Idea Implementation has a minimum and maximum of strongly disagree and strongly agree respectively. Both of mode and median shows an agreement for all the three questions. The first quarter is neutral or less for question eight and agree or less for both of questions nine and ten. The third quarter is agreed or less for question eight and strongly agree or less for both of questions nine and ten.

Idea Implementation: Mean= 3.937 and Standard Deviation=.7515

These results indicate an agreement across the respondent for the Idea Implementation questions.

Innovation in the workplace variable consists of ten questions which has a mean of 3.93 and Standard Deviation of .6172, this indicates an agreement across the respondent for the Innovation in the workplace variable.

4.2.4.3 Descriptive Statistics for Empowerment

Empowerment consists of four subfactors with a total of 16 questions namely; Meaning, Competence, Self-Determination and Impact.

The next table represents the descriptive statistics for the questions constructing this variable.

Table 4.19: Descriptive Statistics of Empowerment Questions

Empowerment Questions	Median	Mode	Min	Max	Percentiles 25%	Percentiles 75%
Q1	5	5	2	5	4	5
Q2	5	5	1	5	4	5
Q3	4	4	1	5	4	5
Q4	4	4	1	5	3	5
Meaning: Mean= 4.1761 and Standard Deviation= .66848						
Q5	4	5	1	5	3	5
Q6	4	4	1	5	3	5
Q7	4	4	1	5	3	5
Q8	5	5	1	5	4	5
Competence: Mean= 3.9247 and Standard Deviation= .80939						
Q9	4	4	1	5	4	5
Q10	4	4	1	5	3	4
Q11	4	4	1	5	4	5
Q12	4	4	1	5	3	4
Self-Determination: Mean= 3.8333 and Standard Deviation= .75412						
Q13	4	5	1	5	4	5
Q14	4	4	1	5	3	4
Q15.	4	4[a]	2	5	4	5
Q16	4	4	1	5	3	5

Impact: Mean= 3.9409 and Standard Deviation= .75597

Source: SPSS Data Analysis

Meaning: The four questions constructing Meaning has a minimum of strongly disagree except for question one which is disagree and a maximum of strongly agree. Both of mode and median is agree for questions three and four however it is strongly agreed for questions one and two. first quarter is agreed or less for the four questions except for question four which is neutral or less. The third quarter is strongly agreed or less for all four questions.

Meaning: Mean= 4.1761 and Standard Deviation= .66848

These results indicate an agreement across the respondent for the Meaning questions.

Competence: The four questions constructing Competence has a minimum and maximum of strongly disagree and strongly agree respectively. the median shows agreement for all the four questions except question eight which is strongly agree. The mode value for question six and seven is agree however it is strongly agreed for question five and eight. The first quarter is neutral or less for all the four questions except question eight which is agree or less. The third quarter is strongly agreed or less for all four questions.

Competence: Mean= 3.9247 and Standard Deviation= .80939

These results indicate an agreement across the respondent for the competence questions.

Self-Determination: The four questions constructing Self-Determination has a minimum and maximum of strongly disagree and strongly agree respectively. Both of mode and median shows an agreement. The first quarter is neutral or less for questions ten and twelve however it is agreed or less for questions nine and eleven. The third quarter is agreed or less for

questions ten and twelve however it is strongly agreed or less for questions nine and eleven.

Self-Determination: Mean= 3.8333 and Standard Deviation= .75412

These results indicate aa agreement across the respondent for the Self-Determination questions.

Impact: The four questions constructing Impact has a minimum and maximum of strongly disagree and strongly agree respectively except for question fifteen which has a minimum of disagree. Both of mode and median shows agreement for all the four questions except question thirteen which has a mode of strongly agreed. The first quarter is neutral or less for questions fourteen and sixteen however it is agreed or less for questions thirteen and fifteen. The third quarter is strongly agreed or less for all the four questions except for question fourteen which is agree or less.

Idealized Influence (II): Mean= 3.9409 and Standard Deviation= .75597

These results indicate an agreement across the respondent for the Impact questions.

Empowerment variable consists of twenty questions which has a mean of 3.97 and Standard Deviation of .657, this indicates an agreement across the respondent for the Empowerment variable.

4.2.4.4 Descriptive Statistics for Support for innovation

Support for innovation consists of 16 questions namely. The next table represents the descriptive statistics for the questions constructing this variable.

Table 4.20: Descriptive Statistics of Support for innovation Questions

Support for innovation Questions	Median	Mode	Min	Max	Percentiles 25%	Percentiles 75%
Q1	4	4	1	5	3	4
Q2	4	4	1	5	3	4
Q3	4	4	1	5	3	4
Q4	4	4	1	5	3	5
Q5	3	3	1	5	3	4
Q6	3	4	1	5	3	4
Q7	3	3	1	5	3	4
Q8	4	4	1	5	3	4
Q9	4	3	1	5	3	4
Q10	3	3	1	5	3	4
Q11	3	3	1	5	3	4
Q12	4	3	1	5	3	4
Q13	3	3	1	5	3	4
Q14	3	4	1	5	2	4
Q15	4	4	1	5	3	4
Q16	3	3	1	5	3	4

Source: SPSS Data Analysis

The sixteen questions constructing Support for innovation has a minimum and maximum of strongly disagree and strongly agree respectively. Both of mode and median shows either neutral or agreed. The first quarter is neutral or less for all questions except for question fourteen which is disagree or less. The third quarter is agreed or less for all questions except for question four which is strongly agree or less.

Support for innovation: Mean= 3.45 and Standard Deviation= .490

These results indicate a moderate agreement across the respondent for the Support for innovation questions.

4.3 INFERENTIAL DATA ANALYSIS

This section tests the proposed relationships between the theoretical framework variables in order to verify the developed hypothesis. This

section starts first with the normality test then correlation analysis, moderating analysis and ending with the summary of hypotheses testing.

4.3.1 Normality Test

The normality test is the first milestone in the inferential analyses in order to decide which group of tests will be used based on the normal distribution figures.

The statistical test applied in this section is Kolmogorov-Smirnov statistic and Shapiro-Wilk (Sekaran, 2003).

A Sig value of less than 0.05 indicates a not normally distributed figures so a non-parametric analysis will be used in the following sections. A sig value of higher than 0.05 indicates a normally distributed figures so a parametric analysis will follow in the next sections.

Table 4.21: Normality Test for the Theoretical Framework Variables

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
Transformational leadership	.076	186	.011	.967	186	.000
Innovation in the workplace	.108	186	.000	.950	186	.000
Empowerment	.092	186	.001	.964	186	.000
Support for innovation	.123	186	.000	.970	186	.001

Source: SPSS Data Analysis

The sig value for both of Kolmogorov-Smirnov statistic and Shapiro-Wilk test for all four variables is less than 0.05 which indicates a not normally distributed figure. A non-parametric analysis will follow in the coming sections based on a not normally distributed figure.

Appendix B presents the Q-Q plots for all variables which is another confirmation for not normally distributed figures for all variables.

4.3.2 Correlation Analysis

Correlation analysis support both of parametric and non-parametric approaches. The non-parametric method for correlation analysis is the Sperman's rank. Correlation analysis measure the individual one-to-one relationship between two variables.

The main two outcomes from the correlation analysis are the sig value and the correlation coefficient (CC). A sig value of less than 0.05 indicates that the test is significant so there is a relationship between these two variables. The strength of the relationship is measure using correlation coefficient (CC). The strength of the relationship is low or weak if the C.C value is less than 0.3, the strength is medium or moderate if the C.C value is below 0.5 and above 0.3 and finally the relationship strength is high or strong if the C.C value is above 0.5.

The next table present the outcome from the Sperman's rank test.

Table 4.22: Spearman's rho Correlation Test

		Transformational leadership	Innovation in the workplace	Empowerment
Innovation in the workplace	Correlation Coefficient	.407**		
	Sig. (2-tailed)	.000		
	N	186		
Empowerment	Correlation Coefficient	.373**	.626**	
	Sig. (2-tailed)	.000	.000	
	N	186	186	
Support for innovation	Correlation Coefficient	.243**	.419**	.429**
	Sig. (2-tailed)	.001	.000	.000
	N	186	186	186

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Data Analysis

The researcher summarizes the correlation finding in the below points:

- Transformational leadership and Innovation in the workplace: The Sig value for this relationship is .000 which is less than 0.01 so this relationship is significant. The relationship has the same direction as the sign of the correlation coefficient is positive. The correlation coefficient value is 0.407 which fall in the range of below 0.5 and above 0.3 so the strength is moderate. The proposed null hypothesis H1 can be rejected.
- Transformational leadership and Empowerment: The Sig value for this relationship is .000 which is less than 0.01 so this relationship is significant. The relationship has the same direction as the sign of the correlation coefficient is positive. The correlation coefficient value is 0.373 which fall in the range of below 0.5 and above 0.3 so the strength is moderate. The proposed null hypothesis H2 can be rejected.
- Transformational leadership and Support for innovation: The Sig value for this relationship is .001 which is less than 0.01 so this relationship is significant. The relationship has the same direction as the sign of the correlation coefficient is positive. The correlation coefficient value is 0.243 which fall in the range of below 0.3 so the strength is weak. The proposed null hypothesis H3 can be rejected.
- Empowerment and Innovation in the workplace: The Sig value for this relationship is .000 which is less than 0.01 so this relationship is significant. The relationship has the same direction as the sign of the correlation coefficient is positive. The correlation coefficient value

is 0.626 which fall in the range of above 0.5 so the strength is high. The proposed null hypothesis H5 can be rejected.

- Support for innovation and Innovation in the workplace: The Sig value for this relationship is .000 which is less than 0.01 so this relationship is significant. The relationship has the same direction as the sign of the correlation coefficient is positive. The correlation coefficient value is 0.419 which fall in the range of above 0.3 and below 0.5 so the strength is moderate. The proposed null hypothesis H6 can be rejected.
- The relationship between Empowerment and Innovation in the workplace is ranked number one followed by Support for innovation and Innovation in the workplace then Transformational leadership and Innovation in the workplace, Transformational leadership and Empowerment and finally Transformational leadership and Support for innovation.

4.3.3 Moderating Analysis

There are three moderating variables namely; demographic characteristics, empowerment and support for innovation. Demographic characteristics includes gender, age, experience and education. The researcher uses two hypothesis (H4& H7) that measure the impact of the moderating variables on the relationship between Transformational leadership and Innovation in the workplace. The researcher uses linear regression in the moderating analysis. This is calculated after standardizing both of the independent and moderating variables then creating an interaction variable after multiplying the standardized variables.

Linear regression is a parametric test however it can be used in the analysis of the not normally distributed variables in case of large sample size. The

large sample size is achieved by satisfying two conditions; collecting a sample of more than 10 times the number of independent variables (predictors) and the sample size is more than eight times the number of independent variable (predictors) plus 104. The collected sample size of 186 satisfies both condition so the assumption of normality is violated and linear regression can be used in the analysis of the not normally distributed variables (Field, 2005).

Linear regression collects a group of predictors that has an impact on one dependent variable and estimate the coefficient of the linear equation.

4.3.3.1 Empowerment& Support for Innovation

The moderating variables used in this section is the empowerment and support for innovation.

Table 4.23: Regression Model Summary for Empowerment& Support for Innovation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642a	.412	.396	.479884521300390
a. Predictors: (Constant), I_SupportInnovation_Transformationa, Zscore: Support for innovation, Zscore: Transformational leadership, Zscore(Empowerment), I_Empowerment_Transformational				

Source: SPSS Data Analysis

The proposed model has R square of 41.2%.

Table 4.24: ANOVA Model Summary for Empowerment& Support for Innovation

	Sum of Squares	df	Mean Square	F	Sig.
Regression	29.039	5	5.808	25.22	.000[b]
Residual	41.452	180	.230		
Total	70.491	185			
a. Dependent Variable: Innovation in the workplace					
b. Predictors: (Constant), I_SupportInnovation_Transformationa, Zscore: Support for innovation, Zscore: Transformational leadership, Zscore(Empowerment), I_Empowerment_Transformationa					

Source: SPSS Data Analysis

The Sig value for the ANOVA test is .000 which is less than 0.05 so the test is statistically significant. The next table shows the coefficient of the linear equation after taking into consideration the moderating effect.

Table 4.25: Coefficient Model Summary for Empowerment& Support for Innovation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	**(Constant)**	3.910	.037		105.441	.000
	Zscore: Transformational leadership	.098	.039	.159	2.529	.012
	Zscore(Empowerment)	.298	.044	.483	6.828	.000
	Zscore: Support for innovation	.105	.040	.170	2.598	.010
	I_Empowerment_Transformationa	.076	.036	.149	2.089	.038
	I_SupportInnovation_Transformationa	-.061	.035	-.123	-1.751	.042
a. Dependent Variable: Innovation in the workplace						

Source: SPSS Data Analysis

The sig value for the intersection of both of empowerment and support for innovation moderating variable with transformational leadership is less

than 0.05 which is significant so there is an impact of both of empowerment and support for innovation moderating variable on the relationship between Transformational leadership and Innovation in the workplace. The researcher rejects H7.

4.3.3.2 Demographic Characteristics

The next table shows the model summary after including the demographic characteristics moderating effect which includes gender, age, experience and education.

Table 4.26: Regression Model Summary for Demographic Characteristics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.394[a]	.155	.112	.581703288741252
a. Predictors: (Constant), I_Experince_Transformationa, Zscore(Age), Zscore: Education Qualification, Zscore(Gender), I_Education_Transformationa, Zscore: Transformational leadership, I_Gender_Transformationa, I_Age_Transformationa, Zscore: Years of experience				

Source: SPSS Data Analysis

The proposed model has R square of 15.5%.

Table 4.27: ANOVA Model Summary for Demographic Characteristics

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.937	9	1.215	3.591	.000[b]
	Residual	59.555	176	.338		
	Total	70.491	185			
a. Dependent Variable: Innovation in the workplace						
b. Predictors: (Constant), I_Experince_Transformationa, Zscore(Age), Zscore: Education Qualification, Zscore(Gender), I_Education_Transformationa, Zscore: Transformational leadership, I_Gender_Transformationa, I_Age_Transformationa, Zscore: Years of experience						

Source: SPSS Data Analysis

The Sig value for the ANOVA test is .000 which is less than 0.05 so the test is statistically significant. The next table shows the coefficient of the linear equation after taking into consideration the moderating effect.

Table 4.28: Coefficient Model Summary for Demographic Characteristics

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.907	.048		81.860	.000
	Zscore: Transformational leadership	.213	.047	.346	4.551	.000
	Zscore(Age)	.073	.106	.119	.692	.490
	Zscore(Gender)	.008	.086	.014	.098	.922
	Zscore: Education Qualification	.017	.044	.028	.399	.691
	Zscore: Years of experience	-.046	.107	-.074	-.427	.670
	I_Age_Transformationa	-.098	.109	-.148	-.905	.367
	I_Gender_Transformationa	.074	.079	.129	.938	.349
	I_Education_Transformationa	-.006	.041	-.010	-.137	.891
	I_Experince_Transformationa	.083	.109	.126	.762	.447
a. Dependent Variable: Innovation in the workplace						

Source: SPSS Data Analysis

The sig value for the intersection of the demographic characteristics moderating variable with transformational leadership is greater than 0.05 which is not significant so there is no impact of the demographic characteristics (gender, age, experience and education) moderating variable on the relationship between Transformational leadership and Innovation in the workplace. The researcher fails to reject H4.

4.3.4 Summary of Hypotheses Testing

The below table summarize the result of the hypothesis testing

Table 4.29: Summary of Hypotheses Testing

Null Hypothesis	**Test**	**Outcome**
Ho1	Correlation	Reject Ho1
Ho2	Correlation	Reject Ho2
Ho3	Correlation	Reject Ho3
Ho4	Regression	Fail to reject Ho4
Ho5	Correlation	Reject Ho5
Ho6	Correlation	Reject Ho6
Ho7	Regression	Reject Ho7

Chapter 5: Conclusion and Recommendations

5.1 Conclusion

This research attempted to investigate the practice of transformational leadership in the organizations like Aluminum Bahrain (Alba), to identify the factors that enhance innovation at the workplace. This research will further examine the proposed independent and dependent variables such as transformational leadership, empowerment, support for innovation, demographic variables, and innovation at the workplace.

The researcher develops the survey questionnaire as a research instrument then distributes it among the employees working in Aluminum Bahrain (Alba) organization, either physically or through electronic media depending on the pandemic situation. The questionnaire is divided into five major parts. The first part represents the transformational leadership items, the second part represents the innovation at the workplace items, the third part represents the empowerment items, the fourth part represents the support for innovation items and the last part is related with the general information that is also known as demographic variables.

The researcher uses the deductive approach as it is considered more suitable in exploring that how do transformational leadership and other concern factors can inspire innovation at the workplace specifically in an organization like Aluminum Bahrain (Tuffour, 2017). The deductive approach also assists the researcher in the development of research hypotheses that meet the planned objectives.

The researcher applies the random sampling technique across the population in the Alba industrial firm which is approximately 3183 employees where every employee of the Alba industrial firm will get a chance to participate in the concerned research study (Folorunso, Adewale, & Abodunde, 2014). The researcher collects a final of valid and complete

sample size of 186 where it is used in the analysis of the proposed theoretical framework using both descriptive and inferential data analysis. The researcher tests the consistency of the questionnaire using Cronbach's Alpha. The Cronbach's Alpha coefficient of Transformational leadership, Innovation in the workplace and Empowerment variables were excellent ($\alpha \geq 0.9$) however the reliability coefficient results of Support for innovation were high ($\alpha \geq 0.7$) (Kline, 2005).

The demographics analysis revels the following; the major participation in this study comes from male with 93% from the sample size, the lowest contribution comes from the lowest age group (below 25 years) with a participation of 7% and the highest distribution comes from the oldest age group (41 years and above) with a participation of 37% , The high qualifications (Bachelor and Master) dominate across the whole contributions with a total percentage of 80% and the final demographic indicators which is years of experience indicates that the higher experience has the higher participation in the sample size.

The outcome confirms the significance positive influence of the Transformational leadership on Innovation in the workplace in organizations like Aluminum Bahrain (Alba); this finding converges and aligned with Jung et al. (2003).

Furthermore; the finding proved the positive and significant relationships between transformational leadership and empowerment as well as support for innovation and a positive relationship between support for innovation and innovation in the workplace in addition to the positive impact between empowerment and innovation in the workplace; this finding is in line with (Jyoti & Dev, 2015; Mittal & Dhar, 2015).

The relationship between Empowerment and Innovation in the workplace is ranked number one due to its strong correlation coefficient followed by the relationship between Support for innovation and Innovation in the

workplace then Transformational leadership and Innovation in the workplace, Transformational leadership and Empowerment and finally Transformational leadership and Support for innovation.

This study didn't prove the moderating effect of Employees' demographic characteristics on the relationship between transformational leadership and innovation in the workplace however it proved the moderating effect of both of Employees' perceptions of empowerment and support for innovation on the relationship between transformational leadership and innovation in the workplace

The researcher can reject the null hypothesis for the relationship between transformational leadership and the three variables (empowerment, support for innovation and innovation in the workplace) in addition to the relationship between both of empowerment and support for innovation with the innovation in the workplace. The researcher rejects the null hypothesis for the Employees' perceptions of (a) empowerment and (b) support for innovation moderate the relationship between transformational leadership and innovation in the workplace

The researcher fails to reject the null hypothesis for the Employees' demographic characteristics moderate the relationship between transformational leadership and innovation in the workplace.

5.2 Recommendations

The findings of this study have important implications for leaders of Aluminum Bahrain (Alba) organization. The researcher can present the following recommendation in light with the finding:

- Empowerment is the key element for achieving innovation in the workplace so leaders in Alba organization should focus their

attention on empowering employees by delegating more autonomy to their employees.

- Managers should work on developing and displaying transformational leadership behaviour through organized training and mentoring.
- The relationship between managers and employees should be focused on employees' individual needs rather than being a member of a group.
- Managers and heads of departments should think about a new way of working like implementing Agile concept in their work which support empowerment and display a sense of confidence with employees.
- Allow employees to experiment their new ideas in a safe mode.
- Getting random feedback from employees toward their managers in a safe mode in order to build a personal training per manager to fulfill his gaps.
- Revamp the reward system to include new ideas appreciation
- Create an environment that support top talented employees through performing accelerating carrier progression for them and allowing job rotation in addition to opening a short-term job assignment in order to gain new skills.

5.3 Future Work

The following points are recommendations for future research that are proposed to build on the outcome from this study that enhance innovation at the workplace.

- The support for innovation can be divided into internal support and external support. Internal support such as encouraging, recognizing,

and rewarding creativity as well as by providing adequate amounts of such resources as personnel, funding, and time. External support such as the knowledge acquired from the firm's external environment.

- Include other moderating variable such as job satisfaction and commitment; this moderating effect can impact the relationship between transformation leadership and innovation in the workplace.
- To perform a t test to further examine the relationship between Transformational leadership and Innovation in the workplace.
- To connect the study recommendations, future research, and the study results. As well as comparing the study results with the results of related studies.

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Appendix

A. Questionnaire

PART A: Transformational leadership

The sets of statements aimed at helping you assess your feelings or perceptions toward the practice of transformational leadership style of your immediate supervisor. You are requested to rate your immediate supervisor against each statement to indicate your level of agreement with what the statement is suggesting, where the following ratings are:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Please place a tick (√) or a mark (x) in the box (cell) that represents your appropriate level of agreement

Transformational leadership	**1**	**2**	**3**	**4**	**5**
Individual Consideration (IC)					
1. My manager spends time teaching and coaching.					
2. My manager treats me as an individual rather than just as a member of a group.					
3. My manager considers me as having different needs, abilities and aspirations from others.					
4. My manager helps me to develop my strengths.					
Intellectual Stimulation (IS)					
5. My manager re-examines critical assumptions to question whether they are appropriate.					
6. My manager seeks differing perspectives when solving problems.					
7. My manager gets me to look at problems from many different angles.					
8. My manager suggests new ways of looking at how to complete assignments.					
Inspirational Motivation (IM)					
9. My manager talks optimistically about the future.					

10. My manager talks enthusiastically about what needs to be accomplished.					
11. My manager articulates a compelling vision of the future.					
12. My manager expresses confidence that goals will be achieved.					
Idealized Influence (II)					
13. My manager talks about their most important values and beliefs.					
14. My manager specifies the importance of having a strong sense of purpose.					
15. My manager considers the moral and ethical consequences of decisions.					
16. My manager emphasizes the importance of having a collective sense of mission.					
17. My manager instils pride in me for being associated with him/her.					
18. My manager goes beyond self-interest for the good of the group.					
19. My manager acts in ways that builds my respect.					
20. My manager displays a sense of power and confidence.					

Source: Adopted from (Bass, B. M., & Avolio, B. J., 1997)

Part B: Innovation in the workplace

The sets of statements aimed at helping you assess your innovation in the workplace at your job in the company. You are requested to rate yourself against each statement to indicate your self-assessment of your own innovation, where the following ratings are:

1 = very low 2 = low 3 = Average 4 = high 5 = very high

Please place a tick (√) or a mark (x) in the box (cell) that represents your appropriate level of performance rating.

Innovation in the workplace	**1**	**2**	**3**	**4**	**5**
Idea Exploration					
1. I pay attention to issues that are not part of my daily work.					
2. I wonder how things in general could be improved.					

Idea Generation					
3. I search out new practices, techniques or tools to figure out issues.					
4. I generate original solutions to problems.					
5. I find new ways to perform tasks.					
Idea Championing					
6. I make important organizational members enthusiastic for innovative ideas.					
7. I attempt to convince people to support a new idea.					
Idea Implementation					
8. I introduce systematically innovative ideas into work practices.					
9. I contribute to the implementation of new ideas.					
10. I put effort for the development of new things.					

Source: Adopted from (De Jong, D. J., & Den Hartog, H. D, 2010)

Part C: Empowerment

The sets of statements aimed at helping you assess your feelings or perceptions toward empowerment in the company. You are requested to rating yourself against each statement to indicate your level of agreement with what the statement is suggesting, where the following ratings are:

1 = very low 2 = low 3 = Average 4 = high 5 = very high

Please place a tick (√) or a mark (x) in the box (cell) that represents your appropriate level of performance rating.

Empowerment	**1**	**2**	**3**	**4**	**5**
Meaning					
1. I am confident about my ability to do my job.					
2. The work that I do is important to me.					
3. I have significant autonomy in determining how I do my job.					
4. My impact on what happens in my department is large.					
Competence					
5. My job activities are personally meaningful to me.					

6. I have a great deal of control over what happens in my department.					
7. I can decide on my own how to go about doing my own work.					
8. I really care about what I do on my job.					
Self-Determination					
9. My job is well within the scope of my abilities.					
10. I have considerable opportunity for freedom in how I do my job.					
11. I have mastered the skills necessary for my job.					
12. My opinion counts in departmental decision-making.					
Impact					
13. The work I do is meaningful to me.					
14. I have significant influence over what happens in my department.					
15. I am self-assured about my capabilities to perform my work activities.					
16. I have a chance to use personal initiative in carrying out my work.					

Source: Adopted from (Spreitzer, 1995)

Part D: Support for innovation

The sets of statements aimed at helping you assess your feelings or perceptions toward the support for innovation by your company. You are requested to rate the company practice against each statement to indicate your level of agreement with what the statement is suggesting, where the following ratings are:

1 = Strongly Disagree *2 = Disagree* *3 = Neutral* *4 = Agree* *5 = Strongly Agree*

Please place a tick (√) or a mark (x) in the box (cell) that represents your appropriate level of performance rating.

Support for innovation	1	2	3	4	5
1. Creativity is encouraged here.					
2. Our ability to function creatively is respected by the leadership.					
3. Around here, people are allowed to try to solve the same problems in different ways.					

4. The main function of members in this organization is to follow orders which come down through channels.					
5. Around here, a person can get in a lot of trouble by being different.					
6. This organization can be described as flexible and continually adapting to change.					
7. A person cannot do things that are too different around here without provoking anger.					
8. The best way to get along in this organization is to think the way the rest of the group does.					
9. People around here are expected to deal with problems in the same way.					
10. This organization is open and responsive to change.					
11. The people in charge around here usually get credit for others' ideas.					
12. In this organization, we tend to stick to tried and true ways.					
13. This place seems to be more concerned with the status quo than with change.					
14. The reward system here encourages innovation.					
15. This organization publicly recognizes those who are innovative.					
16. The reward system here benefits mainly those who don't rock the boat.					

Source: Adopted from (Scott, S. G., & Bruce, R. A, 1994)

PART E: General Information

1. What is your age?

Below 25 years ☐ 25-30 years ☐ 31-35 years ☐ 36-40 years ☐ 41 and above ☐

2. What is your gender?

Male ☐ Female ☐

3. What is your highest education qualification?

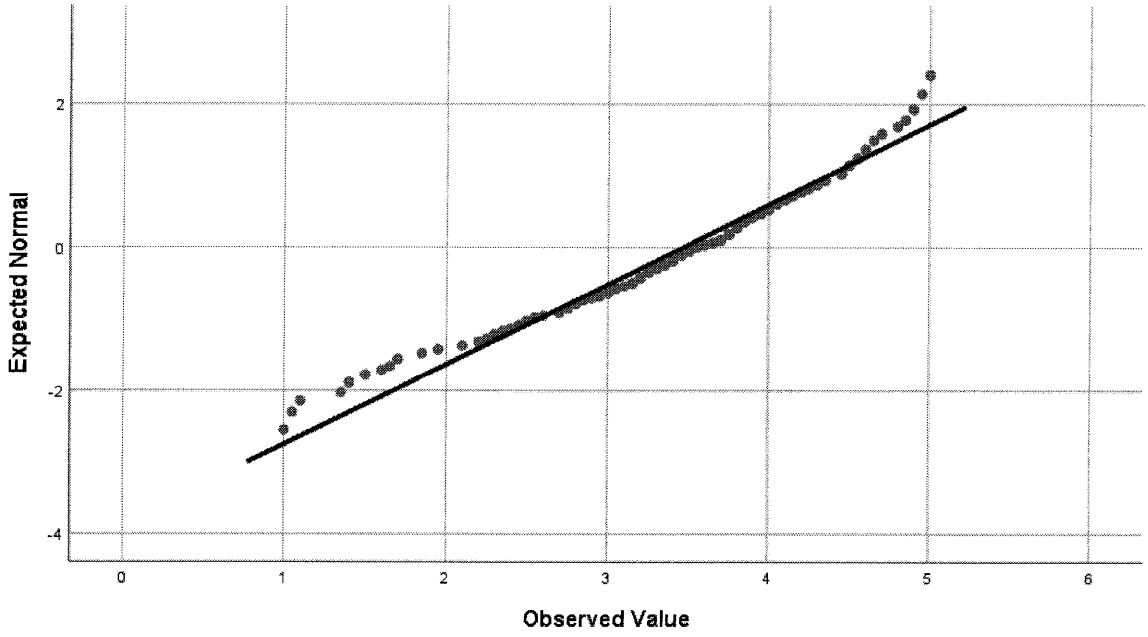
High school ☐ Certificate/diploma ☐ Higher diploma ☐ Bachelor ☐ Master ☐

4. How many years of experience do you have?

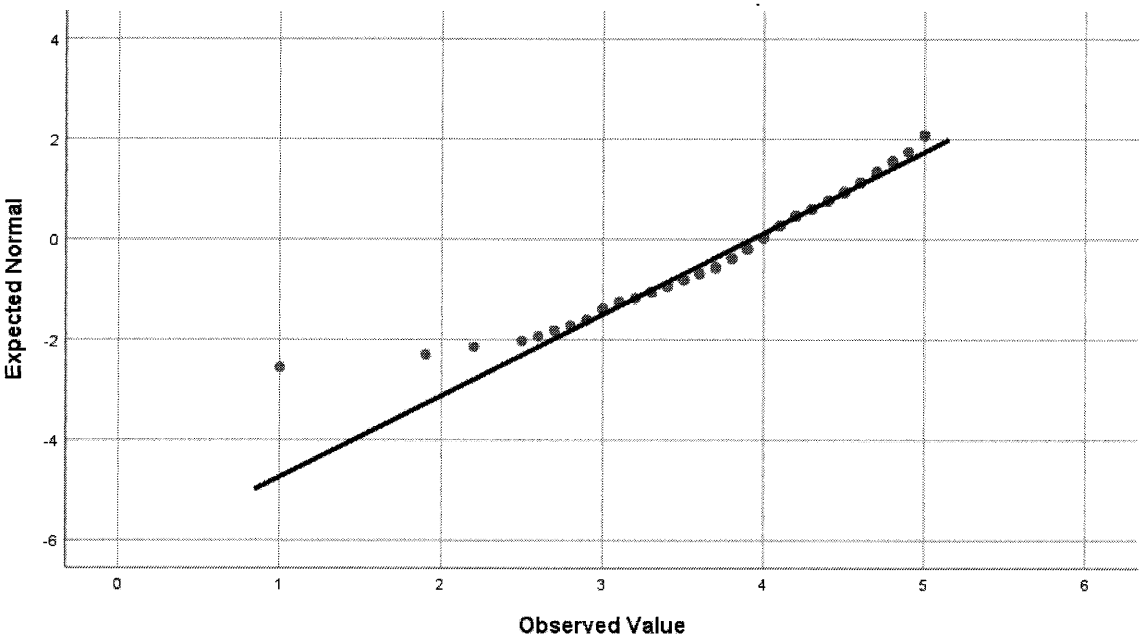
1-2 years ☐ 3-5 years ☐ 6-9 years ☐ 10-15 years ☐ 15 and above ☐

B. Normal Q-Q Plot

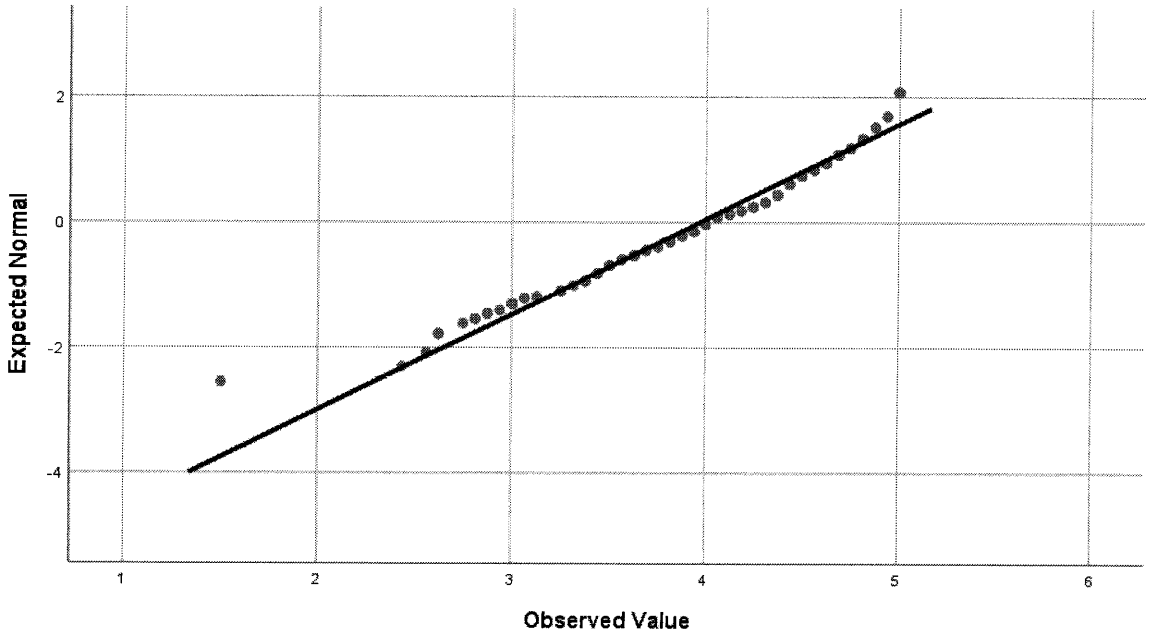
Normal Q-Q Plot of Transformational leadership



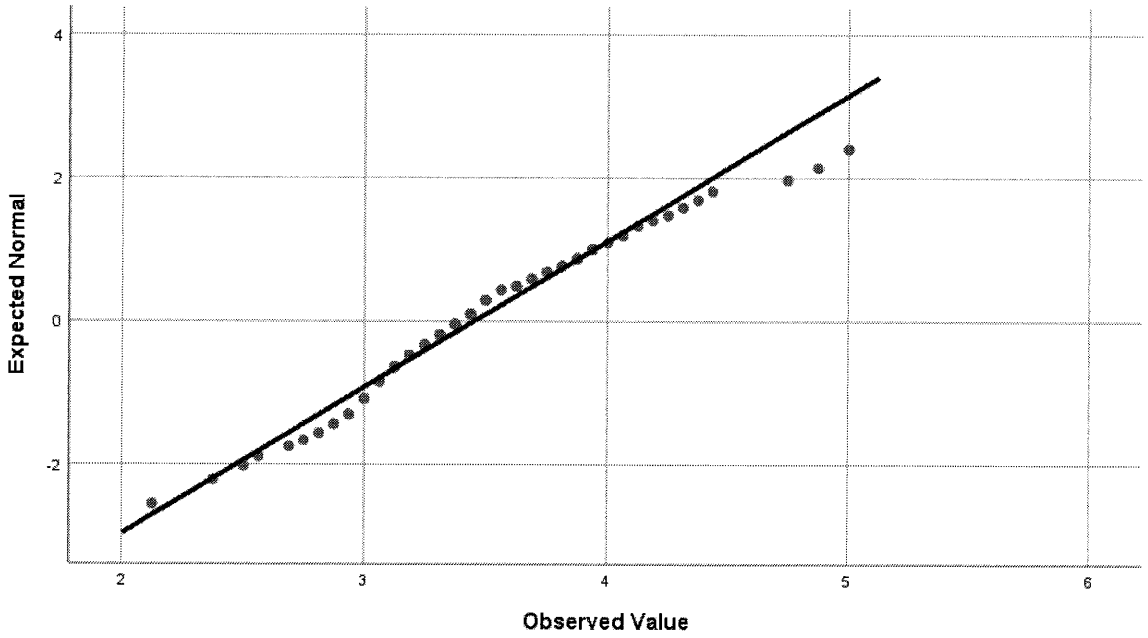
Normal Q-Q Plot of Innovation in the workplace



Normal Q-Q Plot of Empowerment



Normal Q-Q Plot of Support for innovation



جامعة البحرين

كلية إدارة الأعمال

قسم الإدارة والتسويق

كيف تُلهم القيادة التحولية الابتكار في بيئة العمل: دراسة حالة لشركة صناعية في البحرين

مخطط بحث لاستكمال متطلبات الحصول على درجة (الماجستير)

في (إدارة الأعمال)

إعـــداد

محمد عثمان عبدالرحيم

الرقم الجامعي: ٢٠٠٦١٨٣٦

إشـــراف

الدكتور وليد عبد العزيز

(أستاذ مشارك)

جامعة البحرين

مـملكة البـــحرين

يونيو ٢٠٢٢م