

University of Bahrain

College of Business
Administration



Department of Management
and marketing

Transformational Leadership Innovation
(Empirical Study in a gas company in the Kingdom of Bahrain)

A Thesis Submitted in Partial Fulfilment of the Requirements for the Master's Degree
in Business Administration

Submitted by
Salah Mohamed Sharif Albastaki

ID Number: 20110412

Supervised by *Adel Al-Alawi*

Professor. Adel Ismail Al-Alawi
Professor of Management & Information Systems

University of Bahrain

Dr. Makarand Upadhyaya (Internal Examiner)

mupadhyaya

August 2021 (A.D)



Thesis Discussion Committee Decision

Student Name: Salah M ohamed Sharif Albastaki	Student ID: 20110412
Department: M anagement & M arketi ng	College: Business administration
Program: M asters in Business Administration	
Thesis Title: Transformational Leadership Innovation: An empirical study in a Bahraini gas company	
Supervisor Name: Prof. Adel Al Alawi	Student GPA: 3.63

The Discussion Committee met on 01-Jul-21 In Click here to enter text.. Upon discussing the student whose details are stated above in public, the discussion committee recommends the following:

The student is awarded a grade A- in the thesis subject.

- ☐ Without making any changes to the thesis.
- ☒ After making the modifications attached with this decision.

Discussion Committee Members Approval:

Name

1. Prof Adel Al-Alawi (Advisor)
2. Dr. Makarand Upadhyaya (Internal Examiner)
3. Prof. Awadh Al enezi (External Examiner)

Signature

Click here to enter text.

M. Upadhyaya

Click here to enter text.



Thesis Modifications Approval Form

Student Name: Salah Mohamed Albastaki	Student ID: 20110412
Department: Management & Marketing	College: Business administration
Program: Masters in Business Administration	
Thesis Title: Transformational Leadership Innovation: An empirical study in a Bahraini gas company	
Supervisor Name: Prof. Adel Al Alawi	Student GPA: 3.63

We would like to report that the student has carried out all the required modifications made by the discussion committee. Upon this, we recommend awarding the student a grade A- in the thesis course number MGT 695 based on the Discussion Committee recommendation.A-

Endorsement:

	Name	Academic Title	Signature	Date
1.	Prof Adel Al-Alawi	Advisor		22 Aug 2021
2.	Dr.Makarand Upadhyaya	Internal Examiner		23.08.2021
3.	Click here to enter text.	Department Coordinator	Click here to enter text.	
4.	Click here to enter text.	Department Chairman	Click here to enter text.	
5.	Click here to enter text.	College Dean	Click here to enter text.	

Start typing text...



Dissertation Deposit Form

Author Name:	Salah Mohamed Sharif Albastaki		
Email:	albastakisalah@gmail.com	Contact No:	36737611
College:	Business administration		
Department:	Management & Marketing		
Thesis Title:	Transformational Leadership Innovation: An empirical study in a Bahraini gas company		
Year:	2021		

Author's Declaration: I agree to the following conditions:

The above thesis will be available (in the University of Bahrain library and externally) and reproduced as necessary at the discretion of the University of Bahrain. It may also be digitized by the University of Bahrain and made available via the university's repository or via other parties on the Internet.

This condition shall apply to ALL copies including electronic copies.

The above thesis has been provided on the understanding that it is copyright protected material and that no quotation from this thesis may be published without proper acknowledgement.

Signature of the Author:	Salah Al bastaki		Date:	04-Jul-21
--------------------------	------------------	--	-------	-----------

Dedication

This thesis is dedicated to my beloved parents, my brothers, my sister and Friends for their endless support and encouragement.

Acknowledgment

I have learned a lot during the development of this thesis process, from the birth of the idea until the work was submitted. It has been a very inspiring and encouraging task. Many people have contributed to this work, and without them, it would have been impossible to complete this thesis. First, I would like to thank all the participants in the gas company in the Kingdom of Bahrain for being patient to complete my questionnaire.

Foremost, I would like to express my sincere gratitude to my supervisor Prof. Dr. Adel Ismail Al-Alawi, for the continuous support of my thesis, for his patience, motivation, enthusiasm, and scientific contributions that led to accomplish this work

Finally, I would like to thank you all.

Declaration of Originality

This thesis is a presentation of my original research work as my best of knowledge. All the assistance received in preparing this thesis and sources have been duly acknowledged and this work has not been submitted for any other degree, professional qualification or any other purposes. The work was done under the guidance of Prof. Adel Al-Alwi at the University of Bahrain to the award of a master's degree in business administration.

Salah Albastaki (Candidate's) Signature:  **28 August 2021**

Prof. Dr. Adel Al-Alwi (Supervisor) Signature:  **28 Aug 2021**

In my capacity as supervisor of the candidate's thesis, I certify that the above statements are true to the best of my knowledge.

Abstract

The main objective of the research is to investigate the impact of transformational leadership innovation on employees' performance and job satisfaction in a gas company in the Kingdom of Bahrain. The design of the study is a relational research that adopted a quantitative approach using a questionnaire as a tool for collecting the main data. The research depended on the descriptive analysis methodology. The study population consisted of approximately 1000 employees of the gas company in Bahrain. The sample surveyed contained 300 respondents. Because of the current conditions of social distancing, the questionnaire was sent and collected electronically using the www.googleforms.com website. The data collected were processed using two statistical programs: MS Excel and SPSS. The findings of the research showed that four dimensions of transformational leadership innovation—idealized influence, intellectual stimulation, individual consideration, and innovation—have a statistically significant impact on employees' performance, as the p value for all of them is 0.000. However, the results of the regression test showed that inspirational motivation has no statistical effect on employees' performance, as the p value is .801. In addition, the results of testing the impact of transformational leadership innovation on job satisfaction showed that all the independent variables have a statistical impact on employees' satisfaction, as all the p values are 0.000. Furthermore, the results of the ANOVA test showed that there are statistically significant differences between employees' opinions about the impact of transformational leadership innovation on performance and satisfaction due to the employees' demographic variables (job, age, gender, education, and experience). For the theoretical implications, the study added another important theoretical aspect—namely, linking transformational leadership with innovation—and measured its impact on both performance and job satisfaction, finding a positive statistical impact. The study can help other HR researchers in obtaining a theoretical understanding of the research variables. Furthermore, regarding the practical implications, implementing the recommendations of the study will positively affect performance and satisfaction in private and public companies and organizations. The study has limitations due to Covid-19 pandemic, thus the study couldn't use the interview tool. Moreover, there is a shortage in studies discussing leadership innovation. The originality and value of the study is embedded in the results that shows the positive impact of leadership innovation on satisfaction and performance. The study recommended applying transformational leadership innovation in companies as it proved to have a high impact on both performance and satisfaction. It also recommended providing workshops for leaders to direct their attention to the different dimensions of transformational leadership and how to turn these dimensions' principles into practical procedures in everyday operational practices. Moreover, the study recommended providing workshops for leaders clarifying the importance of inspirational motivation as an effective transformational leadership dimension as it proved to have no impact on job performance. The study also recommended introducing innovative ways in leadership styles, and these innovative procedures should be presented to leaders in private and public companies so that they can improve and enrich performance, satisfaction, and other variables.

Keywords: *Transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, individual consideration, and leadership innovation, employees' performance and job satisfaction.*

Table of Contents

No.	Topic	Page
-	Dedication	2
-	Acknowledgment	3
-	Declaration of Originality	4
-	Abstract	5
-	Arabic Abstract	6
-	Table of contents	7
-	List of tables	9
-	List of figures	10
1	Chapter One: Introduction	11
1.1	Overview	12
1.2	Research problem	14
1.3	Research question	15
1.4	Research aims/ objectives	15
1.5	Research significance	16
1.6	Research limitations	17
1.7	Research structure	18
2	Chapter 2: Literature Review	19
2.1	Transformational leadership	20
2.1.1	Leadership	20
2.1.2	leadership styles	21
2.1.3	Transformational leadership	23
2.1.3.1	Transformational leadership concept	23
2.1.3.2	Transformational leadership dimensions	25
2.1.3.3	Transformational leaders	32
2.1.3.4	Transformational leadership innovation	34
2.2	Performance	36
2.2.1	Concept of performance	36
2.2.2	Factors affecting employee performance	38
2.2.3	Measuring employee's performance	41
2.2.4	The importance of measuring employee performance	42
2.2.5	Methods to measure employee's performance	42
2.2.6	Methods for Measuring Performance in the Gas Company	44
2.3	Job satisfaction	46
2.3.1	Job satisfaction definition	46
2.3.2	The importance of job satisfaction	48
2.3.3	Theories of job satisfaction	49
2.3.4	The content theories of job satisfaction	49
2.3.5	The process theories of job satisfaction	53
2.3.6	Factors affecting job satisfaction	54
2.4	Research conceptual frame work	58
2.4.1	Leadership, transformational leadership, innovation, performance and job satisfaction	58
2.4.2	Transformational leadership, performance, and job satisfaction	60

2.4.3	Transformational leadership, innovation, and performance	61
2.4.4	Previous studies	65
2.4.4.1	Comment at previous studies	72
2.4.4.2	Impact of Previous Studies on the Current Study	73
2.5	Oil and gas industry in Bahrain	75
2.6	Chapter summary	78
3	Chapter 3: Research Methodology	79
3.1	Introduction	80
3.2	Research Hypotheses	80
3.3	Research Conceptual Framework	82
3.4	Operational and Conceptual Definition of Variables	83
3.5	Research Design and Methodology	84
3.6	Population and Sampling	86
3.7	Data Collection	87
3.8	Data Editing and Coding	87
3.9	Data Entry	88
3.10	Research Instrumentation and Statistical Tools	88
3.11	Validity and Reliability of the Questionnaires	91
3.12	Pilot Study and Questionnaire Reviewers	94
3.12.1	Reliability and Validity of the Pilot Study	95
3.12.2	Correlations in the Pilot Study	96
4	Chapter 4: Data Analysis, Results and Discussions	98
4.1	Introduction	99
4.2	Descriptive Statistical Analysis of the Research Variables	100
4.2.1	Demographic Variables Descriptive Statistical Analysis	100
4.2.2	Independent Variables Descriptive Statistical Analysis	107
4.2.3	Dependent Variables Descriptive Statistical Analysis	119
4.2.3.1	Employees' Performance Descriptive Statistical Analysis	120
4.2.3.2	Job Satisfaction Descriptive Statistical Analysis	123
4.3	Hypotheses Testing and Research Questions Answering	116
4.3.1	Multi Regression Test: Testing the first Main Hypothesis	126
4.3.2	Multi Regression Test: Testing the Second Main Hypothesis	130
4.3.3	ANOVA Test of Demographic Variables: Testing the third Hypothesis	133
4.7	Results Discussion	135
4.8	Chapter summary	136
5	Chapter 5: Conclusion and Recommendations	137
5.1	Introduction	138
5.2	Theoretical Implications	138
5.3	Practical Implications	139
5.4	Research limitations	139
5.5	Suggestions for Future Researches	140
5.6	Recommendation	140
5.7	Conclusion	142
-	References	144
-	Appendices	152

List of tables

No.	Table	Page
Table (2 -1)	Measuring Employee performance methods	42
Table (2-2)	Previous Studies	65
Table (3-1)	Summary of the Statistics of the Demographic Variables	86
Table (3-2)	Data Coding Table	87
Table (3-3)	Research Correlation Test	91
Table (3-4)	Research Reliability and Validity Test	93
Table (3-5)	Pilot Study Reliability and Validity Test Results	95
Table (3-6)	Pilot Study Correlation	97
Table (4-1)	Demographic Variables Statistics	101
Table (4-2)	Job Statistics	101
Table (4-3)	Gender Statistic	103
Table (4-4)	Age Statistics	104
Table (4-5)	Level of Education Statistics	105
Table (4-6)	Years of Experience Statistics	106
Table (4-7)	Transformational Leadership Innovation Statistics	107
Table (4-8)	Idealized Influence Descriptive Statistics	108
Table (4-9)	Inspirational Motivation Descriptive Statistics	110
Table (4-10)	Intellectual Stimulation Descriptive Statistics	112
Table (4-11)	Individual Consideration Descriptive Statistics	114
Table (4-12)	Leadership Innovation Descriptive Statistics	116
Table (4-13)	Dependent Variables Descriptive Statistics	119
Table (4-14)	Performance Descriptive Statistics	120
Table (4-15)	Job Satisfaction Descriptive Statistics	123
Table (4-16)	First Hypothesis Regression Test Model Summary	126
Table (4-17)	ANOVA Table	127
Table (4-18)	Regression Coefficients	128
Table (4-19)	First sub-Hypotheses Testifying	129
Table (4-20)	Second Hypothesis Regression Test Model Summary	130
Table (4-21)	ANOVA Table	130
Table (4-22)	Regression Coefficients	131
Table (4-23)	Second sub-Hypotheses Testifying	132
Table (4-24)	Third Hypothesis ANOVA Test of Demographic Variables	133

List of figures

No.	Table	Page
Figure (2-1)	Theories of job satisfaction	51
Figure (3-1)	Research Conceptual Framework Model	82
Figure (4-1)	www.googleforms.com	100
Figure (4-2)	Job Statistics	102
Figure (4-3)	Gender Statistics	103
Figure (4-4)	Age Statistics	104
Figure (4-5)	Level of Education Statistics	105
Figure (4-6)	Years of Experience Statistics	106

Chapter One

Introduction

Chapter One

Introduction

1.1 Overview

Because of highly competitive working environments, these days many organizations seek high performance and high-quality products. One way to achieve high performance, organizational commitment, and retention of key employees is job satisfaction. Interest in these factors has greatly risen as they affect each other and benefit working conditions (Hettiarachchi, 2014). In any organization, human resources are the cornerstone, with the feelings of employees toward their jobs and their performance contributing strongly to an organization's stability. In general, when employees feel satisfied because they are rewarded for their work, they will exert great effort to achieve the organization's objectives. Employees who feel satisfied trust their workplace, and they feel committed to an organization that rewards them for their good work (Sethibe & Steyn, 2015).

Many factors affect job satisfaction and performance in organizations. One of these factors is the style of leadership that is applied in an organization. Another factor that can affect employees' satisfaction and performance is innovation. The transformational leadership style has been predicted to improve the performance of organizations. This style of leadership inspires and motivates employees to take risks and achieve positive results, which in turn affects performance in uncertain work environments. Moreover, it motivates employees to accomplish their tasks and thus helps achieve the goals of the organization. Innovation pushes employees to tackle problems with new solutions and to abandon traditional ways of solving problems

(Ömer et al., 2014). Moreover, innovation is seen as a factor that determines an organization's performance. Tebogo and Renier (2015) stated that innovation is a vital component for gaining competitive advantage. It should be involved in the processes, products, services, and structures of organizations. The relationship between innovation and leadership styles, especially transformational leadership, is not well documented in the literature. There is agreement among scholars that transformational leadership has a positive impact on organizational creativity and innovation (Hu & Chen, 2012; Tips & Fantazy, 2012).

In many countries, especially those in the Gulf area, the gas and oil industry is a major contributor to the national income. This important sector attracts the attention of governments and private organizations that want to develop it further and make it more competitive. Innovation in leadership styles in the gas and oil sector is expected to positively affect performance and satisfaction in companies in this sector. From this brief introduction, it is clear that transformational leadership has a positive impact on job performance and job satisfaction. Innovation is a deep dimension that reinforces leadership and subsequently enhances job performance and satisfaction. This study investigates the impact of transformational leadership innovation on employees' performance and job satisfaction in a gas company in the Kingdom of Bahrain.

To answer the research questions, the study uses the descriptive statistical analysis methodology. The study is relational study that uses a questionnaire for collecting the raw data that are tested using SPSS and MS Excel to test the hypotheses that suppose the relation between transformational leadership innovation and job satisfaction and performance.

1.2 Research Problem

Petroleum industry is growing and forming great importance to countries that depend on oil mining in their economy. The gas and oil industry is extremely important in the Gulf area. Besides the income from tourism, gas and oil revenues form the largest part of the GDP of Bahrain. Therefore, investigating the factors that affect performance and satisfaction in these companies will help improve product quality and make them gain competitive advantage. Leadership is considered an important factor that affects performance and satisfaction. In a review of studies on these variables, few studies were found that explored the impact of transformational leadership in the gas and oil sector, and, to the best of my knowledge, not a single study explored the impact of transformational leadership innovation on performance and satisfaction. Thus, this study investigates various aspects of transformational leadership innovation (idealized influence, inspirational motivation, intellectual stimulation, individual consideration, and leadership innovation) and their impact on employees' performance and job satisfaction in a gas company in the Kingdom of Bahrain. The research question can be formulated as follows: ***Is there any relationship between transformational leadership innovation (idealized influence, inspirational motivation, intellectual stimulation, individual consideration, and leadership innovation) and employees' performance and satisfaction in the gas company in the Kingdom of Bahrain?*** To answer the research question, a quantitative descriptive approach was adopted using a questionnaire. Moreover, SPSS and MS Excel will be used to analyze the data and test the hypotheses, after which the results and recommendations will be given.

1.3 Research Questions

In this study, the following questions are addressed:

1. What is transformational leadership, and what are its dimensions?
2. What is transformational leadership innovation?
3. What is meant by performance and satisfaction, and what are the factors that increase them in organizations?
4. To what extent do the different dimensions of transformational leadership and innovation affect performance and satisfaction?
5. To what extent do demographic variables interfere with the relationship between transformational leadership innovation and performance and satisfaction in the gas company in the Kingdom of Bahrain?
6. What conclusions and recommendations can be drawn from this study?

1.4 Research Aims and Objectives

The main objective of this study is to measure the relationship (if any exists) between transformational leadership innovation and job performance and satisfaction in a gas company in the Kingdom of Bahrain. Several objectives make the topic important and worth researching:

- 1- developing methods for describing the importance of transformational leadership innovation in organizations;
- 2- exploring and introducing transformational leadership innovation as an effective kind of leadership in organizations;
- 3- presenting the different dimensions (idealized influence, inspirational motivation, intellectual stimulation, individual consideration, and leadership innovation) of transformational leadership that may affect

- the performance and satisfaction in the gas company in the Kingdom of Bahrain;
- 4- investigating which dimensions of transformational leadership innovation are more effective than others in increasing organizational performance and satisfaction;
 - 5- giving a clear insight into transformational leadership innovation and organizational performance and satisfaction in the gas company in the Kingdom of Bahrain, which will help this gas company's administration staff to enhance and encourage the effective dimensions and to overcome the deficiencies in the ineffective ones;
 - 6- enriching the local library with extra references to help students and scholars in management research, especially in the field of transformational leadership, performance, and satisfaction; and
 - 7- explaining the results for validating the proposed framework.

1.5 Research Significance

The data that this study will employ are real-time data that will be collected from the employees (managers, department heads, engineers, operators, and other employees) in a gas company in Bahrain. The main objective of the study is to investigate the impact of transformational leadership on employees' performance and job satisfaction. The significant points of the study are as follows:

- It is important to explore leadership styles, especially those that previous studies proved to have a positive impact on performance and satisfaction.
- Transformational leadership is a promising style of leadership, and this study additionally explored the impact of innovation on performance and satisfaction.

- It is important to know to what extent transformational leadership can affect performance and satisfaction in an important sector, such as the gas production sector, which contributes massively to Bahrain's economy.
- It is important to learn about employees' performance and satisfaction, how they are measured, and the factors that can affect them. This will help leaders to improve performance in their companies.
- The results and recommendations will help the gas company's management to encourage the best practices that can fulfill the company's objectives.
- The research may enrich the Bahraini library with new results and recommendations regarding leadership styles.

1.6 Research Limitations

Several limitations need be taken into consideration:

1. The gas company in which the research took place did not give permission for the name of the company to be mentioned in the thesis, so I need to refer to it as "a gas company" or "the gas company."
2. Transformational leadership innovation is investigated only in relation to employees' performance and satisfaction.
3. The sample is big, so collecting data and analyzing them required much effort.
4. The COVID-19 pandemic made it difficult to hold any interviews, and the only tool that can be applied is a questionnaire, which was sent and collected electronically.

1.7 Research Structure

This thesis is divided into the following five chapters:

1. **Chapter 1, Introduction**, includes an overview of the research, problem, questions, objectives, significance, and limitations.
2. **Chapter 2, Literature Review**, introduces the variables of the study (leadership, transformational leadership, innovation, performance, satisfaction), the conceptual framework, and the previous studies.
3. **Chapter 3, Research Methodology**, contains the research philosophy, design, hypotheses, framework, instruments, data collection, validity, and correlation. In addition, the chapter includes a pilot study and describes the population and sampling.
4. **Chapter 4, Data Analysis and Results**, includes the descriptive analysis, regression test, ANOVA test, and discussion of the results.
5. **Chapter 5, Conclusions and Recommendations**, includes the study's conclusion and recommendations and future studies.

Chapter Two

Literature Review

Chapter Two

Literature Review

In this chapter, which is concerned with the literature review of the study, three main topics will be explored: transformational leadership innovation, job satisfaction and employees' performance, and conceptual framework and previous studies.

2.1 Transformational Leadership

2.1.1 Leadership

Leadership, in general, is defined as “the ability to influence a group of people in order to achieve a certain goal” (Robbins & Judge, 2013, p. 41). This leadership influence can be formal or informal through the instructions and directions given by the leaders to the employees. Moreover, leadership, according to Achua and Lussier (2010), occurs when the followers or “the employees are influenced to do what is ethical and beneficial to the organization and for themselves” (p. 32). Therefore, it is crucial that organizations have good and qualified leaders to ensure the organizations' effectiveness. In a company in which there is diversity in ethics, physical characteristics, culture, and psychology, it is critical to have a good management to lead the employees. Leadership is the bond that makes people work together in the workplace. Because of these reasons, development and improvement in leadership are a must. The absence of leadership skills makes it difficult to control employees in the workplace (Rizki et al., 2019, p. 299).

2.1.2 Leadership Styles

There are different styles of leadership. Bushra et al. (2011) discussed some leadership styles, such as the autocratic style, democratic style, situational style, transactional style, and transformational style (p. 226). The focus of the current study is the transformational leadership style. Styles of leadership are classified according to different perspectives. Some leadership styles are centered on the task, so-called result-oriented styles. Others are centered on people; these are referred to as employee-oriented styles. Moreover, researchers have classified leadership into directive leadership, authoritarian leadership, and autocratic leadership. In addition, a distinction can be made between participative leadership and democratic leadership. Finally, transactional leadership and transformational leadership may be distinguished (Samad, 2012, p. 488).

- **Transformational leadership style:** This style of leadership is the focus of the current study. This style of leadership focuses on developing the employees and meeting their needs. Transformational leaders seek to develop the skills and morale of the employees and raise their motivation level (Al Khajeh, 2018, p. 3).
- **Transactional leadership style:** Transactional leadership is a type of leadership in which the relationship between the leaders and the followers is based on a series of exchanges or bargains. Sethibe and Steyn (2015) defined it as a style of leadership in which the employee is self-motivated to achieve good performance through rewards from the management (p. 330). The transactional leader is someone who is always willing to give something in return (Al Khajeh, 2018, p. 4).
- **Charismatic leadership style:** Charismatic leadership is regarded as one of the most successful types of leadership. The charismatic leader develops a vision, and the followers can follow and execute this

vision. The charismatic leader motivates employees to innovate and create in the workplace. One defect of the charismatic leadership style is that all the employees become dependent on the leader, and once the leader leaves the organization, the employees will lack direction (Al Khajeh, 2018, pp. 3–4).

- **Democratic leadership style:** The democratic leadership style is a decision-sharing style in which decisions are taken through discussions and sharing among all the subordinates. This style of leadership takes the opinions of the employees into consideration and motivates the employees to do better in the workplace. A drawback of the democratic leadership style is that everyone has an equal share in the decision-making process at the organization level, leading to many disputes (Al Khajeh, 2018, pp. 4–5).
- **Autocratic leadership style:** This style is characterized by being a one-way leadership style, in which superiors make decisions and set guidelines without the participation of the group. The leader gathers power, and the employees obey his or her orders (Al Khajeh, 2018, p. 5).
- **Bureaucratic leadership style:** Bureaucratic leaders ask the followers in an organization to follow the policies and procedures they designed for them. The disadvantage of this leadership style is that the leaders are committed to the procedures, the instructions, and the processes rather than the employees. This leadership style does not lead to motivation or development of the employees; rather, the leaders require that the employees do their jobs in a systematic way (Al Khajeh, 2018, p. 5).

2.1.3 Transformational Leadership

James MacGregor Burns has created the model of transformational leadership. First, Burns developed this model for a military context and then transferred it to an organizational context. The transformational leadership model was first presented by Burns and then advanced by Bass. Bass made a considerable contribution to the development of the model (Jiang et al., 2017, p. 16). When an organization faces demands for renewal, transformational leadership can direct the performance to a superior level. This leadership style helps the organization to create a productive environment that encourages development and innovation. Transformational leaders motivate their followers to present new creative solutions to the problems or tasks they must solve or fulfill. Therefore, the climate of the workplace is shaped by innovation, creation, and motivation. Followers trust their transformational leader, and they are motivated to exceed the leader's expectations (Thamrin, 2012, p. 567). In this section of the thesis, the transformational leadership style will be fully covered and explored from different angles. The concept of transformational leadership will be discussed: its different types, its dimensions, transformational leaders, their traits and roles, and finally transformational leadership innovation.

2.1.3.1 Concept of Transformational Leadership

Christianto et al. (2018) defined transformational leadership as “the style of leadership that pays attention to the problem of attaining change in values, beliefs, attitudes, behaviours, emotions, and subordinate needs in order to lead to better change in the future. Transformational leaders are leaders that pay attention to their followers. They are agents to change the followers and the employees to the utmost performance they can achieve through

motivation and encouragement. Transformational leadership changes the value system in the organization to achieve the best performance through the factors or the dimensions such as charisma or idealized influence, inspirational motivation, intellectual development or intellectual stimulation, and personal attention or individualized consideration” (p. 119). Fariba and Zohreh (2015) defined transformational leadership as “the mechanisms used to achieve desired planned changes through the participation of leaders and subordinates in achieving high-level goals and finding ways to succeed” (p. 227). It relies on a number of different mechanisms that raise the morale of subordinates and enhance their self-motivation by linking the identity of subordinates to the desired goals. A transformational leader is one who has the ability to foster and build a common vision, inspires subordinates to develop new approaches to solving problems, and continually strives to develop subordinates' skills. One of the leader's most important skills is to make subordinates take care of the project with self-motivation. In addition, the transformational leader has the skill of identifying the strengths and weaknesses of his or her subordinates and thus assigns tasks to the right person according to the person's abilities to improve his or her work (Hasan Shahbazi & Korejan, 2016, p. 454). Transformational leadership motivates employees to overcome their own interests and to achieve the collective goals of the organization (Jiang et al., 2017, p. 16). Therefore, it can be deducted that transformational leadership is a style of leadership that motivates the employees or followers to achieve the planned goals of the organization through a leader that has certain traits. The main characteristic of transformational leadership is that it can encourage and motivate the followers to achieve goals and to approach problems with new ideas, innovation, and creativity.

2.1.3.2 Dimensions of Transformational Leadership

Transformational leadership involves four dimensions or factors that make up the whole model and shape the transformational leadership theory. These four dimensions work side by side to ensure the success of the leadership style. The first dimension is idealized influence, which refers to the transformational leader's ability to increase the level of loyalty, dedication, and identification without focusing on self-interest. The second factor is inspirational motivation, which refers to the leader's ability to create a vision that stimulates subordinates to perform a vital role within the organization. The third factor is intellectual stimulation, which refers to the ability of the leader to give employees indications on how to be innovative and risk-takers. The fourth factor is individual consideration, which characterizes the extent to which the leader cares about the followers' individual needs (Alqatawenh, 2018, p. 19). Some researchers added the dimension of empowerment, but this is not included in this study. I will investigate these four dimensions and then will explore motivation in leadership as a part of transformational leadership.

1. Idealized Influence

Alqatawenh (2018) stated that "idealized influence refers to the extent to which a leader is engaging in promoting the follower to generate trust and follow the leader" (p. 19). A transformational leader is a role model for the followers because they trust and admire the leader, imitate the leader, and internalize the leader's values. Ideally, the followers are influenced by both the behavior and the attributions of the leader. Under an attributed idealized influence, transformational leaders create a sense of selflessness and respect in their supporters, which instills emotions such as dignity, integrity, and honor. Idealized influence attributes ethics, principles, and values to the leader, which characterize the relationship between the leader and the

followers. “The relationship between the leader and subordinates is not based on the formal institutional rules and regulations, rewards or punishments; rather it is based on personal understanding” (Zahari & Shurbagi, 2012, p. 90). Idealized influence is referred to as charisma, which provides the followers with vision and a sense of mission, instilling pride and gaining respect and trust. Leaders are admired and confident in this dimension. Leaders with ethical and moral behavior have high standards, leading to followers' loyalty. Included in this loyalty are pride in others, as associated with the leader, and a sense of strength and confidence that goes beyond self-interest for the good of the group (Alrifi, 2012, pp. 5–6). Under idealized behavior or charisma, transformative leaders aim at and encourage a collective sense of conviction, value, purpose, and the need to carry out mission-based work. There is an emphasis on behaviors, including the leader's discussion of his or her main values and beliefs, the need for a strong sense of purpose, and the moral and ethical consequences of decisions. Charismatic leaders inspire their employees to be determined and make changes. These leaders play an important role in committing their employees to the organization and in motivating them to improve their performance (Savovic, 2017, p. 99). Dual or charismatic leaders consider the needs of their employees rather than their own needs. They avoid using power and authority to gain personal benefits; they use them when they are needed for the sake of the organization (Gonfa, 2019, p. 2)

2. Inspirational Motivation

Inspirational motivation refers to the extent to which the leader presents a vision that inspires the followers to achieve goals. Leaders that seek transformation and change in their organizations have a strong vision to communicate to their employees. They can help their followers to experience the same passion and motivation for achieving these goals

(Alqatawenh, 2018, p. 19). The ability to mobilize followers is based mainly on high expectations. Inspiration is the ability of leaders to formulate and express visions that can be identified by working teams or the whole organization from a commercial and personal point of view. The process takes into consideration how all employees can contribute to the vision and at the same time achieve their own personal ambitions. This vision is operational at an individual level (Zahari & Shurbagi, 2012, p. 90). Transformational leaders motivate their followers around them, giving them challenges. By using persuasive language and actions, these leaders strengthen the spirit of individuals and the team and encourage their followers to conceive attractive future goals and milestones by creating trust and excitement. Transformational leaders inspire their followers and stimulate their intelligence, rationality, and problem-solving abilities (Alrifi, 2012, p. 6). These leaders create clear expectations of their followers and show their commitment to the goals and the shared vision. The purpose of inspiring followers is to build a desire for excellence and to accept changes with enthusiasm and trust (Savovic, 2017, p. 99). This dimension motivates leaders to pursue ambitious objectives. They encourage people to trust their own skills. The leader builds an attractive future vision using symbols and emotional arguments to convince his or her supporters to fully accept the vision, with faith and optimism. According to Bass, transformational leaders express an interesting vision of the future, set high standards for their followers, and encourage them to achieve this vision (Gonfa, 2019, p. 3).

3. Intellectual Stimulation

Intellectual stimulation refers to what extent a leader encourages the followers to innovate and challenge themselves. It is the degree to which leaders encourage employees to be innovative and solve problems (Alqatawenh, 2018, p. 19). Intellectual stimulation is the leader's ability to

inspire others to "think out of the box" when solving problems, resulting in creativity and innovation. Leaders kindle the desire of their supporters to be imaginative by questioning assumptions, reframing problems, and approaching old situations in new ways (Zahari & Shurbagi, 2012, p. 91). Adopting new approaches, being innovative in problem-solving, addressing issues, and finding alternatives are the traits that intellectual stimulation seeks to increase in the followers. The followers are encouraged to try new approaches, and their ideas are not mocked if they are different from the proposals of the leaders. Intellectual stimulation encourages creative thinking in order to reject the routines and norms of the existing behavior in the organization and to adopt new ways of thinking and habits (Savovic, 2017, p. 100). Therefore, intellectual stimulation is the ability of leaders to stimulate their followers' efforts to innovate and create new ideas. Followers are stimulated to be part of the solution, and they are not criticized if they give different or even bizarre opinions. They are never blamed or criticized in public for thinking or trying to think out of the box as "intellectual stimulation is described as the transformational leader's creative and out-of-the-box thinking style" (Gonfa, 2019, p. 3).

4. Individual Consideration

Alqatawenh (2018) stated that "individual consideration characterizes the extent to which the leader cares about the followers' individual needs" (p. 19). Regarding individual consideration, leaders pay special attention to each follower's needs in the organization in order to gain the followers' satisfaction and commitment to the organization and therefore achieve growth and development. In this case, the leader is playing the role of a coach and a monitor (Zahari & Shurbagi, 2012, p. 91). Transformative leaders maintain open communications so that people can share ideas and so that leaders can directly recognize the unique contributions of every

follower. The degree to which a leader shows his personal care and encourages employees is individual consideration. Avolio and Bass (2015) assert that the behavioral components of individual consideration—coaching and mentoring—focus not only on the organization's greater good but also on individual needs, thereby emphasizing equity rather than equality. Bass et al. (2016) explained that individual consideration develops a supportive environment that promotes trust and education within the company as a precedent to cultivating a learning culture (Alrifi, 2012, p. 6). The conduct of the leader shows acceptance of individual differences; for example, some workers are encouraged to become more independent, some to become firmer, and some to focus more on the tasks. A two-way communication link is facilitated, and the office is used to "manage by riding." There is the personalization of interactions with followers; for example, the leader recalls previous talks, is aware of an individual's interests, and sees the individual as an individual instead of just an employee. This requires leaders to focus on the needs and concerns of their individual followers and develop their strengths by conduct, such as coaching and consulting (Savovic, 2017, pp. 99–100). Individual consideration refers to a leader who listens patiently and pays special attention to the needs of the followers, as well as their achievements, through adopting the strategies of appreciation and praise (Alrifi, 2012, p. 6). Gonfa (2019) added that individual consideration is the attention a leader pays to the needs of the workers who are working under his leadership (p. 3). However, this attention is characterized by privacy, in addition to building trust, and knowledge regarding the strengths and weaknesses of the employees' performance.

5. Leadership Innovation

The concept innovation leadership is regarded as a philosophy and a technique that combines different leadership styles to influence employees to produce creative ideas, products, and services. The main influencer in innovation leadership is the innovative leader. The concept was developed by David Gliddon (2006) and created a model of competency innovation leaders and established this concept at Penn State University (Gliddon, D. G., 2006).

Certain characteristics are needed for the successful innovation leaders. These characteristics include the creativity, leadership transformational behaviour, creative planning and successful social communicative skills. Moreover, innovative leaders can be recruited and hired through professional networks and referrals or alternatively found through succession planning, which involves identifying innovative leaders who are already working within the organization (McEntire, L. E., Greene-Shortridge, T. M., 2011).

In addition to these foundations, various styles play an important role in innovation leadership, each of which are used at different stages of the innovation process or for different types of innovation (value-added vs. exploratory). Frequently associated leadership styles include transformational leadership, transactional leadership, and Ambidextrous leadership. The type of leadership most strongly associated with innovation is transformational leadership (Rosing, K., Frese, M., & Bausch, A., 2011). Different leadership styles and behaviors may be more appropriate at different stages of the innovation process. Current research supports the notion that in the idea generation process, innovation leadership requires a leader to use a more transformational style of leadership. During this stage, a leader needs to promote a safe environment for employees/team members

to voice novel ideas and original thinking as well as provide workers with the resources to do so effectively. Research has also found that leaders who engage in unconventional behaviors, associated with transformational leadership, were seen as stronger role models and, as a result, increase creative performance in their subordinates. For example, the founders of Google have been known to wear capes and jump-shoes around the office, thus inspiring more outside-the-box thinking in their employees. These open leadership behaviors convey that unorthodox and unconventional ideas and behaviors are not only accepted but also encouraged (Hunter, S. T, et, al, 2011).

A proposed model for innovation leadership has been a multilevel process model of innovation, which uses the direct and indirect leadership on the processes of innovation mentioned in the above section to promote the innovation process. In the model, indirect leadership influences affect the individual creativity (generation phase) and team creativity (evaluation phase) process. Direct leadership influences affect the team creativity (evaluation phase) process and the organizational innovation process (implementation phase). The individual creativity (generation phase) box in the model represents the process of the individual generating the initial idea or ideas and proposing them to their team. The team creativity (evaluation phase) box represents the process of the team taking that idea, making alterations and fine-tuning it to the point of making prototypes, formalized sketches, or simulations. The organizational innovation (implementation) box represents taking those prototypes, sketches, or simulations and testing, evaluating, and possibly mass-producing them (Hunter, S. T, et, al, 2011).

2.1.3.3 Transformational Leaders

After this brief exploration of transformational leadership and its components, this section is concerned with transformational leaders. Transformational leaders are inspiring and creative. They motivate the followers to put their best efforts into the organization through encouraging, considering, and idealizing. Transformational leaders make the followers realize what their abilities are and how they can innovate (Shahbazi & Korejan, 2016, p. 453). They push their followers to try new ways and methods of problem-solving and consider their personal and individual needs, leading to the success of the organizations (Rizki et al., 2019). They have plans and visions for the future of the organization, so they encourage and inspire the followers by arousing their emotions to support the vision and fulfill the plans (Gonfa, 2019, p. 4). Transformational leaders have some special characteristics and traits, as listed by Shahbazi and Korejan (2016, p. 457). These leaders

- encourage followers' trust and sustainable growth;
- exemplify moral standards within the organization and encourage others to do the same;
- foster a work environment with consistent principles, goals, and expectations;
- build an organizational culture by motivating workers to shift from an attitude of self-interest to an attitude of cooperation;
- stress honesty, collaboration, and open contact;
- offer guidance and mentoring, which encourages workers to decide and take on tasks;
- affect the followers by their charismatic behavior and character;
- model the values and beliefs that the followers can imitate and follow;

- are inspired by deep values such as justice, fairness, honesty, and honor, which cannot be bargained with or exchanged;
- create harmony and unity among the followers and change their beliefs and values to the benefit of the organization;
- show their sincere feelings while talking to others;
- care about the personal needs of the followers, are open-minded in dealing with them, and listen to them in a friendly manner;
- encourage the followers to be creative and innovative; and
- empower and motivate the followers, support them to do their tasks, foster collaboration, and reinforce positive behavior (Gonfa, 2019, p. 3).

2.1.3.4 Transformational Leadership Innovation

Among academics and practitioners, innovation and leadership are subjects of concern that have a profound effect on competitive advantage and efficiency. Scholars have debated whether innovation and leadership foster superior performance and whether innovation and leadership drive past success. To unravel the links between innovation, leadership, and performance, scholars have conducted further research in this area. Several studies have shown a linear link between innovation and performance (Christianto et al., 2018, p. 120). Innovation is defined as “a new finding in products, quality, production methods, markets, resources, and organizational structure.” It is also defined as “production, adoption, assimilation, and exploitation of new economic and social value-added.” In other words, innovation is defined as “a successful application of creative ideas within a company,” while others stated that innovation is “a new product or process used by organizations to meet market and external user needs” (Christianto et al., 2018, p. 120). These definitions of innovation revolve around a main concept: novelty and creativity. Innovation is

characterized by creating new ways or methods to solve problems or to produce products or processes. Innovation is something that breaks the routine and norms of the process of doing the same tasks. Christianto et al. (2018) divided innovation into many types, such as technological and administrative innovation, which are related to innovative ideas in technology; exploratory and exploitative innovation; and product and process innovation, which are related to the process and outcomes of products or services (p. 120). Fariba and Zohreh (2015) summarize innovation as involving the creation, adoption, and application of creative ideas when presenting services, processes, products, or marketing (p. 228). The focus of my research is the first type of innovation: administrative innovation. The research will further be specified in the sections of the thesis dealing with innovation in the administration of organizations. Thus, the focus of my research is innovation in transformational leadership.

The relationship between transformational leadership and innovation has been the topic of many studies. Transformational leadership positively affects innovative behaviors. Through intellectual stimulation and individual thinking, transformational leaders motivate themselves and their followers to use different ways of thinking, to seek new opportunities, to experiment with new solutions to problems and processes of discovery, to be creative, and to adapt their thinking. Transformational leadership also contributes to the intrinsic drive that encourages and inspires those higher levels of needs that lead to innovation (Fariba & Zohreh, 2015, p. 228). One study showed a positive relationship between transformational leadership and innovation. A significant relationship was found between the desire for organizational innovation and all the dimensions of innovation. In other words, a positive relationship was observed between the desire for organizational innovation and the following independent variables:

intellectual stimulation, idealized influence, inspirational motivation, and personal consideration (Choopani, 2011, p. 152). Another study conducted by Hsiao and Chang (2011) stated that transformational leadership has a significant positive impact on organizational innovation (pp. 621–632).

Thus, a positive relationship exists between transformational leadership and innovation in the workplace. Transformational leaders can solve problems with innovative solutions. They foster and encourage their employees' creativity through idealized influence and inspirational motivation. Moreover, they engender an innovative supportive climate among their followers. They provide the followers with the necessary contextual resources to help them exert creative behavior (Rizki et al., 2019, p. 31). Chen (2017) stated that leaders who adopt transformational leadership lead themselves and employees to innovative ideas and solutions, as they enhance innovation within the context of their leadership (pp. 83–84). They employ inspirational motivation and intellectual stimulation, which have proved to be effective and vital factors for innovation in organizations. Moreover, transformational leaders encourage creative ideas in organizations through their behavior, as they act as idealized influence models; thus, they are “creativity-enhancing forces.” In addition, when they show individual consideration for their followers, they give them a reward for their success and innovation. Furthermore, when they enhance intellectual stimulation in the thinking of their followers, they also enhance exploratory thinking. Finally, when they give their followers inspirational motivation, they stimulate the idea-generating process (Chen, 2017, pp. 83–84). In conclusion, innovation can be a result of the transformational leadership style if it is applied correctly. All the dimensions of transformational leadership enhance and encourage motivation. It is a style of leadership in which leaders ask their followers to be creative in solving problems, approaching production processes, and generating ideas.

2.2 Performance

Because of globalization and the highly competitive market, organizations and companies have come to realize the importance of achieving high performance so that they can gain competitive advantage. Therefore, organizations look for ways that can motivate their employees to perform at the highest levels (Dahkoul, 2018, p. 11). Improving the productivity of an organization has become a central issue in present-day organizations. Productivity improvements through high performance is a widely researched domain in the literature on organizational behavior and human resources. For an organization, knowing the factors that affect performance and the methods of measuring performance is a key aspect for the organization's high productivity (Pradhan & Jena, 2016, p. 2). Many studies related performance to leadership styles. However, transformational leadership, in particular, proved to have a positive impact on the performance of an organization through rewards and motivation (Christianto et al., 2018, p. 118). Moreover, organizations are required to focus on other factors, such as employees' satisfaction and training, to achieve high performance levels (Dahkoul, 2018, p. 11). In this thesis, the focus will be on the individual performance of an employee. I will discuss the meaning of the term performance, the factors that affect performance, and the methods of measuring performance.

2.2.1 Concept of Performance

An employee's performance is defined as the effort that an employee puts into accomplishing the tasks according to his or her skills and experiences (Pradhan & Jena, 2016, p. 2). Dahkoul (2018) stated that the performance of employees in any organization is the interaction of their skills, efforts, and abilities that contribute to increasing the productivity of the organization according to its set goals (p. 12). He added that employees' performance is

one of the main factors that significantly affect the success of any organization, and he related high performance with job satisfaction. Inuwa (2016) adopted the same point of view and stated that employees' total performance should meet the tasks and requirements of the organization within the allocated time (p. 92). Employees exert efforts in order to achieve the stated goals of the organization. Based on this point, Rizki et al. (2019) defined employee performance as an activity that enables an individual to successfully accomplish the task or goal assigned to him or her, and this depends on the normal constraints of the reasonable use of the available resources. Moreover, they added that performance is the interaction between behavior and achievement linked to results and that behavior, achievement, and results together form the main axis and subject of improvement and development in organizations. Thamrin (2012) stated that performance is the result of a person's effort to accomplish a certain task in a certain period of time (p. 567). Thus, Thamrin has linked performance with the achievement of the assigned tasks within the specified time. Stephen and Ayagas (2014) stated that performance is not only the results of the employees' efforts but also the employees' behavior in achieving the goals. They stated that "performance is a multi-dimensional construct job that the employee's implementation of his work and responsibilities assigned to him by the organization or the entity with which his job is related, and it means the results achieved by the employee in the organization" (p. 16). They added another point to the definition of performance; they focused both on the way of doing the tasks and on the results of such efforts. Therefore, when measuring or assessing performance, one should consider the dimensions of both behavior and result.

In conclusion, researchers have pointed out some factors that are related to employees' performance. These factors include job satisfaction, work

conditions, skills, and experience. Moreover, they showed that performance is not only the results or outcomes of efforts but also the behavior of the employee while accomplishing the tasks. Therefore, the assessment of performance should include both aspects: behavior and results.

2.2.2 Factors Affecting Employee Performance

For organizations to achieve high levels of performance and meet the quality and quantity of the tasks assigned to the employees, organizations need to take into consideration the different factors that affect the performance of the employees. These factors are salary, organizational culture, job satisfaction, stress, training and development, promotion, and job security.

- **Salary and wages:** Previous studies showed that there is a positive relationship between salaries and performance on the one hand and job satisfaction on the other hand. The reinforcement theory suggests that performance is related to salaries, wages, bonuses, and rewards. Managers setting goals and giving rewards for achieving these goals raise the overall performance of the organization (Abuhashesh et al., 2019, p. 2).
- **Organizational culture:** Organizational culture is defined as the agreed-upon characteristics that make a company different from other companies. This means that organizational culture includes the way the employees interact and the work environment in which these interactions take place. Organizational culture can be regarded as a shared set of main values, understandings, assumptions, and norms among the employees of the company (Anastasios et al., 2019, p. 173). Organizational culture can have either a negative or a positive impact on employee performance. A successful and inspiring organizational culture can encourage the employees to do their best and accomplish the tasks with energy and enthusiasm. The more

encouraging the culture is, the more employee performance is increased. Moreover, an innovative culture and an effective working environment can promote effective changes and generate high-quality performance. On the other hand, when the norms and rules in an organization are discouraging and generate mistrust and anxiety, the employees will not feel satisfied or involved in the overall operations of the company, resulting in low performance (Kim et al., 2017, pp. 630–645).

- **Job satisfaction:** Job satisfaction is considered one of the main factors that affect the performance of employees. Research has linked job satisfaction to performance, productivity, motivation, and life satisfaction. Employees stay a long time at work, and if they are not satisfied with their work, their performance would not be at the expected level (Abuhashesh et al., 2019, p. 3).
- **Stress:** In the workplace, when employees are subjected to demands that exceed their capabilities and skills, they are apt to experience increased stress, which will affect their performance. High stress has negative mental and physical health consequences for the employees. Stress is considered a key factor for low job motivation, high turnover, and increased absenteeism, resulting in low performance (Abuhashesh et al., 2019, p. 4).
- **Training and development:** In the age of globalization and severe competition among organizations, talented and well-trained employees are a must for any organization that wants to compete and gain a competitive advantage. Organizations should make sure that employees get up-to-date knowledge related to their field of work. Research has proved that the acquisition of new knowledge and new skills will increase the level of performance and self-confidence of

employees (Abuhashesh et al., 2019, p. 4). Moreover, developing the skills of employees provides them with the knowledge to deal with everyday job-related challenges and, thus, will improve their job performance (Anastasios et al., 2019, p. 173).

- **Promotion:** Promotion means that the employee has new tasks and a new position. An employee who does the same work and tasks every day will feel bored and, therefore, will lose motivation to perform well. On the other hand, when an employee gets promoted, he or she will have new tasks and responsibilities. The promoted employee gains higher status and better payment, and he or she will feel that the hard work and loyalty to the organization are recognized and rewarded (Abuhashesh et al., 2019, p. 5). The result of promotion will be increased job satisfaction, which will be reflected in the performance of the employees, leading to further development (Anastasios et al., 2019, pp. 173–174).
- **Job security:** Job security means that employees feel safe if they work for an organization that offers them long-term work and a contract that protects them from job termination. Job security is positively related to social safety. Employees who feel secure at work will feel that their social life is stable; this stability, in turn, will be reflected in their performance at work. Other studies showed that job insecurity reduces employee commitment, satisfaction, and performance (Shi, 2017, pp. 51–65). Long-term employees have more skills and perform tasks with more proficiency and accuracy. They will show high standards in production (Abuhashesh et al., 2019, p. 5).

2.2.3 Measuring Employees' Performance

Measuring the performance of an employee means the evaluation of the tasks given to the employee in a specific period of time in comparison with the goals set at the beginning of the period. The evaluation measures the quality and quantity of the job done and whether the results meet the standards of the organization. There are different ways of measuring the performance of employees, from feedback from supervisors and peers to self-estimation forms. Organizations that seek high performance standards must monitor and measure performance on a regular basis (Michael et al., 2014, p. 344). Many metrics can be utilized to measure the performance of employees, such as attendance, efficiency, quality of work, and absenteeism (Jillo, 2016, p. 5).

2.2.4 The Importance of Measuring Employee Performance

According to Jillo (2016) and Sauermann (2016), it is very important to measure the performance of employees, for many reasons (p. 5 and p. 1, respectively). Measuring the performance of an employee

- provides the management of the organization with detailed information about the employee's productivity,
- reveals how peer effects operate and how employees accumulate human capital,
- highlights the skilled employees and those who need more training,
- shows that talented employees will get feedback on how they are progressing,
- gives the management the ability to select distinguished employees for future positions, and
- enables the management to help and train low achievers.

2.2.5 Methods to Measure Employee Performance

Performance measurement standards vary. Some standards are quantitative and are related to the amount of work to be accomplished or performed in a specific period of time. Other standards are qualitative and are related to setting specifications for the type of performance required. Further, time standards concern the specific timetable for the completion of a particular task. Finally, moral standards deal with intangible areas and measure loyalty, the support to the organization's reputation, and the success of public relations programs and others (Venclová et al., 2013, pp. 20–36). Table 2.1 shows the different methods to measure employee performance.

Table 2.1 Methods for Measuring Employee Performance

No.	Methods	Examples
1	Traditional methods	• Ranking method • Paired comparison • Rating scales • Forced choice method • Forced distribution method • Group appraisal method • Critical incident method • Field review • Confidential reports • Checklist • Person-to-person comparison
2	Modern methods	• Management by objectives • Assessment center • Human resources accounting • Behaviorally anchored rating scale • 360-degree feedback • Psychological appraisals
3	Judgmental methods	• Behaviorally anchored rating scale • Rating scales • Ranking • Rating
4	Scaling methods	• Checklist • Graphic rating scales • Behaviorally anchored rating Scale
5	Narrative methods	• Free essay method • Critical incident method • Confidential reports • Comparative methods • Paired comparison

		• Ranking • Forced distribution method • Forced choice method
6	Rating methods	• Checklist • Rating scales • Behaviorally anchored rating scale
7	Behavioral methods	• Behaviorally anchored rating scale

- **Methods based on predefined goals** depend on an agreement between the employee and the supervisor on the goals to be achieved and the specified time. The method evaluates the predefined goals and how these goals are monitored in accordance with the goals of the organization until the end of the specified period (Venclová et al., 2013, pp. 20–36).
- **The critical incident method** is the most used method in the class of traditional methods and is based on keeping negative and positive records of the actions related to an employee's performance. The method measures whether an action is successful or unsuccessful (Venclová et al., 2013, pp. 20–36).
- **The rating scales method** is one of the judgmental methods and usually evaluates the performance and behavior of an employee according to a predefined scale. It is simple and can evaluate several employees at a time (Venclová et al., 2013, pp. 20–36).
- **The behaviorally anchored rating scale (BARS) method** is a scaling method that evaluates successful performance at work. The BARS method measures the quality and quantity of an employees' performance. It focuses on measuring whether the tasks are fulfilled within the specified time and with the required quality (Venclová et al., 2013, pp. 20–36).
- **The 360-degree feedback method** is a method of performance appraisal using feedback from all angles (360 degrees). It is one of the modern methods of performance appraisal, in which an employee

is evaluated by his or her direct manager, colleagues, and subordinates, as well as by the customers who deal with him or her. It is a complex system that is applied only in major companies, but it is a system that helps evaluate an employee from all sides, which gives credibility to the evaluation process, without bias on the part of the direct manager, whose opinion is the basis for the evaluation process in the next method (Venclová et al., 2013, pp. 20–36).

- **The ranking method** is one of the narrative methods and focuses on the rank of an employee's performance value to the organization compared with the rank of other employees doing the same work. When this method is applied, the ranking starts with the best employee and the worst one, and then the rest of the employees is ranked in-between (Venclová et al., 2013, pp. 20–36).

2.2.6 Methods for Measuring Performance in the Gas Company

The gas company uses two ways of measuring performance in the company. These methods are:

1. The pairwise comparison method (Narrative methods):

It is also a modified method for the simple arrangement method and is sometimes called the binary comparison method or pairing, where a comparison is made for each employee with the employees in the same job as one group and by comparing the performance of the employee in general with the performance of the group members individually and in pairs, each time one of them is given preference and from Then the list is transferred to the evaluation process (the supervisor) to the second employee in the group, and his performance is compared with the performance of the group members one by one, and so on until the group ends, and then the final evaluation of the employee is determined based on the number of times he obtained a preference within the group. This method also does not differ from the simple arrangement method in advantages, disadvantages and

objectives, as it is another method modified for the simple arrangement method. However, it exceeds the simple ranking method on the side of defects in that it requires comparisons in large numbers, which consumes the time and effort of the evaluation process (Venclová et al., 2013, pp. 20–36).

2. Forced distribution method (Traditional methods):

Where the employees are distributed according to the normal curve of the moderate distribution, which is usually concentrated at the middle, while at the edges it is few and decreases more the further away from the middle. The distribution is usually 50% in the middle, representing good performance, and 15% at the two ends (right and left) representing very good performance. Satisfactory performance, respectively, representing 10% at the extremes. High performance and low performance for employees in general. The evaluation process (supervisor) is forced to compulsorily distribute employees on the curve to match the proportions of the normal distribution curve. In conclusion, after illustrating the job performance concept and the factors that affect it, as well as the performance measurement metrics. Therefore, the gas company must consider the factors that can raise the level of performance of their employees. It is also believed that there should be a fair performance measurement system that is based on balanced and fair metrics and that does not depend on the personal whims and tendencies of supervisors and managers (Venclová et al., 2013, pp. 20–36).

2.3 Job Satisfaction

Nowadays, the world of business is competitive. The ability to compete in the field requires qualified workers and high-quality performance. Many studies have linked job performance with workers' satisfaction in the workplace. These studies have concluded that job satisfaction is one of the main factors that affect the performance in organizations (Dahkoul, 2018, p. 11). Therefore, for organizations to achieve success, they should acquire the factors that positively affect performance. "Many practitioners and researchers viewed job satisfaction as the gap between the expected and the actual gain and as a cluster of evaluative feelings about the job" (Zahari & Shurbagi, 2012, p. 92). The areas that this part of the literature review will consider in this section are the definition of job satisfaction, theories of job satisfaction, factors affecting job satisfaction, and the methods of measuring job satisfaction.

2.3.1 Definition of Job Satisfaction

Many definitions of job satisfaction exist. Some definitions concentrate on factors in the outer environment, while other definitions concentrate on the employees' feelings and the acceptance of the work itself and the reward that employees get from their work. These different definitions reflect the different points of view of the researchers. Khan et al. (2010) stated that job satisfaction is measured in regard to the different factors of the work (p. 46). They viewed job satisfaction through the lens of two variables: environmental factors and personal characteristics. Moreover, they related job satisfaction even to other factors outside the job, such as the social environment and social groups. Therefore, Khan et al.'s definition of job satisfaction relates employees' satisfaction to factors inside and outside the work environment. In contrast, Sree and Satyavathi (2017) concentrated on

the emotional state and the “satisfaction” or “dissatisfaction” derived from work. They defined job satisfaction as “the good or bad emotions that comes from the employee’s achievement of job values which reflects the like or dislike about the job” (p. 85). Bushra et al. (2011) stated that job satisfaction is the emotional response of an employee to his or her job or the work environment as a result of experiences. They added that “job satisfaction expresses the individual's feeling of satisfaction while doing the work and his general acceptance of the surrounding job factors” (p. 262). They related job satisfaction to the impacts of the work environment and the nature of the work on the emotions of an employee, so the employee may feel satisfied or dissatisfied.

Dahkoul (2018) related job satisfaction to the fulfillment of an employee’s needs. He stated that “the term job satisfaction expressed the positive feeling that the employee feels in general about his work, due to the fulfillment of his needs and desires to work, as it is one of the basic goals that most institutions seek to obtain because of its role in increasing the productivity of workers and motivating them” (p. 12). He added that job satisfaction is achieved through respect and recognition paid to the employees by their organizations. Thus, Dahkoul regarded satisfaction as a result of the fulfillment of needs and as a reason for high performance and the achievement of personal and organizational goals. On the other hand, Stephen and Ayagas (2014) viewed job satisfaction as “a psychological feeling of contentment and satisfaction, or happiness to satisfy the needs, desires and expectations of the work itself and the work environment, and other relevant indicators alike” (pp. 11–12). Hee et al. (2018) agreed with the definition of Stephen and Ayagas and stated that job satisfaction reflects the state of an employee in an organization, which ranges between positive and negative feelings toward the work (p. 333).

In conclusion, based on the previous definitions, I can define job satisfaction as the state of emotional pleasure that an employee feels in his or her workplace. This emotional pleasure results from the encouragement that the employee receives in the workplace, the fulfillment of his or her needs, and the respect and recognition paid to the employee. As a result of these pleasurable feelings, the employee does his or her best to achieve personal and organizational goals, and the employee's punctuality and loyalty are increased.

2.3.2 Importance of Job Satisfaction

Many studies have dealt with the importance of job satisfaction in improving organizations. One of these studies is the one conducted by Sila and Sirok (Sila, E. & Sirok, K., 2018, pp. 111 - 136) stated the following points, which signify the importance of job satisfaction to employees, employers, the workplace, production, and society in general.

- Job satisfaction is of great importance to employers because knowing the feelings of employees and their attitudes toward the work environment makes the administrative management aware of the factors that cause employees to be dissatisfied so that they can try to avoid them in the future.
- Job satisfaction is regarded as one of the causes of comfort and psychological relief for workers. Employees who feel job satisfaction are free of tension in the work environment, so they do not suffer from stress or anxiety, which affects the level of performance and production. Therefore, job satisfaction supports psychological balance and directly affects the physical performance of employees.
- Job satisfaction in the workplace decreases the rates of absenteeism and leaving work, decreases the rates of complaints and conflicts, and

improves the relationship between the employees and the management.

- Job satisfaction can significantly raise the degree of organizational loyalty and commitment.
- Job satisfaction helps achieve psychological and social harmony among employees.
- Job satisfaction helps employees to succeed and achieve at work.
- Job satisfaction affects the employee, the organization, and society. The effect on the employee is that it drives him or her to development, creativity, and innovation. The effect on the organization is that it reduces production costs because of high employee attendance. The effect on society in general is that it leads to higher productivity and higher rates of growth and development.

2.3.3 Theories of Job Satisfaction

Although many theories exist that tried to explain job satisfaction, they can be divided into two categories, as mentioned by Unutmaz (2014): the content theories and the process theories (pp. 10–21). Figure 2.1 shows these theories.

2.3.4 Content Theories of Job Satisfaction

The content theories of job satisfaction are based on the factors that motivate employees at work. First, an employee identifies his or her needs and goals and then tries to satisfy these needs by performing effectively. These requirements need to be fulfilled and satisfied by the employee. These content theories let the managers of organizations know what the factors and needs are that motivate employees to work effectively (Khan et al., 2010, p. 47).

- **Maslow's hierarchy of needs:** Maslow built his theory on the basis of human needs, which are categorized into five main categories. These needs are all human activities and must be fulfilled by humans: (1) the physiological or basic needs, which are the needs for human survival, such as shelter, water, sleep, and warmth; (2) safety needs, which include the needs for protection and rules and policies that bring stability; (3) the needs concerned with affection, which include friendship, family relationships, affection, and group work; (4) the needs related to the ego, such as self-esteem, respect, and authority; and (5) the self-actualization needs, such as self-fulfillment, personal progress and success, and development and experience (Khan et al., 2010, p. 48). Maslow's theory formed the basis of job satisfaction theory and motivated other researchers to form their theories about job satisfaction.

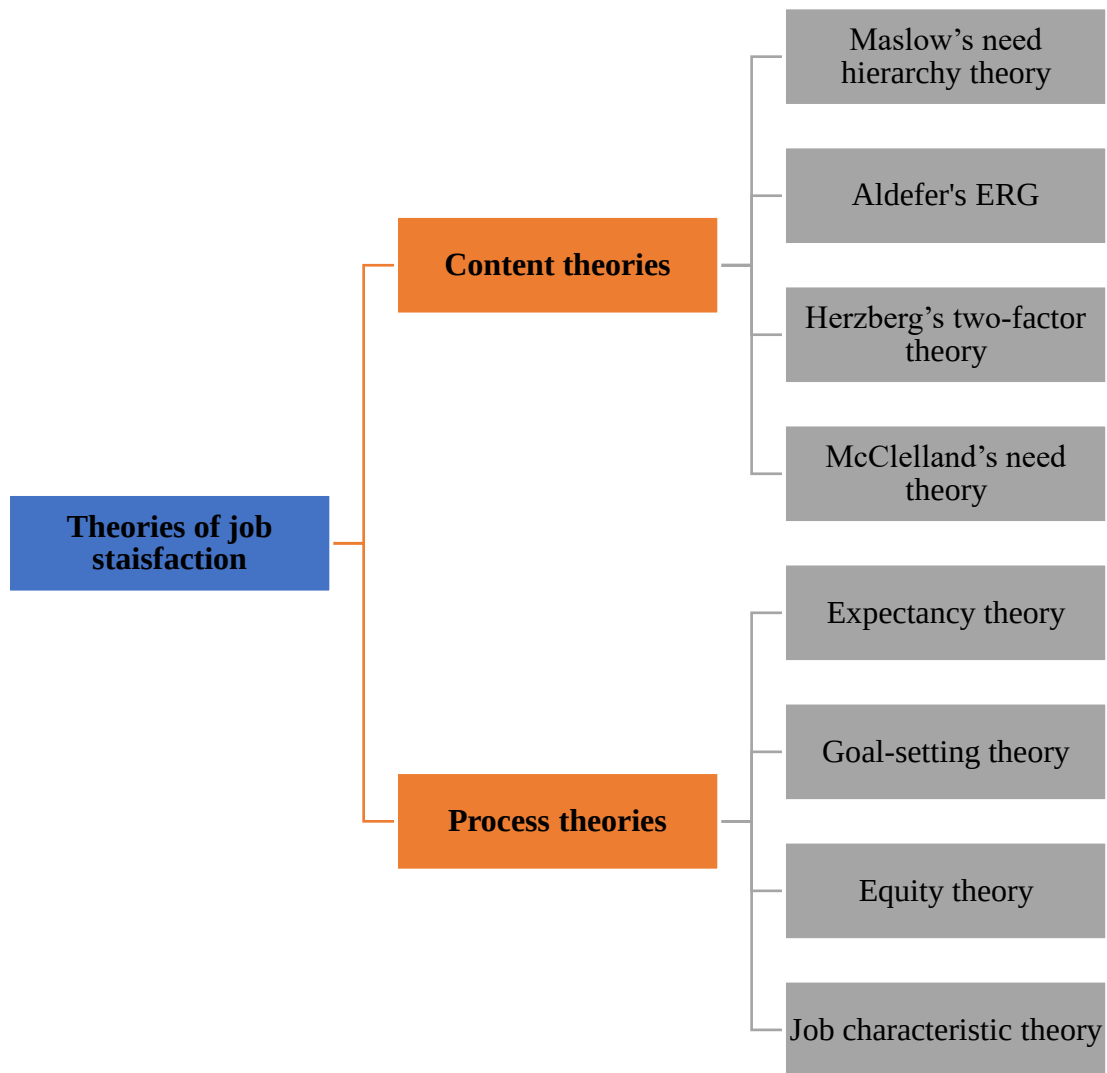


Figure 2.1 Theories of Job Satisfaction (Unutmaz, 2014, pp. 10–21)

- **The ERG theory, due to Clayton Alderfer (1969):** Alderfer developed his theory of existence-relatedness-growth (ERG) in 1969. The ERG theory is based on Maslow's theory of human needs. Alderfer saw that the five-category needs of Maslow can be shortened into three categories only: (1) the existence or survival needs, which are similar to Maslow's category of physiological and safety needs; (2) relatedness needs, which include interpersonal relationships and which are similar to Maslow's esteem needs; and (3) growth needs, which involve the realization of one's potential and which resemble Maslow's category of esteem needs (Khan et al., 2010, pp. 50–51).

- **Herzberg's two-factor theory:** Herzberg's theory of motivation is based on two main dimensions: motivators and hygiene factors. Herzberg saw that certain factors can motivate employees to gain satisfaction in the workplace, and he called these factors motivators. These motivators create satisfaction among employees and represent the need for self-actualization and personal refinement. The motivators are based on the internal feelings of a person, and they include the work itself and the person's involvement in the work. Moreover, they include the changing status of an employee due to promotion, progress, and innovation. The so-called hygiene factors, which cause dissatisfaction, are administration, salaries, working conditions, and supervision. These factors can bring dissatisfaction to employees (Stephen & Ayagas, 2014, pp. 12–13).
- **McClelland's need theory:** McClelland developed his achievement theory from 1951 to 1961. He stated that a person can achieve success through some motives and distinguished three interrelated types of motives or psychological needs: (1) the need for affiliation, which means that a person wants to interact with people in the workplace cooperatively rather than competitively and to create good social relationships with them; (2) the need for power, which means that a person wants to control others and to have an impact on them to regulate his or her situation; and (3) the need for achievement, which stimulates an employee to excel and succeed and achieve high levels of performance at work. This last need requires encouragement and feedback about performance (Khan et al., 2010, p. 50).

2.3.5 Process Theories of Job Satisfaction

While content theories focus on the factors and needs that must be fulfilled by employees, the process theories concentrate on how these needs are fulfilled: that is, the process of satisfying these needs (Khan et al., 2010, p. 51). The following process theories can be distinguished:

- **Expectancy theory:** Edward C. Tolman presented his expectancy theory in the 1930s. This theory is based on the concept of expectations; in other words, a person performs a certain action and expects a certain result. The expected results drive humans to perform certain actions in order to reach certain objectives and desired aims. For example, if an employee needs more money, he or she will work overtime and expects that this behavior will lead to the desired result of getting the needed money (Khan et al., 2010, p. 51; Stephen & Ayagas, 2014, p. 13).
- **Goal-setting theory:** Locke and Latham developed the goal-setting theory, which is based on the principle that setting goals is one of the most important factors that affect job satisfaction. Therefore, setting goals focuses on the importance of specific goals in gaining motivation and job satisfaction. In this process of goal setting, employees need to fulfill these goals to satisfy their desires and aspirations. At this point, the work of employees is concentrated on the desire to fulfill the set objectives and goals, which can be either personal or related to the organization (Khan, et al., 2010, p. 52).
- **Equity theory:** From 1963 to 1965, Adams developed the equity theory, which is considered a motivation theory combined with satisfaction. The main idea behind the equity theory is the balance between the input and the outcome. The employees' input involves factors such as the level of education, age, experience, proficiency,

accountability, and effort. In return for these input factors, the employee expects certain outcomes, such as performance, a good salary, a suitable workplace, promotion, acknowledgments, and respect. If the input and the outcomes are balanced, the employee will be satisfied. Conversely, if the input and the outcomes are not balanced, the employee will be dissatisfied (Khan et al., 2010, p. 51; Stephen & Ayagas, 2014, p. 14).

- **Job characteristic theory:** The job characteristic theory relates job satisfaction to the characteristics of the job. Therefore, satisfaction is affected by the characteristics of the task, the workers, and the organization. According to this theory, job satisfaction is affected by three job characteristics: “experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of the actual results of the work activities” (Khan et al., 2010, p. 53).

2.3.6 Factors Affecting Job Satisfaction

After this brief presentation of the theories of job satisfaction, it is possible to state the factors that can affect the employees’ satisfaction. These factors can be listed as follows:

- **Job security:** The first important factor that affects job satisfaction is the psychological state of the employee in the workplace. An employee who feels that his or her position is secure, works in a safe environment, has good relationships with co-employees and supervisors, operates secured machines and tools, and has a good salary will feel satisfied with the job. On the other hand, an employee who feels weak and helpless and threatened in the workplace feels dissatisfied and looks for a better place (Sittisom, 2020, pp. 126–127).

- **Using skills and abilities:** Another factor that affects employees' satisfaction in the workplace is the opportunity that the working environment can provide for the employees to use their skills and abilities effectively. When employees receive education and training, they want to use their skills and experience at work, and they will feel satisfied if they have a chance to practice what they have learned. On the other hand, if they do not have a chance to apply what they have learned, they will not feel satisfied in their work environment (Inuwa, 2016, pp. 93–94).
- **People management:** Another factor that affects employee satisfaction is administrative management and human resources. If management and human resources acknowledge and respect the contributions of the employees to the development and advance of the organization, the employees, in their turn, will feel satisfied and committed to the organization, so the turnover of employees will be low. Creating an atmosphere of assurance and support facilitates job satisfaction, resulting in high-standard performance (Anastasios et al., 2019, pp. 175–176).
- **Compensation and payment:** The main factor for employees' satisfaction at work is financial payments. When employees feel that they are well paid and that their education and experience have been taken into account when compensating them with money, they will feel completely satisfied. Moreover, being promoted and getting a payment increase positively affect their motivation and efforts to achieve the goals of the organization. On the other hand, if the payment does not meet the employees' living expenses and their experience and efforts, they will be dissatisfied (Hee et al., 2018, p. 6, 336).

- **Supervisor support:** Supervision plays an important part in job satisfaction. Supervisors are supposed to care for, support, and guide the employees. If the employees feel that they are supported, encouraged, appreciated, and cared for, they will realize that the management and supervisors pay attention to their work and support them when needed. In this way, the employees will feel committed to, and satisfied with, their work (Sittisom, 2020, pp. 126–127).
- **Working environmental conditions:** Working environmental conditions play a vital role in employees' satisfaction. The working environmental conditions include offices, furniture, tools, and machines. If these conditions are suitable and encouraging, the employees will feel satisfied, and they are motivated to reach high standards of job performance, job achievement, and productivity (Sittisom, 2020, pp. 126–127; Anastasios & Prodromos, 2018, pp. 173–174).
- **Job characteristics (enrichment):** There is another factor that affects the attitude of employees toward job satisfaction. This factor is called job enrichment or job characteristics. The management of an organization should vary the job characteristics for the sake of discovering the employees' abilities and capabilities. These variations are called job enrichment, which includes skill variety, task identity, task significance, autonomy, and feedback. When employees can perform different tasks that suit their abilities and get feedback about their performance, they will feel satisfied with their work and their outcome (Inuwa, 2016, p. 93).
- **Relationship with coworkers:** It is important to have a cooperative working atmosphere. Workers deal with other workers and need their help and support. If the working environment comprises help,

support, caring, and pleasant relationships, then the workers will increase productivity and will be satisfied with their work and their work relationships (Munir & Rahman, 2016, p. 421; Hee et al., 2018, p. 6).

- **Job duties:** The job-related duties may lead to job satisfaction or dissatisfaction. Some job duties are manageable, and the employees can easily accomplish them; these duties ensure job satisfaction. On the other hand, some duties are difficult, and the employees find them discouraging and frustrating; these types of duties do not suit the employees' abilities and experience and lead to job dissatisfaction (Anastasios & Prodromos, 2018, pp. 173–174).
- **Flexibility to balance life and work:** Creating a balance between life and work leads to satisfied employees. Most employees have personal family issues outside work, and if they can balance family and work issues, they will feel satisfied. This balance will be created by the flexibility that the workplace can provide for the employees if they have certain issues outside work. This type of flexibility ensures that employees do not feel pressurized (Anastasios & Prodromos, 2018, pp. 173–174).
- **Educational qualifications:** Employees have different qualifications, abilities, and skills. They need to utilize these skills and qualifications effectively. Employees who are given tasks that suit their education will feel satisfied. If highly qualified employees are not given suitable tasks relative to their qualifications and skills, they will regard the tasks as repetitive, and this will create a feeling of dissatisfaction (Abuhashesh et al., 2019, p. 5).

2.4 Research Conceptual Framework

Investigating the impact of transformational leadership innovation on organizational performance and job satisfaction in a gas company in Bahrain is the aim of this current study. In this study, there are three variables: transformational leadership innovation, employees' performance, and job satisfaction. Transformational leadership innovation is the independent variable, while employees' performance and job satisfaction are the dependent variables. The study investigates the dimensions of transformational leadership innovation (idealized influence, inspirational motivation, intellectual stimulation, individual consideration and leadership innovation) as independent variables and their impact on employees' performance and job satisfaction as dependent variables in a gas company in the Kingdom of Bahrain. In order to build the conceptual framework of the study, I explored previous studies and theses that investigated the same variables for the sake of building a comprehensive understanding of the study variables.

2.4.1 Leadership, Transformational Leadership, Innovation, Performance, and Job Satisfaction

Leadership is the ability to motivate and arouse the interest of a group of individuals and to release their energies toward achieving the desired goals effectively and enthusiastically. Leadership can also be defined as the special ability of a leader to direct others in a way that can win their obedience, respect, and loyalty; sharpen their enthusiasm; and create cooperation between them in order to achieve a goal (Robbins & Judge, 2013). According to Ritawati (2013), leadership is the process of creating meaningful direction for employees and stimulating activities for the purpose of fulfilling the organization's goals. There are many styles of leadership, such as transformational, transactional, autocratic, charismatic,

bureaucratic, and democratic leadership. Researchers have tried to explore the impact of these different leadership styles on other variables, such as job satisfaction, loyalty, performance, motivation, and job retention. ***Transformational leadership***, the independent variable, is one of these leadership styles. Putra and Subudi (2015) stated that transformational leadership can be regarded as the method that a leader adopts to influence the behavior of his or her followers (individuals or groups). Because a leader has a clear vision of the organization's mission and required changes, the leader has the ability to create excitement in his or her followers in a way that earns their trust and loyalty and that motivates them toward realizing, accepting, and committing to those changes. Robbins and Judge (2013) added that transformational leaders motivate employees to achieve better in favor of the organization. ***Innovation*** in leadership and its impact on team performance was the interest of Christiano et al. (2018). They defined innovation as a new finding in products, quality, production methods, markets, resources, and organizational structure. They stated that two types of factors can create an innovative growth environment within an organization: internal and external factors. Internal factors refer to how organizations promote, introduce, and reward (e.g., bonuses) creative ideas that arise from members of the organization. External factors refer to how firms provide the necessary knowledge from external firms. Regarding the dependent variables, Ebrahim Al Khajeh (2018) stated that the concept of ***performance*** means the outputs and goals that the organization seeks to achieve through its employees. Thus, this concept reflects each of the goals and the means necessary to achieve them; that is, the concept links the aspects of activity and the goals that organizations seek to achieve through tasks and duties performed by workers within those organizations. Moreover, Thamrin (2012) stated that job satisfaction consists of all the good feelings that a worker feels toward the institution or facility in which

he or she works and that help turn the work into a real pleasure. In another definition, job satisfaction is defined as a state of acceptance and the employee's feeling of safety and stability in the work environment. Based on the definitions of the study variables, it is clear that there are relationships between these variables. Many studies have explored these relationships.

2.4.2 Transformational Leadership, Performance, and Job Satisfaction

Ebrahim Al Khajeh (2018) conducted an empirical study to examine how leadership styles can affect organizational performance. The focus of the study was to investigate the impact of six leadership styles (charismatic, bureaucratic, transactional, transformational, autocratic, and democratic) on organizational performance. The results of the study showed that the first three leadership styles (charismatic, bureaucratic, and transactional) have a negative impact on organizational performance, while the second three (transformational, autocratic, and democratic) have a positive impact on organizational performance.

Another study conducted by Thamrin (2012) aimed to analyze the effect of transformational leadership and organizational commitment on job satisfaction and employee performance. The study used a descriptive correlational approach. The people who took part in this study were 105 employees of a shipping company in Jakarta, Indonesia, who had worked there for at least 5 years. The study used a structured equation model (SEM) to analyze the data. The results showed that transformational leadership has a significant positive impact on both organizational commitment and employee performance. However, the results also showed that the transformational leadership style has no impact on job satisfaction. On the other hand, the study proved that organizational commitment positively affected both job satisfaction and employee performance. Moreover, job

satisfaction was shown to have a statistically significant impact on the performance of the employees.

A study conducted by Fatima et al. (2011) aimed at investigating the impact of transformational leadership on employees' satisfaction and organizational commitment in the banking sector in Pakistan. The study was an empirical study that used a Likert questionnaire. The sample consisted of three banks. In total, 200 questionnaires were delivered, of which 133 were valid and complete. The study concluded that transformational leadership had a positive impact on satisfaction and organizational commitment. The results of this study contradict the results of Thamrin's (2012) study, which showed a negative relationship between transformational leadership and job satisfaction.

Another study on transformational leadership and job satisfaction was conducted by Ibrahim and Adel (2012). The main objective of the research was to measure the impact of the intermediate variable of organizational culture on the relationship between transformational leadership and job satisfaction in a gas and oil company (NOC) in Libya. The data were collected by a questionnaire. The sample was selected randomly and consisted of 50 employees. The data collected were analyzed by SPSS software. The findings of the study showed a positive impact of transformational leadership on job satisfaction and organizational culture.

2.4.3 Transformational Leadership, Innovation, and Performance

Many studies explored the relationships between transformational leadership, innovation, and performance. Rizki et al. (2019) conducted a study aimed at analyzing the effect of transformational leadership and organizational culture on innovative behavior and employee performance in PT Bank Danamon Indonesia. In this study, the independent variables are

transformational leadership and organizational culture, while the dependent variables are innovative behavior and employee performance. The data were collected through a questionnaire, which was distributed to a sample of 100 people from a total population of 229 employees. The study used structural equation modeling (SEM) to analyze the data. The study concluded that transformational leadership has a significant effect on organizational culture, that a company's culture is significantly affected by innovative behavior, and that innovative behavior has a significant effect on employee performance in PT Bank Danamon Indonesia.

Another study by Christianto et al. (2018) examined the impact of innovation on the relational effect of both transactional and transformational leadership styles on team performance in the PropNext Reality company in Indonesia. The sample consisted of 30 teams, and each team consisted of three persons. The study showed a positive impact of innovation on team performance. In addition, the study found a positive mediator role of innovation in the relational effects of transformational leadership, while transactional leadership has no statistical impact on team performance.

Some more studies explored innovation in leadership and its impact on organizational performance. Pejman et al. (2016) conducted a study to explore the impact of both transformational and transactional styles on organizational performance by considering two types of innovation: exploratory and exploitative. The study was held in a production company in Iran. The study adopted a quantitative approach using a questionnaire. The sample consisted of 401 respondents. The study used structural equation modeling (SEM) implemented in LISREL software to analyze the data and to test the hypotheses. The results of the study showed that the relationship between transformational leadership and exploratory innovation is positive, whereas that between transformational leadership and exploitative

innovation is negative. Moreover, the study found a positive impact of transactional leadership on exploitative innovation and a negative impact of transformational leadership on exploratory innovation.

Another study by Karimi and Morshedi (2015) used organizational innovation as the dependent variable and transformational leadership as the independent variable. The research aimed at measuring the impact of transformational leadership on organizational innovation in Islamic Azad University (Qom Branch) (IAUQB), Iran. It was a descriptive correlational study. The population consisted of 175 faculty members of IAUQB. To collect the data, the researchers used a questionnaire. The study concluded that there is a positive relationship between transformational leadership and organizational innovation. Further, the results showed that the dimension of idealized influence has the highest impact on organizational innovation.

Another study conducted by Tebogo and Renier (2015) investigated the impact of leadership styles on the relationship between innovation and organizational performance. The study was a descriptive study that explored 31 major research databases using a systematic literature review. Only seven journal articles were found that linked leadership styles with innovation and organizational performance. The study concluded that innovation has a positive impact on organizational performance and that transformational leadership has a positive relationship with innovation and organizational performance. Moreover, transactional leadership positively affects innovation.

A study conducted by Mohammad (2013) aimed at investigating the impact of transformational leadership (the independent variable) on employees' well-being and innovation (the dependent variables). In order to achieve the goals of the study, a survey was created and distributed among 500 students studying management in Tehran, Iran. The number of returned valid

questionnaires was 380. The results of the study showed that the leader's active empathetic listening and psychological safety fully mediated the influence of transformational leadership on innovative work behavior. Moreover, these factors partially mediated the influence of transformational leadership on employees' well-being.

Finally, there are two studies that are similar to my study in terms of the independent and the dependent variables—namely, a study conducted by Sebahattin et al. (2014) and one by Sarminah (2012). The first study explored the effect of leadership styles, including transformational leadership, transactional leadership, and innovativeness, on business performance. The study found a positive relationship between the variables and concluded that innovativeness, transformational leadership, and transactional leadership each have a strong effect on business performance. The second study, by Sarminah, aimed at investigating the relationships between the following three variables: innovation, transformational leadership, and organizational performance. The study adopted a correlative descriptive approach using a questionnaire. The sample consisted of 150 managerial staff in logistic companies in Malaysia. The SPSS program was used to analyze the data and to test the hypotheses. The study results showed that transformational leadership and innovation had a positive impact on organizational performance. Moreover, the study found that transformational leadership and service in innovation have the most influence on organizational performance (Sarminah Samad , 2012).

2.4.4 Previous Studies

Regarding the main variables of the study (transformational leadership innovation, employees' performance, and job satisfaction), I explored the previous studies and summarized their main points to help develop the current study. These studies, followed by some comments, are introduced in Table 2.2.

Table 2.2 Previous Studies

No.	Author/s		Rizki et al. (2019)
1	Research Objectives		To analyze the effect of transformational leadership and organizational culture on innovative behavior and employee performance in PT Bank Danamon Indonesia
	Variables	Independent	Transformational leadership and organizational culture
		Dependent	Employees' innovative behavior and performance
	Methodology	Approach	Quantitative approach
		Tools	▪ Questionnaire ▪ Random sampling technique ▪ Sample of 100 people from a total population of 229 employees. ▪ Structural equation modeling (SEM)
	Findings		▪ Transformational leadership affected organizational culture. ▪ Transformational leadership does not influence innovative behavior. ▪ Innovative behavior affected organizational culture and employee performance in PT Bank Danamon Indonesia.
No.	Author/s		Christianto et al. (2018)
2	Research Objectives		To examine the role of innovation in the effects of transactional and transformational leadership on team performance at Prop Next Reality Indonesia
	Variables	Independent	Innovation leadership
		Dependent	Team performance
	Methodology	Approach	Quantitative approach
		Tools	▪ Samples consisting of 30 teams, with 3 persons in each team ▪ Questionnaires and personal interviews

			PLS analysis to test hypotheses
	Findings		- Transactional leadership has no significant effects on team performance. - Innovation can mediate the relationship between transactional or transformational leadership and team performance.
No.	Author/s		Ebrahim Al Khajeh (2018)
3	Research Objectives		This study examines the impact of leadership styles on organizational performance. The focus was on six major leadership styles: transformational, transactional, autocratic, charismatic, bureaucratic, and democratic.
	Variables	Independent	Leadership styles
		Dependent	Organizational performance
	Methodology	Approach	Quantitative approach
		Tools	Questionnaire
	Findings		- Democratic, transformational, bureaucratic, and autocratic leadership styles have a positive impact on organizational performance. - Charismatic, bureaucratic, and transactional leadership styles have a negative relationship with organizational performance. - Transformational, autocratic, and democratic leadership styles, on the other hand, have a positive relationship with organizational performance.
No.	Author/s		Dingxiang and Xiaobao (2017)
4	Research Objectives		To determine the effect of transformational leadership on the service innovation of government departments
	Variables	Independent	Transformational leadership
		Dependent	Government service innovation
	Methodology	Approach	Quantitative approach
		Tools	- A questionnaire applied to government leaders and department staff - SPSS19.0 and LISERL8.0 to analyze the data and verify the hypothesis.
	Findings		The four dimensions of transformational leadership have different effects on the service innovation of government departments.
No.	Author/s		Jane (2017)
5	Research Objectives		To determine the effect of transformational and transactional leadership on SME innovation performance
	Variables	Independent	Transformational and transactional leadership

		Dependent	Innovation performance
	Methodology	Approach	Explanatory research
		Tools	A questionnaire was used to collect data from a sample of 290 SMEs, which were randomly selected.
	Findings		Transformational leadership and transactional leadership had a significant and positive effect on SME innovation.
No.	Author/s		Pejman et al. (2016)
6	Research Objectives		To investigate the relationship between leadership styles (transformational and transactional) and organizational performance by considering innovation (exploratory and exploitative) in manufacturing companies in Guilan province, Iran
	Variables	Independent	Leadership styles
		Dependent	Organizational performance
	Methodology	Approach	Descriptive approach
		Tools	- The sample size was estimated to be 401 by using Cochran's formula. - A questionnaire was distributed among the managers of the manufacturing companies. - Structural equation modeling was used by LISREL software to test hypotheses.
	Findings		- There is a positive relationship between transformational leadership and exploratory innovation, but there is a negative relationship between transformational leadership and exploitative innovation. - There is a negative relationship between transactional leadership and exploratory innovation, and there is a positive relationship between transactional leadership and exploitative innovation.
No.	Author/s		Fariba and Zohreh (2015)
7	Research Objectives		Investigating the relationship between transformational leadership and organizational innovation in Islamic Azad University (Qom Branch) (IAUQB)
	Variables	Independent	Transformational leadership
		Dependent	Organizational innovation
	Methodology	Approach	Descriptive correlational study
		Tools	The population under study consisted of all the 175 faculty members of IAUQB.

			A questionnaire was applied to a random sample of 120 faculty members.
	Findings		- There was a relationship between organizational leadership (and its variables) and organizational innovation. - Idealized influence was the best predictor of organizational innovation.
No.	Author/s		Tebogo and Renier (2015)
8	Research Objectives		To consolidate the published scientific knowledge about the impact of leadership styles on the relationship between innovation and organizational performance
	Variables	Independent	Leadership styles and innovation
		Dependent	Organizational performance
	Methodology	Approach	Systematic literature review
		Tools	In 31 major research databases, only seven journal articles were identified that examined the links between leadership, innovation, and organizational performance.
	Findings		- Innovation is significantly and positively related to superior organizational performance, whereas transformational leadership style is significantly and positively related to innovation. - Transformational leadership, by contrast, is mostly associated with organizational performance.
No.	Author/s		Mohammad (2013)
9	Research Objectives		To investigate the impact of transformational leadership on employees' well-being and innovation
	Variables	Independent	Transformational leadership and innovative work behavior
		Dependent	Employee well-being
	Methodology	Approach	Explanatory research
		Tools	A survey method was applied to 500 workers.
	Findings		The leader's active empathetic listening and psychological safety fully mediated the influence of transformational leadership on innovative work behavior, and partially mediated the influence of transformational leadership on employee well-being.
No.	Author/s		Thamrin (2012)
10	Research Objectives		To analyze the influence of transformational leadership and organizational commitment on job satisfaction and employee performance

	Variables	Independent	Transformational leadership and organizational commitment
		Dependent	Job satisfaction and employee performance
	Methodology	Approach	Descriptive correlational approach
		Tools	- A questionnaire was applied to a sample of 150 people. - The data analysis technique used in this study is a structural equation model (SEM).
	Findings		Both transformational leadership and organizational commitment have a positive significant influence on organizational commitment, employees' performance, and job satisfaction.
No.	Author/s		Ibrahim and Adel (2012)
11	Research Objectives		To investigate the effect of organizational culture on the relationship between transformational leadership and job satisfaction
	Variables	Independent	Organizational culture and transformational leadership
		Dependent	Job satisfaction
	Methodology	Approach	Quantitative approach
		Tools	- A questionnaire was applied to a random sample of 50 employees from the National Oil Corporation of Libya. - SPSS software was used to analyze the data and test the hypotheses.
	Findings		The leaders of the National Oil Corporation (NOC) of Libya follow a transformational leadership style to manage their organization. The dominant culture in the NOC is hierarchical. The relationship between transformational leadership style, job satisfaction, and organizational culture is a positive significant relationship.
No.	Author/s		Fatima et al. (2011)
12	Research Objectives		To investigate the relationship between transformational leadership and job satisfaction and organizational commitment of employees working in the banking sector of Lahore (Pakistan)
	Variables	Independent	Transformational leadership
		Dependent	Employees' job satisfaction and organizational commitment
	Methodology	Approach	Descriptive relational research
		Tools	A questionnaire was applied to a random sample of 133 employees.

	Findings		Transformational leadership positively affects job satisfaction and the organizational commitment of employees.
No.	Author/s		Omer et al. (2010)
13	Research Objectives		To investigate the impact of leader–member exchange quality’s (LMX) mediator role on the effects of the transformational and contingent reward leadership styles on employee’s innovative behaviors in the private and public sectors
	Variables	Independent	Transformational leadership and contingent reward leadership styles
		Dependent	Innovative behavior
	Methodology	Approach	Descriptive relational research
		Tools	A questionnaire is applied to a total of 175 people.
	Findings		- Transformational leadership behavior significantly enhances the leader–member exchange quality. - Transformational leadership has no significant impact on the innovative behavior of employees. - Contingent reward leadership has no significant impact on innovative behavior.
No.	Author/s		Victor et al. (2008)
14	Research Objectives		Analyzing theoretically and empirically how a leader’s perceptions of different intermediate strategic variables relate to knowledge (knowledge slack, absorptive capacity, tacitness, organizational learning) and innovation influence on the relationship between transformational leadership and organizational performance
	Variables	Independent	Transformational leadership
		Dependent	Organizational performance through knowledge and innovation
	Methodology	Approach	Empirical study
		Tools	Interviews, and a questionnaire applied to 900 randomly selected organizations
Findings		Transformational leadership also affects organizational performance through knowledge and motivation.	
No.	Author/s		Mark (2008)
15	Research Objectives		To explore the relationship between transformational leadership and employees’ innovative work behavior
	Variables	Independent	Transformational leadership

		Dependent	Innovative work behavior
	Methodology	Approach	Descriptive correlational study
		Tools	Data were gathered within four Australian hospitals, generating a data set of 335 respondents.
	Findings		There is a positive and significant relationship between transformational leadership and innovative work behavior.
No.	Author/s		Crawford and Hays (n.d.)
16	Research Objectives		To understand the relationship between leadership and innovation
	Variables	Independent	Leadership
		Dependent	Innovation
	Methodology	Approach	Descriptive relational research
		Tools	A questionnaire was applied to 238 university students and workers.
	Findings		There is a strong relationship between transformational leadership and innovation.
No.	Author/s		Lale and Aruz (n.d.)
17	Research Objectives		To investigate the impact of transformational leadership on organizational innovation
	Variables	Independent	Transformational leadership
		Dependent	Organizational innovation
	Methodology	Approach	Descriptive correlational study
		Tools	Two questionnaires were applied to 163 employees and 43 managers in micro- and small-sized Turkish entrepreneurial businesses.
	Findings		There is a positive influence of transformational leadership on organizational innovation.
No.	Author/s		Elisabeth et al. (n.d.)
18	Research Objectives		To investigate the impact of transformational leadership and context on innovation
	Variables	Independent	Transformational leadership and context
		Dependent	Innovation at work
	Methodology	Approach	Descriptive correlational study
		Tools	A questionnaire was conducted in a large Australian manufacturing company employing over 2200 employees.
	Findings		Context did not mediate the relationship between transformational leadership and innovation. Only individual consideration had a direct effect on innovation and inspirational motivation.

2.4.4.1 Comments on Previous Studies

As a result of this exploration of studies concerning the variables of the current study (transformational leadership innovation, employees' performance, and job satisfaction), I can extract the following main points:

- Most of the studies that were explored were related to the current study and employed the same variables.
- Most of the studies found a positive relationship between transformational leadership and employees' performance (e.g., Ebrahim Al Khajeh, 2018; Thamrin, 2012; Rizki et al., 2019).
- Several studies showed a positive relationship between transformational leadership and job satisfaction (e.g., XXXX), while one study result was different (Thamrin, 2012), which concluded that transformational leadership has no positive significant influence on job satisfaction. Other studies showed a positive relationship between job satisfaction and performance, with job satisfaction either as an independent variable or as a dependent variable, such as the study by Thamrin (2012), which showed a positive impact of job satisfaction on performance.
- Concerning innovation, studies presented innovation sometimes as an independent variable and sometimes as a dependent one. The study by Rizki et al. (2019) showed a positive relationship between transformational leadership and innovative behavior. In contrast, Pejman et al. (2016) found a positive relationship between exploratory innovation and transformational leadership, while the relationship with exploitative innovation was negative. The study by Christianto et al. (2018) showed a positive impact of innovation on performance, and it also showed that the role of innovation in the effects of transformational leadership on team performance is

positive. Moreover, the study by Tebogo and Renier (2015) revealed that transformational leadership has a positive impact on organizational performance and innovation. Finally, the study by Mohammad (2013) showed that transformational leadership positively affects innovative work behavior.

This short analysis of the conceptual framework reveals that the current study is different from previous studies, for the following reasons:

- To the best of my knowledge, this is the first study on the impact of transformational leadership innovation on performance and job satisfaction in the gas and oil sector in Bahrain.
- The current study will explore the impact of transformational leadership innovation using four subfactors: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, which were used only in some studies. Moreover, the study will add another dimension: leadership innovation.
- The current study will shed light on the importance of transformational leadership and innovation as factors that can enhance job satisfaction and performance in the gas and oil sector in the Kingdom of Bahrain.

2.4.4.2 Impact of Previous Studies on the Current Study

The researcher found the previous studies useful for:

- Defining the study's problem and objectives, formulating questions and developing a theoretical framework for the study.
- At the level of procedures, previous studies contributed to determining the type of sample studied based on what was mentioned in these studies.

- Through examining the previous literature, the researcher benefited from the design of the questionnaire, determining the intended variables and how to measure the variables by employing appropriate statistical analysis methods.

2.5 Oil and Gas industry in Bahrain

Oil and gas have played a major role in changing the social, economic and infrastructure life of the GCC countries. The oil industry has also provided large sums to these countries, enabling them to establish many industrial companies and carry out large investment projects through which citizens were employed, which affected the improvement of their living conditions, meaning that oil had a great impact in changing the features and features of life in countries Arab Cooperation Council for the better (NOGA, 2021).

The National Oil and Gas Authority pays great attention to enhancing the role of the fourth industrial revolution for the oil and gas sector in the Kingdom of Bahrain, because this transformation has a significant impact on all the operations of companies operating in the oil sector and is an integral part of the operational process of this sector through the use of modern methodologies in the field of transformation Digital, big data, artificial intelligence, the Internet of things and other modern technologies that transform all operations in the digital system of oil companies for the growth and prosperity of the oil sector in the Kingdom (NOGA, 2021).

Today we stand on the threshold of a new era of this development, which holds many opportunities for the oil and gas sector in the Kingdom of Bahrain. Digital innovations offer unprecedented possibilities to achieve progress, which will transform and transform the operations of the oil companies affiliated with the National Oil and Gas Authority. With global growth that will increase the demand for oil, gas, petrochemical and energy products (NOGA, 2021).

To enable this major shift in global growth, the National Oil and Gas Authority has been thinking differently and strategically to work in an

unfamiliar and innovative way through the Oil and Gas 4.0 initiative for the oil sector in the Kingdom of Bahrain (NOGA, 2021).

The oil sector represents the main source of income in Bahrain, where the Bahraini production of crude oil reaches 198 thousand barrels per day (about 0.8% of Arab production), according to statistics in 2013. 48 thousand b / d come from the Bahrain field, and 150 thousand from the Abu Safah field. The maritime joint between Bahrain and Saudi Arabia, and the Bahrain Refinery refines more than 274,000 barrels per day, as Bahrain imports the rest of its oil needs entirely from Saudi Arabia, while its production of natural gas reaches 1.9 billion cubic feet per day. Bahrain has succeeded in diversifying its sources of income by establishing advanced projects in the extractive and manufacturing industries, services and financial projects% (MIA, 2021).

Bahrain's production of natural gas and associated gas increased by 1.92% during the past year 2018, reaching 772,637 billion cubic feet, compared to 758,030 billion cubic feet in 2017, according to data from the National Oil and Gas Authority, Bahrain's production of natural gas recorded a growth of 1.6 percent to reach 522.624 billion cubic feet in 2018, compared to 514.389 billion cubic feet in 2017. As for Bahrain's production of associated gas, it grew by 2.6%, reaching 250,013 billion cubic feet. In 2018, compared to 243.641 billion cubic feet in 2017. With regard to the distribution of gas consumption in Bahrain, data indicate that the Electricity Authority and other private electricity companies ranked first in gas production with 230,314 billion cubic feet, or 29.80% of gas production, followed by re-injected with 228.142 billion cubic feet, i.e. At a rate of 29.52%, followed by Aluminum Bahrain "Alba" with an annual consumption rate of 144,767 billion cubic feet, or 18.74% (MIA, 2021).

The figures show that the Bahrain Petroleum Company (Bapco) accounts for 7% of gas production, equivalent to 54.711 billion cubic feet, followed by the Gulf Petrochemical Industry Company (GPIC) in sixth place, with a consumption of 42.797 billion cubic feet, or 5.54%, and then the Steel Company with 21.115 billion cubic feet, equivalent to 2.7% of production, while the rest of the industrial companies operating in the Kingdom of Bahrain obtained the remaining 2.4% of production, distributed under other items with 18.903 billion cubic feet, while the consumption of Banagas Company amounted to 17,533 billion cubic feet equivalent to 2.3% of production, followed by the Gulf Investment Company with 14.354 billion cubic feet, or 1.9% (MIA, 2021).

The reasons for the increase are due to Bahrain's dependence on natural gas in the field of electricity and water production. Gas is also used in major factories in the Kingdom, such as the Bahrain Petroleum Company "Bapco" and the Gulf Petrochemical Industry Company "GPIC" and other companies, in addition to its use in oil extraction. With regard to exports, the total exports of oil derivatives amounted to 90.419 million barrels in 2018, compared to 91.983 million barrels during the same period in 2017, i.e., a decline of 1.564 million barrels, or 1.7%. These exports represent several types of oil derivatives, namely naphtha, Jet fuel, diesel, gasoline, fuel oil, sulfur, liquefied gas, in addition to asphalt (MIA, 2021).

2.6 Chapter Summary

Chapter 2 was a literature review of the research in this field. The chapter explored all the variables that are involved in the current study, as well as leadership definitions and the different styles of leadership. Moreover, it explored transformational leadership with its four dimensions, followed by an exploration of innovation, performance, how performance is measured, and the factors that affect performance. In addition, the chapter covered job satisfaction and its theories. Moreover, there was an investigation of the conceptual framework and the previous studies followed by some comments. Finally, there was a brief presentation of the oil and gas industry in the kingdom of Bahrain.

Chapter Three

Research Methodology

Chapter Three

Research Methodology

3.1 Introduction

The current study employs a quantitative approach. This approach is defined as "explaining phenomena by collecting numerical data that are analyzed using mathematically based methods" (Aliaga & Gunderson, 2000). The main reason for choosing a quantitative approach is that it helps state the problem in specific terms. Moreover, this approach enables the independent and dependent variables to be determined accurately. In addition, a quantitative approach enables following the original set of research objectives in order to reach acceptable conclusions. Furthermore, employing a quantitative approach helps in testing hypotheses and reaching high levels of reliability when using research tools such as observations, surveys, or other manipulations.

3.2 Research Hypotheses

There are three main hypotheses in this research:

First alternative main hypothesis (H1): There is a significant impact of transformational leadership innovation on performance in the gas company in the Kingdom of Bahrain.

- Five alternative sub-hypotheses are derived from this main hypothesis:
 - ✓ H1.1: There is a significant impact of idealized influence on performance in the gas company in the Kingdom of Bahrain.
 - ✓ H1.2: There is a significant impact of inspirational motivation on performance in the gas company in the Kingdom of Bahrain.

- ✓ H1.3: There is a significant impact of intellectual stimulation on performance in the gas company in the Kingdom of Bahrain.
- ✓ H1.4: There is a significant impact of individual consideration on performance in the gas company in the Kingdom of Bahrain.
- ✓ H1.5: There is a significant impact of leadership innovation on performance in the gas company in the Kingdom of Bahrain.

Second alternative main hypothesis (H2): There is a significant impact of transformational leadership innovation on job satisfaction in the gas company in the Kingdom of Bahrain.

- Five alternative sub-hypotheses are derived from this main hypothesis:
 - ✓ H2.1: There is a significant impact of idealized influence on job satisfaction in the gas company in the Kingdom of Bahrain.
 - ✓ H2.2: There is a significant impact of inspirational motivation on job satisfaction in the gas company in the Kingdom of Bahrain.
 - ✓ H2.3: There is a significant impact of intellectual stimulation on job satisfaction in the gas company in the Kingdom of Bahrain.
 - ✓ H2.4: There is a significant impact of individual consideration on job satisfaction in the gas company in the Kingdom of Bahrain.
 - ✓ H2.5: There is a significant impact of leadership innovation on job satisfaction in the gas company in the Kingdom of Bahrain.
- **Third alternative main hypothesis (H3):** There are statistically significant differences between employees' opinions about the impact of transformational leadership innovation on performance and satisfaction due to the employees' demographic variables (job, age, gender, education, and experience).

3.3 Research Conceptual Framework

The purpose of this study is to investigate the impact of transformational leadership innovation on organizational performance and satisfaction in a gas company in the Kingdom of Bahrain. Figure 3.1 presents the conceptual framework of this study.

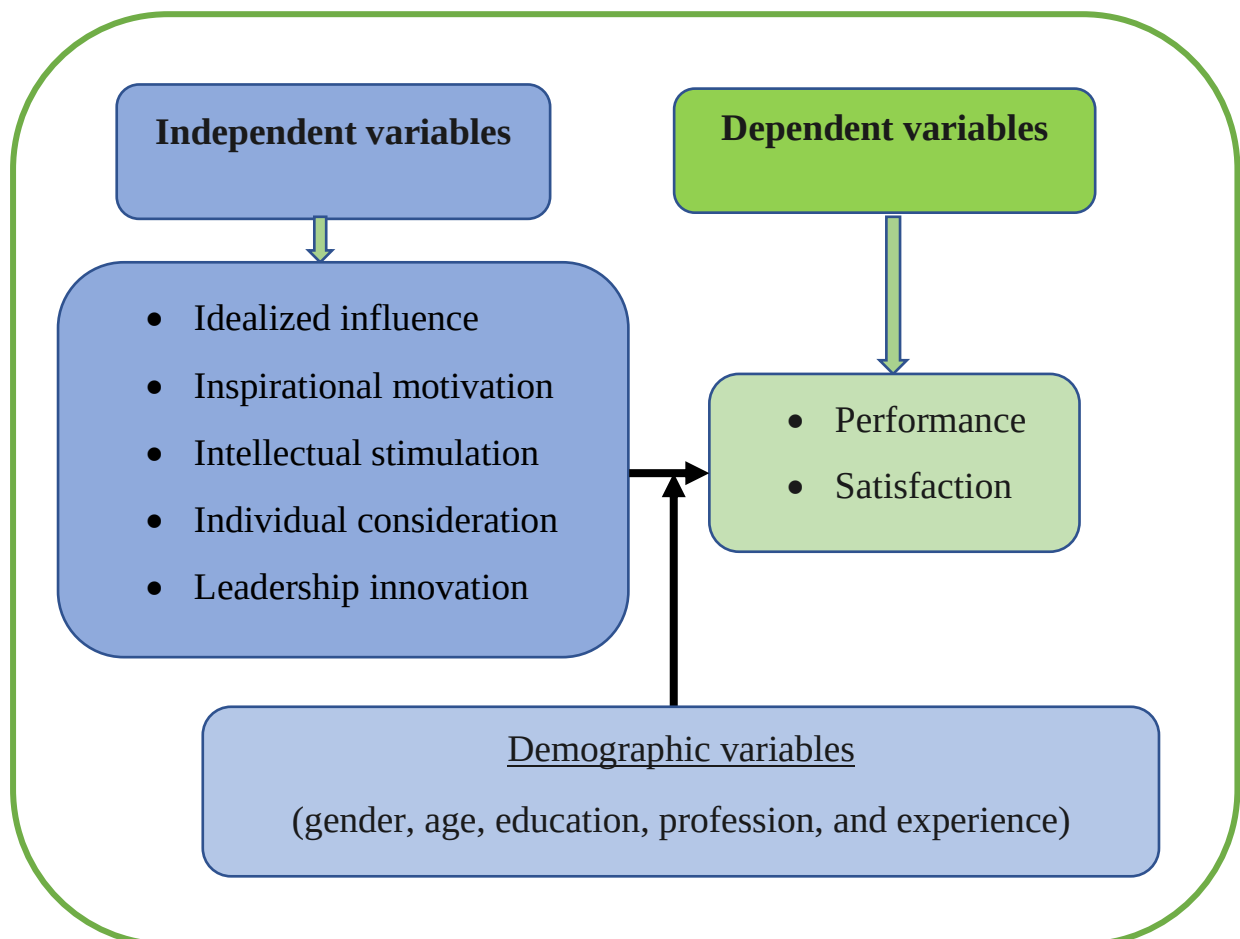


Figure 3.1 Conceptual Framework of the Research

3.4 Operational and Conceptual Definitions of the Variables

- **Leadership**

- **Conceptual definition:** Robbins and Judge (2013) defined leadership as “the ability to influence a group of people to achieve a goal.”
- **Operational definition:** The ability of the leaders in the gas company to influence the employees to achieve the company’s goals.

- **Transformational leadership**

- **Conceptual definition:** Christianito et al. (2018) defined transformational leadership as the kind of leadership “that pays attention to the problem of attaining change in values, beliefs, attitudes, behaviours, emotions, and subordinate needs in order to lead to better change in the future. Transformational leadership changes the value system in followers by developing part or all of the factors that become dimensions in transformational leadership, such as charisma or idealized influence, inspirational motivation, intellectual development or intellectual stimulation, and personal attention or individualized consideration. These elements are often referred to as ‘Four I’s’.”
- **Operational definition:** The type of leadership used in the gas company that pays attention to employees’ values, believes, and emotions. Moreover, the leader uses his charisma to influence the employees in the gas company and uses inspirational motivation, intellectual development or intellectual stimulation, and personal attention or individual

consideration to make changes in the best interest of the gas company's employees.

- **Innovation**

- **Conceptual definition:** Rizki et al. (2019) defined innovation as “an individual behaviour that attempting to introduce new and creative ideas relating to processes, procedures or products. Therefore, innovation includes the introduction and implantation of new creative ideas.”
- **Operational definition:** Leadership behavior that introduces, or encourages employees to introduce, new procedures or creative ideas to achieve the gas company's goals.

- **Performance**

- **Conceptual definition:** Hettiarachchi (2014) defined job performance as “the achievement of the tasks that forms employee's job. Performance includes traits, behaviours and outcomes of the employee.”
- **Operational definition:** The ability of the gas company's employees to accomplish the tasks related to their jobs.

- **Satisfaction**

- **Conceptual definition:** Inuwa (2016) stated that satisfaction is “the feelings of employees concerning their jobs either like or dislike them. Therefore, satisfaction works as an indicator to show if the employee has positive or negative attitudes towards his/her job.”
- **Operational definition:** The extent to which the gas company's employees like or dislike their jobs.

3.5 Research Design and Methodology

It is critical to choose the right research design as it will determine all the steps that follow in the study. Broadly defined, the research design is “the set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem” (Jalil, 2013). The current study is a relational empirical study that investigates transformational leadership innovation and its impact on organizational performance and satisfaction. An empirical research design is suitable for the main objective of the study, which investigates relational influence. The study depends on the descriptive analysis approach, which enables the researcher to “describe specific behaviour as it occurs in the environment” (Creswell, 2012). The descriptive method enables the researcher to answer the question of “what,” not “when, how, or why.” In this way, the descriptive method provides comprehensive descriptions of the phenomenon that is researched and its major characteristics. The main data will be collected using a questionnaire that is designed specifically for this study, and the data will be analyzed using the SPSS program. Because of the COVID-19 pandemic, the raw data will be collected electronically through the Google Forms website; the questionnaire will be sent to the persons in the sample by email and social media to make it easier to respond and to obtain the responses faster. The questionnaire will be divided into three sections: a section on the demographic variables, a section on the independent variables, and a section on the dependent variable. However, to collect the secondary data to build up the literature review, conceptual framework, and previous studies that form the theoretical part of the study, sources such as books, dissertations, and e-books were used.

3.6 Population and Sampling

The entire sample to be investigated was obtained from a gas company in Bahrain. The total population of the study was about 1000 employees. The number of respondents was 300, so the respondents represented 30% of the total population. The sample was collected through stratified random sampling, which results in more reliable and less subjective outcomes. The sample included employees at all levels in the gas company. Because the questionnaire is electronic and all the field are compulsory, so the all returned 300 questionnaires are valid for analysis.

3.6.1 Summary of the Statistics of the Demographic Variables

Table 3.1 Summary of the Statistics of the Demographic Variables

Job				
		Frequency	Percentage	Valid percentage
Valid	Administration and HR	34	11.3%	11.3%
	Operation manager	18	6.0%	6.0%
	Operator	82	27.3%	27.3%
	Engineer	58	19.3%	19.3%
	Trainer	26	8.7%	8.7%
	Technician	24	8.0%	8.0%
	Supervisor	25	8.3%	8.3%
	IT specialist	2	0.7%	0.7%
	Geologist	6	2.0%	2.0%
	Operation coordinator	16	5.3%	5.3%
	Health and safety specialist	9	3.0%	3.0%
	Total	300	100.0%	100.0%
Gender				
		Frequency	Percentage	Valid percentage
Valid	Male	276	92.0%	92.0%
	Female	24	8.0%	8.0%
	Total	300	100.0%	100.0%
Age				
		Frequency	Percentage	Valid percentage
Valid	Under 20 years	3	1.0%	1.0%
	21–30 years	105	35.0%	35.0%
	31–40 years	109	36.3%	36.3%
	41–50 years	56	18.7%	18.7%
	Above 50 years	27	9.0%	9.0%
	Total	300	100.0%	100.0%
Level of education				
		Frequency	Percentage	Valid percentage

Valid	High school	74	24.7%	24.7%
	Diploma	57	19.0%	19.0%
	Bachelor's	146	48.7%	48.7%
	Master's	23	7.7%	7.7%
	Total	300	100.0%	100.0%
Years of experience				
		Frequency	Percentage	Valid percentage
Valid	Less than 1 year	13	4.3%	4.3%
	1–5 years	44	14.7%	14.7%
	6–10 years	63	21.0%	21.0%
	11–15 years	60	20.0%	20.0%
	16–20 years	43	14.3%	14.3%
	Above 20 years	77	25.7%	25.7%
	Total	300	100.0%	100.0%

3.7 Data Collection

The study will use a questionnaire to collect the raw data, which will be analyzed using a statistical package (SPSS). The main raw data will be collected electronically through the Google Forms website; the questionnaire will be sent to the persons in the sample (employees in the gas company) by email and social media to make it easier to respond and to obtain the responses faster. In total, 300 complete and valid questionnaires were collected, which have undergone statistical analysis using MS Excel and SPSS. In addition, for collecting secondary data, the study depended on references such as books, dissertations, studies, websites, and e-books.

3.8 Data Editing and Coding

The data were collected using the questionnaire tool. The data were revised and coded according to the 5-item Likert scale. There are no missing values, and the pre-coding of the questionnaire is shown in Table 3.2, with values ranging from 5 to 1. Each value has a defined value to be used in SPSS.

Table 3.2 Data Coding Table

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

3.9 Data Entry

The data of 300 respondents were collected from www.googleforms.com and first processed using MS Excel. Then, the data were entered into SPSS using the codes given to each variable. For example, in the gender category, male is given a value of 1, and female is given a value of 2. Moreover, regarding the responses to the independent variable (transformational leadership innovation) and the dependent variables (performance and satisfaction), the values entered are shown in Table 1. This coding of the data makes it easy to analyze the data and to test the hypotheses.

3.10 Research Instrumentation and Statistical Tools

The main data will be collected through a structured questionnaire. The raw data will be analyzed using SPSS version 25.0. The analysis will include descriptive statistics (frequencies, percentages, means, standard deviations) to clarify the variables' characteristics, inferential statistics (Pearson's correlation test, Cronbach's alpha test), and hypothesis-testing statistics (multiple regression test, ANOVA) to test the impact of the independent variables on the dependent variables. The following instruments and statistical tools will be used:

Instrument 1: Five-Item Likert Questionnaire

In its final form, the questionnaire is formed using the 5-item Likert scale, with respondents expressing their opinions regarding specific statements. The respondents give each statement a score ranging from 5 (*strongly agree*) to 1 (*strongly disagree*), as shown in Table 3.2. The researcher designed the questionnaire tool in order to investigate the opinion of employees and administrators working in the gas company in the Kingdom of Bahrain regarding measuring the impact of transformational leadership innovation on employee performance and job satisfaction. The questionnaire tool

contains four sections, and each of these sections deals with one of the research variables. The questionnaire is divided as follows:

- **Section One:** includes demographic variables
- **Section Two:** includes dimensions of Transformational Leadership Innovation
- **Section Three:** includes employee performance variable.
- **Section Four:** includes job satisfaction variable.

The validity and reliability of the questionnaire is measured through two steps. First the testing using initial presentation of the design to the supervisor of the thesis and received his amendments for the external consistency of the questionnaire. Moreover, the questionnaire is tested using pilot study and the internal consistency questionnaire was tested using SPSS program and Alpha Cronbach scale.

Instrument 2: Statistical Package for the Social Sciences

SPSS is a statistical package used for analyzing data, especially in the social sciences. This IBM program is used mainly in healthcare, marketing, and education studies.

Instrument 3: Mean

The mean is the average of a set of data points. In mathematics and statistics, it is the value around which the values of a group are gathered and with which the rest of the group's values can be judged, so this value is the arithmetic mean.

Instrument 4: Standard Deviation

The standard deviation is a measure of variability. It is considered the most important measure of dispersion and is the most accurate and widely used

metric in statistical analysis for measuring the extent of statistical scattering; that is, it indicates the extent of the spread in the values of a data set.

Instrument 5: Pearson's Correlation

Pearson's correlation coefficient is a number between -1 and +1 that indicates the linear correlation between two variables. Pearson's correlation coefficient is also known as the product–moment correlation coefficient (PMCC) or simply the correlation. Pearson's correlation coefficient is only suitable for quantitative variables.

Instrument 6: Cronbach's Alpha

Cronbach's alpha is a measure of test stability of a questionnaire's internal consistency, that is, how closely a set of items are related. Cronbach's alpha is a simple way to measure whether a result is reliable. Reliability refers to the amount of true variance that can be accounted for by the variance observed in the measurements. Cronbach's alpha is one of the most widely used reliability criteria in the social and organizational sciences.

Instrument 7: Linear Regression

Linear regression analysis is used to predict the value of a variable based on the value of another variable. The variable to be predicted is called the dependent variable. The variable that is used to predict the value of the other variable is called the independent variable.

Instrument 8: ANOVA

Analysis of variance (ANOVA) is an integrated set of statistical models and related procedures. These procedures are carried out to compare the averages of multiple groups by dividing the total observed variance between these groups into multiple sections.

3.11 Validity and Reliability of the Questionnaire

3.11.1 Correlation Test

Table 3.3 Correlation Test

Correlations								
Variables		Idealized influence	Inspirational motivation	Intellectual stimulation	Individual consideration	Innovation	Performance	Satisfaction
Idealized influence	Pearson's correlation	1						
	<i>p</i> value (2-tailed)							
	N	300						
Inspirational motivation	Pearson's correlation	.992**	1					
	<i>p</i> value (2-tailed)	.000						
	N	300	300					
Intellectual stimulation	Pearson's correlation	.989**	.995**	1				
	<i>p</i> value (2-tailed)	.000	.000					
	N	300	300	300				
Individual consideration	Pearson's correlation	.989**	.995**	.992**	1			
	<i>p</i> value (2-tailed)	.000	.000	.000				
	N	300	300	300	300			
Innovation	Pearson's correlation	.993**	.995**	.994**	.995**	1		
	<i>p</i> value (2-tailed)	.000	.000	.000	.000			
	N	300	300	300	300	300		
Performance	Pearson's correlation	.979**	.973**	.964**	.977**	.973**	1	
	<i>p</i> value (2-tailed)	.000	.000	.000	.000	.000		
	N	300	300	300	300	300	300	
Satisfaction	Pearson's correlation	.989**	.987**	.981**	.987**	.987**	.988**	1
	<i>p</i> value (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	300	300	300	300	300	300	300
** Correlation is significant at the 0.01 level (2-tailed).								

Table 3.3 shows the values of Pearson's correlation coefficients among the different study variables. The correlation values range between +1 and -1. A correlation value of -1 means that there is a fully negative relationship between the variables. A correlation value of +1 means that there is a fully positive relationship between the variables. Furthermore, a correlation value of 0 means that there is no correlation between the variables at all. Regarding this current study, the highest correlation value is .995, and the lowest is .973. These values mean that all the correlation values are above 0.973, implying a strong positive relationship among the variables and that the independent variables affect the dependent variables positively. The correlations are significant at the 0.01 level, and all the values are 0.973 or above. The *p* value between all the variables is 0.000. Therefore, it can be deduced that the independent variables with all the dimensions (idealized influence, inspirational motivation, intellectual stimulation, individual consideration, and innovation) have a strong positive impact on employees' performance and job satisfaction.

3.11.2 Reliability and Validity Test

Table 3.4 Reliability and Validity Test

Reliability statistics		
Variables	Cronbach's alpha	N
Idealized influence	.992	8
Inspirational motivation	.990	8
Intellectual stimulation	.990	8
Individual consideration	.989	8
Innovation	.991	8
Performance	.991	15
Satisfaction	.994	15
All variables	.991	70

Table 3.4 shows the reliability and validity values of the independent and dependent variables. Reliability and validity are tested using Cronbach's alpha parameter. The parameter ranges from 0 to +1. The more the value is near +1, the more consistent are the parts and elements of the research tool. These are the rules of validity and reliability according to the value of Cronbach's alpha parameter:

- If $\alpha > .9$, the tool's reliability and validity are excellent.
- If $\alpha > .8$, the tool's reliability and validity are good.
- If $\alpha > .7$, the tool's reliability and validity are acceptable.
- If $\alpha > .6$, the tool's reliability and validity are questionable.
- If $\alpha > .5$, the tool's reliability and validity are poor.
- If $\alpha < .5$, the tool's reliability and validity are unacceptable.

Regarding the current research, the reliability and validity value for all the variables or for the tool is 0.991, which is an excellent reliability value. In addition, for the independent variables, the reliability and validity values of idealized influence, inspirational motivation, intellectual stimulation,

individual consideration, and innovation are 0.992, 0.990, 0.990, 0.989, and 0.991, respectively. These are all excellent values. Further, regarding the dependent variables, the reliability and validity values of employees' performance and job satisfaction are 0.991 and 0.994, respectively. To conclude, Cronbach's alpha for this study's questionnaire is above 0.9, which means that all the items and elements of the questionnaire have excellent validity, so the questionnaire is a valid tool to measure the impact of the independent variables.

3.12 Pilot Study and Questionnaire Reviewers

Lehana et al. (2010) stated that a pilot study "is a preliminary study that is conducted to evaluate validity, duration, cost and feasibility to make improvements before the application of the full project" (p. 45). A pilot study is a crucial step in any research study. It is considered one of the most important steps in designing the research and enhances the reliability and validity of the study. A pilot study helps in improving the questions of a survey on the basis of comments and suggestions. Therefore, all the problems or errors that a survey might have can be removed or amended before constructing the final survey and launching it. Regarding the current study, the pilot study was conducted on 27 respondents in the gas company, and the results of the pilot study were used to check the reliability and validity of the questionnaire.

3.12.1 Reliability and Validity of the Pilot Study

Table 3.5 shows the reliability and validity values of the pilot study.

Table 3.5 Reliability and Validity Values of the Pilot Study

Variables	Cronbach's alpha	N
Idealized influence	.971	8
Inspirational motivation	.971	8
Intellectual stimulation	.979	8
Individual consideration	.979	8
Innovation	.981	8
Performance	.979	15
Satisfaction	.983	15
All variables	.992	70

After the pilot study was conducted and 27 complete responses were collected, the SPSS analysis of the results revealed the reliability and validity values (based on Cronbach's alpha) as shown in Table 3.4. As can be seen in the table, Cronbach's alpha for all variables combined is .992. The reliability and validity values for idealized influence, inspirational motivation, intellectual stimulation, individual consideration, innovation, performance, and satisfaction are .971, .971, .979, .979, .981, .979, and .983, respectively. The results showed that all the validity and reliability values are bigger than 0.9, meaning that the questionnaire's validity and reliability are excellent and that the tool is reliable and valid and can be applied to measure what it is designed to measure. Consequently, the research tool was approved by Bahrain university.

3.12.2 Correlations in the Pilot Study

For the pilot study, Table 3.6 shows the correlation values between the variables.

Table 3.6 Correlations in the Pilot Study

Correlations								
		Idealized influence	Inspirational motivation	Intellectual stimulation	Individual consideration	Innovation	Performance	Satisfaction
Idealized influence	Pearson's correlation	1						
	<i>p</i> value (2-tailed)							
	N	27						
Inspirational motivation	Pearson's correlation	.975**	1					
	<i>p</i> value (2-tailed)	.000						
	N	27	27					
Intellectual stimulation	Pearson's correlation	.957**	.966**	1				
	<i>p</i> value (2-tailed)	.000	.000					
	N	27	27	27				
Individual consideration	Pearson's correlation	.975**	.985**	.964**	1			
	<i>p</i> value (2-tailed)	.000	.000	.000				
	N	27	27	27	27			
Innovation	Pearson's correlation	.984**	.970**	.967**	.986**	1		
	<i>p</i> value (2-tailed)	.000	.000	.000	.000			
	N	27	27	27	27	27		
Performance	Pearson's correlation	.971**	.977**	.976**	.968**	.965**	1	
	<i>p</i> value (2-tailed)	.000	.000	.000	.000	.000		
	N	27	27	27	27	27	27	
Satisfaction	Pearson's correlation	.981**	.980**	.973**	.980**	.978**	.987**	1
	<i>p</i> value (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	27	27	27	27	27	27	27
** Correlation is significant at the 0.01 level (2-tailed).								

It is clear from the data analysis using SPSS that the correlation values between the seven dimensions of the questionnaire are not less than .900. This is a high correlation, meaning that there are significant relationships between the variables at the 0.01 level.

Chapter Four

Data Analysis, Results, and Discussion

Chapter Four

Data Analysis, Results, and Discussion

4.1 Introduction

This chapter reviews the data analysis of the questionnaire based on the 5-item Likert scale. The questionnaire was distributed electronically, using the www.googleforms.com website, among the employees of a gas company in Bahrain, and the raw data were processed using MS Excel and SPSS (version 25.0). In total, 300 complete and accurate responses were obtained that were valid for analysis. In this chapter, the pilot study and its test of reliability and validity will be analyzed. Because the questionnaire is designed and distributed electronically, and all the fields are compulsory, all the collected number of questionnaire (300) are valid for analysis. Moreover, there will be a descriptive analysis of the demographic variables, independent variables, and dependent variables. The descriptive analysis will include the mean and the standard deviation. Furthermore, the chapter tests the proposed hypotheses using different statistical tests (regression, ANOVA), so these hypotheses are then accepted or rejected. Moreover, the chapter provides a summary of the results and findings.

The chapter will include the following parts:

- descriptive statistical analysis of the research variables,
- reliability and validity (Cronbach's alpha),
- correlation test (Pearson's correlation),
- hypotheses testing and answering of the research questions (regression, ANOVA),
- summary of the results, and
- discussion and chapter summary.

4.2 Descriptive Statistical Analysis of the Research Variables

In this section of the chapter, there will be a descriptive statistical analysis of the research variables: demographic, independent, and dependent variables. The descriptive analysis will include the mean, the frequencies, the percentages, the standard deviation, and the rank.

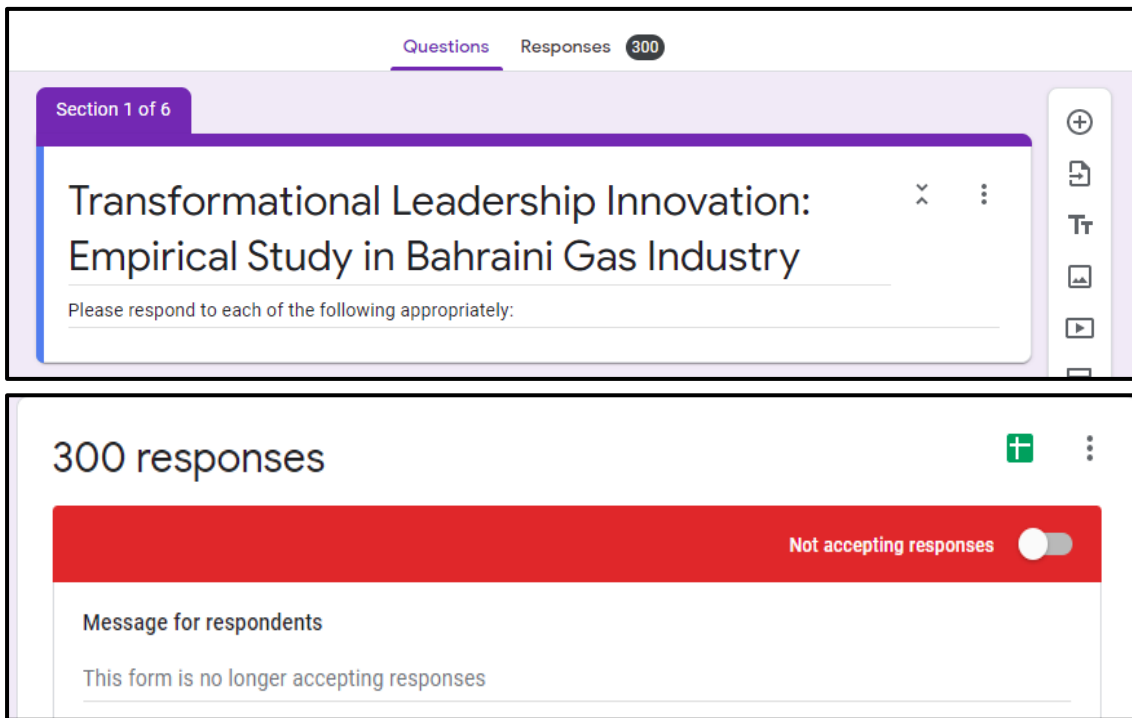


Figure (4-1) www.googleforms.com

4.2.1 Descriptive Statistical Analysis of the Demographic Variables

The entire sample to be investigated was obtained from a gas company in Bahrain. The number of respondents was 300. The following tables and figures show the percentages and frequencies of the responses related to personal information: job, gender, age, level of education, years of experience. Tables 4.1 and 4.2 show the statistics of the demographic variables, and they also show that 300 valid responses were obtained for all variables, without any missing values.

Table 4.1 Statistics of the Demographic Variables

Statistics						
		Job	Gender	Age	Education	Experience
N	Valid	300	300	300	300	300
	Missing	0	0	0	0	0

4.2.1.1 Job

Table 4.2 Job Statistics

Job				
		Frequency	Percentage	Valid percentage
Valid	Administration and HR	34	11.3%	11.3%
	Operation manager	18	6.0%	6.0%
	Operator	82	27.3%	27.3%
	Engineer	58	19.3%	19.3%
	Trainer	26	8.7%	8.7%
	Technician	24	8.0%	8.0%
	Supervisor	25	8.3%	8.3%
	IT specialist	2	0.7%	0.7%
	Geologist	6	2.0%	2.0%
	Operation coordinator	16	5.3%	5.3%
	Health and safety specialist	9	3.0%	3.0%
	Total	300	100.0%	100.0%

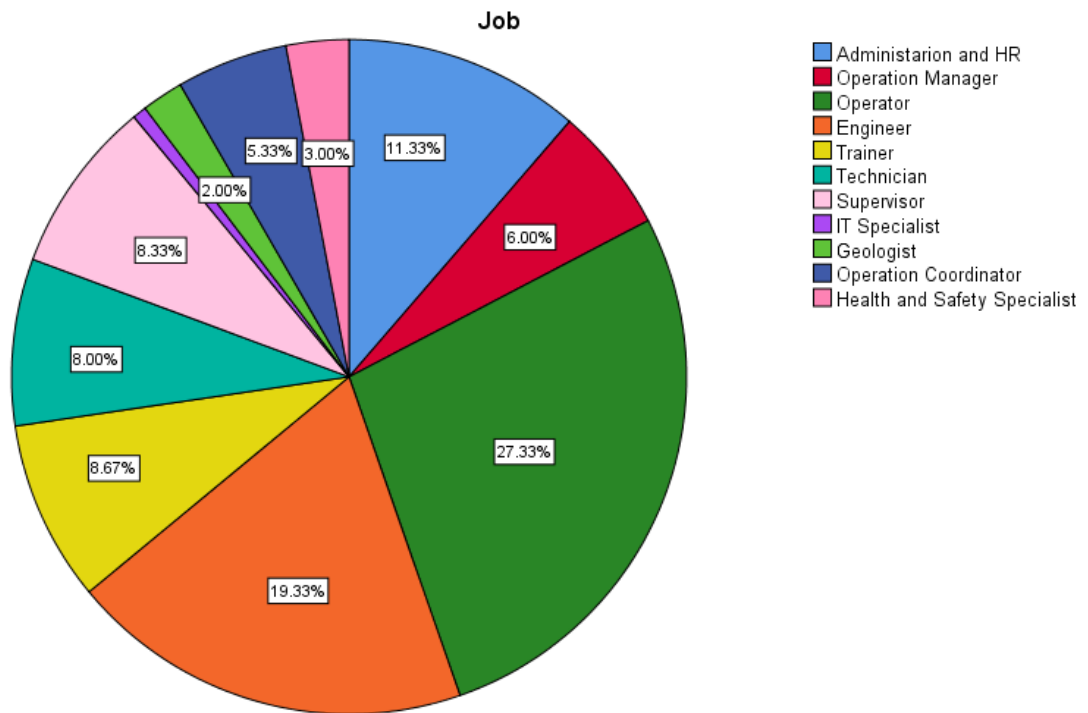


Figure 4.2 Job Statistics

Table 4.2 and Figure 4.2 show the frequencies and percentages of the responses in the sample to the job variable. The results revealed that because the company is a gas company, most of the jobs are related to operations and engineering. The category that came in the first position is operators, with 82 responses and a percentage of 27.3%. The second job category is engineers, with 58 responses and a percentage of 19.3%. The third category is administrative and HR jobs, with 34 responses and a percentage of 11.3%. Then come the jobs of trainers, supervisors, and technicians, with frequencies of 26, 25, and 24 and percentages of 8.7%, 8.3%, and 8.0%, respectively. The jobs of operation manager and operation coordinator have frequencies of 18 and 16, with percentages of 6.0% and 5.3%, respectively. The jobs of health and safety specialist and geologist have frequencies of 9 and 6, with percentages of 3.0% and 2.0%, respectively. The least reported job was IT specialist, with only 2 responses and a percentage of 0.7%.

4.2.1.2 Gender

Table 4.3 Gender Statistics

Gender				
		Frequency	Percentage	Valid percentage
Valid	Male	276	92.0%	92.0%
	Female	24	8.0%	8.0%
	Total	300	100.0%	100.0%

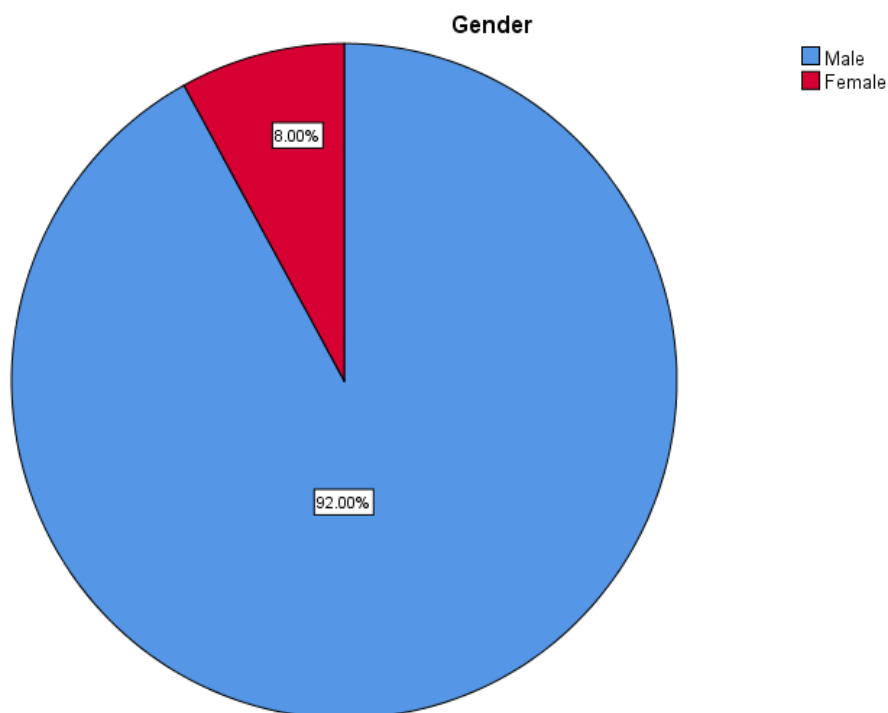


Figure 4.3 Gender Statistics

Regarding the gender variable, the male respondents have the greatest share as the company is a gas company and needs males to do the hard and tiring work. Therefore, males have a frequency of 276 and a percentage of 92.0%, while the female category had only 24 respondents, with a percentage of 8.0%.

4.2.1.3 Age

Table 4.4 Age Statistics

Age				
		Frequency	Percentage	Valid percentage
Valid	Under 20 years	3	1.0%	1.0%
	21–30 years	105	35.0%	35.0%
	31–40 years	109	36.3%	36.3%
	41–50 years	56	18.7%	18.7%
	Above 50 years	27	9.0%	9.0%
	Total	300	100.0%	100.0%

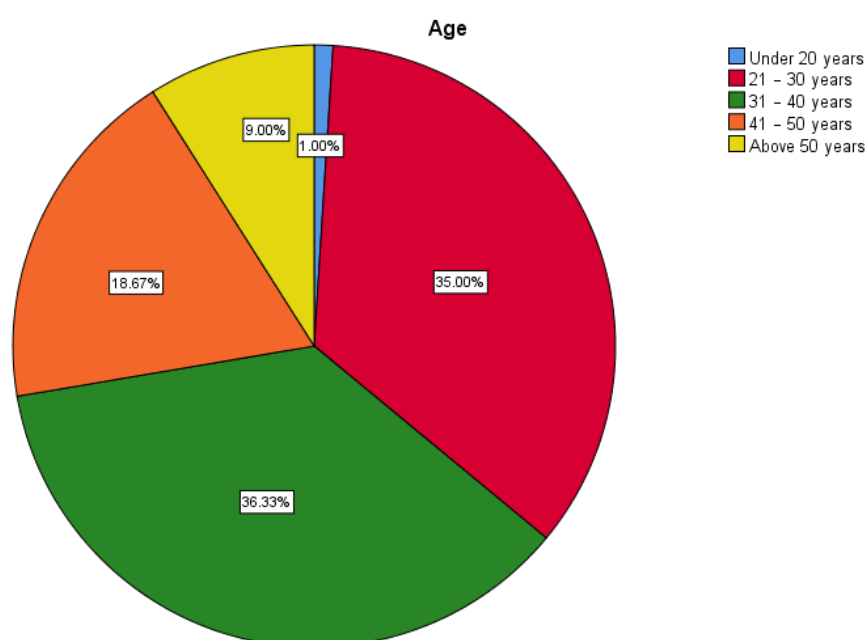


Figure 4.4 Age Statistics

Table 4.4 and Figure 4.4 show the age frequency and percentage of the respondents. The age group that has the most responses was 31–40 years, with a frequency of 109 and a percentage of 36.3% of the sample. The age group that comes in the second position is the group of 21–30 years, which represented 35.0% of the sample. The third group was the age group of 41–50 years, which has 56 responses and represented 18.7% of the sample. The fourth age group was the group above 50 years, with 27 responses, representing 9.0% of the sample. The last group was the age group under 20 years, with 3 responses and a percentage of 1.0%.

4.2.1.4 Level of Education

Table 4.5 Statistics of the Level of Education

Level of education				
		Frequency	Percentage	Valid percentage
Valid	High school	74	24.7%	24.7%
	Diploma	57	19.0%	19.0%
	Bachelor's	146	48.7%	48.7%
	Master's	23	7.7%	7.7%
	Total	300	100.0%	100.0%

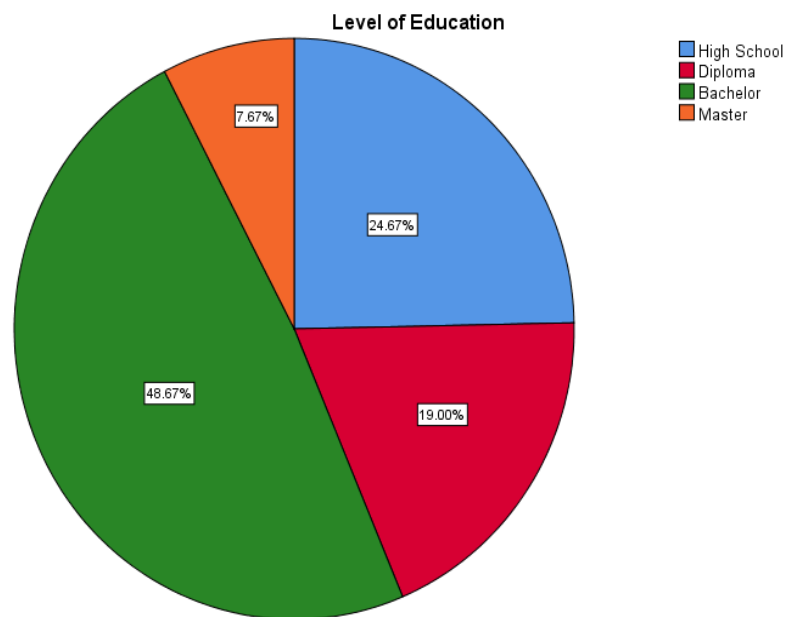


Figure 4.5 Statistics of the Level of Education

Table 4.5 and Figure 4.5 illustrate the frequencies and percentages of the surveyed sample regarding the level of education. The results show that the education level with the highest frequency is the bachelor's level, with 146 responses, representing 48.7% of the surveyed sample. The second level of education is the high school level, with 74 responses and a percentage of 24.7% of the total sample. In the third position comes the diploma level of education, with 57 responses, representing 19.0% of the sample. The last education level was the master's degree, with 23 responses, representing 7.7% of the surveyed sample. The PhD level did not have any records according to the responses of the sample.

4.2.1.5 Years of Experience

Table 4.6 Statistics of Years of Experience

Years of experience				
		Frequency	Percentage	Valid percentage
Valid	Less than 1 year	13	4.3%	4.3%
	1–5 years	44	14.7%	14.7%
	6–10 years	63	21.0%	21.0%
	11–15 years	60	20.0%	20.0%
	16–20 years	43	14.3%	14.3%
	Above 20 years	77	25.7%	25.7%
	Total	300	100.0%	100.0%

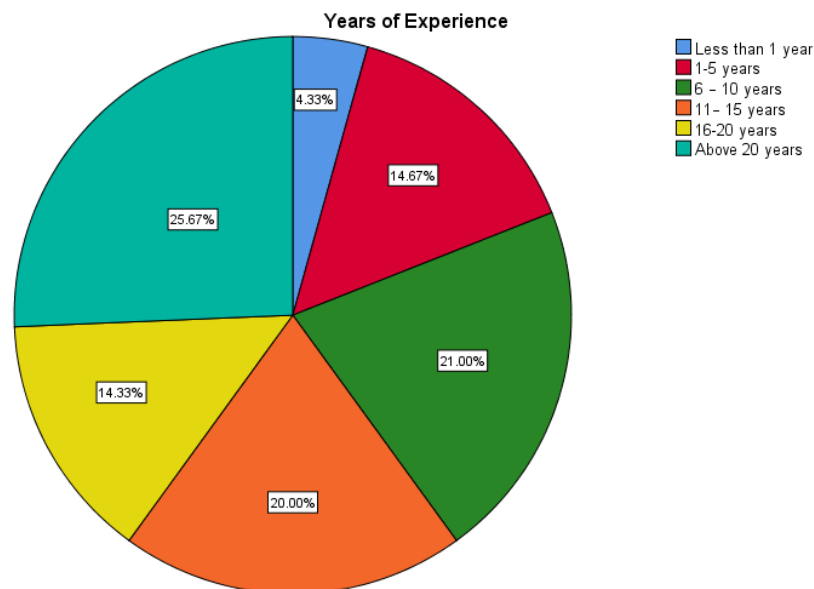


Figure 4.6 Statistics of Years of Experience

Table 4.6 and Figure 4.6 illustrate the surveyed sample's years of experience. Those with an experience of above 20 years, from 6 to 10 years, and from 11 to 15 years came first, second, and third, with 77, 63, and 60 responses, which represented 25.7%, 21.0%, and 20.0%, respectively. In the fourth and fifth positions came 1–5 years of experience and 16–20 years of experience, with 44 and 43 responses, representing 14.7% and 14.3%, respectively. The last group was those with an experience of less than 1 year, with 13 responses, representing 4.3% of the whole sample.

4.2.2 Descriptive Statistical Analysis of the Independent Variables (Transformational Leadership Innovation)

This part of the thesis describes the descriptive statistical analysis of the independent variables (idealized influence, inspirational motivation, intellectual stimulation, individual consideration, and leadership innovation). The descriptive statistics will include the mean, standard deviation, and variable ranking.

Table 4.7 Statistics of Transformational Leadership Innovation

Descriptive statistics			
	Mean	Std. deviation	N
Idealized influence	4.15	.867	300
Inspirational motivation	4.14	.855	300
Intellectual stimulation	4.11	.852	300
Individual consideration	4.16	.813	300
Innovation	4.13	.865	300

Table 4.7 shows the descriptive statistics of the dimensions of transformational leadership innovation. All the dimensions are of high importance, as all the means are bigger than 4. This signifies that most of the sample's responses range between strongly agree and agree. For idealized influence, the mean is 4.15 with a standard deviation of .867; for inspirational motivation, the mean is 4.14 with a standard deviation of .855; for intellectual stimulation, the mean is 4.11 with a standard deviation of .852; for individual consideration, the mean is 4.16 with a standard deviation of .813; and finally, for transformational leadership innovation, the mean is 4.13 with a standard deviation of .865.

4.2.2.1 Descriptive Statistical Analysis of Idealized Influence

Table 4.8 Descriptive Statistics of Idealized Influence

Descriptive statistics					
Var. no	Variable	N	Mean	Std. deviation	Rank
6	The leader respects the rights of the individuals in the workplace.	300	4.26	.818	1
7	The leader has a clear future vision of the organization.	300	4.21	.814	2
8	The leader is transparent and honest.	300	4.19	.844	3
9	The leader fulfills what he promises.	300	4.18	.866	4
10	The leader expresses gratitude for even small achievements.	300	4.10	.894	5
11	The leader sometimes involves the team members in the decision-making process.	300	4.10	.858	6
12	The leader appreciates the hard work of the coworkers.	300	4.08	.940	7
13	The leader gives employees equal chances to express their ideas.	300	4.06	.899	8
	Valid N (listwise)	300	4.15	.867	

Table 4.8 shows the descriptive statistics of the first dimension of transformational leadership (idealized influence). The mean of the whole dimension is 4.15, which means that most of the respondents' responses were between strongly agree and agree, with a standard deviation of .867. These values show that the idealized influence of the leaders in the gas company is of high importance in achieving transformational leadership.

The variables' statistics that measure idealized influence according to the responses in the surveyed sample can be described as follows:

- In the first rank came “The leader respects the rights of the individuals in the workplace,” with a mean of 4.26 and a standard deviation of .818.
- In the second rank came “The leader has a clear future vision of the organization,” with a mean of 4.21 and a standard deviation of .814.
- In the third rank came “The leader is transparent and honest,” with a mean of 4.19 and a standard deviation of .844.
- In the fourth rank came “The leader fulfills what he promises,” with a mean of 4.18 and a standard deviation of .866.
- In the fifth rank came “The leader expresses gratitude for even small achievements,” with a mean of 4.10 and a standard deviation of .894.
- In the sixth rank came “The leader sometimes involves the team members in the decision-making process,” with a mean of 4.10 and a standard deviation of .858.
- In the seventh rank came “The leader appreciates the hard work of the co-workers,” with a mean of 4.08 and a standard deviation of .940.
- In the eighth and last rank came “The leader gives employees equal chances to express their ideas,” with a mean of 4.06 and a standard deviation of .899.

4.2.2.2 Descriptive Statistical Analysis of Inspirational Motivation

Table 4.9 Descriptive Statistics of Inspirational Motivation

Descriptive statistics					
Var. no	Variable	N	Mean	Std. deviation	Rank
14	The leader establishes clear priorities at work.	300	4.29	.810	1
15	The leader facilitates the use of organizational resources so that employees can achieve organizational goals.	300	4.23	.744	2
16	The leader tries to solve problems that may hinder the employees to accomplish their tasks.	300	4.16	.883	3
17	The leader praises exceptionally high-performance levels.	300	4.13	.862	4
18	The leader motivates employees to accomplish their tasks.	300	4.12	.880	5
19	The leader encourages teamwork to achieve the assigned goals.	300	4.12	.856	6
20	The leader establishes clear performance standards.	300	4.02	.901	7
21	The leader gives employees tasks that challenge their abilities.	300	4.02	.905	8
Valid N (listwise)		300	4.14	.855	

Table 4.9 shows the descriptive statistics of the second dimension of transformational leadership (inspirational motivation). The mean of the whole dimension is 4.14, which means that most of the respondents' responses were between strongly agree and agree, with a standard deviation

of .855. These values show that the leaders' inspirational motivation in the gas company is of high importance in achieving transformational leadership. The variables' statistics that measure inspirational motivation according to the responses in the surveyed sample can be described as follows:

- In the first rank came “The leader establishes clear priorities at work,” with a mean of 4.29 and a standard deviation of .810.
- In the second rank came “The leader facilitates the use of organizational resources so that employees can achieve organizational goals,” with a mean of 4.23 and a standard deviation of .744.
- In the third rank came “The leader tries to solve problems that may hinder the employees to accomplish their tasks,” with a mean of 4.16 and a standard deviation of .866.
- In the fourth rank came “The leader praises exceptionally high-performance levels,” with a mean of 4.13 and a standard deviation of .862.
- In the fifth rank came “The leader motivates employees to accomplish their tasks,” with a mean of 4.12 and a standard deviation of .880.
- In the sixth rank came “The leader encourages teamwork to achieve the assigned goals,” with a mean of 4.12 and a standard deviation of .856.
- In the seventh rank came “The leader establishes clear performance standards,” with a mean of 4.02 and a standard deviation of .901.
- In the eighth and last rank came “The leader gives employees tasks that challenge their abilities,” with a mean of 4.02 and a standard deviation of .905.

4.2.2.3 Descriptive Statistical Analysis of Intellectual Stimulation

Table 4.10 Descriptive Statistics of Intellectual Stimulation

Descriptive statistics					
Var. no	Variable	N	Mean	Std. deviation	Rank
22	The leader encourages the employees to share experiences that help to accomplish tasks.	300	4.28	.831	1
23	The leader encourages the use of alternative or new solutions to solve problems encountered by employees while working.	300	4.20	.854	2
24	The leader holds discussions to solve problems.	300	4.15	.841	3
25	The leader divides the problem into small components to help to solve it.	300	4.10	.883	4
26	The leader is open to new ideas that help problem-solving.	300	4.08	.841	5
27	The leader provides new ways to accomplish tasks in time.	300	4.07	.843	6
28	The leader encourages teams to try different approaches to solving problems.	300	4.07	.849	7
29	The leader establishes a benchmark for measuring the progress of the organization.	300	3.93	.872	8
	Valid N (listwise)	300	4.11	.852	

Table 4.10 shows the descriptive statistics of the third dimension of transformational leadership (intellectual stimulation). The mean of the whole dimension is 4.11, which means that most of the respondents' responses were between strongly agree and agree, with a standard deviation

of .852. These values show that the leaders' intellectual stimulation in the gas company is of high importance in achieving transformational leadership. The variables' statistics that measure intellectual stimulation according to the responses in the surveyed sample can be described as follows:

- In the first rank came "The leader encourages the employees to share experiences that help to accomplish tasks," with a mean of 4.28 and a standard deviation of .831.
- In the second rank came "The leader encourages the use of alternative or new solutions to solve problems encountered by employees while working," with a mean of 4.20 and a standard deviation of .854.
- In the third rank came "The leader holds discussions to solve problems," with a mean of 4.15 and a standard deviation of .841.
- In the fourth rank came "The leader divides the problem into small components to help to solve it," with a mean of 4.10 and a standard deviation of .883.
- In the fifth rank came "The leader is open to the new ideas that help problem-solving," with a mean of 4.08 and a standard deviation of .841.
- In the sixth rank came "The leader provides new ways to accomplish tasks in time," with a mean of 4.07 and a standard deviation of .843.
- In the seventh rank came "The leader encourages teams to try different approaches to solving problems," with a mean of 4.07 and a standard deviation of .849.
- In the eighth and last rank came "The leader establishes a benchmark for measuring the progress of the organization," with a mean of 3.93 and a standard deviation of .872.

4.2.2.4 Descriptive Statistical Analysis of Individual Consideration

Table 4.11 Descriptive Statistics of Individual Consideration

Descriptive statistics					
Var. no	Variable	N	Mean	Std. deviation	Rank
30	The leader helps the employees to overcome work-related technical problems.	300	4.31	.727	1
31	The leader gives opportunities to the employees to take part in the decisions that affect them.	300	4.23	.874	2
32	The leader provides advice to individuals when needed.	300	4.19	.772	3
33	The leader helps individuals to find solutions to their work-related technical problems.	300	4.17	.787	4
34	The leader helps the employees to acquire new knowledge for their development.	300	4.17	.839	5
35	The leader gives the employees feedback about their performance.	300	4.10	.877	6
36	The leader listens to the employees with great courtesy.	300	4.08	.765	7
37	The leader helps the employees to accomplish the tasks in their ways.	300	4.05	.864	8
Valid N (listwise)		300	4.16	.813	

Table 4.11 shows the descriptive statistics of the fourth dimension of transformational leadership (individual consideration). The mean of the whole dimension is 4.16, which means that most of the respondents' responses were between strongly agree and agree, with a standard deviation

of .813. These values show that the leaders' individual consideration in the gas company is of high importance in achieving transformational leadership. The variables' statistics that measure individual consideration according to the responses in the surveyed sample can be described as follows:

- In the first rank came "The leader helps the employees to overcome work-related technical problems," with a mean of 4.31 and a standard deviation of .727.
- In the second rank came "The leader gives opportunities to the employees to take part in the decisions that affect them," with a mean of 4.23 and a standard deviation of .874.
- In the third rank came "The leader provides advice to individuals when needed," with a mean of 4.19 and a standard deviation of .772.
- In the fourth rank came "The leader helps individuals to find solutions to their work-related technical problems," with a mean of 4.17 and a standard deviation of .787.
- In the fifth rank came "The leader helps the employees to acquire new knowledge for their development," with a mean of 4.17 and a standard deviation of .839.
- In the sixth rank came "The leader gives the employees feedback about their performance," with a mean of 4.10 and a standard deviation of .877.
- In the seventh rank came "The leader listens to the employees with great courtesy," with a mean of 4.08 and a standard deviation of .765.
- In the eighth and last rank came "The leader helps the employees to accomplish the tasks in their ways," with a mean of 4.05 and a standard deviation of .864.

4.2.2.5 Descriptive Statistical Analysis of Transformational Leadership Innovation

Table 4.12 Descriptive Statistics of Leadership Innovation

Descriptive statistics					
Var. no	Variable	N	Mean	Std. deviation	Rank
38	The leader suggests innovative ideas to employees to enable them to solve work problems.	300	4.23	.828	1
39	There is a continuous search for new ideas in my organization in order to facilitate work.	300	4.20	.862	2
40	There is encouragement to share ideas among the team members.	300	4.17	.857	3
41	The leader motivates new ideas to achieve the best outcomes.	300	4.16	.860	4
42	The leader encourages staff to think in a creative way to accomplish tasks.	300	4.14	.817	5
43	The leader leads discussions about the best ways to develop the organization.	300	4.13	.814	6
44	The management continually seeks new methods to help employees.	300	4.00	.983	7
45	The leader supports unusually useful ideas.	300	3.99	.900	8
	Valid N (listwise)	300	4.13	.865	

Table 4.12 shows the descriptive statistics of the fifth dimension of transformational leadership (innovation). The mean of the whole dimension is 4.13, which means that most of the respondents' responses were between

strongly agree and agree, with a standard deviation of .865. These values show that leadership innovation in the gas company is of high importance in achieving transformational leadership. The variables' statistics that measure transformational leadership (innovation) according to the responses in the surveyed sample can be described as follows:

- In the first rank came “The leader suggests innovative ideas to employees to enable them to solve work problems,” with a mean of 4.23 and a standard deviation of .828.
- In the second rank came “There is a continuous search for new ideas in my organization in order to facilitate work,” with a mean of 4.20 and a standard deviation of .862.
- In the third rank came “There is encouragement to share ideas among the team members,” with a mean of 4.17 and a standard deviation of .857.
- In the fourth rank came “The leader motivates new ideas to achieve the best outcomes,” with a mean of 4.16 and a standard deviation of .860.
- In the fifth rank came “The leader encourages staff to think in a creative way to accomplish tasks,” with a mean of 4.14 and a standard deviation of .817.
- In the sixth rank came “The leader leads discussions about the best ways to develop the organization,” with a mean of 4.13 and a standard deviation of .814.
- In the seventh rank came “The management continually seeks new methods to help employees,” with a mean of 4.00 and a standard deviation of .983.

- In the eighth and last rank came “The leader supports unusually useful ideas,” with a mean of 3.99 and a standard deviation of .900.

4.2.3 Descriptive Statistical Analysis of the Dependent Variables

This section of the thesis explores the descriptive statistical analysis of the dependent variables (employee's performance and job satisfaction). The descriptive statistics will include the mean, standard deviation, and variable ranking.

Table 4.13 Descriptive Statistics of the Dependent Variables

Descriptive statistics			
	Mean	Std. deviation	N
Performance	4.32	.710	300
Satisfaction	4.20	.867	300

Table 4.13 shows the descriptive statistics of employees' performance and job satisfaction. All the variables are of high importance as all the means are bigger than 4. This signifies that most of the sample's responses range between strongly agree and agree. For performance, the mean is 4.32 with a standard deviation of .710, and for job satisfaction, the mean is 4.20 with a standard deviation of .867.

4.2.3.1 Descriptive Statistical Analysis of Employees' Performance

Table 4.14 Descriptive Statistics of Performance

Descriptive statistics					
Var. no	Variable	N	Mean	Std. deviation	Rank
46	I achieve my job responsibilities.	300	4.70	.509	1
47	I help other employees when they need my help.	300	4.46	.666	2
48	I do my job better than others who have the same tasks.	300	4.34	.696	3
49	I collaborate with relevant individuals to finish my tasks.	300	4.34	.756	4
50	I share my experience with my co-employees.	300	4.33	.661	5
51	I assist my supervisors when needed.	300	4.33	.700	6
52	I produce high-quality work.	300	4.32	.712	7
53	I am effective when doing my tasks.	300	4.31	.718	8
54	I am ready to stay extra hours to finish my work when needed.	300	4.29	.806	9
55	I do more than what is expected from me.	300	4.28	.746	10
56	I find new ways to finish my work effectively.	300	4.27	.697	11
57	I manage to finish my work on time.	300	4.25	.762	12
58	I meet the expectations of job performance.	300	4.23	.647	13
59	I attend work early.	300	4.20	.780	14
60	My organization finds my work satisfactory.	300	4.17	.802	15
	Valid N (listwise)	300	4.32	.711	

Table 4.14 shows the descriptive statistics of employees' performance. The mean of the whole variable is 4.32, which means that most of the

respondents' responses were between strongly agree and agree, with a standard deviation of .865. These values show that employees' performance in the gas company is high. The variables' statistics that measure employees' performance according to the responses in the surveyed sample can be described as follows:

- In the first rank came "I achieve my job responsibilities," with a mean of 4.70 and a standard deviation of .509.
- In the second rank came "I help other employees when they need my help," with a mean of 4.46 and a standard deviation of .666.
- In the third rank came "I do my job better than others who have the same tasks," with a mean of 4.34 and a standard deviation of .696.
- In the fourth rank came "I collaborate with relevant individuals to finish my tasks," with a mean of 4.34 and a standard deviation of .756.
- In the fifth rank came "I share my experience with my co-employees," with a mean of 4.33 and a standard deviation of .661.
- In the sixth rank came "I assist my supervisors when needed," with a mean of 4.33 and a standard deviation of .700.
- In the seventh rank came "I produce high-quality work," with a mean of 4.32 and a standard deviation of .712.
- In the eighth rank came "I am effective when doing my tasks," with a mean of 4.31 and a standard deviation of .718.
- In the ninth rank came "I am ready to stay extra hours to finish my work when needed," with a mean of 4.29 and a standard deviation of .806.

- In the tenth rank came “I do more than what is expected from me,” with a mean of 4.28 and a standard deviation of .746.
- In the eleventh rank came “I find new ways to finish my work effectively,” with a mean of 4.27 and a standard deviation of .697.
- In the twelfth rank came “I manage to finish my work on time,” with a mean of 4.25 and a standard deviation of .762.
- In the thirteenth rank came “I meet the expectations of job performance,” with a mean of 4.23 and a standard deviation of .647.
- In the fourteenth rank came “I attend work early,” with a mean of 4.20 and a standard deviation of .780.
- In the fifteenth and last rank came “The organization finds my work satisfactory,” with a mean of 4.17 and a standard deviation of .802.

4.2.3.2 Descriptive Statistical Analysis of Job Satisfaction

Table 4.15 Descriptive Statistics of Job Satisfaction

Descriptive statistics					
Var. no	Variable	N	Mean	Std. deviation	Rank
61	I speak in a good way about my company outside the workplace.	300	4.39	.673	1
62	I get help from the team at work when I need it.	300	4.32	.765	2
63	My duties and tasks are satisfying to me.	300	4.29	.864	3
64	I have good relationships at my workplace.	300	4.27	.817	4
65	I feel happy when going to work.	300	4.26	.965	5
66	My values are in line with the workplace's values.	300	4.21	.851	6
67	I interact with my colleagues and bosses positively.	300	4.21	.746	7
68	I get suitable appreciation for my work from my bosses.	300	4.18	.886	8
69	My salary is proportional to the work I do.	300	4.16	.934	9
70	I do not want to change my workplace.	300	4.16	1.01	10
71	I am praised when I do quality work	300	4.13	.885	11
72	Good workers get monetary compensation.	300	4.12	.936	12
73	Managers care about me as a person.	300	4.12	.925	13
74	I usually get encouragement.	300	4.10	.834	14
75	I feel positive most of the working time.	300	4.09	.912	15
	Valid N (listwise)	300	4.20	.867	

Table 4.15 shows the descriptive statistics of job satisfaction. The mean of the whole variable is 4.13, which means that most of the respondents' responses were between strongly agree and agree, with a standard deviation of .865. These values show that job satisfaction in the gas company is of high importance. The variables' statistics that measure job satisfaction according to the responses in the surveyed sample can be described as follows:

- In the first rank came “I speak in a good way about my company outside the workplace,” with a mean of 4.39 and a standard deviation of .673.
- In the second rank came “I get help from the team at work when I need it,” with a mean of 4.32 and a standard deviation of .765.
- In the third rank came “My duties and tasks are satisfying to me,” with a mean of 4.29 and a standard deviation of .864.
- In the fourth rank came “I have good relationships at my workplace,” with a mean of 4.27 and a standard deviation of .817.
- In the fifth rank came “I feel happy when going to work,” with a mean of 4.26 and a standard deviation of .965.
- In the sixth rank came “My values are in line with the workplace's values,” with a mean of 4.21 and a standard deviation of .851.
- In the seventh rank came “I interact with my colleagues and bosses positively,” with a mean of 4.21 and a standard deviation of .746.
- In the eighth rank came “I get suitable appreciation for my work from my bosses,” with a mean of 4.18 and a standard deviation of .886.

- In the ninth rank came “My salary is proportional to the work I do,” with a mean of 4.16 and a standard deviation of .934.
- In the tenth rank came “I do not want to change my workplace,” with a mean of 4.16 and a standard deviation of 1.01.
- In the eleventh rank came “I am praised when I do quality work,” with a mean of 4.13 and a standard deviation of .855.
- In the twelfth rank came “Good workers get monetary compensation,” with a mean of 4.12 and a standard deviation of .936.
- In the thirteenth rank came “Managers care about me as a person,” with a mean of 4.12 and a standard deviation of .925.
- In the fourteenth rank came “I usually get encouragement,” with a mean of 4.10 and a standard deviation of .834.
- In the fifteenth and last rank came “I feel positive most of the working time,” with a mean of 4.09 and a standard deviation of .912.

4.3 Hypotheses Testing and Answering of the Research Questions

To answer the research questions and to test the hypothesis, I used two types of tests. The first test is multiple linear regression (MLR). “Regression means estimating the relationship between one of the dependent variables and one or more independent variables in an algebraic form using the available data on the variables by formulating an equation or a curve that explains this relationship. The equation that explains the relationship is known as the regression equation. In the following, we will discuss two types of regression, simple regression and multiple regression” (Hayes, 2021). MLR will be used to measure the impact of the dependent variable (transformation leadership innovation) on the dependent variables (employee performance and job satisfaction). ANOVA “is a set of statistical models with accompanying procedures that enable the comparison of averages for different statistical populations by dividing the total variance observed between them into different parts” (Lard Statistics, 2021). ANOVA is used to test the third main hypothesis, which is concerned with the demographic variables.

4.3.1 Multiple Regression Test: Testing the First Main Hypothesis (H1)

H1: There is a significant impact of transformational leadership innovation on performance in the gas company in the Kingdom of Bahrain.

Table 4.16 Summary of the Regression Test Model

Model summary				
Model	<i>R</i>	<i>R</i> -squared	Adjusted <i>R</i> -squared	Std. error of the estimate
1	.984 ^a	.968	.968	.121
a. Predictors: (constant), innovation, idealized influence, intellectual stimulation, individual consideration, inspirational motivation				

Table 4.16 provides the R and R^2 values. The value of R , which denotes the simple correlation between variables, reached 0.984, which is a high correlation. Moreover, the R^2 value, which indicated how much variation happens in the dependent variable (employees' performance) due to the impact of the independent variable (transformational leadership innovation), reached 96.8%, which is very large. This means that the independent variable could explain 96.8% of the variation in the dependent variable.

Table 4.17 ANOVA Table

ANOVA ^a						
Model		Sum of squares	<i>df</i>	Mean square	<i>F</i>	<i>p</i>
1	Regression	131.499	5	26.300	1786.90	.000 ^b
	Residual	4.327	294	.015		
	Total	135.826	299			
a. Dependent variable: employees' performance						
b. Predictors: (constant), innovation, idealized influence, intellectual stimulation, individual consideration, inspirational motivation						

Table 4.17 shows the ANOVA values regarding the regression test. The significance value (p) is 0.000, which is less than 0.05, and the F value is more than 1 (1786.90). These results of the ANOVA indicate that the null hypothesis can be rejected and that the alternative hypothesis can be accepted; the latter indicates a positive impact at a confidence of 95% with an error value of 5%.

Table 4.18 Regression Coefficients

Coefficients^a						
Model		Unstandardized coefficients		Standardized coefficients	<i>t</i>	<i>p</i>
		B	Std. error	β		
1	(Constant)	.861	.047		18.248	.000
	Idealized influence	.726	.076	.909	9.500	.000
	Inspirational motivation	-.031	.125	-.039	-.252	.801
	Intellectual stimulation	-.503	.096	-.614	-5.259	.000
	Individual consideration	.817	.107	.952	7.652	.000
	Innovation	.781	.011	.973	7.732	.000
a. Dependent variable: employees' performance						

Table 4.18 shows the regression coefficients. If the *p* value is smaller than 0.05, the null hypothesis is rejected. The *p* values for the transformational leadership innovation dimensions—idealized influence, inspirational motivation, intellectual stimulation, individual consideration, and innovation—are 0.000, 0.801, 0.000, 0.000, and 0.000, respectively. Therefore, the first main hypothesis is partially accepted. All the dimensions of transformational leadership have a statistically significant impact on employees' performance, except for inspirational motivation, which has no impact on employees' performance because the *p* value is 0.801, which is bigger than 0.05.

Table 4.19 Testing the Sub-hypotheses of the First Main Hypothesis

No.	Sub-hypothesis	<i>p</i> value	Status
H1.1	There is a statistically significant impact of idealized influence on employees' performance.	.000	Accepted
H1.2	There is a statistically significant impact of inspirational motivation on employees' performance.	.801	Rejected
H1.3	There is a statistically significant impact of intellectual stimulation on employees' performance.	.000	Accepted
H1.4	There is a statistically significant impact of individual consideration on employees' performance.	.000	Accepted
H1.5	There is a statistically significant impact of transformational leadership innovation on employees' performance.	.000	Accepted

4.3.2 Multiple Regression Test: Testing the Second Main Hypothesis (H2)

H2: There is a significant impact of transformational leadership innovation on job satisfaction in the gas company in the Kingdom of Bahrain.

Table 4.20 Summary of the Regression Test Model

Model summary				
Model	<i>R</i>	<i>R</i> -squared	Adjusted <i>R</i> -squared	Std. error of the estimate
1	.991 ^a	.983	.983	.110
a. Predictors: (constant), innovation, idealized influence, intellectual stimulation, individual consideration, inspirational motivation				

Table 4.20 provides the *R* and *R*² values. The value of *R*, which denotes the simple correlation between variables, reached 0.991, which is a high correlation. Moreover, the *R*² value, which indicated how much variation happens in the dependent variable (job satisfaction) due to the impact of the independent variable (transformational leadership innovation), reached 98.3%, which is very large. This means that the independent variable could explain 96.8% of the variation in the dependent variable.

Table 4.21 ANOVA Table

ANOVA ^a						
Model		Sum of squares	<i>df</i>	Mean square	<i>F</i>	<i>p</i>
1	Regression	205.614	5	41.123	3401.541	.000 ^b
	Residual	3.554	294	.012		
	Total	209.168	299			
a. Dependent variable: job satisfaction						
b. Predictors: (constant), innovation, idealized influence, intellectual stimulation, individual consideration, inspirational motivation						

Table 4.21 shows the ANOVA values regarding the regression test. The p value is 0.000, which is less than 0.05, and the F value is more than 1 (3401.541). These results of the ANOVA indicate that the null hypothesis can be rejected and that the alternative hypothesis can be accepted; the latter indicates a positive impact at a confidence of 95% with an error value of 5%.

Table 4.22 Regression Coefficients

Coefficients ^a						
Model		Unstandardized coefficients		Standardized coefficients	t	p
		B	Std. error	β		
1	(Constant)	-.001	.043		-.015	.988
	Idealized influence	.517	.069	.522	7.466	.000
	Inspirational motivation	.272	.113	.270	2.405	.017
	Intellectual stimulation	-.406	.087	-.399	-4.679	.000
	Individual consideration	.441	.097	.414	4.553	.000
	Innovation	.983	.009	.987	7.368	.000
a. Dependent variable: job satisfaction						

Table 4.22 shows the regression coefficients. If the p value is smaller than 0.05, the null hypothesis is rejected. The p values for the transformational leadership innovation dimensions—idealized influence, inspirational motivation, intellectual stimulation, individual consideration, and innovation—are 0.000, 0.017, 0.000, 0.000, and 0.000, respectively. Therefore, the second main hypothesis is accepted. All the dimensions of transformational leadership have a statistically significant impact on job satisfaction.

Table 4.23 Testing the Sub-hypotheses of the Second Main Hypothesis

No.	Sub-hypothesis	<i>p</i> value	Status
H2.1	There is a statistically significant impact of idealized influence on job satisfaction.	.000	Accepted
H2.2	There is a statistically significant impact of inspirational motivation on job satisfaction.	.017	Accepted
H2.3	There is a statistically significant impact of intellectual stimulation on job satisfaction.	.000	Accepted
H2.4	There is a statistically significant impact of individual consideration on job satisfaction.	.000	Accepted
H2.5	There is a statistically significant impact of transformational leadership innovation on job satisfaction.	.000	Accepted

4.3.3 ANOVA of the Demographic Variables: Testing the Third Hypothesis (H3)

H3: There are statistically significant differences between employees' opinions about the impact of transformational leadership innovation on performance and satisfaction due to the employees' demographic variables (job, age, gender, education, and experience).

Table 4.24 ANOVA of the Demographic Variables

ANOVA						
Job						
		Sum of squares	<i>df</i>	Mean square	<i>F</i>	<i>p</i>
Performance	Between groups	131.352	10	13.135	848.328	.000
	Within groups	4.475	289	.015		
	Total	135.826	299			
Satisfaction	Between groups	200.962	10	20.096	707.731	.000
	Within groups	8.206	289	.028		
	Total	209.168	299			
Gender						
		Sum of squares	<i>df</i>	Mean square	<i>F</i>	<i>p</i>
Performance	Between groups	59.919	1	59.919	235.235	.000
	Within groups	75.907	298	.255		
	Total	135.826	299			
Satisfaction	Between groups	103.642	1	103.642	292.678	.000
	Within groups	105.526	298	.354		
	Total	209.168	299			
Age						
		Sum of squares	<i>df</i>	Mean square	<i>F</i>	<i>p</i>
Performance	Between groups	120.533	4	30.133	581.266	.000
	Within groups	15.293	295	.052		

	Total	135.826	299			
Satisfaction	Between groups	183.433	4	45.858	525.659	.000
	Within groups	25.736	295	.087		
	Total	209.168	299			
Education						
		Sum of squares	<i>df</i>	Mean square	<i>F</i>	<i>p</i>
Performance	Between groups	121.707	3	40.569	850.499	.000
	Within groups	14.119	296	.048		
	Total	135.826	299			
Satisfaction	Between groups	182.459	3	60.820	674.019	.000
	Within groups	26.709	296	.090		
	Total	209.168	299			
Experience						
		Sum of squares	<i>df</i>	Mean square	<i>F</i>	<i>p</i>
Performance	Between groups	109.031	5	21.806	239.264	.000
	Within groups	26.795	294	.091		
	Total	135.826	299			
Satisfaction	Between groups	160.070	5	32.014	191.702	.000
	Within groups	49.098	294	.167		
	Total	209.168	299			

Table 4.24 shows the results of the ANOVA for testing the differences between employees' opinions about the impact of transformational leadership innovation on performance and satisfaction due to the employees' demographic variables (job, age, gender, education, and experience). The *p* value for all the demographic variables is 0.000. This means that the null hypothesis is rejected and that the alternative hypothesis is accepted. Therefore, it can be concluded that there are statistically significant differences between employees' opinions about the impact of transformational leadership innovation on performance and satisfaction due to the employees' demographic variables (job, age, gender, education, and experience).

4.4 Discussion of the Results

The main objective of the study is to measure the impact of transformational leadership innovation (with idealized influence, inspirational motivation, intellectual stimulation, individual consideration, and innovation as independent variables) on employees' performance and job satisfaction in a gas company in Bahrain. The results showed that there is a statistically significant impact of the independent variables on the dependent variables, except for inspirational motivation, which has no impact on performance. These results will be compared with other studies that are concerned with the same variables.

1. The results of the current study are in agreement with the results of Ebrahim Al Khajeh (2018), who conducted an empirical study to examine how leadership styles can affect organizational performance. The results showed that transformational, autocratic, and democratic leadership styles had a positive relationship with organizational performance.
2. The results are also in agreement with a study by Thamrin (2012), who showed that transformational leadership has a positive significant influence on employees' performance.
3. A study by Fatima et al. (2011) also yielded results that are consistent with those of the current study. Fatima et al.'s study concluded that transformational leadership positively affects job satisfaction and organizational commitment of employees.
4. The same result was reached by Ibrahim and Adel (2012), who concluded that the relationship between transformational leadership style and job satisfaction and organizational culture is a positive significant relationship.

5. Concerning innovation, studies presented innovation sometimes as an independent variable and sometimes as a dependent one. A study by Rizki et al. (2019) showed a positive relationship between transformational leadership and innovative behavior. In contrast, Pejman et al. (2016) found that the relationship between transformational leadership and exploratory motivation is positive, while that between transformational leadership and exploitative innovation is negative. The study by Christianto et al. (2018) showed a positive impact of innovation on performance, and it also showed that the role of innovation in the effects of transformational leadership on team performance is positive. Moreover, the study by Tebogo and Renier (2015) revealed that innovation is positively related to organizational performance and that transformational leadership is positively related to innovation. Finally, the study by Mohammad (2013) showed that there is an influence of transformational leadership on innovative work behavior.
6. No previous study exists that added the dimension of innovation to transformational leadership. The current study added innovation as an independent variable to transformational leadership and found that it has a positive impact on performance and satisfaction.

4.5 Chapter Summary

This chapter was dedicated to the empirical part of the study and included the descriptive statistical analysis of the demographic, independent, and dependent variables of the study. The chapter also included the testing of the three main hypotheses and their sub-hypotheses. A summary of the results and a discussion comparing the current study with previous studies ended the chapter. The comparison showed that most of the previous studies reached the same results as the current study.

Chapter Five

Conclusion and Recommendations

Chapter Five

Conclusion and Recommendations

5.1 Introduction

Transformational leadership is a research area that has been explored by many researchers. Adding innovation to transformational leadership creates a new field of research. The main objective of this study is to explore the impact of transformational leadership innovation on employees' performance and job satisfaction. A quantitative analysis approach with a 5-item Likert questionnaire was used to address this objective and answer the research question. The analysis was performed using the MS Excel and SPSS programs. The study showed that there is a positive statistical impact of transformational leadership innovation on employee performance and job satisfaction. The results and discussion in details were described in the previous chapter. The research fulfilled all the set objectives through the theoretical and practical part of the study. Moreover, in this chapter, the research implications, both the theoretical and practical ones, will be presented. In addition, recommendations will be given for those who are interested in leadership styles, as well as suggestions for future studies related to the field of the current study. Thus, this chapter will include the theoretical and practical implications of the research, the limitations of the research, suggestions for future studies, research recommendations, and a summary of the chapter.

5.2 Theoretical Implications

The main focus of the study is investigating the impact of transformational leadership innovation on employees' performance and job satisfaction. The results of the study, hopefully, will contribute to developing theoretical approaches to studying leadership styles and their impact on performance

and job satisfaction. The study added another important theoretical aspect—namely, linking transformational leadership with innovation—and measured its impact on both performance and job satisfaction, finding a positive statistical impact. The study can help other HR researchers in obtaining a theoretical understanding of the research variables.

5.3 Practical Implications

The study has practical implications. The results of the study showed that transformational leadership innovation has a positive statistical impact on employees' performance and job satisfaction in the gas company. These results direct the attention of the company's leaders and managers to the importance of applying innovation in leadership, especially transformational leadership. Leaders and managers who seek to enhance employees' performance and job satisfaction can greatly benefit from the study's results. Practically, implementing the recommendations of the study will positively affect performance and satisfaction in private and public companies and organizations. Therefore, the gas company, the research environment, can use the recommendations to make innovative leadership which can impact positively performance and satisfaction and reflects on production and competitive advantage.

5.4 Research Limitations

The research faced some limitations. The first limitation was the shortage of literature references that link innovation to transformational leadership. The second limitation was the COVID-19 pandemic, which held the world in its grip and affected the study both theoretically and practically. Regarding the theoretical part of the study, I could not visit public libraries or university libraries to find studies related to the research variables. Moreover, regarding the practical aspects, the COVID-19 pandemic forced me to use only a questionnaire as a tool of the study. There were no interviews, and all

the data were collected electronically. The third limitation was that there are no studies discussing transformational leadership innovation. The fourth limitation was the refusal of the gas company to reveal its name in the study, so I had to refer to the company as “the gas company” instead of using the real name of the company. These limitations made it more challenging for me to meet the study requirements.

5.5 Suggestions for Future Studies

The current study was conducted in a gas company, and the variables were transformational leadership innovation (idealized influence, inspirational motivation, intellectual stimulation, individual consideration, and leadership innovation) as an independent variable and performance and satisfaction as independent variables. Future studies can explore innovation in other styles of leadership, such as charismatic, democratic, or transactional leadership. In addition, studies can be carried out to investigate the impact of leadership innovation on other dependent variables, such as loyalty, organizational behavior, organizational citizenship, and competitive advantage. Moreover, future studies can be conducted in different sectors in the Kingdom of Bahrain. These suggested future studies are related to leadership which is the main concern of the study. These suggested studies can cover other important factors that can affect performance and job satisfaction.

5.6 Recommendations

Based on all the results and interpretations of the study, the following recommendations can be formulated:

- Applying transformational leadership innovation in companies, as it proved to have a high impact on both performance and satisfaction.
- Providing workshops for leaders to direct their attention to the different dimensions of transformational leadership and how to turn

these dimensions' principles into practical procedures in everyday operational practices.

- Providing workshops for leaders clarifying the importance of inspirational motivation as an effective transformational leadership dimension, as it proved to have no impact on job performance.
- Innovation causes development in companies and makes them gain competitive advantage. Therefore, there should be an introduction to innovative ways in leadership styles, and these innovative procedures should be presented to leaders in private and public companies so that they can improve and enrich performance, satisfaction, and other variables.
- The results of this study showed that employees' performance is high and that this performance positively affects the company's outcomes. Therefore, employees' performance should be reinforced through moral and material rewards.
- The results also showed that job satisfaction is high in the gas company. Job satisfaction affects performance. Therefore, the employees' needs should be fulfilled to obtain high levels of satisfaction in the company. This, in turn, will lead to high performance levels.
- Giving workshops for leaders clarifying different effective leadership styles that suit their companies and organizations. Introducing those styles that studies have proven to have a positive impact on performance and satisfaction.
- Introducing transformational leadership innovation as a promising field of research.

5.7 Conclusion

Investigating the impact of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, individual consideration, and leadership innovation) on employees' performance and job satisfaction is the main focus of the study. The study was conducted in a gas company in Bahrain.

The conceptual framework of the research explored the variables. It explored transformational leadership with its four dimensions (idealized influence, inspirational motivation, intellectual stimulation, individual consideration). Moreover, it explored the concept of innovation and the variables performance and satisfaction. Most of the previous studies showed positive relationships between these variables. Most of the studies showed a positive impact of transformational leadership and innovation on satisfaction and performance. The current study explored a new area: transformational leadership innovation as an independent variable. The study measured its impact on employees' performance and satisfaction, finding positive relationships.

The study examined the literature on management and human resources to formulate a comprehensive view of the study variables. A complete chapter was allocated to the literature review. The literature review chapter has four main parts: transformational leadership, leadership innovation, employees' performance, and job satisfaction. The study explored these variables in depth and described their definitions, importance, the factors that affect them, and how they affect other variables.

Regarding the practical part of the study, the study was conducted in a gas company in the Kingdom of Bahrain. The study population was all the workers in that company, and the sample was big enough and consisted of

300 respondents. A 5-item Likert questionnaire, which contained four sections, was distributed and collected electronically. The MS Excel and SPSS programs were employed to calculate and analyze the results. SPSS tests, such as regression and ANOVA, were used to test the hypotheses. The results showed that there is a statistical impact of transformational leadership innovation on employees' performance and job satisfaction. Moreover, there are statistically significant differences between employees' opinions about the impact of transformational leadership innovation on performance and satisfaction due to the employees' demographic variables (job, age, gender, education, and experience). The results of the study are consistent with most of the studies that were conducted in the same field.

The study made recommendations and suggested future studies. The future studies can focus on certain leadership styles and explore innovation in these styles and measure the innovation impact on other independent variables such as organizational citizenship. The suggested practical and theoretical implications may help managers and leaders in companies and organizations. Moreover, the recommendations regarding the variables of the study may benefit the gas company, the research field, and other companies in the private or public sector. The study recommended applying transformational leadership innovation in companies as it proved to have a high impact on both performance and satisfaction. Moreover, rewarding and encouraging employees will enhance performance and reinforce satisfaction. The study faced limitations such as the shortage in references regarding transformation leadership innovation, and the use of only the questionnaire tool due to Covid-19 pandemic. The study itself needed to include other tools and more societies of applications rather than oil sector.

References

- Abuhashesh, M., et, al. (2019, April). Factors that affect Employees Job Satisfaction and Performance to Increase Customers' Satisfaction. *Journal of Human Resources Management Research: Vol. 2019, Article ID 354277, ISSN : 2166-0018*, pp. 1-23.
- Achua, C.F. and Lussier, R.N. (2010). *Effective Leadership* (4th Edition ed.). Canada: South-Western.
- Adam Hayes. (2021, March 30). *Multiple Linear Regression (MLR)*. Retrieved from investopedia: <https://www.investopedia.com/terms/m/mlr.asp>
- Akay, E., Demirel, A. (2018, December). Transformational Leadership and Innovation: An Empirical Study of Direct and Indirect Effects in HR Consulting Companies. *International Journal of Business and Management; Vol. 13, No. 1*, pp. 131 - 142.
- Al Khajeh, E. (2018, October). Impact of Leadership Styles on Organizational Performance. *Journal of Human Resources Management Research: Vol. 2018 (2018), Article ID 687849, 10 pages, ISSN : 2166-0018*, pp. 1-10.
- Alqatawenh, A. (2018). Transformational Leadership Style and its Relationship with Change Management. *Faculty of Business, Mu'tah University, Alkarak, Jordan*, pp. 17-24.
- Alrifi, S. (2012, March 27 - 28). The effects of transformational leadership on followers' creativity and organisational innovation in public sector. *Brunel Business School - Doctoral Symposium* , pp. 1 - 18.
- Anastasios D. et, al. (2019, May). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management* , pp. 171 - 193.
- Anastasios D., & Prodromos C. (2018, December). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, pp. 173-174.
- Bushra F., et, al. (2011, October). Effect of Transformational Leadership on Employees' Job Satisfaction and Organizational Commitment in Banking Sector of Lahore (Pakistan). *International Journal of Business and Social Science: Vol. 2 No. 18*, pp. 261-267.

- Chen, D. (2017, June). Research on the Relationship between Transformational Leadership and Government Service Innovation. *Open Journal of Leadership*, pp. 82-94.
- Choopani H. (2011). *Examining the Relation between Transformational Leadership and the Desire for Organizational Innovation in Alborz Insurance Company. Master Thesis in Educational Management*,. Tehran : Tehran University.
- Christianto PP., et, al. (2018). Innovation in Leadership nad Team Performance: evidence from Indonesia Property Agent Industry. *Management and Economics Journal E-ISSN: 2598-9537 P-ISSN: 2599-3402 Volume 2 Issue 2, August 2018, pp 120-121. Journal Home Page: <http://ejournal.uin-malang.ac.id/index>.*, 117-132.
- Dahkoul, Z. (2018). The Determenants of Employee Performance in Jordanian Organizations. *Journal of Economics, Finance and Accounting: Volume: 5 Issue: 1*, pp. 11-17.
- Ebrahim Al Khajeh. (2018). Impact of Leadership Styles on Organizational Performance. , *IBIMA Publishing Journal of Human Resources Management Research* <http://ibimapublishing.com/articles/JHRMR/2018/687849/> Vol. 2018 (2018), Article ID 687849, 10 pages, ISSN : 2166-0018 DOI: 10.5171/2018.687849.
- Fariba K., Zohreh M. (2015, July-September). The relationship between transformational leadership with organizational innovation. *International Journal of Educational and Psychological Researches / Vol 1 / Issue 3*, pp. 226-233.
- Gliddon, D. G. (2006). Forecasting a competency model for innovation leaders using a modified delphi technique. Doctoral dissertation.
- Gonfa, B. (2019, June). Review on Components of Transformational Leadership. *Arabian Journal of Business and Management Review: Volume 9 • Issue 3 • 1000382* , pp. 3-9.
- Hasan Shahbazi, H., Korejan M. (2016, August). An analysis of the transformational leadership theory. *Journal of Fundamental and Applied Sciences*, pp. 452-461.

- Hee, O., et. al. (2018, June). Factors Influencing Employee Job Satisfaction: A Conceptual Analysis . *International Journal of Academic Research in Business and Social Sciences* Vol. 8 , No. 6,, pp. 331 -340.
- Hettiarachchi H. (2014, April). Impact of Job Satisfaction on Job Performance of IT Professionals: With Special Reference to Sri Lanka. *IJRIT International Journal of Research in Information Technology, Volume 2, Issue 4*, p. 906.
- Hsiao HC, Chang JC. . (2011, 12). The role of organizational learning intransformational leadership and organizational innovation. *Asia Pac Educ Rev* , pp. 621-631.
- Hu, H., & Chen, J. (2012). How and when does transformational leadership affect organizational creativity and innovation? Critical review and future directions. *Nankai Business Review*, 15(5), pp. 26-35.
- Hunter, S. T, et. al. (2011). Paradoxes of leading innovative endeavors: Summary, Solutions, and Future Directions. . *Psychology of Aesthetics, Creativity, and the Arts*, 5, pp. 54-66.
- Ibrahim Z., Adel M. (2012). The Effect of Organizational Culture and the Relationship between Transformational Leadership and Job Satisfaction in Petroleum Sector of Libya. *International Business Research; Vol. 5, No. 9; 2012 ISSN 1913-9004 E-ISSN 1913-9012 Published by Canadian Center of Science and Education*, 89-97.
- Inuwa, M. (2016). Job Satisfaction and Employee Performance: An Empirical Approach. *The Millennium University Journal*. 1, p. 90.
- Inuwa, M. (2016, December). Job Satisfaction and Employee Performance: An Empirical Approach. *The Millennium University Journal; Vol. 1, No. 1*, pp. 90 - 103.
- İşcana, O., Naktiyok, A. (2014). Effect of Leadership Style on Perceived Organizational Performance and Innovation: The Role of Transformational Leadership beyond the Impact of Transactional Leadership -An Application among Turkish SME's. *Procedia - Social and Behavioral Sciences* 150: 10th International Strategic Management Conference, pp. 881 – 889.
- Jaiswal, N., Dhar, R. (2015). Transformational leadership, innovation climate, creative self-efficacy and employee creativity: A multilevel

- study. *International Journal of Hospitality Management* 51 , pp. 30–41.
- Jan Sauermann. (2016, May). Performance measures and worker productivity. *IZA World of Labor*: wol.iza.org, p. 1.
- Jiang, W., et, al. (2017, September). The Impact of Transformational Leadership on Employee Sustainable Performance: The Mediating Role of Organizational Citizenship Behavior. www.mdpi.com/journal/sustainability: 2017, 9, 1567; doi:10.3390/su9091567, pp. 1-17.
- Karimi F, Morshedi Z. (2015). The relationship between transformational leadership with organizational innovation. *The relationship between transformational leadership with organizational innovation. Int J Educ Psychol Res* , 226-233.
- Khan, S., et, al. (2010, January). Theories of job satisfaction: Global applications & Limitations. *Gomal University Journal of Research*, 26(2), pp. 45-62.
- Kim, W. et, al. (2017). Role of burnout on job level, job satisfaction, and task performance. *Leadership & Organization Development Journal*, 38(5), pp. 630-645.
- Lard Statistics. (2021, May 31). *One-way ANOVA*. Retrieved from Lard Statistics: <https://statistics.laerd.com/statistical-guides/one-way-anova-statistical-guide.php>
- Lehana T., et, al. (2010). *A tutorial on pilot studies: the what, why and how*. London: Oxford University Press.
- McEntire, L. E., Greene-Shortridge, T. M. (2011). Recruiting and selecting leaders for innovation: How to find the right leader. *Advances in Developing Human Resources*, 13, pp. 266- 278.
- MIA. (2021, July 25). Location and natural Resources . Retrieved from [mia.gov.bh](https://www.mia.gov.bh): <https://www.mia.gov.bh/kingdom-of-bahrain-ar/location-and-natural-resources-ar/>
- Michael A., et, al. (2014, May). Employee Performance Measurement and Performance Appraisal Policy in an Organisation. *Mediterranean Journal of Social Sciences: MCSER Publishing, Rome-Italy*: Vol 5 No 9, pp. 342 - 347.

- NOGA. (2021, July 25). History of Oil and Gas. Retrieved from [www.noga.gov.bh: https://www.noga.gov.bh/noga/ar/oil-gas-history.aspx](https://www.noga.gov.bh:https://www.noga.gov.bh/noga/ar/oil-gas-history.aspx)
- Mohamad Rizki, et, al. (2019). The Effect of Transformational Leadership and Organizational Culture Towards Employees' Innovative Behaviour and Performance. *International Journal of Economics and Business Administration Volume VII, Issue 1*, 227-239.
- Mohamad Rizki, et., al. (2019). The Effect of Transformational Leadership and Organizational Culture Towards Employees' Innovative Behaviour and Performance. *International Journal of Economics and Business Administration Volume VII, Issue 1*, p. 232.
- Mohammad S. (2013). Transformational leadership, innovative work behavior, and employee well-being. *Glob Bus Perspect (2013) 1*, 198–225 .
- Munir, R., Rahman, R. (2016). Determining Dimensions of Job Satisfaction using Factor Analysis. *Procedia Economics and Finance 37: Fifth International Conference on Marketing and Retailing (5th)*, pp. 488 – 496.
- Ömer F., et., al. (2014). Effect of Leadership Style on Perceived Organizational Performance and Innovation: The Role of Transformational Leadership beyond the Impact of Transactional Leadership -An Application among Turkish SME's. *Procedia - Social and Behavioral Sciences 150 (2014)* , pp. 881 – 889 .
- Omer T., et, al. (2010). The Impact of Transformational Leadership and Contingent Reward Leadership Styles on Innovative Behaviour. Mediating Role of Leader-Member Exchange Quality. *International Journal of Business and Management Studies: Vol 2, No 1, 2010* , pp. 1309-8047.
- Pejman E., et, al. (2016). Relationship between Leadership Styles and Organizational Performance by Considering Innovation in Manufacturing Companies of Guilan Province . *3rd International Conference on New Challenges in Management and Organization: Organization and Leadership, 2 May 2016, Dubai, UAE: Social and Behavioral Sciences*, 351 – 358 .
- Pieterse A., et, al. (2010). Transformational and transactional leadership and innovative behavior: The moderating role of psychological

- empowerment. *Journal of Organizational Behavior: J. Organiz. Behav.* 31, pp. 609–623.
- Pradhan, R., Jena, L. (2016, December). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*, pp. 5(1) 1–17.
- Putra, I., Subudi, M. . (2015). Influence of Transformational Leadership Style and Physical Work Environment on Employee Performance of PT BPR Pedungan. *E-Journal Management*, 4(10), 3146-3171.
- Ritawati, A. (2013). The Effect of Transformational Leadership and Organizational Culture on Job Satisfaction and Employee Performance of PT. Jamsostek (Persero) Surabaya Branch. *Journal of Economics & Management*, 9(1), 82-93.
- Rizki, M., et, al. (2019). The Effect of Transformational Leadership and Organizational Culture Towards Employees' Innovative Behaviour and Performance. *International Journal of Economics and Business Administration: Volume VII, Issue 1*, pp. 227-239.
- Robbins, S.P. & Judge, T.A. (2013). *Organizational Behavior*, Fifteenth edition. Prentice Hall, New Jersey. p. 26.
- Samad, S., . (2012). The Influence of Innovation and Transformational Leadership on Organizational Performance. *Procedia - Social and Behavioral Sciences 57: International Conference on Asia Pacific Business Innovation and Technology Management* , pp. 486 – 493.
- Sang, J. (2017, November). Effect of transformational and transactional Leadership on Innovation Performance Among Small and Medium Enterprise in UASIN GISHU Country, Kenya. *International Journal of Economics, Commerce and Management: Vol. V, Issue 11, United Kingdom* , pp. 747 -760.
- Sarminah Samad . (2012). The Influence of Innovation and Transformational Leadership on Organizational Performance . *International Conference on Asia Pacific Business Innovation and Technology Management* (pp. 486 – 493). *Procedia - Social and Behavioral Sciences* 57 .
- Savovic, S. (2017, May - August). The Impact of the Dimensions of Transformational Leadership on the Post-Acquisition Performance of

- the Acquired Company. *Economic Horizons*, Volume 19, Number 2, pp. 97 - 109.
- Sebahattin Y., et. al. (2014). The Effect of Leadership and Innovativeness on Business Performance. *Procedia - Social and Behavioral Sciences* Volume 150, 15 September 2014,, 785-793.
- Sen, A., Eren, E. (2012). Innovative Leadership for the Twenty-First Century. *Procedia - Social and Behavioral Sciences* 41: *International Conference on Leadership, Technology and Innovation Management*, pp. 1 – 14.
- Sharifirad, M. (2013, July 25). Transformational leadership, innovative work behavior, and employee well-being. *Glob Bus Perspect* (2013) 1:, pp. 198–225.
- Shi, B. (2017, August). An exploratory study of job insecurity in relation to household registration, employment contract, and job satisfaction in Chinese state-owned enterprises. In Evidence-based HRM. *A Global Forum for Empirical Scholarship* (Vol. 5, No. 2). Emerald Publishing Limited., pp. 151-165.
- Sittisom, W. (2020, February). Factors affecting Job Satisfaction of Employees in Pharmaceutical Industry: A Case Study of Thailand. *Sys Rev Pharm* 2020; 11(3): E-ISSN 0976-2779 P-ISSN 0975-8453, p. 125 133.
- Slimane, M. (2015). Relationship between innovation and leadership. *Procedia - Social and Behavioral Sciences* 181: *3rd International Conference on Leadership, Technology and Innovation Management*, pp. 218 – 227.
- Sree R., Satyavathi R. . (2017, September-October). Employee Job Satisfaction. *International Journal of Engineering and Management Research: Volume-7, Issue-5*, pp. 85-94.
- Stephen, I. Ayagas, D. (2014, May). Job satisfaction theories: Traceability to employee performance in organizations. *IOSR Journal of Business and Management (IOSR-JBM)* e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 16, Issue 5. Ver. I, pp. 11-18.
- Tebogo Sethibe & Renier Steyn . (2015). The relationship between Leadership Styles, Innovation and Organizational Performance: A

Systematic Review: *School for Business Leadership, University of South Africa, SAJEMS NS 18 (2015) No 3* pp. 325-337.

- Thamrin H. (2012, October). The Influence of Transformational Leadership and Organizational Commitment on Job Satisfaction and. *International Journal of Innovation, Management and Technology*, Vol. 3, No. 5, , pp. 566 - 572.
- Thamrin H. M. (October 2012). The Influence of Transformational Leadership and Organizational Commitment on Job Satisfaction and Employee Performance. *International Journal of Innovation, Management and Technology*, Vol. 3, No. 5, , 566-572.
- Thamrin, H. M. . (October 2012). The Influence of Transformational Leadership and Organizational Commitment on Job Satisfaction and Employee Performance. *International Journal of Innovation, Management and Technology*, Vol. 3, No. 5, .
- Tips, S., & Fantazy, K. (2012). Transformational leadership in Pakistan: An examination of the relationship of transformational leadership to organizational culture and innovation propensity. *Journal of Management and Organization*, 18(4), pp. 461- 480.
- Unutmaz, S. (2014). Factors Affecting Job Satisfaction of Employees in A Public Middle East Technical University.
- Venclová K., et, al. (2013 , June). Identification of Employee Performance Appraisal Methods in Agricultural Organizations. *Journal of Competitiveness Vol. 5, Issue 2*, pp. 20-36.
- Wako Jillo. (2016). Employee Performance Measures Used in Performance Management in KCB Bank Limited. Nairobi. University of Nairobi.
- Yıldız S., et, al. (2014). The Effect of Leadership and Innovativeness on Business Performance: 10th International Strategic Management Conference. *Procedia - Social and Behavioral Sciences* 150, pp. 785 – 793.
- Zahari, I., Shurbagi, A. (2012). The Effect of Organizational Culture and the Relationship between Transformational Leadership and Job Satisfaction in Petroleum Sector of Libya. *International Business Research*; Vol. 5, No. 9; , pp. 89 - 97.

Appendices

1- Letter of Thesis Application



Transformational Leadership Innovation and its Impact on Organization Performance and Satisfaction (Empirical Study in a company of oil and gas industry in Bahrain)

تجديد القيادة التحويلية وتأثيرها في الأداء والرضا الوظيفي
(دراسة تطبيقية على شركة في قطاع النفط والغاز بمملكة البحرين)

**Dear Sir
Greetings**

One of the Master of Business Administration Degree (MBA) requirements in the field of Management, by College of Business Administration at the University of Bahrain in the Kingdom of Bahrain, is to carry out research work in the related field areas. Therefore, I am going to perform a field study as a part of my MBA thesis titled "Transformational Leadership Innovation and its Impact on Organization Performance and Satisfaction (Empirical Study in a company of oil and gas industry in Bahrain)". The research will be carried out under the supervision of Prof Adel Ismail Al-Alawi, Professor of Management & Information Systems.

The research contains a field survey that will be filled by company's employees. The survey questions were constructed to serve the research objectives by assessing the current transformational leadership innovation and its impact on organization performance and satisfaction.

The gathered data and information from this questionnaire will represent one of the main sources for my research work and its findings. For that reason, your kind response is highly appreciated. Furthermore, I would like to assure you that the data and information given in this questionnaire will be treated with most confidentiality, and it will be used for only statistical purposes and scientific research.

أستاذي الكريم
تحية طيبة،

من ضمن متطلبات الحصول على درجة الماجستير في مجال إدارة الأعمال بكلية إدارة الأعمال بجامعة البحرين أن يقوم الباحث بإعداد دراسة عن أحد المواضيع ذات الأهمية في ميدان دراسته. وفي هذا الصدد أقوم بإجراء دراسة ميدانية كجزء من أطروحة الماجستير بعنوان "تجديد القيادة التحويلية وتأثيرها في الأداء والرضا الوظيفي (دراسة تطبيقية على شركة في قطاع النفط والغاز بمملكة البحرين)"، تحت إشراف الأستاذ الدكتور عادل إسماعيل العلوي: استاذ الادارة ونظم المعلومات بجامعة البحرين.

يشمل هذا البحث الميداني استبياناً يتم توزيعه على موظفين الشركة، حيث تم وضع أسئلة الاستبيان لغرض تحقيق الأهداف الموضوعية للبحث بتقييم التجديد الحالي بالقيادة التحويلية وأثرها على الرضا والأداء الوظيفي في القطاع النفطي بمملكة البحرين.

ستمثل البيانات والمعلومات التي سيتم تجميعها من الاستبيان أحد المصادر الأساسية لبحث رسالة الماجستير، وعلى ضوءها يتم عمل التحليل العلمي والمنهجي واستنباط النتائج. لذا، فإن تجاوبكم الكريم مع هذا البحث بالإجابة على أسئلة الاستبيان بدقة سيكون له أكبر الأثر في إنجاح هذا البحث، وسأكون ممتناً لكم لتعاونكم. وأحب أن تتأكدوا أن جميع المعلومات والبيانات المقدمة من قبلكم سيكون لها صفة السرية المطلقة وأن أجوبتكم ستسجل فقط بشكل معلومات إحصائية مجمعة وسوف تستخدم لأغراض البحث العلمي فقط وغير مسموح بتداولها أو نشرها.

وأخيراً، ومع تقديري التام لمدى انشغالكم، فأني أطمح في بعض من وقتكم للمشاركة في هذا المسح الميداني لهذا البحث العلمي. كما أشكركم جزيل الشكر على حسن تعاونكم وصادق اهتمامكم بالبحث العلمي والباحثين، للاستفسار الرجاء التواصل.

Finally, I would be so grateful to you if you could spare some of your valuable time participating in this survey. And I thank you very much for anticipating for your assist. And please feel free to contact me for any clarification or inquiry.

مع تحيات
اسم الطالب:
الهاتف:
ايميل:

Best Regards,
Student: Salah Mohamed Sharif Albastaki
Mobile No: 36737611
E-mail: albastakisalah@gmail.com

Useful Definitions:	تعريفات مفيدة
Leadership: is the ability to influence a group of people to achieve a goal.	القيادة: هي القدرة على التأثير على مجموعة من الأشخاص لتحقيق الهدف.
Transformational leadership: is one of leadership styles. It is an attempt to motivate the employees to work in order to achieve organizational objectives and satisfying their needs at a higher level.	القيادة التحويلية: هي واحدة من أساليب القيادة. وهي محاولة لتحفيز الموظفين على العمل من أجل تحقيق الأهداف التنظيمية وتلبية احتياجاتهم على مستوى أعلى.
Innovation: it is considered as a new finding in product, quality, production methods, markets, resources, and organizational structure.	التجديد أو الابتكار: يعتبر بمثابة اكتشاف طرق جديدة في الانتاج والجودة وأساليب الإنتاج والأسواق والموارد والهيكل التنظيمي.
Performance comprises of the results of an organization or the actual outputs of an organization, which can be measured against intended outputs, goals and objectives.	الأداء: يتكون من نتائج المنظمات أو المخرجات الفعلية للمؤسسة، والتي يمكن قياسها مقابل المخرجات والأهداف والغايات المقصودة.
Job satisfaction: is involving a person's positive feeling on his/her job.	الرضا الوظيفي: ينطوي على شعور الشخص الإيجابي بوظيفته.

The questionnaire structure	مكونات وهيكل الاستبانة
Part A: The Demographic Variables (Items: 1-5)	القسم أ: المتغيرات الديموغرافية (العناصر 1-5)
Part B: The Independent Variables (Transformational leadership Innovation) (Items: 6-45)	القسم ب: المتغيرات المستقلة (القيادة التحويلية وتجديدها) (العناصر 6-45)
Part C: The Dependent Variable (Performance) (Items: 46-60)	القسم ج: المتغير التابع: الأداء الوظيفي (العناصر من 46-60)
Part D: The Dependent Variable (Satisfaction) (Items: 61-75)	القسم د: المتغير التابع: الرضا الوظيفي (العناصر 61-75)

2- Questionnaire



Transformational Leadership Innovation: Empirical Study in Bahraini gas industry

تجديد القيادة التحويلية: دراسة ميدانية في قطاع الغاز بمملكة البحرين

Prepared by

Salah Mohammed Albastaki

Supervised by

Prof: Adel Al-Alawi

05-03-2020

Part A: The General Information (Items: 1-5)**الجزء الأول: (5-1)**

بيانات عامة

1. Job: الوظيفة: 1.

Job Title : المسمى الوظيفي:

Please respond to each of the following questions by ticking appropriately: الرجاء اختار الإجابة المناسبة					
2. Gender .2 الجنس			4. Level of Education المستوى التعليمي		
Male	☐	ذكر	High School	☐	ثانوية عامة
Female	☐	أنثى	Diploma	☐	دبلوم
3. Age .3 العمر			Bachelor	☐	بكالوريوس
Under 20 years	☐	تحت 20 سنة	Master	☐	ماجستير
21 – 30 years	☐	21 – 30 سنة	PhD	☐	دكتوراه
31 – 40 years	☐	31 – 40 سنة	Any other, Specify	☐	أخرى، الرجاء التحديد
41 – 50 years	☐	41 – 50 سنة	5. Years of Experience – سنوات الخبرة		
Above 50 years	☐	فوق 50 سنة	Less than 1 year	☐	أقل من سنة
			1-5 years	☐	1 – 5 سنين
			6 – 10 years	☐	6 – 10 سنوات
			11– 15 years	☐	11 – 15 سنة
			16-20 years	☐	16- 20 سنة
			Above 20 years	☐	أكثر من 20 سنة

Part Two: Study Variables

Based on your personal view, answer the following question and do not leave any item unanswered, please.

الجزء الثاني: متغيرات الدراسة
بناء على رأيك الشخصي، الرجاء
الإجابة على الأسئلة التالية.

Leader referred to below is anyone in your department or section who has a transformational leadership influence on his followers' attitudes. This includes your direct supervisor, acting supervisor, section head, manager or a small group leader.

A: The Independent Variables (Transformational leadership dimensions and Innovation)

أ. المتغيرات المستقلة (أبعاد القيادة
التحويلية والتجديد)

No. م	Statements ال فقرات	Strongly Agree موافق بشدة	Agree موافق	Undecided لا أعلم	Disagree غير موافق	Strongly Disagree غير موافق بشدة
1. Idealized Influence						
6	The leader has a clear future vision of the organization. يمتلك القائد رؤية مستقبلية واضحة حول المؤسسة.	☐	☐	☐	☐	☐
7	The leader is transparent and honest. القائد صادق ولديه شفافية.	☐	☐	☐	☐	☐
8	The leader fulfills what he promises. يفي القائد بما يعدُّ به.	☐	☐	☐	☐	☐
9	The leader appreciates the hard work of the co-workers. يقدر القائد عمل الزملاء الجاد.	☐	☐	☐	☐	☐
10	The leader respects the rights of the individuals in the workplace. يحترم القائد حقوق الأفراد في مكان العمل.	☐	☐	☐	☐	☐
11	The leader gives employees equal chances to express their ideas. يعطي القائد للموظفين فرص متساوية للتعبير عن أفكارهم.	☐	☐	☐	☐	☐

12	The leader involves the team members in the decision-making process sometimes. يُشارك القائد أعضاء الفريق في عملية اتخاذ القرار أحياناً.	☐	☐	☐	☐	☐
13	The leader expresses gratitude for even small achievements. يظهر القائد الامتنان حتى للإنجازات الصغيرة.	☐	☐	☐	☐	☐
2. Inspirational Motivation 2. الحفز الإلهامي						
14	The leader establishes clear priorities at work. يقيم القائد أولويات في العمل.	☐	☐	☐	☐	☐
15	The leader motivates employees to achieve their tasks. يحفز القائد الموظفين لإنجاز مهامهم.	☐	☐	☐	☐	☐
16	The leader gives employees tasks that challenge their abilities. يعطي القائد الموظفين مهام تتحدى قدراتهم.	☐	☐	☐	☐	☐
17	The leader tries to solve problems that may hinder the employees to achieve their tasks. يحاول القائد حل أي مشاكل تعوق أي إنجاز مهام الموظفين.	☐	☐	☐	☐	☐
18	The leader establishes clear performance standards. يحدد القائد مستويات أداء واضحة.	☐	☐	☐	☐	☐
19	The leader praises exceptionally high-performance levels. يشجع القائد مستويات الأداء العالية.	☐	☐	☐	☐	☐
20	The leader encourages teamwork to achieve the assigned goals. يشجع القائد العمل الجماعي لإنجاز الأهداف المحددة.	☐	☐	☐	☐	☐
21	Leader facilitates the use of organizational resources so that employees can achieve organizational goals. يسهل القائد استخدام خدمات المؤسسة للموظفين لإنجاز أهداف المؤسسة.	☐	☐	☐	☐	☐

3. Intellectual Stimulation		3. الاستشارة العقلية				
22	Leader encourages the use of alternative/new solutions to solve problems encountered by employees while working. يساعد القائد الموظفين لاستخدام حلول مختلفة عند حل المشكلات.	☐	☐	☐	☐	☐
23	Leader establishes a benchmark for measuring the progress of the organization يضع القائد مؤشر لقياس تقدم المؤسسة.	☐	☐	☐	☐	☐
24	The leader provides new ways to accomplish tasks in time. يضع القائد طرق جديدة لإنهاء المهام في الوقت المحدد.	☐	☐	☐	☐	☐
25	The leader divides the problem into small components to help to solve it. يقسم القائد المشكلة إلى مكونات صغيرة من أجل المساعدة على تقديم حلول.	☐	☐	☐	☐	☐
26	Leader encourages teams to try different approaches to solve problems. يطلب القائد من فريق العمل تناول المشكلة من زوايا مختلفة.	☐	☐	☐	☐	☐
27	The leader holds discussions to solve problems. يقيم القائد مجموعة من المناقشات لحل المشكلات.	☐	☐	☐	☐	☐
28	The leader is open to the new ideas that help problem-solving. يرعى القائد أفكار جديدة للمساعدة على إنجاز حلول للمشاكل.	☐	☐	☐	☐	☐
29	The leader encourages the employees to share experiences that help to achieve tasks. يشجع القائد الموظفين على تبادل الخبرات التي تساعد على إنجاز المهام.	☐	☐	☐	☐	☐
4. Individual Consideration		4. الاعتبار الفردي				
30	The leader gives opportunities to the employees to take part in the decisions that affect them. يعطي القائد فرص للموظفين للمشاركة في اتخاذ القرارات التي تؤثر عليهم.	☐	☐	☐	☐	☐

31	The leader helps the employees to acquire new knowledge for their development. يساعد القائد الموظفين على اكتساب معرفة جديدة لتطور أنفسهم.	☐	☐	☐	☐	☐
32	The leader helps the employees to achieve the tasks in their ways. يساعد القائد الموظفين على إنجاز مهامهم بطريقتهم.	☐	☐	☐	☐	☐
33	The leader provides advice to individuals when needed. يقدم القائد النصيحة للأفراد عند الحاجة.	☐	☐	☐	☐	☐
34	The leader listens to the employees with great courtesy. يستمع القائد للموظفين بلطف كبير.	☐	☐	☐	☐	☐
35	The leader gives the employees feedback about their performance. يعطي القائد الموظفين تغذية راجعة حول الأداء.	☐	☐	☐	☐	☐
36	The leader helps individuals to find solutions to their work technical problems. يساعد القائد الأفراد على إيجاد حلول لمشاكلهم المهنية.	☐	☐	☐	☐	☐
37	The leader helps the employees to overcome work-related technical problems. يساعد القائد الموظفين على تجاوز المشكلات التقنية في العمل.	☐	☐	☐	☐	☐
5. Innovation (الابتكار)						
38	Leader suggests innovative ideas to employees to enable them to solve work problems. يقدم القائد أفكار ابتكارية للموظفين عند مواجهتهم مشاكل معينة.	☐	☐	☐	☐	☐
39	Leaders encourage staff to think in a creative way to achieve tasks. يشجع القائد الموظفين على التفكير بطريقة إبداعية لإنجاز المهام.	☐	☐	☐	☐	☐
40	Leaders support the unusual useful ideas. يدعم القائد الأفكار غير الاعتيادية المفيدة.	☐	☐	☐	☐	☐
41	Leaders lead discussions about the best ways to develop the organization.	☐	☐	☐	☐	☐

	يدير القائد المناقشات من أجل الوصول لأفضل الطرق لتنمية المؤسسة.					
42	There is a continuous search for new ideas in my organization in order to facilitate work. يوجد دائماً بحث مستمر عن الأفكار الجديدة لتسهيل العمل بالمؤسسة.	☐	☐	☐	☐	☐
43	The management continually seeks new methods to help employees. تسعى الإدارة في الحصول على الطرق الحديثة لمساعدة الموظفين.	☐	☐	☐	☐	☐
44	There is encouragement to share ideas among the team members. يوجد تشجيع لمشاركة الأفكار بين أفراد فريق العمل.	☐	☐	☐	☐	☐
45	Leaders motivate new ideas to achieve the best outcomes. يشجع القادة الأفكار الجديدة للحصول على أفضل النتائج.	☐	☐	☐	☐	☐

B. The Dependent Variable (Performance)

أ. المتغير التابع (الأداء الوظيفي)

No. م	Statements ال فقرات	Strongly Agree موافق بشدة	Agree موافق	Undecided لا أعلم	Disagree غير موافق	Strongly Disagree غير موافق بشدة
46	I achieve my job responsibilities. أنجز مهامى الوظيفية.	☐	☐	☐	☐	☐
47	I meet the expectations of job performance. أفي بتوقعات الأداء الوظيفي.	☐	☐	☐	☐	☐
48	My organization finds my work satisfactory. تجد منظمتي عملي مرضٍ.	☐	☐	☐	☐	☐

49	I am effective when doing my tasks. أكون فعالاً عند أداء مهامي.	☐	☐	☐	☐	☐
50	I do my job better than others who have the same tasks. أقوم بأعمالي بشكل أفضل من أولئك الذين لديهم نفس المهام.	☐	☐	☐	☐	☐
51	I produce high-quality work. أنتج عملاً عالي الجودة.	☐	☐	☐	☐	☐
52	I manage my work to finish on time. أستطيع أن أنجز أعمالي في الوقت المحدد.	☐	☐	☐	☐	☐
53	I collaborate with relevant individuals to finish my tasks. أتعاون مع الآخرين لكي أنجز مهامي.	☐	☐	☐	☐	☐
54	I do more than what is expected from me. أقدم أكثر مما هو مطلوب مني.	☐	☐	☐	☐	☐
55	I am ready to stay extra hours to finish my work when needed. أنا مستعد للبقاء لساعات إضافية لإنجاز العمل عند الحاجة.	☐	☐	☐	☐	☐
56	I find new ways to finish my work effectively. أجد لي طرق جديدة لإنهاء أعمالي بفعالية.	☐	☐	☐	☐	☐
57	I help other employees when they need my help. أساعد الموظفين الآخرين عند حاجتهم لمساعدتي.	☐	☐	☐	☐	☐

58	I share my experience with my co-employees. أشارك زملاء العمل خبرتي.	☐	☐	☐	☐	☐
59	I attend work early. أحضر مبكراً للعمل.	☐	☐	☐	☐	☐
60	I assist my supervisors when needed. أساعد رؤساء العمل عند الحاجة.	☐	☐	☐	☐	☐

C. The Dependent Variable (Satisfaction)

أ. المتغير التابع (الرضا الوظيفي)

No. م	Statements ال فقرات	Strongly Agree موافق بشدة	Agree موافق	Undecided لا أعلم	Disagree غير موافق	Strongly Disagree غير موافق بشدة
61	I feel happy when going to work. أشعر بالسعادة عند الذهاب للعمل.	☐	☐	☐	☐	☐
62	I feel positive most of the working time. أشعر بالإيجابية معظم أوقات العمل.	☐	☐	☐	☐	☐
63	I interact with my colleagues and bosses positively. أتفاعل مع زملائي ورؤسائي بشكل إيجابي.	☐	☐	☐	☐	☐
64	I have good relations at my workplace. لدي علاقات جيدة في موقع العمل.	☐	☐	☐	☐	☐

65	I get suitable appreciation on my work from my bosses. أحصل على التقدير المناسب من رؤسائي في العمل.	☐	☐	☐	☐	☐
66	My duty and tasks are satisfying to me. مهامي الوظيفية مرضية لي.	☐	☐	☐	☐	☐
67	My values are in line with the workplace values. تتسق قيمي مع قيم العمل.	☐	☐	☐	☐	☐
68	My salary is proportional to the work I do. يتناسب رتبتي مع ما أقوم به من أعمال.	☐	☐	☐	☐	☐
69	I get usual encouragement. أحصل تشجيع مستمر وثناء.	☐	☐	☐	☐	☐
70	I get help from the team at work when I need it. أحصل على المساعدة من فريق العمل عند الحاجة.	☐	☐	☐	☐	☐
71	I speak in a good way about my company outside the workplace. أتحدث بشكل جيد عن شركتي خارج مكان العمل.	☐	☐	☐	☐	☐
72	Managers care about me as a person. يعتني بي الرؤساء بشكل شخصي.	☐	☐	☐	☐	☐
73	I am praised when I do quality work. يتم مدحي حين أقدم عمل جيد الجودة.	☐	☐	☐	☐	☐

74	Good workers get monetary compensation. يحصل العاملون الجيدون على مكافآت مالية.	☐	☐	☐	☐	☐
75	I don't want to change my workplace. لا أريد بتغيير مكان عملي.	☐	☐	☐	☐	☐

Any other comments

ملاحظات أخرى

.....

.....

.....

شكرا لكم

Thank You for Your Participation in This Survey

مستخلص الدراسة

الهدف الرئيسي من البحث هو قياس تأثير الابتكار في القيادة التحويلية على أداء الموظفين والرضا الوظيفي في شركة غاز في مملكة البحرين. تم تصميم الدراسة اعتمد على منهجًا كميًا باستخدام استبيان كأداة لجمع البيانات الرئيسية. اعتمد البحث على منهج التحليل الوصفي. تكون مجتمع الدراسة من حوالي 1000 موظف في شركة الغاز في البحرين. تضمنت العينة المبحوثة 300 مستجيب. ونظرًا للظروف الحالية للتباعد الاجتماعي بسبب جائحة كورونا، تم إرسال الاستبيان وجمعه إلكترونياً باستخدام موقع www.googleforms.com. وتم معالجة البيانات التي تم جمعها باستخدام برنامجين إحصائيين MS Excel و SPSS أظهرت نتائج البحث أن أربعة أبعاد من الابتكار في القيادة التحويلية - التأثير المثالي، والتحفيز الفكري، والاعتبار الفردي، والابتكار - لها تأثير إحصائيًا على أداء الموظفين، حيث تبلغ القيمة p بالنسبة لهم جميعًا 0.000. ومع ذلك، أظهرت نتائج اختبار الانحدار أن الدافع الملهم ليس له تأثير إحصائي على أداء الموظفين، حيث أن قيمة sig تساوي 0.801. بالإضافة إلى ذلك، أظهرت نتائج اختبار تأثير ابتكار القيادة التحويلية على الرضا الوظيفي بأن جميع المتغيرات المستقلة لها تأثير إحصائي على رضا الموظفين، حيث أن جميع قيم sig تساوي 0.000. علاوة على ذلك، أظهرت نتائج اختبار ANOVA وجود فروق ذات دلالة إحصائية بين آراء الموظفين حول تأثير ابتكار القيادة التحويلية على الأداء والرضا بسبب المتغيرات الديموغرافية للموظفين (الوظيفة والعمر والجنس والتعليم والخبرة). بالنسبة للأثار النظرية، أضافت الدراسة جانبًا نظريًا مهمًا - وهو ربط القيادة التحويلية بالابتكار - وقياس تأثيرها على كل من الأداء والرضا الوظيفي، وإيجاد تأثير إحصائي إيجابي حيث يمكن أن تساعد الدراسة باحثي الموارد البشرية في الحصول على فهم نظري أفضل لمتغيرات البحث. علاوة على ذلك، فيما يتعلق بالآثار العملية، فإن تنفيذ توصيات الدراسة سيؤثر إيجابًا على الأداء والرضا في الشركات والمؤسسات الخاصة والعامة. الدراسة بها قيود بسبب جائحة Covid-19، وبالتالي لا يمكن للدراسة استخدام أداة المقابلة. علاوة على ذلك، هناك نقص في الدراسات التي تناقش الابتكار في القيادة. تم تضمين أصالة وقيمة الدراسة في النتائج التي تظهر التأثير الإيجابي للابتكار القيادي على الرضا والأداء. أوصت الدراسة بتطبيق ابتكار القيادة التحويلية في الشركات حيث ثبت أن لها تأثير كبير على كل من الأداء والرضا. كما أوصت الدراسة بتقديم ورش عمل للقيادة لتوجيه انتباههم إلى الأبعاد المختلفة للقيادة التحويلية وكيفية تحويل مبادئ هذه الأبعاد إلى إجراءات عملية في الممارسات التشغيلية اليومية. كما أوصت الدراسة بتوفير ورش عمل للقيادة توضح أهمية التحفيز الملهم كبعد قيادي تحويلي فعال حيث ثبت أنه ليس له أي تأثير على الأداء الوظيفي. كما أوصت الدراسة بإدخال طرق مبتكرة في أساليب القيادة، ويجب تقديم هذه الإجراءات المبتكرة للقيادة في الشركات الخاصة والعامة حتى يتمكنوا من تحسين وإثراء الأداء والرضا والمتغيرات الأخرى.

الكلمات الرئيسية للدراسة: القيادة التحويلية، التأثير المثالي، الدافع الملهم، التحفيز الفكري، الاعتبار الفردي، والابتكار القيادي، أداء الموظفين والرضا الوظيفي.

جامعة البحرين

قسم الإدارة و التسويق



كلية إدارة الأعمال

الابتكار في القيادة التحويلية
دراسة تطبيقية على شركة غاز بمملكة البحرين

أطروحة مقدمة كجزء من متطلبات الحصول على درجة الماجستير في إدارة الأعمال

إعداد
صلاح محمد شريف البستكي
20110412

إشراف
د. عادل العلوي
بروفيسور جامعي
جامعة البحرين

مملكة البحرين
أغسطس 2021م