

THE ROLE OF LEADERSHIP STYLES IN ENCOURAGING AND IMPROVING TEAM PERFORMANCE IN ONE OF THE BIGGEST OIL & GAS GROUP OF COMPANIES IN ABU DHABI, UAE

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Abstract: The aim of the current study is to examine the impact of leadership styles such as transformational leadership, transactional leadership and participative leadership on the team performance of one of the biggest oil & gas group of companies in UAE. The goal also includes the moderating role of perceived organizational culture on the links of transformational leadership and team performance, transactional leadership team performance, participative leadership, and team performance. The employees who have at least one immediate boss and currently working in one of the biggest oil & gas group of companies are the respondent and data were gathered by using questionnaires and it was analyzed by using Smart-PLS. The results indicated that transformational leadership, transactional leadership, and participate leadership have positive nexus with team performance. The results also indicated that perceived organizational culture has positively moderates among the nexus of transformational leadership and team performance, transactional leadership team performance, participative leadership, and team performance. The regulators of this group of companies will be the foremost users who want to formulate policies regarding the leadership style that improves team performance.

Keywords: *Transformational Leadership, Transactional Leadership, Participate Leadership, Team Performance, Perceived Organizational Culture*

1. Introduction

The performance of an employee is an important key for team performance effectiveness. The best performance of times often the basic result which an organization wants to achieve. Thus, this research investigated the consequences of leadership attitude on the performance of workers in one of the biggest oil & gas group of companies in Abu Dhabi, UAE, via the arbitrary role of participation. Furthermore, many studies showed that there was a moderation consequence in the correlation between the performance of the team and the styles of leadership (Shahin, Naftchali, & Pool, 2014). It was suggested that managers having better qualities of leadership should be selected in the oil and gas company within the UAE for enhancing organizational participation. Due to this, the worker's performance can be more developed, and the overall performance of an organization can more important and positive. In Abu Dhabi, it was the National Oil Company who in 1953 discovers oil in MBO (Murban Bab Oil Filed). The company took about three years for 112-kilometer pipeline creation. Later on, it further discovered some other oil fields like BAQ, etc. The company revenue continues to increase in the year 1971 and results in the formation of a new venture Abu Dhabi National Company by the late Sheikh Zayed bin Sultan.

The 2030 strategy of the company is to: “Transform the way we maximize value from every barrel, to deliver the greatest possible return to Abu Dhabi as we help meet the world’s growing demand for energy”. The national oil company of Abu Dhabi is a company whose influence and contributions to the United Arab Emirates' national economy cannot be ignored. There is total of 17 subclasses in the gas and

oil and as well as the industry of petrol chemical and which also includes the logistics and transport services of gas and oil. These types of variety have made sure that the company has still carried on the wealth for the nation and in the area of employment. Same like, the United Arab Emirates reports that 4.3 percent of the middle east regional oil and up to 10 percent of the gas in the universe. Moreover, the consequences of leadership attitude towards team performance and leadership have a lot of influence on the success of the organization. Only, little leaders understand the significance of how important their behavior of leadership is to team performance.

In the past few years, the involvement of the team has been researched vastly, and extra attention has been given to the correlation between the culture of the organization and few variables like effectiveness, productivity, organizational framework, efficiency and style of leadership (Keegan & Den Hartog, 2004). However, there has been no research in regard to team performance of workers specifically in sectors of oil and gas. In addition, the performance of the team on the overall job area performance is considerable because all the members within a team contribute individually towards the performance of the team by giving their efforts in various ways and as well as giving suggestions which are very useful to the team performance (Sosik & Godshalk, 2000). Team performance has more positive effects and less negative effects on the team performance due to its nature of upholding the conflicts within the teams and the communication leadership styles. Furthermore, team performance is more positively affected due to team performance which gives cohesiveness opportunity to the team members and letting them work more effectively (Li, Meng, Wang, & Zhou, 2008).

1.1 Research Objectives

1. To examine the effect of transformational leadership on team performance.
2. To investigate the effect of transitional leadership on team performance.
3. To determine the effect of Participative leadership on team performance.
4. To determine the moderating effect of POC on the relationship between leadership styles and team performance.

1.2 Research Aim

The prime aims of this investigation are:

- Theory testing with a new data set and new model.
- Test the moderation effect of perceived organizational climate on the relationship between leadership styles and team performance.
- Provide a new insight into a firm's leadership to have better decision making for enhancement of team performance.

2. Literature Review

Basically according to the theories relevant to the style of transformational leadership tells us that the performance of workers and their commitments towards leading organizational innovations are included indirect effects. Transformational leadership is considered as the most motivating approach among various leadership approaches (Clarke, 2013). Moreover, it is also debated that the leaders of transformation need to consider four different types of factors or at least one of the factors should be taken into consideration. These all four factors have a considerable impact on the performance of the leaders. Furthermore, for obtaining the objectives which are decided and finalized by the transformational leaders there is a strong bond that is associated and is helpful to formulate the eagerness and aspiration in the followers.

2.1 Transformational Leadership

A condition is featured by idealized impact by doing right and suitable activities bracing their belief in their followers instead of asking them to do better performance solely. Whenever they conduct correct things they become ideals. For example, when leaders have positive features like high ethics and focus on a high order, then there exists an attachment that is emotional between the leader and the follower (Aldoory & Toth, 2004). Moreover, due to this kind of relationship trust and confidence is buildup. Those leaders who are involved in inspirational motivation enhance and give a platform to all their workers for encouraging them in achieving an unexpected performance extent (Arnold, Turner, Barling, Kelloway, & McKee, 2007). To formulate and show a specific innovation is the main concern of this type of leadership. In addition, the turnover of the organization is enhanced due to the motivation of these leaders. It identifies various solutions regarding existing issues in different and unique ways. All the questions of the employees are not answered by the intellectual stimulation normally. Moreover, intellectual stimulation deeply examines the issues of followers and as well as provide solutions to them (Piccolo & Colquitt, 2006). In individual consideration, all of the workers are appreciated and their achievements are celebrated. In the area of organizational attitude, leadership is considered as a central subject (Dvir, Eden, Avolio, & Shamir, 2002). Furthermore, the leaders of our great must not only encourage the energy of subordinates to enhance competence but they need to accomplish their requirements in obtaining the aims of the organization.

2.2 Transactional Leadership

In accordance with a study on leadership has been defined as benefit and cost interchange practices. The theories which are based on the transactional leadership are set up on the concept of the relations of leader-followers on the ground on the continuous interchange between the followers and their leaders (Barling, Weber, & Kelloway, 1996). Moreover, this kind of leadership is considered by attitudes that underline the interchanging quality between the managers and the followers.

In addition, the leadership of transactions is actually based on the two methods and continuous interchange between the leaders and juniors (Bycio, Hackett, & Allen, 1995). Therefore, these leaders show effectiveness for the juniors thus; these leaders develop the talent of employees for the long term. Furthermore, transactional leadership plans to increase agreement between the leaders and followers. The exchange that takes place in this type of leadership is when the necessary resources are provided by the leaders and then later on the followers make his command and publicly show it.

2.3 Participative Leadership

Participative leadership means a combined making decision and as well as shared impacts by a manager and her of his workers. This type of decision making suggests various benefits to workers and to the organization itself by developing the confidence level of workers, quality of work and also enhancing decision quality (Kuhnert & Lewis, 1987). Moreover, the leaders of participative include their juniors during the process of decision making for imposing and formulating decisions and they also take opinion from them. These opinions influence internal and external strategies. In addition, for organizing better linkage between the leaders and the workers in an institution, the relations of human and resources of participative decision making are necessary which are based on three crucial modules; efficacious communication, enhancement of worker and harmonic relations of employment, these types of elements emphasis the communal communication and equality of power between workers and leaders (Howell & Avolio, 1993).

In addition, in human relations point of view participation is a mechanism by which workers can know about their performance and ideas regarding changes that are made in decisions as it is minimizing interaction and resistance of the workers. Senior managers also prefer participation in giving guidance to

the workers to have belief and feel importance regarding their contribution in the process of decision making and as well as motivating and encouraging them to perform much better (Judge & Piccolo, 2004). Furthermore, it may also develop workers' similar culture, responsibility, etc. and also enhance the workers' opportunities in achieving updated information and comprehension.

2.4 Perceived Organizational Climate

The climate of any organization often throws a strong impact on all the sections of an organization. Organizational climate tells us about the attributes of the team performance, whereas the perceived organizational climate seems ambivalent because an individual cannot be assured that this refers to an organizational attribute or the perceiving individuals (Taştan & Güçel, 2014). Moreover, if it alludes to the organization, then perceived organizational climate measures should be expanded in regard to the perception accuracy. But if it alludes to the individual, then the perceived climate organization may be another name for satisfaction or job or behavior or workers. Perceived organizational climate not only having an impact on leadership but it also affects the performance of the team (Gould-Williams, 2007).

2.5 Team Performance

The performance of the team has been labeled in the literature of the team as a usual structure that includes resources input, altogether efforts during the process and particular indicators of performance on results. The particular indicators of performance and the some of the resources available may change from team to team, for the reasons we show team performance as the performance of process type (Miceli & Near, 1985). Furthermore, the performance of the team as a process building is not a new wonder, whereas the performance which is based on the team process may include, between others, an effort that is given by all of the participants or the interpersonal correlation quality which is known as teamwork emphasizing on the performance as against a task work emphasis.

In addition, referring a performance of the team as a process of teamwork build allows the theoretical connections which are related to processes that are based interpersonally and are probably available in all teams like cohesion, management conflicts, and communication between team members (Köllen, 2016). So, due to this, the interpersonal correlation quality is represented by the performance of the team or we can say that the performance of the team is represented as a process-based teamwork build.

Cohesion shows the level to which team members are encouraged to stay on the team. The teams with a high level of cohesion tend to have more involvement in the tasks performed in the team, maximum extents of coordination between the members of the team while performing the team activities and minimum absenteeism (Daniel, 1985). Moreover, the cohesion in the team has been focused as a critical encouraging factor that impacts the performance of the team in the previous study that has been conducted actually. According to these previous connections which exist between team performance and cohesion, the below proposition is drawn:

Efficacious performance of the team is due to these communication-based factors; feedback, prompt, suggestions and enhancing listening. For completing the regular activities of the team and obtaining the objectives easily the easy and open communication within a team is very important (Peterson, 1975). On the base of previous actual and conceptual connections between the performance of team and communication and efficaciousness, the below mention proposition is drawn: Management conflicts always arise whenever there is a disagreement between the team members of the team or between two various teams. These kinds of conflicts become harmful for the members and as well as for teams also in regard to thinking and making better decisions (Shahin et al., 2014). Although, all the conflicts may not

be that harmful to the teams they can be ignorable. Moreover, the conflicts of the team depend that how the team members manage them and the ways they adapt to control and solve the issues. Furthermore, the conflicts which are positive in nature like competition and collaboration positively influence team performance (Taştan & Güçel, 2014).

2.6 Research Hypotheses

1. There is an association between transformational leadership and team performance.
2. There is an association between transactional leadership and team performance.
3. There is an association between participative leadership and team performance.
4. Perceived organizational climate moderates the relationship between transformational leadership style and team performance.
5. Perceived organizational climate moderates the relationship between transactional leadership style and team performance.
6. Perceived organizational climate moderates the relationship between participative leadership style and team performance.

3. Research Methods

This study follows the quantitative methods of data collection. The employees who have at least one immediate boss and currently working in one of the biggest oil & gas group of companies are the respondent and data were gathered by using questionnaires and it was analyzed by using Smart-PLS.

3.1 Research Population

The target population of the present study was the whole oil refining companies that are operating in the territory of Abu Dhabi because the economy of the UAE is majorly based on the oil production and income that are generated from the oil processing.

3.2 Sample Frame and Sampling Techniques

As the target population is the oil refining companies of Abu Dhabi, the current study selected one of the biggest oil & gas group of companies on the basis of purposive sampling because the purpose of this study is to target the largest oil refining company of Abu Dhabi. More than 75000 employees are currently working and the respondents were selected on the basis of simple random sampling.

3.3 Sample Size

The selected company has more than 75000 employees and around more than 72000 employees have an immediate boss and are the respondents of the study. According to the table of sample size developed by Krejcie and Morgan (1970), 382 are the sample size if the population is 75000. Thus, around 390 respondents were taken by the study for data collection.

3.4 Data Collection Procedure

Prior to the data collection, it is required to get approval from the relevant authorities and for this reason, a request letter sends to the relevant authorities for gathering the data along with the purpose letter that tells the aim of the study to the authorities. After getting the approval, a total of 390 questionnaires were sent but only 291 questionnaires were received that were used for the analysis that represents 74.62 percent response rate.

3.5 Research Model

The existing study developed the six hypotheses out of the three are direct hypotheses among the predictors and dependent variable, while three are indirect hypothesis related to the moderating role of perceived organizational climate among the predictors and dependent variable. Figure 1 showed the research model of the current study.

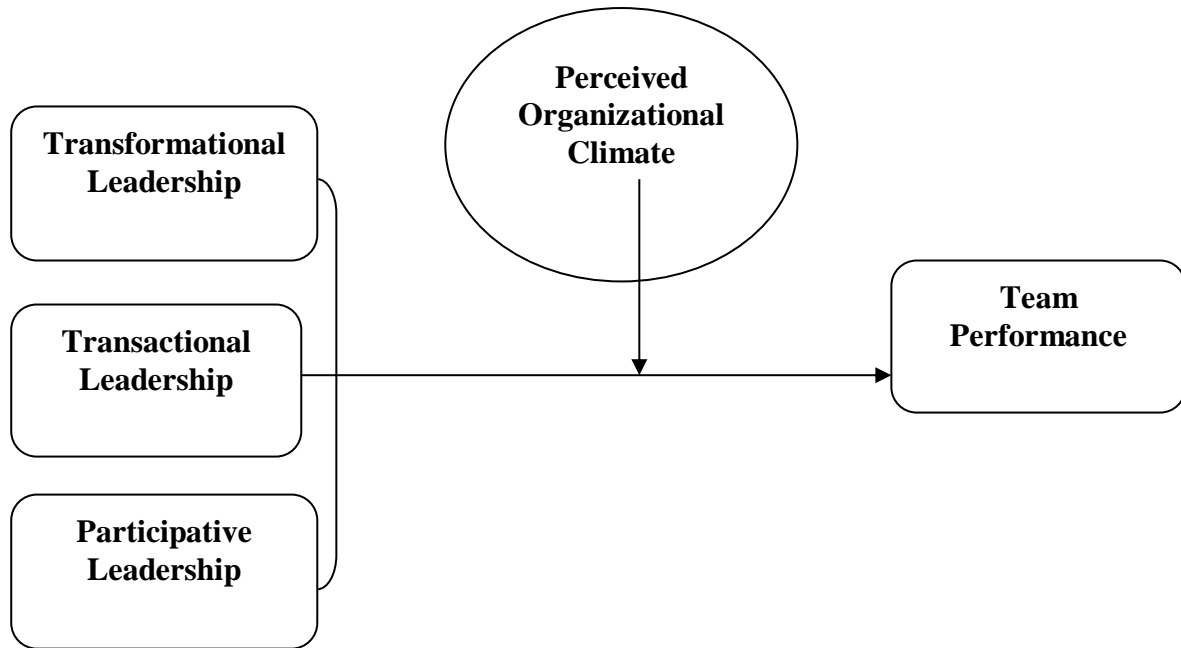


Figure 1: Theoretical Framework

4. Data Analysis

The data analysis section firstly shows the convergent validity about the correlation among the items and the figures such as loadings more than 0.40, AVE more than 0.50, Alpha and CR values are larger than 0.70 show that valid convergent validity because high correlation among the items and these figures are shown in Table 1.

Table 1: Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Perceived Organizational Culture	POC1	0.863	0.869	0.838	0.512
	POC2	0.537			
	POC3	0.609			
	POC4	0.636			
	POC5	0.538			
	POC6	0.259			
	POC7	0.858			
	POC8	0.628			
Participative Leadership	PTL1	0.865	0.865	0.904	0.657
	PTL2	0.596			
	PTL3	0.873			
	PTL4	0.865			
	PTL5	0.818			

Transformational Leadership	TFL1	0.844	0.956	0.961	0.558
	TFL10	0.830			
	TFL11	0.814			
	TFL12	0.809			
	TFL13	0.814			
	TFL14	0.768			
	TFL15	0.436			
	TFL16	0.481			
	TFL17	0.494			
	TFL18	0.488			
	TFL19	0.848			
	TFL2	0.826			
	TFL20	0.839			
	TFL3	0.830			
	TFL4	0.817			
	TFL5	0.680			
	TFL6	0.757			
	TFL7	0.734			
	TFL8	0.815			
TFL9	0.771				
Team Performance	TP1	0.578	0.844	0.887	0.570
	TP2	0.781			
	TP3	0.647			
	TP4	0.815			
	TP5	0.838			
	TP6	0.831			
Transactional Leadership	TSL1	0.414	0.950	0.960	0.721
	TSL11	0.941			
	TSL12	0.919			
	TSL2	0.916			
	TSL3	0.931			
	TSL4	0.411			
	TSL5	0.925			
	TSL6	0.939			
	TSL7	0.920			
TSL9	0.921				

The data analysis section secondly shows the discriminant validity of the correlation among the constructs and the figures such as the ratio of Heterotrait Monotrait (HTMT) are less than 0.90 and show valid

discriminant validity because no high correlation among the constructs and these figures are shown in Table 2.

Table 2: Heterotrait Monotrait Ratio

	POC	PTL	TFL	TP	TSL
POC					
PTL	0.269				
TFL	0.310	0.614			
TP	0.284	0.451	0.556		
TSL	0.625	0.557	0.594	0.498	

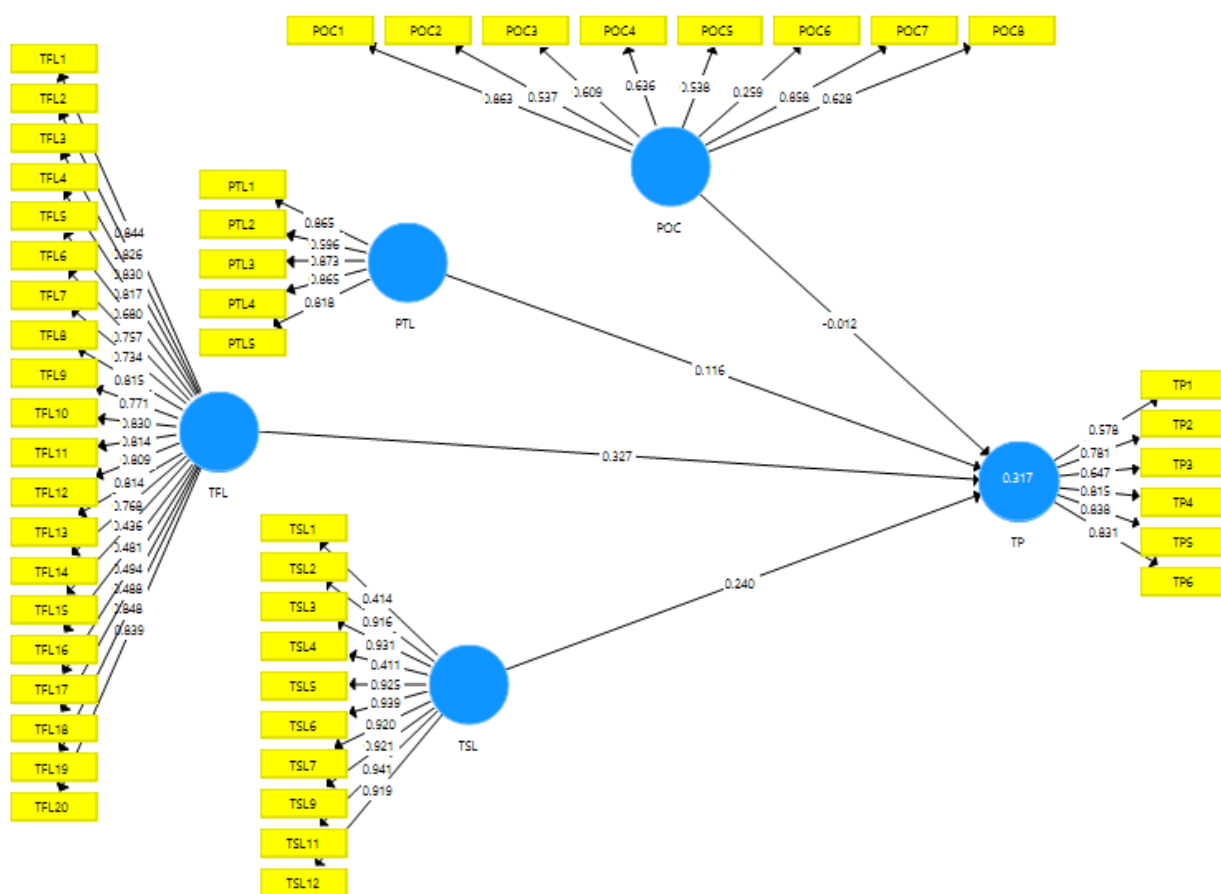


Figure 2: Measurement Model Assessment

The path analysis shows that all the leadership style such as transformative leadership, transaction leadership, and participative leadership have positive nexus with team performance and accept H1, H2, and H3. The perceived organizational climate has positive moderation among the links of transformational leadership and team performance, transactional leadership team performance, participative leadership, and team performance and accepts H4, H5, and H6. These figures are shown in Table 3, Figure 3, Figure 4, Figure 5 and Figure 6 given below:

Table 3: Path Analysis

	Beta	S.D.	t-values	p-values	L.L.	U.L.
PTL -> TP	0.150	0.075	1.998	0.024	0.035	0.275
PTL*POC -> TP	0.141	0.061	2.309	0.012	0.001	0.210
TFL -> TP	0.287	0.070	4.110	0.000	0.201	0.387
TFL*POC -> TP	-0.256	0.059	4.340	0.000	-0.349	-0.156
TSL -> TP	0.295	0.166	1.776	0.039	0.063	0.468
TSL*POC -> TP	0.163	0.078	2.095	0.019	0.036	0.284

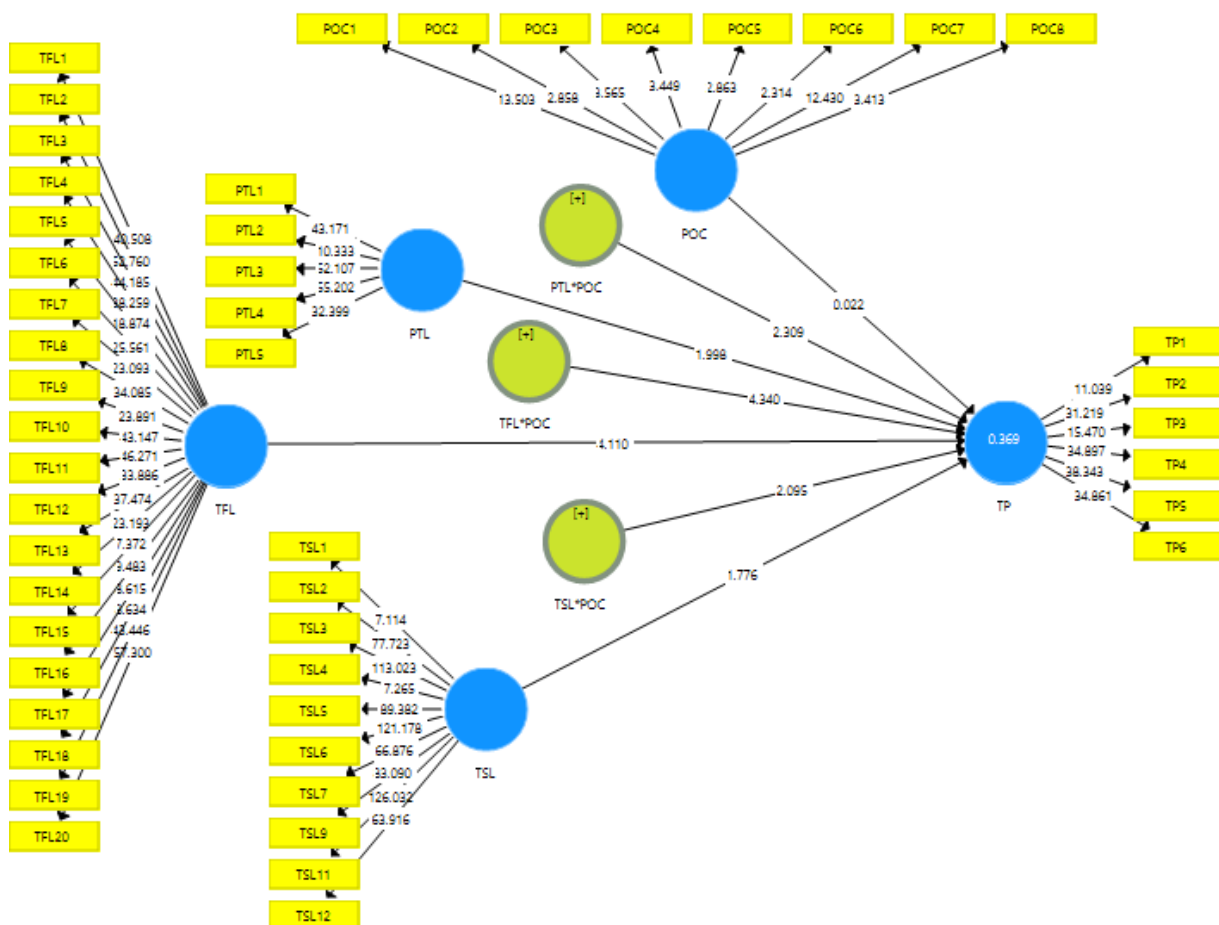


Figure 3: Structural Model Assessment

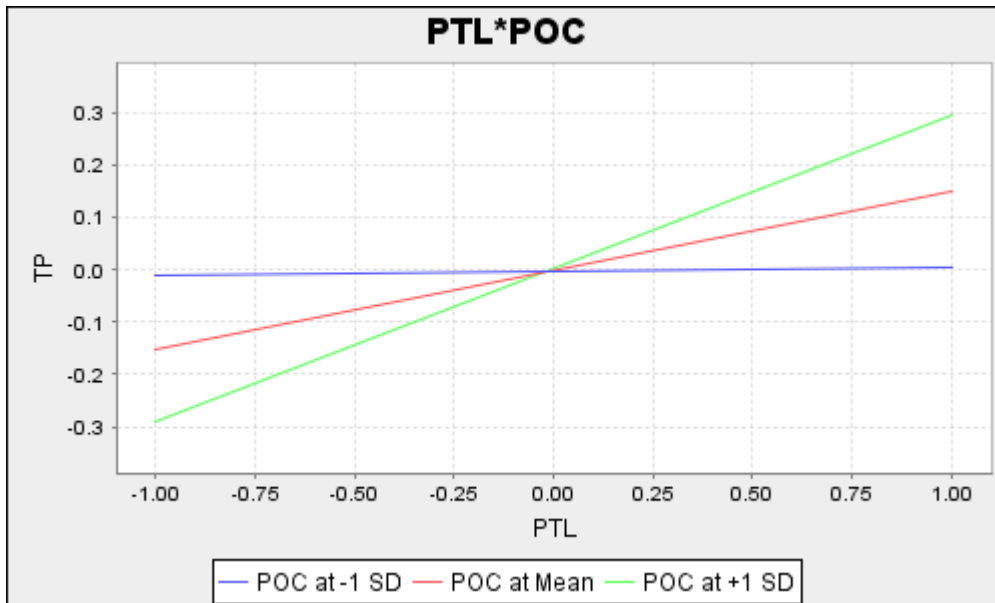


Figure 4: PTL*POC

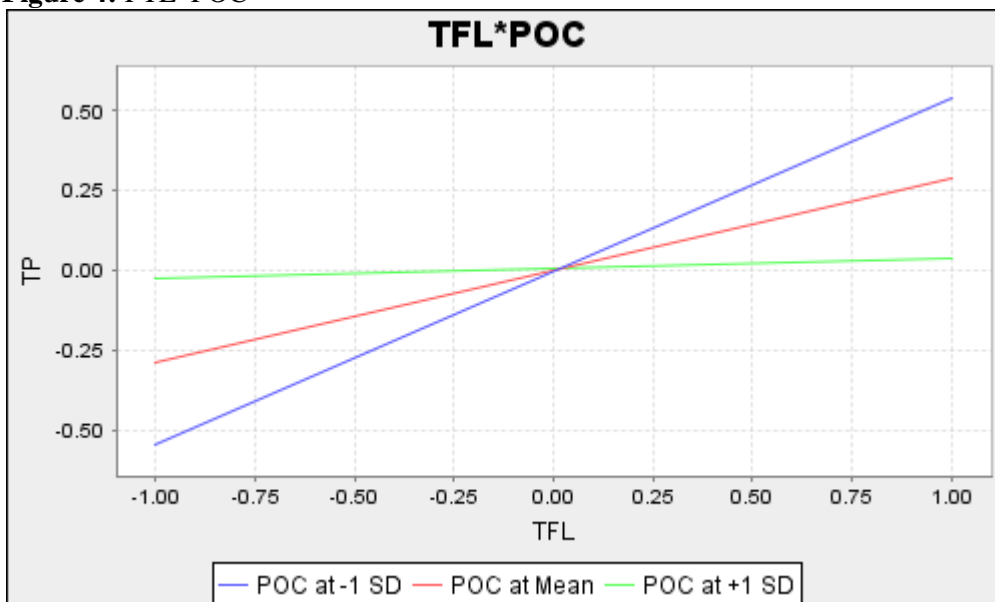


Figure 5: TFL*POC

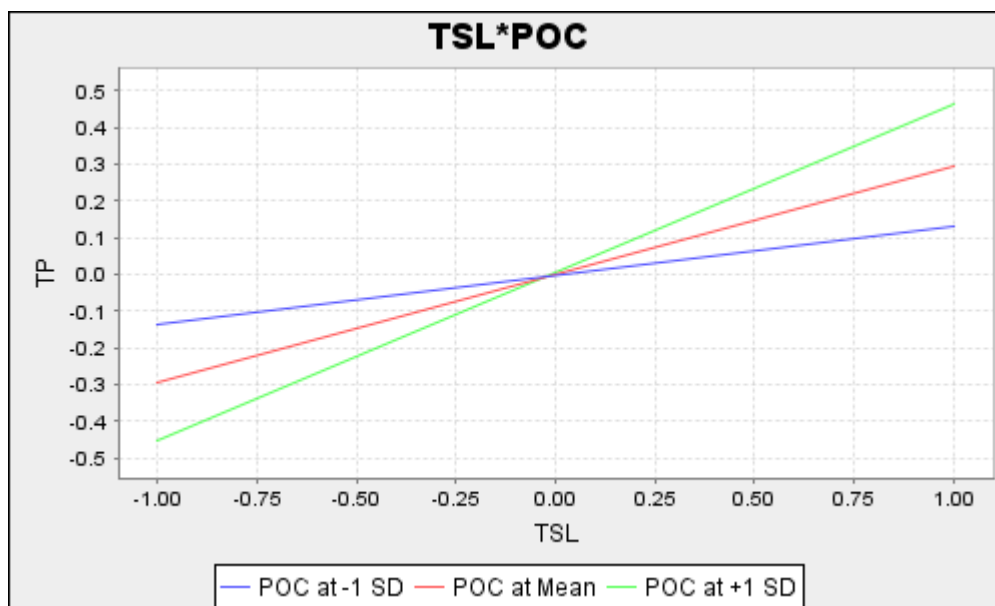


Figure 6: TSL*POC

5. Discussions

The results indicated that transformational leadership, transactional leadership, and participate leadership have positive nexus with team performance. The results also indicated that perceived organizational culture has positively moderates among the nexus of transformational leadership and team performance, transactional leadership team performance, participative leadership, and team performance. The regulators of the selected company will be the foremost users who want to formulate policies regarding the leadership style that improves team performance. These findings are similar to the past studies output such as Gipson, Pfaff, Mendelsohn, Catenacci, and Burke (2017) and Nguyen, Mia, Winata, and Chong (2017) who also found that transformational leadership and participative leadership have positive nexus with the team performance. Moreover, the study of Törner, Pousette, Larsman, and Hemlin (2017) also found that supportive organizational climate positive influence of the leadership style that improve the team performance of the firm and matched with current study findings.

5.1 Recommendations

This study recommended to the policymakers of the selected company that they should increase their emphasis on the leadership styles along with the climate of the organization that supports the financial performance of the organization. In addition, the regulators of the selected company will be the foremost users who want to formulate policies regarding the leadership style that improves team performance. This study also recommended to the new researcher that they should add the mediation aspect in this study while exploring this area in the future.

5.2 Conclusion

Finally, this study concluded that one of the biggest oil & gas group of companies in Abu Dhabi, UAE have a strong leadership style that motivates the employees through incentives and morally grooming activities that is the reason of the high performance of the company among the largest organization in Abu Dhabi. The study also concluded that the climate of the organization is very supportive that enhance the leadership style impact on the team performance in the organization.

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