

The leadership style and its impact on the employees' productivity: A review of the oil and gas sector with a focus on ADNOC



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ABSTRACT

This study investigates the effect of applying transformational leadership style to a company in order to enhance the employees' motivation and productivity and also to make significant changes to their behaviors and attitudes towards the philosophy of working principles. This study mainly targets the oil and gas companies in the United Arab Emirates. This study provides a comprehensive literature review in the area of leadership styles and their impact on the performance of the employees. The specific case study of the Abu Dhabi National Oil Company (ADNOC) was taken into consideration in this paper. The leadership change impact was evaluated considering three different scenarios, and its effect on the overall performance was examined in detail.

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1. Introduction

Conventionally, value creation is the principal objective of profit organizations as it forms a basis through which the intended profits can be made. According to Jorgenson (2015), value creation refers to the process of performing actions that are intended to increase the overall value of goods, services, and the entire business at large. Value can be created for either consumers or stakeholders, depending on their goals (Perla, 2003). According to Perla (2003), value creation for consumers often helps organizations to meet their turnover targets for both goods and services (Perla, 2003). On the other hand, value creation for stakeholders often helps organizations to increase stock prices and provide security for the future, regarding the company's capacity to access investment capital required to fund their operations (Perla, 2003). This author hypothesizes that value creation is instrumental for a company's financial position as it enables organizations to generate revenues that exceed their expenses, a trend that enables them to earn reasonable profits (Perla, 2003). However, this argument is opposed by other scholars like Kaplan and Norton (2004a), who remained adamant that value creation can be considered different from the

traditional methods of measuring financial performance in organizations (Kaplan and Norton, 2004a). According to these authors, the concept of the stock price has evolved to such an extent that it is not properly defined by an organization's asset base or revenues (Kaplan and Norton, 2004a). They assert that value creation in contemporary contexts is becoming more represented by intangible aspects of organizational development, such as innovation, brand, and ideas (Kaplan and Norton, 2004a). Although these authors agree with Perla's accounts of value creation and its contribution to the capacity of an organization to impress its customers and stakeholders, they maintain that the concept has hanged over the years and should not be viewed from traditional perspectives (Fig. 1).

According to Perla (2003), a broader definition of the term 'value creation' transforms it into a more useful concept that ever perceived in an organization. He asserts that a broadly defined version of this idea makes it a better administrative goal compared to strict fiscal measures of performance (Perla, 2003). He continues to claim that most of the strict fiscal measures often emphasize the idea of cost-cutting, which prioritizes the production of short-term results at the expense of investments to which the enhancement of long-term results, competitiveness, and sustained growth are attributed (Perla, 2003). Due to this property, many scholars recommend the prioritization of value creation for employees and all decisions made in any organization (Perla, 2003). Embracing the concept of value creation as an organization's leading goal, according to Kaplan and Norton (2004b), equips

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managers with adequate knowledge regarding important ideas such as where and how to grow. This is because it enables them to deploy capital more effectively than their competitors (Kaplan and Norton, 2004b). Such managers will also excel in effective talent development, which, together with the acquired knowledge and effective deployment of capital, would put organizations in better positions

to attain profitable and sustainable growth and development (Kaplan and Norton, 2004b). In this essence, value creation is viewed as a concept through which managers can be educated on how to steer their organizations toward productive talent management and efficient deployment of capital for enhanced performances and sustainable growth.

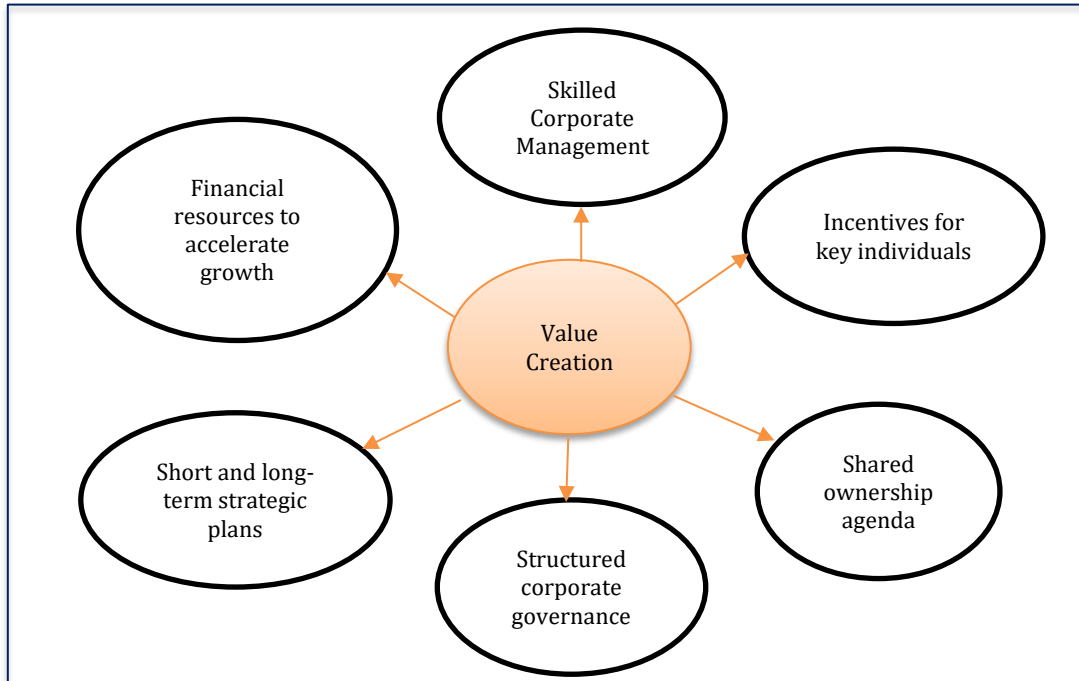


Fig. 1: Value creation; from value creation: Owners in collaboration

The process of creating value in a company often comes with various steps in any organization. Each of these steps is associated with specific contributions toward the organizations' endeavors to attain their principal goals. According to Jorgenson (2015), an organization can begin focusing its energy on the value creation process by establishing a proper understanding of the sources and drivers of value creation at company, market, and industry levels (Jorgenson, 2015). Understanding the main components of value creation helps the managers to narrow the domains of capital and workforce deployment to only the most profitable activities based on their capacity to fuel growth and development (Jorgenson, 2015). For example, if an organization deals with a customer base whose principal focus is on quality and the reliability of delivery systems, such an organization will emphasize the deployment of its resources, time, and talent on the activities that enable it to generate these quality metrics (Kaplan and Norton, 2004b). On the other hand, companies should concentrate their production resources on innovation and high performance if they are dealing with consumers whose definition of impressive value is the existence of these qualities. Consequently, they should focus on activities that enhance the creation of new forms of goods and services with superior functionality and utilities (Kaplan and Norton, 2004b). Such a strategy

can be implemented through the consistent alignment of organizational activities and resources with the value proposition of customers.

It is evident, from the above discussions, that value creation is the core of a company's performance in any industry. It determines the company's potential for impressive performance and growth, as well as its overall capacity to realize long-term and short-term goals (Chappell, 2013; Mahajan, 2016). According to Mahajan (2016), employees are always at the core of any activities that facilitate the process of value creation for customers. Without the reductive involvement of a company's staff, it becomes impossible to attain the related goals (Mahajan, 2016). Therefore, employees are considered as a direct variable in any activity involving value creation. The existence of an unsatisfied or less effective workforce is expected to paralyze an organization's attempts to realize its principal goals of creating acceptable value for its customers. In such a situation, the company will be unable to develop sustainable competitive characteristics (Sugahara et al., 2017). It would end up losing its market share to competitors who are better placed in the market and are capable of captivating consumer's attention through the supply of better value (Sugahara et al., 2017; Stern et al., 2002). On the other hand, the effective deployment of talent in an organization is expected to assist such

organizations in their attempts to create exceptional value for their customers. According to [Marinova et al. \(2017\)](#), an efficiently operating workforce is considered to be supportive of an organization's overall endeavors in creating an impressive environment for both its customers and stakeholders ([Stern et al., 2002](#); [Marinova et al., 2017](#)). Such a company will be able to meet or exceed its turnover targets and would be in an excellent position to attract investment from all over the world. The eventual consequence of such a situation would be increased income, as well as sustainable growth and development. Taking into consideration all the issues discussed above, the present paper investigates the case study of the Abu Dhabi National Oil Company (ADNOC).

The rest of the paper is organized as follows. Section 2 reviews and discusses the background and literature. Section 3 explains the research methodology. Section 4 discusses the structure of ADNOC and review of the literature. And finally, Section 5 concludes the whole study.

2. Background and related works

Leadership is another integral aspect of overall organizational performance. The labor process theory identifies employees as the most instrumental elements of value creation and

organizational performance at large. However, the theory states that employees will always offer the required outcome if properly managed. This argument implies that leadership is charged with the responsibility of ensuring that labor functions according to the required standards ([Fig. 2](#)). The need for the effective management of labor, as a factor of production, implies that leadership is a critical factor of value creation in any institution. [Smith and Pourdehnad \(2018\)](#) defined leadership as the process by which executives influence the behaviors and activities of other people to enable the organization to accomplish given goals, in particular, situations. It refers to the ability of managers to influence their followers in such a way that enables them to work with high levels of confidence and zeal. The leaders are always needed to start by creating ideas toward which the realization of goals is oriented. This step should then be preceded with the motivation of all staff members to ensure that they operate, behave, and perform in ways to support the stated vision ([Smith and Pourdehnad, 2018](#)). Since leadership involves the direct influence on employees, who form a fundamental factor of production, it is evident that the style of leadership that is employed in an organization will always affect the performance of not only the employees but also the organization at large.

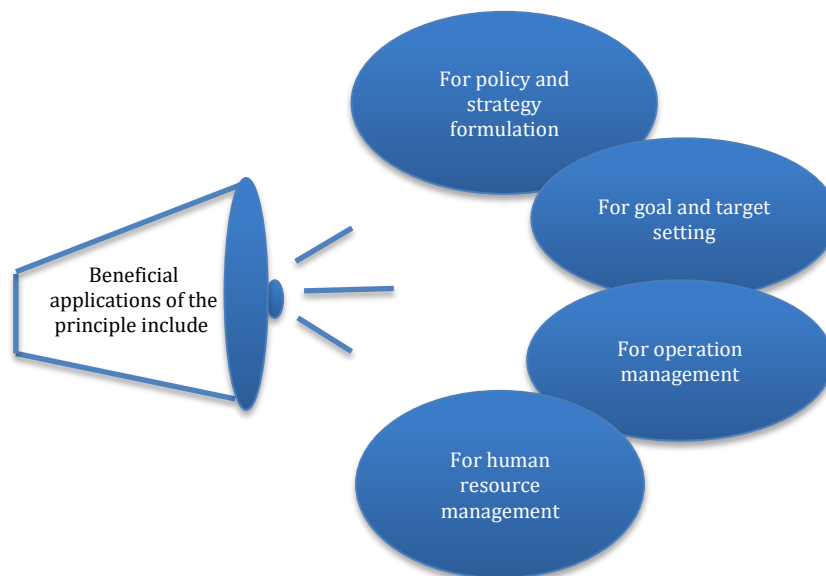


Fig. 2: The core roles of leadership in an organization. Organizational leadership for the fourth industrial revolution: Emerging research and opportunities ([Smith and Pourdehnad, 2018](#))

The concept of leadership style, as highlighted above, is a critical determinant of the potential for success in any organization. This argument is based on the rationale indicating that the directions taken by a company depend on the overall level of effectiveness of the leaders' influence on their followers in that organization ([Smith and Pourdehnad, 2018](#)). Among numerous leadership styles, the most common ones are transformational, autocratic, situational, democratic, and participative ([Smith and Pourdehnad, 2018](#)). Relatively unique

characteristics characterize each of these styles of leadership, some of them share certain traits that make them similar in different ways. The principal rationale behind various forms of leadership is to attain varying rates of equilibrium between the level of participation by subordinates and the authority awarded to leaders ([Smith and Pourdehnad, 2018](#)). For instance, the level of leaders' authorities reduces as one moves from autocratic leadership through democratic toward participatory leadership ([Smith and Pourdehnad, 2018](#)). On the other hand, the level

of subordinate's involvement in decision-making processes increases in the same direction (Fig. 3). Leadership differs from management in the sense that it involves the establishment of visions and the design of strategies to help an organization to realize those visions. In contrast, management uses the

established strategies to execute the vision objectives highlighted by leadership (Fig. 4). The focus of this paper is the transformational leadership since it is one of the administrative strategies commonly employed in most companies that operate in the oil and gas industry.

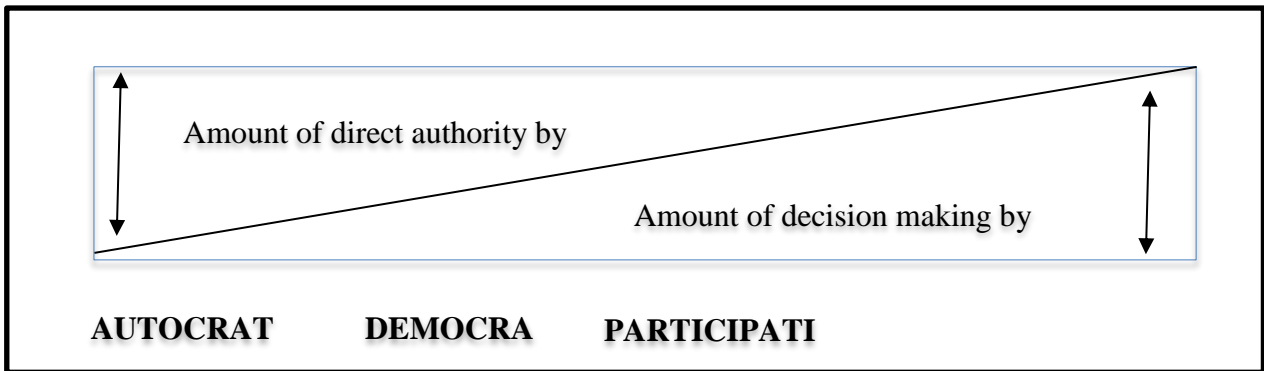


Fig. 3: The variation of leader control and employee participation across various forms of leadership. Research article open access effect of leadership style on employee performance (Iqbal et al., 2015)

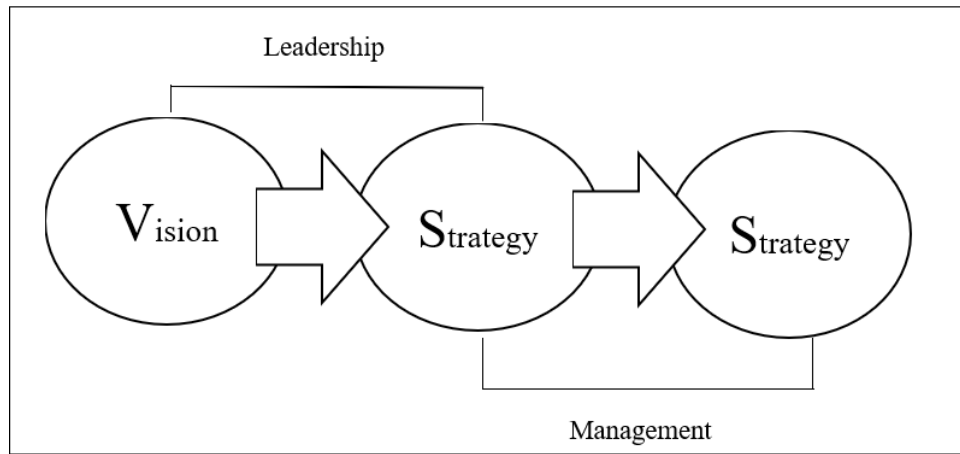


Fig. 4: Leadership versus management. What role leadership management plays in human resource management?

Correct understanding of the term “Performance” is important since an organization is evaluated by its performance. Though the meaning of performance is not very direct. This term is generally associated with efficiency and effectiveness. Performance is a relative concept defined in terms of employing a complicated set of time-based measurements of generating future results. Generally, the business environment is exposed to continuous transformations; therefore, to remain competitive in such a variable context, every organization needs to get the maximum out of its assets, especially the human asset. Many business organizations feel the human asset can provide a competitive advantage. Employees play an essential role in an organization’s performance. Employee’s performance has a significant impact on the whole performance of an organization. One of the significant consequences in a business organization occurs when managers believe the organization is operating at the highest level of efficiency and inputs from the employees are not required. The performance of an organization significantly depends upon the quality of its workforce at all levels. The human resource is

considered as a source of consistent improvement. The complexity of today’s organizations requires leaders to view the performance in several areas simultaneously (Hofstede, 2001; Adeyemi et al., 2014; Ikuesan et al., 2013). The performance measurement system must measure the performance of all the assets, including all employees and workers. A performance measurement system provides feedback for continuously accumulative performance and strategic results. The individual performance of employees has an effect on the larger objective and target of the organization. It is thus required to manage the employee’s performance through performance appraisals, written reports, etc. Performance management is an ongoing and joint process where an employee, with support from the business organization, struggles to improve his/her performance, thereby contributing to the achievement of the organization’s broader objectives. A successful performance management system is one that requires the full participation of employees and managers through effective communication and goal sharing. Successful

performance management is based on the principle that organizational management is conducted on an agreement between the managers and the subordinates rather than managing through commanding. There are some barriers that may affect the employee's performance, notwithstanding having the motivation to perform. These are unfledged competencies and capabilities, inapplicable performance goals, and lack of feedback regarding performance (Hofstede, 2001). Employees are of vital importance in the achievements of an organization. Effective leadership ensures the border participation of the employees in the accomplishment of the objectives of the business organization. To have an effective organization, the people within the organization need to be inspired to invest themselves in the organization's mission. The employees need to be encouraged to become effective; for that reason, an effective organization needs effective leadership. Leadership is indeed the most critical asset for business organizations to achieve (Theisohn and Lopes, 2013).

Transformational leadership style has a positive and optimistic influence on employees; this way, it affects the organization's performance. Transformational leadership is regarded as an extension to the transactional leadership. The transformational leadership results in the performance beyond expectations, whereas transactional leadership can enhance the performance, at the best conditions, to the expected level. Transactional leadership style was appropriate for the stable business organization with slight or no change in the business environment, but this is not the circumstance now; today's business is challenged with tremendous and great competition and limited resources. Leadership style is a method by which individual employees affect a group of individuals to attain and achieve a common target goal, hence driving a business organization in the desired direction. Knowledge and skill are of dominant importance for a successful leader in any organization, whereas personal traits and behaviors like belief, ethics, ethnicity, and character make a leader unique.

The organization allocates someone to lead a team, called Allocated Leadership; the leader then motivates his/her team to achieve a higher target goal, and this is Developing Leadership. Therefore, one gets Allocated Leadership by the position, and one shows Developing Leadership by influencing the team to achieve higher target goals. Self-serving leaders are not very effective and operative as their employees only obey and not follow them for a good leadership honorable and moral character, and self-sacrificing service to the organization is essential and vital. To develop a successful leader, one needs to:

- Be loyal to the business organization and take full responsibility.
- Be honest and knowledgeable.

- Distinguish the character's strengths and weaknesses.
- Distinguish the profession and the organization.
- Provide direction by goal setting, problem-solving, and decision making.
- Have the capability of communicating, organizing, supervising, and evaluating.
- Develop the morale by training, coaching, and counseling.

There are four types of leaders: 1) Impoverished leaders, who show low concern for result and target goal and also a low concern for people; they usually delegate the responsibilities to the team and disappear; 2) Authoritarian leaders, who have a serious concern for the result, but low concern for the people. They expect the team to follow the orders, and team members are not allowed to be part of the decision-making process at all; 3) Country Club leaders, who have a deep concern for the people and low concern for the results. They use reward power to make the team generate the desired results; 4) Team Leaders, who have a great concern for the people as well as for the result. They encourage each member of the team to contribute to the organizational objectives and achieve their full capacity and capability. Most desired types of leaders are those who form a strong, appealing team. Other types of leadership are suitable for certain situations and circumstances. For instance, an impoverished leadership style is favored if the moral of the team is down, and it needs to understand its self-reliance. Authoritarian leadership will be suitable for maintaining and preserving the discipline and for handling crises. A successful leader assesses the situation and implements the most suitable type of leadership. Attaching to one type of leadership style may not produce the anticipated outcome (Brower and Balch, 2005). Due to extraordinary variations in the business environment, a new leadership style is needed to be less bureaucratic and more democratic, which can apply and develop all the resources, especially human resource, to its maximum. The new leadership approach suggests two views of leadership: Transactional and transformational.

Transactional leaders are able to encourage the subordinates and employees to achieve the desired results and targets by promising them the rewards and benefits. Transactional leaders implement structure and arrangement and show an understanding of their employees and their subordinates. They know how to slightly improve, preserve, and maintain the performance, how to replace one goal with another, how to implement the decisions, and ensure minimum resistance and confrontation to the activities. This form of leadership stresses the clearness and transparency of the goals, work principles, and standards. These leaders focus their energy on task completion and rely seriously on organizational rewards and punishment for influencing the employee's performance. They use the satisfaction of lower

instruction needs as the principal basis for motivation. However, in the existing competitive business environment, another style of leadership is required for business organizations to perform, and that is transformational leadership (Theisoehn and Lopes, 2013). Transformational leadership distresses the transformation of follower's beliefs, values, needs, and capabilities. It is the procedure of influencing the main transformation in the attitudes and behaviors of the subordinates and building commitment for the organization's mission and objectives. The subordinates are motivated to implement the organization's mission as their own. Transformational leadership communicates a vision that motivates and inspires individuals to achieve something extraordinary and unexpected.

Transformational leaders appeal to the higher-order needs of the employees to perform beyond the prospect and expectations. By setting, more challenging expectations, such leadership achieves a higher level of performance from the employees. Transformational leadership extends transactional leadership to achieve the target of a higher level of performance, productivity, and efficiency using various motivational tools and diverse types of objectives and goals. Oehley (2007) explored the talent management mindset and ability to identify and differentiate talented employees' 'intention to quit'. The study also identifies the talent management mindset of a supervisor as well as the supervisor's capabilities and how these capabilities lead to different results such as job satisfaction. The finding of that study also confirmed that organization commitment contributes to the intention to quit of employees. The study concluded that organization job satisfaction brings a significant negative effect on the intention to quit. Another model on the intention to quit was proposed by Dhladhla (2011), which was used to determine the relationship between the behavior of the leader, psychological empowerment, job satisfaction, as well as organizational commitment and intention to quit. The result of the study was unexpected, where it stated that high transformational leadership behavior would bring very little or no impact on the level of job satisfaction, which eventually leads to no impact on intention to quit.

It is found that employee engagement and compensation fairness negatively affect the intention to quit. However, the results showed that job satisfaction did not bring any mediating effect on the relationship between employee engagement and intention to quit or between compensation fairness and intention to quit. One of the most influential individuals for employees in an organization is the leader (Arakawa and Greenberg, 2007). Leadership can be categorized into four different main tasks, i.e., providing direction to the team, alignment of team assurance, commitment building among the team members, and facing adaptive challenges with the team (Risher and Stopper, 2002). Furthermore, leaders must provide a clear vision of empowering, motivating the team, and encouraging individuals to

perform to the highest level (Dixon and Hart, 2010). On the other hand, the organizations are suffering from employee's behaviors, especially the authorized employees. Most organizations' crimes were coming from authorized employees such as steal data, fraud, and money laundering, and so on. Several works have been proposed to reveal the employees' crimes in the literature (Ali et al., 2015; 2017a; 2017b; Al-Dhaqm et al., 2014; 2015; 2016a; 2016b; 2017a; 2017b; 2018; Ngadi et al., 2012).

Literature shows that different types or styles of leadership have been applied to different organizations, cultures, and working frames. Some leaders incorporate situational leadership style(s) in accordance with their feelings at a given situation, while others adhere to the same style regardless of the situation they face (Girma, 2016). With the changes in the business environment, organizational leadership also has gone through several changes with the emergence of transformational leadership. Transformational leaders have the capability to encourage and inspire followers to achieve results beyond expectations. This ability is generally based on three personality characteristics: Charisma, individual attention, and intellectual stimulation (Bertocci, 2009). According to Bass and Avolio (1994), there are four distinct characteristics for transformational leaders: idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation.

- i) Idealized Influence: The leader nurtures the sense of pride and faith within the subordinates. The leader also provides a vision and mission, which will gain respect and trust by setting high standards for rivalry. This action will encourage emotions and bonding between the leader and the team members.
- ii) Inspirational Motivation: The leader encourages the team members to create and accept goals, which are challenging, and engages the team in shared goals. This will increase the team spirit to include enthusiasm and optimism. The leader communicates effectively with the team through vision or uses symbols to focus on the team's efforts and model their behaviors. These actions will increase the intrinsic motivation of the team, as the task objective is similar to the team's interests and values.
- iii) Individualized Consideration: The leader recognizes every team member's uniqueness individually (Adeyemi et al., 2016a; 2014; Ikuesan et al., 2019). The leader links the individual's needs with the organization's needs and provides suitable mentoring and growing opportunities. This also means that the leader provides guidance, encouragement, and coaching to the team members.
- iv) Intellectual Stimulation: The leader will encourage the subordinate to try a new approach towards a problem and to think in a creative manner while carrying out their daily tasks. Thus, the leader can increase the awareness of the

subordinates towards problems and encourage the team member to see problems from another angle (Engelbrech, 2005).

Transformational leadership and Intention to Quit: Many scholars have realized that transformational leadership brings a positive impact on organizational growth and performance. These also include organizational commitment, satisfaction, employee effectiveness, low turnover intent, trust, effective leadership, and overall employee performance (Schlechter, 2005; Adeyemi et al., 2016b). According to Farahani et al. (2011), transformational leadership positively affects organizational commitment by creating employees' loyalty and the realization of various needs of the employees through the encouragement to contemplate critical issues, the application of innovative procedures, and involvement in decision making. Their study further suggested that to conserve organizational stability and retain employees with high organizational commitment, the selections of transformational leaders with an emphasis on individuals with high emotional intelligence could help to achieve this organizational goal. Ennis et al. (2016) found that transformational leadership has an indirect effect on an employee's intention to quit through affective and normative commitment. Thus, it is implied that transformational leadership practices could be identified as a vital tool for transferring and retaining the valuable institutional knowledge from one generational cohort to another. It can be done by inducing the individual's organizational commitment as a strategy for assisting organizational leaders in overcoming the human capital challenges soon. Based on Bass (1995) studies, transformational leadership can mitigate the intention to quit compared to other leadership styles. However, in this study, the objective is to measure how job satisfaction moderates the relationship between transformational leadership and intention to quit.

3. Research methodology and research questions

The researchers used a process adapted from (Bria et al., 2018), which is consisted of three phases:

1. Selecting a field topic
2. Selecting online databases and finding relevant literature
3. Reviewing existing literature.

This study attempts to answer the following three research questions:

1. What is the leadership style impact on the employees' performance?
2. How does the leadership style affect employee performance in ADNOC UAE?
3. How can leadership style improve the ADNOC UAE employees' performance?

This study used the phrase "ADNOC UAE" to find relevant literature in the leadership style in the ADNOC AUE. The Web of Science, Scopus, IEEE Explore, Springer Link, and Google Scholar are famous digital libraries that were used to identify relevant papers in the ADNOC context. For this purpose, this study used "ADNOC UAE" as the search keyword. Searches were limited to 2000-2019. This produced a total of 35 out of 3332 articles from all database search engines. Thus, 35 articles were found to focus purely on the functions and context of the ADNOC of UAE after the removal of duplicates, public health, and medicine articles, as well as screening for topics and abstracts. In this study, research articles, conference papers, books, book chapters, and dissertations were considered while other types of documents were excluded from the analysis. The search protocols are summarized in Table 1. The next section provides comprehensive details of the leadership impact on the overall performance of the company.

Table 1: Systematic review protocols

Database Search Engines	"ADNOC UAE"
Web of Science	68
Scopus	91
IEEE Explore	5
Springer Links	28
Google Scholar	3040
Science Direct	100
Total	3332

4. Structure of ADNOC and review of the literature

Abu Dhabi National Oil Company (ADNOC) is a main extended group of oil and petrochemical divisions. The business is about finding, producing, refining, and marketing the natural resources on which the modern world depends. ADNOC Refining was founded in 1999 to take over the accountability of refining operations from ADNOC. This covers the crude oil and condensate refining, supply of fuel products, and production of powdered sulfur. ADNOC Refining is mainly aimed at improving the refining business in the UAE, which started with the initiation of Abu Dhabi in 1976 and Ruwais Refinery in 1982. ADNOC Refining is considered as a projecting oil refining company locally and worldwide contributing to fuel and oil markets and to the rapid growth of the UAE economy. Since its establishment, ADNOC Refining preserved its situation as a leading refining company, the high standard, and efficient refining operations dependable with sound health, safety, and environment exercises as well as a world-class standard performance of both operations and employees. ADNOC Refining has grown-up over the years and expanded much of experience in its market, which has made it more competitive and successful in the field of hydrocarbon products. The Company has redefined its mission, vision, and values statements to reflect its learning and future view to maintain its leading role in the oil refining

industry and to continue efforts towards excellence. UAE oil supplies are placed as the world's sixth largest, and it keeps one of the most developed economies in West Asia. It is the fifth-largest economy at market exchanges things and income developing economy. ADNOC Refining is one of the oil hub and assets of the UAE oil reserves. Employees who are working in the ADNOC Refining are inherently and strongly optimistic about the future of the company in such a rapidly developing oil world. This paper is a survey on the ADNOC Refining employees' productivity and efficiency; it also attempts to find out how much confidence the employees have in the future of the company and how optimistic they are about the company, with different leadership styles.

4.1. ADNOC situation

Leadership style is executed into the organization to accomplish the established aim in a specific time and to implement the practically feasible ideas into implementation with a dedicated strategic perspective and potential. Leadership plays an important role in the organization's structure to bring new initiatives and success to the company. The perception and quality of the leadership would bring a dramatic change in the employees and staff with positive motivation inspiration. Leadership is assigned as a process of positioning the situations so that several members of the group can accomplish the goals of the company. It is a principle of dynamic strategic force, which motivates and coordinates the organization/employees to achieve the objectives and predefined targets. The purpose of this research is to investigate the relationship between employees' perceptions about the relations-oriented and task-oriented leadership behaviors of their managers/immediate supervisors and their cognitive approach with the manager's strategies and to evaluate the employee's performance and give him a top priority to carry out their assignment with positive determination in accurate perfection and how to make things done with constructive and creative strategies. The ADNOC has established a new era by adapting the transformation leadership approach, which had made a mind shift paradigm from the old traditional leadership approach to a new approach where the manager will set a clear SMART vision where all subordinate will follow it in order to enhance and approach the four main pillars in any organization. The pillars are performance, profitability, people, and efficiency, which will lead to high organization efficiency and high productivity in the organization. It is a big challenge to change the mindset and the culture set for decades in ADNOC and to end up with a lot of change agents' resistance. Although, a leader who believes in his/her target will determine his/her approach and will move with the right team who can support the leadership philosophy to change the organization and step in a successful journey toward the organization's excellence. In 2016 ADNOC adopted the

transformation leadership style and it was a big challenge for all ADNOC staff, which worked for 20-30 years in ADNOC. The concern was that although ADNOC company is at a business for more than 40 years with a strong foundation of financial aspects, containing a high experience staff and receiving full support from the management and government, it still could be observed that the performance of the company from the financial and development aspects was lower than other oil and gas companies in GCC countries. On the other hand, the company's overall cost was higher than that of the other oil and gas companies. The capital cost for minor and major projects was so high without having a clear need or internal rate of return, and the operating budget was also so high without a clear sign of organization supremacy (Al-Hosani, 2011).

4.2. Leadership change and its impact on the overall performance

Recently the government of Abu Dhabi had appointed His Excellency Dr. Sultan Al Jaber as the ADNOC CEO. The new ADNOC CEO was given a clear future vision through which he can move on to enhance the ADNOC performance. He would have important organizational support from the Abu Dhabi government and UAE in terms of infrastructure and financial supports. The new CEO came with a new type of challenge and a new leadership style to do a step-change in the operation and management of the ADNOC Company. He applied the transformation leadership style, applying a clear vision to the company and setting a SMART objective in such a way that all fifty thousand employees across the ADNOC companies can follow it and do a change in the day to day activities and do a change in their business approach under four main pillars (profitability, people, performance, and efficiency). Succeeding in team endeavors requires paying serious attention to developing the people working in the team. A team leader should note some basic rules while working with the team as part of enhancing the team's morale. Building esteem is of high importance since everyone needs a sense of worth in order to be motivated, confident, innovative, and committed to working. To maintain a worker's esteem when things have not gone as planned, the team leader should be focused on facts and give respect and support. The leader should be specific about what people do and why it is effective or ineffective, and s/he should demonstrate an understanding of people's feelings of success, failure, pride, and frustration, respond to both feelings and facts, and defuse negative emotions. In general, according to literature, a successful leader should practice the following activities:

- Allowing the team members to disclose their thoughts, feelings, or rationale to create a climate of openness.
- Disclosing what is relevant to the situation.

- Offering the reasons behind a decision, idea, or change to alleviate assumptions and rumors.
- Being honest.
- Providing support (through coaching, training, guidance, and mentoring).
- Building a sense of ownership of the task for team members to make it easier to be accomplished.
- Developing the team.
- Involving the team in activities to make sense of belonging.
- Show value for their intellect and abilities when asking the team members for input.
- Unleashing ideas with open-ended questions.
- Encouraging responsibility and commitment through involvement.

In the following, some of ADNOC achievements accomplished using the transformation leadership approach are presented. A lot of organizations have fallen down in terms of profitability, efficiency, or performance, because of no proper management of conflicts. Many CEOs in large companies have to manage conflicts that may appear among employees. This requires the adoption of the right techniques and the right approach; otherwise, the organization may collapse (Schlechter, 2005). In the ADNOC Refining, some conflicts occurred last year due to the transformation period. It was mostly in regard to the new vision established then to optimize the manpower, reduce the operating cost and Capex. This vision led to a lot of conflicts between the ADNOC employees, who were not accustomed to seeing such transformation changes in ADNOC. Although many achievements were obtained by ADNOC management, such conflicts happened, too. For instance, a significant achievement was regarding the 2018 Quarter-1 overall contract performance, through which the ADNOC Refining (among all ADNOC group companies) obtained a score of 3.57. It was presented by the ADNOC CEO in all leadership forums gathering with all operating companies. All ADNOC group companies need to continue with a high score in terms of the performance contract. In terms of people, each company had focused deeply on talent development and, more broadly, people development. In terms of the profitability pillar, the ADNOC CEO mentioned that ADNOC achieved a tremendous value in upstream concession investment. The CEO mentioned the increase of the downstream margin value to \$15-\$20 per crude barrel by establishing a long-term investment strategy. The CEO launched the ICV successfully in the ADNOC group companies toward the contractors. In terms of the HSE pillars, the ADNOC CEO informed the master objective achievement. In terms of efficiency pillar, the ADNOC group companies reached 30% of underspending expenditure. It was obtained because of the lack of business planning and lack of coordination. The ADNOC CEO decided to still have invoice delay in paying the contractors. The ADNOC CEO then created the performance management system. In

terms of ICV, "in-country value" ADNOC achieved 40%. The CEO wanted the capital cost for the Project Light objective to be reduced by 30% for the next five-year business plan.

In terms of financial code and procurement, the CEO informed the ADNOC leaders of important financial contracts. As he advised the company leaders, to achieve the defined objectives, all should adhere to business and self-commitment with an engagement spirit. In addition, resources need to be well identified, and the gap is filled. Collaboration, working together, and work as teamwork should be the priority in the company business. The CEO informed all ADNOC leaders to understand the financial statement of their companies as it is ready for IPO in order to understand all company financial aspects and data, which will lead to better optimization and enhancement of the performance of the ADNOC group companies. He also informed all ADNOC leaders to adapt the empowerment and authority of delegation concepts in their companies for the betterment of company efficiency, which will result in high-performance aspects. Dr. Sultan Ahmed Al Jaber is Chairman of Masdar, Abu Dhabi's renewable energy company; he also serves as the United Arab Emirates Minister of State and Special Envoy for Energy and Climate Change. He was invited by the United Nations Secretary-General Ban Ki-Moon to work as a member of the United Nations Secretary General's Advisory Group on Energy and Climate Change. Dr. Al Jaber holds numerous board and advisory positions and counsels on matters in relation to the economy, sustainability, climate change, and energy for a number of organizations and associations. He is Chairman of the Abu Dhabi Ports Company, Chairman of Abu Dhabi Media Investment Corporation, Chairman of Sky News Arabia; he also operates on the boards of ALDAR-Sorouh Belongings and Regions Corp. In addition, he serves as a senior advisor on Mubadala Development Company, CEO of ADNOC, and a member of Supreme Petroleum counsel. Dr. Al Jaber holds a Ph.D. in Business and Economics from the United of Kingdom, an MBA from the USA, and also a BSc in Chemical Engineering from the USA. Dr. Sultan Al Jaber was appointed as the CEO of Abu Dhabi National Oil Company (ADNOC) on February 15, 2016, controlling 15 ADNOC operating companies with more than 50000 employees. He was focusing on four strategic areas: enhancing the company's performance, increasing profitability, optimizing efficiency, and investing in people. Due to the urgency of his task in doing the transformation of the company in a fast manner, he adopted the Authoritarian Leadership style to complete his strategies and to implement the ADNOC vision 2030 fast. All operating companies are kept under one brand, one common policy, and one common code of conduct, with objectives such as the transformation of the organization, excellent achievement with common procurement services, an excellent achievement in increasing the profit of operating companies. To quickly achieve the target, the right

leadership approach is to adopt the Authoritarian Leadership style. During the transformation period, resistance to change will occur due to the culture of the people; the Authoritarian Leadership can manage all these challenges, direct the whole company towards big changes, and achieve the organization's development.

Authoritarian Leadership is a conventional approach to leadership. The leader has as much power and decision-making authority as possible. The employees are not consulted or referred; they are expected to follow instructions without any clarification, there is a fixed set of punishment and reward program. This kind of leadership is appropriate and suitable for handling an unorganized, new, or inexperienced workforce or where disorderliness and indiscipline are at a high level. This style is also convenient in situations where time is of most important, and immediate action is required, such as handling a crisis, like the situation in ADNOC. When work needs to be synchronized with other departments or organizations, this style is suitable. In addition, it is best suited when other styles become ineffective or when the staff challenges a manager's authority. Dr. Sultan Ahmed Al Jaber stated, "Shifting global movements are generating a new energy landscape where new rules of commitment are required. In this new energy period, we need more creative strategies and more flexible business models to capture growth." The new initiative is an integral part of the ongoing transformation of ADNOC and will accelerate and speed the transfer of ADNOC Group's 2030 strategy, specifically a more profitable upstream business, a more valuable downstream business, and economic and sustainable supply of gas for Abu Dhabi and UAE. Significant to ADNOC's new approach and style will be the more active management of its selection of assets and businesses. ADNOC is also considering the IPO of smaller incentives of some of its service businesses, which have smart investment and growth profiles outlines. Such IPOs would support the development and expansion of the UAE's private sector and fairness capital markets and will allow the community and other investors to invest alongside ADNOC and benefit from the future growth of these assets. ADNOC will continue to be a dedicated, long-term majority shareholder in any business registered. "As we continue to change into a high performing organization, we must develop talent with the right leadership skills, to take the organization advancing," Al Jaber told the audience, and continued, "That includes providing our brightest, smartest, and best Emiratis with the knowledge, experience, and capabilities necessary to fulfill their determinations and to be successful at the highest levels of the business organization."

"I am appreciative of the contribution our young Emiratis are making for the success of ADNOC. Our focus, in line with the leadership's intelligent directives, remains on developing Emirati talents who can inspire, motivate, and guide others to

succeed. By undertaking so, we will ensure we continue to deliver our strategic objectives, not just today, but for many decades to come," Al Jaber mentioned as speaking in a press release. "Together with our new approach to partnerships, which will support the transfer and transport of our integrated 2030 growth strategy, we are dedicated to developing our Emirati talent to ensure we remain ahead of the curve and continue to be recognized as a leader in shaping Emirati talents" Dr. Al Jaber added. ADNOC's group CEO believed the enormous UAE oil sector is developing its own leadership style that is passionate, collaborative, progressive, accountable, dynamic, active, and positive. It is also entrenching a dynamic high-performance corporate culture, which is motivating the company forward as it generates greater value from its resources and capital. In terms of HSE pillar, ADNOC CEO advised and informed all ADNOC leaders to be focused on HSE and not to underestimate it. He informed that there is no short cut, no tolerance; the whole company must take full ownership in the achievement of the key objective.

The CEO informed that the employees must not underestimate any idea, things should not become over-complicated, and methods and processes should get simplified. Priorities in the business of the Company are collaboration and teamwork. There are many challenges toward the future of the oil and gas industry, which required an urgent change to the way the business of oil and gas is being conducted. There are currently three million electric cars compared to 1.1 billion cars working with oil-based fuel. The trend is in an increasing pattern; a hundred million electric cars will be used in China and Europe by 2040. Venezuela had reduced its production of crude oil from 2.1 to 1.5 bbl./day in 2016. The USA has shifted from an oil consumer to a producer country. China and India are to dominate the consumption and manufacture of energy, respectively. The future business leaders, Al Jaber said, should be well equipped to create a foundation of trust and commitment that can be used to inspire and empower people to face future challenges and transform into opportunities. Transparent and open discussion among individuals is fundamental to creating ideas that drive growth and development. Al Jaber provided ADNOC's rapid transformation into an agile, more commercially minded, and performance-driven company. "With a solid focus on our four pillars of People, Performance, Profitability, and Efficiency (PPPE), as well as HSE and asset integrity," he said, "ADNOC is successfully delivering its operational and financial objectives and solidifying its status as a comprehensive energy leader." The ADNOC Refining Management style is considering as Laissez-faire with Democratic Leadership Style. There are two-way communications between the leaders and the staff or employees. The employees take part in the decision-making process. The final decision-making power rests and suits with the leader. This style is appropriate in situations where a portion of the

information is with the leaders, and another part of the information is with the followers and employees, for instance, in solving a complicated problem where numerous inputs are required. The leader is not always anticipated to have full information in all situations. This style enhances the motivation level of the team, and healthier results are achieved. This style has demonstrated common benefits. The team members are involved in decision-making processes, and the leader takes the well-informed decisions. In the following, three real scenarios are described to show the effect of leadership style on the company performance.

4.2.1. Scenario-1

During October 2017, Hydrocracker Unit Exchanger was suspected for tube leakage due to contamination of the Jet Fuel product with UCO. Due to this contamination, Jet fuel was routed to slop tank resulting loss of USD 37,000 per day. In Jan 2018, a short shutdown of Hydrocracker was taken to carry out corrective maintenance jobs. After dismantling the exchanger, it was observed that 40% of tubes were badly damaged, and a complete re-tubing was recommended. The tube bundle was sent to M/S Serck Services, Sharjah shop, on priority. The required U tubes were not readily available in UAE, and supply lead-time was more than 90 days. If the alternative solution were not explored, Hydrocracker Unit start-up/operation would have been adversely affected by the production impact of USD 950,000 per day. To restore within the planned schedule, it was decided to carry out re-tubing works. Technical feasibility was explored to weld the short length tube and to make a U bend tube based on the requirement. Short-length tubes were procured, welded, and U bend was made with complete quality assurance. Re-tubing of Exchanger was successfully completed with newly fabricated tubes and hydro tested at the site. Exchanger was restored without affecting the shutdown schedule, working round the clock throughout shutdown duration, through collaborative efforts of RRE and Vendor. The cost and time incurred in the cost of re-tubing were AED 249,900 through service order, and it was repaired within 6 days. The benefit and achievement that appeared was tangible averted HCK plant outage due to the exchanger tube bundle that had adversely affected the company profit margin and market commitment. Such achievement was accomplished because of clearly setting the vision and goal, which was done under transformation leadership. It increased the staff morality and spirit with high confidence and empowerment toward completing such a critical task in the fast track with less cost impact.

4.2.2. Scenario-2

On February 25, 2018, a gasoline electrical heater failure occurred. In that event, 70% of elements of electric heater for Light Naphtha Regeneration in

Gasoline Plant unexpectedly failed. The heater efficiency was reduced to 30%. Due to declined Heater efficiency, Light Naphtha drier protection limits were crossed, and auto operation averted. In order to sustain production at 60%, drier was operated manually in downgraded condition. Replacement bundles were not readily available, and Original OEM (M/s. Chemtec UK Ltd.) supply lead-time was around 6 months after confirmed purchase order. Controlling complex drier operation manually in downgraded condition over a period of eight months (overall purchase and delivery schedule) was a process of high safety and operational concerns. The business impact on gasoline unit operation at 60% load was costing an approximate loss of USD 40,000 per day. It is possible for the gasoline unit to be shut down due to manual operation in downgraded conditions, with potential business impact due to the non-availability of the gasoline unit, which costs roughly USD 100,000 per day. To restore the automatic operation of drier with mandatory protections, temporary changes in DRCS logic were concluded by the Process Engineering Team in consultation with UOP. Temporary DRCS logic modifications were implemented with in-house expertise, under Emergency MOC after necessary risk assessment studies and sourced alternate vendor M/s. Sandvik, with the same design of OEM and managed delivery of heater in three weeks instead of 6 months, was proposed by Original OEM. Root Cause Failure Analysis was carried out by the Technical expertise team in coordination with OEM. The replacement of heater cost was around AED 770,000. Major cost saving (Appx. AED 840,000) was achieved in new heater procurement from alternate OEM M/s. Sandvik, gasoline, restored to 100% of the load on 08-May-2018 after managing the delivery of heater in three weeks from alternate OEM M/s. Sandvik instead of the original OEM Chemtec schedule of six months. The unit gasoline plant operation was restored to 100% in 71 days through alternate vendors against a schedule of Approx. 240 days proposed by OEM, M/s Chemtec; it means significant monetary benefits of Appx. USD 6,800,000. Major cost saving of 52% (Appx. AED 840,000/-) was achieved in new heater procurement from alternate OEM M/s. Sandvik. In-house Root Cause Failure Analysis (RFCA) conducted by Technical expertise unveiled a manufacturing defect of the heater by OEM Chemtec, which was taken care of in new heater design by M/s Sandvik. Such achievement was obtained with clearly establishing the vision and goal, which can be done using a transformation leadership style, which enhanced the staff morality and spirit with high confidence and empowerment toward completing such critical tasks in the fast track with less cost.

4.2.3. Scenario-3

On November 14, 2017, the quality deviation was identified in the copper strip corrosion test, during liquefied petroleum gas sphere certification, ahead of

product dispatch. Test results indicated 3 and 2 respectively (against 1) for both LPG tank, possibly due to the presence of H₂S. Both RRE LPG Horton spheres, with a cumulative production volume of 5200 m³ LPG was identified to be off-spec. LPG truck loading immediately suspended from RRE. Possible product loss of 5200 m³ of LPG, with a value of approximately AED 5,000,000 for potential financial impact on importing LPG to supply the local market, till issue resolved. SVP-RRE formed a task force committee comprising a team of operation and process and HSE specialists and studied thoroughly and analyzed the hydrocarbon flaring at Ruwais Refinery with a certain target date for an action item. Being a new challenge, RRE reviewed all possible chemical treatment options; and the use of chemicals (H₂S scavengers and Corrosion inhibitors) was concluded in consultation with Vendors M/s. NALCO. Challenge in implication for injection of chemical to

pressurized LPG sphere was overcome through the use of an LPG recirculation pump. LPG Sphere tank was successfully corrected through Emergency MOC on November 18, 2018, and immediate product dispatch was resumed. Subsequently, the LPG tank was also corrected. COST and TIME INCURRED LPG Spheres off-spec product was corrected with bare minimum cost impact within a short duration of 3 days. The benefit and tangible savings of roughly 5 Million AED were realized by correcting 5200 m³ LPG. It averted possible LPG supplies disruption to the local market. Innovative, cost-effective, and timely ideas were offered for quick resolution, which was a lesson learned for finding and adopting similar and excellent approaches to providing innovative and creative ideas, which was achieved in this scenario by the collaborative and team spirit of the staff in the refinery. Fig. 5 shows The research “onion.”

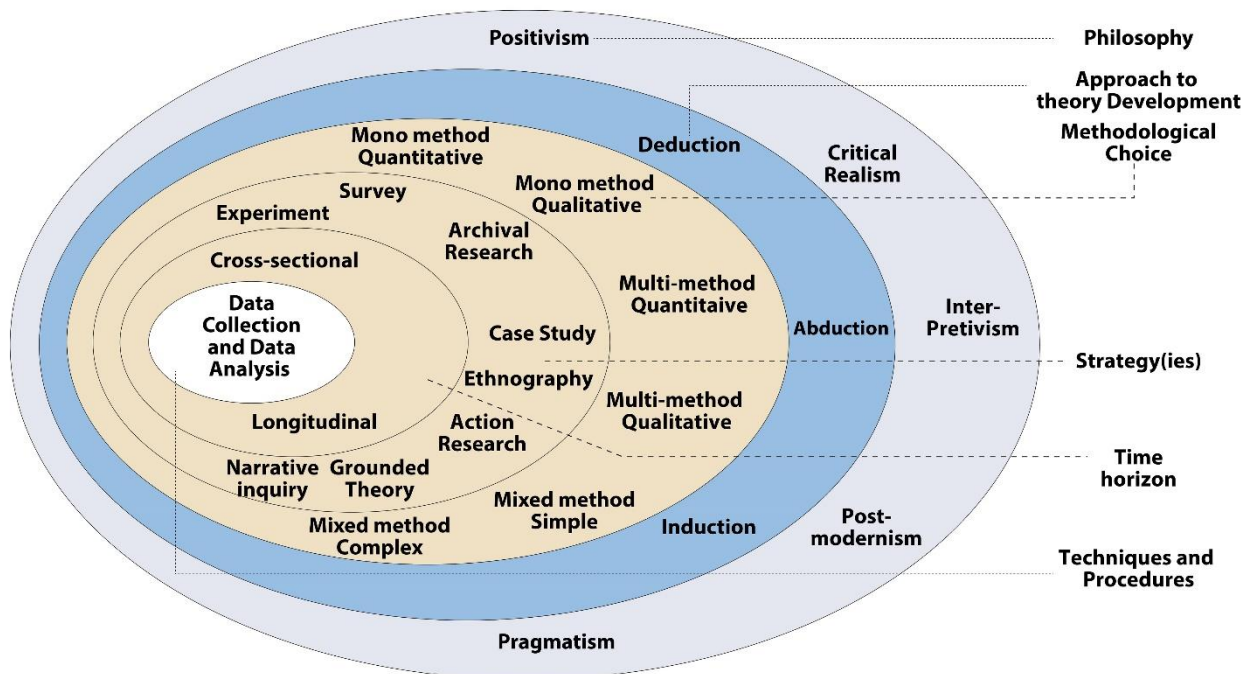


Fig. 5: The research “onion”

5. Conclusion

This paper reported research into a 20-year experience of the ADNOC in UAE. The focus of this study was on the impact of the leadership change on the improvement of the company performance through the effective role of the employees. The study revealed that the recent changes that occurred to leadership have resulted in a positive change to the employees’ performance. The role of the leadership was evaluated through three different case studies, and it was concluded that the transformation in the leadership resulted in increasing the morality of the employees, and more achievements were obtained due to setting the vision and goal. The transformational leadership caused the employees to achieve high spirits with high confidence and empowerment toward

completing such critical tasks in the fast track with less cost impact.

Compliance with ethical standards

Conflict of interest

The authors declare that they have no conflict of interest.

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