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EFFECT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEES PERFORMANCE THROUGH INNOVATIVE SYSTEMS

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ABSTRACT:

This study utilizes structural equations modeling using SmartPLS 3.0 to process the 250 responses to evaluate the proposed model among employees in Abu habi's public sector in the United Arab Emirates. The main independent variable in the model is the second-order construct transformational leadership, the dependent construct is related to employee performance through Supply Chain model. General notion that supply chain management is only in manufacturing line is skipped in this research and extensively used in framework as well. This work has enhanced our insight into the significance of transformational leadership in enhancing employee performance. Results indicated that independent variable significantly influenced employee performance. The proposed model explained 64.7% of the variance in employee performance.

INTRODUCTION

Leadership has become an ever more important research subject. It is generally understood that Supply Chain Management is merely on production line, however, through this research paper it is illustrated the supply chain model is predominant in organizational behaviour. In particular, that research into leadership has shown that leadership is an important management feature which contributes to maximizing efficiency and achieving organizational targets (Kammerhoff, Lauenstein, & Schütz, 2019). Empirical work on leadership and performance has generally shown that the leadership styles are linked to a range of employee performance (Phillips, Kang, Choi, & Solomon, 2020).

Despite the many research on leadership / performance relationships, the intermediate variables influencing the relationship remain significantly problematic. Several studies also attempted to look at the possible mechanisms used to influence the performance of workers by leadership (Buil, Martínez, & Matute, 2019; Chammas & Hernandez, 2019; Crede, Jong, & Harms, 2019; Naderi, Nasrolahi Vosta, Ebrahimi, & Jalilvand, 2019; Nguyen, Mia, Winata, & Chong, 2017; Shafi, Zoya, Lei, Song, & Sarker, 2020; Yang, Chen, Zhao, & Hua, 2020). For example, Monje Amor et al. (2020) found that engagement and identification fully mediate the relationship between transformational leadership and organizational citizenship behaviours. In most contemporary organizations, the use of technology is not only dependent on information and communication technologies to fill in some forms and records, but it is also a tool that performs the process of identifying, classifying, analysing, measuring, preparing, preparing, interpreting and communicating information. Used by management for planning (A. A. Ameen & Ahmad, 2012; A. Ameen & Ahmad, 2013, 2014, 2017; A. Ameen, Al-ali, Isaac, & Mohammed, 2020; A. Ameen et al., 2019; A. B. Ameen & Ahmad, 2013). The effect of transformational leadership in exemplary influence, intellectual stimulation, inspiring motivation, and individual reflection) on employee performance for evaluation and control within the organization and to ensure appropriate use and accountability of its resources (A. Ameen & Ahmad, 2011; A. Ameen, Rahmah, et al., 2020; Haddad et al., 2020; Sudhana, Ameen, & Isaac, 2020; Almarri, Ameen, Bhaumik, Alrajawy, & Khalifa, 2020; Haddad et al., 2020; Sulistyowati, Alrajawy, Yulianto, Isaac, & Ameen, 2020)

This study adds to the extant literature in several ways regarding the link between leadership and employee performance through the supply chain management model (SCM). In particular, we argue that the adoption of appropriate leadership style will more likely lead to increase employee's performance.

Finally, previous studies have been carried out in Western contexts on the relationship between leadership and employee performance. To order to get a broader view of the relations between management and employee efficiency, further studies are believed to be needed to various non-western contexts. It is therefore important to understand whether Western models, particularly in the gulf countries, could be implemented in other contexts. This study was conducted in the public sector of the United Arab Emirates (UAE).

LITERATURE REVIEW

2.1 Transformational Leadership (TL)

According to Bass & Steidlmeier (1999) stated that transformational leaders have the ability to transform the attitudes and beliefs of followers also, inspire them to have parallel adjustment between organization betterment their own interests. Transformational leaders ease the understanding of situations by increasing awareness (Subramony, Segers, Chadwick, & Shyamsunder, 2018). As a result of that, employees' excitement and encouragement to execute their tasks will be increased and realize in a clearer way the common goals of the organization that needed to be achieved (Allen, Attoh, & Gong, 2017). Bass

(2009) stated four dimensions: communication, charisma, stimulation and intellectual, transformation leadership. Nevertheless, other studies use charismatic as transformational leadership interchangeably (Chammas & Hernandez, 2019; Crede et al., 2019; Kammerhoff et al., 2019; Naderi et al., 2019; Park & Pierce, 2020; Sheehan, Garavan, & Morley, 2020) because the charismatic dimension. The above arguments and other supporting results led to the following hypothesis:

H1: Transformational leadership significantly influences employees performance.

2.2 Employees Performance (EP)

According to Nguyen et al. (2017) public sector performance in some countries is a not well known about context because majority of literature relating to private sector performance according to Sheehan et al. (2020) are mainly in European or North American countries, New Zealand and Australia. Transversely a range of environments and sectors that the performance is most frequently searched topic. However, there is no sufficient literature available that confers the Middle East performance especially among employees apart of few countries organizations or those in rapidly developing countries. While the use of PMS approaches such as the BSC have been observed in some Arab nations (Aldholay, Isaac, Abdullah, & Ramayah, 2018). In some areas the development has been undertaken the role and nature of the organizations are continuously changing and thus the need to manage such change (Bui, Zeng, & Higgs, 2017). In the UAE public sector, employee performance has been invested upon heavily and there are different initiatives aimed at ensuring that employees are performing at their best. Research from the Federal Authority for Government Human Resources (FAHR 2019) shares that there are a number of initiatives in place that are aimed at ensuring that the performance of government human capital is optimum. One of the initiatives is the Performance Management System for Employees of Federal Government – through this process, the performance of employees is evaluated against the objectives and indexes of performance outlined in the employment contract among other regular schedules pertinent to work.

2.3 Supply Chain Model

In general, supply chain model constitutes of all the individual and business elements that contribute in developing a service or product, from vision or raw materials respectively to make it reach to ultimate consumers. For instance, supply chain model activities include design, leadership hierarchy, farming, production process, refining, manufacturing, packaging, and transportation. It's an end-to-end work, which is also applicable in all sections of business (Habib, 2014)

RESEARCH METHOD

3.1 Overview of the Proposed Conceptual Framework

Fig 1 illustrates the second order construct containing of transformational leadership, and employee performance. These relationships are adapted based on transformational leadership theory, and is studied among employees in Abu

Dhabi's public sector in the United Arab Emirates. The proposed model has one hypothesis to be examined.

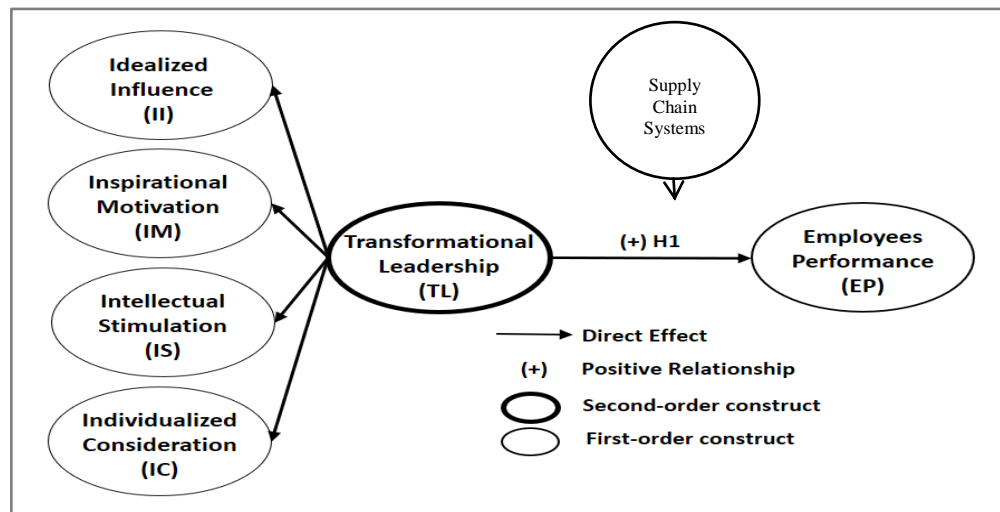


Figure 2: The proposed conceptual framework

3.2. Development of Instrument and Data collection

In this study, the researchers developed the questionnaire tool which consisted of 31 questions. All parameters were assessed using the Likert scale as shown in earlier studies (Isaac et al., 2017a; Isaac et al., 2017b; (Ahmed M Mutahar, Daud, Ramayah, Isaac, & Aldholay, 2018); (Alrajawy, Daud, Isaac, & Mutahar, 2016); (Alrajawy et al., 2018). This information was collected by delivering the self-managed questionnaire 'in-person' to the employees in the Abu Dhabi's public sector, UAE, in the period between December 2019 and February 2020. Out of the 500 questionnaires that were distributed, 250 responses were seen to be suitable for analysis. This sample size was sufficient as stated by Krejcie and Morgan (1970) and Tabachnick and Fidell (2012).

ANALYSING THE DATA AND RESULTS

SEM-VB via SmartPLS 3.0 (Ringle, Wende, & Becker, 2015) was used to analyze the data and to test the main hypotheses of this study as recommended by related studies (Isaac, Abdullah, Aldholay, & Ameen, 2019; Isaac, Abdullah, Ramayah, & Mutahar, 2017; Mutahar, Daud, Thurasamy, Isaac, & Abdulsalam, 2018).

4.1 Assessment of Measurement Model

the composite reliability (CR), Cronbach's alpha, The average variance extracted (AVE), and the factor loadings are fulfill the requirements (Kline, 2010; Hair, Black, Babin, & Anderson, 2010) as illustrated in Table 1.

Table 1:Measurement model assessment

Constructs	Item	Loading (> 0.7)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Idealized Influence (II)	II1	0.970					
	II2	0.954	3.21	1.54	0.97	0.97	0.92
	II3	0.950	6	0	1	9	1
	II4	0.964					
Inspirational Motivation (IM)	IM1	0.937					
	IM2	0.974	3.20	1.49	0.97	0.98	0.92
	IM3	0.969	1	6	3	0	6
	IM4	0.968					
Intellectual Stimulation (IS)	IS1	0.985					
	IS2	0.974	3.18	1.50	0.98	0.98	0.94
	IS3	0.941	3	7	0	5	4
	IS4	0.986					
Individualized Consideration (IC)	IC1	0.953					
	IC2	0.968	3.23	1.44	0.96	0.97	0.90
	IC3	0.935	4	9	3	3	0
	IC4	0.937					
Employees Performance (EP)	EP1						
	EP2						
	EP3						
	EP4	0.837					
	EP5	0.820					
	EP6	0.842					
	EP7	0.879					
	EP8	0.896					
	EP9	0.938					
	EP10	0.800	3.54	0.89	0.97	0.97	0.72
	EP11	0.866	2	4	2	5	1
	EP12	0.860					
	EP13	0.822					
	EP14	0.867					
	EP15	0.800					
	EP16	0.815					
EP17	0.850						
EP18	0.831						
EP19							
EP20							

Note: α = Cronbach's alpha; CR = Composite Reliability, M = Mean; SD = Standard Deviation, AVE = Average Variance Extracted.

Fornell-Larcker was used to test the discriminant validity, table 2 shows that all constructs of model fulfilled satisfactorily (Fornell & Larcker, 1981; Chin, 1998; Hair et al., 2017).

Table 2:Fornell-Larcker criterion

	<i>EP</i>	<i>TL</i>
EP	0.849	
TL	0.805	0.931

Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.

4.2 Assessment of Structural Model

According to Hair, Hult, Ringle, & Sarstedt, (2017)the structural model can be tested by bootstrapping procedure with a resample of 5,000, see figure 2.

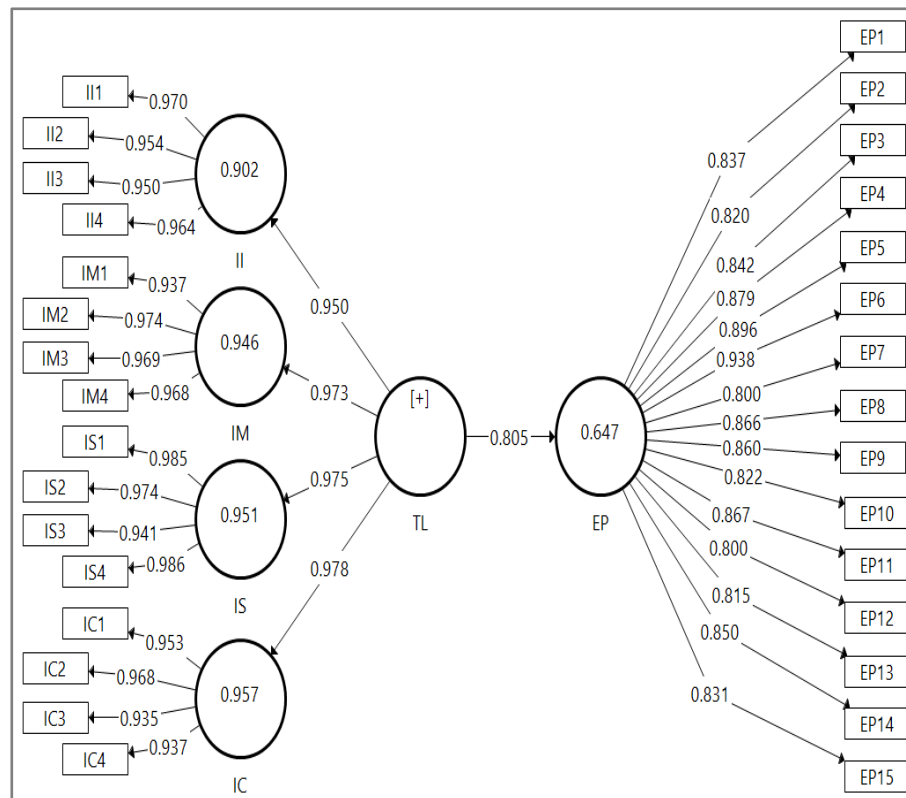


Figure 2: PLS algorithm results

Figure 2 and Table 3 depict the structural model assessment, showing the results of the hypothesis tests. Transformational leadership positively influence employees performance. Hence, H1 is accepted with (□□ □ □ □ □□□ □□ □ t□ □ □ □ □□ □ □ p <0.001).According to Chin, (1998) and Cohen, (1988) the value of 0.65 of R² indicating regarding the explanatory power as acceptable level.

Table 3: Direct Hypothesis Results

Hypothesis	Relationship	Beta	Std Error	t-value	p-value	Decision	R ²
H1	TL→EP	0.805	0.021	38.575	0.000	Supported	0.65

Key: TFL: Transformational Leadership, EP: Employees Performance

DISCUSSION

The study found that transformational leadership positively affects employee performance among employees in Abu Dhabi's public sector in the United Arab Emirates, this is supported by previous studies (Aldholay, Isaac, Abdullah, & Ramayah, 2018; Isaac, Abdullah, Ramayah, & Mutahar, 2018; Abrego-Almazán et al., 2017; Chiu et al., 2016; Tam & Oliveira, 2016). It is explained by the fact that the more department leaders give the sense of pride to their subordinates, always put their group before self-interest, act in a way that is being admired, spread the sense of optimism of the future, being more enthusiastic about what needs to be accomplished, lay out a vision of the future, tend to re-examine critical assumptions, look for multiple perspectives on problem-solving, treat others as individuals rather than just a group member, recognize the different needs, abilities of individuals, and help others to develop their skills, the more the delivery performance to clients will be good, chance to participate in training and development programs, innovation in departments will be encouraged, effective financial control measures are in place, corruption is eradicated, motivated the employee will be, effective team work, promotion of good corporate ethics in the departments.

IMPLICATIONS

The findings of the present research have essential implications for managers in public sector in UAE. As indicated in the Abu Dhabi Economic Vision 2030, UAE is witnessing a journey of transformation as a leader among nations. Organizational citizenship behaviour Culture in organizations sums up the successful effort to facilitate spreading knowledge among and the spirits of cooperation. Most of the studies conducted in United Arab Emirates were mainly focusing on Private sector. Therefore, the results of the current research may help leaders in public sector organizations to understand the importance of leadership style, which can influence the organizational citizenship behaviour and employees' performance. Put another way, this research provided leaders in public sector with superior indication and information about the role of leaders to inspire employees' behaviours to create greater levels of performance, as well as to motivate employees to be more committed to their workplace and to work harder and contribute positively to achieve organizational goals.

CONCLUSION

The current study conducted to examine the effect of transformational leadership on employees' performance through supply chain model in public sector in UAE. Good results were noted in the study which highlighted a novel perspective. The researchers proposed a new model, wherein they considered transformational leadership as the independent variable, while employee performance as the dependent variable. According to the results, the sole hypothesis was significant. Furthermore, the independent variable could explain 64.7% of the variation noted in employee performance through supply chain model. It suggested for future studies in the same context to examine the

possible role of several intervening variables including organizational citizenship behaviour and so forth.

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