

The Effect of Transformational Leadership and Involvement on Employees' Job Performance in Abu Dhabi National Oil Company

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Abstract- Employee performance is a measure of the effectiveness of one's job. It is also the way an individual does a job evaluated by its effectiveness. Hence, optimal job performance is often the primary outcome that organizations seek to attain. Therefore, this study examined the effect of leadership behaviour on the job performance of employees at Abu Dhabi National Oil Company, through the mediating role of involvement. In this quantitative research study, a structured questionnaire using a 5-point Likert scale was used to collect data from a total of 450 respondents from Abu Dhabi National Oil Company. The validity and reliability of the measurement and the structural models were ascertained. The Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to test the hypotheses. Findings revealed that there was a substantial mediation effect of involvement in the relationship between leadership behaviour and job performance. The findings add to the extant literature by integrating the factors that could improve job performance. Based on the findings of the study, it was recommended that oil and gas organizations in UAE improve their organizational involvement and appoint managers who possess good leadership qualities. By doing so, employee job performance can be enhanced, thus leading to a positive and significant effect on the overall organizational performance. The implications for practice and future research were also discussed.

Index Terms- Transformational Leadership; Involvement; Job Performance; Abu Dhabi National Oil Company

I. INTRODUCTION

Organizations all over the world have continued to witness and undergo tremendous changes. Some of these changes have influenced the practices of these organizations in developed countries like the United States and Australia (Zahari, 2012). Consequently, developing nations are now beginning to strategize and adopt best practices to bring about the desired changes and innovations in their respective organizations. The primary goal of any organization is to achieve set goals and consequently impact the overall organizational performance. Employees are also crucial to the achievement of optimal performance within organizations. Hence the concept of job performance is crucial to the effective functioning and success of organizations.

Organizations compete to survive the challenging and aggressive business environment. Therefore, employees' job performance is an essential tool that can be used for determining the success of any organization in the long-term (Dobre, 2013). Yahaya, Bon, Ismail, & Noor (2012) pointed out that employees' performance drives organizations to change and execute a developmental process that further benefits the organization (Ramzy, Bedawy, and Maher, 2018). In addition, one of the primary sources of competitive advantage for an organization is determined by the type of organizational culture which has been developed within the organization as this influences the commitment of workers, both individually and collectively, as well as learning and the capability for growth (Yahaya, et al, 2012). Therefore, organizational culture explains how employees think and make decisions that may eventually influence their job performances (Yahaya, et al, 2012). Hence, in any organization, the job performance of employees is crucial because highly motivated employees would have better performances and this will increase their productivity and lead to the attainment of organizational goals (Zabadi, 2016).

The Abu Dhabi National Oil Company (ADNOC) is a state-owned company whose impact and contributions to the national economy of the United Arab Emirates cannot be underemphasized (Alrayssi, 2018; Hoath, 2009; News, 2018). The company is composed of over 17 subsidiaries in the oil, gas, and the petrochemical industry as well as oil and gas transport and logistics services. Its diversification has ensured that the company has continued to amass wealth for the nation and the created millions of new jobs for its citizens (Wan, 2015). Similarly, the UAE, according to a recent international report, accounts for 4.38 percent of the total Middle East regional oil demand and up to 10 percent of the total volume of oil and gas in the world. The report by Business Monitor International (BMI) states that the UAE will provide up to 11.07 percent of the regional supply (Wan, 2015).

Siregar (2013) examined the effect of leadership behaviour on job performance and found that leadership has a high impact on organizational success. Only a few leaders understand the importance of how significant their leadership behaviour is to employee's job performance (Siregar, 2013). A significant amount of research report that leadership style matters for the different business environment. Likewise, leadership plays a critical role and is an important theme for studies (Yukl, 2008 and Bass et al., 2008). Similarly, Shiva, & Suar (2012) stated that in

service and product-oriented industries exhibit significant differences in leadership behaviour. In other words, the behaviours and attitudes of a leader vary from one organization to another (Shiva, 2012). The job performance of employees, whether positive or negative depends on the type of leadership style used within the organization (Muthuveloo et al., 2014). Hence, employees need to be happy and driven in order for their job performance to be positively increased.

An analysis of studies conducted in Arabic countries revealed that there is an overwhelming lack of insights regarding leadership styles and a leader's communication competence (Obasan Kehinde & Hassan Banjo, 2014). Negussie, & Demissie, (2013) for instance, suggested that it was important to investigate the transformational leadership theory in a variety of countries as well as cultural contexts. He added that the results from western research studies might be useful when applied to the Middle Eastern countries. However, it has been revealed that the behaviour and views of people with certain values have an impact on their general environments based on their cultural background. Thus, there seems to be a gap in the literature regarding studies that have examined the mediating effects of organizational culture in the associations between leadership behaviour and employee job performance in the UAE (Negussie, & Demissie, 2013).

The underlying importance of leadership behaviour to developing optimal performances within organizations has mandated the need to understand the intricacies and factors that mediate such relationship, especially in oil and gas settings. The relationship between leadership and job performance in the literature is well researched. However, there exist a lack of studies in the extant literature that has examined the underlying role of some mediating factors in the relationship between employee performance and leadership (Kehoe and Wright, (2013). However, only one study was found that examined the potential associations between organizational justice, organizational commitment (employee loyalty), and job performance in the UAE (Suliman and Al Kathairi, 2012). Furthermore, Suliman and Al Kathairi, (2012), using a sample of 500 employees from three government organizations in the UAE investigated the link between organizational justice, organizational commitment (employee loyalty), and job performance. Findings from the study revealed that organizational justice (procedural and interactional) was positively and significantly correlated with affective and continuance commitment as well as job performance. Findings from the study also revealed that affective and continuance commitment moderated the high effects of job performance.

Given the crucially of transformational leadership to developing high job performance, it becomes critical that research study investigates the mediating effect of some organizational construct in the relationship between transformational leadership and job performance. In recent years, job involvement has been studied enormously, and more attention has been paid to the relationship between organizational culture and some underlying variables such as productivity, organizational structure, the leadership of style, efficiency, and effectiveness. However, to the knowledge of the researcher, no study had been conducted to investigate the indirect effect of job involvement on employee's job performance, particularly in the oil and gas sectors (Khademfar & Amiri, 2013). Given this identified gap in the literature, this study hence sought to examine the potential direct

and indirect associations between transformational leadership and employee job performance using job involvement as a mediating variable (Khademfar & Amiri, 2013).

II. LITERATURE REVIEW

1.1 Job performance

Performance is a unique construct; it describes the overall output of an individual, resource or system. It can also be referred to as the standard to which someone or something performs a given task. In other words, "it is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost, and speed" (Business Dictionary Online, 2010). In the views of Mathis and Jackson (2011) performance is described as a function of; (1) the quantity of outputs (2) the quality of outputs (3) the timeliness of outputs (4) presence or attendance on the job (4) the efficiency of the work completed and (5) the effectiveness of the work completed. Hence, employee job performance is a measure of the timely, effective and efficient completion of assigned tasks from leaders that are achieved with little or no persuasion, rather with high motivation and willingness to meet and complete such assigned tasks. Hence, employee performance is a measure of the effectiveness of one's job. It is also the way an individual does a job evaluated by its effectiveness (Encarta, 2009). Performance is considered an extremely important standard that relates to an organization's outcome and success. It is measured by key concepts such as overall input and productivity on the job. According to Campbell et al. (1993) performance is an individual level construct, that is; it is something an individual does. Performance is also the extent to which an individual carries out an assignment or task. In other words, it refers to the degree of accomplishment of the task that makes up an employee's job requirements (Casio, 1992).

1.2 Transformational Leadership

According to Bass, transformational leaders display four leadership behaviours which allow followers to exceed self-hobby and carry out a task beyond expectations; these attributes are; idealized influence, intellectual stimulation, inspirational motivation and individualized consideration (Choi et al., 2016). Primarily, idealized influence is the ability of the leader to act as a role model and gain the trust and appreciation of his or her followers. It can also be described as the extent to which a leader gains acceptance among followers in the organization. Here, the leader prioritizes subordinates' needs more than their own needs and sells a vision that followers come to internalize (Amin, Shah and Tatlah, 2013). Idealized influence consists of two components: first, its effect on conduct, which is associated with the leader's behaviour, and secondly, its impact on attributes (Salter, Harris and McCormack, 2014).

Inspirational motivation illustrates the extent to which a leader presents an image which inspires followers to commit to organizational goals and objectives. It consists of articulating a compelling vision and having vivid expectations that followers will acquire more than they ordinarily consider feasible and in the long run, realize that vision (Shaari, Salleh, & Hussin, 2015). Hence, these leaders provoke spirit among their followers, deliver clear expectations and willpower to achieve objectives as well as share a collective vision (Bass et al. 2006; Salter et al. 2014; Amin

et al. 2013). Bass (1991) mentioned that inspirational motivation is understood by means of how well a leader communicates his or her visions, using visual tools or aids, and helping others find meaning (Atkinson et al., 2011). Intellectual stimulation portrays the quality of a leader who encourages followers to innovate and challenge themselves. The leader tends to encourage his supporters to reframe challenges and take risks, to venture assumptions, and to discover new approaches of working and be creative. Here, the complaint of subordinates' errors is not endorsed (Salter et al., 2014; Amin et al., 2013). Bass (1991) mentioned that the magnitude of a leader' intellectual stimulation is identified by the leaders' ability to make subordinates reflect on new methods of carrying out work, as well as new methods of looking at tasks (Atkinson et al., 2011).

Lastly, Individualized consideration symbolizes the extent to which a leader sympathizes with his followers' needs. For instance, it entails leaders spending time to educate and give non-public attention to each follower's wishes and improvement. In summary, (Bass, 1991) stated that this element is characterized by means of how nicely the leader encourages people to develop themselves, as well as the amount of meaningful feedback the leader provides to his/her subordinates and the manner by which the leader takes the time to place employees into a group (Atkinson et al., 2011). Furthermore, the point in which the goals of a business enterprise and the creative and discerning abilities of the leader are internalized, and subordinates acquire performances beyond expectations, can be described as transformational management (Gabel-Shemueli et al., 2019). Similarly, it can be described as a method of influencing foremost adjustments within the ideals, attitudes, and values of subordinates, for the purpose of enabling them to initiate a system characterized by self-boom and transformation. Transformational leaders, on the other hand, interact with subordinates while enriching environment at the same time thus allowing subordinates to realize hidden potentials for the mutual benefits of self- improvement and organizational performance (Hetland et al., 2018).

1.3 Involvement

Involvement seeks to recognize whether humans are aligned, engaged, and successful to growing personnel' potential to function under conditions of autonomy and setting value on working cooperatively towards commonplace dreams. It makes sure that human beings are aligned, engaged, and capable of performing any given assignment for the business enterprise intention. Involvement involves to the diploma to which

organizations emphasize their makes a specialty of developing, informing, and concerning people, with the purpose of growing employee dedication. furthermore, effective businesses empower and engage their humans, build their organization round teams, and increase human capability at all degrees (Denison, Hooijberg, Lane, & Lief, 2012). From the involvement measurement, organizational participants experience a strong sense of belonging and therefore, are dedicated to their paintings. whilst the individuals in any respect levels of the company since they have got a few responsibilities for making choices as a way to affect their paintings and experience that their work is at once connected to the desires of the employer, this permits them to be extraordinarily concerned to the bureaucratic management structures. these will be consequential and the part of the -group in the organizations will have to rely on their willingness to contribute.

Involvement within the Denison model is measured with 3 indexes: (i) Empowerment creates a sense of ownership and responsibility toward the organization where individuals have a sense of authority, initiative, and ability to manage their own work. (ii) Team orientation place value on teamwork toward the achievement of common goals. The organization relies on the collective effort of every individual in the organization to get work done and thus for which all employees feel mutually accountable. (iii) In order to remain competitive and meet the on-going business needs, Capability development excites the organization to continually invest in the development of the employees' skills. According to Wahyuningsih *et al.* (2019), organizations encourage organizational involvement by empowering people, building teams and developing employee's ability at all levels in the organization. Effective organizations empower and engage their employees, build their organization around teams, and increase human capability at all level (Denison et al., 2012).

1.4 Research Theoretical Framework

A theoretical framework refers to the theory that a researcher chooses to guide researchers in their study. Thus, a theoretical framework is the application of a theory, or a set of concepts drawn from one and the same theory, to offer an explanation of an event, or shed some light on a particular phenomenon or research problem. Figure 1 presents research theoretical framework, which explains role of job involvement in the relationship between transformational leadership and job performance.

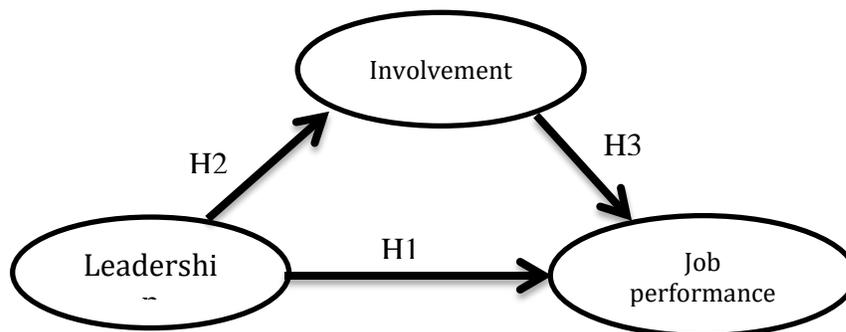


Figure 1: Research Framework

2.4.1 Hypothesis

Hence using the Abu Dhabi National Oil Company, it is hypothesized that;

H₁: There is a significant positive relationship between transformational leadership and Job performance.

H₂: There is a significant positive relationship between involvement and Job performance.

H₃: There is a significant positive relationship between transformational leadership and involvement.

III. METHODOLOGY

1.5 Data Collection

The research design for this study was explanatory with survey as main data collection technique. The selection of the research design was based on the nature of the research objectives that involved hypothesis testing and the need to observe the phenomenon in its natural setting. The study took place in Abu Dhabi National Oil Company among managerial level employees. Based on Krejcie and Morgan's (1970) sampling size table, a sample size of 538 was derived to get 95% confidence level. However, a total of 450 respondents were retrieved, accounting for 80.65% of response rate. After data cleaning, the researcher analyzed 450 completed questionnaires. According to Miller Miller (1983) a return rate ranged from 30% to 50% is common in social science studies surveys and can be accepted similarly, Hair,

Ringle, & Sarstedt (2011) stated that a return rate ranged from 50% to 80% is considered as good response rates. Hence, the validity and reliability of the measurement and the structural models were ascertained. Furthermore, the Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to test the hypotheses.

1.6 Instruments

Three established instruments which include leadership questionnaires, Involvement (organizational culture survey) and job performance questionnaire from Campbell (1990) were used in this study. Multifactor leadership questionnaire (MLQ) was used to measure transformational leadership style while Denison Organizational Culture Survey (DOCS) was adopted to measure the organizational culture which only used involvement in this study. Job performance is approached as a unidimensional construct using the Campbell (1990) job performance measures.

IV. RESULTS

The accompanying subsections discuss the specific tests utilized for examining and validating the structural model in this study. The validity of the related structural model is evaluated by utilizing the coefficient of determination (R²), effect size (f²) assessment, path coefficients, discriminant validity and assessment of collinearity. Moreover, the related study also examines the mediation relationship that was proposed in the study.

Table 1: Constructs Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Involvement	0.809	0.862	0.513
Job performance	0.917	0.929	0.503
Leadership	0.854	0.890	0.542

Table 1 clearly shows that all the Cronbach's alpha values are above 0.7, and that means the result is good and acceptable. If the value of any construct is below 0.7, if the Cronbach's alpha is below the margin and it should be look into. These Cronbach's alpha outcomes illustrate that our entire constructs indicators have

very good reliability as shown in the Table above. In addition, all the constructs' indicators are averaging above 0.7. Item total correlation is the correlation of the item with the total of other items in the scale (Aimran et al., 2015).

Table 2: loading and Cross loading

	Involvement	Job Performance	Leadership
IV10	0.690	0.408	0.420
IV2	0.678	0.406	0.241
IV3	0.586	0.238	0.348
IV5	0.701	0.271	0.188
IV6	0.774	0.514	0.413
IV7	0.841	0.515	0.518
JP10	0.437	0.692	0.626

JP11	0.510	0.776	0.504
JP12	0.353	0.701	0.298
JP13	0.410	0.636	0.473
JP14	0.489	0.810	0.618
JP15	0.344	0.662	0.295
JP16	0.308	0.568	0.425
JP4	0.373	0.765	0.517
JP5	0.460	0.783	0.487
JP6	0.437	0.786	0.502
JP7	0.160	0.621	0.227
JP8	0.435	0.624	0.458
JP9	0.392	0.742	0.504
L11	0.441	0.558	0.827
L12	0.484	0.541	0.834
L13	0.219	0.467	0.701
L20	0.542	0.483	0.515
L5	0.350	0.460	0.769
L7	0.338	0.500	0.820
L8	0.150	0.387	0.629

Considering such loadings with added value in terms of theoretical sense and the value to be added to the discovery that is been sorted, loadings with values ranging from .40 to .70 can be retained in the model except if the elimination of such loading will result to the increase in convergent validity measures which is subject to the required benchmark. More often, researchers frequently witness weaker outer loadings; such is being realized

when new scales are being created. The loadings of all items exceeded the recommended value of 0.5 with the composite reliability. In order to retain an items in the measurement model, the outer loading must be significant and should be greater than 0.7 (Hair et al., 2013).

Table 3: Discriminant Validity

	Involvement	Job Performance	Leadership
Involvement	0.716		
Job Performance	0.574	0.709	
Leadership	0.525	0.674	0.736

The matrix shows that for all pairwise combinations of all the latent constructs, the correlations are less than the square roots of their respective average variance extracted (AVE). Thus, discriminant validity was achieved among all the study constructs. In addition, to confirm the achievement of discriminant validity in the study, the Heterotrait-Monotrait (HTMT) method was used to

support the proposal of Fornell and Larcker (1981). The HTMT method shows that discriminant validity is achieved when the inter-correlations between a construct of interest with all other constructs are less than 0.85 (Kline, 2015). Similarly, this position has been achieved in this study, as summarized in Table 4.

Table 4: Heterotrait-Monotrait Ratio (HTMT)

	Involvement	Job Performance	Leadership
Involvement			
Job Performance	0.619		
Leadership	0.607	0.713	

Table 4 shows that all the values in the matrix are less than 0.85 for inter-construct correlation, therefore further confirming the achievement of discriminant validity as previously presented in Table 3. Therefore, based on the above results, it can be confidently concluded that the reliability and validity tests

conducted on the measurement model are acceptable. The tests confirm that the measurement model for the study is valid and is thus fit to be used to estimate the parameters of the structural model.

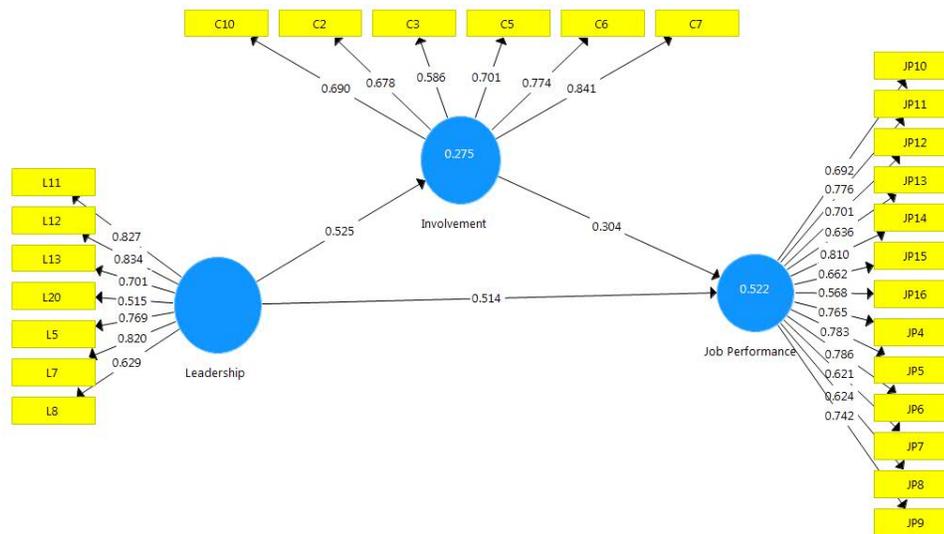


Figure 1: Measurement Model with Constructs and Indicators

Table 5: Path Coefficient

	Involvement	Job performance	Leadership
Involvement		0.293	
Job Performance			
Leadership	0.503		

According to Hair, Ringle, & Sarstedt (2014) the level or strength of a relationship is measured by the magnitude and significance of the estimates. Path coefficients that are close to +1 are considered to represent strong positive relationships while those that tend towards -1 are considered to represent strong negative relationships. Table 5 shows the results of the path

coefficients since it was evaluated based on magnitude, sign, and significance level, the path coefficients have standard values between -1 to +1. According to the result presented in Table 5; involvement has a positive but not strong relationship on Job performance. Likewise, leadership has a positive relationship on involvement.

Table 6: Coefficient of Determination R²

	R Square	R Square Adjusted
Involvement	0.253	0.251
Job performance	0.571	0.568

According to Chin, (2010) R² values of 0.67, 0.33 or 0.19 for dependent variables are considered as substantial, moderate, or weak respectively. Hair et al., (2011) prescribed R² values of 0.75, 0.50, or 0.25 for dependent constructs, which are interpreted as strong, moderate, and weak respectively. Nevertheless, R² depends on the correlation. In addition, Falk and Miller, (1992) suggested that R² values should be >= 0.10 for the variance explained in the specific unobserved construct to be considered acceptable (Ramayah et al., 2016). Thus, Table 6 presents the R² values of this study. The R² value for job performance is 0.568, which is considered substantial. Whereas the R² value for involvement is 0.253 which is described as moderate.

Table 7: Effect size assessment

	Involvement	Job performance	Leadership
Involvement		0.147	
Job performance			
Leadership	0.338		
Mission		0.053	

Having measured the R^2 values for the endogenous concept, Hair et al. (2016) proposed that it is also advisable to evaluate or measure the effect of change in it. This estimation is known as the effect size (f^2) assessment. The categories for its calculation was provided by Cohen, (1988) which are 0.02, 0.15 and 0.35 representing small, medium and large effects respectively (Hair et al. 2016). Thus, as shown in Table 7 the effect size of involvement on job performance is found to be ($f^2 = 0.147$) which is also considered high. Leadership, on the other hand, has a medium effect on involvement.

Table 8: Path Coefficient and Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership -> Job Performance	0.198	0.199	0.051	3.871	0.000
Leadership -> Involvement	0.503	0.507	0.032	15.684	0.000
Involvement -> Job Performance	0.293	0.293	0.042	7.055	0.000

The significance of such indirect effect can be determined by the Variance Accounted for Statistic (VAF), which measures the impact of the related indirect effects on the dependent variable, or how much of the dependent variable is explained by the indirect effects through the mediator. With regard to its decision rules, VAF with values that is above 80% indicate full mediation, on the other hand VAF values between 20% and 80% is considered partial mediation. However, VAF values that are less than 20% are considered no mediation (Hair, et al, 2014). According to the value of VAF derived, the following conditions relating to mediation effect is specified by Hair et al., (2014):

$$VAF = (p_{12} * p_{23}) / (p_{13} + p_{12} * p_{23})$$

- i) If $0 < VAF < 0.20$, then No mediation
- ii) If $0.20 < VAF < 0.80$, then Partial mediation.
- iii) If $VAF > 0.80$, the Full mediation

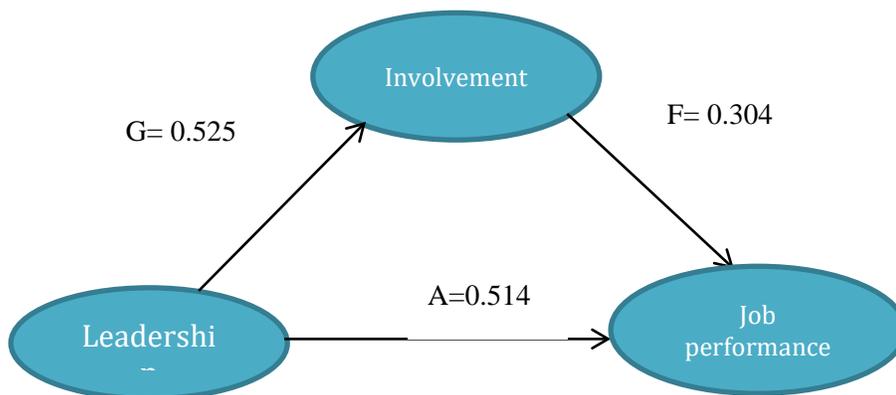


Figure 2: The Mediating effect of Involvement on Leadership and Job performance

$$A = 0.514$$

$$G = 0.525$$

$$F = 0.304$$

$$\text{Indirect effects} = G \times F$$

$$0.293 \times 0.503 = 0.147$$

$$\text{Total effects} = A + G \times F = 0.159$$

VAF (variance accounted for) indirect effects divided by the total effect = $0.159/0.673 = 0.236$. Therefore, with the VAF result of 0.236, this indicates that there is partial mediation between leadership and job performance mediated by involvement since the value derived ranges between 20% and 80%.

V. DISCUSSION AND CONCLUSIONS

This study is particularly important to undertake as it would contribute significantly to the literature on leadership practices, organizational involvement, and job performance, specifically in the oil and gas industries in the UAE. Furthermore, the study would provide useful and deductive insights to organizational leaders, decision-makers, and strategic planners regarding how oil and gas organizations can evaluate their present strategic workforce plans, practices and policies to increase productivity and performance, consequently enabling ADNOC to restructure its leadership model for increased job performance, thereby, contributing significantly to the economic development of the UAE. Findings of this study will also help to facilitate a better understanding of leadership in organizations regarding the appropriate leadership styles that should be adopted within such organizations.

4.1 Implications

The scope of the current study was only limited to a single organization, it is thus recommended that future research extend with study's scope with larger samples to include more organizations across the UAE and other parts of the world, which would help the enhancement and generalization of the outcomes. Likewise, it is recommended that future research should consider a mixed research design. In such design, quantitative as well as qualitative research approaches can be employed to complement each other in order to confirm, compare and contrast the collected data. Hence, Pradeep and Prabhu, (2011) recommended that future researchers who attempt to examine the effect of leadership behaviour on job performance should look into the mediating influences of other organizational behavior and emotional factors that may contribute to employees' job performance; but which were not taken into account by the current study. Therefore, leaders and the management of organizations should understand their employees' attitude and behavior. In addition, people with such leadership qualities should be selected to lead national organizations of the UAE. To enhance employees' job performance, the government of the UAE should amend their policies such that employees are more inclusive in the organizational processes and such employees with skills and talent should award be rewarded accordingly when they perform exceptionally in order to keep them motivated to produce more meaningful outcomes and performances.

4.2 Implications

Although the data was collected from 450 employees in one of the UAEs reputable national organization. The present study focused only on the managerial level. For this reason, the results of the study may not be generalized to other management levels such as top or low management positions, and to organizations outside of ADNOC. Although some useful deductions and insights emanating from the study, results for this study may only be applicable to ADNOC and to oil and gas companies which share similar characteristics with the Abu Dhabi National Oil Company (ADNOC). Furthermore, the study is also limited in terms of scope and research context. The study was carried out in a developing country i.e. the United Arab Emirates. Since, developing countries do not necessarily share the same characteristics as their developed counterparts especially in terms of social, cultural, political, administrative, economic and technological developments, (Palekar, 2012)., findings from this study may not be applicable to similar research context in developed nations. These distinctive features may have a substantial and significant influence on the outcomes of the study.

VI. CONCLUSION

The key aim of this research was to examine the effect of leadership behaviour on employees' job performance using involvement as a mediator variable in the petrochemical sector in the UAE. A questionnaire depicting the proposed framework constructs was designed to gather primary data for the research. The data was collected from 450 employees working at the Abu Dhabi National Oil Company (ADNOC). This study utilized a quantitative approach. and partial least squares structural equation modeling (PLS-SEM) was used to validate and confirm the research model which examined the hypothesized relationships between the constructs. Findings from the study provide empirical evidence that supports the mediating role of involvement in the relationship between leadership behaviour and job performance. Furthermore, the study findings confirm the influence of both the direct and indirect effects of the independent and mediating variable on job performance. Hence, for organizations to maximize their job performance and effectiveness, middle management leaders are encouraged to demonstrate transformational leadership styles. According to Robbins et al. (2012), transformational leadership builds on transactional leadership and produces a level of followers' effort and performance beyond what transactional leadership alone can provide. But the reverse is not true. Because transformational leaders' express higher levels of concern for people's well-being and appeal to people's values, employees are more likely to believe that the leader cares about them. Based on the findings of this study, it is the hope of the researcher that would not only shed light on or contribute to the literature but more significantly would

help organizations improve the performance of their employees in the petrochemical sector for the overall success of the organization and the UAE economy in general.

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