

The Effect of Transformational Leadership on Organizational Culture in Abu Dhabi National Oil Company

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ABSTRACT

The aim of the paper is to identify and evaluate the relationships between transformational leadership and organizational culture. The study was conducted on a sample that included 450 participants, among middle manager employees in Abu Dhabi Oil National Company. A survey with structured questionnaire using a 5-point Likert scale was used to collect data. The validity and reliability of the measurement and the structural model was determined. The Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to test the hypotheses. Results have shown that transformational leadership has significant positive relationship on organizational culture.

Keywords: Transformational Leadership, Organizational Culture, United Arab Emirate

INTRODUCTION

Transformational leadership rests on the assertion that a leader's behaviour can propel subordinates to higher levels of thinking (Bass and Avolio, 2004). By appealing to follower ideals and values, transformational leaders enhance employees' commitment to articulate the vision of the organization and motivate them to develop innovative ways of thinking and the ability to solve critical problems. Truly the positive correlation between transformational leaders and employees is well established, especially in business contexts in developed nations (Bass, 1985). Similarly, several studies have begun to scrutinize the process by which leadership influences organizational outcomes (Bono and Judge, 2004). Recently, academicians and practitioners in the field of leadership have acknowledged the importance of effective leadership in influencing

employees' job performance (Ginnett et al., 2014). Likewise, it is crucial to acknowledge the important role employees play in the general development of the organization (Kehoe and Wright, 2013).

Furthermore, characterized by uncertainty, global turbulence, and organizational instability, calls for a business environment that typically requires transformational leaders to be triumphant. More often, the followers of such leaders generally show excessive stages of activity satisfaction and organizational dedication and interact in organizational citizenship behaviours (Buil et al., 2018). As a result, with such dedicated employees will always be crucial to recall making efforts in the direction of developing methods of reworking employer through the management (Bass, and Avolio, 1990). For this reason, transformational leaders are leaders with an attraction for ethical and

moral values (Galli, 2019; Sativa, Yunus, and Majid, 2018). Particularly, in line with the transformational leadership idea, the primary goal of transformational leadership is to inspire self-control. Hence, transformational leaders are believed to facilitate the ability of followers to work creatively and independently without delays in encouraging proactive behaviour. Also, by developing and empowering employees, they stimulate high potentials (Hetland et al., 2018; Sativa, Yunus, and Majid, 2018).

The transformational leadership concept embodies a leaders' effort to transform subordinates to share organizational visions. Again, this does not suggest that employees under the leadership of transformational leaders always share organizational goals or go beyond their self-interest (because these are the effects of transformational leadership approach), but it clarifies the theoretical foundation for arguing about why some leadership behaviours are grouped collectively and termed transformational leadership (Jensen et al., 2019). The four transformational leadership dimensions are thus applicable in the entire leadership process and entail the leader's ability to formulate organizational visions as a model of the future; sharing this information with employees; and executing the sustainability of the vision in the long run. Leaders are expected to consider all four behaviours as necessary for coordinating and managing the affairs of employees for the successful accomplishment of organizational goals through motivation and work ethics that transcends self-interest transcendence (Jensen et al., 2019; Kala'Lembang et al., 2015; Jiang, Zhao; Beck-Tauber et al., 2012). Organizational culture is a complex phenomenon even though it performs a crucial role in accelerating revolutionary and technological development in organizations as evident in some of the scholarly research works (Kokina and Ostrovska, 2014; Pirayeh et al., 2011; Denison and Mishra, 1989; Morente, Ferràs, and Žižlavský, 2018). Denison's model of

organizational culture was proposed in the year 2000 by Professor Daniel Denison, who sought to determine the association between organizational culture and effectiveness. The model is regarded as a practical and applicable model that is based on the same concept as the Competing Value Framework, which is composed of four quadrants representing the competing and essential values of organizations. Both the CVF and Denison's model are models of organizational culture that associates the culture to effectiveness in organizations. Denison (2000) proposed four cultural characteristics that organizations must have in order to stimulate and produce organizational efficiency; these cultural characteristics include; involvement, consistency, adaptability and mission. Figure 2.4 shows Denison's model of organizational culture and the underlying traits.

The overall performance of organizations is dependent on the individual performances of employees within the organization (Mason, Bauer, and Erdogan, 2015). The content of an employee's job performance depends on the task given by the supervisors, leaders or the management team. Furthermore, Liu and Batt (2010) argued that a leader should carefully enhance the job performance of employees by providing personalized guidance and direction for such employees (Muthuveloo and Kathamuthu, 2014). A study by Muthuveloo and Kathamuthu (2014), as cited in Chen and Silverthorne (2005), concluded that every organization must have an effective leader to help develop and support its members through training to improve the competencies and performance of those members. Shafie, Baghersalimi, and Barghi (2013) pointed out that there is a strong positive correlation between employee organizational culture, job performance and transformational leadership style. They concluded that organizations that implement transformational leadership could improve the culture of their organization adequately

(Shafie et al., 2013). Research also has shown that leadership influences the culture, beliefs and assumptions that are subconsciously held by organizational members within the organization (Biswas, 2009; Denison, 2000; Denison and Mishra, 1989; Hartnell, Ou, & Kinicki, 2011).

Therefore, this study examined the effect of transformational leadership styles on organizational culture at Abu Dhabi National Oil Company. The Abu Dhabi National Oil company is UAEs foremost and largest oil and gas company and is the most contributor to economic development in the UAE among all public organizations. In the Sustainability Performance report (2015) of the Abu Dhabi National Oil Company, it was revealed that over 65,000 employees were employed in the organization, with a significant proportion of those employees, Emiratis. Similarly, the report revealed that ADNOC patronizes local over 165000 local contractors, and a total of AED 309 million on the training of employees to develop the core values of the organization and contribute significantly to the economic development of the UAE. This further reiterates ADNOC's crucial role in the sustenance of the UAE economy. However, it was reported that ADNOC spends significantly on training and development of its employees in order to scale up employee performance, consequently leading to overall organizational performance. While the training and development of employees are crucial, it can, however, be directed towards developing core leadership skills and attributes in employees that build on employee performance, while nurturing an organizational culture with which performance thrives (ADNOC, 2014).

Although ADNOC is a leading company for developing UAE talent, they have been unsuccessful in terms of meeting the Emiratization targets consistently over the years (Rai and Victor, 2012). ADNOC's strategic workforce planning objective was supposed to reach its Emiratization quota, whereby 75 percent of its personnel would

be local employees by the end of the year 2017. However, ADNOC leaders invested millions of dollars yearly specifically for the purpose of training and development activities, as well as the implementation of new human resources management programs so as to enhance performance regarding the development of Emirati talent (ADNOC, 2012). In 1999 ADNOC created the Group National Recruitment Department (GNRD), whose central focus was to discover the right and suitable candidate for the right positions and to increase the number of local employees in the company (ADNOC, 2011). Consequently, GNRD was able to increase the number of local employees from 23% in 1999 to 45.1% in 2009 (ADNOC, 2009). According to Abu Dhabi National Oil Company, (2012) the GNRD plays a significant role in its employment strategy, which links a person's credentials and experience with the requirements of the organization (ADNOC, 2012). Likewise, the GNRD creates a strategic workforce plan so as to meet the firms' requirement in terms of technical workers (ADNOC, 2014).

Sadly, no study in the UAE has explored or examined the effect transformational leadership on organizational culture, especially from an oil and gas context. Thus, since ADNOC is required to deliver on its set targets and objectives. To do so would require an effective leadership and administration across all of the company's operations, as well as the contributions of employees to achieve the desired performance, the company seeks in all of its members. However, an analysis of studies conducted in Arabic countries showed that there is an overwhelming lack of insights regarding leadership styles and a leader's communication competence (Hijazi, 2017).

LITERATURE REVIEW

2.1 Leadership

Leadership is a technique wherein a person usually (the leader) influences a group of people to attain a common goal

(Northouse, 2010). Leadership is a form of behaviour that humans experience personally. Every leader ought to have followers. Thus, leadership without followers can be likened to a vehicle without tires; one could kick start the car; however, they cannot force it to arrive at a specific destination. In order for organizations to fulfil their goals, they must be led by one who inspires impact and encourages followers to attain the goal of the organization. In summary, a leader must have a clear direction and set concrete plans and strategies to move towards a specified direction. Dubrin (2012) defined leadership as the capability of leaders to inspire self-belief as well as encourage and assist employees in order to achieve the visions of the organization. Leadership is also described as a trait, behaviour, guidance, or the relationship between leaders and employees (Yukl, 2013).

Bass (1990) stressed that leadership is linked to group procedures, character, impacting influence, as well as the acts and conducts of employees within an organization. Leadership is the process by which a leader's character influences a group of individuals to attain a specific objective (Northouse, 2007). In addition, Daft (1999) defined leadership as the drive to persuade a team toward the achievement of an organization's vision and mission. Furthermore, a leader is defined as a person who influences or inspires humans within an organization as well as helps them in the accomplishment of goals while directing them closer to the fulfilment of the desired goals (Robbins et al., 2012). Therefore, allowing these individuals to become effective and impactful to the organization (Nahavandi, 2009). Additionally, leadership is a system of change among leaders and followers in which a frontrunner attempts to steer the behaviours of his or her subordinates to attain organizational goals (Lo et al., 2010; Kamisan et al. (2013) argued that there are three essential forms of leadership; democratic, autocratic, and laissez-faire (Kamisan et al., 2013). Hence,

leadership is a social influence method wherein the leader seeks the voluntary participation of subordinates in an effort to attain organizational goals (Nanjundeswaras and Swamy, 2014). Nowadays, the sphere of leadership focuses not only on leaders, but also on friends, supervisors, work setting/context, and tradition. It consists of a much broader array of people representing the entire range of diversity, public, non-public, and nonprofit oriented businesses.

2.2 Transformational Leadership Theory

The transformational theory of leadership often referred to as the relationship theory, mainly focuses on the associations between leaders and followers (Buil, Martínez and Matute, 2019; Avolio et al., 2009; Hargreaves and Goodson, 2006). The transformational leadership approach is a concept of leadership that causes a change in people and social systems within organizations. It creates some measure of the positive and transformable change in followers with the goal of coordinating activities within the social system to achieve organizational objectives. The transformation leadership theory is one whose influences on management practices across the globe cannot be over-emphasized. It forms the base of modern leadership theory and practice (Bass and Bass, 2009). Research literatures have informed its influence on organizational commitment, job satisfaction, as well as organizational performance within organizations. It is said to enhance the motivation and morale of employees, thereby influencing their job performances. Research shows that this approach to leadership is more vision-driven, idea-oriented, and performance upgrading. The leader acts as a role model and shows adequate concern for the employees, and collectively they come up with a clear vision, that helps the organization in the achievement of its goals (Bass and Bass, 2009; Bass and Stogdill, 1990).

In this leadership type, the method by which one engages with others and creates a relationship that leads to increased

motivation and morale in both followers and leaders (Bass, & Avolio, 2004) (Bass and Avolio, 1994). Carleton, Barling, and Trivisonno (2018) opine that transformational leadership is commonly compared to the charismatic leadership theory whereby the leader in possession of such traits, such as clearly stated values, self-assurance, and friendliness, is able to inspire followers. Moreover, Lockett and Palmer (2019) mentioned that transformational leadership creates influential transformation with the followers and aim at developing followers into leaders (Avolio, Walumbwa and Weber, 2009). For instance, it offers worker autonomy over specific jobs, as well as the authority to make selections once they have been educated. As a result, in the organization, leaders tend to have the tendency to inspire and encourage subordinates by helping them visualize and see the significance of the task. More often, transformational leaders possess high morals and ethical standards (Smith and Moore, 2019). Not only do they place targets on the overall performance of the organization, but they also are interested in developing the individual abilities of their subordinates.

2.3 The Relationship between Transformational Leadership and Organizational Culture

Over the years, organizations around the globe have invested in leadership and organizational culture studies, as a medium to develop insights to boost organizational effectiveness (Yıldırım and Birinci, 2013). This implies that leadership behaviour is a critical determinant of organizational effectiveness and organizational culture. Thus, implying that organizational culture impacts upon the sustainability of organizations as well as inspire and encourage employees to give their best performance.

Several studies have shown that there is a constant interplay between leadership and organizational culture (Bass and Avolio, 1994; Berrio, 2003; Parry, 2002). Schein (2012) reports that while

observing what transpires in organizations is easy, an understanding of culture helps to explain why things occur the way they do. Furthermore, an understanding of how leaders create culture as well as how culture creates leaders reinforces leadership as an important variable which leads to either success or failure within organizations. Once a culture has been developed within an organization, and embedded in such an organization, it shapes the style of leadership (Dastmalchian, Lee, & Ng, 2000). Similarly, leaders shape and transform the culture of an organization and influence employees' perception of that culture. In establishing the right mix between a positive organizational culture and suitable leadership style in an organization, success becomes evident in the business performance.

Some studies have attempted to link transformational leadership to organizational culture. For instance, Chidambaranathan & Swarooprani (2017) investigated the relationship between leadership dimensions and organizational culture using a school library in Qatar. Drawing from the competing values framework, the results confirmed the effect of organizational culture on leadership giving emphasis to the fact that leadership styles impact the cultural values, norms and beliefs within an organization. Furthermore, Hartnell et al. (2019) performed a meta-analysis to investigate the association between organizational culture and leadership. Findings from the study revealed that leadership style influenced organizational culture. Bass and Avolio (1994) noted that effective leaders must be attentive to beliefs, values, and assumptions in an organization. Leaders with higher levels of emotional intelligence can understand the emotions of employees and hence influence the culture within the organization positively (Barling, Slater, & Kevin Kelloway, 2000).

These leaders use this understanding of culture and its effect on the employees to aid them in selecting optimal leadership

styles. Hart and Quinn (1993) found that leaders were more effective when they develop complex cultural settings within their organizations. They have more tools to deal with different circumstances and scenarios. On the other hand, leaders who are adept at different Competing Values Framework quadrants are rated as being more effective. Consequently, effective leadership requires a range of leadership techniques and skills. Thus, it can be

inferred that leaders who identify and understand the present culture, and also know which leadership styles are more effective in distinct cultures, will be more successful. Therefore, it becomes crucial to ascertain how transformational leadership affects organizational culture. Table 1 shows a summary of studies that have associated organizational culture to leadership.

Table 1: Summary of previous studies on Transformational leadership and Organizational Culture

| Author/ year | There is a relationship between Leadership and Organizational Culture | The nature of the relationship |
|---------------------------------------|---|--------------------------------|
| Ilham (2018) | Yes | + (Positive) |
| Mishra (2012) | Yes | + (Positive) |
| Kolisang (2011) | Yes | + (Positive) |
| Chong et al. (2018) | Yes | + (Positive) |
| | Yes | + (Positive) |
| Yıldırım & Birinci (2013) | Yes | + (Positive) |
| Hartnell et al. (2019) | Yes | + (Positive) |
| Szczepańska-Woszczyzna (2015) | Yes | + (Positive) |
| Hasler (2005) | Yes | + (Positive) |
| Chidambaranathan & Swarooprani (2017) | Yes | + (Positive) |
| Abiodun & Olu-Abiodun (2017) | Yes | + (Positive) |
| Tsai (2011) | Yes | + (Positive) |
| Sharma & Sharma (2010) | Yes | + (Positive) |
| Pennington et al. (2003) | Yes | + (Positive) |
| Fowler & Dahl (2009) | Yes | + (Positive) |

Other researchers who have contributed to the literature on organizational culture and leadership (Yıldırım and Birinci, 2013; Kargas & Varoutas (2015) Fowler and Dahl, 2009; Pennington et al., 2003) have done so using minute and varied conceptualizations of the organizational level variables. Hence, this study attempts to establish a more elaborate view of organizational culture and transformational leadership drawing from Denison's model of organizational culture and therefore, it is hypothesized that;

H₁: There is a significant positive relationship between transformational leadership and organizational culture.

METHODOLOGY

According to Creswell (2012) "Research is a process of steps used to collect and analyze information to increase our understanding of a topic or issue" Creswell (2012). Every research done has a purpose; to attain its objective, a suitable and applicable technique must be selected. Thus, the main purpose of the study was to

examine the effect of transformational leadership on the organizational culture. The research took place in ADNOC oil and gas organization in Abu Dhabi among managerial level employees. The sampling size was taken based on Krejcie and Morgan's (1970) sample size formula, a sample size of 456 was derived to get 95% confidence level. However, a total of 450 respondents were retrieved, accounting for 98.68% of response rate.

3.1 Instruments

In this study, two instruments were utilized to investigate the variables of the study. These instruments are The Likert scale, simple and versatile; it is one of the most suitable for this survey as it has the advantage of being able to draw distinctions in the attitudes of the respondents (Courtney, & Gordon, 2013). The five point Likert scale used in this research. Multifactor leadership questionnaire (MLQ) was used to measure transformational leadership behavioural while Denison

Organizational Culture Survey (DOCS) was adopted to measure the organizational culture.

3.2 Data Analysis Technique

To analyze the survey data in this research, appropriate methods and software were selected. Statistical Package for the Social Sciences (SPSS) version 23 was utilized as a tool to prepare the data for analysis and to determine the level of transformational leadership as perceived by middle managers in Abu Dhabi National Oil Company. To evaluate the data, SmartPLS version 3 was used to assess the reliability, and validity of the measurement, as well as, to analyze the hypothesis of the model by testing the structural model as suggested by Hair et al. (2016) and Ringle et al. (2005).

Descriptive analysis was used to describe the data and characteristics of the population or phenomenon being studied (Neuman, 2012). The descriptive analysis provides simple summaries about the sample and observations that have been made. The data collected from Part B of the questionnaire were analyzed using descriptive analysis. Thus, the overall measures of mean were reported in order to obtain the mean ranking of the elements fully. The researcher reported that mean values will be remarked and interpreted using the approach proposed by Obeidat *et al.* (2016) where mean scores in the range between 1.00 – 2.33 will be regarded as a “low” level of the measured variable, mean scores between 2.34 – 3.67 are regarded as “moderate” level and mean scores between 3.77 - 5.0 are regarded as “high” level of the measured variable.

RESULTS

4.1 Descriptive Analysis

Table 2: Descriptive statistics for Transformational Leadership (n=450)

| Code | Minimum | Maximum | Mean | SD | Skewness | Kurtosis | Remarks |
|---------|---------|---------|------|-------|----------|----------|----------|
| L3 | 1 | 5 | 1.99 | .853 | 1.211 | 2.376 | Low |
| L16 | 1 | 5 | 3.24 | 1.410 | -.305 | -1.325 | Moderate |
| L5 | 1 | 5 | 3.50 | 1.334 | -.577 | -.978 | Moderate |
| L7 | 1 | 5 | 2.76 | 1.282 | .298 | -1.116 | Moderate |
| L12 | 1 | 5 | 2.48 | 1.024 | .241 | -.566 | Moderate |
| L13 | 1 | 5 | 2.64 | 1.080 | .453 | -.584 | Moderate |
| L19 | 1 | 5 | 2.14 | 1.018 | 1.375 | 1.691 | Low |
| L14 | 1 | 5 | 2.05 | 1.081 | 1.472 | 1.714 | Low |
| L8 | 1 | 5 | 3.06 | 1.303 | -.123 | -1.213 | Moderate |
| Overall | | | 2.65 | 1.00 | | | Moderate |

Table 2 shows a summary of the descriptive statistics for leadership, including the means, minimum, maximum, standard deviation, skewness, and kurtosis values of the indicators or items. All items have a minimum point of 1 and a maximum point of 5, which are the minimum and maximum data points in the questionnaire. Research question 1 sought to determine the level of transformational leadership as perceived by middle managers in Abu Dhabi National Oil Company. Table 4.8 shows the descriptive statistics of the level of transformational leadership. Findings show that in overall, middle managers perceive that the leaders in ADNOC had a moderate level of transformational leadership with the overall mean score of 2.36. This result implies that middle managers perceived that transformational leadership in ADNOC was not a dominant leadership style used by leaders in the organization.

Table 3: Discriminant Validity using Fornell and Larcker Criterion

| | Organizational Culture | Transformational Leadership |
|-----------------------------|------------------------|-----------------------------|
| Organizational Culture | 0.743 | |
| Transformational Leadership | 0.661 | 0.713 |

The essence of conducting a discriminant validity test is to indicate that all of the

constructs are different from one another. Fornell & Larcker (1981); Gefen, Straub, &

Boudreau (2000) both justified that discriminant validity is measured by considering the correlation among the construct. Therefore, the values of the square root of average variance extracted (AVE) of each construct should be higher than all of the correlation values of the constructs. Table 2 shows that both construct under investigation were entirely different from each other. Thus, it is acceptable to proceed with the analysis.

Table 4: Loading and Cross loading

| | Organizational Culture | Transformational Leadership |
|-----|------------------------|-----------------------------|
| C17 | 0.482 | |
| C18 | 0.536 | |
| C21 | 0.616 | |
| C23 | 0.778 | |
| C25 | 0.487 | |
| C39 | 0.814 | |
| C43 | 0.477 | |
| L11 | | 0.816 |
| L12 | | 0.786 |
| L13 | | 0.648 |
| L3 | | 0.401 |
| L5 | | 0.840 |
| L7 | | 0.847 |
| L8 | | 0.758 |

Considering such loadings with added values in term of theoretical sense and the value to be added to the discovery that is been arranged, 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. With regard to partial least square, two different measures are being utilized to measure discernment validity which include cross loadings and fornell larckers criterion. Cross loading is derived by correlating each latent variable component score by considering all of the other items. When an indicators loading is considered higher than that of the designated construct as compared to other related construct, this necessitate that the different constructs indicators are considered to be not interchangeable. (Hair et al., 2013).

Table 5: Constructs Reliability and Validity

| | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|-----------------------------|------------------|-----------------------|----------------------------------|
| Organizational Culture | 0.745 | 0.801 | 0.376 |
| Transformational Leadership | 0.855 | 0.892 | 0.552 |

SmartPLS is used as the structural model is an important instrument for measuring the significance level of the path coefficients between the variables. Thus, the analysis of the path coefficients is indicated in Figure 1. The results have shown that there is a significant positive relationship between constructs transformational leadership and organizational culture. Therefore, these Cronbach's alpha outcomes illustrate that the entire constructs indicators have very good reliability as shown in the Table 5. In addition, all the constructs' indicators are averaging above 0.7.

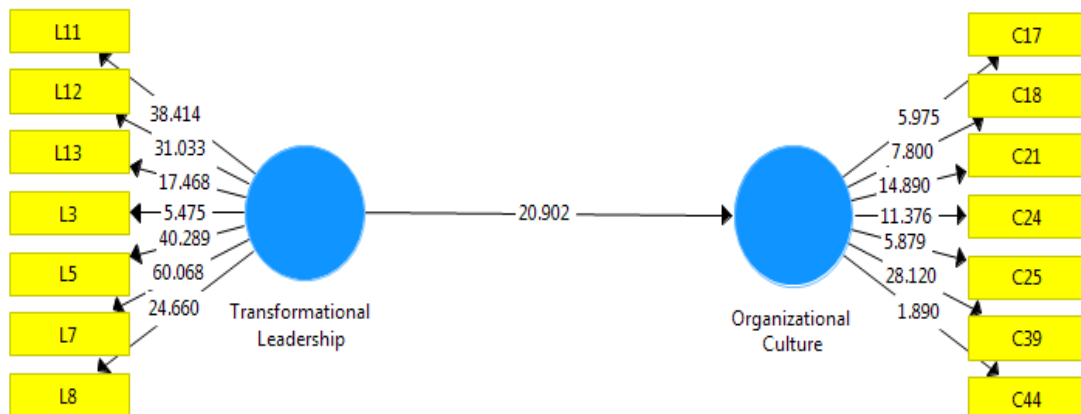


Figure 1: Structural model analysis

The present study attempted to assess the relationship between Transformational leadership style and Organizational Culture. The results showed high internal consistency between the two variables that the researchers used in this study.

Table 6: Bootstrapping Results

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|---------------------|-----------------|----------------------------|------------------------|----------|
| T. Leadership -> Organizational Culture | 0.573 | 0.582 | 0.027 | 20.902 | 0.000 |

As shown in the above, it can be justify that transformational leadership have a significant positive effect on organizational culture based on the middle manager employees of Abu Dhabi Oil National Company (ADNOC). Thus, discriminant validity is succeeded for all the constructs of the present study.

DISCUSSION

The main objective of this study is to test the effects of transformational leadership on organizational culture. Findings from the analysis support the hypothesis that there is a significant positive relationship between transformational leadership and organizational culture. This implies that the type of leadership adopted by ADNOC reflects upon the organizational culture that is developed within the organization. This finding is consistent with some studies in the extant literature. For instance, Chidambaranathan & Swarooprani (2017) investigated the relationship between leadership dimensions and organizational culture using a school library in Qatar. The results confirmed the effect of organizational culture on leadership emphasizing the fact that leadership styles impact the cultural values, norms and beliefs within an organization.

Furthermore, Hartnell et al. (2019) performed a meta-analysis to investigate the association between organizational culture and leadership. Findings from the study revealed that leadership style influenced organizational culture. Bass and Avolio (1994) also noted that effective leaders must be attentive to beliefs, values, and assumptions in an organization. Similarly, Barling et al. (2000) note that leaders with

higher levels of emotional intelligence can understand the emotions of employees and hence influence the culture within the organization positively (Barling et al., 2000). This level of emotional intelligence is one that is evident in the transformational leadership style. Therefore, implying that transformational leaders impact the organizational culture in their respective organizations

CONCLUSIONS

The aim of the study was to analyze the relationship between transformational leadership style and organizational culture. The adopted measures of this study have shown remarkable level of reliability and validity results. Hence, this study is particularly important to undertake as it would contribute significantly to the literature on leadership practices and organizational culture. Practically, leaders and administrators in oil and gas organizations would be able to evaluate their leadership styles and ascertain how best to develop themselves to reflect transformational leadership attributes. Furthermore, by understanding the nature of the relationship between transformational leadership and organizational culture, leaders may be able to inculcate practices in their leadership that promotes organizational performance further. In addition, oil and gas leaders and administrators may be further trained to build and develop core transformational leadership behaviour, taking cognizance of the results from this study. Leadership training programs may also be organized for potential and future leaders in the oil and gas industries, using the identified traits of transformational

leadership and organizational culture elements as important development tools. These potential leaders having been trained may be required to take up leadership positions within their respective organizations

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