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Transformational Leadership on Organizational Commitment and Job Performance of Construction Employees in Oman



Abstract: -

Keywords:

Chapter 1 : INTRODUCTION

1.1 Introduction and thesis statement

The current modern world is impacted by many internal and external factors that develop the employee involvement and ownership leading to successful achievement of the personal and professional goals. Leadership plays a crucial and critical role in determining the overall satisfaction of an employee and how his commitment levels would develop (Liu & Chan, 2017). But this requires right and motivational leadership in action that can help the employees introspect themselves and also provide the right level of inspiration for higher level of productivity. Leadership is an important aspect of organizational working that requires right level of inspiration and motivation for the employees who can be then directed in the right manner for being able to meaningfully contribute to their own self and their organizational development. Leadership has many facets and perspectives that lead to the employees being highly motivated and efficiency oriented. Transformational leadership is the ability of a leader to identify the key skills and competencies of the team members and develop them to their highest potential while delivering results for the team and the organization (Yousif et al, 2015). Transformational leadership is significant in adding value to the overall commitment and satisfaction level among the employees especially among the construction employees in Oman where such studies are lacking. The Sultanate of Oman strives to generate graduates of high professional skill so that they will participate in the Sultanate's economic growth (Lamloumi, 2013). For the modern state with improved infrastructure, an effective economy, and a diversified workforce, developed and advanced human resources are essential (ALKindy, 2017). The correlation between the values that gets added to the construction employees with the help of transformational leadership thus becomes important for reaching the right targets of organizational commitment and high level of job performance .

The research is thus aimed at studying the role and importance of transformational leadership as to what extent it can add value for construction employees in Oman and how this could enhance their organizational commitment and job performance. The job performance of employees, which is the dependent variable, is meant to be significantly correlated with transformational leadership, which is represented by the independent variable (Vigoda-Gadot, 2007 ; Wang, Law, Hackett, Wang & Chen, 2005). To illustrate how organizational commitment can mediate the direct or indirect effects of transformational leadership on the dependent variable job performance.

1.2 Background of Study

In Oman, significant efforts have been made since the early 1970s in both the governmental and private sectors to improve its human resources and bring them on level with those of other industrialized nations (Al Zefeiti and

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Mohamad, 2015; ALKindy, 2017). Oman is a developing nation where many kinds of infrastructure projects are being developed in both residential and commercial sector. These are being undertaken both by the government and the private construction companies that undertake these construction projects to be managed effectively with high level of performance (Batra & Hyde, 2020). Construction projects are time bound and expect certain kind of quality production to be undertaken. Majority of the employees working in the construction companies are either not very well educated and have low level of skills that require right level of delegation and training to be given. The combination of the construction employees is mixed where people from Oman and other nationalities work together. Even the job attrition and poor level of retention among the construction employees in Oman proves low level of organizational commitment. This can be understood also through the kind of leadership that is adopted at the construction companies that need to be understood and evaluated for Oman companies. Each style is understood to have different ways of working that may impact the employee differently (Berkovich, 2016). Transformational leadership has been understood to provide the best of results for any organization as it develops both the employees and the organization. The transformational leadership can thus provide right value addition to the company and the employees and have positive impact on their organizational commitment while also enhancing their job performance which may increase the level of retention also. In this scenario of such studies missing from the current field of knowledge, the current proposal is very important and pertinent (Ghasabeh et al, 2015; Le, P.B, 2019), One of the most effective leadership philosophies that has a significant influence on organizational outcomes, including innovation success and employee satisfaction, is transformational leadership.

1.3 Research Gap

There appears to be a research gap on the specific topic of the influence of transformational leadership on organizational commitment and job performance of construction employees in Oman. While there is research on the influence of transformational leadership behaviors on work performance in the context of Omani governmental organizations (Salim Al Zefeiti, 2017) and Investigates the impact of the transformational leadership style on employees' job performance and training in technical colleges in Oman (Al-Harthy F et al., 2016).

Yet, academics believe that there remains a gap in leadership literature notably in Middle East and North Africa (Mendenhall et al., 2008; Pless et al., 2011; Rao & Abdul, 2015). Lack of researches and studies in the construction sector and what kind of leadership may be more suitable is one of the major problems that have been identified (Ghasabeh et al, 2015). There are a need for further researches to specifically examine the relationship between transformational leadership, organizational commitment, and job performance in the construction industry in Oman. This research could help to better understand how transformational leadership can be used to enhance organizational commitment and job performance in this specific context.

1.4 Problem Statement (PS)

Leadership would play a critical role in adding value to the overall work environment and how the employees can be motivated to give high level of job productivity (Diaz-Saenz, 2011). Leadership has become an important concern over the last few years as the impact of the pandemic was witnessed and leaders were forced to take certain decisions that they were not equipped for. The Covid-19 generated pandemic that leads to lockdowns and restrictions in the movement of people created a situation of managing the work and people through remote working scenario. The impact of the pandemic was also felt on the overall organizational commitment and job performance of the employees as job security and work longevity was a question that was bothering all the employees in the construction industry. The impact of right leadership thus became important as it critical to not only get the work done but also maintain the mental health of the employees who were going through the fear and apprehensions of the uncertainty that prevailed (Rolfe, 2011). The Sultanate of Oman's public sector is facing a substantial difficulty with regard to employee retention. In Oman, There is a significant talent gap in the industry as a result of it missing out on important technical and management professionals (Al Kurdi B et al, 2020; Swailes S et al, 2011) According to Alaraimi and Othman (2015), technical training programs have been made available in Oman in order to develop skilled and qualified labor for both the public and commercial sectors. The Sultanate of Oman's government is educating its populace in order to broaden and

diversify its economy and satisfy industry demands. This impacted the construction projects also in Oman as all the projects came to standstill and work got delayed. Due to the Omani construction industry's need for a variety of skills and qualifications from its labor force to enable them to effectively participate in keeping up with the Sultanate's most recent developments and the GCC in general in the construction sector, opportunities and challenges have consequently arisen (Al-Lamki, 2002; Ewers, 2015).

The main problem thus is the development of transformation leadership at the

Construction companies in Oman that can result in positive outcomes for the company and the employees. The conditions prevailing today create the need to solve the problem of developing organizational commitment and job performance among the construction employees through the transformational leadership and how this can be achieved.

Al Zefeiti and Mohamad (2015) argue that successful leaders who have suitable competency is essential in Omani firms to cope with unanticipated occurrences that may occasionally arise to boost their employees' performance

1.5 Objectives and Question of the Study

Leadership is one key element that ensures an organization's success. (Vigoda-Gadot, 2007) asserts that leadership is a crucial component of an employee organization's performance. Particular emphasis is placed on educational leadership, where leaders in organizations are notable and influential.

Examine how organizational commitment mediates the link between transformational leadership style and workers' job success among construction employees in Oman and how that can be achieved. This requires the understanding of both the current issues being faced and also what is the response of the employees towards developing such leadership and how it would impact them. The research objectives are the actual end results that the research aims to achieve. Quantitative method would be done to understand the perspective of the employees about the organizational commitment and job performance they have for the company and the job. For both the aspect of the research, the following research objectives can be developed:

A. To examine the impact of transformational leadership on organizational commitment of employees in construction companies in Oman.

B. To investigate the role of transformational leadership on job performance among construction employees in Oman.

Improving a company from its current level to the following strategic level, various transformational leaders employ various kinds of approaches and systems (Siangchokyo et al., 2020). laborers who are managed by those who report that they use transformational leadership styles will undoubtedly observe an increase in commitment , (Kossek et al., 2018) . The construction industry in Oman, particularly in infrastructure development, has experienced considerable growth as a result of modernization and urbanization pressures (Abidin & Powmya, 2014). Searching further as Organizational Commitment can mediating between Transformational Leadership and Job Performance on Construction Employees in Oman. The questions that guided this study are as follows:

RQ1: does organizational commitment mediate the relationship between idealized influence and job performance of Construction Employees in Oman?

RQ2: does organizational commitment mediate the relationship between inspirational motivation and job performance of Construction Employees in Oman?

RQ3: does organizational commitment mediate the relationship between intellectual stimulation and job performance of Construction Employees in Oman?

RQ4: does organizational commitment mediate the relationship between individualized consideration and job performance of Construction Employees in Oman ?

1.6 Scope of Study

The Sultanate of Oman's economy is expanding greatly and quickly as a result of the increase in oil output, the construction industry sector in particular has seen a significant urban boost thanks to many booming projects , (Saleh, 2015) .

For the research to be undertaken, defining the scope of study and key variables is important in construction the right kind of relationship among them. The scope of the study includes the field of business management, leadership studies, organization behavior, and human resource aspects of working in an organization. In Oman construction sector is developing, many aspects of people management would have to be developed that can enhance the level of satisfaction and also the areas of people development (Wang et al, 2011). The study would help to identify the current set of problems being faced in the construction sector in Oman and what can be done through the leadership style adopted by the senior leaders. Leaders not only provide the direction and vision to work but also the needed motivation to perform to the best of their abilities for their personal and professional development.

Each leadership style may result in different kind of employee behavior that needs to be studied deeply for the construction employees as the conditions and environment is very different in this sector. It would also help in evaluating the impact of various kinds of leadership style that can be adopted along with the impact of the same on the commitment levels among the employees. A detailed understanding about the transformational leadership style would also be gained along with respect to its merits and demerits for the construction sector (Dunn et al, 2012). The key variables to be studied are organizational commitment and job performance among the construction employees in Oman that is facing the problem with the employees . Job performance study maybe directly linked to personal performance satisfaction attained by the employees while working for a company and particular profile. While organizational commitment would discuss the level of loyalty shown by the employees, their level of involvement, participation in the job and company and focus on retention with the company they are working.

1.7 Significance of the Study

The government of Oman has urged Omani public entities to grow and improve their performance after growing expectations for Omani citizens (Ministry of Civil Service, 2012). The research study is significant and important from multiple perspectives as it would provide meaningful insights for the managerial decision making and adoption of right kind of leadership style in the construction companies in Oman. As construction is a very technology, capital intensive industry with routine and monotonous work, many of the problems linked to employees and their level of satisfaction is faced by the managers. The study would help the management of the construction companies in developing the right kind of leadership styles that can have positive impact on the employees in the companies in Oman. This would be beneficial in knowing the current problems being faced by the construction employees and how it impacts the level of job performance and commitment towards the company (Thamrin, 2012).

The other stakeholders are the employees of the company who can be benefitted by understanding the value addition that can be made by certain kind of transformational leadership adopted in the construction sector. These would be critical for the human resources professionals also in the construction company in formulating the right kind of policies and strategies for the employees. The policy decisions thus formulated can help the company in making better work environment and climate that can motivate employees to work for long without the attrition problem (Joo et al., 2012). Construction is an important sector for the Oman government also which should develop good projects with the help of good performance driven employees. An understanding of the right kind of leadership would help in building a strong future scenario for the companies in this sector.

The value addition undertaken by the transformational leadership style would also help in developing the right conceptual model of the leadership style and its impact on organizational commitment behavior and job

performance of employees (Gillet, N & Vandenberghe, 2014). This theory when developed can help in enhanced academic delivery and outcome driven work in the construction sector

1.8 Definition of the Keywords/terms

Development of any research report is based upon evaluating the main underlying key words that would help in better understanding of the scenario and how it can enhance the working of the construction sector in Oman. The main keywords in the research report are:

Value Addition- while adopting and undertaking any kind of academic research, value addition to the subject is evaluated of the academic principles on actual organizational working. Value addition is over and above the main impact that may take place and is key differentiator for the impact of transformational leadership on employees.

A-Transformational Leadership

Transformational leadership is defined as a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. When transformation in people and systems is a result of the leadership skills, all the employees are able to perform beyond their productivity levels and achieve their maximum potential. Amankwaa et al. (2021) assert that transformational leaders promote a strong sense of positivity and self-confidence in their followers, leading to a desire for them to exert extra effort on the job to achieve their objectives.

B-Organizational Commitment

The idea of organizational commitment involves loyalty to the organization and mobilization to achieve organizational goals, as well as the desire and willingness of an employee to contribute to the success of the organization (Redondo et al., 2021). The importance of organizational commitment is recognized by both employees and the organization (Lambert et al., 2020). the commitment of the employees towards the organization that is based on the psychological connects they develop with the company that leads to the sense of higher level of participation and involvement over time. Commitment can also be understood as the senses of ownership that employees feel for the organization they work for and work with full zeal and enthusiasm to perform beyond the duties they have been assigned.

C- Job Performance

Job performance relates to how individuals perform in their job duties. In addition to training and natural ability (like dexterity or an inherent skill with numbers), job performance is impacted by workplace environment factors including physically demanding tasks, employee morale, stress levels, and working extended hours.

1.8 Chapter Summary

The introduction has helped to analyze the rationale for the study as leadership studies are lacking in the construction industry in Oman there by this study is important. Different issues may be faced by employees in the construction industry as compared to other sectors which makes the study important or gaining an in-depth analysis of transformational leadership and what impact it can have on the job performance and commitment level of the employees. The basic research questions and objectives have been formulated that would help in taking the research forward. The significance and scope of the study is critical as there is lack of leadership studies in the construction sector in oman and its employees that require research to be undertaken for better management of the employees in the future. In the other sections, review of literature would be done on the topic along with detailed research methodology that would be adopted

Chapter 2

LITERATURE REVIEW

2.1 Introduction

Leadership need not be understood only as the ability of the leaders to inspire and motivate but also developing the ability among the followers who can then learn and identify their own potential for performing in the job profile assigned to them (Eliyana & Ma'arif, 2019). The second chapter is dedicated towards review of literature that aims to build upon the core theory and the conceptual knowledge related to the research topic. Review of literature is the secondary analysis that is done on the existing academic data and the published researchers in the field of transformational leadership and how it impacts the organizational commitment and job performance of the employees (Ismail et al., 2011). This secondary data analysis also helps in analyzing the go theories based on which the research needs to be done while also highlighting the gaps that exist in the current field of knowledge. Many studies have been undertaken on transformational leadership but there is a lack of data on the leadership styles adopted in the construction sector. Similarly leadership has been studied mainly with respect to productivity and employee engagement and most of the current studies lack the understanding of this relationship with organizational commitment and job performance. for the purpose of literature review, scholarly research have been analyzed that have been written on the core theory and concepts linked to transformational leadership and how it impacts the overall performance and productivity of the employees in construction in organization. These leaders involve their group members in decision-making and develop close bonds with them (Al-Atwi and Al-Hassani, 2021). These leaders have faith in their staff, share information with them, and involve them in decision-making. In these circumstances, they create a setting where the objectives of the leader and the followers are aligned.

To assess their efficacy, efficiency, and involvement in performance advancement, it is crucial to evaluate the Omani governmental leadership styles (ALKindy, 2017).

The Oman Construction Market is segmented by Sector (Commercial, Residential, Industrial, Infrastructure (Transportation), and Energy and Utilities). A significant growth driver for the construction industry has been the Sultanate's Economic Diversification Strategy (Vision 2040).

2.2 Transformational Leadership

According to De Lima & Araújo (2016), transformational leadership is the ability of the leaders to motivate and inspire the team members based on their capability to judge the best potential among people and help them achieve their maximum potential. The transformation brought about by the leaders is very different from the earlier studies which were more task oriented and transaction based and was not based on analyzing the competencies of the employees thereby not able to transform the organization to the next best level. A transformational leadership is critical for the success of an organization as it aims to understand the current strength and weaknesses of the employee team while also evaluating the potential that can be achieved by them after understanding their core competencies for contributing to the organization. As per Chan & Mak (2014), transformational leaders inspire the employee team through their authentic and genuine concern for the organizational growth and development of their employees. The leader's portray a genuine concern for the employees and their development through which they aim to achieve the organizational objectives and leading the company to the highest goals achievement. This requires an authentic interest in the employees and their development in an ethical and a positive manner. The leader understands the development of the organization is dependent on the development of its people and that is how the transformation of the company can be brought about (Almutairi, 2016). As against the task based leadership, transformational leadership is more people driven and focuses on building the people resource and assets for the future of the organization.

As per Siangchokyoo et al. (2020), different transformational leaders adopt different kind of approaches and systems to take the company from the current level to the next strategic level. This involves building the right kind of systems and processes that help employees identify their own core competencies and be able to deliver higher results than what they have been achieving till now. Undertaking empathy and people driven business processes is the highlight of a transformational leader. Different industries and sectors have different kind of leadership that is relevant to the problems in the team and how the employees can be potentially developed to their best possible. The construction sector in general involves more of capital intensive and process driven activities where people management and development may not be the core area for a leader (Berkovich, 2016). Most of the employees are semi skilled or unskilled who worked on construction projects in delivering the right

kind of outputs. The problem of high attrition faced by the construction sector can be changed to visionary and transformational approach of the leader. It would also enhance the retention of the employees and develop their relation over the organization beyond only the job and its ownership.

2.3 Organizational Commitment

Employees display and different kind of effective and cognitive responses to their organizations based on the psychological contract that develop with the company and their job profile. As per Chan & Mak (2014), different employees feel a difference of commitment and ownership to their organization based on the combination of cognitive and affective feelings that developed for the company they work for. According to Almutairi (2016), organizational development is the inner directed emotional response that employees feel for their organizations converting into various outputs like ownership, loyalty, retention, engagement, happiness, etc., (Hanaysha et al., 2012) .

An employee's overall organizational commitment can fall in three types namely Affective , normative and continuance commitment based on their own reaction to the overall job profile and organization. The affective commitment is the emotional response employee has for the company and how they consider themselves as the core member of their own company. These are the psychological responses which employee feels internally there by converting into emotional connect converting into long term commitment for their job and company. This also makes the employee happy about the organization and their role in the company so that their long term loyalty can build and grow (Abelha et al, 2018).

The second kind of commitment is the continuance commitment which is based on the fear of loss that employee may have if they don't continue with the company (Shurbagi, 2014). This has not been able to develop any strong correlation between the leadership style and organizational commitment. Leaders seem to inspire and truly motivate the employees at all levels but how it converts into high level of organizational commitment is still questionable. Also such studies have not been able to provide strong consensus on the direct relationship in the construction industry where the working and culture is very different. Leaders may inspire few employees more than the others which may convert into commitment levels for few but not all (WeiBo et al., 2010). The third kind of organizational commitment is the normative commitment which compels him employee with the sense of obligation to stay with the company as it builds upon their sense of sincerity and emotion for the company. This is the normative feeling for working in a company that thinks for them and their development. The leaders through their conduct and inspiration can help in develop this kind of commitment which may be long lasting.

As per Mercurio (2015), commitment is also an outcome of the actual job profile, the work assignments, environment, HR policies, growth and development opportunities that seek to have much higher level of impact on the organizational level commitment.

2.4 Job Performance

Indicates that inspiring subordinates, aiming to meet their higher expectations , and ensuring that each subordinate is sufficiently involved in their task are all characteristics of transformational leaders (Demirtasx et al., 2020). In the past decades, the impact of transformational leadership behavior on follower performance has received significant attention (Judge & Piccolo, 2004; Wang, Oh, Courtright, & Colbert, 2011; Yang, Zhang, & Tsui, 2010). While the link between transformational leadership and follower job performance has been established, the individual-level mechanisms underlying this relationship remain unclear. Originally conceived by Burns (1978), transformational leadership motivates followers to put the needs of the organization above their own and increases follower performance through improved goal orientation. The effectiveness of transformational leadership has been examined in much theoretical and empirical research, which suggests that it enhances and affects members' task performance and helping behavior (e.g., Chun et al., 2016; Dust et al., 2014; G. Wang et al., 2011; W. Zhu et al., 2013). Moreover, the benefits of transformational leadership for members' performance are conveyed through numerous underlying mechanisms including self-efficacy (e.g., Hannah et al., 2016) or leader-member exchange (LMX) (Chun et al., 2016; Nohe ; Hertel, 2017). According to Samuel et al. (2021), the relationship between managers and employees promotes productive results for the

company. Furthermore, prior research highlights the positive relationship between motivation and members' performance (e.g., Ceraso et al., 2014).

Individual-level job performance has been differentiated into in-role performance (i.e., task performance that is stipulated in the job description) and extra-role performance (i.e., organizational citizenship behavior that is not explicitly required by one's job). That transformational leadership is positively related to follower task performance has been assumed right from the outset. Bass's (1985) original book about transformational leadership is titled "Leadership and performance beyond expectations". That was mentioned transformational as they turn employees into high performers.

Transformational leaders motivate followers to exert more effort on behalf of the organization by explaining how their respective tasks contribute to turning the shared vision into reality (Wang et al., 2011). Followers, hence, become more intrinsically motivated to perform at higher levels as they view their task outcomes as more meaningful and significant (Bono & Judge, 2003). Transformational leaders set high standards and instill in their followers the confidence that they can achieve their goals (Shamir et al., 1993). This increased self-efficacy positively affects performance (Bandura, 1997). Findings from several empirical studies indeed suggest that transformational leadership enhances employee performance (Barling, Weber, & Kelloway, 1996; Bono & Judge, 2003; Koh, Steers, & Terborg, 1995; Kovjanic, Schuh, & Jonas, 2013). Recent meta-analytic work by Wang et al., (2011) found that transformational leadership had a positive relationship with follower task performance there are three major domains of job performance (Sackett & Lievens, 2008): task performance, contextual performance, and counterproductive work behavior. Together, these dimensions provide a relatively comprehensive and parsimonious approach to overall job performance (Dalal et al., 2012). In the Chinese context, Yang et al. (2010) find that transformational leaders significantly affect the performance of front-line employees in three different Chinese organizations.

2.5 Theoretical Underpinning

The leadership style may be an important contributor towards creating a positive work environment while also developing more employee development oriented policies (Snyder, 2019). The review of literature on the various aspects of transformational leadership along with its impact on the organizational commitment and job performance among the construction employees has led to complete understanding about this relationship. Transformational leadership on one hand is more concerned with the right kind of development which a leader can bring about within the organization both for the employees and for the organizational systems (Judge et al., 2017). Leadership can be clearly related to the overall vision creation and the organizational environment which leaders are able to create in the organizations they work for. These leaders are able to motivate and inspire few of the followers who worked closely with them along with their own team members who feel more confident in their performance towards the organization.

On the other hand organizational commitment has been understood to be more linked with an employee's own level of involvement and emotional connection with the organization and the job that he is performing. The factors and reasons leading to organizational commitment are more linked to the satisfaction level achieved at the job and how it converts into a sense of ownership towards the organization thereby improving the outcome to be high organizational commitment. Most of the studies highlight the direct relationship between the value addition that can be done by transformational leadership style of the leader and how it can impact the employee's sense of organizational commitment (Bakotić, 2016). as commitment can be evaluated with more on the basis of the productivity and the retention level of the employees it may be difficult to relate them directly with the leadership style, though the leadership ways of working may play an indirect role in creating the commitment to the organization. In the construction sector the employees are more engaged in operational tasks which are target driven and certain level of quality is expected in the various aspects of the construction

Project, defining and benchmarking the processes and systems and providing the relevant training to the employees would contribute more towards organizational commitment rather than the leadership style at the senior management.

Another aspect of the research study that to analyze the value addition by transformational leadership style on job performance of the construction employees also provide concrete analysis of this basis. Theories and models prove that job performance is more a function of both internal and external factors which an employee compares with the kind of expectations they have from their job and the organization. The direct relationship between job performance and leadership style is complete and requires further study is to be undertaken for developing this kind of impact. This may have long lasting impact on the various factors that govern the job performance levels for the employees. Gradually over the years the transformation brought about by the leader can enhance the organizational work environment which may provide a positive impact to the employees at various levels in the construction project. The review of literature undertaken above has helped in analysing all the three variables contributing meaningfully towards developing this relationship for the construction employees in Oman. The following theoretical underpinnings can thus be formulated:

A - Value addition of transformational leadership style on organization commitment

B - Value addition of transformational leadership style on job performance

C - Impact of leadership on these two above variables for construction employees in Oman

D -The gap identified above needs to be analyzed through further researches that seek to develop whether the relationship can be established

Burn's Transformational Theory:

In 1978, Macgregor Burn developed this theory that is based on moral and ethical system. This theory states that there must be mutual understanding between leader and subordinates, both should encourage each other. A leader is a Helper and a role model, he should empower his employees. This theory focus on the attributes of a leader. Following are assumptions of burn's theory:

- Leader is a helper not a boss.
- Leaders should create an environment in which employees can exhibit their talents and take their own decision.
- Leader should is not a micro-maneger, he is a role model.
- Leader should increase the productivity of subordinates.
- Leader should be subordinate-oriented, he should encourage, boost and train the subordinates.

Bass theory of transformational leadership:

In 1985 bernard M.Bass developed a theory that explained the importance of transformational leadership, it emphasized that a leader can motivate subordinates by elaborating them the significance of task and incorporating the developmental needs of subordinates. Following are the needs that Bass explained must be fulfilled.

- A leader should increase the awareness about the significance of task in subordinates.
- A leader should ensure that organizational goals are the primary interest of subordinates.
- A leader should be aware of higher order needs of subordinates, these needs includes the need of self-efficacy, self-actualization and job performance.

According to Bass, the awareness about the significance of a work, can increase the motivation in employees, as a result the performance becomes better. In a study describing the effect of performance job performance (Lawler & Porter, 1967), it revealed that better performance in job can increase the job performance in employees, moreover, job dissatisfaction can be reduced by improving the performance. Bass (1987) also proposed that performance will be improved if all the employees would work as a team, collective efforts of employees can improve the performance of an organization. So, the structures in this theory that

transformational leadership are these four components of transformational leadership style (idealize influences, intellectual stimulation, inspirational motivation, and individualized consideration).

1- Idealized Influence

The most obvious idealized characteristics of a leader include, among other things, motivating followers to uphold the honor and pride of the organization and their commitment to its goals (Ali et al., 2020). According to Bass, a leader should be charismatic and inspiring, and subordinates should idealize a leader and tend to be like that leader. Leader should not only take the credit of success but should also embrace the responsibility of any failure in his organization. For a leader to be ideal there must develop a relationship of trust and respect between subordinates and leaders. A leader should be inspiring only if his subordinate wants to follow his blueprint.

2- Inspirational Motivation

Transformative communication abilities that depict the leader as an icon and inspire the followers are the foundation of transformational leadership (Prabowo et al. 2018). A leader should always encourage his subordinates towards their goals. Leader must effectively communicate his vision to his subordinate and then motivate them to follow that vision. He should also encourage his teams towards acquiring skills and thus enhance their performance in their task.

The core concept of motivation is based on the idea that, only if the leader is well aware of his vision and goals, then he can motivate others to achieve that goal. As explained above, Bass leadership theory focus on that leader should make his followers aware of the significance of task, thus it is important that he has a clear understanding of task and must have a clear vision.

3-Intellectual Stimulation

The intellectual stimulation is the behavior of The leaders' actions encourage their team members' propensity and capacity to approach issues from different perspectives, which stimulates their intelligence (Sladjana 2017). A leader should intellectually stimulate his team, by involving them into problem solving tasks, decision making and critical thinking. Rather than imposing rigid rules of dealing with a problem, leader should encourage subordinates to present their own creative ideas to solve a problem. leader should appreciate the creativity of employees. Through 'intellectual stimulation', transformational leaders may elicit higher levels of employee creativity and innovation that may result in higher follower performance improvements (Jung, Chow, & Wu, 2003).

4- Individualized Consideration

In addition to the team performance, a leader should also focus on the individual performance, need and desires. He should know the circumstances and personal goals of every team member. He should train sub ordinates to align their professional goals with personal goals. Moreover, through 'individualized consideration' behavior, transformational leaders attend to the needs of their followers and provide them with the support and coaching necessary to accomplish their task (Howell & Hall-Merenda, 1999).

Social Exchange Theory

Understanding employee engagement, employee work happiness, and employee organization commitment can be based on the relationship between the organization and the employee, which is explored in SET (Ariani, 2013). The exchange of monetary and intangible benefits between the employer and employee, which fosters shared values and a long-term focus, is the basis of SET (Slack, Corlett, & Morris, 2015). The employee's level of dedication, satisfaction, and engagement is influenced by these discussions and how the organization values the employee's personal value (Albdour & Altarawneh, 2014).

2.6 Conceptual Framework

Lei H (2021), Employees will be positively motivated by transformational leadership to serve as tools in establishing and instilling an innovative culture that supports creativity, risk-taking, positive emotions, and a willingness to find creative solutions to issues , For developing the research ahead and also undertaking it with

the help of the respondents, conceptual framework needs to be created which would help in analyzing the independent and dependent variables in the study and soliciting the right kind of answers from them. As there are lack of studies on leadership and its impact on the construction employees in Oman, this research that would be quantitative method would help in developing the common variables that can help in building the right kind of leadership style in such companies. Both organizational commitment and job performance are important employee variables which are important for the construction sector in Oman. Many challenges are being faced by the construction sector in Oman leading to problems of job attrition and employee dissatisfaction. Figure 1 requires the conceptual framework to be built which would lead to meaningful conclusion for the study in question.

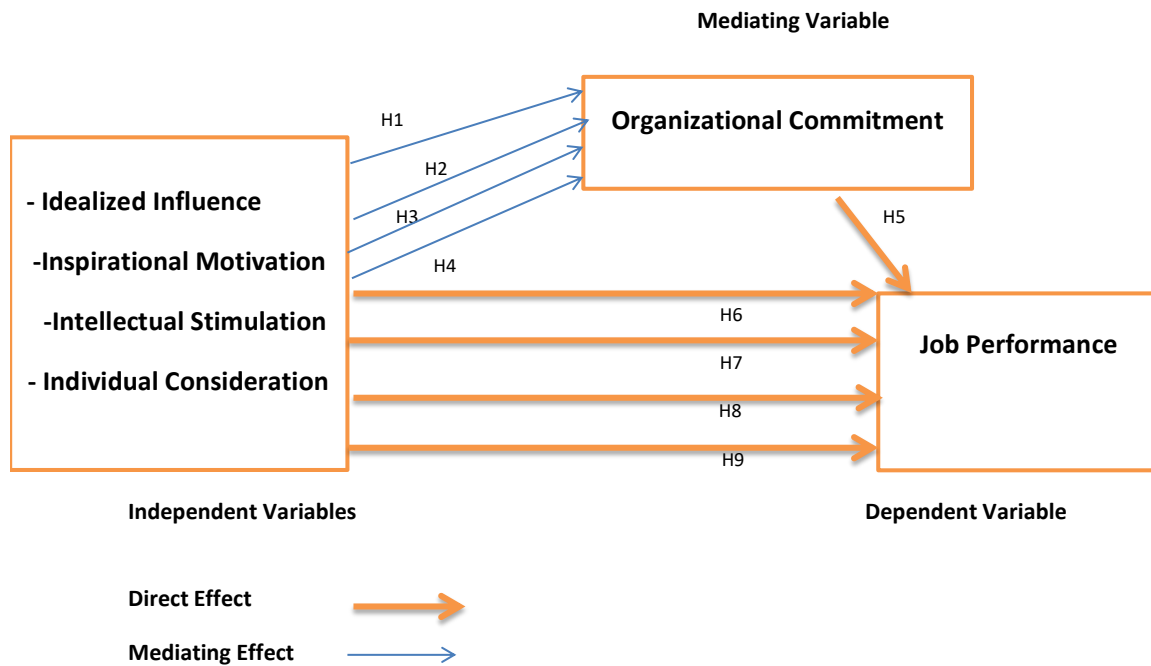


Figure 1: conceptual framework

2.7 Research Hypothesis

While undertaking a research, research hypothesis are formulated that are the assumed answers to the research being undertaken. These hypothesis helps in taking up the research and proving or disproving the hypothesis that are formed on the basis of previous researches. Hypothesis is formulated in quantitative method as clear correlation can be developed that helps in finding meaningful conclusions to the research. In the current study, survey study would be taken up on 383 employees in construction field in Oman to evaluate the impact of transformational leadership on organizational commitment and job performance they feel in the companies they are working for. Leadership consequently affects a team's devotion. Hence, when leaders depict a flexible leadership style, it will improve organizational commitment (Y. Yeh, 2014). Employee productivity is a key indicator of organizational success, and innovative business growth strategies are a whole field in themselves (Ausat, 2023). organizations must be committed if they are to produce the desired outcomes. According to theory, commitment is needed to demonstrate the level of effort and the success with which one has attained company goals (Widyawati & Yudiantara, 2020). The degree of dedication exhibited by a person can be used to gauge how much they care about the success of the company they work for. When business owners are committed to their organizations, they put in endless effort to develop and grow in order to maintain their position as market leaders (Irawan, 2020).

The relationship between leadership style and job performance has been thoroughly examined, but little is known about the mediation effect of organizational commitment (Yousef, 2000; Yeh & Chien, 2012). Several researchers used organizational commitment as a mediator to look at how transformational leadership affected

various employee behaviors (E. Park & Seo, 2016; Setyaningrum et al., 2017; H. Yeh & Hong, 2012), Organizational commitment as a mediator might enhance subordinate work performance, according to Yiing et al. (2009) .

We hypothesize the following in light of the arguments and discussions presented above:

- H1: Organizational commitment significantly mediates the relationship between idealized influence and job performance in Construction Employees in Oman.
- H2: Organizational commitment significantly mediates the relationship between inspirational motivation and job performance in Construction Employees in Oman.
- H3: Organizational commitment significantly mediates the relationship between intellectual stimulation and job performance in Construction Employees in Oman.
- H4: Organizational commitment significantly mediates the relationship between individualized consideration and job performance in Construction Employees in Oman.

The relationship between organizational commitment and employee performance in the organization has been examined in a number of pieces of literature. The subordinates of an organization must be far more dedicated to working toward that goal for it to succeed. According to Barron and Chou (2016), employee commitment is the best measure of job performance, and managers and leaders should pay close attention to their employees' commitment by looking for signs of cooperation. Many other studies have also concluded that organizational commitment has a positive relationship with subordinate job performance (Amoako-Asiedu & Obuobisa-Darko, 2017; Donkor & Zhou, 2020; Jackson et al., 2013; Long et al., 2014; E. Park & Seo, 2016; Setyaningrum et al., 2017; Saleem, 2015).

- H5: To what extent significantly relationship between Organizational commitment and job performance in Construction Employees in Oman.

Performance and a transformational leadership style are associated, (Deluga and Souza's , 2011) research. A correlation between transformational leadership and employee job performance was discovered by Howell et al. in their 2005 study. Employee work performance is enhanced by transformational leadership, according to findings .According to Thamrin (2012), transformational leadership style significantly and positively affects how well employees perform on the job.

- H6: There is a significant relationship between idealized influence and job performance in Construction Employees in Oman.
- H7: There is a significant relationship between Inspirational motivation and job performance in Construction Employees in Oman.
- H8: There is a significant relationship between Intellectual stimulation and job performance in Oman in Construction Employees in Oman.
- H9: There is a significant relationship between individualized consideration and job performance in Oman in Construction Employees in Oman.

The above hypothesis would help in developing the right scope of research leading to meaningful conclusions.

2.7 Chapter Summary

The chapter on review of literature has helped in analyzing the various theories and concepts on transformational leadership along with the factors that develop organizational commitment and job performance. All the studies and researches that have been analyzed have helped in understanding the various aspects of transformational leadership and how it as value to the organization and to the Employees working in the company. Certain key areas of transformational leadership have been identified which are the foundation and the guiding factors for developing this kind of leadership in any organization. The extent to which

transformational leadership can contribute towards enhancing the employee job performance and increasing the organizational commitment has not been studied well in the past searches in region.

Chapter 3

METHODOLOGY

3.1 Introduction

Research methodology is an important aspect of the entire proposal that specifies the various tools and techniques that would be used for undertaking the research. Research methods have to be clearly developed on the basis of the research objectives and questions in order to test the hypothesis while providing meaningful results. This also provides the right level of data collection and analysis tools to be used leading to concrete results for the study.

According to Groenewold & Lessard-Phillips (2012), research methods in social sciences help to study certain phenomenon and variables that would impact the dependent variables. In the current research, construction industry needs to be analyzed with respect to how transformational leadership can impact the employees and their level of job performance. The impact of transformational leadership also needs to be analyzed for organizational commitment that is critical in the current scenario of the industry where many challenges are being faced. The sections in the chapter would discuss the various tools that have to be used as part of the research methodology and how they can be integrated well.

3.2 Research Paradigm, Research Approach and Research Design

The deductive approach is chosen by the researcher because, in accordance with Saunders et al. (2003), it has three key benefits: The first step is to look for explanations of causal connections between variables. Second, ideas must be "operationalized" in a way that makes it possible to quantify facts. Third, in order to allow for generalization, the deductive technique requires samples with a large enough numerical size. The validity and accuracy of the research's findings are improved by these three features.

As per Mohajan (2018), the first step in developing the research methodology is the selection of the research paradigm that provides the right direction to the research. Positivism paradigm defines the overall approach or framework that research needs to take for reaching the objectives mentioned in the earlier section. For the research on construction employees in Oman, positivist research would be more appropriate as it builds upon the fact that reality of any phenomenon is multi-layered and complex and even a single phenomenon can have multiple interpretations. The interlinked interpretations need to be evaluated in the current research through the value addition being done by transformational approach. The reality cannot be different from the perception but it needs to be linked to the other key variables for reaching the right interpretations.

Research approach provides the actual methods that would be adopted by the research in order to provide the most appropriate tools for research. The approach also defines the way in which research would be done. Most of the studies either fall in the category of qualitative research or quantitative research method depending upon the agenda for research and what objectives need to be achieved (Flick, 2015). In certain studies, the best of both the kind of research approaches have to be adopted so that the best kind of research objectives can be achieved. The current study seeks to determine the perspective of the employees in construction industry in Oman. Hence a Survey research approach would be adopted where for the construction employees, more focus would be on quantitative analysis. As the task involves immense level of physical labours and long hours of working that impact the job performance of the employees that need to be investigated (Siangchokyoo et al,

2020). The right combination of these results obtained through quantitative method would help achieving the objectives of the study.

This provides input for the research design that creates the blueprint or the framework of the research and determines the techniques that would be utilized. Research design becomes the right input for developing the sampling methods and techniques for data collection and analysis. In the current research, descriptive research design would be chosen as part of the conclusive studies as the narration and elaboration is needed on the transformational leadership style and the kind of value it can add in developing the commitment levels and job performance among the construction employees (Choy, 2014). This involves the opinion and perspective collection of the employees to get the complete view of what they feel and understand.

3.3 Population and Sampling Procedure and Sample Size.

The main population in the research is the construction industry in Oman that has witnessed the issues linked to leadership and its impact on people. National center for statistics & information in Oman in statistical in 2022 reported totally employees in December 2021 in construction field are 406,481 employees. The sample size for study would be 383 employees (Krejcie & Morgan 1970. Educational and psychological measurement pp. 607).

The sampling procedure also involves the selection of the right sampling technique for selecting the most appropriate people who can be researched upon. The sampling technique for the employees in the construction company would be convenience sampling as people who are easily available and open for research would be questioned (Fellows & Liu, 2021). This would help in getting a good set of respondents providing elaborate explanation on the issue being discussed. For this study, convenience sampling of non-probability will be used, because it is accessible and cost-effective to use people from this population. Using online cross-sectional tools should make the data collection procedure quite quick. A cross-sectional survey is a particular kind of data gathering procedure that involves gathering data at one point in time to investigate the connections between the various factors (Khalifeh, Hargreaves, Howard, & Birdthistle, 2013).

Convenience sampling, according to Etikan, Musa, and Alkassim (2016), is a type of non-probability sampling in which the sample is taken from persons or groups of people who are simple to reach. By spreading the survey data to as many people as possible using this manner, it was possible to save time and resource.

3.4 Instruments

The instruments are critical in determining the right approach to the study and gaining meaningful insights. Being a descriptive research needing huge amount of data to be collected from both the kind of respondents, the chosen instrument should be right and just leading to good quality information that would be gathered (Batra & Hyde, 2020). For the quantitative method, the instrument to be used is survey questionnaire as many employees have to be researched upon where the survey would be the most appropriate to reach out to them. The questionnaire used in this study was reviewed and approved by: Dr. Ahmed Mohamed Elbaz Assistant Professor on College of economics and

Business Administration on University of Technology and Applied Sciences - Salalah And Dr. Islam El Bayoumi Salem Assistant Professor on College of Economics and Business Administration on University of Technology and Applied Sciences – Salalah . I would like to express our appreciation to them for their careful consideration and approved survey instrument. questionnaire is attaches on appendix .

- Multifactor Leadership Questionnaire (MLQ5x)

Along with the demographic survey, The Multifactor Leadership Questionnaire (MLQ5x) is utilized for the study. Among other factors, the MLQ assesses four dimensions of transformational leadership including Idealized Influence (II), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individual Consideration (IC). For the purposes of this study, the participants are asked to complete items related to the four transformational factors of the MLQ. The MLQ is widely used and considered by many to be among the best-validated measures of transformational leadership (Ozaralli, 2003). The MLQ, published by Mind garden, Inc., has undergone multiple revisions to better identify the component factors and address shortcomings of the

psychometric properties (Avolio et al., 1995). The latest version was developed through research on earlier versions and confirmatory factor analyses (Avolio, Bass, & Jung, 1999). The MLQ (5X- Short) is a 45-item rating scale with two versions. Version six of the MLQ (5X-Short) will be used for this study. Principals will complete the self-assessment while their superintendents will complete the other-rater version. The anchors used to determine the MLQ transformational leadership factors are coded with scores ranging from 0 (not at all) to 4 (frequently, if not always).

- **The Individual Work Performance Questionnaire (IWPQ),**

The Individual Work Performance Questionnaire (Koopmans, 2015) is an 18-item scale developed in The Netherlands to measure the three main dimensions of job performance: task performance, contextual performance, and counterproductive work behavior.

5-point rating scale (0 = seldom to 4 = always for task and contextual performance; and 0 = never to 4 = often for counterproductive work behavior). A mean score for each IWPQ scale can be calculated by adding the item scores, and dividing their sum by the number of items in the scale.

- **The Organizational Commitment Questionnaire (OCQ)**

Organizational Commitment Questionnaire helps measure employee's organization commitment. The original Allen & Meyer (1990) instrument used to assess the three-dimensional concept of OC is a self-reporting scale with 24 items based on the three commitment components AC, CC, and NC. Later, the instrument was improved by Meyer and Allen (1991, 1993), who reduced it to an 18-item instrument with 6 items for each dimension. These statements were evaluated on a 7-point Likert scale, with 1 representing strong disagreement and 7 representing strong agreement. With the exception of the fact that there are now two less components in each dimension, the older and newer adaptations of the instrument have similar types of AC and CC. The fundamental distinction between the two versions of the instrument, however, is that the new version emphasizes more on the sense of responsibility than its foundation, although the previous version also included information about the basis of obligation

3.5 Pilot Study

Pilot study is critical in assessing the efficacy of the research methods being used and thus helps in judging the appropriateness of the instrument. Regarding the sample size for the piloting, researchers have differing opinions. For example, Luck and Rubin (1987) proposed between 10 and 30 participants. Survey questionnaires to 20-25 employees would be posed to know their response and to what extent the tools are reliable and valid. For judging the efficacy of the tools and questions being used for employees, Evaluation their response, quality of answers, ability to understand the questions, effective answering, etc. The results of the pilot study are helpful in knowing the appropriate of the research tools and whether the right kinds of results are being achieved.

3.6 Ethical Consideration

Each research is impacted by the various ethical issues that need to be managed before any decision can be taken up. The ethics involves taking due permission from the respondents about collecting their data along with keeping it confidential in order to safeguard their entity. Also the needs to be ethically used only for the academic purpose of the research and would be deleted after the research is over. The details shared by the respondents also need to be kept safe for not causing any problem to them in their workplace.

3.7 Data collection Method with Timeline (Gantt Chart)

As the research requires quantitative method to be adopted where quantitative method analysis would be undertaken for collection of data, the research would develop upon the same. The collection method is primary method where data would be collected through survey questionnaire for the employees. This need to be undertaken in a systematic manner through certain time limits and Gantt chart so that the entire research project can be completed within the due time in table 1.

Table 1 : Gantt chart

Research activity	March to July 2022	August to December 2022	January to March 2023	March to June 2023	July to December 2023	January to December 2024
Formulating the research and objectives						
Undertaking literature review						
Forming the questionnaire						
Data collection						
Data editing and analysis						
Formulating the research report						
Reporting the findings						

3.8 Data Analysis Method

Quantitative research method would be complete on the basis of data analysis tools that would be used. The data analysis for the survey questionnaire that would be floated to the employees in the construction industry would be done on the basis of graphs, charts, pie diagrams, etc. This would help in analyzing the data collected in the most relevant manner focusing on the main agendas facing the employees in the construction industry in Oman. In order to explain the independent influence of transformational leadership on the dependent variable job performance either directly or indirectly through organizational commitment mediation, the constructed model in this study can be tested and analyzed statistical package for the social sciences (SPSS) applied for instruments validity and reliability test, direct effect model test and mediating model.

3.9 Conclusion And Summary

The research methodology chapter has helped in developing the right tools and techniques that would help in collection and analysis of the right information about the agenda in focus. The research objectives and research questions would help in developing the research and gaining the right kind of data insights. The sampling method would help in approaching the right kind of respondents for both the kinds of researches leading to meaningful results for the research.

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