

## The Impact of Transformational Leadership on Employees Performance Among Employees in IWPPS, Saudi Arabia

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<p>Article history Submitted: 12 December 2021 Revised: 18 December 2021 Accepted: 28 December 2021</p>	<p><b>Abstract</b> The dynamics of worldwide competition and technological innovations are applying on business are more important than in the past to make it to learn and adapt companies to increase the organizational performance. Whether it is private or public employees and leaders in an organization are the most critical strategic assets and by improving their skills and knowledge organization might act successfully and remain highly competitive within their domain. The purpose of this study is to determine the key the impact of transformational leadership on employee's performance among employees in IWPPS, Saudi Arabia, and provide suggestion how firms could improve their employee performance through effective programs. The study employs exploratory design, with quantitative approach and a stratified random sampling method using self-administered questionnaires. Structural Equation Modelling (SEM) approached and AMOS software was used as statistical analysis tools for analyzing data. The final structure model that uses maximum likelihood estimation analysis confirmed a goodness fit of the data. The findings from the testing of the hypotheses indicate a positive significant relationship between: Transformational Leadership on Employee's Performance .four paths from Idealized Influence Behavior, Idealized Influence Attribute, Individualized Consideration, Intellectual Stimulation, on Employee's Performance were statistically significant. Conversely, the significant of the path from Inspirational Motivation, on Employee's Performance were not supported as statistically significant.</p>
<p><b>Keywords:</b> <i>Transformational Leadership, Transactional Leadership, Employee Performance, HRM</i></p>	

### 1. Introduction

The dynamics of global competitiveness and technical advances applied to industry are more critical than in the past to allow organizations to develop and change to improve operational efficiency. Either private or public staff or members of an enterprise are the most important strategic assets, so through enhancing their expertise so leadership organization, they can be able to operate effectively and stay extremely competitive of their profession. Throughout the present global economic world, the dynamics and landscape of businesses are continuously evolving, and entities that succeed in the future will embrace and adapt emerging standards and business requirements. Otherwise, they are put out of service. The biggest influence on corporate growth is on the success of human resource departments and how the leaders of the enterprise cope with this problem.

Productive and operational companies usually have the benefit of having workers focused on their jobs psychologically, physically and intellectually [1]. Competitive organizations will also seek to have a safe, constructive and inspiring working atmosphere in order to promote job participation. In this sense, Leadership is not a simple process, some leaders seem to be managing it. However, the leader must not meet the dilemma alone; his / her task is not to settle any problem on his / her own, but to motivate others he / she directs to resolve the issue. Great leaders understand that they should not have all the solutions and continually re-educate themselves about their companies to improve their leadership qualities.

Besides personal attributes such as intuition and optimistic outlook, a leader should always take proactive actions to connect with his or her team in the best manner. It requires an accurate internal assessment of the improvement made from the day before and how far you have performed in tackling the problem. As an emergency coordinator, assessing the response and keeping staff members responsible for a loss in quality, the chief performs an important role: addressing problems as they surface and driving the organization along every day. Leadership is a term that was first formulated in the area of folk psychology to describe the social impact of groups [2]. The effectiveness of an enterprise depends on several aspects, including human resources as a significant contributor. Various aspects are investigated and analyzed in

order to maximize this variable; the behavior exhibited by the members has a very important role to play. The terms "leader" and "leadership" are mostly used wrongly to characterize individuals who generally manage. However, it only makes them great managers, not leaders, and we ought to be cautious how to use the words to not presume that those with "leader" are in their job titles. In this context, leadership is characterized as a mechanism through which one person induces a community of individuals to accomplish a common purpose. It is also a strategy that is creating improvement in people, organizations and social systems [3].

The concept leadership in its ideal sense, generates a beneficial and meaningful effect for its adherents, with the ultimate purpose of transforming them into productive, efficient leaders. In addition, leadership is the willingness of an administration of an organization to set and accomplish demanding goals, take quick and extreme action, and outperform competitiveness and encourage others to perform better. It is impossible to put emphasis on the leadership or other intangible dimensions of a business relative to the quantitative indicators that are widely monitored and also harder to differentiate between organizations. In order to be a successful leader, the manager must have a good impact on his / her employees in order to accomplish the desirable goals of the company. In order to employ this strategy for the workplace, we must first consider just what transformational and transactional leadership is and whether it will allow leaders or executives to do their job efficiently and professionally. On the other hand, transformational leadership is a style of leadership in which interactions between partners are structured around a common goal in such a way as to transform, empower and improve the behavior and ethical expectations of the adherents [4]. And Transactional leadership implied that adherents approved, embraced or complied with by the leader in return for appreciation, benefits and resources, or in order to prevent disciplinary action. After bonuses and encouragement presented, followers will fulfill their tasks and duties effectively [5].

According to Alrowwad, et al [6], Transformational leadership is a leadership style that promotes meaningful changes in others that follow; it creates necessary improvements through the organization's policy and structure. Furthermore, the transformational leadership approach can help managers become exceptional leaders. Successful leadership needs powerful character, ensuring that members show fairness, dignity, trustworthiness and ethics to accomplish the correct goals. Leaders behave in accordance with how they communicate and gain the opportunity to be accountable for the performance of those in the organization of which they belong. Strong leadership may not imply stern bosses, however it requires clear communication skills. Overall, the purpose of this study is to determine the key the impact of transformational leadership on employee's performance among employees in IWPPs, Saudi Arabia, and provide suggestion how firms could improve their employee performance through effective programs.

## **2. Literature Review**

### *2.1. Transformational leadership*

Transformational leadership is one of the modern concepts in managerial thought, which increased interest in it at the end of the last century and the beginning of the current century. The term transformational leadership was first appeared in [7] by Downton, but its emergence as an important theory of leadership was on the hand of Burns [8] through his famous book "Leadership" through which he emphasized that global needs have become an urgent need for effective innovative leadership, because that is, something missing in the existing leadership theories, and then he worked to develop a theory by which the role of leadership in changing the world can be determined. Bass's research also contributed to the development and elaboration of an integrated theory of transformational leadership based on what Burns had done. After that, interest in this topic began to increase, especially in light of the great development witnessed by the world in all walks of life, and the increase in the size of the challenge, and the need for a pattern became urgent A leader that pushes subordinates to achieve beyond what is expected of them, and transcend personal interests to the general interest of the organization and society as a whole.

As per Burns [9] it is time to put an end to the practice of traditional hierarchical leadership, because he believes that, this type of leadership is what has created many problems in the world such as poverty, injustice, conflict, bankruptcy of organizations ... etc.

So the need has become urgent for a leadership style close to The basic level of organizations, and it tries to raise the level of followers for the sake of achievement and self-development, and seeks to develop and develop societies and organizations, and to be imbibed believing in his orientation towards the expected task, and to be characterized by competence, ingenuity, ambition and integrity by raising the base to a higher level of awareness of the main issues and works to increase their confidence by themselves. This fully applies to the transformational leadership style, the latter in line with the information age and intense competition, especially in light of the emergence of new standards of competitiveness among organizations, the main focus of which is the human resource and the added value that it can provide to the organization, whether it is related to innovations or inventions and all What is related to the knowledge and science of modern digital technology.

Transformational leadership is able even to change the organization's culture and beliefs, as it works to set standards for the organization's performance within an integrated and interconnected pattern, making it able to respond effectively to internal and external changes, in an attempt to raise the organization's performance and raise the confidence of workers in the organization and raise the spirit of belonging to this entity. Makes every employee working in the organization to do his best with personal commitment and a sense of ownership, which enhances in them the motivation necessary to achieve excellence. People who are inspired by inspiration do well compared to people led by control. This is exactly

what transformational leaders do. They inspire their followers and make them understand the purpose of the change that is being introduced in order to transform the organization and workers into a better position. This makes them not hesitate to fight injustice and unethical behavior. If found in the organization. Transformational leadership has been depicted as a leadership strategy which creates change in individuals and social compositions. It results, in its ideal shape, a meaningful and constructional shift in employees, with the ultimate purpose of turning followers into leaders. Transformational leadership, in its true nature, strengthens the inspiration, ethos and success of employees through a number of techniques. Which involve connecting the followers' sense of identity and self to the purpose and collective identity of the organization; becoming a role model for employees who encourage them; encouraging employees to take higher control over their work; and recognizing the vigor and vulnerabilities over employees so that the leader may associate employees with activities that improve their efficiency.

In a study entitled "Mediating Work Engagement in the Relationship between Transformational Leadership and Employee Performance" [10], the researcher described how transformational leadership impacts organizational growth to be measured by organizational performance. The key purpose of the research was to explore whether the usage of transformational leadership has a significant effect on organizational efficiency. The study has shown that transformational leader and its three aspects: positive motivation, intellectual stimulation and individual concern have generated 81.6% differences in the output of organizations. In order to maximize these results in terms of organizational success, leaders might have to focus on those aspects of transformational leadership.

Exploring the direct effect of the concept 'transformational leadership' on the proposed leadership style, in Chully and Sandhya [11] completed a non-empirical research focused on literature review in their 'transformational leadership style effects.' The key purpose of this research was to understand the importance of the transformational style of leadership in contemporary organizations and management practices; to understand the significance of this model in a cross-cultural sense through a broad spectrum of industries. The main assumptions in the research were as follows: The greater knowledge of employees has a positive effect on their performance, the greater availability of Higher Performance Job Practices (HPWPs) contributes to a higher degree of job performance, and the knowledge of workers has a positive effect on job performance of staff. Tse and Chiu [12] is developing and testing a model of the processes that are driving transformational leadership and employee creativity using a sample of 240 middle and forefront managers in a leading foreign joint venture in China. We propose that self-employment and the creative nature of workers act as a special psychological mechanism and as a fundamental boundary for the relationship between transformational and employee creativity. The results of moderate mediation studies indicate that the conceptual model is closely related to the personal impact of transformational leadership and has important consequences for employee productivity. In addition, the relationship between transformational management and personal control has been moderated by the creative personality that has in effect mediated a specific influence on creativity in employees.

Pourbarkhordari et al [13] investigate the direct and indirect impact of individual-focused transformational leadership (TFL) on leader-rated job results. Data gathered by questionnaires from a group of 202 workers of a major state-owned telecommunications Industry Corporation in China. Subsequently, several hierarchical multiple regression analysis were designed to test the proposed hypotheses. Results showed that the actual TFL and the Employee job involvement (EWE) were substantially linked to Job Performance, and which the EWE regulated the impact of the actual TFL on Job Performance.

Kensbock and Boehm [14] find that transformational leadership can help boost staff's organizational self-esteem and prevent emotional exhaustion, and thus also affect work performance. Masa'deh et al. (2016) have observed that both transformational and transactional leadership models have a major effect on work performance and company performance. Transactional leadership has also been shown to have an effect on information exchange, whereas transformational leadership has not. Atmojo [15] explores four key objectives; first, to demonstrate and examine the impact of transformational leadership on workplace satisfaction; second, to demonstrate and evaluate the effect of transformational leadership on organizational commitment; Third, to confirm and examine the impact of transformational leadership on employee efficiency; fourth, to demonstrate and examine the impact of organizational commitment on employee performance. The study included 146 representatives of middle management as a study population, including Head of Department, Plantation Manager, Plant Manager, Head of Office / Division, Head Associate, Head of Strategic Business Unit (SBU), Chief Engineer and Head of Hospital Services. Structural Equation Modeling (SEM) was used to evaluate and examine the interaction between study variables. Research reports that Transformational leadership has a significant impact on employee satisfaction, transformational leadership has a significant impact on the organization's commitment. Employment satisfaction has seen to have a substantial effect on the output of workers, and the engagement of the company greatly affects the performance of workers.

## *2.2. Dimensions of transformational leadership*

Transformational leadership witnessed a remarkable development through the contributions of Bernard Bass when he developed a systematic theory of transformational leadership, and developed models and measures for it to measure the factors of leadership behavior. Bass and Avolio [16] reviewed the theory of transformational leadership, revised it, and added a fourth component they called inspiration motivation. These dimensions are the main reference for the various research that came after it [17].

### *2.3. Idealized Influence*

The Idealized Influence is defined in leaders who behave in a manner that makes their followers want to emulate them, and of course Bass defines that element with charisma, borrowing the term from Weber. Among the things that leaders do in order to be idealistic are that they take into account the needs of others and prefer them to their individual needs, that they are willing to sacrifice personal gain for the benefit of others, that leaders participate in the dangers to which followers are exposed, that they are compatible and not bossy in their actions, and that they adhere to moral standards. And to avoid the use of force in order to achieve personal interests, but rather to use the power in their possession to mobilize individuals and groups to achieve their mission and vision, and when these ideal qualities are present and over time the followers work to emulate them, and the goals of these subordinates become more meaningful, so they work at their maximum potential. The leader's experiences and mental ability make him a source of admiration and role model and enable him to influence others, that effect that occurs under constant communication and communication with employees at work sites with the aim of achieving cooperation between them and convincing them that achieving their personal goals is not done in isolation from the achievement of the goals of the institution and this means creating a kind of The unification of personal and organizational values under the creation of an appropriate organizational balance between the objectives of the organization and the needs of the employees, and through this feature, the transformational leader is a model for subordinates to emulate, as they show continuity and determination in pursuing goals, and they show high levels of ethical behavior with their high feelings that raise the morale and morale of subordinates Ideally rate them to higher levels than expected.

### *2.4. Intellectual Stimulation*

The transformational leader stimulates the thinking of his subordinates by encouraging creative thinking, innovation and rationality in them, encouraging new and creative ideas in solving work problems, and addressing old prevailing situations in new ways, as well as encouraging the spirit of innovation by accepting innovative ideas even if they conflict with his ideas and not allowing public criticism in case of failure, According to this component, leaders work to motivate subordinates by discussing assumptions, reformulating problems, and addressing old situations in new ways, and there is no general mockery or criticism of the mistakes of subordinates, and it also means challenges for subordinates to practice creative thinking and find solutions to difficult problems, as transformational leadership motivates them to be creative And they excel through their presentation of ideas and early solutions.

### *2.5. Inspirational Motivation*

Motivation is an administrative science and art that requires the leadership's wisdom, ability and skills in evaluating the situation because it contributes to increasing the effectiveness of individuals and thus raising the efficiency of the institution, where the transformational leader works in ways that motivate and inspire subordinates by giving meaning and challenge to what they are doing and giving priority to the group spirit, and showing enthusiasm and optimism to them And make the subordinates focus and think about attractive and multiple future situations, and motivate them to study very different and desirable alternatives, which is the way in which leaders and which results in the efforts exerted by their subordinates, as well as providing them with the opportunity to participate in z-acting to achieve common goals, to direct efforts, and explains His high expectations of subordinates. Under this characteristic, the leader participates in his subordinates in setting the goals of the organization and raises in them a love of challenge, arousing team spirit and teamwork, and showing enthusiasm and optimism at work.

### *2.6. Individual considerations*

This dimension expresses the behaviors shown by the leader that contribute to achieving the satisfaction of subordinates through guidance, support, and attention to their individual needs, and here the duties are delegated to them to provide learning opportunities, and leaders also provide feedback and link between the needs of the subordinates and the mission of the institution, as they work to provide the challenge, They stir the forces of change and creative thinking and encourage the adoption of multiple perspectives for free thinking to generate creative ideas, The transformational leader considers each individual a distinct entity in his own right and has his own peculiarity instead of considering him as part of a group, and therefore acts as a mentor to the individual, listens to his concerns and needs, provides him with support, keeps lines of communication open, and presents problems to him in an open manner in addition to building confidence and knowledge of strengths and weaknesses in the performance of employees It also creates a relationship based on respect and openly acknowledgment of the individual's accomplishments, and thus individuals have a will to develop themselves and a self-drive to carry out tasks, as this characteristic is shown through it by leaders who listen well to subordinates, and pay special attention to their needs in growth, as well as to their achievements through implementing strategies in Acknowledging and praising the efforts of subordinates and praising them. Therefore, the leader who provides personal support to the subordinates is more able to achieve leadership effectiveness compared to the leader who does not provide such individual support, and this type of leadership behavior drives subordinates to respond, loyalty and respect to the leader. Due diligence to ensure that the needs and feelings of subordinates are understood, and individual support of leaders affects leadership effectiveness, These individual considerations is important for leaders who seek to bring about change in organizations, and (Bens, Warren) believes that a successful leader will not be the one with the loudest voice but the one with the highest ear, and that the leader's genius is not in personal accomplishments but in revealing the talents

of employees.

### 3. Research Methodology

Research model is commonly used by management researchers, and social researchers are a fundamental collection of convictions, which direct practice, representing a core set of philosophical beliefs about the nature of the world. This view of the world is the view any scientist takes to acquire knowledge of the specific field of research. This study aims to investigate how people work in the Independent Water Power Project (IWPP) in the leadership style and job performance. Based on the purpose of the study, the positivism view of the world and quantitative method is prescriptive and therefore require deductive logic. Quantitative research has been developed from quantitative natural science studies. Quantitative research has tried to detect existing data, believing that the research act must be a neutral activity from the subjective standpoint of the investigator.

The goal to identify the population or unit is to help the analyst in collecting information about why the study is conducted. At the end of the day, people are gathering elements to evaluate this knowledge [18]. most of all, logical methodologies for getting data from participants who are the general population and ready to give helpful datum for the research are considered the population of the study. This study includes the employees and leaders of the Independent Water Power Project (IWPP) as the target population. Thus, the target population of the study is 1074 employees and 316 leaders. In the Independent Water Power Project (IWPP), a sample was selected from the larger population of leaders and employees using stratified random sampling. Determining sample size and coping with non-response bias is important, and a common goal of survey research is to collect data reflecting a population. This study took a stratified random sampling method. Stratified random sampling is the process of stratifying reduces sampling error and ensures a greater level of representation. Thanks to the choice of stratified random sampling adequate representation of all subgroups can be ensured. When there is homogeneity within strata and heterogeneity between strata, the estimates can be as precise (or even more precise). This implicated separating the population into different subgroups, then trying to draw a sample from each group [19]. Stratification is an effective study of sampling design as it guarantees that the resulting sample is distributed on the stratifying criterion similar to the population [20]. Sekaran [21] cited from Krejcie and Morgan [22] who suggests the determination of sample size to be 196 if the population size is 316 for leaders and 1200 sample size is to be 291 for employees. Questionnaire forms of 487 were used in this research 357 compiled questionnaires received.

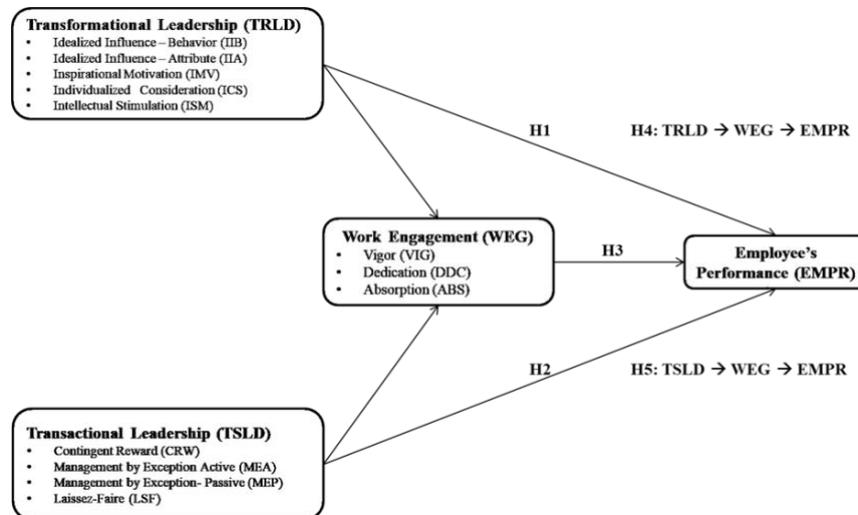


Figure 1: research model

### 4. Findings and Analysis

Among 357 compiled questionnaires, 168 valid answers were obtained from males (47.1%) and 189 from females (52.9%). Therefore, male and female dominate the sample of this study. Respondents were asked to confirm their age. As a result, 38.9% of respondents said they are 18-30, 23.2 percent are 31-40, 18.5% are 41-50, 10.4% are 51-60 and 9% are over 60 years old. The marital status of the respondents was as follows: singles scored 42.9% while 38.9% of respondents stated that they are married, and 13.2% of respondents stated that they are divorced and 5% stated that they are widowed. Answering on the educational qualification item in the survey, 27.5% of respondents stated that they hold Diploma, 34.7% hold Bachelor degree, 23.8% hold Master degree, 9.2% hold PhD, 3.4% hold professional qualification and 1.4% specified they had other qualifications. Respondents also asked to indicate their job experience. As a result, 31.1% of them reported that their job experience is less than one year. 32.8% have 1-5 years of experience, 23.8% have 6-10 years of experience,

7% have 11-15 years of experience, 3.6% have 16-20 years of experience and 1.7% have over 21 years of experience. Finally, respondents were requested to clarify their position. The responses showed that 43.7% are employees, 35.6% are middle managers and 20.7% are hold high positions in management.

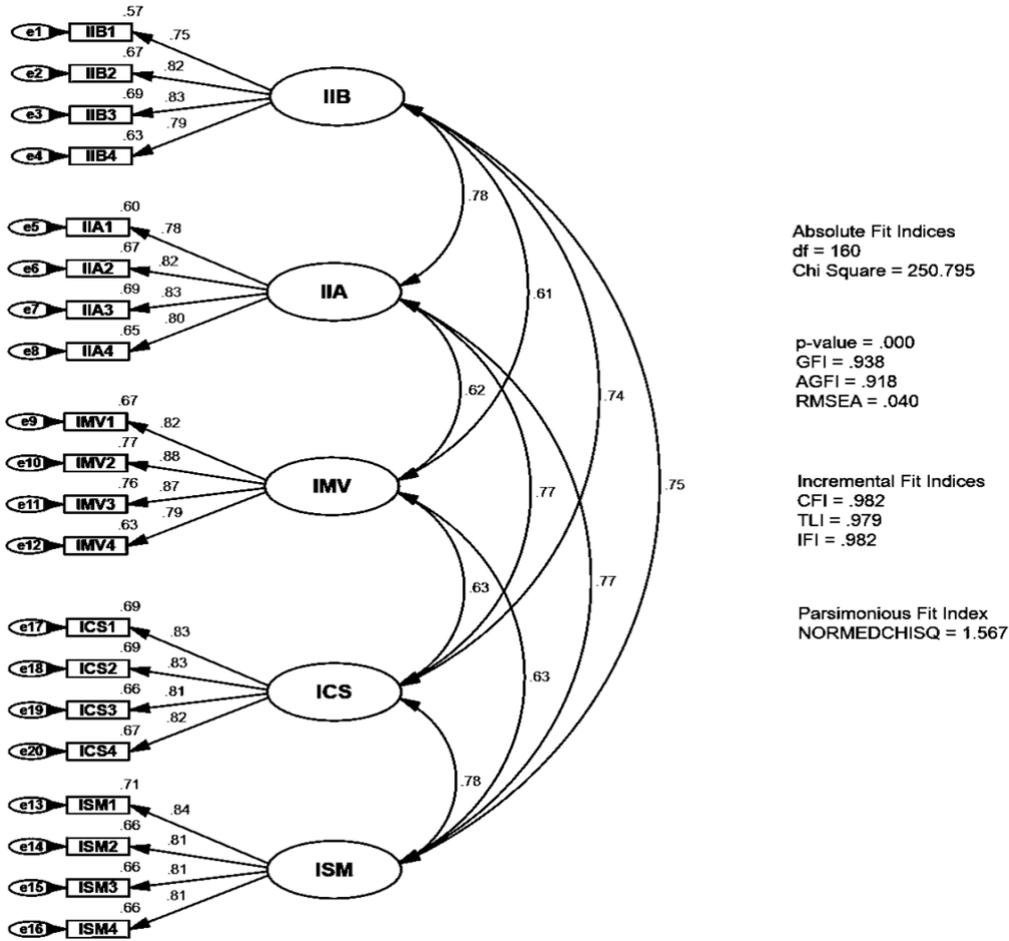


Figure 2: CFA Model for Transformational Leadership (TRL) with all 20 Items

The R<sup>2</sup> value for the performance of employees (EMPR) is 0.76; its 12 predictors explain 76% of variations in the performance of employees (EMPR). Final tests have shown that the R<sup>2</sup> value agree with the 0.30 decrease value criterion proposed by Zhang [23]. In order to check the possible causal effects of the factors, coefficient parameters calculations are tested.

Table 1: Examining Results of Hypothesized Direct Effects of the Constructs in Structural Model

Path	Unstandardized Estimate		Standardised Estimate	critical ratio (c.r.)	P-value	Hypothesis Result
	Estimate	S.E.	Beta			
IIB → EMPR	0.100*	0.046	0.103	2.164	0.03	H1.a) Supported
IIA → EMPR	0.116**	0.044	0.133	2.635	0.008	H1.b) Supported
IMV → EMPR	0.001	0.031	0.002	0.045	0.964	H1.c) Rejected
ICS → EMPR	0.098*	0.045	0.109	2.182	0.029	H1.d) Supported
ISM → EMPR	0.122**	0.044	0.137	2.763	0.006	H1.e) Supported

Five paths listed in Table 1 is statistically significant: nine route for Idealized Influence – Behavior (IIB), Idealized Influence – Attribute (IIA) and Individualized Stimulation (ISM), focused on the cherished principles of all of them. There was therefore a support for the hypotheses H1, H3, H4, H5, The importance of Inspirational Motivation (IMV), as compared to the standard level of significance (0.05), were not supported statistically as significant. H2 have therefore been rejected. H1) Idealized Influence–Behavior (IIB) has positive influence on Employee’s Performance (EMPR). The significant (C.R) and p-values of idealized influence – behavior (IIB), as seen in Table 1, were 2.164 and 0.003, respectively for Employee’s Quality Prediction (EMPR). This means the likelihood of obtaining an absolute value of 2.164 is 0.003. That is to suggest that in the estimation of employee results, the regression weight for Idealized Influence – Behavior (IIB) ranges considerably from null to 0,05 (two-tailed). H1.a has therefore been supported. Finding positive relationship, the standardized beta estimate was 0.103, which implies that by 1 standard deviation as perfect effects – behavior (IIB) rise by 0.103 standard deviations, employee performance (EMPR) decreases. (H2) Idealized Influence–Attribute (IIA) has positive influence on Employee’s Performance (EMPR). In the predicting of employee performance (EMPR), there were 2,635 and 0,008 respectively the critical ratio (C.R) and p-values of Idealized influence-attribute (IIA). This implies that the probability of reaching a total value of as high as 2 635 is 0.008. In other words, in the employee performance prediction (EMPR) the regression weight of Idealized Influence – Attribute (IIA) varies considerably from zero at 0.01 (two-tailed) levels. H1.b has since been supported. In fact, the standardized Beta value of 0.133 was positive.

That says, if the Performance of Employee(s) (EMPR) increases by 1 standard deviation through Idealized Influence – Attribute (IIA). (H3) Inspirational Motivation (IMV) has positive influence on Employee’s Performance (EMPR). The results showed that the relationship of Inspirational Motivation (IMV) with Employee’s Performance (EMPR) was significantly reduced; path coefficient = 0.001; cr = 0.045; p-value = 0.964. H1.c was therefore rejected. (H4) Individualized Consideration (ICS) has positive influence on Employee’s Performance (EMPR). When predicting employee performance (EMPR), there were 2.182 and 29 corresponding critical ratios (C.R) and p-value of Individualized Consideration (ICS). It implies that the likelihood of an actual value with a crucial ratio with 2.182 is 0.029. In other terms, in predicting the employee success (EMPR), the regression weight of the Individualized Consideration (ICS) varies considerably from zero in the 0.05 (two-tailed) range. H1.d has also been sponsored. In addition, the standardized Beta estimate was 0.098, which showed a positive relationship. It means that the employee performance falls by 0.098 standard deviations if Individualized Consideration (ICS) decreases by 1 standard deviation. (H5) Intellectual Stimulation (ISM) has positive influence on Employee’s Performance (EMPR). When predicting employee performance (EMPR), there were 2.763 and 0.006 respectively, the vital ratio (C.R) and p-value of mental enhancement (ISM). This implies that the probability of reaching an actual value of 2.763 is 0.006. In other terms, in the prediction of workplace success (EMPR), the regression weight for intellectual stimulation (ISM) is significantly different from zero at the 0.01 (two-tailed) stage. H1.e has now been supported. In comparison, the standardized Beta value was a positive ratio of 0.122. It means that the performance of employees (EMPR) decreases by 0,122 standard deviations while intellectual stimulation (ISM) rises by 1 standard deviation. These results are consistent with the study of [24]–[26].

## 6. CONCLUSION

This research sought to investigate the views on the impact of transformational leadership on employee's performance among employees in IWPPs, Saudi Arabia. Data from the evidence gathered suggest that leaders who pursue transformational leadership are more likely to inspire their workers to reach high performance standards. This result is compatible with work carried out elsewhere, such as [27], [28]. This research suggests that leaders who wish to be more successful may need more motivation, encouragement, training and effort to improve the abilities of their subordinates. The results of the current research showed a positive effect on the performance of employees in terms of transformational leadership. Thus, these findings affirm Bass’s hypothesis of expanded leadership cross - cultural applicability, which notes that effective leaders are transformational. In regarding transformational Leadership the results revealed that it is affecting the employee's performance, however, the transformational Leadership factor (Idealized Influence Behavior, Idealized Influence (Attributed), Intellectual Stimulation, Individual Consideration. Have a positive impact on employee's performance so their hypothesis was accepted except Inspirational Motivation. It is important for a leader who relies on transformational leadership not to speak with great enthusiasm about the future unless he has laid firm and solid foundations that enable him to think and trust to talk about the future. So companies should pay more attention to the right time to work and entertain employees by giving employees appropriate breaks while working. Future research may concentrate on how the partnership between transformational, transactional management and employee performance was affected by organizational factors. Also use the work engagement as a moderator variable besides studying the effect of transformational, transactional Leadership on organization performance using a balanced scorecard. The research was conducted on the Water Power Project (IWPP). There are other independent projects and sectors like industrial sectors, marketing sectors, business sectors, etc. This would assist to establish wider generalizability of the findings of the study. This research utilizes quantitative research techniques, and the survey questionnaire was the only instrument used to gather information. Perhaps future research ought to use the qualitative method, which will consist of interviews to elicit verbal analysis of features, situations and the setting.

Furthermore, the gender and personality effects on the interpretation of leadership behavior, which affect the connection between the leadership styles and the performance of the employee, have not been examined. Investigating the impact of

gender gaps on these factors that provide leaders with additional knowledge to change leadership behaviors to meet the needs of different demographic groups in the work processes.

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