

# The Role of Inspirational Leadership in Employee Well-being: Analytical Study at the General Company for the Distribution of Petroleum Products/Salhaldin

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<p>Article history Submitted: 2 June, 2022 Revised: 19 June, 2022 Accepted: 07 July, 2022</p>	<p><b>Abstract</b> The purpose of this paper is to know the role of inspiring leadership characteristics in achieving the employee wellbeing in its dimensions in the General Company for the Distribution of Petroleum Products. the descriptive analytical approach was used to describe the data collected by means of the questionnaire, which is the main tool for research, analysis and hypothesis testing. An intentional sample of (89) was chosen from the research community, which was represented by (240), which was represented by workers in the General Company for the Distribution of Petroleum Products in Salah al-Din. The research found that inspirational leadership has a significant impact on the well-being of workers in the General Company for the Distribution of Petroleum Products through the self-confidence and future vision enjoyed by the leaders in the company, as well as the management of change and sensitivity to environmental restrictions.</p>
<p><b>Keywords:</b> <i>Inspirational leadership,</i> <i>Employee' well-being,</i> <i>Petroleum Products</i> <i>Iraq,</i> <i>Oil and Gas</i></p>	

## 1. Introduction

The employee wellbeing in organizations is one of the important axes for management and workers alike, as most of the recent studies and scientific literature began to pay attention to the concept of the employee wellbeing and considered it a realistic reality in light of work and interaction between managers and workers within organizations, in other words, employee well-being are a natural phenomenon and a requirement It is essential for it to be present in any organization, whatever its size, nature, purpose and objectives. Previous research by [1] has shown that employee well-being depends not only in the context of physical work, but also in the psychological and social work environment in which leaders play a major role by focusing attention on identifying the developmental dynamics between leadership situations and workers [2].

On the other hand, the success of the organization's administrative operations depends on its leadership efficiency and effectiveness, as the success of organizations depends on the way or style in which the organization is managed, the behavior of its leaders and their ability to employ their potential at work to build positive relationships with workers and help improve working conditions and meet the future needs, desires and aspirations of employees, because of its essential role in investing available opportunities, facing dangers, building desire and positive motivation for employees [3], [4]. Therefore, inspiring leadership is the dream that many managers and leaders of organizations aspire to, and only a few enjoy it [5]. The inspiring leader has a clear vision through which he can see the past and learn from the mistakes and successes that were in it and live in the present time (present) and work and innovate in it and be ready for the future with all the ambiguities and challenges that the inspiring leader has of solid determination and great ideas and masters the art of making success. Inspirational leadership is one of the important leadership practices, as it is one of the most important causes of increasing the inspiration engine at work [6]. Dealing with the inspiring leader gives a dose of positive interactions that create inspiration and motivate him, because this type of leader has a distinctive strategic vision that helps motivate and inspire all working individuals. It helps to collect and integrate information from the external

environment, disseminate knowledge, create a spirit of challenge and innovation, enable creativity within the organization and lead to changes in the social life of employees and the organization alike [7] .

The concept of employee well-being is one of the modern concepts in management science, but it has become of great importance to all organizations, as it has become one of the most important items on its agenda. Increasing the ability to achieve the vision, mission and goals of the organization [8]. Achieving a feeling of happiness and satisfaction during work performance is achieved through achieving compatibility between what the employee expects from his work and what he actually gets from this work. The employee's feelings towards his work are produced from his awareness of what the job offers him and what he should get, as well as the sum of the attitudes and ideas towards the elements of work, which are the management policy, the organization of work, the quality of supervision, the relationship with direct superiors, the relationship between employees, opportunities for promotion, incentives, thanks, appreciation, safety at work, and the responsibilities and advantages of the job.

## 2. Literature Review

### 2.1 *Inspirational leadership*

Leadership is referred to in the administrative literature as the process in light of which the vision can be translated into reality (Kruse,2013), and it describes the capabilities of a leader who intentionally seeks to motivate and influence the actions of others to organize activities and relationships in a group or organization to achieve certain goals ( Castro & Guimaraes, 2020), while inspiration is referred to as the action or force that moves the mind and emotions and is linked to enthusiasm and confidence in subordinates, [9]. [10] indicated that inspiration is a motivational state that elicits an individual's intentions regarding something of high intrinsic value (for example, a vision of an ideal self) and motivates the individual to engage in efforts to achieve these intentions.

Since [11] referred to the difference between management and leadership, by mentioning that the administration that is preoccupied with allocating resources for the long term is characterized by lack of flexibility and is a burden on the organization more than it is a strategic advantage, as well as the organization of individuals and the hierarchy of authority that all hinder creativity and inspiration, the Leadership on the other hand focuses on creating a clear vision, strategies and incentive systems, as well as empowering workers and encouraging communication between workers to achieve the vision and be a catalyst for creativity and inspiration [12]. Employees do not accomplish great things, and this can only be achieved by engaging in important behaviors such as formulating a convincing vision, emphasizing collective identity, expressing confidence and optimism, and referring to the basic values and ideals of the organization. It is sufficient to inspire the workers and at the same time it is tangible, achievable and characterized by vitality so that the workers can feel it as well as the extent of their inspiration in it and turn it into a tangible reality through its implementation, which is the second matter [13]. Therefore, it was mentioned [14] that inspirational leadership is most closely aligned with the transformational leadership style in its practice of four behaviors that include idealistic influence and their sense of pride, individual considerations that focus on taking into account the individual needs of employees, intellectual stimulation and continuing on creativity and development, as well as On the inspiring motivation through the future vision and the inspiration for those working to achieve it.

As for the concept of inspiring leadership, according to [15], it is an influence relationship between leaders and workers who intend to make real changes that are reflected in the achievement of their common goals. And [16] saw that it expresses a future vision based on strong ideological values that make workers conform to a certain vision. Inspirational leadership provides meaning to needs and actions. Inspirational leaders are able to see what workers need and what they see as their challenge through dialogue and transparency and through the positive energy they possess [17]. Accordingly, inspiring leadership is the leaders' possession of a future vision that inspires workers to achieve and transform the organization to face change situations and manage it based on sensitivity to environmental constraints. And admiration for the leader, as it is positively and strongly linked to performance at the individual, collective and total levels of the organization, where it is distinguished in its characteristics and attractive in its entity and seeks to sustain the relationship with workers in a way that affects them to the extent of fascination with ideas, performance and loyalty and makes them optimistic, persistent and hardworking workers working towards difficult goals Able to face crises and enhance their creativity.

[18] presented a set of characteristics that must be available in leadership to be inspiring, within their article (*Inspirational Leadership: How Leaders Can Generate a New Generation*) in which they emphasized that successful leaders want to leave a successful legacy, and the human resource is the most important What the organization has, leadership is an art and leadership is crucial when the environment is complex. To follow the research on inspiring leadership and its characteristics, as for the characteristics of explicitly inspiring leadership, [19] agreed on the characteristics (self-confidence, future vision, change management, environmental sensitivity) As for [20] indicated that the characteristics of inspiring leadership are the use of strategic vision to motivate and inspire, empower employees at all levels, accumulate and share internal knowledge, and gather and integrate external information.

## 2.2 Employee's Well-Being

The scientific studies on well-being (often referred to as happiness) are mainly based on two basic philosophies, which are mentioned by [21], namely the pleasure perspective (that is directed by happiness and in which it looks at well-being from a personal perspective, expressed in positive or may be negative feelings for workers in the workplace. On two components, job satisfaction and work quality, and here [22] indicated that well-being is of two types. The individual's feeling of satisfaction with work according to [23], while the second well-being, which is psychological well-being, relates to the subjective experience of workers at work and how it reflects on the quality of work and their performance in it. This view is complete [24] referring to physical well-being as They can be in the forms of headache, dizziness, muscle discomfort, digestive difficulties, and diseases of the musculoskeletal system. As a measure of overall life satisfaction, psychological well-being includes employee fears, fatigue, depression, self-esteem, and anxiety. [25] added another perspective according to the previous two perspectives, which is the social perspective that reflects well-being in personal relationships, levels of social support, perceived trust, and fair treatment among workers.

Theoretically, and in general [26] referred to well-being as the quality of the employee's experience and performance at work, as well-being was defined as the result of an individual's feeling of satisfaction with his life and its quality, and it is the repeated feeling of pleasant emotions and feelings that carry with it a lot of joy and extroversion. Through the worker's response to the decisions and policies adopted at work [27], as described by [23], well-being is a comprehensive structure consisting of the features of job satisfaction and organizational commitment, as it is a positive, enjoyable emotional state that results from evaluation or Accumulation of job experiences because the formation of a sense of well-being is not achieved through the direct work environment or immediate work events, but rather through perceptions, interpretations and evaluation of that environment and the events that take place within it.

The Flourishing Scale, as indicated [28] can be used to measure well-being (positive feelings, engagement, relationship, meaning of life, and achievement). This research measures the construction of employee well-being through a measure of prosperity previously adjusted for job context. This scale has been recognized as having two main advantages over other well-being measures. First, this tool is based on the integration of worker subjective well-being (SWB) and worker psychological well-being (PWB), second, it has been shown to have a fairly high level of internal consistency (>0.80) [29], noting that [30]–[32] adapted the scale to six components of well-being, as follows:

1. Self-acceptance: which refers to the employees' perceptions of themselves in the field of work and their expectations regarding their acceptance by colleagues.
2. Positive Relationships: It is represented in the ability to interact, which helps workers to deal with fluctuations in working life and working conditions and environment, through the idea of acquired optimism, which is summed up in the fact that a person can look at all events from a positive perspective even when the conditions are not appropriate.
3. Autonomy: full involvement in work and dealing with colleagues, with sufficient independence in thinking and personal maturity.
4. Environmental mastery: It refers to the workers' understanding of the work environment and the interrelationships between them that are reflected in the practice of business and the daily life activities of the workers and cause them to perform their work in a positive or negative way.
5. Meaning or purpose Meaning: The main factor for work and achievement to be satisfactory is the existence of a purpose and meaning for life, which in turn gives a feeling of well-being.
6. Personal growth or achievements Accomplishment: The basis of motivation is the presence of goals, and goals and objectives in order to achieve the needs is a sense of achievement.

Based on the foregoing literature review and the relationship between important leadership and its role in employee well-being, the main research hypothesis can be derived:

*H1*: Inspirational leadership has a positive influence on employee well-being.

## 3. Method

### 3.1. Sample and data collection procedure

The data were collected from some of the administrative employees of the General Company for the Distribution of Petroleum Products in Salah al-Din/Iraq

The questionnaire was presented to a group of specialists in business administration and their opinions were collected in the final questionnaire, on a five-point Likert scale, ranging from "1" "strongly disagree" to "5" "strongly agree."

**3.2. Variables and measures**

*Inspirational leadership*: This variable was measured through four sub-dimensions that were adopted [33] and these dimensions are (self-confidence, future vision, management of change, and sensitivity to environmental problems), A total of 24 items were used, of which six items were utilized to measure each dimension.

*Employee well-Being* was measured in six dimensions that were adopted [12], and these dimensions are (Autonomy, Environmental mastery, Meaning, Accomplishment, Positive relation self-confidence).

**4. Results**

Structural equation modeling by Partial least squares(SEM-PLS) It is one of the best methods to analyze relationships with small samples, and we will use it to test the relationship between inspirational leadership and employee well-being.

**4.1 Assessing the measurement model**

Systematic treatments after data collection require that we analyze them according to the methods of their construction, and the building standards were formative for both variables: inspirational leadership and employee well-being, as in the table(1).

We have used the (SMART, PLS,3), as the analysis requires that it be ensured that the model obtains two types of validity: convergent validity and discriminatory validity, and their conformity with the analysis criteria as explained by [34]:

- Convergent Validity: It is measured through the Composite Reliability, its value is limited between (0-1), the higher the value and close to the correct one, this indicates the reliability of the variable, and that the least acceptable value for this indicator is (0.70), which is considered the acceptance threshold for this standard. While the second method is represented by the average variance extracted, which must be greater than (0.50), which is the square of the of composite reliability for variable.
- Discriminant Validity, which is measured by: Outer loadings, which must also be greater than (0.70), Finally, the discriminative validity is verified by using the [35] criterion. , which indicates that the correlation of the variable with itself is higher than its correlation with the other variable according to [36], the correlation coefficient between inspirational leadership and self was 0.91 and employee well-being with self was 0.79. From Table (1), it appears that all indicators were acceptable.

Table(1) Result of formative measurement model

Model construct	Items Scale	Outer Loading	CR	AVE	FI	R2
inspirational leadership	Self confidence	0.909	0.956	0.846	0.919	
	Future vision	0.933				
	Management of Change	0.935				
	Environmental sensitivity	0.902				
employee well-being	Autonomy	0.897	0.912	0.634		0.639
	Environmental mastery	0.702			0.796	
	Meaning	0.810				
	Accomplishment	0.816				
	Positive relation	0.796				
	Self-acceptance	0.773				

**Notes:** CR, composite Reliability FI, Fornell and Larcker’s, AVE, Average variance extracted.

**4.2. Assessment of structural model**

The evaluation of the measurement model and the fulfillment of the measurement conditions prepares the test of the structural model, and after conducting the test it was found that 63.9 of the employee’s well-being in the General Company for the Distribution of Petroleum Products is due to the inspirational leadership (see Table 1). To demonstrate the predictive importance of inspirational leadership in employee well-being, the (Blindfolding) test is used for this,

symbolized by ( $Q^2$ ), and its critical values for this test according to (Hair et al, 2014) are (0.02; 0.15; 0.35) indicating levels (weak, medium, strong) respectively(see Table 2).

Table 2: Result of  $Q^2$

Model construct	SSO	SSE	$Q^2$
Inspirational leadership	288.000	288.000	
employee well-being	432.000	283.339	0.334

The path coefficient of independent variable (Inspirational leadership) on dependent variable(employee well-being) by (SMART,PLS,3). the result shows that inspirational leadership affects the well-being of employees, the effect factor was ( $\beta= 0.779$ ,  $p<0.05$ ), It is a significant value according to the (t test=26.319) (see Table 3).

Table 3: Path coefficients and hypotheses testing

Hypotheses	Relationships	Coefficient	t-value	Decision
H1	IP>>> EWB	0.779	26.319	Supported

**Notes:** IP, Inspirational leadership. EWB, employee well-being.

## 5. Discussion

We tested the structural relationships between inspirational leadership and employee well-being were tested across sub-dimensions represented (self-confidence, future vision, management of change, environmental sensitivity) and (Autonomy, Environmental mastery, meaning, Accomplishment, , Positive relation, Self-acceptance). We found that there is empirical support for inspirational leadership in employee well-being, and therefore the self-confidence of leaders and the availability of future vision as well as the management of change and sensitivity to environmental problems enable the achievement of employee well-being by giving them independence and a sense of meaning and achievement as well as the formation of positive relation and self-acceptance. Through this, a perception is achieved about the importance of inspirational leadership in inspiring employees to achieve, which is consistent with the study [37] [38]. The study suggests that managers in the General Company for the Distribution of Petroleum Products in Salah al-Din should be more understanding of environmental changes so that they can form a future vision for their company and thus be more sensitive to environmental problems and achieve high levels of performance for their company through the well-being of employees that leads to achievement in themselves.

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