

## THE EFFECT OF TRANSFORMATIONAL LEADERSHIP BEHAVIOR ON ORGANIZATIONAL PERFORMANCE IN GOLD INDUSTRY OF SAUDI ARABIA

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**Abstract:** This paper mainly aims at investigating the effect of transformational leadership behaviour on organizational performance, as well as other factors such as psychological ownership, working environment, employee involvement, incentives, and employee motivation take into account their effect on organizational performance. To achieve the objectives of the study, quantitative research approach was applied through a questionnaire specifically designed to collect primary information from the samples of the study, which consisted of (250) managers in gold shops in Jeddah. The collected data was analysed using SPSS 20.0. The results showed that transformational leadership behaviour, psychological ownership, working environment, employee involvement, incentives, and employee motivation significantly affect organizational performance in the Saudi Arabian gold industry. Finally, the researcher recommended ways to promote the concept of transformational leadership behaviour in the gold sector in Saudi Arabia at various administrative levels by holding courses and seminars.

**Keywords:** *Transformational Leadership, Organizational Performance, Gold Industry.*

### 1. Introduction

In today's competitive world, there is always a need for improvement regarding the performance of businesses. Thus, enhancing organizational performance is necessary and profitable for every industry all around the world; particularly, for gold industry within Saudi Arabia. Because the gold industry has been shining not only in the country but also in the Gulf Arab, but

currently they are experiencing a decrease in their performance (Chrp, 2018). In this perspective, leadership style plays a great role in enhancing individual work performance. Transformational leadership is another kind of leadership in which this kind concentrates on the roles of the leader in influencing. It is mostly about the idea of leaders interacting with followers in order to boost their efforts and enhance their output (Mahsud& Hao, 2017). So, transformational leadership puts much emphasis on the communication skills that connect between the leaders and the followers in terms of interacting with them, motivating them and pushes them towards creativity and innovation. Transformational leadership revolves around change rather than staying still (Strukan, Nikolić & Sefić, 2017).

Modern and successful organizations are making efforts to continuously upgrade the level of their performance and those of their employees, and allocate many of their budgets to find ways to raise performance and achieve high levels of productivity (Cheema& Asrar-ul-Haq, 2017). The importance of organizational performance is evident as a concept that reflects both the goals and the means necessary to achieve them.

In other words, it is a concept that links the aspects of the activity with the objectives that the organizations seek to achieve through tasks and duties performed by employees within those organizations by focusing on new methods and creating an appropriate work environment for achievement and creativity in light of the human relationships that motivate employees to do their best (Bakotić, 2016). There are many more different factors that affect organizational performance such as management involvement, working environment, incentives, and employee motivation (Odero & Makori, 2018). Also, job characteristics, salary, Co-workers, training and promotion, working conditions, and social welfare policy affect job satisfaction such (Rahman, Shah & Rasli, 2015). Therefore, it is essential to determine the impact of transformational leadership behavior as a prominent factor for enhancing organizational performance of gold industry of Saudi Arabia, this is in addition to other factors such as psychological ownership, working environment, employee involvement, incentives, and employee motivation and their effect on organizational performance.

## **2. Development of Gold in Saudi Arabia**

The gold industry is one of the ancient crafts that has been an expression of human genius and creativity since the beginning of history, since it is not preceded by any other craft. This industry has undergone many covenants from prehistory to civilizations in the middle Ages to the Islamic civilization where the creative emergence of this craft was the essence of human innovation in this time. The fingerprints of the Greeks, Romans and Pharaohs in Egypt have remained on this precious metal to this day to be a witness to civilizations in the East and in the region of Egypt and Syria (O'Connor, Lucey, Batten & Baur, 2015). In the Gulf cities, the domestic market for the gold industry declined in the 1990s. Experts attributed this change in consumption due to the tendency of

individuals to buy other products such as mobile phones, telephones, and computers. Also, the trends of people, especially young people, are turning them into buying silver and entering other metals on the competition line such as (titanium, stainless steel, glass, crystal, firearm, rubber leather) (Mobbs, Taib & Wallace, 2012). In particular, Saudi Arabia is rich in gold than any other GCC countries (Ma'aden, 2014).

According to the statistics of the Ministry of Industry and Electricity. The gold industry in Saudi Arabia began in 1967 with the establishment of only one factory in the city of Ta'if. It has been preceded by a gold industry but does not rise to be factories according to industry standards in Saudi Arabia (the capital is more than SR 1 million and the number of workers is 6 workers or more). Thus, the age of the gold industry in Saudi Arabia is 51 years. This factory remained an orphan until 1980, which witnessed the beginning of the real development of the gold industry, where nearly 78 gold factories were built until 2015, with an average of about two factories each year. According to data from the General Authority for Statistics, Saudi Arabia's production of gold rose by 72 per cent during the last ten years, with production reaching 4.44 thousand kg in 2007, reaching 7.64 thousand kg of gold in 2017. The gold factories in Saudi Arabia are located in eight cities: Riyadh (11 factories) and Jeddah (10 factories), accounting for 60% of the total gold production in Saudi Arabia. Followed by Madinah (4 factories) and Dammam (3 factories), which account for 20% of the total gold factories in the Kingdom. The remaining 20% are distributed in four cities: Taif, Buraidah, Hofuf and Onaiza. The gold factories are distributed in the east, central and western parts of the Kingdom and are concentrated in Riyadh and Jeddah, and scattered in the rest of the cities. While the north and south of the Kingdom are free from any gold factories.

### **3. Literature Review**

This section reviews research variables in detail, including transformational leadership behavior, psychological ownership, working environment, employee involvement, incentives, and employee motivation.

#### **3.1 Transformational Leadership Behaviour**

Leadership is one complex term, it has no fixed or determined definition, and it is one of the human activities that can be done in different ways to reach the same goal but in different level of success (Alqatawenah, 2018). It is the degree of employees' willingness to exercise their effort for the success of the organization and the amount of fit among the values of employees and the values of the organization to practices that the organizations use to mould the behaviour, perception, and attitudes of employee (Aledeinat& Alrfou, 2017). Transformational leader behaviour measures how leaders identify a vision, provide an opportunity model, foster the acceptance of group goals, make high performance expectations, provide individual support, provide intellectual stimulation, provide reward, and bring about innovation success (bakhit Al Zefeiti, 2017; Taty& Basir, 2018). Transformational leadership focuses on the exchanges that happen between followers and their leaders in which aids followers to accomplish their own self-interests (Masa'deh, Obeidat & Tarhini, 2016). This type of leadership tends to highlight extrinsic rewards, for example promotion and monetary incentives, and this kind transacts with maintaining the current situation and encourages people throughout contractual agreement. Transformational leaders demonstrate the responsibilities of followers", their performance objectives and tasks that must be accomplished (Alqatawenah, 2018). Transformational leaders steer followers to accomplish recognized goals by task requirements and explaining role and they also prefer to keep away from risk, and concentrate

on efficiency. It can be concluded that Transformational leaders aid the followers to recognize what must be done to achieve the results that are described .for example, more services, reduce cost of production, and better quality output (Bacha, 2014).

In addition, the transformational leader invites employees to provide the decision making process. Through using this style, employees feel motivated and authorized in their place of work and as an outcome contribute more than just for financial rewards. Employees who feel authorized are less likely to have intentions to leave so this kind of leadership is favourable for retention, therefore leaders must own a selection of leadership skills to be effective. One of the critical characters of management is to generate a work environment that will commend the organization to employees. Leaders effect a group of persons to work together to accomplish a common goal (Eliophotou Menon, 2014). In the current business world, it is essential for organizations to form new techniques and gain new thoughts how the administration could keep working and create their business and stay aggressive. Expanding rivalry between the organizations is convincing them to gradually move far from their bureaucratic administration style to a correspondence administration style (Gyawali, 2017). Accordingly, Howladar, Rahman& Uddin (2018) indicated that leaders' confidence and dependence on their employees can increase according the quality of their current behavioural characteristics, because leaders will note that the performance of employees is consistent with their participation in the decision-making process as an ongoing practice as well as leaders' willingness to promote a culture of involvement was linked to their trust in their employees. Their study also showed that the most satisfied employees are those who enjoy a high degree of trust and honesty with their leaders as well as a high degree of involvement and encouragement from their supervisors.

### **3.2 Psychological Ownership**

Psychological ownership is an employee's psychological phenomenon through which he/she develops feelings of possession towards a particular purpose (Kuruppuge & Gregar, 2017). From the point of view of transformational leaders, psychological ownership means how employees feel responsible for organizational decision-making (Rezaei & Beheshtifar, 2017). The concept of psychological ownership carries a strong addition to research by providing a means of exploring the social and behavioural dynamics that sometimes flow from employees feeling a sense of loyalty to the organization in which they work. Addressing psychological ownership towards the job and studying its relationship to the leadership and psychological empowerment of workers and their performance in institutions is considered an important step towards a deeper understanding of employees and the circumstances surrounding their work, and overcoming the problems that hinder their work. Furthermore, most leaders and managers suffer from poor ability to manage the emotional and psychological side of employees in the work environment. Neglecting the impact of the emotional side on the work environment is the main reason for leaving employees to work in a particular company, even if their salaries are high (Potdar, Guthrie, Gnoth & Garry, 2018). It also reduces productivity, creativity and the desire to find appropriate solutions to work problems, which negatively affects organizational performance. In other words, the ideal environment for work contributes to raising the performance and efficiency of employees as well as effectively increasing their productivity, which is reflected in the development and growth of the organization (Lu, Liu & Zhao, 2017).

### **3.3 Working Environment**

Working environment can be defined as a place or location such as office site and building facilities equipped with safe, secure and healthy environment which make

employees happy and satisfied to perform, which enhances organizational performance (Massoudi & Hamdi, 2017). The work environment is the main means of improving performance, increasing productivity, and enhancing employees' satisfaction. This depends on what employees see according to their perceptions, which differ from one individual to another. Active management is keen to identify these factors and their relationship to other factors, which contributes to a positive work environment that help achieve employees' satisfaction and improve their performance (Bushiri, 2014). When employees find a good working environment, they will feel desirable all the time, which makes them give the best of capabilities. In other words, the ideal environment for work contributes to enhancing the performance of employees as well as effectively increasing their productivity, which is reflected in the development and growth of the organization, thus, their loyalty to organization. There is no doubt that bad condition in the work environment, as well as psychological stress on employees, affect employees in terms of their desire to work. Generally, organizations seek to improve and develop a work environment because it has a large role in employees' commitment towards their organizations (Gulluce, Kaygin, Kafadar & Atay, 2016). When employees find the best working environment, they will feel that they belong to it and that they are desirable individuals thus will provide all their ability and potential energy (Luu, 2017). Employees today need an environment that unleashes their abilities and talents, and in their hands all possible tools for success. If organizations adopt outdated and non-motivating methods, employees will go to other institutions or organizations. This motivational environment is the language that leaders must learn to achieve organization's success, motivate employees to do their best, and keep pace with the fierce competition enjoyed by today's markets.



There is no doubt that the ideal working environment has contributed to maximize employees' performance and motivation as well as increase their productivity (Raziq& Maulabakhsh, 2015). A highly motivated environment is a necessity that cannot be delayed or compromised as an inherent right of employees and a means of best results for the organization. Thus, working environment that allows the employee to build internal and external relationships leads to a high level of organizational performance (Luu, 2017).

### **3.4 Employee Involvement**

Employee involvement is the integration of employees mentally and emotionally in the positions of the organization, which encourages them to achieve the organization's objectives and assume the responsibilities entrusted to it (Chandani, Mehta, Mall & Khokhar, 2016). It Employee involvement takes on different dimensions, such as encouraging employees to debate and brainstorm, as well as an active contribution that plays a major role in the decision-making process of preparing and implementing change plans. Employee involvement also helps managers diagnose problems that arise and understand the different levels of employee awareness of change processes. This approach is helpful in increasing the integration and acceptance of employees (Butali & Njoroge, 2018). Employee involvement leads to achieving mutual trust between the manager and the members of the organization on the one hand, and between the organization and the audience that deals with it on the other hand. Employee involvement has an impact on the development of administrative leaders at the lowest levels of organization and increases their sense of responsibility and their understanding of the goals of the organization and makes them more willing to accept the problems and implement the decisions who already participated in making them, which helps to raise the morale of members of the organization and satisfy the need for respect and self-affirmation.

Moreover, employee involvement and integration is an empowering process to participate in administrative decision-making and improvement activities appropriate to their levels in the organization (Jha, 2014). The correct implementation of employee involvement contributes to changing the relationship between individuals and institutions, as employees are real business partners to make institutions successful (Lazauskaite-Zabielske, Urbanaviciute & Rekasiute Balsiene, 2018).

### **3.5 Incentives**

Incentives has the great role in motivating employees to work, improving their performance, increasing their production in terms of quality and quantity, and enhancing their productivity. Incentives are measured to be the most significant constituent of job satisfaction even though this has not been establish to be true. Employees are more interested with work in an environment that makes them enjoy (Merriman, Sen, Felo & Litzky, 2016). Therefore, lack of financial incentives leads to making employees work inefficiently and ineffectively, this affects their achievements, increasing conflicts between employees, leading to directing their behaviour to achieve goals individually, spreading obstacles to the completion of work, this lead to increasing turnover rates and absence, lacking employees' needs of all kinds, especially the sense of appreciation and respect, lacking a spirit of justice among employees within the organization, and reducing the spirit of cooperation among employees (Mokhniuk, 2016).Furthermore, the system of incentives offered by organizations to their employees play a key role in increasing their motivation. When incentives are tied to individual and collective performance, employees will tend to do more to increase their performance. When employees work hard to achieve the organization's goals and get nothing in return, they lose their enthusiasm for work.

It is easy to underestimate the importance of employee satisfaction, in particular, the most enthusiastic employee (Zeng, Zhou & Shen, 2018).

### **3.6 Employee Motivation**

Employee motivation is the effective way in which change occurs, the development of work, and the correction of its path, by introducing new and effective elements and methods of work and its mechanism to increase vitality in it. By employee motivation, many constructive proposals emerge as well as the many methods of improvement that address deficiencies that are evident in the work (Nabi, Islam, Dip & Hassain, 2017). Furthermore, employee motivation contributes to making the business more sophisticated, and this is reflected positively on the performance of operations in the organization, in addition to enhancing employee self-esteem, which increases their interest in business growth. Employee motivation is the strength that permanently induces to move and do things, as it is psychological procedures that cause the arousal, guidance, and continuation of voluntary actions that are aim directed (Khan, Ahmed, Paul & Kazmi, 2017). As employee motivation leads to positive results in the organizational outputs represented by increasing production and improving the quality, job satisfaction, self-esteem and cooperation, promoting commitment to the objectives of the organization, and reducing the turnover and absence, which in turn will reflect on creating a positive regulatory environment, since employees' sense of the organization's interest in their ideas and contributions through participation and mutual trust will be reflected in the practice of behaviours that support organizational goals, such as compliance and non-formal behaviours (Mustafa, Martin & Hughes 2016).

### **4. Research Problems and Questions**

Many organizations suffer from the problem of poor employee performance in view of their inability to provide an appropriate and ideal working environment,

where employees feel comfortable, appreciated and respected. In this regard, ALHussain (2011) stated that there are some barriers such as weak organizational management and organizational problems in Saudi Arabia in which these barriers are because of weak organizational performance. Employees in gold industry in Saudi Arabia, like other sectors, need a certain level of incentives, both material and moral, to raise the level of performance and motivate them to make maximum effort, which would improve organizational performance at whole. In addition, the lack of adequate incentives for diligent employees may negatively affect their performance, leading to their poor productivity, and thus reduce the opportunity to achieve the desired organization's objective (Singh & Twalo, 2015). Therefore, gold companies in Saudi Arabia need to improve and develop the capabilities and skills of their employees in order to accomplish their tasks efficiently making them feel motivated, and thus increasing their performance (ALHussain, 2011). According to ALHussain (2011), there is a situation of discontent and frustration among most employees in Saudi Arabia as a result of and unfair working environment. Some employees have some weaknesses in their workplace skills, so they need training and development programs (Shahin et al., 2014). Having discussed relevant literature regarding the construct of organizational performance, it can be noted that the construct has been studied by quite a number of studies, however, less number of research if at all, had emphasized the relationship between organizational performance and any leadership behaviour, particularly the transformational leadership behaviour which is the hypothesized independent variable of this research. Furthermore, very limited numbers of studies have focused on the association between transformational leadership behavior and organization performance in the developing countries especially Saudi Arabia (Khalili, 2017). Based on that, the researcher raises the following questions:

1. *To which extent can transformational leadership behaviour effect on organizational performance in the context of gold industry in Saudi Arabia?*
2. *To which extent can psychological ownership effect on organizational performance in the context of gold industry in Saudi Arabia?*
3. *To which extent can working environment effect on organizational performance in the context of gold industry in Saudi Arabia?*
4. *To which extent can employee involvement effect on organizational performance in the context of gold industry in Saudi Arabia?*
5. *To which extent can incentives effect on organizational performance in the context of gold industry in Saudi Arabia?*
6. *To which extent can employee motivation effect on organizational performance in the context of gold industry in Saudi Arabia?*

## 5. Proposed Conceptual Framework and Hypotheses

After reviewing several theories that dealt with research variables namely, this study chosen social exchange theory that can support the linkage between the research variables. This study came to collect the largest number of variables that were put forward in previous theories, which aims to build a theoretical framework that is compatible with all sectors, not just the gold industry in Saudi Arabia. Social acceptance plays a major role in the exchange of interactions and relationships, thus social exchange theory must be subject to the effects of general administrative social controls and social norms and values to establish or terminate any exchange relationship (Redmond, 2015). In order to be legitimate, social exchange must be the desire and conviction of the parties and mutual recognition of their existence and the need for each other. Therefore, figure 1 below captures the relationships between the constructs and proposed hypotheses guiding the research.

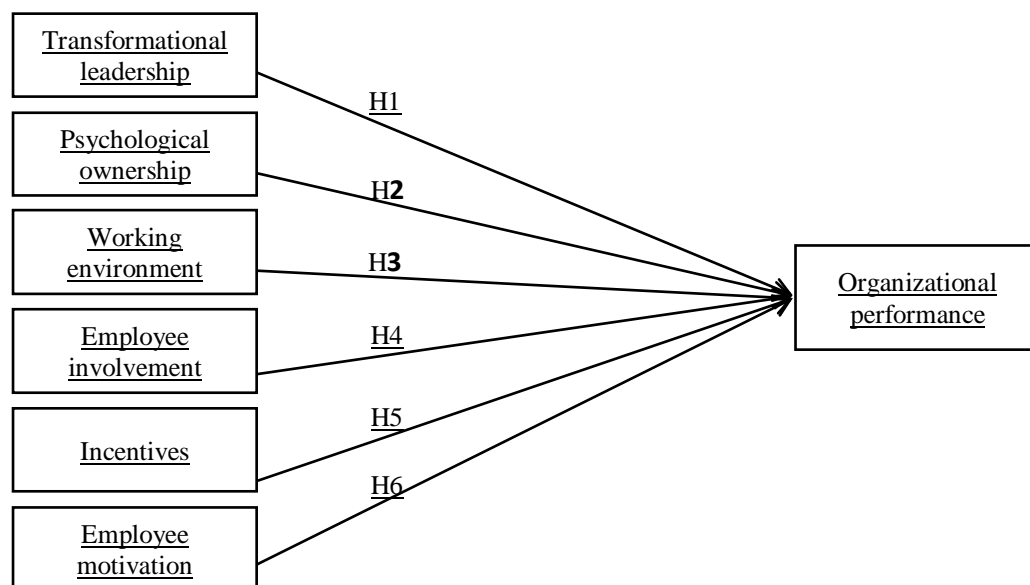


Figure 1: A Proposed Conceptual Framework.

Based on the above, this research consists of six major hypotheses, which are:

**The first main hypothesis (H1): Transformational leadership behaviour significantly affects organizational performance in the Saudi Arabian gold industry.**

**The second main hypothesis (H2): Psychological ownership significantly affects organizational performance in the Saudi Arabian gold industry.**

**The third main hypothesis (H3): Working environment significantly affects organizational performance in the Saudi Arabian gold industry.**

**The fourth main hypothesis (H4): Employee involvement significantly affects organizational performance in the Saudi Arabian gold industry.**

**The fifth main hypothesis (H5): Incentives significantly affect organizational performance in the Saudi Arabian gold industry.**

**The sixth main hypothesis (H6): Employee motivation significantly affects organizational performance in the Saudi Arabian gold industry.**

## **6. Research Methodology**

In this paper, a quantitative approach was used in order to gather accurate data and offer a clear and full detail of phenomena under study. Since it's realistic and precise description is essential to clarify the examination of the research subject. The study population is defined as all managers of gold shops in Jeddah, it is divided into 840 managers (840 shops), 20 managers (2 large factory), and 300 managers (150 small factories), as the total population is 1160 managers. Accordingly, there will be the minimum required sample size as 250 managers, with a percentage of 21.55%. The

primary data sources for this research was a questionnaire, where it is considered as a relevant and easy way of collecting data. As the questionnaire consists of two sections, as the first Section: related to personal demographic data, including gender, age, educational level, and years of working experience, while the second section comprises of research variables, including transformational leadership behavior, psychological ownership, working environment, employee involvement, incentives, employee motivation, and organizational performance.

The questionnaire was filled online on SurveyMonkey website by managers in gold industry, where the number was 273, 23 were excluded because they contain incomplete information. Finally, 250 questionnaires were analysed with a response rate of 91.58%. Given the frequency of the study sample, which is a total of 250, table 1 shows that the number of males reached 217 and by 86.8 percent, while the number of female reached 33 and by 13.2 percent, it is noted that the majority of the sample is male. Moreover, the number of sample of the age distribution of 20 to 29 was 34 and by 13.6 percent, from 30 to 39 was 89 and by 35.6 percent, from 40 to 49 was 68 and by 27.2 percent, from 50 to 59 was 39 and by 15.6 percent, and above 60 years old was 20 and by 8.0 percent. Also, the number of sample of high school education level reached 38 and by 15.2 percent, bachelor degree reached 146, and by 58.4 percent, master degree reached 49 and by 19.6 percent, and doctoral degree reached 17 and by 6.8 percent. In addition, the number of sample of years of working experience from 1 to 5 was 38 and by 15.2 percent, from 6 to 10 was 76 and by 30.4 percent, from 11 to 15 was 92 and by 36.8 percent, and more than 15 years was 44 and by 17.6 percent.



**Table 1: Demographic Characteristics of Respondents (N= 250).**

Variable	N (%)
<b>Gender</b>	
Male	217 (86.8%)
Female	33 (13.2%)
<b>Age</b>	
20-29	34 (13.6%)
30-39	89 (35.6%)
40-49	68 (27.2%)
50-59	39 (15.6%)
+60	20 (8.0%)
<b>Educational Level</b>	
High School	38 (15.2%)
Bachelor Degree	146 (58.4%)
Master Degree	49 (19.6%)
Doctoral Degree	17 (6.8%)
<b>Years of Working Experience</b>	
1-5	38 (15.2%)
6-10	76 (30.4%)
11-15	92 (36.8%)
>15	44 (17.6%)

## 6.1 Validity and Reliability

In this research, Cronbach alpha coefficient was calculated to measure the questionnaire variables and verify their validity, which means the strength of the correlation between the measurement paragraphs. In addition, the Alpha coefficient is given with a good estimate of reliability. In this research, the Cronbach alpha equation was applied to verify the reliability of the questionnaire. Although there are no standards

for the appropriate alpha values, in practice, alpha that is greater than 60.0 is considered acceptable. The table 2 shows the Cronbach's alpha values for the study variables, as organizational performance variable obtained the highest value, which reached 0.972, while work environment variable obtained the lowest value, which reached 0.789. The questionnaire as a whole obtained a value of 0.972, which reflects the consistency of all the paragraphs of the questionnaire.

**Table 2: Cronbach's Alpha for the Questionnaire.**

Scale	Item number	Cronbach's Alpha (%)
<b>Transformational Leadership Behaviour</b>	6	0.790
<b>Psychological Ownership</b>	5	0.792
<b>Working Environment</b>	5	0.789
<b>Employee Involvement</b>	5	0.825
<b>Incentives</b>	5	0.818
<b>Employee Motivation</b>	5	0.825
<b>Organizational Performance.</b>	8	0.878
<b>Entire Questionnaire</b>	<b>47</b>	<b>0.972</b>

## 6.2 Descriptive Statistics

The results of the descriptive statistical analysis of the questionnaire statements are presented by determining the mean and standard deviations. Therefore, the degree of response or non-response of sample to the

statements is determined, including transformational leadership behaviour, psychological ownership, working environment, employee involvement, incentives, employee motivation, and organizational performance.

**Table 3: Transformational Leadership Behaviour.**

Statement	Mean	SD
1. I'm seeking for developing employees' skills and performance to ensure the organization's success.	4.05	0.748
2. I inspire others with my plans for the future.	4.35	0.731
3. I lead by "doing," rather than simply by "telling".	4.28	0.756
4. I show the employees that I expect a lot from them.	4.28	0.750
5. I show respect for the feelings of my employees.	4.18	0.729
6. I personally complement employees when they do outstanding work.	4.12	0.699
<b>Total Mean and Standard Deviation</b>	<b>4.21</b>	<b>0.514</b>

The table 3 shows that transformational leadership behaviour dimension obtained a mean estimated at (4.12) with a standard deviation of (0.514), in general, statements tend to an excellent degree. As statement 2, which states "I inspire others with my plans for the future", has obtained the highest mean, while statement 1, which states "I'm seeking for developing employees' skills and performance to ensure the organization's success" has obtained the lowest mean. This confirms that the transformational leader must

have a clear and ambitious vision that represents the potential future image of the organization. As well as the transformational leader encourages employees in all ways and means to adopt and adhere to this vision. As the transformational leader chooses the model of appropriate change for organization among the available intellectual models that have proved to be effective under certain circumstances, which are appropriate to the circumstances under which employees operate.

**Table 4: Psychological Ownership.**

Statement	Mean	SD
1. I feel I need to protect my ideas from being used by others in my organization.	4.04	0.759
2. I am confident in my ability to contribute to my organization's success.	4.44	0.698
3. I am confident I can make a positive difference in this organization.	4.30	0.701
4. I would not hesitate to tell my organization if I saw something that was done wrong.	4.22	0.712
5. I am totally comfortable being in this organization.	4.14	0.737
<b>Total Mean and Standard Deviation</b>	<b>4.23</b>	<b>0.534</b>

The table 4 shows that psychological ownership dimension obtained a mean estimated at (4.23) with a standard deviation of (0.534), in general, statements tend to an excellent degree. As statement 2, which states "I am confident in my ability to contribute to my organization's success", has obtained the highest mean, while statement 1, which states

"I feel I need to protect my ideas from being used by others in my organization" has obtained the lowest mean. The researcher believes that managers may have a higher level of psychological ownership, so managers feel they are an important part of the organization, since they try to make an effort to improve the performance of their organizations.

**Table 5: Working Environment.**

Statement	Mean	SD
1. I foster collaboration among work groups.	4.10	0.710
2. I feel that workload is equally distributed among employees.	4.30	0.797
3. I provide a safe and healthful work environment.	4.42	0.725
4. I remove barriers to happiness at work.	4.26	0.733
5. I solve problems at work before they happen.	4.07	0.722
<b>Total Mean and Standard Deviation</b>	<b>4.23</b>	<b>0.544</b>

The table 5 shows that working environment dimension obtained a mean estimated at (4.23) with a standard deviation of (0.544), in general, statements tend to an excellent degree. As statement 3, which states “I provide a safe and healthful work environment”, has obtained the highest mean, while statement 5, which states “I solve

problems at work before they happen”, has obtained the lowest mean. The researcher believes that employees in gold shops work in a suitable and fair environment, as that there is cooperation among all, which gives an atmosphere of comfort on the performance of employees.

**Table 6: Employee Involvement.**

Statement	Mean	SD
1. I get my employees to attend and participate in meetings.	4.14	0.717
2. I am comfortable sharing my problem with my employees.	4.41	0.740
3. I give my employees the freedom to make my own decisions at work.	4.32	0.787
4. I listen to employee’s ideas.	4.10	0.800
5. I remove barriers to employee participation.	4.00	0.774
<b>Total Mean and Standard Deviation</b>	<b>4.20</b>	<b>0.586</b>

The table 6 shows that employee involvement dimension obtained a mean estimated at (4.20) with a standard deviation of (0.586), in general, statements tend to an excellent degree. As statement 2, which states “I am comfortable sharing my problem with my employees”, has obtained the highest mean, while statement 5, which states “I

remove barriers to employee participation”, has obtained the lowest mean. The researcher believes that dialogue and employees’ involvement are the one of the most effective ways to achieve the sustainability of organization, improve employees’ performance, and increase profit.

**Table 7: Incentives.**

Statement	Mean	SD
1. I think that my employees feel appreciated.	4.08	0.777
2. I think that my employees have a prestigious job.	4.35	0.818
3. I think that my employees have equal opportunities to promote.	4.30	0.833
4. I usually offer a paid vacation to my employees.	4.16	0.812
5. I create employee bonus and incentive programs.	4.05	0.820
<b>Total Mean and Standard Deviation</b>	<b>4.19</b>	<b>0.618</b>

The table 7 shows that incentives dimension obtained a mean estimated at (4.19) with a standard deviation of (0.618), in general, statements tend to an excellent degree. As statement 2, which states “I think that my employees have a prestigious job”, has obtained the highest mean, while statement 5,

which states “I create employee bonus and incentive programs”, has obtained the lowest mean. The researcher believes that the incentives positively affect employees’ performance, because of the reflections of happy impressions, especially when they feel that the work has been appreciated.

**Table 8: Employee Motivation.**

Statement	Mean	SD
1. I stimulate employees to rethink the way they do things.	4.04	0.732
2. I motivate employees to set their own goals.	4.42	0.709
3. I motivate employees with opportunities for growth at work.	4.37	0.728
4. I always give positive feedback when employees perform well.	4.16	0.718
5. I Identify and encourage employees’ key strengths and address their weakness.	4.07	0.760
<b>Total Mean and Standard Deviation</b>	<b>4.21</b>	<b>0.560</b>

The table 8 shows that employee motivation dimension obtained a mean estimated at (4.21) with a standard deviation of (0.560), in general, statements tend to an excellent degree. As statement 2, which states “1 motivate employees to set their own goals”, has obtained the highest mean, while statement 1, which states “I stimulate employees to

rethink the way they do things”, has obtained the lowest mean. The researcher believes that motivating employees contributes to making the work in the organization more sophisticated, and raising morale among employees, as they feel they have value in the workplace, and an important role in the success that has been achieved.

**Table 9: Organizational Performance.**

Statement	Mean	SD
1. The number of services offered has increased during the last year.	4.16	0.738
2. The quality of services offered has improved.	4.43	0.774
3. Generally clients and consumers are satisfied with the services provided.	4.30	0.766
4. Speed and accuracy of service offered to customers have improved over time.	4.22	0.722
5. Overall, the time delivery of services has improved dramatically.	4.15	0.768
6. Objectivity and transparency to solve customers’ problem.	4.22	0.778
7. Organizations follow strategies for achieving competitive advantage.	4.16	0.729
8. Organizations promote economic growth and prosperity.	4.17	0.714
<b>Total Mean and Standard Deviation</b>	<b>4.23</b>	<b>0.550</b>

The table 9 shows that organizational performance dimension obtained a mean estimated at (4.23) with a standard deviation of (0.550), in general, statements tend to an excellent degree. As statement 2, which states “The quality of services offered has improved”, has obtained the highest mean, while statement 5, which states “Overall, the

time delivery of services has improved dramatically”, has obtained the lowest mean. The researcher believes that managers are keen to raise the performance of their organizations by improving the service provided to customers, service time, and the quality of services.

### 6.3 Research Hypotheses

Regression analysis was used to test the research hypotheses as shown in the tables below.

**The first main hypothesis (H1): Transformational leadership behaviour significantly affects organizational performance in the Saudi Arabian gold industry.**

**Table 10: Results of the Regression Analysis – The Effect of Transformational Leadership Behaviour on Organizational Performance.**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	36.613	1	36.613	233.804	.000 <sup>b</sup>
Residual	38.836	248	.157		
Total	75.450	249			

$R^2=.485$        $R^2(\text{adj})=.483$

It is clear from the table 10 that the simple regression model to represent the effect of transformational leadership behaviour on organizational performance in the Saudi Arabian gold industry is significant. The calculated value of F is equal to 233.804, as transformational leadership behaviour explains 48.5% of organizational performance. Moreover, the table shows that Sig. value is

0.000, which is less than 0.05, leading to acceptance of the first main hypothesis. This result is consistent with Velu et al. (2017); Mahsud & Hao (2017).

**The second main hypothesis (H2): Psychological ownership significantly affects organizational performance in the Saudi Arabian gold industry.**

**Table 11: Results of the Regression Analysis – The Effect of Psychological Ownership on Organizational Performance.**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	46.735	1	46.735	403.641	.000 <sup>b</sup>
Residual	28.714	248	.116		
Total	75.450	249			

$R^2=.619$        $R^2(\text{adj})=.618$

It is clear from the table 11 that the simple regression model to represent the effect of psychological ownership on organizational performance in the Saudi Arabian gold industry is significant. The calculated value of F is equal to 403.641, as psychological ownership explains 61.9% of organizational performance. Moreover, the table shows that Sig. value is 0.000, which is less than 0.05, leading to acceptance of the second main

hypothesis. The results of this study are consistent with Kuruppuge & Gregar (2017); Lu et al. (2017).

**The third main hypothesis (H3): Working environment significantly affects organizational performance in the Saudi Arabian gold industry.**



**Table 12: Results of the Regression Analysis – The Effect of Working Environment on Organizational Performance.**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	45.104	1	45.104	368.611	.000 <sup>b</sup>
Residual	30.346	248	.122		
Total	75.450	249			

$R^2=.598$        $R^2(\text{adj})=.596$

It is clear from the table 12 that the simple regression model to represent the effect of working environment on organizational performance in the Saudi Arabian gold industry is significant. The calculated value of F is equal to 368.611, as working environment explains 59.8% of organizational performance. Moreover, the table shows that Sig. value is 0.000, which is less than 0.05, leading to acceptance of the third main hypothesis. The

results of this study are consistent with Massoudi& Hamdi (2017); Bushiri (2014).

**The fourth main hypothesis (H4): Employee involvement significantly affects organizational performance in the Saudi Arabian gold industry.**

**Table 13: Results of the Regression Analysis – The Effect of Employee Involvement on Organizational Performance.**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	49.583	1	49.583	475.385	.000 <sup>b</sup>
Residual	25.867	248	.104		
Total	75.450	249			

$R^2=.657$        $R^2(\text{adj})=.656$

It is clear from the table 13 that the simple regression model to represent the effect of employee involvement on organizational performance in the Saudi Arabian gold industry is significant. The calculated value of F is equal to 475.385, as employee involvement explains 65.7% of organizational performance. Moreover, the table shows that Sig. value is 0.000, which is less than 0.05, leading to acceptance of the fourth main

hypothesis. The results of this study are consistent with PratimaSarangi& Nayak (2018); Chandani et al. (2016).

**The fifth main hypothesis (H5): Incentives significantly affect organizational performance in the Saudi Arabian gold industry.**

**Table 14: Results of the Regression Analysis – The Effect of Incentives on Organizational Performance.**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	50.038	1	50.038	488.343	.000 <sup>b</sup>
Residual	25.411	248	.102		
Total	75.450	249			

$R^2=.663$        $R^2(\text{adj})=.662$

It is clear from the table 14 that the simple regression model to represent the effect of incentives on organizational performance in the Saudi Arabian gold industry is significant. The calculated value of F is equal to 488.343, as incentives explains 66.3% of organizational performance. Moreover, the table shows that Sig. value is 0.000, which is less than 0.05, leading to acceptance of the fifth main

hypothesis. This is consistent with Chepkemoi (2018); Merriman et al. (2016).

**The sixth main hypothesis (H6):  
Employee motivation significantly affects  
organizational performance in the Saudi  
Arabian gold industry.**

**Table 15: Results of the Regression Analysis – The Effect of Employee Motivation on Organizational Performance.**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.610	1	55.610	695.135	.000 <sup>b</sup>
	Residual	19.840	248	.080		
	Total	75.450	249			

$R^2=.737$        $R^2(\text{adj})=.736$

It is clear from the table 4.15 that the simple regression model to represent the effect of employee motivation on organizational performance in the Saudi Arabian gold industry is significant. The calculated value of F is equal to 695.135, as employee motivation explains 73.7% of organizational performance. Moreover, the table shows that Sig. value is 0.000, which is less than 0.05, leading to acceptance of the sixth main hypothesis. The results of this study are consistent with Kumari& Thapliyal (2017); Abusharbeh& Nazzal (2018).

## 7. Discussion

The results showed that transformational leadership behavior has a large effect on organizational performance. This is a logical result, as transformational leadership behavior is based on motivation, so the transformational leaders provide extraordinary incentives to their followers, which raise morale, energize the rule of values, and stimulate their thinking to find new and creative remedies for the problems they face while carrying out their work, which reflects positively on organizational performance. Moreover, the transformational leadership

behavior focuses on encouraging intellectual and creative subordinates and turning their own concerns into an integral part of the organization's supreme mission. In addition, the transformational leadership behavior develops employee performance, continuously improves their skills, encourages collaborative teamwork, reduces professional isolation, supports cultural changes, sets objective criteria for measuring performance, and establishes professional culture, all to improve the overall performance of the organization.

Leaders affect the effectiveness of organizations throughout their followers. Leadership can have a huge impact on attracting employees inside the institution. Nevertheless, Transformational leadership confines the leader to use reward based behaviours to fulfil elevated performance from employees, which merely have short-term influences. Transformational leadership calls for broader and new energies between followers, as followers would like to share the values and goals of group and this increases their motivation. It is found that employees who possess positive connections with their managers have improved engagement levels.

In addition, it is found that the usage of a transformational leadership style guides to improve the commitment of organization and job satisfaction, and it is found that a leader who concentrates on trust development and relationship building improves the level of engagement. Transformational leaders immediately affect the level of engagement of their employees, and they are able to meet the work and human requirements of their employees. Leaders are the persons in the institution who set the culture and tone. Efficient leaders have the ability to affect his or her followers to fulfil the organization goals. There is an obvious dissimilarity among leaders and managers. Whereas managers produce consistency and order, leaders create transform and stimulate their employee constructing the relationship between a leader and his/her followers needs an appreciation from the leader for the personal values of those who would be eager to offer their talents and energy to achieve the objectives that are shared. Many leadership theories have improve in order to identify the characteristics, traits, and styles of diverse leaders and leadership styles.

So, the researcher believes that building and developing transformational leadership in the gold sector in Saudi Arabia at various organizational levels is an essential element for improving organizational performance, as gold shops managers can achieve this by implementing programs to train employees on transformational leadership behaviors, which avoid them to adhere to the typical solutions or speed up judgments. These programs can include the main dimensions of transformational leadership behavior which are idealized influence, inspirational motivation, intellectual stimulation, and individual considerations. Also, transformational leadership is capable of communicating the message of the organization and its future vision clearly to individuals and motivating them by demonstrating high ethical behaviors, building trust and respect between the two parties, and facing the challenges and modern

developments, which influence employees' behaviors and overall organizational performance.

The results showed that psychological ownership has a large effect on organizational performance. As psychological ownership is the basis of organizational excellence and a positive psychic resource that can be measured and developed to achieve organizational competitive advantages and effective performance. The employees' psychological ownership is closely related to their need for competence, which means that it expresses its need to perform a particular task in the best possible way, which reflects positively on organizational performance. The researcher believes that working in gold shops makes employees feel their responsibilities towards customers and community and achieves an appropriate social status. This reflects on the psychological aspects of employees, which makes them more responsive to job, and more acceptable to the pressures and challenges, thus, organizational performance will evolve forward. On the other hand, gold shop managers should be aware of the importance of developing a sense of psychological ownership, so they practice certain behaviors to promote it and take some decisions that develop employees' sense of psychological ownership. Thus, the researcher believes that if supportive leadership is available for employees' sense of psychological ownership of their jobs, this may improve their job performance.

The results showed that working environment has a large effect on organizational performance. The ideal environment for work contributes to raising the performance and efficiency of employees as well as effectively increasing their productivity, which is reflected in the development and growth of the organization. The importance of improving the work environment has become a major strategy in companies. It is one of the important strategies and requirements of the successful administrative system that is keen to adopt it.

Furthermore, organizational structure in the workplace determines the employees' career behavior and ethics at work and affects their values, trends, satisfaction, and performance. In addition, a positive work environment helps the success of the organization, as the impressions and perceptions of employees on the work environment are an incentive for work, achievement and morale.

The results showed that employee involvement has a large effect on organizational performance. Employee involvement is of great importance, especially in increasing the level of employee performance and the organization as a whole. It also achieves the importance of the employee's sense of belonging to the organization and providing opinions and suggestions especially to solve the problems of work as well as to achieve job satisfaction. Employee involvement in decision-making gives them a great value in the organization, inspires them with responsibility, plays a role in management decisions, and gives them the motivation for achievement and innovation, as well as encouraging them to work to achieve the organization's goals. The researcher believes that mature management must share the ideas with employees, and must make clear to employees their decisions, objectives and methods of application, of course, employee involvement effectively requires intelligence and clarity in the dialogue and understanding between management and employees, which enhances organizational performance. Moreover, expanding employee involvement can enrich decisions because they are influenced by diverse information and experiences. The actions taken are more appropriate to the requirements of the situation with which employees interact. As well as that each employee becomes more interested in the situation as long as the decisions and actions taken are affected by, which reflects positively on organizational performance. Finally, the process of involvement is a positive step for all parties, including management, employees, and the performance of the work provided, and

if it applied correctly and appropriately, it contributes to raising the spirit of initiative, creative thinking and proper implementation by all employees in the organization. Furthermore, most employees want to have a role in performance expectations, and inputs that improve performance levels, so it becomes necessary to involve employees in the development of perceptions and proposals, this will increase the sense of responsibility of employees, and thus support organizational performance.

The results showed that incentives has a large effect on organizational performance. If employees are motivated and their efforts appreciated, this will be a strong motivation for improving their performance and productivity. The researcher believes that an appropriate incentive system will contribute to the achievement of several benefits for both employees and gold shops at the same timesuch as increase employees' sense of satisfaction, which improve their productivity, since employees are keen to carry out all the tasks required in a precise manner in order to achieve the desired results, which develop the desire of employees in creativity and innovation. Moreover, incentives are of great importance, they improve the financial status of employees, which increases their desire to accomplish the tasks at highest quality, and pay employees to search for ways to raise their performance. All of this make employees feel the degree of excellence, and increase the desire to develop organizational performance, in addition to increasing the sense of satisfaction. Incentives support the connection between the employee and the organization in which he or she works, through which employees can perform their work at a high productivity level.

The results showed that employee motivation has a large effect on organizational performance. Employee motivation is one of the most important things that each organization seeks to develop. Through the process of motivation, it ensures good results at work and helps employees to achieve a better level in the way they perform their jobs.

Motivating employees encourages them to continue production, by positively influencing their morale, which increases their love and loyalty to the organization, this will ultimately lead to increased productivity, which in turn improving organizational performance. From the point of view of the researcher, employee motivation contributes to the explosion of employees' capabilities and their energies, as motivation leads to increased competition between employees in order to achieve better production and creativity as well as to encourage team spirit and enhance cooperation among them, this will contribute to improving organizational performance. Motivation is of great importance in terms of its impact on performance processes and its development. If used properly, this will not only lead to enhance organizational performance, but will satisfy different employees' needs. The employee's desire to work depends on motivational incentives provided by management, on this basis the relationship between incentives and organizational performance is built, as employee motivation improves performance by increasing production, reducing time waste, focusing on quality, and developing creative energies.

## 8. Conclusion

This paper mainly aims at investigating the effect of transformational leadership behaviour on organizational performance as well as other factors such as psychological ownership, working environment, employee involvement, incentives, and employee motivation take into account their effect on organizational performance. To achieve the objectives of the study, quantitative research approach was applied through a questionnaire specifically designed to collect primary information from the samples of the study. The results showed that transformational leadership behaviour, psychological ownership, working environment, employee involvement,

incentives, and employee motivation significantly affect organizational performance in the Saudi Arabian gold industry. Finally, the researcher recommended ways to promote the concept of transformational leadership behaviour in the gold sector in Saudi Arabia at various administrative levels by holding courses and seminars to highlight the concept, importance and positive impacts of transformational leadership behaviour on the individual, community and organization level.

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