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HOW THE ACTIVATION OF THE ORGANIZATIONAL CHANGE COULD BE AFFECTED BY THE TRANSFORMATIONAL LEADERSHIP? AN APPLIED STUDY FROM BAHRAIN

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ABSTRACT

The aim of this study is to analyze the effect of the transformational leadership on the activation of the organizational change process. Formulation of the research topic was based on previous theoretical models that guided researchers to understand the concept of organizational change activation and how to effect it. Outcomes of the research is based on the analysis of the survey that was given out to a representative sample in the ministry of sixty employees. The paper used SPSS statistical analysis software to perform the statistically tests on the data gathered from the sample. Findings revealed that there is a significant relationship between transformational leadership with its dimensions of inspiring encouragement, intellectual stimulation and individual consideration, and activating the organizational change process in one of the Bahraini ministries. Findings also revealed that there is no significant relationship between transformational leadership (inspiring encouragement, intellectual stimulation and individual consideration), and organizational change in the Ministry of Labor and Social Development in Bahrain that could be attributed to demographic variables such as gender, age, qualification, or years of experience and position.

Contribution/ Originality: This study is one of very few studies which have investigated the effect of transformational leadership on the activation of organizational change in the Bahraini nonprofit organizations. It could initiate a group of papers to investigate that effect on other functions/ variables whether in profit or nonprofit organizations.

1. INTRODUCTION

For many years, organizational change has become the norm, not the exception for many organizations. It is a necessity for organizations seeking to thrive while organizational that do not adopt change cannot survive for a long time in the market. Organizational change has a direct impact on the work life of individuals in the organization which in most cases leads to the development of their desire to participate in the change process.

All organizations in both, public and private sectors, are in need of radical and transformational changes. Often, gradual change and modest improvement will not be enough, so, everything must be done smarter and faster so that these organizations can keep up with the rapid changes that follows.

Organizations that respond to the call for change and take a proactive approach to dealing with these changes have opportunities for continuity and development, while the remaining organizations may have difficulty organizations may have difficulty surviving under uncertainty, ongoing change, increased competition, frequent restructuring, reduced operating budgets and reduced staffing (Bu, 2017).

In order to ensure the success of organizational change, it is essential that employees embrace this change and firmly believe that change will benefit them. In this sense, leaders have acquired an important role because we depend on them to make and sustain this change. Managers are therefore the most important pillars of change, especially as they facilitate its implementation and influence the degree to which their subordinates adopt change.

Creating effective leadership capable of leading the organization in this accelerating and demanding in this accelerating and demanding environment has become the most important requirement, especially the transformational leadership style that inspires its subordinates and helps them to look beyond their abilities and potential while creating their commitment to organizational goals.

Thus, transformational leadership has gained importance as an approved approach to lead the process of organizational change, especially as it creates a sense of trust among subordinates in their leaders, especially as t enhances their intellectual motivation and relies on looking at their individual considerations to support their achievement of organizational goals (Al-Qura'an, 2015).

2. THEORETICAL BACKGROUND

The concept of transformational leadership is a pattern that expands and activates the interests of subordinates and chances their degree of awareness and approval of the group's vision and objectives while expanding their perception interest to the general interest of the organization (Al Hawari, 1999). A transformational manager is an inspiring manager who works with supporters, representatives or groups to recognize the vital changes and make a dream (Al Samman and Al Junaid, 2019).

Transformational leaders are the ones who develop an explicit vision of their facilities and work to create completely new systems that meet the requirements of the future (Al Omari, 2004). Transformational leadership seeks to expand and activate the interests of subordinates and deepen their level of awareness that they look beyond their own interests for the overall benefit of the organization (Al Azmi, 2006). The perception of transformational leadership is related to the concept of ethical transformation of the enterprise. Transformational manager create an ethical climate that drives the organization to achieve a lot of effectiveness (Atta, 2005).

It increases the organization's performance levels and becomes responsive to changes in the work environment and raise the rate of employees confidence in their organization increasing their sense of belonging and inspiring them to reach outstanding performance (Al Azmi, 2006).

There are two main types of transformational leaders which are:

2.1. Reformist Leader

A person who adjusts the current trends of members who resist change in order to comply with the principles of the organization.

2.2. Revolutionary Transformational Leader

A person who conducts a complete process of change in the founding principles and their values. He tends to create modern methods of thinking and achieving a comprehensive renaissance to change the current situation (Al Hawari, 1999).

Organizational change is a shift from an existing situation to a better one, it may become in the form of quality or status of an organization (Al Selmi, 1996). Making adjustments to the policy and objectives of management or in the way of organizational work in order to achieve the appropriate condition to the organization or the development

of organizational and administrative conditions, or the introduction of a new activity that achieves a precedent for the organization and other organizations (Al Louzi, 1998). Working on the transformation of the systems of the organization through the development of the way of implementing the activities to be of better quality. The change may be in the organizational structure, systems or tasks (Al Emian, 2005).

Organizational change management is defined as the identification of planned efforts to meet the desired change objectives using the appropriate manpower recruitment process, available financial resources and available technologies (Al Murad, 2005). Organizational change management is the management approach that monitors the indicators of change in the organizational environment and classifies those indicators related to the activity of the organization among its priorities in order to adapt using practical methods to improve its vision and behavior (Al Hariri, 2011).

3. ANALYTICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

In this paper, an analytical framework is developed to depict the relationship between Transformational Leadership with its dimensions and the Organizational Change, and the relative demographic variable that might affect the responses of the paper sample:
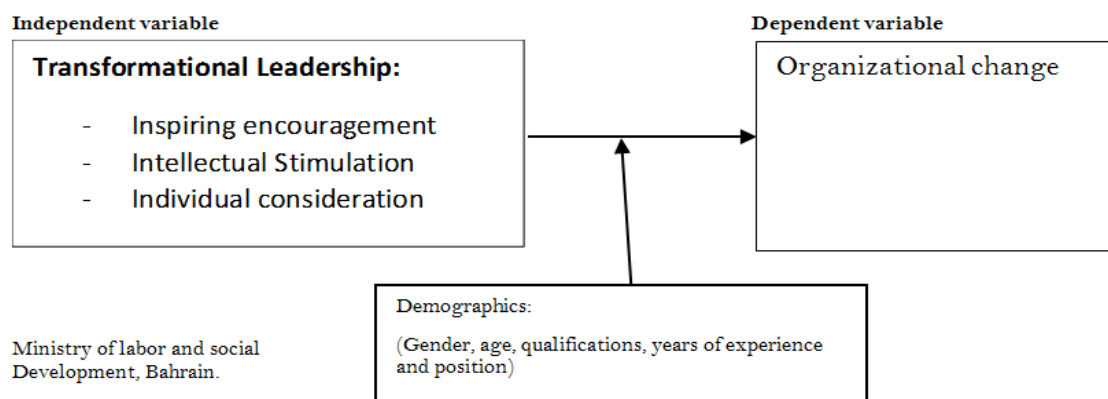

Figure-1. Paper framework.

3.1. Paper Hypotheses

H1: There is a significant relationship between transformational leadership (inspiring encouragement, intellectual stimulation and individual consideration) and organizational change in the Ministry of Labor and Social Development in the Kingdom of Bahrain.

H1₁: There is a significant relationship between inspiring encouragement and organizational change in the Ministry of Labor and Social Development in the Kingdom of Bahrain.

H1₂: There is a significant relationship between intellectual stimulation and organizational change in the Ministry of Labor and Social Development in the Kingdom of Bahrain.

H1₃: There is a significant relationship between individual consideration and organizational change in the Ministry of Labor and Social Development in the Kingdom of Bahrain.

H2: There are significant differences relating to the relationship between transformational leadership between transformational leadership (inspiring encouragement, intellectual stimulation and individual consideration) and organizational change in the Ministry of Labor and Social Development in the Kingdom of Bahrain due to the demographics (gender, age, qualification, years of experience & position).

4. METHODOLOGY

4.1. Data Collection

A five-point Likert scale was used to collect questionnaire survey. A number of 60 questionnaires were circulated and a total of 59 were collected. One of them was incomplete, so we discarded it. Fifty eight were considered with a response of 98.3%.

4.2. Research Population and Sample

The researchers selected a simple random sample (n=60) of employees in the Ministry of Labor and Social Development in the Kingdom of Bahrain out of a population of (964) employees. The sample provided information through filling a survey questionnaires which is considered the core data for this research.

4.3. Response Scale

The study depended upon Likert Scale (Table-1), which is a 5-point scale that offers a range of answer options — from one extreme attitude to another as follows:

Table-1. Used likert scale.

Response	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Level	5	4	3	2	1

The Table 2 was used to determine the weight of each category to be used for the different statements of the survey:

Table-2. Weight of categories.

Average	Weight	Category
1.0-1.8	% 36 - %20	Very low
1.8-2.6	% 52 -% 36	Low
2.6-3.4	% 68 -% 52	Medium
3.4-4.2	% 84 - % 68	High
4.2-5.0	% 100 -% 84	Very high

5. DATA ANALYSIS AND DISCUSSION

5.1. Pearson Correlation Co-Efficient

Statistical results of Pearson correlation are as follows:

Table-3. Pearson correlation co-efficient.

Statement	Correlation Co-efficient	Statement	Correlation Co-efficient
1	0.546	13	0.654
2	0.411	14	0.549
3	0.611	15	0.657
4	0.566	16	0.437
5	0.687	17	0.471
6	0.659	18	0.597
7	0.511	19	0.533
8	0.724	20	0.654
9	0.387	21	0.429
10	0.544	22	0.652
11	0.647	23	0.652
12	0.574		
13	0.429		

Table 3 shows that all correlation coefficients are significant at the level (0.01) which indicates the validity of the scale.

5.2. Reliability

The data were analyzed using SPSS and statistical results of Cronbach alpha are as follows:

Table-4. Cronbach alpha.

Reliability statistics		
Dimensions	No. of statements	Cronbach's alpha
Transformational leadership	15	0.929
Organizational change	8	0.823
Total	23	0.876

Table 4 shows that the Cronbach's alpha is 0.876. This results indicates a high level of internal consistency for the research questionnaire with this specific sample which confirms that the measurements used in this research indicates a high level of internal consistency for the research questionnaire.

5.3. Analysis of the Demographic Variables of the Research

5.3.1. Gender Variable

Table-5. Sample gender variable.

Variable	Number	Percentage
Males	20	36%
Females	36	64%
Total	56	100%

It is clear from the analysis of the research sample by gender, that there is a variation in the number of categories of the research sample for both genders where the number of females was significantly higher than the number of males by almost double, which reflects the structure of jobs in the ministry by gender, the majority of employees are females.

5.3.2. Age Variable

Table-6. Sample age variable.

Variable	Number	Percentage
Less than 20 years	7	12%
20 − 30 years	10	18%
31 − 41 years	24	44%
41 − 50 years	11	19%
More than 51 years	4	7%
Total	56	100%

The analysis of the research sample by age shows that there is a difference between the number of age groups of employees and the largest number of the age group was that of (31 − 40 years) by (44%) of the total research sample and the lowest number for the age groups was (51 years and above), which explains that the ministry depends on employees belonging to middle age and not elderly.

5.3.3. Qualification Variable

Table-7. Sample qualification variable.

Variable	Number	Percentage
High school and less	8	15%
Diploma	14	24%
Bachelor	30	53%
Post studies	4	8%
Total	56	100%

The analysis of the research sample according to qualification shows that the largest percentage hold a bachelor's degree by 53%, followed by holders of diploma 24%, qualification 15% and post graduates 8%.

5.3.4. Years of Experience Variable

Table-8. Sample experience variable.

Variable	Number	Percentage
Less than 5 years	8	15%
5 − 10 years	21	37%
11 − 15 years	17	30%
15 years and above	10	18%
Total	56	100%

It is clear from the analysis the research sample according to the variable of years of experience that the staff with years of experience (5 − 10 years) were the highest with a percentage of (37%) followed by those of (11 − 15 years) with a percentage of (30%), then those of (15 years and above) with a percentage of (18%) and finally less than five years with percentage of (8%).

5.3.5. Position Variable

Table-9. Sample position variable.

Variable	Number	Percentage
An employee	46	82%
Specialist	5	9%
Head of department	3	6%
Director	2	3%
Total	56	100%

It is clear from the analysis of the research sample according to the position variable that the vast majority of the sample were employees with a percentage of (82%), followed by the specialists with a percentage of (9%), then the heads of the departments with a percentage of (6%) and finally the directors with a percentage of (3%). This can be explained that the employees are the concerned category of research, as they are the target to identify their views in any of the dimensions of transformational leadership is the most effective to promote the organizational change in the ministry.

5.4. Analysis of Sample Answers to the Questionnaire Variables

5.4.1. Analysis of Sample Answers to the Questionnaire Variable (Transformational Leadership Inspiring Encouragement) (n= 56)

The below table shows the belief of officials in the Ministry of the impact of cooperation between the team members and the effectiveness of their coordination of the teams working in the ministry, and also shows the failure of officials to explain the future vision for their subordinates.

As for the general average of inspiring encouragement statements, it reached (3.25), which shows that the opinions of the research sample were moderate on this dimension.

Table-10. Analysis of the dimension of inspiring encouragement.

Sr.	Statement	Mean	Standard deviation	Ranking	Mean interpretation
1	My boss enhances the participation and cooperation of all staff	4.50	0.654	1	Strongly agree
2	My Manager highlights the value of what his subordinates do in achieving organizational goals	4.25	0.678	2	Agree
3	My manager speaks optimistically about future prospects	2.50	0.639	4	Neutral
4	My boss talks enthusiastically about that needs to be done	3.00	.0557	3	Neutral
5	My manager works to create a persuasive future vision	2.00	0.833	5	Disagree
General Average		3.25	0.455	–	Neutral

5.4.2. Analysis of Sample Answers to the Questionnaire Variable (Transformational Leadership, Intellectual Stimulation) (N=56)

Table-11. Analysis of the dimension of intellectual stimulation.

Sr.	Statement	Mean	Standard deviation	Ranking	Mean interpretation
6	My manager arouses the challenge of his subordinates	4.35	0.919	1	Agree
7	My manager encourages me to look at problems from different perspective	2.50	0.660	4	Neutral
8	My manager motivates his subordinates to propose creative ideas and opinions to solve problem	2.35	0.667	5	Disagree
9	My manager proposes new ways of looking at how to complete the job duties	3.75	0.719	2	Agree
10	My manager represents the leader model emulated by his subordinates	3.50	1.067	3	Agree
General average		3.29	0.326	–	Neutral

The above table shows that the officials in the ministry give enthusiasm and motivation in the hearts of subordinates to become more motivates to achieve the objectives assigned to them, and that managers do not prioritize creative ideas from their subordinates.

As for the general average of intellectual stimulation statement, it reached (3.29), which shows that the opinions of the research sample were moderate on this dimension.

5.4.3. Analysis of Sample Answers to the Questionnaire Variable (Transformational Leadership, Individual Consideration) (n=56)

The below table shows that the officials in the ministry deal with their subordinates a required by the ethics of the leadership to show respect to them in order to exchange the same treatment and that managers may not have the time to effectively direct and train their subordinates.

As for the general average of the individual consideration statement, it reached (3.30), which shows that the opinions of the research sample were moderate on this dimension.

Table-12. Analysis of the dimension of individual consideration.

Sr.	Statement	Mean	Standard deviation	Ranking	Mean interpretation
11	My manager treats me as an important member of the group, not just a member	4.25	0.744	2	Agree
12	My manager supports me in developing my strengths	3.00	0.650	3	Neutral
13	My manager looks to his subordinates that each has different needs, abilities and ambitions	2.50	0.66	4	Neutral
14	My manager shows respect for his subordinates	4.50	0.442	1	Strongly agree
15	My manager spends time training and developing the capabilities of his subordinates	2.25	0.916	5	Disagree
	General average	3.30	0.232	-	Neutral

5.4.4. Analysis of Sample Answers to the Questionnaire Variable (Organizational Change) (n=56)

Table-13. Analysis of the dimension of organizational change.

Sr.	Statement	Mean	Standard deviation	Ranking	Mean Interpretation
16	Decision makers in the ministry make fundamental changes in its organizational structure to improve job performance	4.50	0.62	1	Strongly agree
17	The ministry creates new jobs to adapt to the integration of the ministries of Labor and Social Development	4.00	0.498	3	Agree
18	Organizational change in the ministry develops process in order to increase the efficiency and effectiveness of organizational performance	4.25	0.666	2	Agree
19	The change in the ministry includes the use of technological techniques to improve the lev lot its services	3.00	0.477	5	Neutral
20	In the light of the activation of the desired organizational change, the ministry started allocating a budget for the purposes of developing the career path of its employees	2.50	0.822	6	Neutral
21	The training programs implemented have reduced staff resistance to change	2.25	0.762	7	Disagree
22	The ministry's directors seek to spread an organizational culture that supports change among their subordinates	3.5	0.724	4	Neutral
23	Decision makers in the ministry work to let employees of all administrative levels participate in change plans to motivate them to implement the change which is related to their jobs	2.00	0.669	8	Disagree
	General average	3.21	0.497	-	Neutral

The table above shows that the purpose of introducing a new organizational structure after the merger of the two ministries into one ministry is to improve the workflow in all department of the Ministry of Labor and Social Development, and that the employees were to actively involve in preparing change plans at the ministry.

As for the general average of organizational change statements, it reached (3.21), which shows that the opinions of the research sample were moderate on this dimension.

5.4.5. Testing Research Hypotheses

To make sure that the main hypothesis 1 is correct "There is a significant relationship between transformational leadership (inspiring encouragement, intellectual stimulation and individual consideration), and organizational change in the Ministry of Labor and Social Development in the Kingdom of Bahrain. The Pearson

coefficients were calculated between the dimensions of the independent variable which is transformational leadership (inspiring encouragement, intellectual stimulation and individual consideration), and the dependent variable which is organizational change according to the opinion of the research sample of the employees working in the Ministry of Labor and Social Development in the Kingdom of Bahrain as follows:

Table-14. Pearson correlation coefficients between transformational leadership (inspiring encouragement, intellectual stimulation and individual consideration, and organizational change.

Transformational leadership dimensions					
Inspiring encouragement	**Intellectual stimulation**	**Individual consideration**	**Total**		
0.776 **	0.752**	0.764**	0.764**	Correlation coefficient	Organizational change
0.00	0.00	0.00	0.00	Significance	
1	*3*	*2*		Ranking	

** Level of significance (0.01)
*Level of significance (0.05).

Table 14 shows the following:

There is a positive and strong relationship between the transformational leadership (inspiring encouragement, individual consideration and intellectual stimulation), and the organizational change in the Ministry in question, where the value of the Pearson coefficient was (0.764), at the level of significance (0.01). So the main hypothesis 1 is accepted.

These results indicates that the Ministry of Labor and Social Development in the Kingdom of Bahrain focuses on applying the transformational leadership in order to achieve its objectives relating to the organizational change. So, the main hypothesis 2 is not accepted.

Results of the main hypothesis 2 "There are significant differences relating to the relationship between transformational leadership (inspiring encouragement, intellectual stimulation and individual consideration, and organizational change in the Ministry of Bahrain due to the demographics (gender, age, qualification, years of experience and position) :

There are no statistically significant differences at the level of (0.05) relating to the demographics (gender, age, qualification, years of experience and position).

6. CONCLUSION AND DIRECTION FOR FUTURE RESEARCH

The results have shown that transformational leadership dimensions are affecting the activation of the organizational change management at the structural , technological and people level at Ministry of Labor and Social Development in the Kingdom of Bahrain from the employees ' perspective, also the results have shown that the transformational leadership dimensions (inspiring encouragement, intellectual stimulation and individual consideration) are applied in a high level at Ministry of Labor and Social Development in the Kingdom of Bahrain.

The study provides insight into the significance of transformational leadership as a panacea to change management. The reason for this study was based on the need of the organisations to examine the role of transformational leadership on change management in Bahraini governmental authorities. It is also important to note that three dimensions of transformational leadership were identified (inspiring encouragement, intellectual stimulation and individual consideration) and results show positive relationship of all these on activating the change management. The present study has been applied at one governmental authority in Bahrain, and in the future and for results generalizations purposes, it is suggested to conduct a comparative study with private organizations, then it is suggested to check the demographic linkages and other work related attitudes relationship with transformational leadership.

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