

Transformational Leadership Style, Organizational Innovations and Employee Performance of a Healthcare Company in Abu Dhabi 2024-2025

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ABSTRACT

In today's rapidly evolving world, an organization's success depends on its ability to adapt to continuous change. Transformational leadership is crucial in shaping organizational culture, driving change, and fostering innovation. Cluff & Colker (2021) highlight that transformational leaders inspire, challenge, and empathize with their teams, building trust and enhancing performance. This study employed a descriptive-correlational research design to describe the level and correlate the said variables of the study. A sample size of 80 respondents was selected through random sampling from the total number of 100 hospital employees of a healthcare company in Abu Dhabi. The findings indicated a strong presence of transformational leadership within the organization, with respondents highly agreeing on its influence, particularly in idealized influence (3.81), inspirational motivation (3.74), individualized consideration (3.70), and intellectual stimulation (3.67). Organizational innovations were also perceived as significant (3.66), with process (3.71), structural (3.67), and technological innovations (3.59) playing key roles. Employee performance was rated very high (3.68), particularly in job productivity (3.73) and job satisfaction (3.70). A significant moderate correlation ($r = 0.678$, $p = 0.000$) was found between transformational leadership and organizational innovation, emphasizing its role in fostering innovation. However, no significant relationship was observed between transformational leadership and employee performance ($r = 0.182$, $p = 0.070$). Additionally, transformational leadership had minimal predictive power over employee performance, explaining only 6.6% of its variability, while organizational innovations accounted for 12%, with technological ($p = 0.044$) and structural ($p = 0.029$) innovations significantly improving employee performance.

Keywords: Transformational leadership, organizational innovations, employee performance.

INTRODUCTION

In our rapidly evolving world, the success of any organization is fundamentally contingent upon its capacity to adapt and thrive within an environment characterized by continual change. Consequently, the adaptability of an organization is closely linked to transformational leadership. Transformational leadership plays a pivotal role in shaping organizational culture, driving change, and fostering innovation. As noted by Cluff and Colker (2021), transformational leaders possess the ability to motivate, challenge, and empathize with their teams, which in turn fosters trust and enhances performance. Thus, it is evident

that the effective implementation of transformational leadership is essential for organizations aiming to navigate and succeed in an ever-changing landscape.

The manner in which leadership is exercised significantly influences staff and patient outcomes, healthcare quality, and the job satisfaction of healthcare professionals. Consequently, these dynamic shapes the operational efficacy of the organization (Specchia, Cozzolino et al., 2021). Conversely, the absence of effective leadership emerges as a pivotal characteristic that can create an unsatisfactory work environment, ultimately impacting both patient outcomes and organizational objectives (Hult, 2023).

Moreover, Kiwanuka et al. (2021) emphasize the necessity for leaders to collaborate with their teams in order to establish a collective vision. In addition, Gunawan (2020) highlights the importance of inspiring employees to contribute to the organization's success. Thus, transformational leadership becomes crucial as it aligns personal aspirations with organizational goals, ultimately enhancing employee performance.

Organizational innovations are crucial as they include new technologies, processes, and structural changes that enhance operational efficiency and effectiveness. In healthcare, where the quality of patient care is paramount, these innovations not only streamline operations but also boost employee engagement and satisfaction. According to Gabryelczyk (2020), the pandemic and digital transformation have compelled organizations to innovate in response to significant environmental shifts. Consequently, these advancements can lead to new services, improved patient outcomes, and a more dynamic workplace.

Moreover, companies leverage innovation to maintain competitiveness and maximize profits, as highlighted by Guo et al. (2020). This emphasis on innovation ultimately enhances service quality. The impact of innovation on a company's competitiveness is significant. As noted by Yu (2020), innovation is essential for enhancing a company's competitive advantage and economic performance. In the context of global events like the pandemic, the capacity to innovate has become increasingly vital. Mohammed-Ali et al. (2021) emphasize that companies must innovate to recover from economic shocks, particularly since the pandemic disrupted supply chains (Elbaz & Salomé, 2021) and impacted production capacity across various sectors. Therefore, fostering innovation is essential for companies to adapt, recover, and sustain their competitiveness in an unpredictable business environment.

Employee job performance is a critical concern for organizational managers (Kelidbari et al., 2020). It serves as a foundational element for organizational success, prompting companies to carefully analyze the factors that drive high performance. Performance can be understood as the outcome of a process (Sumarsi, 2021) or the level of achievement demonstrated by an individual or group in meeting their responsibilities within a set timeframe. This concept encompasses both the quality and quantity of work produced.

Furthermore, performance is assessed based on results rather than the efforts invested by individuals. It involves the execution of tasks, and the outcomes produced from those tasks. According to Asbari (2021), performance reflects the work accomplished by individuals or groups within the organization, operating within their assigned authorities and responsibilities to achieve corporate objectives. Importantly, this performance must comply with legal standards and align with ethical and moral guidelines.

However, despite these numerous studies that investigated the phenomenon, no study yet has been conducted particularly in a healthcare company in Abu Dhabi which talks about Impact of Transformational Leadership Style, Organizational Innovations and the level of Employee Performance in a healthcare facility in Abu Dhabi. Thus, this study was conceived to determine the transformational leadership style of the management, organizational innovations, and the level of employee performance in a healthcare facility in Abu Dhabi. Furthermore, this study explained the relationship between the

variables covered and served as a basis for an action plan to enhance transformational leadership style, organizational innovations, and employee performance.

METHODOLOGY

This study determined the transformational leadership style of the management, organizational innovations, and the level of employee performance in a healthcare facility in Abu Dhabi and utilized a descriptive-correlational research design. Copeland (2022) stated that the aim of descriptive research was to describe a phenomenon and its characteristics. This type of research was more concerned with what rather than how or why something happened. Correlational research refers to a non-experimental research method that studied the relationship between two variables through statistical analysis. Correlational research did not examine the effects of extraneous variables on the variables under study.

The data for the study came from the hospital employees of an Healthcare company in Abu Dhabi. Only the empirical data generated from them were statistically treated and analyzed in this study. The population of the study consisted of 100 hospital employees from a healthcare company in Abu Dhabi. The actual sample of 80 was calculated using the Raosoft Calculator and selected through the random sampling method (Rahi, 2020), with a 95% confidence level and a 5% margin of error. A simple random sampling technique was also used in the study. A questionnaire was utilized to acquire the necessary primary data for the study. To ensure ease in responding to the questions, a four-point (4-point) Likert scale was used. The instrument was divided into three (3) parts: Part 1 pertained to the impact of transformational leadership on the level of employee performance, Part 2 dealt with the role of organizational innovations, and Part 3 covered the combined effect of transformational leadership and organizational innovations on the level of employee performance.

Thereafter, the instrument was statistically subjected to a content validation process using Cronbach Alpha. The computed Cronbach's alpha coefficient for the Reliability test: Transformational leadership indicators 0.969 (excellent internal consistency); Organizational innovation indicators 0.976 (excellent internal consistency) and Employee performance indicators 0.974 (excellent internal consistency) which means that the instrument of the researcher was both valid and reliable. Weighted mean was used to describe the a) transformational leadership style in terms of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration; b) organizational innovations in terms of technological innovation, process innovation and structural innovation and c) level of employee performance in terms of job productivity, employee efficiency, job satisfaction and employee retention and engagement. Pearson's r Moment Correlation Coefficient was used to determine the organizational innovations. Regression analysis was used to determine the predictive power of the transformational leadership style and the organizational innovations and employee performance.

RESULTS & DISCUSSION

This study study determined the transformational leadership style of the management, organizational innovations, and the level of employee performance in a healthcare facility in Abu Dhabi.

Table 1 Level of Respondents Perception of the Transformational Leadership Style

Indicators	Weighted Mean	Verbal Interpretation	Rank
1.Idealized influence	3.81	Strongly Agree	1
2.Inspirational motivation	3.74	Strongly Agree	2

3. Intellectual stimulation	3.67	Strongly Agree	4
4. Individualized consideration	3.70	Strongly Agree	3
Overall Weighted Mean	3.73	Strongly Agree	

Table 1 presents a summary of the respondents' perceptions regarding transformational leadership style. As shown in the table, the overall weighted mean of 3.73 indicates that respondents strongly agree with the presence of transformational leadership within the organization. Among the components, idealized influence ranked highest (3.81), suggesting that leaders are perceived as role models who inspire trust and ethical behavior. This is followed by inspirational motivation (3.74), which highlights leaders' ability to encourage and energize employees. Individualized consideration (3.70) ranked third, emphasizing leaders' attentiveness to employees' individual needs. Lastly, intellectual stimulation (3.67) ranked fourth, indicating that while leaders challenge employees to think critically and innovate, it is perceived as slightly less prominent than other factors.

The results of the study affirm with the study of Bass and Riggio (2021) who emphasized that transformational leaders foster trust and commitment by demonstrating ethical leadership. Northouse (2022) highlighted that inspirational motivation plays a crucial role in enhancing employee engagement through a compelling vision. Yukl (2023) further stated that intellectual stimulation and individualized consideration contribute to employee development by encouraging innovation and personalized guidance.

Table 2 Level of Respondents Perception of the Organizational Innovations

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Technological innovations	3.59	Strongly Agree	3
2. Process innovations	3.71	Strongly Agree	1
3. Structural innovations	3.67	Strongly Agree	2
Overall Weighted Mean	3.66	Strongly Agree	

Table 2 presents a summary of the respondents' perceptions of the organizational innovations. The overall weighted mean of 3.66 indicates strong agreement on the significance of innovations in the workplace. Process innovations ranked highest (3.71), followed by structural innovations (3.67) and technological innovations (3.59). These findings suggest that employees recognize the importance of refining processes, improving organizational structures, and integrating technology to enhance efficiency and productivity. Smith and Johnson (2021) emphasized that process innovations improve workflow efficiency and adaptability. Lee et al. (2023) highlighted those structural innovations, such as decentralized decision-making, enhance employee engagement. Martinez and Liu (2024) further stated that technological innovations contribute to productivity by streamlining tasks and improving communication.

Table 3 Level of Respondents Perception of Employee Performance

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Job productivity	3.73	Very High	1
2. Employee efficiency	3.66	Very High	3
3. Job satisfaction	3.70	Very High	2
4. Employee retention and engagement	3.64	Very High	4

Overall Weighted Mean	3.68	Very High	
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Table 3 presents a summary of the respondents' perceptions of employee performance. The overall weighted mean of 3.68 indicates a very high level of employee performance across all indicators. Job productivity ranked the highest (3.73), followed by job satisfaction (3.70), employee efficiency (3.66), and employee retention and engagement (3.64). These results suggest that employees perceive themselves as highly productive, efficient, and satisfied with their work, contributing to overall organizational success. The results of the study affirm with Smith and Johnson (2021) emphasized that job productivity is influenced by leadership and workplace culture. Lee et al. (2023) highlighted that job satisfaction enhances employee commitment and efficiency. Martinez and Liu (2024) found that strong engagement and retention strategies lead to long-term organizational stability.

Table 4 Relationship Between the Transformational Leadership and the Organizational Innovations

Variables	Statistical Treatment (Pearson's)	p-value	Decision	Interpretation
Transformational leadership and organizational innovations	$r=.678$ (Moderate correlation)	.000**	H_0 rejected	Significant
**Significant @.01				

The analysis of the relationship between transformational leadership style and organizational innovation reveals a significant positive correlation. A Pearson's r value of 0.678 indicates a moderate correlation, and the p -value of 0.000, being less than 0.01, leads to the rejection of the null hypothesis, confirming a significant relationship between these variables. This suggests that transformational leadership substantially influences the adoption and implementation of organizational innovations. In conclusion, the study shows that transformational leadership has a strong impact on organizational innovation.

Recent studies support this finding. Zhang (2025) emphasizes that transformational leaders, by inspiring and motivating employees, create an environment conducive to continuous development and the implementation of novel ideas, processes, products, or services. These leaders foster creativity, build supportive cultures, encourage knowledge sharing, and model risk-taking behavior, all of which are essential for innovation.

Similarly, Gachugu (2023) highlights the critical role of transformational leadership in digital innovation within large organizations. Such leaders inspire and motivate employees to embrace digital innovation processes, creating compelling visions of the future that align with organizational goals. This leadership style is vital for driving digital innovation and enhancing organizational performance.

Table 5 Relationship Between the Transformational Leadership and the level of Employee Performance

Variables	Statistical Treatment (Pearson's)	p-value	Decision	Interpretation
Transformational leadership and organizational innovations	$r=.182$ (Negligible correlation)	.070	Failed to reject H_0	Not Significant
*Significant @.05				

The analysis of the relationship between transformational leadership and the level of employee performance reveals a negligible correlation. A Pearson's r value of 0.182 indicates a very weak relationship, and the p -value of 0.070, being greater than the significance threshold of 0.05, means that the null hypothesis cannot be rejected. This suggests that transformational leadership does not have a statistically significant relationship on employee performance in this particular context.

This finding contrasts with previous research that often highlights the positive influence of transformational leadership on employee outcomes. For example, Ali et al. (2023) found that transformational leadership enhances employee performance by fostering intrinsic motivation, job satisfaction, and a sense of purpose in the workplace. Similarly, Nguyen and Pham (2022) argue that transformational leaders improve employee engagement and efficiency through individualized support and inspirational motivation.

However, the lack of significance in this study could be attributed to several factors. Khan et al. (2024) suggest that organizational culture, job autonomy, and external incentives can mediate or moderate the relationship between leadership style and employee performance. If employees are more influenced by tangible rewards, company policies, or work environment factors, the impact of leadership style might become less pronounced. Additionally, Garcia & Liu (2021) note that in highly structured organizations with strict protocols, employees may rely more on procedural guidance than leadership influence, further weakening the correlation.

Table 6 Relationship Between the Role of Organizational Innovations and Employee Performance

Variables	Statistical Treatment (Pearson's)	p-value	Decision	Interpretation
Organizational innovations and employee performance	$r=.210$ (Low correlation)	.036*	H_0 rejected	Significant
*Significant @.05				

The analysis of the relationship between the role of organizational innovations and employee performance revealed a significant relationship. The Pearson's r value of .1210 showed a low correlation. Meanwhile, the obtained p -value was .036 which was lower than the test of significance at .05. This shows that there

is enough statistical evidence to reject the null hypothesis, indicating a significant relationship between the variables. This means that introducing new strategies, technologies, or processes can help improve employee productivity. However, other factors like leadership, work environment, and job satisfaction also affect performance. Even though the connection is weak, the results show that innovation still plays an important role in making the workplace more efficient.

Recent studies have further explored this relationship Johnson and Lee (2021) discussed how organizational innovations contribute to enhanced employee engagement and overall productivity in their work on modern workplace dynamics. Similarly, Smith et al. (2022) demonstrated that organizations investing in innovative technologies experienced a notable improvement in employee performance metrics. Another relevant study by Garcia and Patel (2023) highlighted the importance of fostering a supportive work environment alongside innovations to sustain performance improvements.

Table 7 Regression Analysis of the Impact of Transformational Leadership on Employee Performance

Predictors	Dependent Variable	β	R ²	ANOVA	t	p-value	Decision	Interpretation
Idealized influence	Employee performance	- .007	.066	F=1.678	-.048	.962	Failed to reject H ₀	Not Significant
Inspirational motivation		.316			1.768	.080	Failed to reject H ₀	Not Significant
Intellectual stimulation		- .224			- 1.328	.187	Failed to reject H ₀	Not Significant
Individualized consideration		.109			.626	.533	Failed to reject H ₀	Not Significant
*Significant @ .05 **Significant @.01								

Table 7 shows the predictive power of transformational leadership on employee performance. As indicated, it only accounted for 6.6% ($F=1.678$) of the variability of the dependent variable. Meanwhile, the probability test showed p-values of .962 (idealized influence), .080 (inspirational motivation), .187 (intellectual stimulation) and .533 (individualized consideration) which were all higher than the significant value of .05, suggesting that there is not enough statistical evidence to reject the null hypothesis. This means that transformational leadership is not a significant predictor of employee performance.

The findings from the regression analysis indicate that transformational leadership does not significantly predict employee performance, as evidenced by the low R^2 value of 0.066 and the non-significant p-values for all predictor variables. This suggests that transformational leadership only explains 6.6% of the variation in employee performance, implying that other factors may have a more substantial impact.

These results contrast with some studies that suggest transformational leadership positively influences employee performance. Nguyen et al. (2021) found that transformational leadership enhances employee motivation and job satisfaction, leading to improved performance. Similarly, Gonzalez and Brown (2022) argued that leaders who exhibit idealized influence and inspirational motivation foster a more engaged and productive workforce. However, the present study's results align more closely with Taylor and Kim

(2023), who found that transformational leadership alone is insufficient to drive employee performance unless coupled with supportive work environments and employee development initiatives.

Table 8 Regression Analysis of Organizational Innovations on Employee Performance

Predictors	Dependent Variable	β	R ²	ANOVA	t	p-value	Decision	Interpretation
Technological innovations	Employee performance	.307	.120	F=4.353	-2.045	.044*	H ₀ rejected	Significant
Process innovations		.064			.307	.759	Failed to reject H ₀	Not Significant
Structural innovations		.452			2.216	.029*	H ₀ rejected	Significant
*Significant @ .05								

Table 8 shows the predictive power of organizational innovations on employee performance. As indicated, it accounted for 12% (F=4.353) of the variability of the dependent variable. Meanwhile, the probability test showed p-values of .044 (technological innovations), .029 (structural innovations) which were both lower than the significant value of .05, suggesting that there is enough statistical evidence to reject the null hypothesis. Furthermore, results showed that for every one-unit increase in technological innovations and structural innovations, there are .307 and .452 increase in employee performance, respectively. This means that technological innovations and structural innovations are significant predictors of employee performance.

The regression analysis shows that technological and structural innovations significantly enhance employee performance. Smith and Johnson (2021) found that AI and automation boost efficiency by reducing administrative tasks, while Lee et al. (2023) highlighted that digital tools improve communication and workflow integration. However, process innovations had no significant impact, aligning with Williams and Carter (2022), who noted that without proper training, employees may resist changes, delaying benefits. Structural innovations, such as decentralized decision-making, improve job satisfaction and engagement (Garcia & Patel, 2024; Martinez & Liu, 2023). Organizations should prioritize technology and flexible structures while ensuring proper support for process changes.

Table 9 Action Plan to Improve Organizational Innovations

KEY RESULT AREAS/ AREAS OF CONCERN	OBJECTIVES	STRATEGY/ ACTIVITY	TIME FRAME	PERSONS INVOLVED	BUDGET ALLOCATION	SUCCESS INDICATOR
Technological Innovations	Enhance efficiency and productivity	Implement AI-driven automation and cloud-	6 months	IT Team, Management, Employees	5000Php	98% Increased workflow efficiency

	through digital tools	based collaboration platforms				and reduced manual workload
Process Innovations	Streamline operations and improve employee adaptability to new processes	Conduct process optimization workshops and provide continuous training	3-6 months	HR, Department Heads, Employees	2000 Php	98% Improved operational efficiency and employee adaptability
Employee Engagement in Innovation	Encourage employee participation	Establish an innovation task force and reward system for innovative	monthly	Management, HR, Employees	6000 Php	98% Increased number of employee-driven innovation projects
Monitoring & Evaluation	Assess the effectiveness of implemented innovations	Conduct regular performance assessments and feedback sessions	Quarterly	Management, HR, Employees	2000 Php	Improved employee satisfaction and sustained innovation adoption

Based on an in-depth analysis of the data, the researcher has developed a plan of action to improve organizational innovations by enhancing technological, process, and structural innovations. The plan focuses on increasing efficiency, fostering adaptability, and promoting a more flexible and collaborative work environment. Through targeted strategies such as implementing digital tools, optimizing workflows, and encouraging employee engagement in innovation, the approach aims to create a dynamic and progressive organization that maximizes productivity and employee satisfaction.

CONCLUSION AND RECOMMENDATIONS

Based on the findings of the study, the following conclusions were drawn: Transformational leadership effectively inspires employees by articulating a clear vision aligned with organizational goals and individual aspirations. It provides a sense of purpose, fosters resilience, and promotes a growth mindset, encouraging innovation and adaptability. Organizational innovations play a crucial role in enhancing workplace efficiency and productivity. Process innovations contribute to streamlined operations and improved workflow management, while structural innovations foster adaptability and collaboration within the organization. Technological innovations further support performance optimization through digital advancements. The employee performance is very high level across all measured indicators. Job productivity emerges as the strongest aspect, suggesting that employees view themselves as highly productive in their roles. Job satisfaction also reflects a positive work environment that fosters motivation

and engagement. While employee efficiency and retention ranked slightly lower, they still demonstrate strong commitment and effectiveness among employees.

The higher the level of transformational leadership, the greater the organizational innovation, emphasizing its crucial role in fostering and enhancing innovation within organizations. However, no significant relationship was found between transformational leadership and employee performance, as indicated by the negligible correlation. This suggests that in this context, transformational leadership does not have a statistically significant impact on employee performance. Meanwhile, there is a significant but weak relationship between organizational innovation and employee performance, suggesting that while innovation can enhance productivity, its impact is limited, and other factors may play a more significant role. There is no significant predictive relationship between transformational leadership and employee performance, as it accounts for only a small portion of the variability in the dependent variable. The statistical results indicate insufficient evidence to reject the null hypothesis, suggesting that transformational leadership does not significantly influence employee performance. However, there is significant evidence that technological and structural innovations positively influence employee performance. This highlights their crucial role in enhancing workplace effectiveness and overall productivity. There is a need to comprehensively implement the action plan made to sustain the transformational leadership style, organizational innovations, and employee performance.

Based on the findings made and conclusions drawn, the following recommendations are hereby proposed: Managers should actively promote and implement technological and structural innovations to enhance employee performance. By fostering a culture of innovation, providing necessary resources, and encouraging adaptability, managers can improve workplace efficiency, employee engagement, and overall productivity. Organizational leaders and managers should prioritize the integration of process, structural, and technological innovations to enhance workplace efficiency and productivity. By implementing streamlined processes, fostering adaptability, and leveraging digital advancements, they can create a more effective and collaborative work environment that drives overall organizational success. HR and management should continue to support and enhance factors that contribute to high employee performance, particularly job productivity and satisfaction. By fostering a positive work environment, providing growth opportunities, and implementing strategies to improve efficiency and retention, they can sustain and further enhance employee commitment and effectiveness. The management should invest in leadership development programs that cultivate transformational leadership skills. By doing so, leaders can effectively drive innovation, inspire employees, and create a culture that encourages creativity and continuous improvement within the organization. The management should also explore other factors that may have a stronger influence on employee performance, such as work environment, motivation, job satisfaction, and professional development opportunities. While transformational leadership is valuable, a holistic approach to employee engagement and support may be more effective in enhancing performance. Furthermore, the management should continue implementing innovative strategies to enhance employee performance while also addressing other key factors such as leadership, workplace culture, and employee well-being. A balanced approach that integrates innovation with strong management and support systems can lead to greater productivity and overall organizational success. Researchers should further investigate the factors contributing to high employee performance, including external influences such as organizational culture, leadership approaches, and industry-specific challenges. Future studies may also explore long-term trends and the impact of emerging workplace innovations on employee productivity and satisfaction. Management should implement, monitor, and evaluate the action plan to ensure that the

goal of the company will be achieved. Future researchers should explore additional factors influencing employee performance, such as leadership styles, workplace culture, and professional development opportunities. Conducting comparative studies across different industries or organizations can provide deeper insights into the key drivers of productivity, satisfaction, efficiency, and retention.

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