The Effect of Organizational Culture and the Relationship between Transformational Leadership and Job Satisfaction in Petroleum Sector of Libya

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Abstract

The purpose of this study is to investigate the effect of organizational culture on the relationship between transformational leadership and job satisfaction in petroleum sector with a focus on the National Oil Corporation of Libya (NOC). This research was carried out by measuring the data gathered from the five point Likert scale. The Multifactor Leadership Questionnaire (MLQ), Organizational Culture Assessment Instrument (OCAI) and Job Satisfaction Survey (JSS) were used. Quantitative survey method was applied and a sample of 50 employees from the National Oil Corporation of Libya was selected as a sample random sampling to answer the instrument of the study. SPSS software was used to analyze the data collected based on descriptive statistics (mean, standard deviation, percentage, T-test, and Pearson Correlation Coeffiecient). The findings indicate that the leaders of National Oil Corporation of Libya follow transformational leadership style to manage their organization and the dominant culture in NOC of Libya is Hierarchy culture while the relationship between transformational leadership style, job satisfaction and organizational culture is positive significant relationship.

Keywords: National Oil Corporation, transformational leadership, organizational culture, job satisfaction, Libya

1. Introduction

The petroleum sector is the most important sector in Libya. The National Oil Corporation (NOC) of Libya which is the focus of the study was established in 1970 and it dominates Libya's oil industry, along with a number of smaller subsidiaries, which combined account for approximately half of the country's oil output. NOC carries out exploration and production operations with other companies under petroleum investment agreements, and market the oil and gas locally and abroad. (Sasi, 2008).

NOC of Libya is a state-owned company and one of the biggest oil producers in Africa. The policy is to promote Libyan economy by developing, managing, and exploring of oil resources (National Oil Corporation, 2008). The choice of NOC of Libya to investigate the relationship between transformational leadership, job satisfaction and the impact of organizational culture in National Oil Corporation of Libya, because Libya is a member of Organization of Petroleum Exporting Countries (OPEC) which holds the largest proven oil reserves and the most important oil-producing countries in Africa and the world. The petroleum sector in Libya is very important because it is the backbone of Libyan economy.

The research is approved by the university through the study conducted by the researcher on a sample of the NOC employees of Libya indicated the importance of conducting such study in order to examine the transformational leadership in Middle East in general and in petroleum sector in Libya in particular.

The rest of this paper is structured as follows: Section 2 presents the literature review and the theory of the study. Section 3 discusses the methodology and data collection. Section 4 analyzes the results, while Section 5 introduces conclusion and recommendation.

1.1 Problem Statement

The petroleum sector is very important as it is the backbone of Libyan economy. Libya is one of the most important oil-producing countries in Africa and in the world, and that the interest in this sector is very important.

Therefore, this sector needs professional leaders who can achieve all the goals of both employees and organizations. An organization that is short of capital may resort to borrowing money, and one in a poor location has the option to move. However an organization with short of leadership has little chance for survival (Yousef, 1998).

The relationships between organizational culture, leadership and job satisfaction have attracted considerable interest from both academics and practitioners and most of these studies have been carried out separately. Much of the interest on these variables is based on the results of the previous studies which have asserted that all these concepts may have an impact on the organizations performance (Suleiman, Azzawi, & Jerjer, 2003; Yousef, 2001).

Previous research conducted have focused on specific human resource behaviors that are associated with transformational leadership models, as both moderating and mediating effects of organizational culture and commitment respectively in a Western setting. Furthermore, the links between transformational leadership, organizational culture and job satisfaction was examined independently. Yet no study has been conducted to investigate the impact of organizational culture on the relationship between transformational leadership and job satisfaction in petroleum sector in the Middle East in general or in Libya in particular. This study, therefore, is unique as it will help to fill this gap in an effort to improve the understanding of the role of leadership in NOC of Libyan setting.

Based on the foregoing, the relationship between transformational leadership, job satisfaction and the impact of organizational culture on these variables were not explored intensively enough in NOC of Libya.

1.2 Research Objectives

This paper has four objectives; the first one aims to determine the nature of the relationship between transformational leadership and organizational culture (clan, adhocracy, market and hierarchy) in NOC of Libya, the second aims to determine the nature of the relationship between transformational leadership and job satisfactions in the NOC of Libya, the third aims to determine the nature of the relationship between organizational culture (clan, adhocracy, market and hierarchy) and job satisfaction in NOC of Libya, the fourth aims to determine the impact of organizational culture (clan, adhocracy, market and hierarchy) on the relationship between transformational leadership and job satisfaction in NOC of Libya. Based on the research objectives stated, the following research questions were addressed:

Q1. Is there any relationship between transformational leadership and organizational culture (clan, adhocracy, market and hierarchy) in NOC of Libya?

Q2. Is there any relationship between transformational leadership and job satisfactions in NOC of Libya?

Q3. Is there any relationship between organizational culture (clan, adhocracy, market and hierarchy) and job satisfaction in NOC of Libya?

Q4. Is there any impact of organizational culture (clan, adhocracy, market and hierarchy) on the relationship between transformational leadership and job satisfaction in NOC of Libya?

2. Literature Review

2.1 Transformational Leadership

The term of transformational leadership was created by the politologist, Burns, 1978; but was subsequently developed by Bass, Avolio, Jung and Berson, (2003), until it reached its current importance (Avolio & Yammarino, 2002; Bass, 1985). Transformational leaders are leaders who motivate followers via inspiration. The followers are offered challenges and support personality development. Concentration on the intangible qualities, such as shared ideas, shared values and vision in an effort to build up good relationships inside the organization (Bass, 1985). According to Bass, Avolio, Jung and Berson (2003), the dimensions of transformational leadership are as following:

1. Idealized influence (attributed) the leader shares risks with subordinates and is consistent in behavior where ethics, principles, and values are concerned. The relationship between the leader and subordinates does not based on the formal institutional rules and regulations, rewards or punishments rather it is based on personal understanding.

2. Idealized influence (behavior) emphasizes on a collective sense of mission and values, as well as acting upon these values (Molero, Cuadrado, Navas, & Morales, 2007).

3. Inspirational motivation leaders motivate and inspire those around them by providing the meaning and challenge to the followers' work.

4. Intellectual stimulation leaders stimulate the followers' efforts as innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways.

5. Individualized consideration leaders pay special attention to each individual's needs for achievement and growth by acting as a coach or mentor.

2.2 Organizational Culture

Blake and Mouton, (1969), were in fact, the roots of organizational or corporate culture began in the mid nineteenth century were the first authors who mentioned the link between organizational culture and excellence in the late 1960s. However, Hofstede, (1998); is of the view that the concept of organizational culture has became a common parlance two decades after it was used by Blake and Mouton (1969) as an aspect of the organization. Schein (1992) defined organizational culture as a pattern of shared basic assumptions that the group has earned as it solved its problems of external adoption and internal integration that has worked well enough to be considered valid. Therefore, would be taught to the new members as the correct way to perceive, think and feel in relation to those problems. In this definition Schein (1992) also describes organizational culture as being deeper than behavior and artifacts.

2.3 Types of Organizational Culture

Many studies had introduced the Competing Values Framework (CVF), and identified four types of culture such as: clan, adhocracy, hierarchy and market culture (Cameron & Freeman, 1991; Quinn & Cameron, 1983; Quinn & Rohrbaugh, 1983). The theory of the Competing Values Framework (CVF) suggests two dimensions; first is differentiation of effectiveness criteria which stress on flexibility, discretion, and dynamism from stability, order and control. Second is differentiation of internal orientation, integration and unity from external orientation, differentiation and rivalry.

Quinn & Cameron (1983) framework's is adapted for the purpose of this study. The Competing Values Framework (CVF) of Quinn & Rohrbaugh (1983) is very useful in organizing and interpreting a wide variety of organizational phenomena. Cameron & Quinn (2006), from this theory, defined organizational culture as being taken for granted the values, underlying assumptions, expectations, collective memories and definitions present in organization. Each quadrant has been given a label to distinguish its most notable characteristics. Cameron and Quinn from this theory suggested four types of culture in organizations such as clan, adhocracy, hierarchy and market which illustrate in Figure 1.
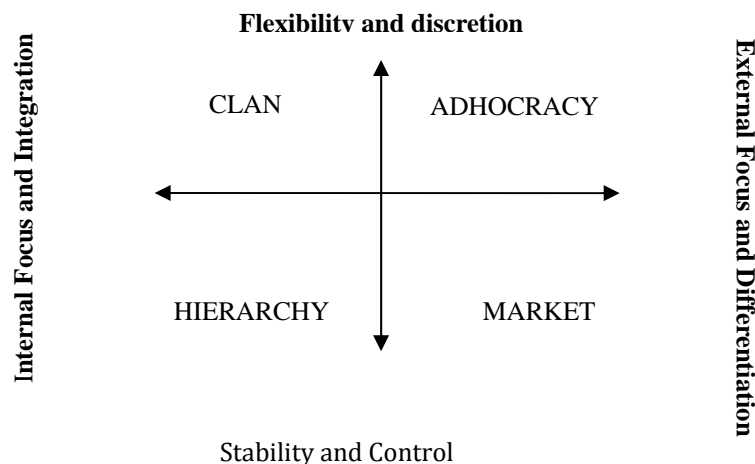

Figure 1. The Competing Values Framework

Source: Cameron & Quinn (2006).

2.3.1 Hierarchy Culture

Cameron & Quinn (2006) introduced the hierarchy culture by Weber consists of seven characteristics such as rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, and accountability. These characteristics were deemed highly effective in the accomplishment of the purpose, and were adopted widely in organizations whose major challenge was to generate efficient, reliable, smooth flowing, and predictable output.

2.3.2 Market Culture

The term market is not similar to the marketing function or with consumers in the market place. Rather, it refers to organization that functions as market oriented towards external environment rather than internal affairs. It focused on transactions with suppliers, customers, contractors, regulators and others. The market operates through monetary exchange where the focus is to conduct transactions with other constituencies to create competitive advantage. Profitability, strength in market niches among others are the primary objectives of the organization. The core values for such market-type organizations are competitiveness and productivity.

2.3.3 Clan Culture

Clan culture is used because it is similar to family-type organization and it is more families like than economic entities. The common characteristics of clan-type firms were teamwork, employee involvement and corporate commitment of employees.

2.3.4 Adhocracy Culture

Adhocracy culture is to foster adaptability, flexibility, and creativity, while uncertainty, ambiguity, and overload of information are common. Adhocracy organization is found in organization such as aerospace, software development, think-tank consulting, and film making. These organizations challenge is to produce innovative products and services and to acquire new opportunities. Adhocracies do not have a centralized power or authority relationship. While, power flows from individual to individual, task team to task team, depend on how the problem is being addressed (Cameron & Quinn, 2006).

2.4 Job Satisfaction

Job satisfaction has been a phenomenon of intense interest among practitioners and researchers for several decades (Cranny et al., 1992; Hwang & Chi, 2005; Locke, 1976; Spector, 1997; Thomas & Au, 2002). Many different definitions have focused on job itself, while others are about factors related to job. Practitioners and researchers defined satisfaction as positive feelings or aggressive responses; others defined as the gap between expected gain and actual gain. Spector (1985) viewed job satisfaction as a cluster of evaluative feelings about the job.

2.5 Determinants of Job Satisfaction

According to the literature on the job satisfaction there are numerous factors that influence job satisfaction. Worrell (2004) divided these factors into three groups of which the demographic data which includes age, gender, and race; the intrinsic factors that include achievement, recognition, work itself, responsibility, advancement and growth; and the extrinsic factors that include company policy, supervision, relationship with boss, work conditions, relationship with peers and salary. Both the intrinsic factors and extrinsic factors are related to the Two Factor Theory developed by Herzberg (1960).

In the last three decades, academics and researchers have received increasing attention about the new paradigm called transformational leadership where the interest of this study lays. Transformational leadership is widely used in western and non-western countries. Many researchers have pointed out that transformational leadership has been widely used in different sectors in Arabic countries such as Iraq, Saudi Arabia, Jordan and United Arab Emirate (AL-azmi, 2006; Al-Omari, 2004; Al-Sharifi & Al-Tanah, 2010; Sabri, 2006; Suleiman, et al., 2003). Many studies have also examined this relationship between the variables in the different sectors such as the public sector, health sector, industry sector, services sector, manufacturing sector and the education sector in Arabic countries and Western countries. Therefore, the results between these variables differ and the leaders from these sectors follow transformational leadership to manage their organizations (AL-azmi, 2006; Al-Omari, 2004; Al-Sharifi & Al-Tanah, 2010; Chen, 2004; Flemming, 2009; Ramey, 2002; Sabri, 2006; Suleiman, et al., 2003).

Less attention has been devoted in comprehending the links between transformational leadership, job satisfaction, and the impact of organizational culture on the relationship between these variables. Numerous studies in the area of job satisfaction have asserted that leadership and organizational culture have significant impact on job satisfaction (Chen & Francesco, 2000; Lok & Crawford, 2001; Mathieu & Zajac, 1990; Williams & Hazer, 1986).

However, contemporary researchers focused on subordinates' perspective and proposed two main facets of transformational and transactional leadership. Studies suggests that transformational leadership, has a stronger positive effect on employees' attitudes towards job and job environment, which affects work performance, than transactional leadership (Bass, 1985; Burns, 1978). Thus, the study wishes to test transformational leadership theory at the NOC of Libya. Further, Xenikou & Simosi (2006) suggested that organizational culture and transformational leadership have been theoretically and empirically linked to organizational effectiveness.

However, transformational leadership, organizational culture and job satisfaction were not explored intensively enough in petroleum sector and more so in NOC of Libya.

3. Research Methodology

To gather research data in the current study, questionnaire is preferred due to its ability to collect data from respondents within a limited time frame. The instrument consisted three parts such as transformational leadership, organizational culture and job satisfaction.

3.1 Instruments and Measurement Scales

Three instruments were used to measure the variables of the study. These instruments are as following:

1. Multifactor Leadership Questionnaire (MLQ-Form 5X) was used to measure transformational leadership (Avolio & Bass, 2004). This instrument has been revised several times and is widely used to measure transformational leadership in different countries in the world and the validity and reliability of this scale have been established through previous research (Hartog et al., 1997). Participants were asked to describe their supervisor's leadership behavior on 20 items based on transformational leadership. A five-point Likert scale was used with the responses ranging from (1 = not at all; to 5 = frequently, if not always). In the MLQ (Form 5X), transformational leadership is measured via the use of the five dimensions of transformational leadership. The dimensions were measured by the four items for each, such as Intellectual Stimulation, Idealized Influence (behavior), Idealized Influence (attributed) Inspirational Motivation, and Individualized Consideration.

2. The Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2006) as defined by the Competing Values Framework will be implemented in this study. The OCAI questionnaire was used to obtain an insight into the organizational culture based on the OCAI which divided the organizational culture into four types namely, Clan, Adhocracy, Market and Hierarchy Culture.

This survey instrument requires the sample to respond to six key dimensions. According to Cameron and Quinn (2006), the OCAI dimensions range from, dominant characteristics, organizational leadership, management of employees, organization glue, strategic emphasis and the criteria for success. Each of the six dimensions has four alternative answers which brings the total items of the OCAI questionnaire to 24 items. A Likert scale was used in which the respondents rate each alternative for each item on a scale from (1 = strongly agree; to 5 = strongly disagree).

3. The Job Satisfaction Survey (JSS) developed by Spector (1997) was used to measure job satisfaction. Based on Spector (1997) the original JSS includes 36 items. Therefore, in the current study only 20 items from JSS were used to measure five facets of job satisfaction such as supervision, benefits, rewards, operating procedure and co-workers satisfaction. The reason for that is all the studies which have been carried out in the Libyan environment have asserted that these facets are the most important facets that have an impact on job satisfaction in the Libyan environment. Therefore, the validity and reliability of MLQ, the OCAI and the JSS scales have been established through previous research. The Cronbach's Alpha coefficient of the instruments was above 0.70 (Al-Sharifi & Al-Tanah, 2010; Spector, 1997; Twati & Gammack, 2006). In the current study the Cronbach's Alpha coefficient of transformational leadership, organizational culture and job satisfaction were 0.96, 0.97, 0.92 respectively.

3.2 Participants

To investigate the nature of the relationship between transformational leadership, job satisfaction and the effects of organizational culture on the relationship between these variables in NOC of Libya, out of 55 questionnaires were distributed to local employees in NOC of Libya. 50 questionnaires were returned and were suitable for data analysis, giving a response rate of 90.9 percent. The sample random sampling was used in this study. The data were then analyzed using Statistical Package for Social Sciences (SPSS.16).

4. Empirical Results

Data was analyzed through descriptive statistical methods with mean, standard deviation, percentage, T-test, and Pearson Correlation Coefficient. Table 1 contains profile of the respondents of the study. From the table 1, it was obvious that 60% of the respondents were male while the rest comprised of females. 32% of respondents were within age of 26-35 years, while 52% of them were from 36-45 years of age and 16% of the respondents were from the 46-55 years of age.

As mentioned earlier, the respondents for this study employees in NOC of Libya, approximately 26% have high school level of education, while 44% of them have undergraduate level of education, and 30% have graduate level. 38% of the respondents were single and 62% of them were married. About 46% of the respondents their

salaries less than 700 DL, and 32% of them earned between 700-1100 DL, while 22% their income from 1101-1500 DL (1 DL = 2.30 RM).

Finally, there were 10% of respondents had less than 5 years of working experience, while 36% of them had from 5-10 years of working experience, and 18% had from 11-15 years of working experience. On the other hand, 26% of them had from 16-20 years of working experience, while only 10% had from 21-25 years of working experience. All this information is given in Table 1 below.

Table 2 shows the percentages, means, and standard deviations related to the perceptions of respondents of the NOC of Libya about transformational leadership, organizational culture and job satisfaction in their organization. According to table 2 the respondents of the study asserted that the leaders of NOC follow transformational leadership to manage their organization. From the data the mean of the five dimensions of transformational leadership such as intellectual stimulation, idealized influence (behavior), idealized influence (attributed), individualized consideration and inspirational motivation were 2.61, 3.05, 3.14, 2.72 and 2.57 respectively, while the standard deviation of them were 0.72, 1.0, 1.2, 0.90 and 0.85 respectively. These findings supported the results of the previous studies which pointed out that the leaders of the organizations in Arabic countries follow transformational leadership style to manage their organizations (AL-azmi, 2006; Al-Omari, 2004; Al-Sharifi & Al-Tanah, 2010; Sabri, 2006; Suleiman, et al., 2003). These studies have been carried out in different sectors such as public sector, industry sector, education sector, and services sector while the current study has carried out in petroleum sector in Libya.

However, the results show that the means of clan, adhocracy, market and hierarchy culture are 2.65, 2.36, 2.70, and 2.76 respectively, while the standard deviations of them are 0.89, 0.70, 0.83 and 0.83 respectively. Therefore, as can be seen from Table 2, the participants of NOC have pointed out the dominant culture in the NOC is Hierarchy culture. This result consistent with previous studies by Twati (2006) who pointed out that the dominant culture in Banking and Oil sector in Libya was Hierarchy culture. Cameron and Quinn (2006) argued that organisations take turns at different cultures as they progress from clan culture to adhocracy culture, market culture and finally hierarchy culture. The study at NOC fit in the hierarchy culture at this point.

On the other hand, the respondents asserted that they were satisfied with all the facets of job satisfaction such as supervision, benefits, rewards, operating procedure and co-workers satisfaction and the mean of these facets are 2.71, 2.68, 2.76, 2.66 and 2.57 respectively while the standard deviation of them are 0.75, 0.86, .073, 0.83 and 0.79 respectively. This result consistent with previous studies by Alesayoi (2003) who pointed out that the most job satisfaction facets can impact Libyan environment are supervision, benefits, rewards, operating procedure and co-workers satisfaction.

Table 1. Respondents' Profile

Contents	frequency	Percent	Contents	frequency	Percent
Age			**Education Level:**		
26-35 years	16	32%	High School	13	26%
36-45 years	26	52%	Undergraduate	22	44%
46-55 years	8	16%	Graduate	15	30%
Total	**50**	**100%**	**Total**	**50**	**100%**
Gender			**Income:**		
Male	30	60%	Less than 700 DL	23	46%
Female	20	40%	700-1100 DL	16	32%
			1101-1500 DL	11	22%
Total	**50**	**100%**	**Total**	**50**	**100%**
Marital Status:			**Work Experience:**		
Single	19	38%	Less than 5 years	5	10%
Married	31	62%	5-10 years	18	36%
Total	**50**	**100%**	11-15 years	9	18%
			16-20 years	13	26%
			21-25 years	5	10%
			Total	**50**	**100%**

From discussion above and table 2, it could be concluded that the leaders of NOC follow transformational leadership style when they manage their organization, while the dominant culture in NOC is Hierarchy culture and the respondents were satisfied with all the facets of job satisfaction.

Table 2. Statistics Descriptive of Transformational Leadership, Organizational Culture and Job Satisfaction

Variable & Dimensions	Mean	Std. Dev
Transformational Leadership		
Intellectual Stimulation (IS)	2.61	0.72
Idealized Influence (behavior) (IIB)	3.05	1.0
Idealized Influence (attributed) (IIA)	3.14	1.2
Inspirational Motivation (IM)	2.72	0.90
Individualized Consideration(IC)	2.57	0.85
Organizational Culture		
Clan (CC)	2.65	0.89
Adhocracy (AC)	2.36	0.70
Market (MC)	2.70	0.83
Hierarchy (HC)	2.76	0.83
Job Satisfaction		
Supervision Satisfaction (SS)	2.71	0.75
Benefits Satisfaction (BS)	2.68	0.86
Rewards Satisfaction (RS)	2.76	0.73
Operating procedure and Satisfaction (OPS)	2.66	0.83
Co-Workers Satisfaction (CWS)	2.57	0.79

Table 3 shows the relationship between the variables of the current paper, transformational leadership, organizational culture and job satisfaction which were 0.89 and 0.91 respectively. Besides, the relationship between organizational culture and job satisfaction was 0.89. Based on the results of the relationship between these variables it could be concluded that the relationship between transformational leadership style, organizational culture and job satisfaction is significant and positive relationship.

Table 3. Pearson correlation between Transformational Leadership, Organizational Culture and Job Satisfaction

Variables	Organizational culture	Job satisfaction
Transformational leadership	0.89[**]	.091[**]
Organizational culture		0.89[**]

Note: [**] Correlation is significant at the 0.01 level (2-tailed).

5. Conclusions, Recommendations & Limitations

Previous studies have examined the link between leadership paradigms and behaviors (Al-Omari, 2004; Al-Sharifi & Al-Tanah, 2010) and the results of these studies differ. The current paper concluded that the leaders of NOC follow transformational leadership style when they manage their organization while the dominant culture is Hierarchy culture and the respondents were satisfied with all the facets of job satisfaction. Thus, the results suggest that there is a relationship between transformational leadership, job satisfaction, and the effects of organizational culture on the relationship between transformational leadership and job satisfaction in National Oil Corporation of Libya. The concept of leadership is a very important topic for research in National Oil Corporation of Libya in particular and the petroleum sector in general. The study, further conclude that the relationship between transformational leadership, organizational culture and job satisfaction is significant positive relationship. The study may draw attention on the need to strengthen the leadership style, model, approaches and direction for petroleum sector for future development. Certainly business leaders in petroleum sector should play a dominant role in industrial development in Libya. Finally, the study stress the important of human capital development in petroleum sector in particular the development of leadership to spearhead the economic development of Libya. The scope of the study is limited to the employees of NOC based at the Headquarter in Tripoli, Libya only due to political uncertainty.

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