

## EXPLORING THE KEY DETERMINANTS OF ORGANIZATIONAL MANAGEMENT

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**Abstract:** This study aims to investigate the impact of leadership style and employee engagement on the employee activeness and organizational behavior of the petroleum industry in Bahrain. The objectives also show the investigation of mediating role of employee activeness among the links of leadership style, employee engagement and organizational behavior of the petroleum industry in Bahrain. Examining the moderating impact of customer satisfaction among the relationships between employee activeness and organizational behavior is also part of the current study goals. The results exposed that leadership style and employee engagement have a significant association with employee activeness, and leadership style has a significant association with organizational behavior. The findings also indicated that employee activeness significantly mediates the nexus of leadership style, employee engagement and organizational behavior of the petroleum industry in Bahrain. This study has guided the regulators while formulating policies related to the organizational function that enhance organizational performance.

**Keywords:** leadership style, employee engagement, organizational behavior, employee activeness

DOI: 10.17512/pjms.2022.25.2.02

*Article history:*

*Received* April 03, 2022; *Revised* May 23, 2022; *Accepted* June 16, 2022

### Introduction

In the present competitive world, running any type of business is tough. Considering there are many different types of research that have been conducted in the field of organizational management. In organizational management, employee activeness and organizational behavior are predominant for its smooth functioning. Though many studies have been conducted concerning various factors, no such study has taken the role of leadership style and employee engagement on employee activeness and organizational behavior, especially using the mediating and moderating impact of employee activeness and customer satisfaction. Thus, it motivates the researchers to conduct research in this area. For this purpose, the authors of the present study have taken the petroleum industry in Bahrain to obtain the study data. It is also unique as no such study is carried out in relation to the selected factors, which can be considered a novelty of the present study.

This study examines the influences of leadership style and employee engagement on organizational behavior. Before this study, many authors have dealt with the role of leadership style and employee engagement in organizational behavior. No single

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literary workout has been conducted to simultaneously deal with these associations of leadership style and employee engagement and organizational behavior. Thus, the current study removes this gap as it is an initiative to simultaneously address the influences of leadership style and employee engagement on organizational behavior. Moreover, little attention has been given to employee activeness as a mediator between creative leadership style and employee engagement and organizational behavior. In addition, this study proceeds to introduce the mediating role of employee activeness between leadership style and employee engagement and organizational behavior.

In the second section, the study looks at the opinions of different authors about the associations among leadership style, employee engagement, employee activeness and organizational behavior and presents suitable hypotheses. In the third section, the study describes the methodology to collect the supportive data from the petroleum industry of Bahrain. In the fourth section, the study presents its results based on data collected. Then, the last section proves the hypotheses with the help of proper discussion, implications and conclusion.

### **Literature Review**

The nature of organizational behavior is of much significance to the business organization. It determines the performance of the organization and its position in the market. Organizational behavior brings newness and improvement in the business processes, products and services, and people prefer to buy something new, unusual and appealing. They do not want to buy the products and services of the organization, which hold on to outdated procedures. When the behaviors of individuals and that of the organization towards one another and the situations are based on the development of creativity and innovation in the business, the organization can have better solutions to the problems, ways to meet challenges, and opportunities for success. In this way, organizational behavior enables the organization to have a higher position among its competitors. Organizational behavior is determined by many factors that inspire the business, such as leadership style, employee engagement and employee activeness. These associations of leadership, employee engagement and employee activeness, customer satisfaction and organizational behavior have a dominant place in the literature, which is shown in the following:

Leadership style enables the leader to promote skills in the member of the team under his guidance. Leadership is the manner of leadership under which the leaders work cooperatively with the employees under their guidance to develop their ability to think innovative ideas. The team leaders who employ active leadership to interact with the seniors and followers and develop innovative ideas create conditions that promote a good production (Mantikei, Usup, Sintani, & Negara, 2020). Developing such conditions or situations are known as supportive contributions. Under effective leadership, the leader provides psychological, material, and social support to the team members, the support that triggers, enables and sustains new thinking in them.

Under effective leadership, the leader builds a positive relationship between the employees and the organization. The leader adopts such a way of interacting with the employees, making them perceive that the organization values their efforts and takes care of their emotions and needs. Thus, it inspires them to think and behave actively in the workplace in favor of the organization. Similarly, when the leader cooperates and works with the followers, helps them understand the situation, solves problems, and recovers from failures, it assists them in developing innovative behaviors towards one another, organization, and their work (Randel & Jausi, 2019). Effective leaders work as a positive link between the employees and the top managers and make the requirements and the needs fulfilled by the top managers. Thus, it can be said:

H1: Leadership is linked with creative organizational behavior positively.

Employee engagement is the extent to which employees feel devoted to their assigned tasks, have committed to the organization, and put extra effort into the job functions. Employee engagement is the extent to which the employees feel passionate about their jobs and perform the tasks assigned actively. They are committed to the organization and stir their minds to find solutions to the problems to achieve organizational goals. They not only follow a set of instructions as it is, but they put discretionary efforts into the work and bring newness to the operations, products and services of the organizations (Haddad, Haddad & Nagpal, 2021). When the employees are committed to the organization and feel it their responsibility to create and maintain newness in organization resources and its products, they adopt organizational behaviors toward one other. They try to understand one another, build strong relations, and have proper communication. Thus, they can exchange ideas and have cognitive or physical support from one other, thus removing confusion in the way to creativity. They can also motivate others to think actively and make an urge to do something exceptional. When the employees add value to the quality of infrastructure, products and services with their extra efforts, the organization develops positive behaviors towards employees and help them in works. On the basis of above research opinions it is hypothesized:

H2: Employee engagement is linked with creative organizational behavior positively.

As known by the term, leadership refers to how the leader applies to lead his followers to perform the tasks assigned in an innovative manner. Here, under leadership, the leaders cooperate with the employees in several ways to assist them in developing the capacity to have innovative ideas which could solve the problems. While interacting with the seniors to take instructions and employees to guide them with an intention to develop novel ideas in them, they apply supportive conditions, situations, or environments. The leaders who intend to develop inventiveness in the employees provide support (cognitive, emotional, social, and material support) to the followers. A good leader inspires his followers to follow the plans and think by themselves, encourages them to develop new ideas, and make them come true, and instead of rebuking the followers on their mistakes or failures, makes them

understand how to remove the mistakes or failures. Such positive behavior on the part of the leader develops inventiveness in the employees. An active leader not only himself helps the employees in making something new, but he creates a bond and proper communication among his followers. In this way, they have from one another and exchange ideas which help develop innovative skills (Shafi, Lei, Song, & Sarker, 2020). Based on the above discussion, it is hypothesized:

H3: Creative leadership is linked with the employees' activeness positively.

Employee engagement in the business organization leads to the development of inventiveness in the employees. Employee engagement is when the employees have so much passionate devotion to their assigned tasks that they apply new ideas to perform the tasks efficiently. They are so committed to the organization that in order to meet the organization goals, they spend their cognitive and physical skills to produce something new and appealing. They put extra effort into their duties and functions (Anderson, Haney, Pitts, Porter, & Boussetot, 2020). Employee engagement in the organization not only assists him in developing skills but also enables him to help and motivate other employees to promote innovative skills and participate in work. When an employee is emotionally attached with the organization, as the organization care for the welfare of his employees, and is in search of new success opportunities for the organization, he succeeds in developing many thinking skills, effective communication, analytical thinking, brainstorming, prioritization, planning, coordination, time-management and interpersonal abilities (Jędrzejczyk, 2021; Pitts, Anderson, & Haney, 2018). The organizations where the employees perform their activities with a great sense of responsibility and devotion to the organization present something new, unusual, and appealing, attracting the consumers and enabling the organization to survive in the highly competitive market. In this way, they also become a role model for other employees and urge and assists them to think and do something remarkable and surprising. Thus, employee engagement develops fast creativity in the employees and proves to be a key to business success (Mirri, Prandi, Roccetti, & Salomoni, 2017). The following is hypothesized based on the above literature:

H4: Employee engagement is linked with employee activeness.

Employee activeness in the organization determines the behaviors of employees toward one another, the interaction between employees and organization, and the organization's own behavior. Employee activeness is the employees' ability to generate new and useful perspectives and ideas concerning processes, techniques, and procedures at the workplace and products and services. When the employees have unique thinking and actions at the workplace, they develop effective organizational behavior (Gagné, 2018). For instance, when an employee has resourcefulness (finding out how to manufacture maximum products with the use of available minimum resources), he may need cooperation from other employees; thus, he motivates the other employees to think in a new way. In this way, it also motivates the organization to develop organizational behavior towards the employees to help bring creativity into the business processes and benefit from this. It tries its best to

provide supportive knowledge and a favourable communicating network, which helps get information and resources to implement novel ideas to bring creativity to the business processes, products, and services. Under active leadership, the leader provides cognitive, material, and social support to the employees and inspires them to think of novel ideas by themselves and implement these ideas in the business processes. This employee activeness leads to organizational behavior. Similarly, employee engagement develops employee activeness as when the employees are committed to the organization and have a passion to the work to make something new they try to develop innovative skills.

Customer satisfaction helps develop activeness in the employees and organizational behavior. Customer satisfaction is the measurement that determines how happy customers are with the company's products, services, and capabilities. It indicates customers' loyalty and retention. It helps identify unhappy customers and reduces customer losses. Every emerging organization looks at the customers' satisfaction with their products, services and operations. They try to retain the customers, keeping them satisfied with the products and services. Customers want something new and appealing. They do not want something outdated. When the customers are satisfied with the quality of products and services, they urge the organization to retain the customer by adding to the value of the products and services and bringing novel changes in their features. For this purpose, the organization makes strategies and arranges to develop activeness in the employees; it supports them in their activities. Similarly, the customers' satisfaction matters much in developing organizational behavior. When the organization has higher customer satisfaction with its products and services, it tries to maintain this satisfaction. Thus, organizational behavior is developed among the personnel of different departments (Jiang, Xu, Cui, Zhang, & Yang, 2019). Based on the views of past authors, the following hypotheses have been proposed.

H5: Employee activeness is a mediator between leadership style and organizational behavior.

H6: Employee activeness is a mediator between employee engagement and organizational behavior.

H7: Customer satisfaction plays a moderating role between employee activeness and organizational behavior.

### **Research Methodology**

This research investigates the impact of leadership style and employee engagement on employee activeness and organizational behavior. Also, it shows the investigation of mediating role of employee activeness among the links of leadership style, employee engagement and organizational behavior of the petroleum industry in Bahrain. This research also examines the moderating impact of customer satisfaction among the relationships between employee activeness and organizational behavior. This study adopted the questionnaires to obtain the data, and simple random sampling was used to select the respondents. The research and development (R&D)

department employees are the respondents, and surveys were sent to them by personal visit and mail. A total of 530 surveys were sent and received only 294 questionnaires that showed a 55.47 per cent response rate.

The present article has employed the smart-PLS to analyze the data because the sample size is large and the model is complex (Hair Jr, Babin, & Krey, 2017). This research has used two predictors leadership style (LS) with nineteen items and employee engagement (EE) with nine items, and organizational behavior (OB) is taken as the dependent variable with sixteen items. In addition, employee activeness (EA) is used as the mediating variable with eight items and customer satisfaction (CS) is used as the moderating variable with six items.

### Research Results

This study has examined the correlation among items known as convergent validity. The statistics have shown that Alpha and CR values exceed 0.70, and loadings and AVE values are not less than 0.50. These statistics have shown high relations among items. These figures are shown in Table 1.

**Table 1. Convergent Validity.**

Constructs	Items	Loadings	Alpha	CR	AVE				
Employee Engagement	EE1	0.954	0.959	0.968	0.835				
	EE3	0.826							
	EE5	0.953							
	EE6	0.956							
	EE8	0.825							
	EE9	0.955							
	Leadership Style	LS1				0.860	0.967	0.970	0.669
		LS10				0.794			
		LS12				0.740			
LS13		0.820							
LS14		0.781							
LS15		0.842							
LS17		0.827							
LS18		0.822							
LS19		0.787							
LS2		0.814							
LS3	0.776								
LS5	0.863								
LS6	0.848								

	LS7	0.834			
	LS8	0.841			
	LS9	0.824			
Organizational Behavior	OB10	0.790	0.920	0.934	0.588
	OB11	0.842			
	OB13	0.646			
	OB14	0.798			
	OB15	0.780			
	OB16	0.813			
	OB2	0.578			
	OB5	0.767			
	OB6	0.811			
	OB7	0.801			
Customer Satisfaction	CS1	0.893	0.968	0.973	0.859
	CS2	0.935			
	CS3	0.928			
	CS4	0.926			
	CS5	0.937			
Employee Activeness	CS6	0.940	0.970	0.977	0.894
	EA2	0.955			
	EA3	0.927			
	EA5	0.962			
	EA7	0.918			
	EA8	0.964			

This study has also examined the correlation among variables known as discriminant validity. The Heterotrait Monotrait (HTMT) ratio statistics have shown that the values are not more than 0.85. These statistics have shown that there are no high relations among variables. These figures are shown in Table 2.

**Table 2. Discriminant Validity.**

	EE	LS	OB	CS	EA
EE					
LS	0.715				
OB	0.527	0.540			
CS	0.184	0.172	0.209		
EA	0.507	0.501	0.475	0.337	

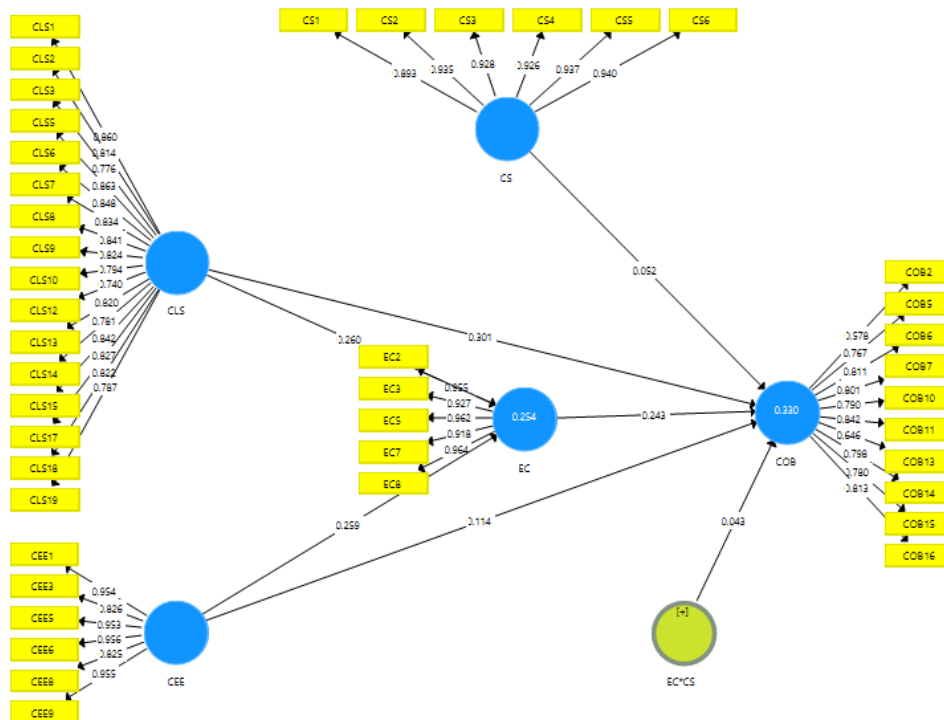


Figure 3: Measurement Model Assessment.

The results exposed that leadership style and employee engagement significantly affect employee activeness and accept H3 and H4. In addition, leadership style has a significant association with organizational behavior and accept H1, but employee engagement has an insignificant association with organizational behavior and rejects H2. These values are mentioned in Table 3.

Table 3. Direct Path Analysis.

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
EE -> OB	0.114	0.106	1.077	0.142	-0.068	0.301
EE -> CA	0.259	0.103	2.501	0.007	0.060	0.410
LS -> OB	0.301	0.106	2.831	0.003	0.094	0.465
LS -> EA	0.260	0.099	2.625	0.005	0.111	0.441
EA -> OB	0.243	0.070	3.462	0.000	0.107	0.343

The findings also indicated that employee activeness significantly mediates among the nexus of leadership style, employee engagement and organizational behavior of



the petroleum industry in Bahrain and accepts H5 and H6. However, customer satisfaction insignificantly moderates among the nexus of employee activeness and organizational behavior of the petroleum industry in Bahrain and rejects H7. These values are mentioned in Table 3.

Table 4. Indirect Path Analysis

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
EE -> EA -> OB	0.063	0.031	2.039	0.022	0.008	0.116
LS -> EA -> OB	0.063	0.030	2.102	0.019	0.013	0.112
EA*CS -> OB	0.043	0.052	0.831	0.204	-0.066	0.124

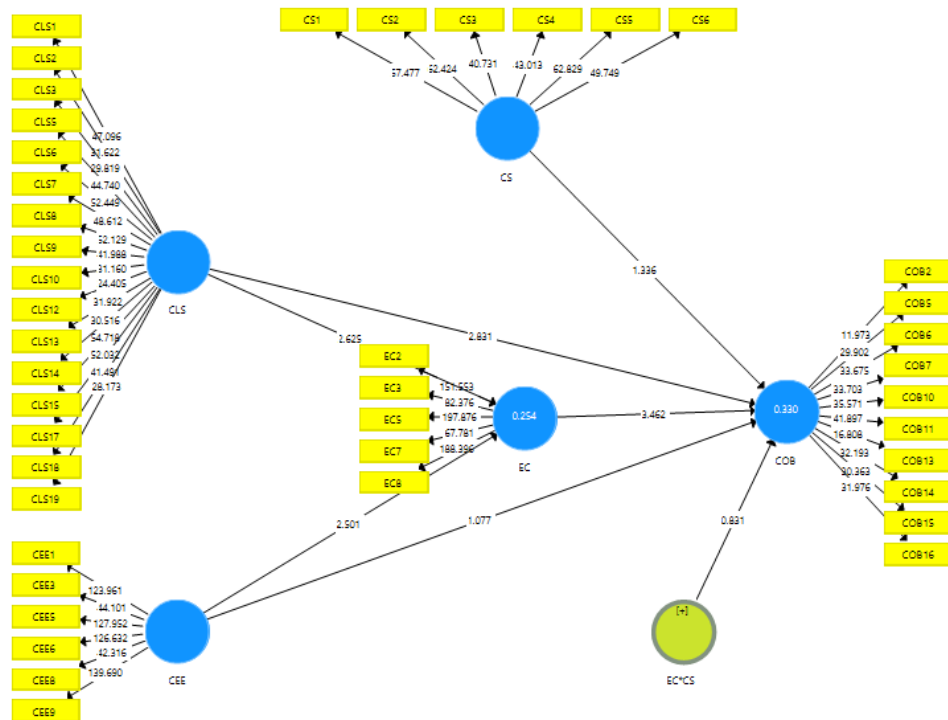


Figure 4: Structural Model Assessment.

### Discussion

The study results have revealed that the leadership style positively affects organizational behavior. The study implies that when the leader applies a leadership style to take instructions from management and address, instruct, or guide his followers, he can motivate the managers of above rank and the employees under his guidance to develop organizational behavior towards one another and towards their

business functions. These results are in line with the past study of Dovey, Burdon, and Simpson (2017), which shows that the way the leader of a team within the organization adopts to interact with the organizational personnel above their rank while taking orders and instructions to complete a particular task and to interact with the employees under his leadership while passing instructions to them and guide them to meet the team goals, affects the behaviors of all of them. When the leader adopts the effective leadership style while interacting with the managers and the followers, he can change the thinking and behaviors of the employees. These results are also in line with the past study of Thawinkarn, Tang, and Ariratana (2018), which reveals that in the organizations where the team leaders adopt an effective leadership style while performing their duties, the behaviors of the organizational personnel automatically change and get innovative. The study results have also indicated that employee engagement is not significantly linked with organizational behavior positively. These results align with the past study of Bakker, Petrou, Op den Kamp, and Tims (2020). This study analyzes organizational behavior. It concludes that when the employees in the organization do not understand their duties and responsibilities towards the organization and do not creatively perform their duties with the same degree of motivation, they have not been able to develop organizational behaviors. These results are also in line with the past study of Asif, Qing, Hwang, and Shi (2019), which represents that when the employees are not involved in their activities maintaining innovativeness, they do not adopt creative behavior that suits their performance.

Moreover, the study results have revealed that creative leadership behavior positively impacts employee creativity. When the leader adopts an innovative leadership style, he shows the behavior towards the employees that he can make them attach to the organizations, so they not only perform the assigned accordingly to the instruction but also brings newness to their performance. These results are also supported by the past study of Tse, To, and Chiu (2018), as the manner the leaders build a link between the organization and the employees, pass the instructions, and make the job done by the employees, affects the employees' emotions, their thinking and actions, the leadership style can inspire the employees. The study results have also indicated that employee engagement positively affects employee creativity. The study demonstrates that when the employees are engaged in programs or implementing strategies and policies, several skills are developed in them. These results are also supported by the past study of He, Morrison, and Zhang (2021), which states that the business organizations where the employees actively take part in the programs and implement policies while performing their business functions, they themselves develop thinking skills, which improves organizations' performance.

The study results have also indicated that employee activeness mediates between leadership style and organizational behavior. These results are supported by the literary work out of Mubarak and Noor (2018), which shows that the team leader's adoption of an innovative leadership style enhances inventiveness in the employees.

When the employees use effective communicating skills, they give rise to organizational behavior. The study results have also indicated that employee activeness is a significant mediator between employee engagement and organizational behavior. These results are supported by the past study of Khan, Khan, Bodla, and Gul (2020), which demonstrates that the employees' engagement in the organization enhances employee activeness. When the employees use effective communicating skills, they give rise to creative organizational behavior. These results are also in line with the previous study by Li and Sandino (2018). The employee's thinking and actions are developed by the employee engagement, and in turn, the employee's activeness results in the development of organizational behavior. The study results have also indicated that customer satisfaction does not play a moderating between employee activeness and organizational behavior. These results are in line with the past study of Sok, Sok, Danaher, and Danaher (2018), which states that when the customers feel satisfied with the quality and services of the product of the organization, the employees pay serious attention to the innovativeness of the products and services to maintain the customers' satisfaction. The customers' emotional, cognitive, and economic satisfaction sometimes does not motivate the creative organizational behavior. These results are also supported by the past study of Chien, Yang, and Huang (2021), which shows that high customers' satisfaction sometimes does not improve employees' activeness and organizational behavior. It also does not improve the impacts of employees' activeness and organizational behavior.

#### ***Empirical implications***

The study has great practical significance in the developing economy of Bahrain. It provides a guideline to economists and business organizations on how to improve creative organizational behavior. This study suggests that the behaviors of organizational personnel towards one another and managers' behavior toward their employees can be developed with the leaders' adoption of effective leadership style and employees' engagement. It also elaborates that activeness in employees' thinking and actions can be created through leadership style and employee engagement. Finally, it clears away to the business organization how in case there is high customers' satisfaction, employees' activeness can improve organizational behavior in a better way.

#### **Conclusion**

This study was carried out to analyze the contribution of leadership style and employee engagement to the development of employee activeness and organizational behavior in the petroleum industry in Bahrain. The aim of the conduct of the study was also to check the effectiveness of the role of customer satisfaction in improving the contribution of leadership style, employee engagement, and employee activeness to the development of organizational behavior. Considering the research aims, the study analyzed the degree of development of the organizational behaviors in the emerging economy of Bahrain on account of the adoption of

leadership style and employee engagement. The study examined that when the leader adopts a creative leadership style to take instructions from management and interact with, instruct, or guide his followers, he can motivate the managers of above rank and the employees under his leadership to develop organizational behavior towards one another and towards the organizational goals. The study clarified that when the employees have a great sense of responsibility, pay full heed to their functions, perform their duties actively, and develop positive, organizational behavior towards one another and the organization.

The study examined that the leadership style enables the leader to inspire the employees because the manner the leaders build a link between the organization and the personnel and make the followers do a job affects the employees' emotions, thinking and activities. Similarly, the business organizations where the employees energetically participate in the programs and implement policies while performing their duties develop thinking skills, which improve organizations' performance. Moreover, the current study successfully demonstrated that high customer satisfaction enhances the contribution of employee creativity in developing organizational behavior. Hence, this study concluded that leadership style, employee engagement, employee activeness enhance organizational behavior.

The study has a number of limitations that provide an opportunity for future researchers and practitioners to show their intellectual abilities, having removed these limitations while replicating this study. The writer of this study has collected data only through the issuance of questionnaires and applied no other source of data collection. The use of a single source to collect data to support the study has made its reliability limited. For a comprehensive study, the upcoming authors must use more than one source of data collection. This study has addressed customers' satisfaction as a moderator between customers' activeness and organizational behavior. But, the customers' satisfaction can better be used as a mediator between customers' activeness and organizational behavior as the employees' creativity helps enhance customers' satisfaction. So, the authors are recommended to address the customers' satisfaction as a mediator between the customers' activeness and organizational behavior.

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## BADANIE KLUCZOWYCH DETERMINANTÓW ZARZĄDZANIA ORGANIZACYJNEGO

**Streszczenie:** Niniejsze opracowanie ma na celu zbadanie wpływu stylu przywództwa i zaangażowania pracowników na aktywność pracowników i zachowania organizacyjne przemysłu naftowego w Bahrajnie. Cele pokazują również zbadanie pośredniczącej roli aktywności pracowników wśród powiązań stylu przywództwa, zaangażowania pracowników i zachowań organizacyjnych przemysłu naftowego w Bahrajnie. Badanie moderującego wpływu satysfakcji klienta na relacje między aktywnością pracowników a zachowaniami organizacyjnymi jest również częścią obecnych celów badania. Wyniki ujawniły, że styl przywództwa i zaangażowanie pracowników mają istotny związek z aktywnością pracowników, a styl przywództwa ma istotny związek z zachowaniem organizacyjnym. Wyniki wskazują również, że aktywność pracowników znacząco pośredniczy w powiązaniu stylu przywództwa, zaangażowania pracowników i zachowań organizacyjnych przemysłu naftowego w Bahrajnie. Niniejsze badanie kierowało regulatorami podczas formułowania polityk związanych z funkcją organizacyjną, które poprawiają wydajność organizacji.

**Słowa kluczowe:** styl przywództwa, zaangażowanie pracowników, zachowania organizacyjne, aktywność pracowników

## 探索关键决定因素 组织管理

**摘要：**本研究旨在调查领导风格和员工敬业度对巴林石油行业员工积极性和组织行为的影响。目标还显示了员工积极性在巴林石油行业的领导风格、员工敬业度和组织行为之间的中介作用的调查。检查客户满意度在员工积极性和组织行为之间的关系中的调节作用也是当前研究目标的一部分。结果表明，领导风格和员工敬业度与员工积极性显著相关，领导风格与组织行为显著相关。研究结果还表明，员工积极性显著调节了巴林石油行业的领导风格、员工敬业度和组织行为之间的关系。这项研究指导了监管机构，同时制定了与提高组织绩效的组织职能相关的政策。

**关键词：**领导风格，员工敬业度，组织行为，员工积极性