

Factors Influencing Organizational Performance at Petroleum Products Distribution Company in Yemen

Qais Ahmed Almaamari¹, Basma Mohammed Ali ², Sara Almeer

^{*1}(Department of HRM, College of Administrative Science, Gulf University, Kingdom of Bahrain,

²(Department of HRM, College of Financial Training & Management Services, FTMS College, Malaysia,

³(Department of HRM, College of Administrative Science, Gulf University, Kingdom of Bahrain,

ABSTRACT

The purpose of this study is aimed to examine the influence of factors on Organizational performance in Yemeni Oil Company special, Petroleum Products Distribution Company. To accomplish this, 185 employees with a strong return back of 75% in Petroleum Products Distribution Company were examined. The findings of the study that Organizational commitment has a positively significantly influencing to Organizational performance., Moreover, the Transformational leadership is the most positive in increasing Organizational performance. This study might contribute to policymakers and corporate managers with a practical implication and knowledge of the aspects that could likely affect organizational performance in the Oil sector, allowing for the potential of attracting and gaining more employee.

Keywords: Transformational Leadership, Organizational Commitment, organizational performance, Oil Sector, Yemen

1. INTRODUCTION

Developing public sector organisations continue to make reforms and enhancements in order to increase their standards of efficiency. It is clear that these organisations, in particular with regard to administrative matters, are constantly searching at alternative strategies of implementation that might help achieve consistency and effectiveness (Al-Qahtani & IBN-METHHEB, 1999). Changes are being made in history of sustainable growth in developing and underdeveloped nations. In order to achieve economic growth, different countries transform organisational ownership, while several countries embrace privatisation, such as the UK Government, which is recognised as the leader in privatization (Raju, 2021). Many emerging nations, however, imitate British privatisation, while adapting them to alternative methods (Al-Matari & Bin Omira, 2017).

By creating such changes, these organizations will be more competitive and inter-institutionally productive and able to trace the speedy advancement of technologies in the world in various areas. This is important especially laser technological tools, communications and computers. This will also make their economic relationships and interdependencies among neighboring states stronger. This is an important factor that contributes to positively advancing non-industrially developed countries, such as Malaysia, Philippine, Taiwan and Indonesia and promote them to become developed nations (Hussein Al-Amri, 2012).

In the context of the Middle East countries, like YEMEN, which is producing oil, the industry of oil is regarded the major and most crucial industry in this country. It is important because such industry plays a key role in enhancing the national economy of the country and the global economy. In this importance of such oil industry is owing to the fact that it is interconnected the power and security of the Middle East region. Hence, such research carried out in this important industry will contribute to oil companies (Raju, 2021).

Yemen remains one of the world's poorest countries with slow economic growth, not corresponding to rapid population growth rates, according to the Yemen Country Profile Report (2018). More than 70 per

cent of GDP, the Yemeni economy was strongly influenced by the decline in oil reserves. In addition to that, the same report revealed that the income from oil accounts for 85 % of the exports (Raju, 2021). Oil reserves are also expected, according to the same report, to be exhausted in the next ten years.

Besides that, the declining oil reserves pose long-term challenges for Yemen. More importantly, unstable political situation, high reported corruption, and high cost of business start-ups are some of the major hindering factors that drive away foreign investors from Yemen (Al-Harethi & Al-Maamari, 2018; Al-Maamari, 2020; Al-Maamari, Abdulrab, Al-Jamrh, & Al-Harasi, 2017; Yemen Country profile, 2013).

Accordingly, the issues of performance and sustainability are crucial for firms, organizations and institutions (Raju et al., 2021). The sustainability of the YOCs is a prerequisite for a continued support in increasing high performance to generate income in order to achieve competitive advantages. Thus, there is a need to examine the factors contributing to the performance of the YOCs, Specially, PetroMasila Company to ensure its sustainability.

According to Almaamari, (2017), Development, 2015, Ministry of Oil and Minerals, (2015) ,the study of the Oil organizations performance is of great importance as early insights show that there is a scarcity of studies being carried out on them, particularly in the Arab region (Abdelkader, Hathroubi, & Jemaa, 2012; Abdulrab, Zumrah, Almaamari, & Al-Tahitah, 2017).

Central to the performance of an organizations are the factors contributing to it (Al-Dhaafri, Al-Swidi, & van der Wiele, 2016). In the context of Oil sector, there is a lack of knowledge regarding the factors influencing the performance of the Oil companies Al-Maamari et al. (2017), Homaid, Md Zain, Al-Matari, Minai, and Ahmad (2017) Many scholars have tried to examine factors contributing to organizational performance in business field (Al-Dhaafri et al., 2016; Al-Matari & Bin Omira, 2017; Al-Swidi & Mahmood, 2012). For the Oil sector, there is no exclusion and the associated factors need to be revealed within the context of Oil sector (Raju et al., 2021).

Oil sector agenda is quite different from the other organizations as it is concerned with financial and social objectives, which involve different kinds of performance measures. This fact is fully supported and highlighted by other researchers such as Almaamari et al., (2017),Al-Shammari, Al-Khalaf, Al-Sharaifi, and Shahalam (2013),Kassem, Azry Khoiry, and Hamzah (2019), Hawash, Mokhtar, and Yusof (2019). This shows that the study on the performance of the Oil sector is much needed.

Therefore, the identification of potential barriers to productive and efficient employment production is an urgent issue in the petroleum and gas industry in Yemen. Practically speaking, Yemeni oil and gas companies must expand their output entirely, increase their competitiveness and fulfil foreign demands (Raju et al., 2021). His analysis is therefore important for oil and gas companies in Yemen. However, the current analysis will test the transformational leadership and organisational commitment in relation to the organisational performance of Yemen in the oil field. The low performance of the administrative personnel of the Yemeni oil firms is crucial and it is imperative to find ways to boost the performance and achieve the aims of most Yemeni gas and oil companies. This thesis is an attempt to tackle this crucial problem in Yemeni oil firms in particular.

Thus, the major purpose of this study is to bridge these gaps in the literature by examining the effect of between Transformational Leadership, organizational commitment on Organizational Performance.

2. LITERATURE REVIEW

2.1 The Influence of Transformational leadership on organizational Performance

Many scholars have also examined the association between leadership styles and organizational performance. Again, the results are mixed. Some researchers stated that the two variables have a positive relationship (Arif & Akram, 2018; Engelen, Gupta, Strenger, & Brettel, 2015; Katou, 2015; Tajasom, Hung, Nikbin, & Hyun, 2015). Others have shown a negative connection

(Hampton, Dubinsky, & Skinner, 1986; Pritchard & Karasick, 1973; Sheridan, Vredenburgh, & Abelson, 1984). But there was no partnership between other researchers (O'Reilly & Roberts, 1978). Many researchers investigated the immediate impact of leadership on organisations' success, but they find negligible results (Chun & Rainey, 2005).

Although several scientists believe that leading is intended to manipulate another individual or group's thought and behaviour in order to achieve such outcomes (Kouzes & Posner, 2007; Yukl, O'Donnell, & Taber, 2009), it does not offer observational proof that leaders have an influence on their followers.

In measuring and assessing Organizational Performance of public organizations, researchers have looked at various factors hypothesized to influence organizational performance. One of these factors was leadership styles (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012; Madanchian, Hussein, Noordin, & Taherdoost, 2016; Para-González, Jiménez-Jiménez, & Martínez-Lorente, 2018; Yukl et al., 2009). Yukl (2009) affirmed that leadership is one of the most significant variables that affect the success of a given organisation and that it needs to be investigated by the scholars who want to look at organisational performance.

Hypothesis 1: There is a significant influence between Transformational Leadership and Organizational Performance in Petroleum Products Distribution Company in Yemen.

2.2 The influence of the Organizational Commitment on Organizational Performance

Organizational commitment is extensively studied factors in the management literatures (Atmojo, 2015; Dhar et al., 2018; El-Kassar & Singh, 2019; Mercurio, 2015; Sato, Bartolák-Suki, Parameswaran, Hamakawa, & Suki, 2015; ST-Hilaire & de la Robertie, 2018; Yahaya & Ebrahim, 2016). These job attitudes have been shown to be positively related to performance (El-Kassar & Singh, 2019; Muduli, 2015; Nikpour, 2017; Rubel & Kee, 2015). According to Hurduzeu (2015), commitment, and Organizational Performance are censoriously significant to the organization.

The importance of organisational commitment to success is also substantially demonstrated. Clarke (2006), for example, analysed engagement and networking success in UK-based health units and observed a statistically important effect on performance, both affective and normative modes of commitment. While affecting the success of the network was linked positively, a continuing dedication was negative. He found that the connection between commitment and performance in networks is not easy. In a separate analysis 202 managers in Malaysian firms were examined in Rashid, Sambasvana and Joari (2003). These findings show that corporate culture, operational commitment and far-reaching effects on success were interrelated.

Morris and Sherman (1981) suggested that organisational commitment would accurately forecast employees' success and revenue, and that administrators and managers need to pay greater attention to the organisational commitment of their employees. Meyer, Paunonen, Gellatly, Goffin and Jackson (1989), finding that organisational commitment was a significant job success predictor. In addition, Somers and Birnbaum (2000) found a favourable association with the organisational performance with the affective commitment of the company. The same result was recorded by Kim (2005) who showed that one of the most important contributing factors in increasing organisational performance was employee commitment, mostly emotional involvement.

According to Mowday et al. (1982), Commitment is an employee's relative loyalty, involvement and participation in a given company. There are three elements to this definition: a deep conviction in organisational goals and principles, a tendency to make a significant effort for the organisation and a strong desire to remain members of an organisation. For Allen and Meyer (1993, the organisational commitment is an attitude that reduces the likelihood of a mutual separation from the organisation between employees and organisations.

In a similar vein, Robins (1998), supposed that the organisational commitment is a state where a individual considers the organisation's identity and wishes to be a part of the organisation. In other words, involvement is a commitment of the workers to the company and is an ongoing activity that leads to the success and prosperity of the organisation through the presence and attention of people in the corporate decision. Kashefi et al. (2013) conclude that 92 organisations require dedicated workers to allow the organisation, in its turn contributing to greater organisational performance, to compete with other organisations. Therefore, the claim is founded, the following hypothesis is generated.

Hypothesis 2: There is a positive significant influence of organizational commitment on Organizational Performance in Petroleum Products Distribution Company in Yemen

3. Underpinning Theories

Many theories appeared in the literary work on the basis of literature study of the origins and causes of public sector results. Two dominant viewpoints were identified for the purpose of this research, since they meet the goals and framework of this study. Both theories are the theory of change and capital theory of leadership (RBV). These ideas are discussed in the following parts along with the explanations for their choosing.

3.1 Transformational leadership theory

Transformational leadership theory is considered to be one of the major leadership hypotheses represented by many academics of the 21st Century (Barbuto Jr, 2005; Bass & Riggio, 2006). Northouse et al. (2006) suggests in this hypothesis that transformative leaders rely on their human and growth needs subordinates. In order to motivate and help subordinates to excel in a dynamic world, transformative leaders control subordinates in an approach that goes beyond standards. Transformation leaders also encourage the subordinates to focus their organisational interests above their personal interests (Bass & Riggio, 2006).

Bass and Riggio (2006) proposed transformational leadership theory for outstanding results, whether human or corporate, with support from supporters in their approach to theory. The philosophy of transformation management involves adherents who update their ideas and need for higher results (Bass & Riggio, 2006; Walumbwa, Lawler, Avolio, Wang, & Shi, 2005). Transformational leadership theory is the theoretical basis of current research is chosen in accordance with its goals, taking account of the clear and significant relationship between management styles and commitment which themselves are regarded as significant determinants for organizational performance.

3.2 Resource-based View (RBV)

Resource-based view is an growing and influential field in the strategy literature addressing the issue of identification in an enterprise. The origins and essence of strategic capacities are primarily concerned. The intra-organizational resource-based viewpoint suggests that performance is a function of unique business capital and skills (Wernerfelt, 1984). The resource-based view is that good businesses can build defining and special talents in terms of potential competition, often requiring or intangible (Rumelt, Schendel, & Teece, 1991). The heart of the plan is, thus, identified by the specific capabilities and capacities of the organisations (Rumelt et al., 1991). Furthermore, the ability of the company to build and maintain a viable role on the market is critically dependent on rent creating the capability of their underlying capital and capacity (Conner, 1991).

The resource-based view (RBV) suggested that competitive edge and success outcomes are attributed to corporations' unique capacities and services that other rivals pay to replicate (Barney (Barney, 1986; Rumelt et al., 1991; Wernerfelt, 1984). Such capital and capacity may be essential drivers of sustainable competitive advantage and superior business performance if companies have

certain particular features. These resources should be precious, more valuable, more powerful, scarce, imitated and unsubstituted (VRIN); (Barney, 1986). Through its ability to recognise, create, deploy and conserve those capital and differentiate them from their opponents in order to promote its performance in the competitive market, the Company will maintain its competitive benefit (Amit (Amit & Schoemaker, 1993; Carmeli & Tishler, 2004; Dierickx & Cool, 1989).

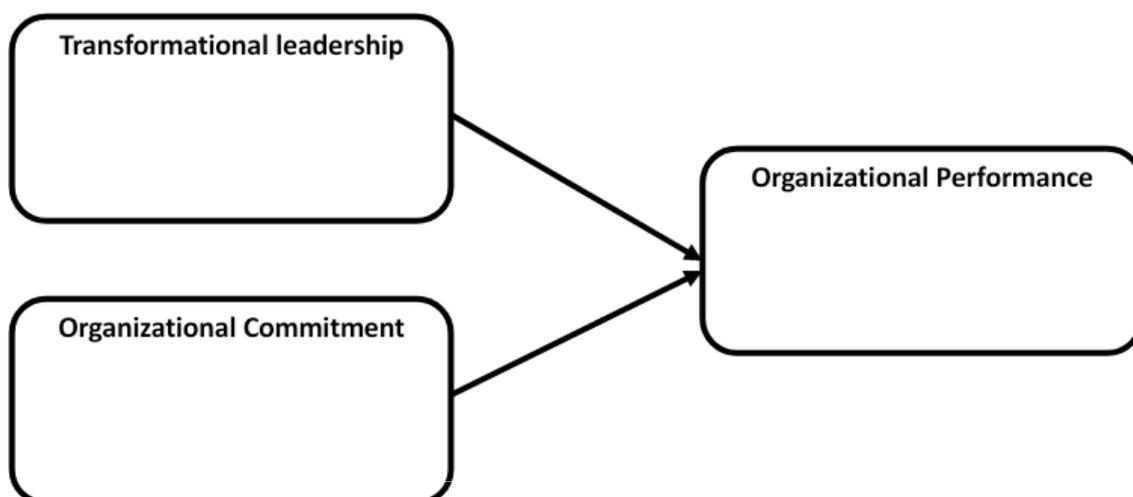
4. Research Method

For study, a sample refers to a collection of individuals, artefacts or things collected from a wider population for the purpose of measuring. The survey should be representative of the population to ensure that the results of the test sample are generalised to the entire population. In the research approach, the probability sampling technique and the non-probability sampling technique, two major methods of sampling have appeared. Probability sampling is used to represent the entire population, which usually results in most reliable and valid results as they reflect the population's features from which they derive (Uma Sekaran, 2006; U Sekaran & Bougie, 2013). However, in some situations, it is not always feasible or practicable to include all persons in the test community and, therefore, an unlikely sample methodology is recommended especially when the study population is too large to be used in the survey process (Uma Sekaran, 2006; U Sekaran & Bougie, 2013).

This analysis uses a method of non-probability sampling called non-random sampling convenience. The study's participants include the person who works in Petroleum Products Distribution Company in Yemen. The total number of Individuals or employees working in Petroleum Products Distribution Company in Yemen was 3,343 (Ministry of Oil and Minerals, 2015). the next table 3.1 shows the distribution of employees/individuals working in Petroleum Products Distribution Company in Yemen.

5. Conceptual Framework

The key objective of the study is to examine the influence of transformational leadership and organizational Commitment on the performance of Yemeni public organization. The latest analysis identifies the independent variables of the studies as transformational leadership and organizational commitment, while the organizational performance is the dependent variable. The relationships between these variables are shown in the theoretical context of the analysis in Figure.



6. Development of Instrument

Data from respondents in the Oil Exploration and Production Authority were collected by using Questionnaire. The tool is split into four parts of 41 questions overall. A cover letter with the intent of research, protection of data and confidentiality of identity is attached to each questionnaire. Moreover,

the instructions for and part of the questionnaire are given. The first segment focuses on employee features (5), including: gender, age, level of education, Positions and working time in today's business. The second part aims to collect transformational leadership knowledge as an independent variable. In TL there are (12) items and the third component of the questionnaire is intended as an independent variable in this analysis in order to measure employee organisational commitment. This section contains (18) items. The fourth component of the questionnaire is structured as a validated variable to assess organisational performance. The fifth part of the questionnaire includes (6) items.

The five-point Likert scale is used to assess all questions concerning LT, staff's organisational commitment, and employee organisational performance. The scales are used on the basis of Wright and Crimp (1995) who have claimed that five-point scales are enough to prevent converging responses to the mean response. This research included the 5-point Likert Scale from (1) "strongly disagree" to (5) "strongly agree".

This research examined the measuring measures in the following subdivisions. TL, employees' organizational commitment, and employees' Organizational Performance.

Table 1 exhibited the items used to measure TL, employees' organizational commitment, and employees' Organizational Performance and their sources from which this measurement was adopted.

Table 1: Measurement components

Construct	No. of Items	Source
Transformational Leadership	12	Avolio and Bass (2004)
Organizational Commitment	18	Herscovitch and Meyer's (2002)
Organizational Performance	6	Narver and Slater (1990)

7. Reliability Test for Pilot Test

To collect the data for the pilot study, a pilot test was used through a convenience sampling technique on 30 full-time employees from Petroleum Exploration and Production Authority, the questionnaire was personally distributed and gathered from the participants to ensure a 100 percent response rate. In addition, the participants were asked not only to respond the questions, but also to comment on the questions in terms of it's understand ability and whether it was possible to reduce the possibility of misunderstanding. As a result of their responses and suggestions, some questions were rephrased for the purpose of eliminating the confusion and increasing the quality of the data of the study. Based on the collected data, the reliability and validity of the instrument were performed.

The reliability of measuring instruments has been checked using the internal Cronbach reliability alpha (Cronbach's alpha) of the individual questionnaires in the PIC, version 22. Table 2 shows that the alpha of Cronbach ranges from 0.626-0.906 - i.e. from moderate to exceptional - for the reliability of instruments in the pilot sample. The usually agreed value for the lower limit for alpha Cronbach is 0.7, although in exploratory experiments it can be reduced to 0.6 (Hair, Anderson, Babin, & Black, 2010).

In summary, the alpha for the instruments used by the Cronbach are as per Table 2 based on the reliability study performed.

Variables	Cronbach's Alpha	No of Items	Strength
Transformational Leadership	0,908	12	Excellent
Organizational Commitment	0,832	18	very Good
Organizational Performance	0,741	6	Accepted

8. Demographic Analysis

The data collected is summarized using basic descriptive statistics including frequencies and percentages to provide a summary of the collected data. Table 4.1 includes frequency and percent for the population profile of the study sample respondents. It shows that 155 (83.8%) were male and 30 (16.2%) female. 43.3% were less than 30 years old, 40.5% between 30 and 39 years, 9.7% between 40 and 49, 5.9% were 50 years and above. In background of education terms, 8.6% had high school certificate, 9.1% had a diploma, 70.2% had a bachelor degree (the majority of participants), and the remaining 11.8% had completed postgraduate studies. In position terms, 103 (55.6%) were staff, 35 (18.9%) were Head of Department, 15(8.1%) were department manager, 10(5.4%) were general manager and 22(11.8%) were others. In working experience terms, 6.41% were below 3 years, 42.1% were between 3 and 6 years (the majority of participants), 33.5% were between 7 and 10, and 17.3% were above 10.

Table 3 Demographic Profile of Respondents Summary

No	Demographic Item	Categories	Frequency	Percentage
1	Gender	1. Male	155	83.8
		2. Female	30	16.2
2	Age	1. less than 30 years	80	43.3
		2. 30 - 39 years	75	40.5
		3. 40 - 49 years	18	9.7
		4. Above 50	11	5.9
3	Education background	1. High school	16	8.6
		2. Diploma	17	9.1
		3. Bachelor	130	70.2
		4. Postgraduate	22	11.8
4	Positions	1. Staff	103	55.6
		2. Head of Department	35	18.9
		3. Department manager	15	8.1
		4. General Manager	10	5.4
		5. Others	22	11.8
5	Working experience	1. below 3 year	12	6.41
		2. 3 - 6 years	78	42.1
		3. 7 - 10 years	62	33.5
		4. Above 10	32	17.3

9. Analysis of Correlation and Regression

9.1 Analysis of Correlation

According to U Sekaran and Bougie (2013) This information is provided by a Pearson correlation matrix, that is, indicating the direction (whatever it's positive or negative), strength and importance of the two variables of the study.

Although the correlation will vary from -1.0 and 1.0 , we have to consider if or not there is a correlation between two variables. As we know, the traditional standard of social science study is widely agreed to be $p=0.5$. This shows that 95 of 100 cases, we can be confident that the two factors are valid or significantly related and that there is only 5% probability that this interaction does not even exist (U Sekaran & Bougie, 2013).

Table 4 presents the correlation matrix between variables. All the correlations between variables are strong positive correlation.

Table 4 : Relationships between TL&OP

		TL	OP
TL	Pearson Correlation	1	.553**
	Sig. (2-tailed)		<0.000
	N	185	185
OP	Pearson Correlation	.553**	1
	Sig. (2-tailed)	<0.000	
	N	185	185

** . Correlation is significant at the 0.01 level (2-tailed).

The above table shows that there is a moderate positive correlation between TL and OP. The positive assessment of the relationship coefficient is responsible for this. The variable of TL has 0.553 links to OP.

The following table indicates that the links between organisational commitment and organisational performance are strongly positive. This is due to the high positive assessment of the resulting relation coefficient. The organisational commitment correlates 0.634 with the performance of the organisation.

Table 5: Correlations between OC&OP

		OC	OP
OC	Pearson Correlation	1	.634**
	Sig. (2-tailed)		<0.000
	N	185	185
OP	Pearson Correlation	.634**	1
	Sig. (2-tailed)	<0.000	
	N	185	185

** . Correlation is significant at the 0.01 level (2-tailed).

9.2 Regression Analysis

The hypotheses of this study were tested using SPSS as presented in Figure 4.6. The two hypotheses are supported. Transformational Leadership is positively influence Organizational Performance, H1 is accepted ($\beta = .231$, $p < 0.001$). Organizational commitment is positive significantly influence Organizational Performance, hence, H2 is accepted ($\beta = .47$, $p < 0.001$). Note that the standardized path coefficient indicates the strength of the relationships between the independent and dependent

variables, so the direct effects of Organizational Commitment is much stronger than Transformational Leadership, as evident from the values of path coefficient.

Table 6: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.820	.228		3.600	.000
Transformational Leadership	.231	.069	.234	3.356	.001
Organizational Commitment	.417	.072	.423	5.792	.000

Table (6) illustrates the important influence of all independent variables on the dependent variable.

Furthermore, the mean of organizational performance is $\beta_0=820$ if predictors =0.

$\beta_1=.231$ means a increase in the transformational leadership average per unit as variables (Organizational Commitment) are held constantly.

The variables (transformational leadership) when held constant are indicated that the increase in the mean of the Organizational performance by unit increases Organizational commitment.

10. Findings of Hypotheses Testing Summary

In the below table that shows the all findings of Hypothesis testing as follows:

Table 7: Results for testing of hypotheses

No.	Hypotheses	Findings
1.	Leadership Transformational has significant positive impact on Organizational Performance	Supported
2.	Organizational commitment has significant positive impact on organizational performance.	Supported

11. Discussion & Conclusion

First of all, the purpose of this article is to investigate the elements that influence Organizational performance in Manufacturing businesses. In order to attain the first one objective of the present study regarding the effect of TL on OP at Petroleum Products Distribution Company in Yemen, the regression paths between TL and OP were examined. As illustrated in Table 4.6 in Chapter 4, the influence TL, and OP was found to be positive and significant at the level of 0.001. Therefore, such result supports the first research hypothesis H1 ($\beta= .231$, $t=3.356$, $p<0.001$). This result is consistent with the finding of some previous related studies (García-Morales et al., 2012; Hurduzeu, 2015; Para-González et al., 2018; Sato

et al., 2015; Tajasom et al., 2015) which reported that considering on TL from management helps employees to be more open and ready for increasing their performance.

In Transformational Leader's Theory, the workers are inspired to work with, and accomplish the aims of Petroleum Products Distribution Company, for instance, when there is creativity, supporting or involved, whether the Leader of the Company will serve as an innovative, inspiring and participating leader. This study assumed that TL would have an effect on the performance of the company in the petroleum distribution company, in accordance with its first research objective.

In order to attain the second one objective of the present study regarding the effect Organizational Commitment on Organizational Performance at Petroleum Products Distribution Company in Yemen, the regression paths between OC and OP were examined. As illustrated in Table 4.6 in Chapter 4, the influence OC and OP was found to be positive and significant at the level of 0.001. Consequently, the second research hypothesis H2 ($\beta = 417$, $t = 5.792$, $p < 0.001$) is supported. This result is in agreement with results of previous research (Rubel, M. R. B., 2015; Nikpour, A. 2017; Muduli, A. 2015), as these studies also reported the positive and significant impact of OC on OP.

The research question aimed to investigate and validate the direct influence of OC on OP. Based on the results of the study, such relationships among those variables were confirmed. Thus, it is critical to understand work-related attitudes and behaviour in order to make the effort in increasing the level of performance.

The analysis of the collected data revealed that OC has a positive and direct influence on OP. Based on the theory (RBV), the higher employees' OC is, the higher their performance and to behave in a way that leads to achieve organization's objectives will be. On the other way, the lower employees' OC is, the lower their performance as a change initiative will be.

12. Limitations and Directions for Future Research

Despite the useful findings of this empirical study, there are several limitations that should be addressed for future research. The first limitation is represented by the research design used in this study. In other words, since the present study is not longitudinal in design, but it is a cross-sectional research design, this may have restricted the researcher's ability to tackle or refer to the changing and evolving nature of the phenomenon under study over a period. Therefore, future studies should employ a longitudinal research design so that any possible changes and developments of the phenomenon and the relationship between the variables of this study can be studied or investigated over a period of time. Furthermore, to overcome such limitation, researchers investigating this research topic in the future can use in-depth interviews along with questionnaires.

Another limitation of the present study is the study context/setting. As the study was conducted in the Yemeni industry organizations, the results of the study may not be generalized to whole sectors. Therefore, such results should be interpreted carefully by future researchers. Moreover, researchers interested in the Yemeni context may use this study as a basis and replicate it in their future investigation of other sectors such as education, tourism, health, banking sectors, etc.

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