

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter provides a recapitulation of the study. This recapitulation highlights a summary of the content that has been discussed in previous chapters. The next sub-sections address the implications and contributions of the study to existing knowledge and related practice. It includes the knowledge contribution of the study, theoretical implications and practical implications. Finally, the chapter has discussed the limitations, suggestions and recommendations of the study.

6.2 Overview of the Study

This study is an empirical attempt designed to determine the impact of leadership role on the employees' productivity in the water sector organizations in the Sultanate of Oman. It includes a mediator variable of motivation between independent and dependent variables. This study has addressed four objectives. The first objective was to analyze the influence of the leadership role towards the employees' productivity in the OWS. While the second objective was to analyze the influence of the leadership role towards motivation in the OWS. Whereas, the third objective was to analyze the influence of the motivation towards the employees' productivity in the OWS. Finally, the fourth objective was to analyze the mediating effect of motivation towards the relationship between leadership role and employees' productivity in the OWS. Data has been gathered from 340 OWS employees in order to achieve these goals in the current study. Then, the data analyzed using SPSS

version 24 to test the preliminary analysis and Smart-PLS version 3.2 was used to evaluate the measurement model and structure mediating analysis.

A survey of the related literature showed that there had been limited previous studies conducted on identifying the impact between leadership role and employee's productivity in the Oman Water Sector. On the other hand, although the phenomenon of studying the employees' productivity has attracted considerable attention in the last decades, limited previous studies has focused on motivation as a mediator between the independent and dependent variables in improving employee productivity. This study has classified the area of discussion into three relationship areas. They are the impact of a leadership role on employee productivity, the impact of motivation on employee productivity and the impact of the motivation as a mediator variable between independent and dependent variables. Moreover, this study has confirmed the four hypotheses by conducting a factor analysis that resulted in several factors. Furthermore, the fourth hypothesis has been accepted the mediating variable of motivation affected the relationship between leadership role and the employees' productivity. The dependent variable of this study was the enhancing of employees' productivity in the OWS. The dependent variable was loaded on one factor. Factor analysis confirmed the consistency of the items with measured variables.

In parallel with the recapitulation mentioned above, the followings are a summary of the previous chapters. The first chapter has described the aim and the four general objectives of this study, research questions, the problem statement, the study significance and the research scope. The framework of the study has also shown in this chapter. The last part of the first chapter lists the operational definitions that indicate the meaning of the

terms used in this study. The second chapter provides relevant literature on leadership and an overview of its role and the motivational factors in motivating employees. Accordingly, this chapter has discussed some of the exploration theories about leadership and motivation. A research study in this area has provided more knowledge on how these principles can be applied in the Sultanate of Oman's water sector. Moreover, this chapter has discussed the concepts of employees, leadership, motivation and productivity. It has also discussed the importance and role of leadership, leadership styles and theories and motivation theories. Additionally, it has discussed the influence of leadership on employee productivity, the Islamic perspective about leadership and motivation, the relationship between the leadership role and employee productivity, as well as the motivation as a mediator for productivity. At the end of this chapter, the research hypotheses and conceptual research framework have been stated. The third chapter has described the research approach, research design, data collection method, tools and data analysis method for this academic study. The data was gathered using a questionnaire. Before using the survey to collect data from respondents, arbitrates has evaluated it for design purposes. Next, a pilot survey was conducted before distributing the final questionnaire to the representatives. After collecting the data, it has begun the process of testing its validity and reliability. Those data have been gathered from two organizations of the Oman Water Sector. The IBM SPSS software platform has been used to analyze the collected data for interactive or batch statistical analysis. The fourth chapter has discussed in detail the data analysis findings using suitable statistical analysis methods and procedures. Descriptive analysis has conducted to manage and analyze the demographic profile of respondents using SPSS version 24.0. Then, smart PLS analysis has been used in this study to evaluate reflective measurements and structural

models. After establishing the integrity and adequacy of measurement models, structural models have evaluated. It has involved testing the standard path coefficient with key values, including all research constructs of (R^2) and effect size (f^2). Consequently, it allows testing all proposed hypotheses. The fifth chapter has discussed the discoveries of the exploration questions. The discussion has assessed the measurement model, structural model and mediator variable analysis of the research based on the Smart-PLS version 3.2. Likewise, it has incorporated a discussion of the research questions' findings. However, it has done to know the impact of independent variable on the dependent variable. In addition, to investigate the influence of the mediator variable between the independent variable and the dependent variable. Consequently, the four research questions have examined their findings and discovered their answer. Whereas, the last chapter has discussed the summary, implications and contributions of the study. In addition, it has discussed the limitations, suggestions and recommendations of the study.

6.3 Implications and Contributions of the Study

The findings of this study builds and contributes to three main implications. They are knowledge contribution, theoretical implications and practical implications. The following sub-sections provide details of these implications.

6.3.1 Knowledge Contribution

The previous literature's scientific contributions dealt with the causal relationship between the main variables that the present study shares with some of its particles based on the main variables represented in the leadership role, motivation factors and employees' productivity. However, these contributions vary in their theoretical models and differ in

their level of significance. The current study has done in the water sector in the Sultanate of Oman. Moreover, the findings of this study examined the relations between the independent variable (leadership role) and the dependent variable (employees' productivity) with the mediator variable (motivation) and evaluating its impact between those (IV) and (DV). Thus, its findings may not have the same findings if the study was carried out in another location or sector. In other words, the mere fact that the found impact due to the relations between the mentioned variables in OWS could be totally new and it contributed to the literature by addressing and trying to close such knowledge gap.

6.3.2 Theoretical Implications

This study examined the influence of the motivation in the relationship between leadership role and the employees' productivity. Also, to enhance the leadership role for increasing the employees' productivity, leaders need to develop their skills which are related to decision making. Thus, the theoretical contributions of this study have a review for the previous studies that showed a literature gap in using the motivation as a mediator that needs to be researched. It indicates a unique theoretical contribution to the literature that provides a comprehensive study, including the mediator of motivation and findings. Accordingly, some principles assist managers in making better choices. In management leadership systems, organizations that follow these concepts must take greater consideration of the reason for implementing such principles in real life. However, aligning the motivation factors can be given as a reward. Moreover, for activating the employees' motivation, managers are always required to enhance their leadership knowledge and develop their skills to activate their productivity. Up-to-date of implementing this study,

limited studies in the literature has focused empirically on such a relationship, especially in the Oman Water Sector. Therefore, this study provides additional theoretical implications on this side of the literature.

A study model has been developed for this study, which includes an independent variable (leadership role) and a dependent variable (employees' productivity) with a mediator variable (motivation), as well as related hypothesis have been developed for further findings. A research instrument "questionnaire" has developed based on previous studies that have related variables with those have researched in this study. It got a very high level of reliability. Therefore, this instrument is a new addition to the literature. The secondary data has collected by this questionnaire from a sample size based on a stratified sampling method. It has then analyzed by SPSS and Smart PLS to identify the relations drawn in the mentioned study model. Such an adopted approach and developing a unique model brought some difference in this study and added to the knowledge body.

6.3.3 Practical Implications

This research's findings shed light on an important issue related to the effect of leadership role and motivation on the employees' productivity of OWS. It has explored the effect of motivation as a mediator between the independent and dependent variables. The results have several important implications for the decision-makers of OWS. This study's findings indicate the importance of developing the managerial position holders in OWS to utilize their role and to influence the enhancing of the employees' productivity in this sector. In addition to consider the motivation factors which related to the equal treatment, job importance, manager's trust, owns the required skills, empowerment, training and

development, appreciation, bonus, relationship with co-workers and quality of working environment due to their positive influence on the employees' productivity in the Oman Water Sector. Moreover, the findings indicated a solid association between the leadership role and the employees' productivity. Therefore, developing the role of leadership by setting supported policies and executing suitable plans for improving their role will enhance the employees' productivity in the Oman Water Sector.

In addition to the above-mentioned practical implications, the Oman Vision 2040 has related goals to be achieved during its period. Some of its goals include increasing water efficiency and improving people's skills to contribute positively to Oman Vision 2040. Therefore, doing such a study in OWS is going in parallel with accomplishing the objectives of Oman Vision 2040, especially those related to the water sector.

6.4 Limitation and Suggestion for future studies

This research developed a framework to understand the impact of leadership role on employees' productivity. The proposed framework was drawn upon a literature review of related studies. The framework was validated using comprehensive survey data from employees of the Oman Water Sector. However, similar to many other studies, there are some limitations in this research highlighted below. The first limitation relates to the use of the quantitative approach only. Whereas, applying mixed methods (quantitative and qualitative) may lead to findings that are more comprehensive. However, due to time constraints, it was decided not to conduct interviews with the respondents. Also, doing interviews for employees at their organizations in OWS often needs specific permits and can take a long time to plan and practice. The second limitation of this study is essential to

note that there were far more male respondents than females. This limitation could be due to a shortage of females compared to the number of males who work in the OWS. The third limitation is the influence of demographic factors such as age, gender, and qualification, were not considering their relation or mediating impact between independent and dependent variables in this study. The effect of such variables on the study model could be investigated in future studies.

On the other hand, the data and limitations of the current study lead to the following suggestions for future studies:

- i. Although the findings of this study offer meaningful insights into the studied phenomena, further explaining the interaction between independent and dependent variables of these studies, it would be helpful to incorporate demographic factors into the study model.
- ii. Study the leadership challenges to practice their role in enhancing the employees' productivity in the Omani public sector.
- iii. Study the determining factors which support enhancing the motivational factors in the Omani public sector.
- iv. Study the mediating effect of the leadership role, as a mediator, between motivation and employees' productivity in the Omani public sector.
- v. Make a study by applying a qualitative or mixed-method to compare its findings with the findings of this study because the current study has applied a quantitative research method only.
- vi. Make a study to measure OWS employees' satisfaction based on the organizational motivation factors and leadership role.

6.5 Recommendations

The findings of this study discovered several interesting recommendations that need to initiate the concerns of the policymakers of OWS. Thus, the following recommendations have been suggested to improve OWS employees, management, and productivity.

- i. Needs to set-up a clear strategic plan to develop the leadership role in the OWS.
- ii. List the currently available motivational factors in OWS, develop a plan to improve them and add what was mentioned in this study, if not currently available, to motivate the employees and raising their productivity.
- iii. Equal treatment is a necessity that every employee must enjoy. Therefore, the management of OWS needs to make adjustments in the system to meet different persons' needs. It includes the differences in gender, ages, education, skills, experience, personalities and disabilities.
- iv. The position's importance is a motivating factor that must be taken into account when determining the position's functions. Thus, the employees can overview their functions and see themselves as an essential part of the job.
- v. OWS needs to develop relationships at social events that may improve working relationships by inspiring more direct and informal communication rather than formal methods. Acquiring employees in an out-of-office environment can help them be more open and improve trust.
- vi. The required skills are one of the main motivational factors for improving employee productivity based on this study's findings. Therefore, OWS organizations need to provide their employees with training and development

programs that enable them to perform their responsibilities to enhance their productivity.

- vii. Appreciation at work is one of the main motivational factors that managers need to have cared for towards their employees in the OWS. The ways of appreciation include praising a job well done, saying thank-you for employees' hard work and contributions, providing financial incentives, building trust with employees, and encouraging their feedback.
- viii. OWS management should consider other motivational factors such as empowerment, providing bonuses for employees, enhancing relationships with co-workers and improving the working environment. These factors motivate employees to enhance their productivity as found in the results of this study.

6.6 Chapter Summary

There is also much work to be undertaken to recognize leadership role and motivation that influencing the employees' productivity. This research moves toward trying to understand these impacts. It seeks to contribute towards minimize this gap. This study aimed to assess the factors that influence employees' productivity in the Omani Water Sector. In light of the study problem and its objectives, four hypotheses were formulated. Besides, it has discussed all direct and indirect correlations between all the study variables represented in the leadership role, motivation and employee productivity. A descriptive and analytical approach was used to accomplish the study's objectives and test its hypotheses. The key method for gathering data from respondents was a survey questionnaire, which consisted of Oman water sector employees who reached 340 respondents. Several academics also did

arbitration for the questionnaire. Then, its validity and reliability have been verified. The survey dimensions were highly rated by Alpha Cronbach. For data analysis, SPSS and Smart PLS programs were used.

The proposed hypotheses found positive relations and significant effects, representing the relationship between the leadership role and motivation with the employee's productivity. Moreover, the hypothesis of the mediating effect of motivation between the leadership role and the employees' productivity was accepted because the variables were significantly associated. Accordingly, this study reveals that when the organizations of OWS take care and consider the importance of developing the leadership role at the workplace and providing suitable motivational factors for their employees, it will enhance the productivity of organizational people in this sector. Therefore, it concludes that organizations should take steps toward considering the leadership role and motivation factors. By doing so, organizations would be more able to improve employees' productivity.