



ASPECTS OF LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON ORGANIZATION PERFORMANCE IN ABU DHABI PUBLIC SECTOR

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Abstract:

The aim of this research is to determine the aspects of leadership style and organizational culture on organization performance in Abu Dhabi public sector. A total of 398 respondents were selected for the data analysis, where the ultimate step of data analysis is the employing appropriate analytical methods to understand and interpret the data gathered. The present study is to be used Statistical Software Package for Social Sciences (SPSS) and AMOS Software Package to analyze the data. Based on existing literature, previous studies and the purpose of the study, the researcher has decided to use descriptive statistics and inferential statistics. Exploratory Factor Analysis (EFA) explores the possible underlying factor structure of a set of variables without foisting a predetermined structure on the outcome. On the other hand, Confirmatory Factor Analysis (CFA) tests the hypothesis relationships of the variables to verify its factor structure. The result found that, in order to stimulate the progress of the organization, they must recognize and harness the creativity and innovative of the leadership. Technology, culture and organizational strategy may not be able to sustain them for long unless organizations are ready to establish a structure that continuously develops knowledge leaders to run and sustain the process.

Keywords: leadership style, organizational culture, organization performance, public sector, Abu Dhabi

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1. Introduction

Academic and applied research on leadership has been discussed about various issues such as culture and so on nowadays (Azam and Moha Asri, 2015; Haque et al., 2014; Tarofder et al., 2017), which even has found the connection between various leadership models and enlightening results (Zineldin & Hytter, 2012; Bush and Glover, 2014). In this new economy, mobility of knowledge employees has become a major concern of the business organizations since organizations may lose the competitive advantage due to the shortness of talent (Azam et al., 2014; Haur et al., 2017; Tham et al., 2017). In today's context, top talent has become the competitive differentiator. Usually leadership is the key factor of an organization where talent is known as the employees who got the knowledge, experience special skills and ability to meet the organization's present and future requirement (James & Creasy, 2007). Further, the organization leaderships models are important while discussing about the achievement in relation to the role of the principal' or organization leader (Fox & Stalworth, 2010; Lee *et al.*, 2010; Zineldin & Hytter, 2012). Therefore, it is important to analyze regarding the principals leadership models or styles for the present study context because the topic is dealing with student achievement in relation to the contribution of principal's leadership in the public sector in Abu Dhabi.

Due to a lack of effective leaders, an organisation may suffer tremendously in terms of efficiency, growth, competitiveness and proper guidance (Tarofder et al., 2017). In fact, leadership style and management controls include a wide variety of mechanisms designed to ensure that resources are utilized properly; fraud, mismanagement, and waste are minimized (if not eliminated); correct and up-to-date information is obtained on the organization and utilized for strategic decision making etc. However, it is possible for the organizations engaged in operation within Abu Dhabi to have common leadership style in exercise. Therefore, this study attempts to identify the influence of leadership style commonly used by the public organizations in Abu Dhabi. Furthermore, the study also examines whether these organizations use any leadership style which are specific to these organizations within Abu Dhabi (Ali, 1989; Abdalla and Al-Homoud, 2001; Abdulkhaleq, 2006).

In Abu Dhabi, organizations can be divided into different categories based on a number of criteria, such as, the type of the organization, size of the organization and manager characteristics (willingness to share responsibility, willingness to share credit and recognition, efficient coaching skills, orientation towards long-term). These factors influence organizations, and through this study, the extent to which these factors influence the leadership style used by the government organizations in Abu Dhabi. Actually, leadership styles are formulated in organizations for a number of different reasons, ranging from, and changes in strategy of the organization to improvements in the performance of the organization to be competitive, eliminate waste, control and management of resources, productivity improvements, cost reduction management etc. Literatures over the years have confirmed the proposition that a proper alliance

amongst leadership style has a significant affirmative impact on organizational growth and performance. There is a lot of literature out there that stresses on the fact that organizations have the potential to establish a sustainable competitive edge by proper investments into leadership styles, yet the research work was very limited in Abu Dhabi with that regards. This is a real gap in the literature.

Therefore, much research work needs to be carried out to properly comprehend the methods by which performance management and leadership control systems influence effective organizational performance (Otley 2003). In the UAE context, only few studies are available on leaderships and their impact on organizations. These studies are limited in depth, as the former focuses on only one company, while the latter focuses on two organizations in sectors which are not as economically significant as the public sector. The narrow scope of the studies completed in UAE reflects the need of a research study which concentrates on the different leadership style being enforced by the organizations engaged in government within UAE. This research will address this research gap relating to the different leadership styles implemented, the factors that influenced the implementation of these leadership styles, and the impact these leadership style have on the performance of the organizations engaged in government within UAE.

2. Literature Review

2.1 Strategic Leadership

The strategic leadership of organisation managers' became popular during 1960s and 1970s among leadership researchers (Hallinger, 1992). He further stated that, in the strategic leadership context, the organisation manager's role was limited and he or she had to implement the decisions which were taken from the top level of the government.

2.2 Laissez-Faire Leadership

Laissez-faire leadership is defined as being a style of leadership where leaders refuse to make decisions, are not available when needed, and choose to take no responsibility for their lack of leadership ability. Laissez-faire leaders are non-existent and elude leadership duties and responsibilities at all costs; the laissez-faire leader as not clarifying goals and standards that the followers must achieve or basically having no expectations for the followers in the organisation. Laissez-faire leadership may occur due to the avoidance of leadership behaviour altogether, which enables the followers to ignore assignments and expectations. The laissez-faire leader exudes an attitude of indifference as well as a non-leadership approach toward the followers and their performance. This kind of non-leader lacks responsiveness and refuses to check the performance of followers. In fact, this leadership style actually decreased the commitment levels of leaders to stay at a particular organisation.

2.3 Authentic Leadership

Compared to charismatic or transformational leadership model the moral leadership differs from integrity. That means the leaders should be follow values, beliefs and ethics, the concept of authentic leadership also similar to the view of moral leadership. Overall the moral and authentic leadership models based on the leaders' values. In addition, it stress that the organisation's vision and mission should be followed when decision-making (Bush & Glover, 2014).

2.4 Participative Leadership

The concept of participative leadership has emerged from North America and later it was spread all over the world. The participative leadership gets more attraction among scholars in the mid-1980s (Hallinger, 1992). The participative leadership wanted to emphasize the organisation performance in the organisation system. Also it was targeted the quality of teaching-learning process in the classroom through the organisation leadership and the leader always ensure the attainment of learning outcomes of organisation. Further, Hallinger (2003) developed a model for participative leadership which included three dimensions namely defining the organisation's mission, managing the participative programme and promoting a positive organisation-learning climate. Hallinger (2003) Participative leadership models emerged in the early 1980s from early research on effective organisations. This body of research identified strong, directive leadership focused on curriculum and instruction from the manager as a characteristic of elementary organisations that were effective at teaching children in poor urban communities. Although not without its critics this model shaped much of the thinking about effective manager leadership disseminated in the 1980s and early 1990s internationally. The influence of participative leadership role of managers must be acknowledged. However, it was not and will never be the only role of the organisation manager. Managers play managerial, political, participative, institutional, human resource and symbolic leadership roles in their organisations.

2.5 Transactional Leadership

Rewards and punishments, transactional leadership at one time was considered the predominant core component of effective leadership with regard to any organisation. Transactional leaders can further be described as controlling followers by means of psychological manipulation through the utilization of rewards and punishments or leaders who focus on needs and rewards to motivate followers. The transactional leader has the ability to raise levels of rewards and punishments, while maintaining a key awareness of what the follower needs in order to achieve the goal and provide necessary support and clarification. Furthermore, although transactional and transformational leadership styles are considered separate and each uniquely different, they both require a sense of moral purpose on the part of the leader.

2.6 Transformational Leadership

'Transformational leadership has emerged as a theory from the general leadership literature during the 1970s and 1980s' (Bass, 1997; Hallinger, 2003). He further stated that, the transformational leadership (TL) theory also emerged against movement of participative leadership model in the leadership arena in 1990s due to the top-down policies in the field of leadership. Moreover, the transformational leadership has initiating changes within the organisation not given from the top level. In this model, the manager will discuss the needs of the organisation with leaders and other relevant stakeholders and also get their support to ensure the outcome of the organisation.

3. Research Methodology

A total of 398 respondents were selected for the data analysis, where the ultimate step of data analysis is the employing appropriate analytical methods to understand and interpret the data gathered. The present study is to be used Statistical Software Package for Social Sciences (SPSS) and AMOS Software Package to analyze the data. Based on existing literature, previous studies and the purpose of the study, the researcher has decided to use descriptive statistics and inferential statistics. Exploratory Factor Analysis (EFA) explores the possible underlying factor structure of a set of variables without foisting a predetermined structure on the outcome. On the other hand, Confirmatory Factor Analysis (CFA) tests the hypothesis relationships of the variables to verify its factor structure. In this study, both Exploratory factor analysis and Confirmatory factor analysis has been embraced.

4. Result Discussion

The age stratified sampling method is used in this study. A total of 190 respondents were females while the remaining 208 respondents were males. The education level of the respondents differ as half of the respondents were pursuing a Master degree while 2.3% where PhD candidates. Almost a quarter of the respondents (23.6%) were degree students, 19.3 of the respondents were diploma students while, 4.8% of the respondents were pre-university students. Furthermore, Table 1 stages the summary of descriptive statistics of the demographic background of the respondents of this study.

Table 1: Descriptive statistics of the demographic background of the respondents

Variable		Frequency	Percent
Gender	Male	208	52.3
	Female	190	47.7
	Total	398	100
Age	18 to <26	40	10.1
	26 to <30	79	19.8
	30 to <35	80	20.1
	35 to <40	59	14.8
	40 to <45	61	15.3

	45 to <50	40	10.1
	>50	39	9.8
	Total	398	100
Education Level	Foundation / Pre-U	19	4.8
	Diploma	77	19.3
	Degree	94	23.6
	Postgraduate (Masters)	199	50.0
	PhD / Doctorate	9	2.3
	Total	398	100
Designation	Executive	241	60.6
	Non- Executive	157	39.4
	Total	398	100

4.1 Exploratory Factor Analysis

Initially the KMO test that measures the sampling adequacy stipulated 0.938. Hence, the sample size is adequate. Moreover, it is recommended 0.5 as a minimum KMO value and also designated values above 0.9 as superb. Apparently, Bartlett's test of sphericity posits a p value of less than 0.05 which indicates that the factor model is appropriate. Interchangeably, it rejects the notion that the correlation matrix is an identity matrix. The scree plots the eigenvalue against the factor number. From the seventh factor onwards, the line is nearly smooth demonstrating that the successive factors proclaim trivial amount of the total variances.

Using the total variance explained, the initial number of factors retained is seven factors. Perhaps, the number of rows in Extraction Sums of Squared Loadings will give a better jaw line of the factors. Moreover, initial eigenvalues itemized that all factors are standardized. Conjointly, the Rotation Sums of Squared Loadings presents the promulgation of the variance after the Promax rotation that forces near zero coefficients to approach zero faster than coefficients further from zero which is disseminated over the seven extracted factors.

The Promax oblique rotations method unmasked a pattern matrix uncovers the very significant factor loadings which revealed that there are seven factors whereby absolute values above 0.5 are considered (Hair *et al*, 2012). As a matter of fact, eight factors were anticipated. Interestingly, items of organizational culture and organization performance loads together. The KMO value as shown in Table 2 is still superb and Bartlett's test of sphericity demonstrated that the factor model is also appropriate.

Table 2: Summary of Final KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.938
	Approx. Chi-Square	16516.738
Bartlett's Test of Sphericity	Df	741
	Sig.	.000

Through an iterative process, seven factors are retained which accounted for 75.481% of the total extraction sums of squared loadings, refer Table 3.

Table 3: Summary of Total Variance Explained

Factor	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	16.073	41.214	41.214	15.837	40.607	40.607	13.366
2	4.202	10.775	51.988	3.978	10.199	50.805	9.353
3	2.935	7.527	59.515	2.664	6.830	57.635	6.631
4	2.505	6.424	65.839	2.265	5.808	63.443	10.757
5	2.256	5.784	71.723	2.022	5.185	68.628	6.419
6	1.968	5.046	76.769	1.740	4.461	73.089	10.493
7	1.164	2.984	79.753	.933	2.392	75.481	5.210
8	.854	2.191	81.943				
9	.583	1.495	83.438				
10	.552	1.416	84.853				
11	.439	1.126	85.980				
12	.404	1.035	87.015				
13	.354	.908	87.923				
14	.346	.888	88.811				
15	.312	.800	89.611				
16	.302	.774	90.385				
17	.286	.733	91.119				
18	.271	.695	91.814				
19	.257	.658	92.472				
20	.239	.613	93.085				
21	.223	.572	93.657				
22	.218	.558	94.215				
23	.203	.521	94.736				
24	.189	.484	95.221				
25	.179	.460	95.681				
26	.168	.432	96.112				
27	.165	.423	96.535				
28	.155	.397	96.932				
29	.149	.381	97.314				
30	.135	.345	97.659				
31	.129	.331	97.990				
32	.119	.306	98.295				
33	.115	.296	98.592				
34	.109	.279	98.871				
35	.107	.273	99.144				
36	.094	.240	99.384				
37	.090	.232	99.615				
38	.086	.220	99.835				
39	.064	.165	100.000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Likewise, the pattern matrix divulged factor loadings that load significantly as shown in Table 4.

Table 4: Summary of Pattern Matrix

Pattern Matrix ^a	Factor						
	1	2	3	4	5	6	7
OP5	.988						
OP1	.964						
OP3	.954						
OP2	.889						
OP4	.830						
OC2	.792						
OC4	.780						
OC5	.752						
OC1	.751						
OC3	.693						
ATC3		.952					
ATC2		.928					
ATC4		.877					
ATC1		.873					
ATC5		.839					
TRN3			.929				
TRN2			.908				
TRN4			.905				
TRN5			.829				
TRN1			.819				
STR2				.933			
STR3				.886			
STR5				.859			
STR1				.845			
STR4				.752			
PRT3					.881		
PRT4					.854		
PRT5					.841		
PRT1					.829		
PRT2					.780		
LZF2						.918	
LZF1						.893	
LZF4						.813	
LZF3						.730	
LZF5						.667	
TNF1							.924
TNF2							.884
TNF3							.783
TNF5							.608

Extraction Method: Principal Axis Factoring. Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 7 interactions.

4.2 Reliability Analysis

The purpose of a reliability analysis is to test the internal consistency of the data set based on Cronbach's alpha value. The Cronbach's Alpha of the constructs was over 0.7 which, are inside the adequate greatness. Table 5 illustrates the reliability analysis.

Table 5: Summary of Reliability Analysis

Variable	N of Items	Cronbach's Alpha
Strategic	5	0.841
Laissez-Faire	5	0.839
Autocratic	5	0.853
Participative	5	0.819
Transactional	5	0.947
Transformational	4	0.757
Organizational Culture	5	0.848
Organization Performance	5	0.862

4.3 Measurement Model

After conducting the CFA for measurement models in each variable in the conceptual framework, the combined measurement model is constructed to test the composite scores. The model fitting criteria of the combined measurement model is shown in Table 6.

Table 6: Model Fit of the Measurement Model

Index	Model Fit Indices' Threshold	Measurement Model	Decision	
Absolute fit indices	RMSEA (LO90, HI90)	p<0.08	0.049, 0.057	Satisfied
	CFI	≥0.90	0.955	Satisfied
Incremental fit indices	IFI	p>0.90	0.955	Satisfied
	TLI	p>0.90	0.949	Satisfied
Parsimony fit indices	Normed Chi Square	P<5	2.119	Satisfied
	PCFI	p>0.50	0.857	Satisfied

The combined measurement model is constructed as in Figure 1.

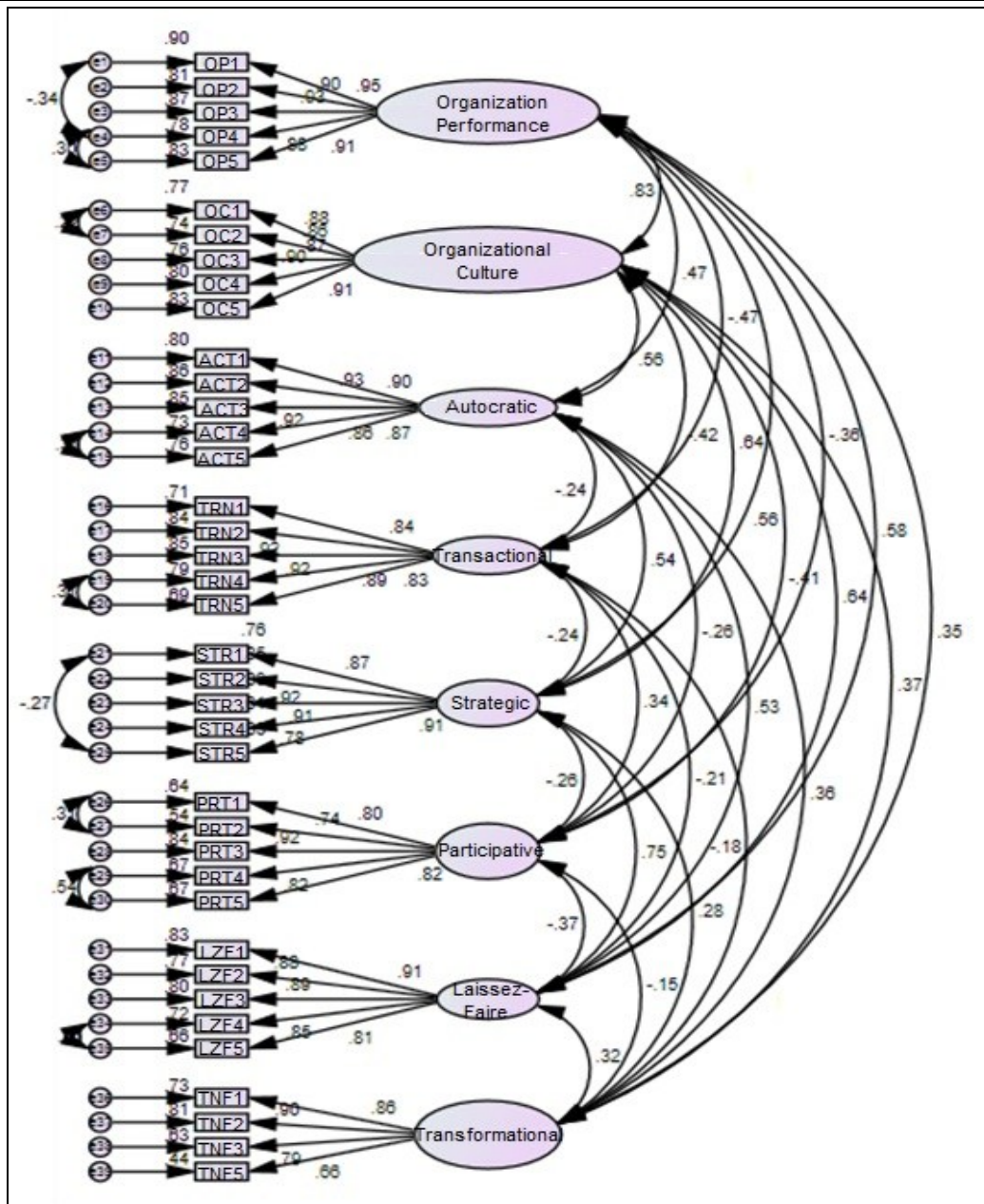


Figure 1: Combined Measurement Model

Usually, the composite reliabilities of greater than 0.60 is satisfactory. Thus, that being the case, composite reliabilities of all the constructs is satisfactory. Similarly, Average variance extracted of more than 0.50 is essential. Consequently, the Average variance extracted of all the constructs is significant. Moreover, Average Variance Extracted and Composite Reliability values in Table 7 for each construct in the measurement model shows an adequate convergent validity and discriminant validity in the model.

Table 7: Average Variance Extracted and Composite Reliability values of the constructs

	Average Variance Extracted	Composite Reliability
Organization Performance	0.837	0.963
Organizational Culture	0.781	0.947
Strategic	0.776	0.945
Laissez-Faire	0.757	0.940
Autocratic	0.800	0.952
Participative	0.674	0.911
Transactional	0.777	0.946
Transformational	0.655	0.882

4.6.2 Discriminant validity

Discriminant validity is evaluated to ascertain the scale to which items or constructs are different. At the item level, discriminant validity is prevailed when an item correlates highly with items within the construct it envisions to evaluate greater than items affiliated to other constructs. In this study, discriminant validity at the item level was found to be acceptable. This is also proven via the pattern matrix discussed in earlier sections.

At the construct level, discriminant validity is Present when the variance shared between a construct with other construct in the model is less than the variance within that construct itself. Table 8 shows the correlation matrix for the constructs in which the diagonal elements have been replaced by the square roots of the Average variance extracted. Discriminant validity is substantiated if the new diagonal elements are greater than are all corresponding construct correlations. Accordingly, in this study, discriminant validity at the construct level was found to be admissible.

Table 8: Summary of Inter-Construct Correlations

	Organization Performance	Organizational Culture	Strategic	Laissez-Faire	Autocratic	Participative	Transactional	Transformational
Organization Performance	0.915							
Organizational Culture	0.828	0.884						
Strategic	0.561	0.635	0.881					
Laissez-Faire	0.575	0.644	0.754	0.870				
Autocratic	0.470	0.558	0.538	0.530	0.895			
Participative	-0.365	-0.408	-0.261	-0.374	-0.260	0.821		
Transactional	-0.467	-0.422	-0.243	-0.210	-0.238	0.337	0.882	
Transformational	0.346	0.368	0.284	0.319	0.355	-0.154	-0.178	0.810

Table 8 shows that the there is a strong positive correlation between Organizational Culture and Organization Performance. There is a strong positive correlation between Organization Performance and Strategic leadership style. Individuals with high levels of perceived Strategic of leadership have higher levels of Organization Performance and

vice versa. Similarly, a strong positive relationship exists between Organization Performance and Laissez-Faire. As the perceived Laissez-Faire raises the Organization Performance level increases too.

Moreover, Autocratic exhibits positive relationship with Organization Performance. However, Participative exhibits moderate negative correlation with Organization Performance. Furthermore, there is a moderate correlation between Transformational and Organizational Culture. As the interactivity increases, the Performance scores go up as well and vice versa. Interchangeably, Transactional also displayed moderate negative correlation with Organization Performance too.

5. Conclusion and Implication

This study aimed to identify the factors that influence employees' Organization Performance. A review of literature was done in order to develop the research framework of this study. The research methods employed in this study was explained before the data was analysed. Three statistical data analysis procedure which are exploratory factor analysis, Confirmatory factor analysis and Structural Equation Modelling were employed.

The regression model analysis revealed that Strategic leadership style has a significant impact on Organizational Culture. The variable Laissez-Faire leadership style also displayed a significant positive relationship with Organizational Culture. This method of analysis also identified that there is a positive relationship between Autocratic leadership style and Organizational Culture. Nevertheless, Laissez-Faire, was neglected in most of the cases as this is considered an oldest style and ineffective leadership style because those leaders try to avoid problems and unwillingly to guide followers into right position. This leader works intentionally on avoiding involvement or confrontation, keeping personal interactions to a minimum. However, there is a strong significant but have a negative correlation with the knowledge management benefits. This indicates that as knowledge management benefits increase, the level of Laissez-Faire leadership decreases. This approach merely damages organisational goodwill and frustrates hard working employees. With strong significant value, leaders sometimes emerged as seeing themselves as more laissez-faire. Perhaps Southeast Asian culture conditions them to avoid conflict, and therefore to avoid confronting people. If an organisation is spread across a number of locations around the world, then a laissez-faire model would be a better fit as leaders provide a little input and then delegate the power to managers and employees.

In addition, transformational leadership style has significant positive ramifications on Organizational Culture. As a result, transactional leaders emerged as seeing themselves as significantly more directive and less delegated. This could be due to the culture they work in are generally more authoritarian. In some traditional Asian cultures, people expect to be told what to do and how to do it. They regard initiative and decision making on direction and methods as the leaders or manager's

responsibility. Furthermore, they do not necessarily even want to be consulted. Being consulted about what to do or how to do it may be seen as a weakness in the mind rather than strength by helping an individual to develop and grow through the ownership of ideas. In summary, transformation leadership is better in certain aspect because it emphasize on individual development more than on goal attainment. However, Transactional leadership style and Participative leadership style had negative effect on Organizational Culture. On the other hand, Organizational Culture exerted significant positive effect on employees' Organization Performance. For Abu Dhabi's purpose, it is proposed that knowledge-based economy be defined as an economy in which knowledge, creativity and innovation play an ever-increasing and important role in generating and sustaining growth. Beyond doubt, educated and skilled human resources or human capitals, is the most valuable asset in organisation.

Overall, transformational leadership is the most effective leadership style which entails motivating followers to exceed the expectation, continuously enrich their capabilities, and to place the interests of the organisation above their own. Transformation leaders develop and communicate a vision for the organisation and formulate the strategy to achieve the vision. They make followers aware of the need to achieve valued organisational outcomes and encourage them to continuously strive for higher levels of achievement. In addition, transformation leaders need to be emotional intelligence that will make the leaders understand themselves well, at the same times having additional strong motivation skill, influence abilities, and effective interpersonal skills. No doubt, the transformational leader can enhance the productivity and nurturing innovation in the organisation effectively.

Throughout the study, the best leaders are not just transformational but they complement both transactional and transformational together at the same time avoid laissez-faire. The finding demonstrate that transactional and transformational leadership were positively correlated with followers' job performance, satisfaction with the leader, and motivation as well as group and organisational performance and measures of leader's effectiveness. The opposition pattern was found for laissez-faire leadership.

In conclusion, we can suggest that leaders can be put into one of these two categories either transformational or transactional and there are times when one of the approached is appropriate while other times it would not be suitable. Any one of these approaches alone would be inadequate, thus we should strive to be conscious of all the two main approaches and not just rely on one. Effective leader will be exploited if we continue using both of these approaches. It is important for organisations to identify leaders who lead with his style and to train and develop them to use behaviors associated with transactional and transformational leadership. Both transactional and transformational are positively related to a variety of employee attitudes and behaviors and represent different aspects of being a good leader.

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