



Ranking of Leadership Styles and National Culture Factors Affecting Smart Government Organizational Performance

Khalid Abdulla Ibrahim Almansoori^{1,2}, Ahmad Nur Aizat Ahmad^{1*}

¹Faculty of Technology Management and Business,
Universiti Tun Hussein Onn Malaysia, Parit Raja, Batu Pahat, Johor, MALAYSIA

²The Abu Dhabi National Oil Company (ADNOC), Abu Dhabi, UNITED ARAB EMIRATES

*Corresponding Author

DOI: <https://doi.org/10.30880/ijscet.2023.14.03.010>

Received 27 July 2023; Accepted 27 August 2023; Available online 21 September 2023

Abstract: Investigating leadership style, organisational performance, and national culture indicators in Abu Dhabi, the smart-government capital of the UAE was carried out through quantitative method of research. Total 274 valid data samples were gathered and analysed with SPSS software to perform descriptive assessment. Reliability test revealed that all the indicators have Cronbach Alpha value above 0.7 confirming the validity of the data. Skeweness and Kutosis values of the parameters showed that the data follows normal distribution. Employee morale and satisfaction were cited as the most critical parameters for gauging organisational performance, while the study found that personal steadiness and stability is the most desired parameters of national culture. All four of the leadership styles that were studied were deemed significant. Based on responses, "my supervisor makes others feel good to be around him/her" is the most important aspect of a transformational leader, while "my supervisor tells others what to do if they want to be rewarded for their work" is the most important aspect of a transactional leader. Among the parameters studied, "As a rule, my supervisor allows me to appraise my own work" ranked highest in accordance with Laissez Faire Leadership, while "Do you agree that the Authoritative leadership style employed by your supervisor contributes to your feelings of insecurity in your work and the need for clear direction?" ranked highest in accordance with Authoritative Leadership. These finding pointed out that the designed parameters can be used for further study related to national culture, organizational performance and leadership styles adopted in UAE in relation with Smart government.

Keywords: Culture, organizational performance, leadership, UAE, smart government

1. Introduction

Knowledge has emerged as a key element of success in today's globalised world and is "recognised as one of the most critical factors that contribute to achieving competitive advantages" (Akpapere et al., 2019, p. 14). Businesses compete with one another for customers, production, quality, and other advantages as a result of the increasing information density. Without a doubt, knowledge innovation and creativity are essential for developing new concepts and controlling the market. Effective knowledge acquisition management has led many organisations to the conclusion that it is the best way to build core competencies and competitive strength. Additionally, a large body of research shows that trust, job satisfaction, and organisational performance are frequently fostered by effective leadership. Because of this, both academics and professionals are curious about how effective knowledge management and leadership are

(Tong, 2020). Al Khajeh (2018) contends that followers who believe their leaders are successful are better able to overcome obstacles, have higher levels of job satisfaction and organisational performance, and are in better psychological shape. As a result, loyal followers and the achievement of organisational objectives and goals frequently benefit effective leaders (Hijazi et al., 2017). Effective leadership is crucial to an organization's success, according to Bass (1990). Therefore, it is important for organisational leaders to be aware of how leadership styles and job satisfaction affect the achievement of organisational goals. In order to maintain high performance and encourage active teamwork throughout the organisation, they are essential in the development of programmes (Pawirosumarto, Sarjana, & Gunawan, 2017).

To investigate the relationship between leadership philosophies and organisational performance, numerous experimental studies have been conducted. The success of an organisation is thought to be significantly influenced by the effectiveness of the leadership (Al Dhanhani & Abdullah, 2020). According to Howell and Dorfman (1986), leadership behaviours have a direct bearing on employee job satisfaction, organisational "loyalty," workload, motivation, and team cohesion all of which have an effect on an organization's ability to succeed. In a similar vein, Ali, Islam, Azam, and Matin (2021) claim that a leader's leadership style has a significant influence on an organization's performance. The relationship between leadership style and organisational performance has been confirmed by research findings. It follows that leaders have a big impact on how well an organisation performs.

Transformational leadership and transactional leadership are both correlated with organisational performance, claim Berger and Mester et al. A significant amount of research has also been conducted; Tong (2020) examined the association between successful organisational performance and transformational and transactional leadership. Although organisational performance is the most important factor, according to Al Khajeh (2018), one of the most relevant and directly impacted effects of leadership is follower job satisfaction. Many studies have demonstrated that the results of leadership have a greater influence on organisational performance. According to research by Pawirosumarto et al. (2017) to determine the relationship between leadership styles and organisational performance, task-oriented and relationship-oriented leadership styles were found to be strongly correlated with organisational performance. The best forms of collaboration have been identified as organisational performance and leadership.

Since the Union was founded in 1971, the government of the United Arab Emirates (UAE) has been attempting to implement a number of administrative reforms. Government leadership has made a significant contribution to creating a culture of strong strategy development and service advancement through the implementation of reforms. The state's main plan for fostering personal happiness has recently resulted in significant organisational changes for one of these methods, e-Government. As a new vision for achieving its e-Government strategy goal of becoming a smart government by 2015, the UAE government came up with the brilliant idea of smart government (mobile government) in 2013 (Almuraqab, 2017). Connecting citizens with their government and facilitating the delivery of integrated public services via mobile applications were the two main goals of the UAE's smart government reform. In terms of smoothly transitioning from e-government to m-government, the two-year reform process was a huge success (Eid, Selim, & El-Kassrawy, 2020). The country has put new initiatives into place to yield new results, but there are still some policy issues, such as the public enterprises' inability to attract other champion entities, the underutilization of government clients, including citizens and businesspeople, and the current lack of full integration of mobile apps and services (Jasimuddin 2017). For smart government to work, digital "services" are essential. An excellent development in the evolution of governmental services in the state system is the speed of transaction completion and customer convenience in first class, where he could conduct business using his smartphone without having to speak to a telemarketer (Jasimuddin et al., 2017).

2. Literature Review

2.1 Leadership Styles

There is a correlation between a leader's philosophy and employee happiness at work (Dou et al., 2017). Leadership is a process whereby leaders boost the motivation of their followers to pursue and accomplish higher goals. Ability to steer a group towards realisation of a vision or set of goals" is at the heart of what it means to be a leader. Leaders are those who "select, equip, train, and influence one or more follower(s) who have diverse gifts, abilities, and skills, and focus the follower(s) on the organization's mission and objectives, causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted, coordinated effort to achieve" the organisational" mission and objectives. Leadership can be transactional or transformational (Loftus, Miller, and Burns in 1978). While transactional leaders function primarily through interpersonal relationships, transformational leaders motivate their teams to break new ground in terms of what they're able to accomplish.

2.1.1 Transformational Leadership

Originally coined by Burns (1978) to describe political leaders who influence their followers to adopt new beliefs and practises, the term "transformational leadership" was later expanded by Bass (1985) to include leadership in the workplace. Since then, transformational leadership has become one of the most studied leadership philosophies (Yukl,

2012) due to its emphasis on changing workplace norms and inspiring individuals to go beyond their own expectations. It is believed that transformational leaders achieve these outcomes by aligning the goals of their teams with those of the organisation and by selling the team on an inspiring vision for the future (Bass, 1985). When led by a transformational leader, followers are inspired to exceed expectations and push the boundaries of what they thought was "possible." These extraordinary outcomes are the result of the following actions taken by transformational leaders.

- a) Idealized Influence (II)
- b) Inspirational Motivation (IM)
- c) Intellectual Stimulation (IS)
- d) Individual Consideration (IC)

Positional authority in a transformational leader is linked to the responsibilities of those who follow them. According to Hoy and Miskel (2008), transformational leaders must relentlessly educate their teams on the importance of motivating group interests and provide ongoing support for teams to reach their full potential. "Leaders" who inspire "self-sacrifice and achieving organisational goals over personal" are essential (Bass 1990). Higher-order goals, such as self-actualization and self-esteem, are easier to achieve with their guidance (Bass, 1998). Avolio and Bass (1998) identified the following characteristics of transformational leaders, as cited by Abdullah et al. (2016):

- a) Inspirational Motivation
- b) Idealized Attributes
- c) Idealized behaviour
- d) Intellectual stimulation
- e) Individualized Consideration

2.1.2 Transactional Leadership

The lack of an emphasis on inspiration and passion in transactional leadership makes it less admired than transformational leadership. This is a problem because both transactional and transformational abilities are necessary for most leadership positions. Most CEOs, for example, are tasked with keeping an eye on more than just their teams of workers, but also the company's physical space, finances, and fleet of vehicles. These roles are especially well-suited to leaders with transactional styles (Mathieu et al., 2015). Transactional leadership, however, is the type of leadership that emphasises the shifts in power dynamic between a leader and their subordinates, as described by Loftus et al. (1978). Managers who provide incentives for reaching or exceeding targets are also demonstrating transactional leadership. The transactional leadership trait of exchange is widely observed across industries and organisational hierarchies. The objectives of the role are the primary focus of this style of leadership. Transactional leadership is based on the following tenets, as outlined by Ghaffari et al. (2017) that an awareness of the connection between effort and reward; an openness to displaying problems; the use of incentive, reward, punishment; the motivation of goal setting and rewarding of performance; and the use of power to subject followers to complete the tasks. Particularly in technologically advanced settings, transactional leadership is preferred in situations calling for a high level of precision, technical expertise, and time constraints.

2.1.3 Authoritative Leadership

The autocratic leadership style is also known as the authoritative leadership style. Although leaders value their teams' opinions, they consider their own sway to be most crucial when making major decisions (Mgbeze, 2014). Effective leaders accomplish their missions by inspiring their teams, informing their strategic planning, and coordinating company-wide efforts towards a shared vision (Mgbeze, 2014). The authoritarian sets clear guidelines, closely monitors progress, and states the viewpoint they wish their subordinates to take by outlining the reasoning behind why certain activities are desired, demanded, or expected of them and how individual actions fit into the bigger picture. The subordinates of an authoritarian are usually treated fairly but firmly, and they are given either positive or negative feedback. It can start to look like a directive style when subordinates are not given much say in major decisions. Autocratic leaders have traditionally been seen as brash and demanding of their followers' obedience. The decision-making power of authoritarian leaders is typically upheld (Obiwuru et al., 2011). According to Ebrahim (2018), autocratic leaders force their followers to implement their plans and strategies based on their narrow worldview. In the short term, an autocratic style of leadership can be effective. Autocratic leadership stifles workplace socialisation and communication, two factors crucial to maximising productivity. Authoritarian leadership not only hinders productivity but also exacerbates internal conflicts (Iqbal et al., 2015). Authoritarian leadership improves organisational performance, per research by Bhargavi and Yaseen (2016). According to Bhargavi and Yaseen (2016), this type of leadership is better suited for time-sensitive projects. Igbaekemen & Odivwri (2015) concluded that an autocratic leader is one who sets the goals, strategies, and rules for the team and expects them to be obeyed, based on their research into the impact of leadership style on organisational performance. Furthermore, they stressed the leaders' lack of confidence in their followers.

2.1.4 Laissez Faire

Leaders who practise *laissez-faire* (LF) do nothing to cultivate their team, take stands on issues, or make calls. In a nutshell, they fail to lead because their leaders do not give a damn about them or the problems they face. They are completely separate from one another. It's the end result of having no goals or caring about anything (Mathieu & Babiak, 2015). Almost no one would actively seek out a position of leadership within the LF. As a result of being preoccupied with other life events, they revert to this style of leadership. Most people don't aspire to be in a position of leadership at the LF level. Distraction and a failure to take charge in critical situations are more likely causes (Salter, Harris, & McCormack, 2014). A leader who takes a *laissez-faire* approach does not provide direction or encouragement to their followers, who are left to fend for themselves. Unhappiness, inefficiency, and ineffectiveness are used as analogies for this leader's approach. This is the weakest form of leadership there is. This style of leadership rarely makes assessments about employees and provides them with little in the way of direction, coaching, or encouragement. The productivity of employees under a leader who prefers to take a hands-off approach is inevitably lower. Employee performance declines as company laxity increases.

When everyone in the team is highly skilled, enthusiastic, and self-reliant, a *laissez-faire* approach to management can be effective. "*Laissez-faire*" may sound like a completely hands-off approach, but many leaders still value input from team members (Ellis, 2021). However, *laissez-faire* leadership should be avoided when group members are ill-equipped to carry out tasks and make decisions on their own. Managing projects, setting priorities, and solving problems can be difficult for some people to do on their own. Lack of management oversight and input can cause projects to veer off course and deadlines to be missed. The company's productivity would plummet as a result of this.

2.2 National Culture

Hofstede (1980) defined national culture as the collective mental programming of the populace within a national "context. Through a qualitative investigation that looked at over ten thousand managers in more than 50 countries, Hofstede developed a quantitative system of categorization for evaluating distinctions and resemblances between national cultures. Using Hofstede's factor analysis of answers to questions about workplace issues, a four-group classification of cultural dimensions, including power distance, individualism-collectivism, uncertainty avoidance, and masculinity-femininity, could be made. As an illustration of the predictive power of the metrics, Avolio and Yammarino (2013) provide a summary of a study accomplished among 9,400 staff members in 19 different countries. The elements of the national culture are covered in great detail in the ensuing subsections.

2.2.1 Power Distance

Hofstede's cultural dimensions, initially released in 1980 and later expanded by "Hofstede and Bond (1988) and Hofstede and Minkov (2010)," are cultural studies' most cited works. These have been the most divisive. Hofstede invented cultural dimension power distance in 1980 using IBM data. Human injustice, specifically employer-employee power dynamics, caused it (Gao et al., 2018). According to Hofstede and Minkov (2010), the extent to which the distribution of power is explained based on the actions of those with greater influence members. Organisational power distance measures the perceived power gap between superiors and subordinates. According to Mead (1998), when managers and subordinates have a small power distance, managers are more inclined to consult with them before deciding how they work jointly, staff members have little fear of not agreeing with their leaders, and "subordinates will readily approach and disagree with their bosses." Otherwise, employees differ with their superiors when they are close.

2.2.2 Individualism

Individualism is fundamentally self-centered. Cross-cultural studies often contrast individualism with collectivism. Independence vs. interdependence, contractual vs. communal cultures, and androcentrism vs. allocentric are other cross-cultural terms for individualism vs. collectivism (Heu et al., 2019). Cultures often contrast individualism and collectivism. Individualist cultures value self-direction, autonomy, self-expression, individual achievement, and rights and liberties. Collective cultures value within-group objectives, social duties, relationships, "conformity," harmony, relatedness, and unity (Daft, 2014).

2.2.3 Uncertainty Avoidance (UA)

The Avoiding Uncertainty describes how uneasy a society's members are around ambiguity and uncertainty. The debate centres on what society should do given that the future is unpredictable: should we try to change it, or should we just accept how things turn out? Strong UA nations reject unusual behaviour and ideas and uphold high standards of ethics and morality (Abdullah et al., 2015). Weak UA societies tend to have a more lax mentality where practise is more important than principles.

2.2.4 Masculinity

The masculine aspect of this dimension exemplifies how achievement, bravery, assertiveness, and financial rewards are valued in society. There are more people competing for attention in society as a whole. The opposite of masculinity, femininity, is characterised by an appreciation for peace, modesty, aiding the weak, and an elevated standard of living. The public places a higher value on consensus. "Tough versus sensitive" traditions have been used to describe the conflict between males and females in work environments.

2.3 Organizational Performance

According to Al Khajeh (2018), organisational performance is the conversion of inputs into outcomes with the intention of achieving particular goals. Performance in terms of substance (effectiveness) explains the relationships between restricted and effective costs (economy), between cost effectiveness and recognised output (efficiency), as well as between output and achieved outcome. There are many ways to evaluate an organization's effectiveness; sales performance is best described as all the financial commitments made over a specific time period. The sum of sales revenue could be used to calculate it. The total amount of money a business makes from the goods it sells over a given time period, before any costs are deducted, is referred to as growth revenue. The three main indicators of performance that determine the efficacy of an organisation are efficiency, staffing and relations, and creativity adaptation.

Efficiency is defined as how effectively an organisation or business uses its people and resources to complete crucial tasks. When resources are used wisely in comparison to rivals, operating costs are decreased and profit margins are increased. Efficiency is crucial when a company's competitive strategy calls for providing goods and services at lower costs than its rivals. Human resource relations include things like trust, organisational commitment, group identification, and employee cooperation (George et al., 2019). Innovative adaptation is exemplified by gains in market share, year-over-year sales growth, and the ability to attract and keep a devoted clientele.

The monitoring and evaluation of organisational performance have a big impact on how successful the "organisation" is. The values of both quantitative and qualitative performance indicators, such as profit, cost, and clients, are typically calculated in order to evaluate performance. It is critical for a corporation to understand how relevant indicators relate to the objectives of the organisation and how they depend on the actions taken. Many managers today are aware of this and are taking the necessary steps to establish the organization's goals and performance metrics. However, in practise, such analysis is done on the fly, so the "systematic method" will be more useful.

Making explicit the knowledge that is currently available about performance indicators and their relationships is the first step in making improvements in this area. In order to apply this understanding in a contemporary framework for organisation modelling, the concept of an indicator of performance, along with its features, relationships to other metrics, and relationships to additional formalised concepts like goals, processes, and roles, must be validated. This will make it possible for knowledge and activities to be shared, reused, and coordinated between them. It will also make it easier to build and analyse organisations and assess their effectiveness. "Managers must encourage innovation in the fundamental business strategy, operational framework, and productivity." (Berberoglu, 2018). Utilising new metrics called momentum indicators, it is possible to quickly evaluate an organization's development and success. The revenue margin is one of the important metrics. Only the revenue margin, which is the profit realised from sales, can be used to calculate operating profit. A downward trend in sales margin indicates that the company's market position is weak in comparison to its competitors (Abubakar et al., 2019).

To complete the picture and determine whether it is accurate or not, additional precise momentum indicators that are both quantitative and "qualitative" are needed. These metrics are used to assess the market position strength, organisational vitality, and productivity gain, the three performance drivers. The value created for stakeholders and financial success are also evaluated (Rehman et al., 2019). A life cycle model that depicts seven stages of organisational success has been found in the research. Growth is primarily depicted in this model as revenue (for profit) or budget (not for profit). A company is generally considered to have successfully transitioned if its infrastructure has expanded and can support the increased workload; otherwise, if it cannot, the company will experience growing pains.

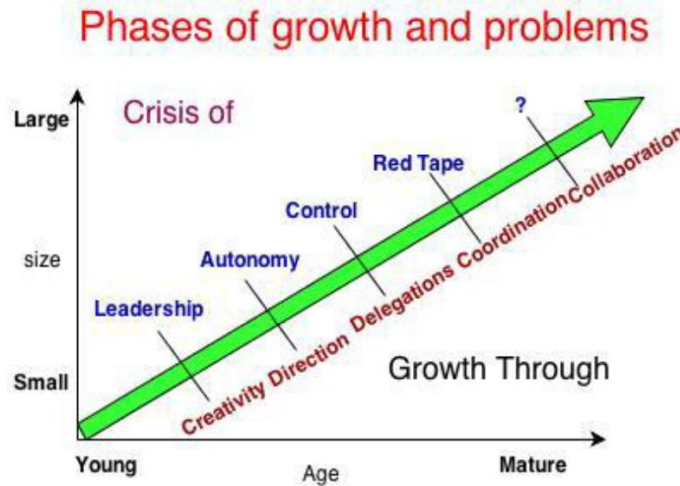


Fig. 2 - Phases of growth and problem (Source: Recklies 2001)

3. Research Methodology

There are two types of research procedures that are commonly used which are quantitative and qualitative researches. Quantitative research collects numerical data and analyses it using mathematical techniques by employing structured questions, large sample numbers, and predetermined response possibilities. It takes a deductive method, beginning with a broad theory and progressing to specific hypotheses supported by verified data. Qualitative research, on the other hand, such as interpretivism, focuses on understanding the meanings and interpretations of participants' experiences using non-numerical data gathering methods (Ahmed et al. 2012; Bryman, 2012). The study aims to explore the influence of leadership style and national culture on the organizational performance in the UAE's smart government. Surveys are used to empower employees to freely express their views, making it suitable for understanding workforce attitudes and impressions in the context of the study. The study prioritizes dependability in data collection by conducting surveys within the UAE smart government (Almansoori et al. 2012).

The study defines its population as the entire 1,400 employees of the smart government in Abu Dhabi. The population includes personnel at various levels within the Smart-Government. The research will conduct a survey analysis using a random sampling technique, allowing every interested individual in Abu Dhabi who uses smart-government services to have an equal chance of being selected for data collection. (Awang, 2012; Cooper and Schindler, 2006; Almazrouei et al., 2012). Because the importance of sample size cannot be overstated in statistical analysis. Based on the study's objectives, timeframe, and resources, the sample size is chosen using the nonprobability sampling technique approach. The target population consists of Abu Dhabi's 1,400 smart government members. Based on Krejcie and Morgan's 1970 study (1970) table, the sample size for this study was 302 participants. The operating professionals of Abu Dhabi's smart government are the study's major sample, and this sample was purposefully chosen to aid the researcher in accomplishing the objectives. The data collected from this questionnaire survey was analysed descriptively for ranking the factors.

4. Result and Analysis

A questionnaire survey was used to collect the data for this study, and 274 valid samples were obtained as a result. Table 1 lists the specifics of the informational samples that were gathered.

Table 1 - Response rate of the data collection

Items	Numbers
Size of the Population	1400
Distributed sample Size - smart-government Abu Dhabi	302
Total collected	274
Missing data	0
Missing information	(0)
Usable questionnaire responses	274
Response Rate [%]	90.72

Table 1 indicates that the respondents' response rate for data collection was 90.72%, which is a noticeably high rate, and the samples gathered are therefore deemed sufficient for analysis. According to table 3's description, the respondents taking part in this data collection process have various social statuses.

Table 2 - Demographic information of respondents

Characteristic	Category	Frequency	Percent %
1. Gender	Male	164	59.6
	Female	110	40.4
	Total	274	100.0
2. Age	20-25	54	19.8
	26-30	71	26.7
	31-35	135	49.1
	Above 35	14	4.4
	Total	274	100.0
3. Nationality	Emirati	200	46.4
	Non Emirati	74	16.9
	Total	274	100.0
4. Married Status	Married	127	44.7
	Single	147	53.8
	Total	274	100.0
5. Educational Level	Higher School	25	8.2
	Diploma	71	26.0
	Degree	137	50.7
	Master	41	15.1
	Total	274	100.0
6. Experience	2 Year to 3 Year	32	11.8
	4 Year to 5 Year	82	29.8
	6 Year to 7 Year	104	38.0
	8 Year to 9 Year	37	13.6
	Above 10 Year	20	2.4
	Total	274	100.0

A summary of the respondents' demographics is shown in Table 2. It is evident that 110 women and 164 men participated in this study. Only 4.4 percent of the sample's respondents are over 35 years old, 19.8 percent are between 20 and 25 years old, and 26.7.8 percent are between 26 and 30 years old. However, 49.1% of the sampled respondents, or respondents, are between the ages of 31 and 35. Of those, 46.4% are United Arab Emirates residents and 16.9% are respondents who are from countries other than the United Arab Emirates. According to data analysis, 44.7 percent of respondents are married, compared to 53.8 percent who are single. The respondents' educational backgrounds varied, with those with bachelor's degrees making up the majority (50.7%), followed by those with diplomas (26.0%), master's degrees (15.1%), and those with only high school diplomas (8.2%). The reliability of the collected data was assessed. Reliability can be contrasting to the stability, uniformity, or dependability of a measuring tool. Internal consistency is frequently evaluated using the Cronbach's alpha value (Memon et al. 2012). According to Memon et al. (2010), Pallant (2011), Rahman et al. (2013), the alpha coefficient ought to be greater than 0.7. Memon et al. (2013) cited that in some cases, Cronbach Alpha values as 0.6 are also considered acceptable. Using the SPSS software, the Cronbach Alpha value for the relationship between organisational performance and national culture was calculated, as shown in table 3.

Table 3 - Cronbach alpha coefficient reliability

Category	No. of variables	Cronbach's Alpha value
National Culture Dimensions	26	0.855
Leadership Styles	30	0.873
Organization Performance Dimension	7	0.857

The results of the Cronbach alpha coefficient reliability test are shown in Table 3. As can be seen, the dimensions of national culture and organisational performance have Cronbach alpha coefficients of 0.855 and 0.857, respectively. These Alpha values are greater than 0.7, indicating that the data is trustworthy and sufficient for further analysis.

4.1 National Culture Group of Factors

Using the SPSS software package, the descriptive statistics for national Culture were carried out using means, standard deviation, skewness, and kurtosis analysis.

4.1.1 Descriptive Analysis

Various attributes defining national culture related to organizational performance were assessed through survey. The data was analysed for evaluating the normality of the perceived responses with descriptive analysis of the data. It was performed by computing skewness and kurtosis values for each parameter and the findings are displayed in Table 4.

Table 4 - Descriptive analysis

Item code	Item Description	Skewness	Kurtosis
P1	People in higher positions should make most decisions without consulting people in lower positions.	.561	-.900
P2	People in higher positions should not ask the opinions of people in lower positions too frequently	.230	-.931
P3	People in higher positions should avoid social interaction with people in lower positions.	.522	-.703
P4	People in lower positions should not disagree with decisions by people in higher positions.	.457	-.941
P5	People in higher positions should not delegate important tasks to people in lower positions.	.676	-.706
U1	It is important to have instructions spelled out in detail so that I always know what I'm expected to do	.471	-1.147
U2	It is important to closely follow instructions and procedures.	.505	-1.101
U3	Rules and regulations are important because they inform me of what is expected of me.	.313	-1.387
U4	Standardized work procedures are helpful.	.522	-1.107
U5	Instructions for operations are important.	.498	-1.079
C1	Individuals should sacrifice self-interest for the group (either at school or the work place).	.354	-1.315
C2	Individuals should stick with the group even through difficulties.	.159	-1.266
C3	Group welfare is more important than individual rewards.	.333	-1.100
C4	Group success is more important than individual success.	.406	-.935
C5	Individuals should only pursue their goals after considering the welfare of the group.	.273	-1.202
C6	Group loyalty should be encouraged even if individual goals suffer.	-.106	-1.434
M1	It is more important for men to have a professional career than it is for women.	.317	-1.187
M2	Men usually solve problems with logical analysis; women usually solve problems with intuition.	.489	-.971
M3	Solving difficult problems usually requires an active, forcible approach, which is typical of men	.215	-1.212
M4	There are some jobs that a man can always do better than a woman.	.927	.111
D1	Careful management of money (Thrift)	-.089	-.899
D2	Going on resolutely in spite of opposition (Persistence)	-.244	-.837
D3	Personal steadiness and stability	-.195	-.807
D4	Long-term planning	-.101	-.885
D5	Giving up today's fun for success in the future	-.163	-1.067
D6	Working hard for success in the future	.050	-1.012

Table 4 reveals that all of the skewness and kurtosis values fall within the recommended and acceptable range for a normal distribution.

4.1.2 Ranking Analysis

The parameters were prioritized to understand the level of significance by ranking. The ranking of the parameters was performed through mean analysis. The mean value of each parameter was calculated with SPSS software package as presented in Table 5.

Table 5 - Ranking analysis

Item code	Mean	Standard Deviation	Rank
D3	3.26	1.219	1
D4	3.24	1.212	2
D2	3.23	1.237	3
D1	3.17	1.231	4
D5	3.11	1.331	5
D6	3.08	1.276	6
C6	3.04	1.478	7
C2	2.86	1.344	8
C5	2.84	1.3	9
M3	2.81	1.339	10
U3	2.73	1.486	11
C3	2.73	1.294	11
M1	2.72	1.363	12
P2	2.69	1.236	13
C4	2.69	1.231	13
C1	2.64	1.45	14
P3	2.62	1.21	15
U2	2.61	1.394	16
M2	2.61	1.298	16
P4	2.57	1.333	17
P1	2.52	1.347	18
U4	2.48	1.413	19
U5	2.45	1.354	20
U1	2.44	1.383	21
P5	2.34	1.332	22
M4	2.13	1.107	23

From table 5, it can be seen that as perceived by the respondents, confucian dynamism related parameters are of high importance and all the six parameters are ranked as top attributes among the twenty six attributes. Among these factors, personal steadiness and stability with code D3 is the most important parameters related to national culture and placed at first rank. The attribute D4 i.e. long-term planning is reported as the second ranked factor followed by D2 i.e. going on resolutely in spite of opposition (Persistence). D1 (Careful management of money - Thrift); D5 (Giving up today's fun for success in the future) and D6 (Working hard for success in the future) are reported at rank 4, rank 5 and rank 6.

4.2 Leadership Styles

The descriptive statistics for leadership styles were performed using the SPSS software package using means, standard deviation, skewness, and kurtosis analysis.

4.2.1 Descriptive Analysis of Transformational Leadership Factors

Organisational effectiveness was measured against a number of characteristics of transformational leadership. Descriptive analysis was used to determine whether or not the participants' perceptions were typical. Results from calculating skewness and kurtosis for each parameter are shown in Table 6.

Table 6 - Transformational leadership factors

Item code	Item Description	Skewness	Kurtosis
Idealized Influence (II)			
II1	Do you agree that your supervisor makes others feel good around him can increase the organisation performance	-0.55	-0.578
II2	Do you agree that your have complete faith in your supervisor can increase the organisation performance	-0.131	-0.877
II3	Do you agree that you are proud to be associated with your supervisor can increase the organisation performance	-0.227	-0.879
Inspirational Motivation (IM)			
IM1	Do you agree that your supervisor expresses in a few simple words what you could and should do can increase the organisation performance	-0.229	-0.883
IM2	Do you agree that your supervisor provides appealing images about what you can do can increase the organisation performance	-0.261	-0.961
IM3	Do you agree that your supervisor helps you to find meaning in your work can increase the organisation performance	0.326	-1.076
Intellectual Simulation (IS)			
IS1	Do you agree that your supervisor enables others to think about old problems in new ways can increase the organisation performance	-0.194	-1.189
IS2	Do you agree that your supervisor provides others with new ways of looking at puzzling things can increase the organisation performance	-0.109	-1.189
IS3	Do you agree that your supervisor gets others to rethink ideas can increase the organisation performance.	-0.151	-1.143
Individual Consideration (IC)			
IC1	Do you agree that your supervisor helps others develop themselves can increase the organisation performance	-0.239	-1.005
IC2	Do you agree that your supervisor lets others know on how he /she thinks can increase the organisation performance	-.184	-1.082
IC3	Do you agree that your supervisor gives personal attention to others who seem rejected can increase the organisation performance	-.171	-1.086

The results presented in Table 6 show that all of the skewness and kurtosis values lie within the range that is recommended and considered acceptable for a normal distributio.

4.2.2 Ranking of Transformational Leadership Factors

Ranking the parameters helped to clarify their relative importance. Mean analysis was used to order the parameters. Table 7 displays the results of an SPSS calculation of the mean for each variable.

Table 7 - Ranking of transformational leadership parameters

Item Code	Mean	Standard Deviation	Rank
II1	3.42	1.15	1
II2	3.17	1.239	8
II3	3.14	1.264	9
IM1	3.24	1.264	3
IM2	3.19	1.254	6
IM3	2.68	1.283	10
IS1	3.18	1.302	7
IS2	3.22	1.312	4

IS3	3.18	1.284	7
IC1	3.32	1.258	2
IC2	3.22	1.231	4
IC3	3.20	1.228	5

Table 7 reveals that the parameter I1 of idealized influence category is reported as the top factors by the respondents by placing at first rank. This factor is described as “my supervisor makes others feel good to be around him/her”. The respondents perceived that IC2 (My supervisor helps others develop themselves) of category individual consideration is at second rank. Third major parameter was reported as “my supervisor expresses in a few simple words what we could and should do” with code IM1 and this parameter belonged to inspirational motivation group of parameters.

4.2.3 Descriptive Analysis of Transactional Leadership Factors

Several traits of transactional leadership were used to evaluate organisational success. To ascertain if the participants' perspectives were typical, a descriptive analysis was performed. Table 8 displays the outcomes of the skewness and kurtosis calculations performed on each parameter.

Table 8 - Transactional leadership factors

Item code	Item Description	Skewness	Kurtosis
Contingent Reward (CR)			
CR1	Do you agree that your supervisor tells others what to do if they want to be rewarded for their work can increase the organisation performance	-.638	-.568
CR2	Do you agree that your supervisor provides recognition/rewards when others reach their goals. can increase the organisation performance	-.437	-.809
CR3	Do you agree that your supervisor calls attention to what others can get for what they accomplish can increase the organisation performance	.045	-1.270
Management by exception (MBE)			
MBE1	Do you agree that your supervisor is always satisfied when others meet agreed-upon standards can increase the organisation performance	..045	-1.270
MBE2	Do you agree that your supervisor do not try to change anything can increase the organisation performance	-.106	-.923
MBE3	Do you agree that your supervisor tells others the standards they have to know to carry out their work can increase the organisation performance	.155	-1.230

According to the findings that are presented in Table 8, all of the skewness and kurtosis values fall within the range that is recommended and considered acceptable for a normal distribution. This can be deduced from the fact that these values are all within the same range.

4.2.4 Ranking of Transactional Leadership Factors

By ranking the parameters, we were able to better understand the order of their importance. In order to rank the parameters, a mean analysis was performed. The results of an SPSS calculation of the mean for each variable are presented in Table 9, which can be found here.

Table 9 - Ranking of transactional leadership parameters

Item Code	Mean	Standard Deviation	Rank
CR1	3.63	1.186	1
CR2	3.44	1.197	2
CR3	3.20	1.249	4
MBE1	2.91	1.356	5
MBE2	3.21	1.244	3
MBE3	2.89	1.340	6

According to Table 9, the parameter CR1 (My supervisor tells others what to do if they want to be rewarded for their work) and CR2 (My supervisor provides recognition/rewards when others reach their goals) are ranked as first and second level in relation with organizational performance. These both parameters are from category contingent reward. The respondents perceived that third ranked the parameter MBE2 (As long as things are working, my supervisor do not try to change anything) from category management by exception.

4.2.5 Descriptive Analysis of Authoritative Leadership Factors

Organisational effectiveness was measured using several characteristics of authoritative leaders. A descriptive analysis was done to see if the views expressed by the participants were representative. In Table 10, we can see the results of our skewness and kurtosis analyses for each of the parameters we examined.

Table 10 - Authoritative leadership factors

Item code	Item Description	Skewness	Kurtosis
AL1	Do you agree that close supervision, effectively enhances employees' work productivity and adherence to tasks, as perceived by your supervisor can increase the organisation performance	-.281	-1.074
AL2	Do you agree that providing rewards or punishments as a means of motivation to achieve organizational objectives can increase the organisation performance	.107	-1.095
AL3	Do you agree your supervisor contributes to your feelings of insecurity in your work and the need for clear direction can increase the organisation performance	-.180	-.870
AL4	Do you agree that your supervisor's role as the chief judge of employees' achievements can increase the organisation performance	.544	-1.055
AL5	Do you agree that you supervisor's practice of giving direct orders and clarifying procedures can increase the organisation performance	1.287	-.953
AL6	Do you agree that your supervisor's belief in a significant portion of employees being can increase the organisation performance	1.112	-.911

According to the results shown in Table 10, all of the skewness and kurtosis values are within the range that is recommended and considered acceptable for a normal distribution. The fact that these numbers are all in the same range shows that this is true.

4.2.6 Ranking of Authoritative Leadership Factors

There are 6 factors in the Authoritative leadership. A mean and standard deviation analysis was carried out on these 6 factors/parameters using SPSS software and these mean values and standard deviation are used to rank the factors/parameters as in table 11.

Table 11 - Ranking of authoritative leadership parameters/factors

Item Code	Mean	Standard Deviation	Rank
AL1	3.31	1.280	4
AL2	4.23	1.726	6
AL3	4.98	1.631	1
AL4	4.44	1.455	3
AL5	4.30	1.517	5
AL6	4.49	1.475	2

Table 11 shows that among the factors reported by respondents, those associated with Authoritative leadership are the important parameters. Among these parameters, AL3 (Do you agree that the Authoritative leadership style employed by your supervisor contributes to your feelings of insecurity in your work and the need for clear direction?) is reported as first ranked parameter by the respondents while at second place, the parameter AL6 (Do you agree that your supervisor's belief in a significant portion of employees in the general population being lazy is in line with the perspectives of the Authoritative leadership style?) is place. The participants of the survey believe that AL4 (Do you agree that your supervisor's role as the chief judge of employees' achievements aligns with the principles of the Authoritative leadership style?) is third ranked parameter.

4.2.7 Descriptive Analysis of Laissez Faire Leadership Factors

The efficiency of the organisation was evaluated based on a number of characteristics shared by Laissez Faire Leadership. To determine whether or not the opinions expressed by the participants were representative of the whole, a descriptive analysis was carried out. The outcomes of our skewness and kurtosis analyses for each of the parameters that we looked into are presented in Table 12, where they can be viewed.

Table 12 - Laissez Faire leadership factors

Item code	Item Description	Skewness	Kurtosis
LF1	Do you agree that in complex situations your supervisor allows you to work your problems out on your own way	1.128	-.885
LF2	Do you agree that your supervisor stays out of the way as you do your work	1.107	-1.053
LF3	Do you agree that your supervisor allows you to appraise my own work.	1.505	-1.150
LF4	Do you agree that your supervisor gives you a complete freedom to solve problems	1.555	-1.183
LF5	Do you agree that in most situations you prefer little input from your supervisor	1.920	-1.074
LF6	In general, do you agree that your supervisor feels it's best to leave subordinates alone	1.889	-1.239

Table 12 shows that all of the measured skewness and kurtosis values fall within the optimal and generally accepted ranges for normal distributions. The fact that they are all roughly the same size demonstrates this to be the case.

4.2.8 Ranking of Laissez Faire Leadership Factors

By putting each parameter into a specific order, we were able to get a better understanding of how its value compares to the others. The results of a mean analysis were used to rank the parameters in order from most important to least important. The outcomes of the calculations performed by SPSS to determine the average value for each variable are presented in Table 13, where they can be located.

Table 13 - Ranking of Laissez Faire leadership parameters

Item Code	Mean	Standard Deviation	Rank
LF1	4.19	1.694	4
LF2	4.97	1.864	2
LF3	4.98	1.952	1
LF4	4.00	1.771	6
LF5	4.36	1.524	3
LF6	4.13	1.626	5

According to Table 13, the most salient parameters among those reported by respondents are those related to Laissez Faire leadership. For example, respondents ranked LF3 (As a rule, my supervisor allows me to appraise my own work) as the most important metric, while LF2 (My supervisor stays out of the way as I do my work) ranked as the most important metric. LF5 (In most situations I prefer little input from my supervisor) is the third most important factor, according to the survey participants.

5. Conclusion

The main objective of this study was to look into organisational performance, national culture, and leadership style indicators in Abu Dhabi, a smart-government city in the UAE. The SPSS software package was used to quantitatively collect the data and statistically analyse it. Since there are many different nationalities represented in the United Arab Emirates, every respondent was invited from every country. Since national culture, leadership styles used and the parameters of measuring organizational performance of the UAE are a key component of the study. This study looked for normality and analysed for prioritization. It was discovered that all the parameters follow normal distribution. Study revealed that Personal steadiness and stability is the most desired parameters of national culture while employees have high morale and are fully satisfied is reported as the most critical parameter of measuring organizational performance. Among the leadership styles, all the four styles investigated were reported as important styles. The respondents mentioned that in transformational leadership, the parameter "my supervisor makes others feel good to be around him/her" is the top ranked parameter while my supervisor tells others what to do if they want to be rewarded for their work is top ranked parameter in Transactional leadership style. Study about authoritative leadership parameters

reported “Do you agree that the Authoritative leadership style employed by your supervisor contributes to your feelings of insecurity in your work and the need for clear direction?” as top ranked parameter while among Laissez Faire Leadership parameters, “As a rule, my supervisor allows me to appraise my own work” was found as the first ranked parameter.

Acknowledgment

The authors thanks UTHM for assisting this research and publication.

References

- Abdullah, N.H., Hamid, N.A., Shamsuddin, A. & Wahab, E. (2016), “Exploring the relationships among transformational leadership, organizational culture, and product innovation using pls-sem” In: Proceedings of the 1st AAGBS International Conference on Business Management 2014 (AiCoBM 2014), Springer, pp. 151–160.
- Abdullah, N.H., Shamsuddin, A. & Wahab, E. (2015), “Does organizational culture mediate the relationship between transformational leadership and organizational commitment?”, *International Journal of Organizational Leadership*, Vol. 4, pp. 18–32.
- Abubakar, A. M., Elrehail, H., Alatailat, M. A., & Elçi, A. (2019), “Knowledge management, decision-making style and organizational performance”, *Journal of Innovation & Knowledge*, Vol. 4, No. 2, pp. 104-114.
- Ahmed, N., Memon, A. H., & Memon, N. A. (2021), “Communication Modes Used for Information Sharing in Construction Projects of Pakistan”, *International Journal of Emerging Trends in Engineering Research*, Vol. 9, No. 10, pp. 1305-1311.
- Akparep, J. Y., Jengre, E., & Mogre, A. A. (2019), “The influence of leadership style on organizational performance at TumaKavi Development Association, Tamale”, Northern Region of Ghana.
- Al Dhanhani, A., & Abdullah, N. H. (2020), “The Impacts of Organizational Culture and Transformational Leadership Style on The Employee’s Job Performance: A Case Study at UAE’s Petrochemical Company”.
- Al Khajeh, E. H. (2018), “Impact of leadership styles on organizational performance”, *Journal of Human Resources Management Research*, Vol. 2018, pp. 1-10.
- Ali, K. S., Islam, M. U., Azam, T. N., & Matin, W. U. (2021), “Influence of Job Engagement on Transformational Leadership Style and Organizational Performance”, *iRASD Journal of Management*, Vol. 3, No. 1, pp. 14-21.
- Almansoori, M. T. S., Rahman, I. A., & Memon, A. H. (2021), “Correlation between the management factors affecting PMO implementation in UAE construction”, *International Journal of Sustainable Construction Engineering and Technology*, Vol. 12, No. 3, pp. 155-165.
- Almazrouei, A., Yassin, A. M., & Memon, A. H. (2021), “Strategic Management Indicators for Sustainable Road Traffic Management”, *International Journal of Sustainable Construction Engineering and Technology*, Vol. 12, No. 3, pp. 88-95.
- Almuraqab, N. A. S., & Jasimuddin, S. M. (2017), “Factors that Influence End-Users’ Adoption of Smart Government Services in the UAE: A Conceptual Framework”, *Electronic Journal of Information Systems Evaluation*, Vol. 20, No. 1, pp. 11-23.
- Avolio, B. & Yammarino, F. (2013), “Transformational and Charismatic Leadership: The Road Ahead”, *Monographs in leadership and management*, Emerald Group Publishing Limited, ISBN 9781781905999.
- Awang, Z. (2012), “Research methodology and data analysis”, second edition. UiTM Press.
- Bass, B. (1998), “Transformational leadership: Industry, military, and educational impact”, Mahwah, NJ: Erlbaum Associates.
- Bass, B. M. (1985), “Leadership: Good, better, best”, *Organizational dynamics*, Vol. 13, No. 3, pp. 26-40.
- Bass, B.M. & Avolio, B.J. (1990), “Transformational leadership development: Manual for the multifactor leadership questionnaire”, Consulting Psychologists Press Palo Alto, CA.
- Berberoglu, A. (2018), “Impact of organizational climate on organizational commitment and perceived organizational performance: empirical evidence from public hospitals”, *BMC health services research*, Vol. 18, No. 1, pp. 1-9.
- Bhargavi, S., & Yaseen, A. (2016), “Leadership styles and organizational performance”, *Strategic Management Quarterly*, Vol. 4, No. 1, pp. 87-117.
- Birisci, S., Metin, M., & Karakas, M. (2010), “Pre-service elementary teachers’ views on concept cartoons: a sample from Turkey”, *Middle-East Journal of Scientific Research*, Vol. 5, No. 2, pp. 91-97.
- Blaikie, N. (2003), “Analyzing quantitative data: From description to explanation”, *Analyzing Quantitative Data*, pp. 1-352.
- Bryman, A. (2012), “Social research methods”, 4th Edition ed.: Oxford university press
- Burns, A., & Bush, R. (2003), “Marketing research: Online research application”, New Jersey: Prentice Hall.
- Burns, J. M. (1978), “Leadership”, New York: Harper & Row.
- Cooper, D., & Schindler, P. (2006), “Marketing research”, 3rd ed. New York: McGraw-Hill/Irwin
- Daft, R. L. (2014), “The leadership experience”, Cengage Learning.

- Dou, D., Devos, G., & Valcke, M. (2017), "The relationships between school autonomy gap, principal leadership, teachers' job satisfaction and organizational commitment", *Educational Management Administration & Leadership*, Vol. 45, No. 6, pp. 959-977.
- Ebrahim, H. A. (2018), "Impact of leadership styles on organizations' performance", *Journal of Human Resources Management Research*, Vol. 6, No. 3, pp. 56-75.
- Eid, R., Selim, H., & El-Kassrawy, Y. (2021), "Understanding citizen intention to use m-government services: An empirical study in the UAE", *Transforming Government: People, Process and Policy*, Vol. 15, No. 4, pp. 463-482.
- Ellis, P. (2021), "Leadership, management and team working in nursing", *Leadership, Management and Team Working in Nursing*, pp. 1-100.
- Gao, B., Li, X., Liu, S., & Fang, D. (2018), "How power distance affects online hotel ratings: The positive moderating roles of hotel chain and reviewers' travel experience", *Tourism Management*, Vol. 65, pp. 176-186
- George, B., Walker, R. M., & Monster, J. (2019), "Does strategic planning improve organizational performance? A meta-analysis", *Public Administration Review*, Vol. 79, No. 6, pp. 810-819.
- Ghaffari, S., Burgoyne, J., Mad Shah, I., Nazri, M., & Salah Aziz, J. S. (2017), "Investigating the mediation role of respect for employees on the relationship between participative leadership and job satisfaction: A case study at University Teknologi Malaysia", *Australian Journal of Basic and Applied Science*, Vol. 11, No. 1, pp. 1-13.
- Heu, L. C., van Zomeren, M., & Hansen, N. (2019), "Lonely alone or lonely together? A cultural-psychological examination of individualism-collectivism and loneliness in five European countries", *Personality and Social Psychology Bulletin*, Vol. 45, No. 5, pp. 780-793.
- Hijazi, S., Kasim, A. L., & Daud, Y. (2017), "Leadership styles and their relationship with the private university employees' job satisfaction in United Arab Emirates", *Journal of Public Administration and Governance*, Vol. 6, No. 4, pp. 110-124.
- Hofstede, G. (1980), "Culture and organizations", *International studies of management & organization*, Vol. 10, No. 4, pp. 15-41.
- Hofstede, G., & Bond, M. H. (1988), "The Confucius connection: From cultural roots to economic growth", *Organizational dynamics*, Vol. 16, No. 4, pp. 5-21.
- Hofstede, G., & Minkov, M. (2010), "Long-versus short-term orientation: new perspectives", *Asia Pacific business review*, Vol. 16, No. 4, pp. 493-504.
- Howell, J. P., & Dorfman, P. W. (1986), "Leadership and substitutes for leadership among professional and nonprofessional workers", *The Journal of Applied Behavioral Science*, Vol. 22, No. 1, pp. 29-46.
- Hoy, W. K., & Miskel, C. G. (2008), "Educational administration: Theory, research, and practice".
- Igbaekemen, G. O., & Odivwri, J. E. (2015), "Impact of leadership style on organization performance: A critical literature review", *Arabian Journal of Business and Management Review*, Vol. 5, No. 5, pp. 1-7.
- Iqbal, N., Anwar, S., & Haider, N. (2015), "Effect of leadership style on employee performance", *Arabian journal of business and management review*, Vol. 5, No. 5, pp. 1-6.
- Jasimuddin, S. M., Mishra, N., & A. Saif Almuraqab, N. (2017), "Modelling the factors that influence the acceptance of digital technologies in e-government services in the UAE: A PLS-SEM Approach", *Production planning & control*, Vol. 28, No. 16, pp. 1307-1317.
- Krejcie, R. V., & Morgan, D. W. (1970), "Determining Sample Size for Research Activities", *Educ Psychol Meas.*
- Loftus, E. F., Miller, D. G., & Burns, H. J. (1978), "Semantic integration of verbal information into a visual memory", *Journal of experimental psychology: Human learning and memory*, Vol. 4, No. 1, pp. 19.
- Mathieu, C., & Babiak, P. (2015), "Tell me who you are, I'll tell you how you lead: Beyond the Full-Range Leadership Model, the role of corporate psychopathy on employee attitudes", *Personality and Individual Differences*, Vol. 87, pp. 8-12.
- Mathieu, J. E., Kukenberger, M. R., D'innocenzo, L., & Reilly, G. (2015), "Modeling reciprocal team cohesion-performance relationships, as impacted by shared leadership and members' competence", *Journal of Applied Psychology*, Vol. 100, No. 3, pp. 713.
- Mead, R. (1998), "International management: Cross cultural dimensions", Oxford: Blackwell.
- Memon, A. H., Rahman, I. A., & Aziz, A. A. A. (2012), "The cause factors of large project's cost overrun: a survey in the southern part of Peninsular Malaysia", *International Journal of Real Estate Studies*, Vol. 7, No. 2, pp. 1-15.
- Memon, A. H., Rahman, I. A., Abdullah, M. R., & Azis, A. A. A. (2010), "Factors affecting construction cost in Mara large construction project: perspective of project management consultant", *International Journal of Sustainable Construction Engineering and Technology*, Vol. 1, No. 2, pp. 41-54.
- Memon, A. H., Rahman, I. A., Aziz, A. A. A., & Abdullah, N. H. (2013), "Using structural equation modelling to assess effects of construction resource related factors on cost overrun", *World Applied Sciences Journal*, Vol. 21, No. 01, pp. 6-15.
- Mgbeze, V. (2014), "Impact of Leadership Style on Organizational Performance: A Case Study of Nigerian Banks", Obafemi Awolowo University, Ile-Ife, Osun State, Nigeria. Master's Thesis
- Neuman, C., & Rossman, G. B. (2006), "Basics of social research methods qualitative and quantitative approaches".

- Obiwuru, T. C., Okwu, A. T., Akpa, V. O., & Nwankwere, I. A. (2011), "Effects of leadership style on organizational performance: A survey of selected small scale enterprises in Ikosi-Ketu council development area of Lagos State, Nigeria", *Australian journal of business and management research*, Vol. 1, No. 7, pp. 100.
- Pallant, J. (2011), "Survival manual. A step by step guide to data analysis using SPSS"..
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017), "The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia", *International journal of law and management*, Vol. 59, No. 6, pp. 1337-1358.
- Rahman, I. A., Memon, A. H., & Karim, A. T. A. (2013), "Relationship between factors of construction resources affecting project cost", *Modern Applied Science*, Vol. 7, No. 1, pp. 67-75.
- Recklies, O. (2001), "Problems in Managing Change".
- Rehman, S. U., Mohamed, R., & Ayoup, H. (2019), "The mediating role of organizational capabilities between organizational performance and its determinants", *Journal of Global Entrepreneurship Research*, Vol. 9, No. 1, pp. 1-23.
- Salter, C. R., Harris, M. H., & McCormack, J. (2014), "Bass & Avolio's full range leadership model and moral development", *E-Leader Milan*, Vol. 28
- Tong, Y. (2020), "The influence of Entrepreneurial psychological leadership style on organizational learning ability and organizational performance", *Frontiers in Psychology*, Vol. 11, pp. 1679.
- Yukl, G. (2012), "Leadership in Organizations", 8th Edition. New Jersey: Prentice Hall