



Assessing Mediating Effect of National Culture on the Relationship of Leadership Style with UAE Smart Government Organizational Performance

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Abstract: This study presents persuasive evidence that national culture acts as a mediator in the relationship between leadership style and organisational performance in the context of UAE Smart Government. By investigating these links, the study emphasises the importance of taking cultural aspects into account when evaluating the impact of leadership on organisational outcomes in the context of smart governance. Data collected through questionnaire survey was used to develop a PLS-SEM mediation model in SmartPLS software. The modelling analysis found that national culture partially mediates the leadership styles with the organisational performance. It further found that Abu Dhabi's smart government had low worker productivity requirements and lacked a strong national culture. Leadership has a major and positive impact on the organization's national culture. As a result, it is acceptable to claim that leadership style has a substantial impact on organisational procedures. According to studies, there is a link between national culture and organisational performance. The findings indicate a connection between leadership styles and the nation's commitment, cohesion, and mission. This implies that an organisational culture in which employees participate in important organisational decisions, that is consistent in its workplace practises, and that is motivated by a clear mission, ultimately affects the organisational performances of employees in such organisations.

Keywords: National culture, leadership styles, UAE, smart government, mediating effect

1. Introduction

Leadership is critical to organisational success because it develops a vision, sets goals, designs strategies, and coordinates efforts to achieve organisational performance. With rising competition and globalisation, good leadership has become even more important for organisations to adapt and succeed in an ever-changing environment. The efficacy of an organization's executives has a significant impact on its effectiveness. Organisations must use the best leadership practises to increase organisational performance and stay ahead of the competition. However, in a globalised society with varied workforces, determining the best leadership style can be difficult. Organisational performance might suffer as a result of inflexibility and failure to react to economic and global circumstances. (Harris et al., 2007; Alnuaimi & Yaakub, 2020).

Many businesses are currently dealing with issues, such as unethical behaviour in the workplace, which has an effect on performance. Ineffective leadership may be a contributing factor in this (Nazarian, Soares, & Lottermoser, 2017).

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However, United Arab Emirates (UAE) organisations' top priority is to change the attitudes and behaviours of their leaders (Karcsony & Czibula, 2020). Companies are also having trouble retaining top executives, which could result in a loss of expertise. These organisations are highly hierarchical, have centralised decision-making processes, and have lower levels of applications and processes for leadership development, according to research on UAE enterprises (Karcsony et al., 2020). Also, the government has made numerous attempts to use technology to improve customer service, but there have been instances where these efforts have failed because of a lack of technological infrastructure, a dysfunctional organisational structure, and poor strategic planning (Kalsi & Kiran, 2015; Welch & Pandey, 2007). A study of government workers conducted by Kim (2003) revealed shortcomings in South Korea's use of technology, information sharing between government agencies, and accessibility to open data. These facts highlight the difficulties and problems that sensible government objectives must resolve. A World Bank study concluded that the use of ICT in the public sector in developing countries has completely or partially failed. Communication issues, leadership shortcomings, and other factors, organisational performance also experienced commonly. In Abu Dhabi, United Arab Emirates, these problems have a detrimental effect on how well public organisations perform (Al Hammadi et al., 2019; Al-Mawali et al., 2018; Farouk et al., 2018), which has a significant knock-on effect for many workers' underperformance. Saleh, Nusari, Habtoor, and Isaac (2018) emphasised the importance of observing leaders in various cultures to ascertain how they may influence the actions and attitudes of their subordinates or staff members in cultural contexts other than the Western world.

However, due to its importance, m-government or e-service has recently attracted the attention of researchers. E-service, also referred to as smart government, is a subject that has a wealth of terminology, models, and evaluation techniques. Numerous publicly traded companies' inability to compete with other e-government champions is the main problem with M-government in UAE organisations (Mona and Subagja 2020). Similarly, poor usage by government clients, including citizens and businesspeople, has a big impact on how well the UAE's leaders perform because mobile applications and services have not been properly integrated.

Residents can choose how they want to connect with the government based on the services given by UAE government entities (Almuraqab, 2017). Residents' attitudes on accessing e-government services, on the other hand, vary significantly (Eid et al., 2021). Although e-government is evolving, citizens have low expectations and are uninterested in it, implying that technology has not materially improved their lives and, as a result, has a negative impact on organisational performance. Cultural values influence people's propensity to use m-government, which has a detrimental impact on the UAE's organisational performance. Culture has a tremendous impact on how people use e-government, regardless of how capable the leaders are.

North America, Europe, Asia Pacific, the Middle East and Africa (MEA), and South America comprise the global market for smart government. According to predictions, North America will have the biggest market share. The rapid rise of the Smart Government industry in North America is attributable to technical advancements and the region's increasing use of mobile phones and tablets (Almuraqab, 2017). Organisational effectiveness and leadership philosophies are believed to be broad research issues that necessitate in-depth examination. Very few research investigations have rigorously examined understanding.

Despite the explicit and implicit correlations between culture and leadership in various organisational theories, very few research studies have critically focused on understanding the relationship between these conceptions as well as the impact these correlations may have on an organization's performance and leadership styles. Surprisingly, there is a scarcity of in-depth research literature that investigates the performance inference of the relationship between leadership styles and national culture. To determine how national culture in the UAE mediated the relationship between leadership ideologies and organisational success.

2. Literature Review

2.1 Concept of Leadership

Leadership can be thought of as a process in which leaders influence and are influenced by their followers (Abdullah et al. 2016). A leader chooses a group of people with various levels of talent and expertise and influences them to work together to achieve the mission and goals of the organisation. Although the term "subordinates" is frequently used in professional contexts, "followers" refers to those who the leader is attempting to influence. However, the term "followers" implied that there was no inherent organisational hierarchy and that the leaders could come from any position or industry. Strong leadership is always needed because it will have an impact on "our everyday lives and futures" whether times are good or bad. A leader cannot be an effective leader if they lack this capacity for persuasion (Abdullah et al., 2016). If successful outcomes are to be achieved, all of these managerial responsibilities must typically be carried out under strong leadership (Ayeleke, et al., 2018).

2.2 Transformational Leadership

Burns (1978) coined the phrase "transformational leadership" to refer to political leaders who change the values of the individuals who adhere to them, but Bass (1985) later expanded its use to include administration in organisational contexts. Transformational leadership is now recognised as one of the most studied leadership philosophies as a result of

its emphasis on changing workplace norms and motivating individuals to surpass their own expectations (Yukl, 2002). By coordinating their team's objectives with the organization's goals and outlining an inspiring future vision, transformational leaders are said to achieve these results (Bass, 1985). The original goal is frequently exceeded by transformational leaders and their followers, often going beyond what was initially considered "possible." According to Sosik (2006), transformative leadership "inspires adherents to devote themselves to a common objective and objective for a corporation or unit, challenges followers to be creative, problem solvers, and develops followers' capacity for leadership through mentoring, coaching, and the offer of both challenges and support."

Numerous studies have shown that employees prefer transformational leadership as their preferred style of leadership. Transformational leadership links followers' duties and expectations to a position's authority (Loftus et al. 1978). Hoy and Miskel (2008) assert that transformational leaders must actively raise employee awareness of the value of igniting group interests and continuously assist staff in achieving peak performance. Organisations with leaders who don't care about their followers' emotions will experience less effort from their followers in their employment, which will lower organisational performance. Leadership is "a process whereby leaders raise the motivation of their" followers to pursue and achieve greater goals for the group as a whole," (Loftus et al. 2004). Transformational leaders engage with their team by attending to their immediate needs and motivating them to follow a particular path.

In order to meet their followers' needs for autonomy, success, raised self-efficacy, and personal development, transformational leaders established a high value on their connections with them and exhibit individualised attention. Cummings et al. (2010) discovered that "leaders that employed relational and transformational strategies had superior quality outcomes" in comparison with "those who used autocracy".

2.3 Transactional Leadership

Because it places less value on creativity and passion, transactional leadership is less respected than transformational leadership. The majority of leadership positions require both transactional and transformative skills, which is a problem. For instance, the majority of CEOs are responsible for managing not only their teams of employees but also the company's facilities, finances, assets, and other resources. These roles are especially well-suited to transactional leadership characteristics (Mathieu et al. 2015). However, transactional leadership is "leadership that focuses on the changes that occur between leaders and their followers" (Loftus et al. 1978). Managers who congratulate staff members on exceeding or achieving objectives are also exhibiting transactional leadership. The exchange element of transactional leadership is used by all business types and is evident at many different levels. The objectives of the role are heavily stressed in this leadership approach (Ghaffari et al., 2017).

Management by exception (active), management by exception (passive), and contingent compensation (passive) are the three main pillars of transactional leadership. According to one definition, a successful transactional leader "values outstanding performance and uses the system of contingent rewards to communicate performance objectives to followers." Because contractual agreements are their primary sources of motivation, transactional leaders use extrinsic rewards to boost their followers' motivation (Bass, 1998). The transactional approach "retards innovation and can have a negative effect on organisational performance," according to the research. What managers should do when they see deviations from expected follower behaviour is known as "management by exception."

2.4 Laissez-Faire Leadership

Laissez-faire (LF) leaders don't take positions on issues, form opinions, or hire more people. They don't lead, to put it simply. The leaders don't communicate because they don't genuinely "care about their followers or the problems they face." Some have made untrue statements about how LF leadership fits into the current leadership landscape. They argue that teams can perform at their best with little to no leadership influence, barring unusual circumstances. However, most of the time, a person is most productive when they are practising transformational leadership, which is the act of inspiring and motivating others. The LF leadership is to blame for all of this apathy and lack of motivation. Lack of direction and concern are the root causes (Mathieu & Babiak, 2015). Almost nobody would ever aspire to be a leader in the LF. Due to their focus on other life events, they revert to this leadership style. They might be unable to be more productive due to physical or mental conditions, or perhaps their personal problems are too much for them to handle. Most FRLM experts agree that most leaders display behaviours that cut across all FRLM paradigms, including LF leadership, while carrying out their duties. It is also "the least effective and performing leadership style." This style of leadership rarely passes judgement and offers little in the way of direction, assistance, or consideration for their subordinates. The quality of the work produced by subordinates suffers under laissez-faire leadership. The employees perform worse at work the more accommodative the employers are. It may be beneficial for a leader to take a hands-off approach when working with a group comprised of exceptionally talented, motivated, and self-reliant individuals. Many leaders continue to be open to feedback and suggestions from the group despite the widespread belief that "laissez-faire" entails an entirely hands-off strategy (Ellis, 2019). However, when team members lack the knowledge or skills necessary to complete tasks and make decisions, a laissez-faire approach to leadership is not advisable. Prioritisation, project management, and the ability to think of creative solutions are all areas in which some people struggle. Lack of management guidance and input can cause projects to veer off course and deadlines to be missed. The effectiveness of the organisation would suffer greatly as a result.

2.5 E- Government and Smart Government

Although "smart government" and "e-government" are sometimes used interchangeably, they have a slight difference. The purpose of this section is to make the conceptual difference between the two clear. The section aimed to summarise the major themes of the study and support its focus by citing the body of recent research. E-government and smart government are among the topics that are currently most frequently discussed in this field, along with other essential facets of governance and public service administration (Rana et al., 2017). Researchers which include Morgeson et al. (2010), Rana et al. (2017), and Yaghi & Al-Jenaibi (2018) define "egovernment" as the delivery of public services and the dissemination of information to citizens through internet-based digital tools. E-government is the seamless connection and communication between businesses, residents, or other locals and the government for the purpose of conducting business or exchanging information. The main goal of e-government services is to make it simple for the public to access these electronic services and information and to search for it without being constrained by geographic restrictions (Schaupp & Carter, 2010). One way to look at it is as a public policy that prioritises people actually using the information and communication technologies they pay for (Yaghi & Al-Jenaibi, 2018). Venkatesh et al. (2012) also looked at the informational and transactional facets of e-government. Difference between one-way interaction and transaction among the government and its residents, businesses, and various other government departments and two-way interaction and transaction via internet services.

Yaghi and Al-Jenaibi (2018) claim that smart governance encompasses much more than just e-government. It relates to services that are always available as well as utilising ICT to enhance accessibility. From beginning to end, it uses technology to simplify how citizens interact with the government. Smart government is a strategy for offering social and citizen-centered services that increases civil society engagement (Al-Obaithani et al. 2018). Gil-Garcia et al. (2013) offered a thorough explanation of smart government in this regard, claiming that it is a creative synthesis of a number of new technologies that support fostering innovation in the public sector. The continued use of state-of-the-art technologies such as big data, social media, HTML, RSS, and web designs demonstrates the project's vitality (Anthopoulos & Reddick, 2016). The terms "smart government" and "smart cities" are often used interchangeably; however, Gil-Garcia et al. (2013) argue that the latter category is just a portion of the former and refers to creative government practises which seek to boost effectiveness and efficiency in providing services while encouraging greater citizen participation.

According to Sigwejo and Pather (2016), "smart government efficacy" refers to a government's ability to increase value for its service users. An open government is a wise. In other words, it is a wise government that respects openness, participation, and cooperation. According to Luna-Reyes et al. (2014), smart government uses technology to encourage citizen participation in a variety of governmental decision-making processes. Aiming to increase the effectiveness and efficiency of the government as well as the decision-making process, smart government, also referred to as open government, is a concept. This kind of participation is the foundation of it. Characteristics, such as usability and adaptability, as well as quality characteristics, such as thoroughness and accuracy can be seen as indicators of an effective e-government. It is essential to evaluate the veracity of information (Wixom and Todd 2005).

3. Conceptual Framework

In the present investigation, we speculated that transformative, transactional, and laissez-faire "leadership approaches" were predictors of individual members' perceptions of their organisations' efficacy. Every of leadership paradigm gives equal weight to how transformational and transactional leaders affect organisational success. The model also takes into account the consequences of leadership inaction, which is a symptom of ineffective leadership. There are two main reasons why this theoretical structure is suitable for investigating the impact of various leadership styles on organisational effectiveness. To begin, it has been developed that the comprehensive leadership model can be used in any setting. (Bass, 1998). Since it has been used to analyse leaders in many other contexts, it would follow that it would be a suitable model for analysing organisational performance. Second, the model shows excellent consistency with earlier theoretical models developed specifically for the "domain of leadership." A conceptual framework was created to test the phenomena that were the subject of this investigation based on the literature analysis. A conceptual framework depicts how a specific theoretical explanation logically explains the interactions between the many components that have been acknowledged as being significant to the situation under study (Sekaran and Bougie 2016). The conceptual framework was created as shown in Figure 1.

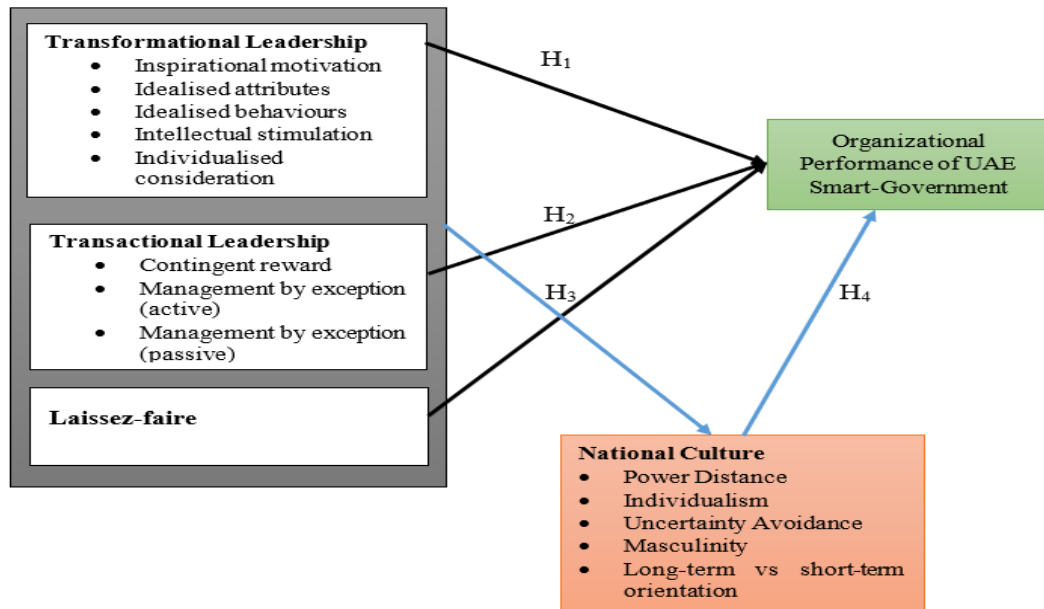


Fig. 1 - Conceptual framework of the study

Table 1 presents the parameters used to define the constructs based on the conceptual framework that were found in the literature.

Table 1 - Indicators defining the conceptual framework

(Source: Bass & Avolio, 1992, Prasongsukarn, 2009)

Indicator	Item Code	Items
List of Transformational Leadership factors		
Idealized Influence [II]	II1	My supervisor makes others feel good to be around him / her
	II2	I have complete faith in my supervisor
	II3	I am proud to be associated with my supervisor
Inspirational Motivation [IM]	IM1	My supervisor expresses in a few simple words what we could and should do
	IM2	My supervisor provides appealing images about what we can do
	IM3	My supervisor helps me find meaning in my work
Intellectual Simulation [IS]	IS1	My supervisor helps others develop themselves
	IS2	My supervisor lets others know how he /she thinks we are doing
	IS3	My supervisor gives personal attention to others who seem rejected
Individual Consideration [IC]	IC1	My supervisor helps others develop themselves
	IC2	My supervisor lets others know how he /she thinks we are doing
	IC3	My supervisor gives personal attention to others who seem rejected
List of Transactional leadership factors		
Management by exception [MBE]	MBE1	My supervisor is always satisfied when others meet agreed-upon standards
	MBE2	As long as things are working, my supervisor do not try to change anything
	MBE3	My supervisor tells us the standards we have to know to carry out our work
Contingent Reward [CR]	CR1	My supervisor tells others what to do if they want to be rewarded for their work
	CR2	My supervisor provides recognition/rewards when others reach their goals.
	CR3	My supervisor calls attention to what others can get for what they accomplish
List of Authoritative Leadership factors		
	AL1	My supervisor believes employees need to be supervised closely they are not likely to do their work.

Authoritative Leadership [AL]	AL2	As a rule, my supervisor believes that employees must be given rewards or punishments in order to motivate them to achieve organizational objectives
	AL3	I feel insecure about my work and need direction.
	AL4	My supervisor is the chief judge of the achievements of employees
	AL5	My supervisor gives orders and clarifies procedures
	AL6	My supervisor believes that most employees in the general population are lazy
List of Laissez Faire Leadership factors		
Laissez Faire Leadership [LF]	LF1	In complex situations my supervisor allows me to work my problems out on my own way
	LF2	My supervisor stays out of the way as I do my work
	LF3	As a rule, my supervisor allows me to appraise my own work.
	LF4	My supervisor gives me complete freedom to solve problems on my own
	LF5	In most situations I prefer little input from my supervisor
	LF6	In general my supervisor feels it's best to leave subordinates alone
List of Organizational Performance attributes		
Organizational Performance [OP]	OP1	There is an increase in production percentage (production archived or production planned)
	OP2	Employees have high morale and are fully satisfied
	OP3	Our customers are fully satisfied
	OP4	Our product quality is very high
	OP5	Business performance
	OP6	There is increase in sales
	OP7	There is in increase in export
List of national culture attributes		
Power distance [P]	P1	People in higher positions should make most decisions without consulting people in lower positions.
	P2	People in higher positions should not ask the opinions of people in lower positions too frequently
	P3	People in higher positions should avoid social interaction with people in lower positions.
	P4	People in lower positions should not disagree with decisions by people in higher positions.
	P5	People in higher positions should not delegate important tasks to people in lower positions.
Uncertainty avoidance [U]	U1	It is important to have instructions spelled out in detail so that I always know what I'm expected to do
	U2	It is important to closely follow instructions and procedures.
	U3	Rules and regulations are important because they inform me of what is expected of me.
	U4	Standardized work procedures are helpful.
	U5	Instructions for operations are important.
Collectivism [C]	C1	Individuals should sacrifice self-interest for the group (either at school or the work place).
	C2	Individuals should stick with the group even through difficulties.
	C3	Group welfare is more important than individual rewards.
	C4	Group success is more important than individual success.
	C5	Individuals should only pursue their goals after considering the welfare of the group.
	C6	Group loyalty should be encouraged even if individual goals suffer.
Masculinity [M]	M1	It is more important for men to have a professional career than it is for women.
	M2	Men usually solve problems with logical analysis; women usually solve problems within tuition.

	M3	Solving difficult problems usually requires an active, forcible approach, which is typical of men
	M4	There are some jobs that a man can always do better than a woman.
Confucian dynamism [D]	D1	Careful management of money (Thrift)
	D2	Going on resolutely in spite of opposition (Persistence)
	D3	Personal steadiness and stability
	D4	Long-term planning
	D5	Giving up today's fun for success in the future
	D6	Working hard for success in the future

The study's purpose was to create a structural equation model based on the interconnections of the research constructs. Because PLS-SEM is inferential in nature, inference techniques must be used to investigate these objectives. Unlike covariance-based SEM, the PLS-SEM does not require a large sample size or normally distributed data (Haelein & Kaplan, 2004; Wong, 2013). PLS-structural equation modelling (SEM) is the best method for multidimensional and latent research topics (Bawuro et al., 2019; Sarstedt et al., 2019). PLS combines factor and regression analysis into a single model using a variance-based structural equation modelling approach. Both exogenous and endogenous latent factor interactions can be predicted using this technique (Memon et al. 2013, Rahman et al. 2013).

4. Modelling of Conceptual Framework

The SmartPLS3 programme, one of the best tools for partial least squares structural equation modelling (Hair et al. 2016) was used. The assessment procedure involved two stage evaluation as the measurement and actual structural models for this study (Khahro et al. 2012). Measurement model evaluation is done with convergent and discriminant validity as adopted by Almansoori et al. (2021). Reflective measurement models' validity and dependability are assessed. Therefore, when an item's factor loading for its construct or dimension is greater than 0.7, individual item dependability is acceptable (Henseler et al., 2009; Vinzi et al., 2010).

According to other studies, the appropriate values for component loading, communality, and covariance are greater than or equal to 0.5 (Hair 2009). The aforementioned statement claims that the reflecting indicators and study parameters met this requirement. A number of criteria, including the composite reliability, Fornell-Larcker criterion, Cronbach's alpha, and HTMT approach, are used to assess a model's convergent and discriminant validity. Cronbach's alpha and composite reliability both have cutoff values of 0.7 for being deemed to have adequate measurement and reliability (Henseler et al., 2015).

When the AVE value is greater than 0.5 levels, all reflecting constructs and dimensions demonstrate convergent validity (Henseler et al., 2009; Hair et al., 2010) as cited by Rahman et al. 202, Memon et al. 2023a. Figure 2 shows the developed model created using SmartPLS, and the following subsections discuss how the model was evaluated step by step.

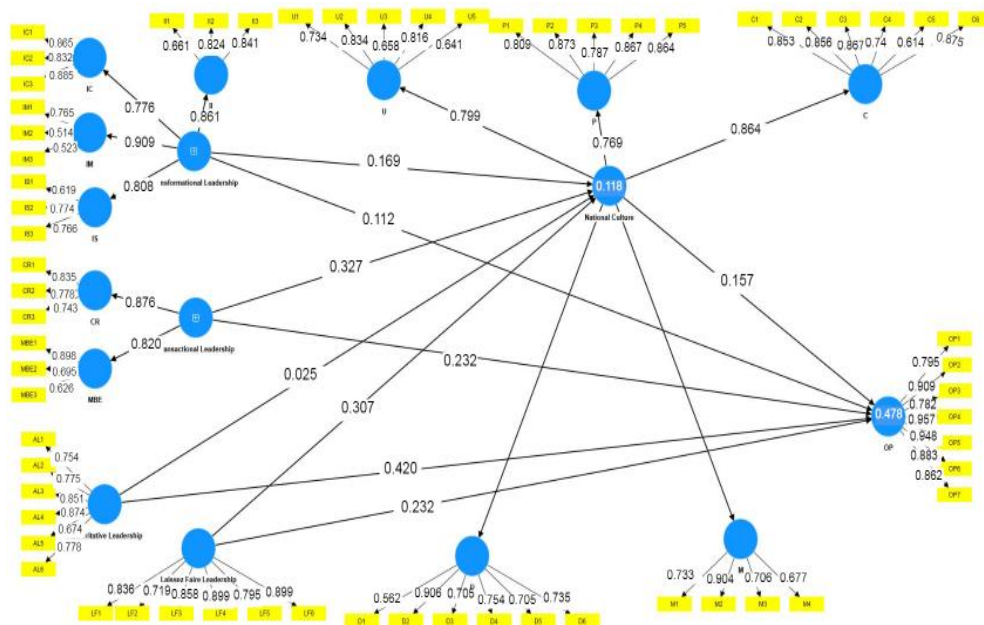


Fig. 2 - Structural model

4.1 Convergent Validity and Reliability

Indicators of the same construct have convergent validity if they share a large amount of common variance (Hair, Ringle, and Sarstedt 2011). In other words, it characterises the extent to which a latent notion explains the variance in its indicators by describing the magnitude of a measure's relationship with additional metrics that are associated with the same construct. In order to evaluate convergent validity, researchers use factor loadings, composite reliability (CR), and average variance extracted (AVE) values (Hair et al., 2014). Each construct needs an AVE greater than 0.50 and, ideally, factor loadings greater than 0.70 in order to have convergent validity. However, Byrne (2013) accepts a factor loading of 0.50 if the resulting AVE scores are 0.50 or higher. Memon (2003) cited that the indicators with loading value less than 0.4 should be deleted straightforward. In Table 2, the construct reliability results are displayed.

Table - Constructs Reliability and Validity

Constructs	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Power distance	P1	0.809	0.86	0.902	0.697
	P2	0.874			
	P3	0.787			
	P4	0.867			
	P5	0.864			
Uncertainty avoidance	U1	0.734	0.825	0.878	0.593
	U2	0.834			
	U3	0.658			
	U4	0.816			
	U5	0.641			
Collectivism	C1	0.853	0.825	0.879	0.596
	C2	0.856			
	C3	0.867			
	C4	0.742			
	C5	0.614			
	C6	0.875			
Masculinity	M1	0.733	0.945	0.952	0.529
	M2	0.904			
	M3	0.706			
	M4	0.677			
Confucian dynamism	D1	0.562	0.822	0.894	0.738
	D2	0.906			
	D3	0.705			
	D4	0.754			
	D5	0.705			
	D6	0.735			
Idealized Influence	II1	0.661	0.780	0.858	0.603
	II2	0.824			
	II3	0.841			
Inspirational Motivation	IM1	0.765	0.822	0.894	0.738
	IM2	0.514			
	IM3	0.523			
Intellectual Simulation	IS1	0.619	0.670	0.800	0.515
	IS2	0.774			
	IS3	0.766			
Individual Consideration	IC1	0.865	0.776	0.869	0.691
	IC2	0.832			
	IC3	0.885			
Management by exception	MBE1	0.898	0.627	0.793	0.565
	MBE2	0.695			
	MBE3	0.626			
Contingent Reward	CR1	0.835	0.661	0.801	0.574
	CR2	0.778			
	CR3	0.743			
	AL1	0.754	0.887	0.917	0.688

Authoritative Leadership	AL2	0.775			
	AL3	0.851			
	AL4	0.874			
	AL5	0.674			
	AL6	0.778			
Laissez Faire Leadership	LF1	0.836			
	LF2	0.719			
	LF3	0.858	0.811	0.876	0.640
	LF4	0.899			
	LF5	0.795			
	LF6	0.899			
Organizational Performance	OP1	0.795			
	OP2	0.909			
	OP3	0.782			
	OP4	0.957	0.836	0.902	0.755
	OP5	0.948			
	OP6	0.883			
	OP7	0.862			

The factor loadings of the items range from 0.565 to 0.875, as shown in Table 2. According to Byrne (2013) and Gefen, Straub, & Boudreau (2000), all tested constructs had convergent validity established with AVE scores greater than the cutoff value of 0.50. Since none of the items had factor loadings below 0.40, nothing was eliminated. All of the constructs' Cronbach alpha values are greater than 0.7, indicating that the result is satisfactory and acceptable.

4.2 Discriminant Validity

To determine whether or not the ideas or concepts being evaluated are comparable, researchers employ the concept of discriminant validity (Braun, Peus, Weisweiler, & Frey, 2013). This refers to the lack of consistency between test results and results from other tests which do not aim at assessing the same construct. Examination of develop correlations in each model allows for evaluation of divergent validity as well. When a correlation's standard deviation is greater than twice its mean, it is considered significant (Hair et al., 2011). When the average variance of a construct's square root is larger than its Pearson correlation with other constructs, we say that the construct has discriminant validity (Awang, 2015). Each study construct's discriminant validity index is listed in Table 3.

Table 3- Discriminant Validity

	AL	C	CR	D	IC	II	IM	IS	LF	M	MBE	OP	P	U
AL	0.822													
C	0.511	0.830												
CR	0.206	0.236	0.884											
D	0.182	0.177	0.583	0.786										
IC	0.527	0.466	0.335	0.214	0.800									
II	0.140	0.119	0.397	0.557	0.096	0.852								
IM	0.124	0.206	0.777	0.545	0.201	0.306	0.899							
IS	0.097	0.234	0.767	0.561	0.162	0.445	0.746	0.846						
LF	0.166	0.136	0.753	0.674	0.171	0.426	0.716	0.733	0.868					
M	0.155	0.167	0.266	0.592	0.117	0.726	0.292	0.296	0.326	0.869				
MBE	0.218	0.183	0.548	0.751	0.191	0.667	0.527	0.529	0.628	0.638	0.771			
OP	0.537	0.573	0.276	0.180	0.505	0.116	0.272	0.138	0.210	0.107	0.223	0.823		
P	0.617	0.558	0.391	0.344	0.681	0.160	0.291	0.229	0.269	0.236	0.325	0.571	0.718	
U	0.638	0.670	0.258	0.145	0.558	0.150	0.206	0.133	0.103	0.138	0.199	0.709	0.672	0.756

#Note: Idealized Influence [II]; Inspirational Motivation [IM];Intellectual Simulation [IS];Individual Consideration [IC];Management by exception [MBE]; Contingent Reward [CR];Authoritative Leadership [AL];Laissez Faire Leadership [LF];Organizational Performance [OP];Power distance [P];Uncertainty avoidance [U];Collectivism [C];Masculinity [M];Confucian dynamism [D]

Table 3 shows the discriminant validity index, with the square root of the mean variance obtained from the latent constructs displayed as bold diagonal values. Discriminant validity is considered reached when the average variance squared of an extracted construct is greater than its correlation coefficients compared to other constructs in the study (Awang, 2015). The outcomes in the table supported the model's discriminant validity.

4.3 Hypothesis Testing and Mediation Effect

The tests that were used to validate and verify the structural model include coefficient of determination (R2), evaluation of the effect size (f2), and path coefficients. These tests are used to assess the validity of the linked structural model. The research also looks at the mediation link that was proposed in the study's conceptual framework.

Hair et al. (2014) claim that the size and importance of the estimates serve as a proxy for the size or strength of a relationship. Strong positive correlations are thought to be represented by path coefficients that lean towards +1, whereas strong negative associations are thought to be represented by path coefficients that lean towards -1 (Hair et al. 2014). The Smart PLS-SEM uses the bootstrapping method to determine the significance of the path estimations. The study's path coefficients are presented in the right order in Table 4.

Table 4 - Results of hypothesis testing

Path	Std β	Std Error	t Statistic	p Value	Level of significant
Direct Effects					
TL -> OP	0.112	0.036	3.03	0.001	significant
LFL -> OP	0.232	0.02	11.513	0.000	significant
AL -> OP	0.402	0.037	10.822	0.000	significant
TR -> OP	0.232	0.029	7.934	0.000	significant
NC->OP	0.157	0.156	2.937	0.003	significant
TL->NC	0.169	0.172	3.291	0.001	significant
TR -> NC	0.327	0.355	4.594	0.000	significant
AL -> NC	0.025	0.025	0.565	0.572	Not- significant
LFL -> NC	0.307	0.313	5.995	0.000	significant
Specific Indirect Effect					
TL -> NC -> OP	0.063	0.013	4.696	0.000	significant
LFL -> NC -> OP	0.175	0.037	4.735	0.000	significant
AL -> NC -> OP	0.094	0.022	4.19	0.000	significant
TR -> NC -> OP	0.019	0.008	2.361	0.009	significant

Note: NC – national culture; OP – organisational performance; TL – Transactional; TR – Transformational; AL - Authoritative Leadership; Laissez Faire Leadership [LFL];

According to Ghasemy, M., et.al.(2020), to determine the mediating effect of the mediator on the relationship between the independent constructs and dependent construct is as described in table 5.

Table 5 - Classification of mediation effect

No	Direct relationship	Indirect relationship	Mediation effect
1	Significant	Significant	Partial
2	Significant	Not significant	No mediation
3	No significant	Significant	Full mediation

Hence, to decide the mediation effect of national culture on the relationship between the leaderships styles and organisational performance, results from table 4 and the classification of mediation effects in table 5 are computed as in table 6.

Table 6 - Mediation effect of national culture

Direct or indirect	Relationship	Level of significant	Mediation effect
<i>Direct</i>	TL -> OP	significant	Partial
<i>Indirect</i>	TL -> NC -> OP	significant	
<i>Direct</i>	LFL -> OP	significant	Partial
<i>Indirect</i>	LFL -> NC -> OP	significant	
<i>Direct</i>	AL -> OP	significant	Partial
<i>Indirect</i>	AL -> NC -> OP	significant	
<i>Direct</i>	TR -> OP	significant	Partial
<i>Indirect</i>	TR -> NC -> OP	significant	

Table 6, indicates that national culture has attained partial mediation effects on the relationship of leadership styles with organisational performance. The success of an organisation can be influenced by a variety of elements, including

the transformative leadership style, laissez-faire leadership, authoritative leadership, transactional leadership, and national culture. Laissez Faire Leadership, transactional leadership style, and other elements were found to have a favourable impact on national culture. . Additionally, it was demonstrated that both national cultures mediates partially to the relationship between different leadership philosophies, such as laissez-faire, transactional, and authoritarian leadership, and how successfully an organisation operates.

4.4 Model Fitness

Coefficient of determination R^2 is a measure of the global fit of the model. R^2 It reveals what fraction of the variation in the dependent variable can be attributed to the independent variable. Simply put, the R^2 measures the overall influence of the independent variables on the endogenous dependent variables. Its values fall between 0 and 1, with 1 denoting overall predicted accuracy. Significant, moderate, or weak dependent variable R^2 values are identified by Chin (2010) as 0.67, 0.33, or 0.19, respectively. Hair et al. (2011) mentioned that for dependent constructs R^2 values of 0.75, 0.50, or 0.25 should be considered and regarded as strong, moderate, and weak, respectively. Furthermore, Falk and Miller (1992) suggested that for the variance explained in the particular unobserved construct to be regarded as acceptable, R^2 values should be equal of greater than 0.10 (Ramayah et al. 2017). The outcomes of the structural model are shown in Table 7 as R^2 values were calculated using SmartPLS.

Table 7- Model fitness (R^2)

Types of constructs	Constructs name	R Square
Endogenous/dependent	Organisation performance	0.478
Mediator	National culture	0.118

According to the R^2 findings from this study, which are shown in Table 7, the R^2 for national culture is 0.118, which is considered to be low. Thus, the organization's performance has an R^2 score of 0.478, which is considered moderate.

5. Discussion on Research Findings

The SmartPLS3 programme, one of the best tools for partial least squares structural equation modelling (Hair et al. 2016) was used. The assessment procedure involved two stage evaluation as the measurement and actual structural models for this study (Khahro et al. 2012)

5.1 Effect of Transformational Leadership on Organization Performance

The analysis supports the hypothesis that there is a robust relationship between transformative leadership and organizational achievement. This demonstrates the importance of leadership to an organization's success on the job. This conclusion is supported by the research of Chinedu and Wilfredo (2015), who compared the impacts of transactional and transformational leadership upon the organisational efficiency of TVE administrators in Nigeria. Transactional leadership, proactive leadership by a single exception, dependent incentives, and employee productivity all showed strong positive correlations in this study's findings. This finding is consistent with the findings of Jiang et al. (2017), who studied the effect of transformational leadership on the sustainability of organisational performance and found a positive effect. This discovery contributes to our understanding of how transformational leadership affects organisations and the performance of their employees, particularly in the oil and gas sector. Therefore, if Smart-government Abu Dhabi wants to get the best work out of its staff, it must adopt transformational leadership as its primary style of management.

5.2 Effect of Transactional Leadership on Performance

This study's findings showed that a transactional leadership style did not improve business outcomes when dealing with customers. Building rapport between managers and subordinates is crucial to figuring out how to improve an organisation. In recent years, researchers have focused on the connections between this concept and theories of organisational leadership (Gellis, 2001). Management scholars have paid close attention to the concept of transactional leadership ever since it was first proposed by Max Weber and refined by Bass & Stogdill (1981). Despite its prevalence in management, only a small amount of research has actually established a causal link between leadership styles and productive businesses (Gellis, 2001). The transactional leadership paradigm is characterised by an overemphasis on near-term objectives and ritualised practises. Although the theory has found many uses in social science, it does not encourage its adherents to think outside the box (Eccles & Wigfield, 2002). Despite its apparent drawbacks, transactional leadership has been praised by many academics for its ability to help stakeholders recognise the suitability of leadership behaviour in creating an effective organisational atmosphere that supports performance.

5.3 Effect of Autocratic Leadership on Performance

Autocratic management, or authoritative leadership, is one type of management structure. Leaders often ask for their teams' input before making major decisions, but they still consider their own sway to be the most important factor. An effective leader gets things done by sharing a compelling vision, factoring that vision into the organization's strategic planning, and directing everyone's efforts towards achieving that vision. The authoritarian explains why certain behaviours are sought after, requested, or expected of staff members and how they fit into the larger picture in order to provide clear instructions, monitor advancement carefully, and affirm the point of view they want their subordinates to adopt. Authoritarians are known to treat their employees fairly but firmly, providing them with both positive and negative reinforcement. When only a few decisions are delegated to subordinates, it can start to resemble a directive style. Typically, autocratic rulers are authoritarian types who demand complete loyalty from their subjects. The decision-making process is often not delegated away from authoritarian leaders (Obiwuru et al., 2011). Authoritarian rulers impose their views on their subjects and demand that they implement their policies and strategies. Iqbal, Anwar, and Haider (2015) found that the motivation and satisfaction of workers were significantly reduced when their leaders lacked creativity and favoured one-sided communication. However, autocratic rule can produce positive results in the short term. The socialization and interaction vital to an organization's success are stifled under autocratic leadership. Organisational performance suffers when led by an autocrat, according to research by Iqbal et al. (2015). When deadlines are tight, authoritarian leadership, as argued by Bhargavi and Yaseen (2016), is the most effective form of management. Igbaekemen and Odivwri's (2015) research on the effect of leadership style on organisational efficacy led them to the finalisation that an autocratic leader is one who establishes the team's goals, tactics, and rules and expects them to be adhered to. It additionally became clear that these leaders do not have faith in their followers.

5.4 Effect of Laissez-Faire Leadership Style on Performance

Leaders who take a hands-off approach give their employees more freedom to do their jobs however they see fit. The leaders of the free-market movement have never attempted to inspire and motivate their followers. Laissez-faire leadership, in contrast to authoritarian styles, gives subordinates more say in important matters. As previously discussed (Kehinde & Banjo, 2014; Igbaekemen, 2014), the group lacks structure, and its leader lacks self-assurance in his leadership abilities. This type of leadership cares little about either results or employees. One school of thought holds that it's futile to try to understand and shape people's nature because it's so hard to do so with any degree of accuracy. Therefore, a laissez-faire leader tries not to make suggestions or unfavourable comments based on the assumption that employees are all the same. To keep things as they are, a laissez-faire leader will tell his or her followers to do whatever they want (Igbaekemen, 2014). Leaders who adopt a laissez-faire approach show a lack of direction by not being involved in the day-to-day activities of their teams. The laissez-faire management style is linked to low productivity, discontent, and turnover. Members of the group cooperate less, make fewer efforts, and look more to the leader for guidance when their leader adopts this style. The leader of the group will often delegate authority to members of the group based on how invested they are in making decisions. This method of leadership is most effective when the team members are cooperative, well-informed, and competent. This style of leadership is characterised by a lack of motivation, a tendency to "pass the buck," and a lack of distinct duties and obligations (Belias & Koustelios, 2014). The leader of this group was described horribly as "laid back" because he let everyone do whatever they wanted. According to the results of the study (Karamat, 2013), this strategy is used by effective leaders to pinpoint areas of weakness in their own performance. Managers who practise "laissez-faire" don't abuse their power but instead give employees wide latitude in determining their own work priorities and approaches. Managers who practise "laissez-faire" assume their employees are capable of taking on additional responsibilities without them. Leaders who practise lax supervision rarely provide feedback or praise (Puni et al., 2014).

5.5 Effect of Transactional Leadership on National Culture

The study's regression analysis confirmed the cultural effects of transactional leadership, with beta values of 0.14 and a p-value of 0.000 (0.05). This evidence suggests that the uncorrelated factor "transactional leadership style" might clarify 14% of the observable phenomenon "national culture." The research indicates that transactional leaders benefit national cultures. A passive-avoidant leader is one who does nothing to prevent problems from occurring or who waits for problems to appear before taking any action. Unmotivated leaders, on the other hand, don't bother to spell out what's expected of their followers or establish clear criteria for success. These heads of state only intervene when they see that something truly exceptional is happening. This results in a wide performance acceptance range and often inadequate performance monitoring systems. These leaders are the hallmark of this style of management because they resist unnecessary change, demand accountability for mistakes, place a premium on continuity, resolve problems quickly, and get back to business as usual.

5.6 Effect of Laissez-Faire Leadership Style on National Culture

Coefficients of 0.12 and 0.13 for the effect of a laissez-faire approach to leadership on national culture were found to be statistically significant at the 0.000 (0.05) level. This indicates that the independent variable accounts for 13% of the variance in the dependent variable ("National culture"). This finding exemplified the detriment a careless leadership approach can do to a company's culture. In contrast to the proactive models of leadership depicted by both transactional and transformational leadership (Avolio & Bass, 2004), nonleadership, or a lack of leadership, is known as laissez-faire. Leaders who adopt a laissez-faire approach make no decisions, take no sides, and do nothing to foster the growth of their employees. Simply put, they are not leaders. Leaders are not concerned about the problems the followers face, so there is no interaction among them. Laissez-faire literally translates to "let people do whatever they choose" in French. Leaders who adopt a laissez-faire approach appear unconcerned, lack initiative, and pass the buck when it comes to making decisions or taking action. An example of active leadership would be a leader who "chooses" not to take any action. Most people believe this to be the least dynamic and powerful facet of leadership (Antonakis et al., 2003). Passive indifference to the task at hand and to the people working under them are hallmarks of a slack leader (Yukl, 2002).

5.7 Effect of Autocratic Leadership Style on National Culture

Decisions are imposed on subordinates without their input, which is a defining feature of autocratic or authoritarian leadership (Bititci et al., 2006). Autocratic leadership is not ideal, but it is required in times of crisis or when quick decisions must be made. When this kind of leadership is used, workers often feel left out of company happenings. The authority bestowed upon leaders is the source of their influence. Effective managers can use it to ensure that tasks are assigned correctly, personnel decisions are made fairly, and that company policies are upheld.

5.8 Effect of Transformational Leadership on National Culture

The results of the study back up the theory that transformational leadership has a significant, beneficial effect on a country's cultural norms and values. This exemplifies how the national culture develops within the wise government of Abu Dhabi's organisational structure. This result agrees with those of a number of previous investigations already present in the literature. For instance, Chidambaranathan and Swarooprani (2017) used a Qatari school library to research connections between leadership styles and national values. The findings bolstered the argument that leadership is affected by national culture and highlighted the notion that leadership styles affect the cultural values, standards, and beliefs in an organisation. To further explore the link between leadership and national culture, Hartnell et al. (2019) conducted a meta-analysis. The study's findings showed that a country's culture can be affected by its leaders' methods of management. Bass and Avolio (1994) argue that in order to lead effectively, one must have an understanding of the fundamental tenets, values, and beliefs of one's organisation. Leaders with high emotional intelligence, as described by Barling et al. (2000), have a beneficial effect on company culture because they are more in tune with their employees' feelings. The two of these are similar. The transformative leadership style is indicative of such a high level of emotional intelligence. As a result, transformational leaders have an impact on national culture beyond the confines of their own organisations.

5.9 Effect of National Culture on Organisation Performance

According to the findings of this study, there is a significant positive relationship among national culture and the productivity of workers. This means that the assumptions, attitudes, and values underlying an organization's working definition have an impact on its operations and outcomes. This finding appears to be consistent with other studies that have been discussed in the literature. Weerarathna and Geeganage (2014), for instance, used a survey that they administered themselves to probe the link between national culture and business success. The research showed that there is a substantial connection between national culture and the efficiency of organisations. A similar study was conducted by Saad and Abbas (2018), who looked at how national culture affected the overall performance of organisations in the Saudi Arabian public sector both directly and indirectly. The authors also took into account how different aspects of national culture can affect an employee's productivity at work. Employees' national cultures were found to have a positive and statistically significant effect on their organisational performance. According to the findings of this research, national culture has a significant, positive effect on the performance of organisations and their employees.

This finding provides support for the argument that a nation's leadership has a significant impact on the culture of its citizens. Therefore, the success of an organisation is heavily influenced by the national culture of its leaders. Alomiri's (2016) finding that national culture mediates the link among leadership style and national culture and positively influences the adoption of e-services is consistent with our own findings. According to research by Ahmadi, Rezaei, and Gorizan (2015), transformative leadership has a profound and positive effect on society's cultural norms. A country's culture can be altered by a leader with a transformational approach. This study's results corroborate those of James-Parks (2015), who found that transformational leaders positively affect national culture.

5.10 National Culture Mediating Effect on the Relationship of Transformational Leadership and Organization Performance

The research examined the mediating role that national culture played between a transformational leadership style and employee performance using PLS-SEM. The findings indicate that the connection between transformational leadership as well as organisational performance is tempered by the three pillars of national culture—*involvement, consistency, and mission*.

These results suggest that leaders can influence staff actions by encouraging a specific culture within an organisation, which in turn helps achieve strategic goals. Without a doubt, significant and flawless performances will result from the practises and traditions that foster, motivate, and urge people to use innovative thinking and creativity while performing organisational activities. Both organisational performance and national culture are profoundly affected by the transformative leadership style. Therefore, leaders may utilise employee performance data to inform decisions about how to best foster a national culture that embraces success-oriented standards, practises, and beliefs, all while improving their own leadership skills. Bono and Judge (2003) and Lee (2010), among others, found that transformational leadership was associated with improved national culture and enhanced organisational performance. Despite numerous studies linking national culture to leadership style (Al-Elaumi 2014), there is still room for improvement. This is consistent with the findings of Abdullah et al. (2015), but Abdullah' work valued dedication to the organisation more than actual results.

Examining the impact of different national cultures on business success was another indirect consideration. The study found a substantial correlation between national culture and an organization's efficiency. The results of the current investigation corroborate this hypothesis by demonstrating that "involvement" as a cultural practise significantly improves the effectiveness of organisations where its members work ($r = 0.230, p < 0.05$). Mwashighadi (2017) also found similar results. According to research by Jyoti and Kour (2015), cultural intelligence plays a crucial role in a company's overall performance.

6. Conclusion

The purpose of this research was to determine how much national culture influences the relationship between leadership styles and organisational effectiveness in Abu Dhabi's smart government. To examine the relationship between leadership and organisational performance, national culture was used as a mediator. Although emerging nations such as those in the Middle East have not been thoroughly studied in terms of how leadership affects employees' organisational performance, with national culture acting as a moderator (Dajani, and Mohamad, 2016), the majority of studies on organisational performance focus on businesses in developed countries. Middle Eastern countries' leadership styles differ slightly from those of other emerging and developed countries (Diaj and Omira 2015). With a sample size of 302, this study used a quantitative approach and an explanatory correlational research design.

To obtain information from respondents, a standard questionnaire that had been modified from previous studies was employed. According to the findings, national culture has an important mediating impact between leadership styles and organisational success. According to the findings, middle managers judged the intensity of transformational leadership as somewhat high. They also revealed Abu Dhabi's intelligent government's lack of a robust national culture and its moderate workplace productivity standards. Furthermore, leadership has a major and beneficial impact on the national culture of the organisation. As a result, it is reasonable to assert that leadership has a major impact on organisational processes. The findings of the study support the notion that there is a strong relationship between national culture and organisational effectiveness. This shows how organisational practises and national culture have a significant impact on the results or performances of employees in that organisation. This illustrates that if a firm encourages, supports, and provides individuals with the resources they need to carry out organisational duties in a creative and inventive manner, the company will be able to build the essential culture, which will subsequently be reflected in employee performance.

The assessment of the impact of leadership on organisational performance revealed that leadership has a considerable and positive impact on organisational performance. This exemplifies how leadership pushes employees to do their best for their businesses. National culture mediated the relationship between leadership and organisational success. The three pillars of national culture, *involvement, consistency, and mission*, acted as a bridge between leadership and organisational performance. According to the findings, there is a link between leadership and national cultural commitment, coherence, and mission. This suggests that an organisational environment characterised by a culture in which employees contribute to significant organisational decisions, that is consistent in its workplace practises, and that is motivated by a clear mission affects the organisational performances of employees in such organisations.

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