



Exploring Leadership Styles Adopted in Organizational Performance of ADNOC Company

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Abstract: Leadership style is critical for improving organisational performance, and inappropriate leadership styles harm both employees and the overall performance of any organisation. Poor leadership is likely to be the cause of unethical practises, a high turnover rate, and employee disengagement. Furthermore, they may use an ineffective leadership style when dealing with project subordinates. Subordinate performance that is effective is always desired, but it does not always occur. As a result, the current study investigated the four leadership styles and the characteristics that influence organisational performance. The analysis of 398 questionnaire forms collected from ADNOC Company participants revealed that all the attributes of the four leadership styles used in the UAE are reliable. Transformational leadership is found to be the most influential leadership style, while democratic leadership is the least influential in influencing the organisational performance of the ADNOC Company in the UAE. In transformational leadership, *leaders focus on employees' beliefs about their jobs as the most influential attribute. Leaders in our organisation are reported to have good communication with other employees* as one of the most influential attributes in Transactional leadership style. Similarly, the most influential attributes in Charismatic Leadership style are *leaders in our organisation are effective in managing our organisation*. The most influential attribute of Democratic leadership is that *leaders in our organisation work hard with other workers*. Results of this study will able to assist the company in dealing its leadership style.

Keywords: Leadership styles, leadership, organizational performance

1. Introduction

Leadership studies are becoming more common in organisations across the board (Schneider & Somers, 2006; Uhl-Bien & Marion, 2009; Hawkins, 2021; de Araujo et al., 2021). According to researchers, this viewpoint is critical for dealing with team motivation in the context of an increasingly chaotic and rapidly changing services market (Lichtenstein & Plowman, 2009; Hanson & Ford, 2010). Furthermore, due to the complications that exist between leadership-focused attitudes and the organisational culture of the medical industry, team motivations in knowledge-intensive businesses are rarely examined. A complex network of bureaucratic organisational structure and leadership arrangements facilitates the interactive and mutual acceleration of organisational performance (Hanson and Ford 2010). In management practise, effective leadership increases team motivation and has a significant impact on organisational culture dynamics (Zhang et al., 2020).

Leadership and how it affected staff performance can be traced back to the 17th century. The cause included treating humans as machines and as human capital to perform a variety of tasks (Alzahrani et al., 2017). Nonetheless, in order to change the global geopolitical situation in the twenty-first century, businesses must develop a new organisational paradigm in order to respond to changing conditions, technologies, and globalisation. Leaders are also important in communicating organisational change, but not as much as in private business organisations (Busetti & Vecchi 2018; Bingham, and Charles 1996; Borins, 2000). In terms of international culture, the United Arab Emirates is a region where many ventures require successful international culture management. The leaders come from various cultures, but their foresight saves the organisations from significant losses. They also report what they learn from mistakes and bad policies, indicating that they influence their men by setting a good example. According to Mukhtar et al. (2020), open communication has created challenges for some leaders, particularly those involved in conflict resolution. Furthermore, some employees converse with one another and spread negativity within the workplace (Lee & Chon, 2020). It is then the responsibility of the leader to resolve these conflicts (Mitchell, Ray, & van Ark, 2014; Lee & Chon, 2020). As a result, international culture management is critical for organisations, particularly when employees come from diverse cultural backgrounds.

The oil industry of the United Arab Emirates (UAE) has been a major driver of economic growth in the Middle East (Almansoori et al. 2021). Over the last few decades, the UAE's growth has been centred on global business. Many companies in the country are experiencing tremendous growth, demand, and sales booms, particularly in the real estate industry. Even though the COVID-19 crisis has affected all economies worldwide, GDP has been excellent for many years, with an annual growth rate of 3.09% in 2021 (<https://www.statista.com/>). The UAE still faces political, social, and environmental challenges. The UAE is under constant pressure to meet goals, and time management is becoming increasingly important (Yaser Alraei et al., 2020). Negotiating complex relationships between different cultures that affect both society and the economy is critical for business leaders. People from all over the world come to the UAE in search of a better future, making labour diversity a major issue. Diversity is particularly noticeable in the United Arab Emirates, where people from Pakistan, Iran, and the Philippines are all focused on career advancement opportunities; however, the leadership style in ADNOC Oil and Gas Company requires further investigation because leaders and employees come from diverse cultural backgrounds. Nonetheless, this study will use the United Arab Emirate (UAE) examines the perceived leadership style and its impact on employee productivity performance. As a result, the purpose of this paper is to investigate perceived leadership style and its impact on organisational performance in the ADNOC industry.

In practise, the study is intended to provide policy guidance to the understudied organisation as well as the necessary incentive for employing leadership styles deemed appropriate to improve organisational performance. It will help to educate organisational management on the need for and importance of having an adaptable framework for leadership style, resulting in a positive impact on organisational performance. This research will benefit the oil and gas industry by demonstrating the leadership style and its objectives using the proposed model. The research is also very important to the government and policymakers because it provides an avenue for policymakers to clearly understand the role of leadership on organisational performance. The study's scope is limited to the UAE's ADNOC oil and Gas Company. The emphasis will be on middle and upper management because they are leaders for lower-level employees, which will aid in obtaining accurate responses for leadership styles and their impact on organisational performance. As a result, participants from other organisations are barred from taking part in this study. Furthermore, the study's scope is limited in terms of variables. Transformational leadership, transactional leadership, charismatic leadership, and democratic leadership are the independent variables.

2. Literature Review

2.1 Leadership and Organizational Performance

Leadership is defined differently by different authors. It is an influencing technique that enables managers to persuade their employees to do what needs to be done and to do it successfully (Baig et al., 2021), the process of influencing the activities of an organised group in order to achieve organisational goals (Thomas, 2020), the practise of encouraging others to work toward organisational goals in a positive and proactive manner (Thomas, 2020, Burton et al., 2019). Leadership is generally defined as a process that causes individuals to concentrate their efforts on achieving a specific goal. According to Barr & Dowding (2019), leadership is simply defined as a technique that motivates people to collaborate toward a common goal. This idea may spread as a result of excitement, confidence, and a desire to work. Leadership is "the act of persuading others to act in a way that furthers one's goals," (Northouse 2018), or "the act of motivating or carrying out a specific job aimed at achieving a specific goal" (Blanchard, 2018). In essence, leadership is about making things happen or not making things happen. The leader accomplishes this by providing the group with both intrinsic and external effects. While leadership is the most visible, it is not the most important management task. It is primarily because it requires a great deal of human interaction. It has been described as direct, commanding, instructing, motivating, initiating, and activating. However, regardless of which notation is used, they all serve the same purpose. All users propose that one person has a relationship that influences the behaviour of others.

Leadership is about mobilising others and thus enabling leaders to achieve extraordinary things in an organisation (Kouzes and Posner, 2007). Leadership is defined as "a technology that ensures that others strive to achieve a common goal" (Danişmen et al, 2015), which is incompatible with achieving a common goal. Leadership is the most important factor in improving organisational performance (Karamat, 2013). Danişman et al. (2015) defined leadership as the efficiency with which an organisation achieves its objectives and goals, which is a sign of leadership quality. Employee performance is linked to leadership (Ullah and Durrani 2011), and employee participation is critical for organisational growth. The characteristics of a good leader are the same whether the organisation is small or large. Leadership is defined as the process of influencing the activities of a structured group in order to achieve organisational goals is defined differently by several researchers as depicted in Table 1.

Table 1 - Summary of leadership definitions

Authors	Definitions
Burton et al. (2019)	"Leadership is the process of influencing others in a positive and proactive manner towards the goals of the organization."
Barr & Dowding (2019)	"Leadership is generally defined simply as a technology that affects people to make positive efforts to achieve group goals."
Northouse (2018)	"Leadership is simply an action that involves influencing others to act towards achieving their goals."
Blanchard (2018)	"Leadership is the act of motivating or carrying out a specific task aimed at achieving a specific goal. Leadership is the act of making things happen, not making things happen."
Karamat (2013)	"Leadership is the most important driving force to improve an organization's performance."
Ullah and Durrani (2011)	"Leadership is related to employee performance and employee participation is important for organizational development. The qualities of a good leader are the same be it a private or public enterprise."
Definition adopted for this study	Leadership is an influencing technique that allows managers to persuade their employees to accomplish what has to be done and to do it successfully. Furthermore, leadership is described as the process of influencing the activities of an organised group in order to attain organisational goals.

2.2 Leadership in UAE

Leadership is seen in a wide range of transactions. Leadership is one of the world's oldest concepts. According to Kim and Maubourgne (1992), leadership is the ability to inspire confidence and support among the people needed to achieve the goals of an organisation. The leader's style is a combination of the leader's attitude and behaviour, which provides some regularity and predictability when dealing with group members and is a reasonably consistent behaviour pattern that characterises the leader. Understanding leadership behaviour and attitudes is an extension of leadership style. Several researchers have studied leadership styles not only in Asia but also in the Arab world. Rowlinson et al. (1993) revealed that the dominant leadership style did not exist in Hong Kong's construction sector, despite universal consensus that project directors use both participatory and directive-based leadership styles. Ali et al. (1995) studied the decision-making patterns of native (citizen) administrators and foreigners in the UAE. The research revealed that the consultation style was the most common.

In a study, AlMazrouei and Pech (2015) observed that Arab managers are steadfast in their commitment to the consultation approach. One of the connected linkages is the leadership style. Leaders and leadership styles may vary according to age group. Females, according to academicians, are significantly more risk averse, less confident, and prefer to wait for results before acting. As a result, female leadership styles tend to be more transactional (Barbuto et al., 2007). On the other hand, Omair (2010) contended that female leaders are more transformational than male counterparts and thus more useful to organisations. The findings of this study revealed that UAE citizens are unlikely to articulate a compelling vision or debate basic concepts and principles, both of which are important characteristics of transformative leaders. As a result, it was observed that transactional leadership behaviour is stronger in the UAE than in both the US and Europe (Bealer & Bhanugopan, 2014).

Education is the key to establishing the ideal leadership style. The more experience a person has in performing a vocational task, the more likely that person will function as an effective change leader and carry out such a leadership style. Balasubramanian and Krishnan (2012) claims that leadership style is closely related to organisational success at the position level.

Jabnoun and Rasasi (2005) explored the association between shifting leadership styles and service quality in UAE hospitals. In this study, we looked at transformative and transactional leadership characteristics from the perspective of hospital personnel. The survey focused on six government and commercial hospitals in the UAE. Employees rated the

leader poorly in the three transformative leadership dimensions and the contingent incentive component in transactional leadership, according to the survey data.

2.3 Theories Related to Leadership

Servant leadership, learning organisations, principal-centered leadership, and charismatic leadership are among the other process-focused leadership "theories," with new ones emerging every year. Greenleaf pioneered servant leadership in the early 1970s. In the early 1990s, there was a resurgence of interest in servant leadership. Servant leaders have been encouraged to focus on the fears of believers, and leaders should care for them, bring them up, and empathise with them. Servant leaders will focus on the needs of their followers, assisting them in becoming more autonomous, free, and knowledgeable. Servant leaders are also interested in "don't have" situations and recognise their equality (Greenleaf, 1996). The leader of a large organisation is the manager of the organization's vision (the servant), not the employees of the organisation. Leaders in learning organisations define and build their vision as superior to their own. Leaders connect themselves or their vision to the rest of the organisation or community. These and other emerging process leadership theories frequently suggest that the work of leaders is to contribute to the "well-being of others," with a focus on some form of social responsibility. Leadership theory has progressed from birth traits and rights to acquired traits and styles, situational and relationship types of leadership, the function of groups and group processes, and, most recently, the interaction of group members, with an emphasis on personal and organisational function of groups and group processes, and, most recently, the interaction of group members (Waldman and Yammarino, 1999)."

2.3.1 Great Man Theory

The search for universal leadership characteristics has been going on for millennia because most societies have their own definitions of success and demand heroes to defend failure. Thomas Carlyle stated in 1847 that universal history, or the history of what people have accomplished in this world, is at the bottom of the history of the great people who have laboured here "for the greatest advantage of the hero." In his "grand hypothesis," Carlyle insisted that only persons with heroic potential could be leaders and that a leader was born. He thought that a great man was made, not born. American philosopher Sidney Hook developed Carlyle's viewpoint by emphasising the potential influence of wealthy people and individuals with events (Dobbins & Platz, 1986). He argued that powerful persons in the past remained multifaceted but did not genuinely determine their fate. On the other hand, he asserted that how the participants behaved affected the event's course. The act of creating a person is based on "superior intelligence, will, and personality," not on "distinctive behaviour." The Great Man notion has been challenged by later events that have shown this leadership idea to be morally repugnant, as in the situations of Hitler, Napoleon, and others. These brilliant men lost their relevance, which stunted the organization's expansion (MacGregor, 2003). Leadership theory changed from being a reflection of some characteristics that suggest a potential for leadership to the belief that leaders are born or destined by nature to be in their function at a particular time.

2.3.2 Trait Theory

Early thinkers hypothesised that born leaders differ from non-leaders in both their physical and mental makeup. No presumptions were made by trait theories on the hereditary or learned nature of leadership traits. Jenkins emphasised two different types of traits: emergent traits, which are traits that are heavily influenced by genetics, such as height, intelligence, attractiveness, and self-confidence, and effectiveness traits, which are traits that are based on experience or learning, such as charisma, which is a crucial component of leadership (Ekvall & Arvonen, 1991). The most revolutionary force, according to Max Weber, is charisma because it "generates a whole new orientation through a follower, who is then given almost miraculously supernatural and superhuman characteristics and capacities." He named it "dedication" since anyone could perform it. This initial focus on the mental, physical, and psychological traits that set leaders apart from followers foreshadowed later study that found very little distinctions between followers and leaders (Burning and West, 2003). Trait theory's emergence as an impenetrable element was delayed by the inability to identify characteristics shared by all successful leaders. In order to understand the relevance of certain characteristics appearing at a certain moment, academics looked into the characteristics of both military and non-military leaders in the late 1940s.

2.3.3 Behavioural Theory

Behavioural theory recognises the importance of some necessary leadership abilities that allow a leader to act in tandem with the leader's capacity prior to that practise. He or she is completely content. One style may not work in all situations, and it may not fit every head. Yukl (2001) classified leadership styles into three types. The democratic leaders and employees who served showed high levels of enjoyment, innovation, and motivation. Work with zeal and vigour, whether you have a leader or not. While maintaining stronger productivity ties with leaders, autocratic leaders

prioritised high volume production. Laissez faire leadership was previously considered significant only when leading a team of highly skilled and motivated individuals with a proven track record.

Feidler and House (1994) identified two more leadership styles that focused on leadership effectiveness. Consideration (concern for people and relationship behaviours) and starting structure (concern for production and task behaviours) were critical characteristics. The level of trust and rapport a leader instils in his subordinates is considered. The initiating organisation, on the other hand, represents how well the leader and his or her subordinates are organised, led, and defined as the leader participates in achieving the organization's performance, benefits, and tasks. A number of researchers proposed three types of leaders. There are three options: autocracy, democracy, and liberalism. It is correct that the position is assumed, and that Democratic leaders make decisions by consulting with their subordinates, because dictators make decisions and libertarian leaders make decisions without consulting with their subordinates.

2.3.4 Transactional Theory

By the late 1970s and early 1980s, leadership theories had begun to shift away from practises that placed a greater emphasis on interactions between followers and leaders, as well as the individual perspectives of the leader, leadership context, and follower. Transactional leadership refers to relationships between leaders and followers that are based on a series of agreements (House & Shamir, 1993). The transactional theory states that followers and leaders both influence and are influenced by one another. According to some research, transactional leadership differs in terms of the degree of the leader's action and the nature of the leader's interactions with the followers.

Leaders who made constructive and positive communication between their leaders and followers and were rewarded or recognised for achieving the agreed objectives (Bass and Avolio 1994). These incentives could include increased benefits, bonuses, and thanks for completing the task: Trade active support for a successful job and deserve to be compensated for promotion, for co-workers Leaders can improve performance by focusing on mistakes, avoiding responses, and deferring decisions. This is referred to as "control by exception," and it can be either passive or active. It could be said that the timing of the leader's involvement distinguishes these two types of transactions. Active leaders constantly monitor performance and actively intervene (Bass & Avolio, 1997).

2.3.5 Transformational Theory

In order to improve previous and current eras of time based on integrity, transformational leadership engages followers in processes and activities linked to personal factors in the organisation and programmes that promote specialised excellence. The social dividends theory states that a transformational leader increases the drive and spirit of followers as well as leaders (House & Shamir, 1993). A change leader has a strong bond with followers because of their similar goals, values, and ideologies. This raises performance and helps people accomplish their goals. The higher-order needs theory of Maslow (1954) lends credence to this viewpoint. Focus on having views, values, and attitudes that will let others see how you behave and how you can affect change. Then, in order to empower and inspire everyone to become a leader, the leader is expected to concentrate on the requirements and suggestions of the followers (House & Aditya, 1997). The focus on the ethical aspects of leadership as well as the previously mentioned leadership theories further sets transformational leadership apart. The characteristics of transformational leaders include their capacity to see the need for change, win the support and commitment of others, create a change-guiding vision, and institutionalise the change (MacGregor, 2003). By giving their employees meaningful and demanding tasks, these leaders try to increase their awareness, values, and skill levels. These individuals present a positive and persuading vision of the future. According to MacGregor (2003), they are "visionary leaders who aim to appeal to the better natures of their followers and direct them toward higher and more universal wants and objectives."

3. Research Methodology

The methodology used in this study was positivist and quantitative. In the positivist and post-positivist paradigms, data is collected and transformed into numbers so that statistics can be used to make inferences. Quantitative approaches are used to collect, analyse, and quantify statistical data from a large sample size in order to determine whether or not there is a relationship between the variables (Diamond et al., 2009). The primary benefit of this research strategy is that it directly answers the research question using survey data and statistical analysis. The quantitative approach characterises the context of the research questions. The exploratory and descriptive nature of this research, which aims to ascertain people's perceptions, actions, behaviour, and attitudes, justifies the quantitative tools used to probe and bring out deeply embedded employee perceptions for analysis (Padgett, 2016). A quantitative approach is a research method that can assist in understanding and controlling the complex human opinions in a group setting.

4. Results and Discussion

4.1.1 Demographic Information of the Respondent

The respondent demographic information is a description of the characteristics of the research sample. A total 600 questionnaire forms were distributed amongst top and middle management employees of the Abu Dhabi National Oil Company [ADNOC]. Total 403 questionnaire forms were received back among which 6 questionnaire forms were discarded due to incompleteness and 398 valid responses were considered valid for the analysis. The demographic information of these respondents was evaluated as summarized in Table 2.

Table 2 - Demographic information of the respondents

Age	Frequency	Percentage %
20- 30	199	50
31-40	106	27.6
41-50	76	18.1
51-60	17	4.3
Over 50 years	18	2
Gender		
Male	384	78.4
Female	50	12.6
Educational Level		
High school	214	53.8
Certificate/Diploma	52	13.1
Bachelor's	102	25.6
Master's	23	5.8
Ph.D.	7	1.8
Work experience		
Less than 1	25	6.3
2-5 years	174	43.7
6-10 years	56	14.1
11-15	51	12.8
More than 15 years	92	23.1

Table 2 depicts that the number of participants between the ages of 20 and 30 is 199 i.e. 50% of the total participants, number of participants with age 31-40 is 106 (27.6%), number of participants of age 41-50 is 76 (18.1%) while the participant having age between 51-60 years are 17 (4.3%), and the number of respondents of age above 50 is 18 (2%). Among the participants, 384 (78.4%) of the respondents are male while females respondents are 50 (12.6%). Participants with a high school diploma account for 214 (53.8%), participants with a certificate/diploma account for 52 (13.1%), participants with a bachelor's degree account for 102 (25.6%), participants with a master's degree account for 23 (5.8%), and participants with a Ph.D. account for 7 (1.8%). Examining the experience of the respondents, it was seen that the participants with less than one year of experience make up 25 (6.3%), those with two to five years make up 174 (43.7%), those with six to ten years make up 56 (14.1%), those with eleven to fifteen years make up 51 (12.8%), and the respondents with more than fifteen years make up 92 (23.1%).

4.1.2 Normality Test

Normality is very important parameter for validating the data collected and it is assessed based on skewness and kurtosis values. The skewness and kurtosis value scores for measuring items should be between -2 and +2 (Pallant, 2011). On the contrary, George and Mallery (2019) pointed out that skewness and kurtosis value between -3 and +3 is acceptable. The results obtained from normality test for the data collected are presented in Table 3.

Table 3 - Normal distribution of the data

No.	Items' Description	Skewness Statistics	Kurtosis Statistics
Transformational leadership			
1.	Leaders in our organization collaborate with other employees.	2.752	-2.094
2.	Leaders in our organization are visionary in terms of achieving goals.	2.64	-2.242

3.	Our organization supports the education of employees to enhance their performance.	2.092	-2.065
4.	Our organization pays attention to motivating employees for better performance.	2.157	-2.204
5.	Leaders in our organization empower other employees in management activities.	2.867	-2.146
6.	Our organization focuses on the beliefs of the employees towards their job.	2.625	-1.924
Transactional leadership			
7.	Leaders in our organizations involve followers in organizational activities.	2.241	-2.755
8.	Leaders in our organization take ideas from their followers.	2.973	-2.206
9.	Leaders in our organization have good communication with other employees.	2.386	-2.608
10.	Leaders in our organization reward positive activities by the employees.	2.217	-2.011
11.	Leaders in our organization prefer getting ideas from the lower-level employees.	2.629	-2.285
Charismatic leadership			
12.	Leaders in our organization are self-confident in their decisions.	2.667	-2.715
13.	Leaders in our organization are intelligent in their management.	2.136	-2.237
14.	Leaders in our organization are well-educated in management.	3.379	-2.086
15.	Leaders in our organization are effective in managing our organization.	1.833	-1.779
16.	Leaders in our organization are experienced in management.	1.93	-1.803
Democratic leadership			
17.	Leaders in our organization are dedicated to their work.	2.867	-2.584
18.	Leaders in our organization are innovative in their management.	2.957	-2.037
19.	Leaders in our organization have high motivation to achieve organizational goals.	2.957	-2.037
20.	Leaders in our organization work with pleasure with other employees.	2.133	-1.852
21.	Leaders in our organization involve other workers in the decisions.	2.681	-2.186
22.	Leaders in our organization work with high vigour with other workers.	2.983	-2.003

Table 3 presented that the value of skewness and kurtosis for all the parameters investigated is within the acceptable range of -3 to +3. This validates the normality of the data and confirms that the gathered data can be used for further analysis to draw the conclusion of the study.

4.1.3 Multicollinearity

Multicollinearity occurs when two or more measure variables have a strong correlation. The variance of inflation factors (VIF) values are used to see if there is a chance that the variables would be multicollinear. Collinearity levels between variables are present when the VIF value is 0.20 or less and 5 or greater, (Hair et al. 2014). Table 4 displays the VIF values for the variables used in this study.

Table 4 - VIF values

Variables	VIF Values
CHL1	2.032
CHL2	2.183
CHL3	2.112
CHL4	2.047
CHL5	1.779
DEM1	2.306
DEM2	2.741
DEM3	2.736
DEM4	2.338
DEM5	2.533
DEM6	2.516

EN1	2.257
EN2	2.956
EN3	2.34
EN4	1.89
EN5	1.687
OP1	2.647
OP2	2.8
OP3	2.195
OP4	2.137
OP5	2.168
TFL1	1.977
TFL2	2.755
TFL3	2.468
TFL4	2.942
TFL5	1.98
TFL6	2.386
TSL1	2.378
TSL2	2.507
TSL3	2.597
TSL4	2.024
TSL5	2.096

Table 4 reveals that there is no evidence of multicollinearity among the variables in this study, as all of the VIF values for the independent variables included in the study are within the appropriate range (0.20 - 5.00).

4.1.4 Reliability Assessment

To be dependable, multiple item hierarchies must have internal consistency. This is measured by reliability analysis which is more commonly assessed based on Cronbach's alpha values. Almarashda et al. (2022) cited that Cronbach's alpha value ranges from 0 to 1 where for satisfactory internal consistency, it must be greater than 0.7 (Wong, 2013; Hair et al., 2011; Rahman et al. 2022). Table 5 displays the Cronbach's Alpha reliability coefficients for the current study.

Table 5 - Reliability test

No.	Constructs name	Code	No. of factors	Cronbach's Alpha
1	Charismatic Leadership	CHL	5	0.867
2	Democratic Leadership	DEM	6	0.915
3	Transactional leadership	TSL	5	0.892
4	Transformational leadership	TFL	6	0.901

Table 5 reveals that the survey data has good internal consistency with alpha values above 0.7 which is the threshold value. Thus, the data used for the analysis is considered as consistent and suitable to draw the answer of the designed questions.

4.1.5 Ranking the Attributes of Leader Styles

The aim of this study was to explore the attributes of leadership styles influencing the organisational performance in the ADNOC Company of the UAE. This was done through descriptive statistical analysis of the data gathered with 5-point-Likert scale from 1 to 5 for the choices "strongly disagree," "disagree," "neutral," "agree," and "strongly agree" using questionnaire survey. Analysis involved the calculation of the mean score classified with mean intervals shown in table 6.

Table 6 - Response evaluation criteria

Score	Descriptors	Meaning	Mean Interval
1	Strongly disagree	Very low	1.00-1.80
2	Disagree	Low	1.81-2.60
3	Neutral	Moderate	2.61-3.40
4	Agree	High	3.41-4.20
5	Strongly agree	Very high	4.21-5.00

Table 6 indicates that the data is classified as very low, low, moderate, high and very high as five dominant categories influencing the leadership style attributes adopted in ADNOC Company. Mean and standard deviation values calculated for the attributes of the transformational leadership are presented in table 7.

Table 7 - Transformational leadership attributes influencing organization performance

Code	Transformational leadership	Means	Std. deviation	Ranking
TFL6	Leaders focus on the beliefs of the employees towards their job.	4.412	0.41	1
TFL2	Leaders in our organization are visionary in terms of achieving goals.	4.259	0.355	2
TFL3	Leaders support the education of employees to enhance their performance.	4.234	0.385	3
TFL5	Leaders in our organization empower other employees in management activities.	4.217	0.418	4
TFL1	Leaders in our organization collaborate with other employees.	3.707	0.299	5
TFL4	Leaders pay attention to motivating employees for better performance.	3.322	0.414	6

Table 7 depicts that two attributes TFL1 and TFL4 have mean value between 3.41-4.20 which are regarded as “high” influencing attributes while remaining four attributes i.e. TFL2, TFL3, TFL5 and TFL6 have mean value above 4.20 which means that these attributes are “very high” influencing attribute adopted in ADNOC Company of the UAE. Among these attributes TFL6 i.e. “Leaders focus on the beliefs of the employees towards their job” is reported as the top ranked attribute placed 1st rank. This is considered as the most influential attribute to organisational performance. On the other hand, the attribute TFL4 i.e. Leaders pay attention to motivating employees for better performance is reported at the last place ranked at 6th place considered as the least influential attributes to organisational performance in ADNOC company. The attributes of Transactional leadership influencing organizational performance were evaluated and ranked as presented in Table 8.

Table 8 - Transactional leadership attributes influencing organization performance

Code	Transactional leadership	Means	Std. deviation	Ranking
TSL3	Leaders in our organization have good communication with other employees.	4.252	0.389	1
TSL2	Leaders in our organization take ideas from their followers.	4.137	0.39	2
TSL5	Leaders in our organization prefer getting ideas from the lower-level employees.	4.012	0.439	3
TSL4	Leaders in our organization reward positive activities by the employees.	3.804	0.427	4
TSL1	Leaders in our organizations involve followers in organizational activities.	3.767	0.368	5

Table 8 depicts that only one attributes TSL3 has mean value above 4.20 which shows that it is the “very high” influencing attributes to organizational performance of the company. This attribute is placed at the first rank by the respondents. Remaining four attributes i.e. TSL1, TSL2, TSL4 and TSL5 have mean value between 3.41-4.20 which means that these attributes are “high” influencing attributes adopted in ADNOC Company of the UAE. Among these attributes, the respondents reported TSL1 i.e. “Leaders in our organizations involve followers in organizational activities” as the least influential attribute in the category of the transactional leadership. Similarly, ranking of the attributes of Charismatic Leadership influencing organizational performance was assessed based on mean and standard deviation values as shown in Table 9.

Table 9 - Charismatic leadership attributes influencing organization performance

Code	Charismatic Leadership	Means	Std. deviation	Ranking
CHL4	Leaders in our organization are effective in managing our organization.	4.207	0.408	1
CHL2	Leaders in our organization are intelligent in their management.	4.139	0.387	2
CHL3	Leaders in our organization are well-educated in management.	3.827	0.398	3
CHL1	Leaders in our organization are self-confident in their decisions.	3.679	0.341	4
CHL5	Leaders in our organization are experienced in management	3.609	0.406	5

Table 9 shows that that five attributes CHL1, CHL2, CHL3 and CHL5 have mean value between 3.41-4.20 which are regarded as “high” influencing attributes while remaining only one attributes CHL4 has mean value above 4.20 which means that this attribute is “very high” influencing attribute adopted in ADNOC company of the UAE. Among these attributes CHL4 i.e. “Leaders in our organization are effective in managing our organization” is reported as the top ranked attribute placed 1st rank. This is considered as the most influential attribute to organisational performance. On the other hand, the attribute CHL5 i.e. Leaders in our organization are experienced in management is placed at the last rank considered as the least influential attributes to organisational performance in ADNOC Company. The attributes of Democratic leadership were evaluated and ranked as presented in Table 10.

Table 10 - Democratic leadership attributes influencing organization performance

Code	Democratic leadership	Means	Std. deviation	Ranking
DEM6	Leaders in our organization work with high vigor with other workers.	4.219	0.404	1
DEM4	Leaders in our organization work with pleasure with other employees.	4.014	0.402	2
DEM5	Leaders in our organization involve other workers in the decisions.	3.844	0.376	3
DEM2	Leaders in our organization are innovative in their management.	3.732	0.387	4
DEM1	Leaders in our organization are dedicated to their work.	3.672	0.349	5
DEM3	Leaders in our organization have high motivation to achieve organizational goals.	3.632	0.387	6

From table 10, it can be seen that DEM4, DEM5, DEM2, DEM1 and DEM3 have mean value between 3.41-4.20 which are regarded as “high” influencing attributes while remaining one attributes DEM6 i.e. Leaders in our organization work with high vigour with other workers is regarded “very high” influencing attribute having mean value of 4.219. Furthermore, it can be seen that the attribute DEM6 i.e. Leaders in our organization work with high vigour with other workers is the most influential attributes while the attribute DEM3 which is “Leaders in our organization have high motivation to achieve organizational goals” is reported as the least influential attribute. The Ranking of the various leadership styles was also examined as presented in figure 1.

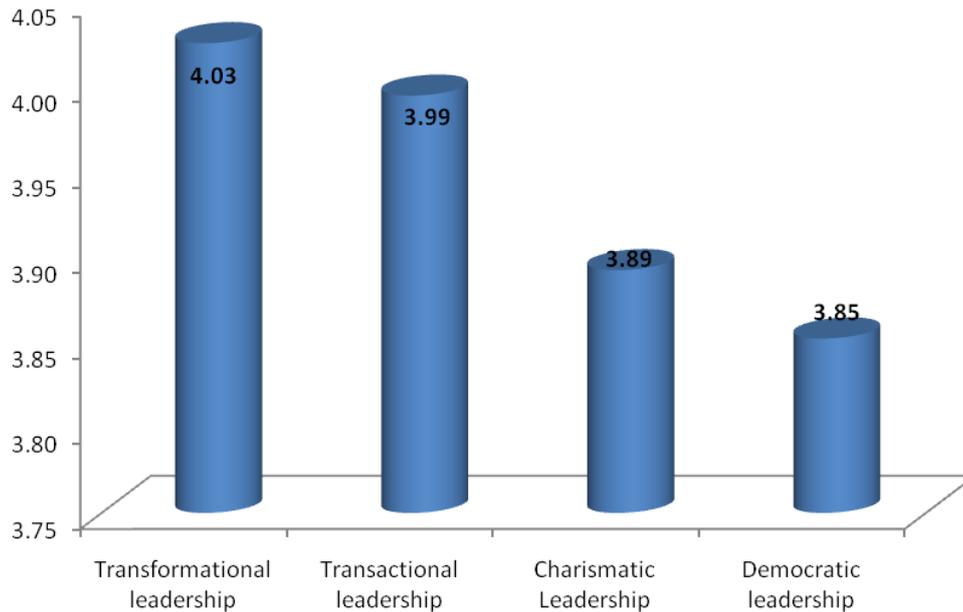


Figure 1 - Leadership styles influencing organization performance

5. Conclusion

Leadership styles pose a significant barrier to improving organisational performance through the use of a transparent development process in order to assist organizations. Hence, the current study investigated the four leadership styles and their attributes influencing the organizational performance. Analysis of 398 questionnaire forms collected from the participant of ADNOC Company showed that all the attributes of the four leadership styles adopted in the UAE have satisfactory reliability. It is found that transformational leadership is the most influential leadership style while democratic leadership is the least influential leadership style in influencing the organization performance of the ADNOC Company in UAE. In the transformational leadership, leaders focus on the beliefs of the employees towards their job is reported as the most influential attribute. Leaders in our organization have good communication with other employees is reported at the most influential attributes in Transactional leadership style. Similarly, in Charismatic Leadership style the most influential attributes is Leaders in our organization are effective in managing our organization. Among the attributes of Democratic leadership, Leaders in our organization work with high vigour with other workers is the most influential attribute.

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