



**DETERMINANTS OF LEADERSHIP STYLES
ON ORGANIZATIONAL CULTURE TOWARDS ORGANIZATION
PERFORMANCE IN ABU DHABI PUBLIC SECTOR:
STRUCTURAL EQUATION MODELLING (SEM)**

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Abstract:

In this new economy, mobility of knowledge employees has become a major concern of the business organizations since organizations may lose the competitive advantage due to the shortness of talent. Thus, the purpose of this research is to assess the determinants of leadership styles on organizational culture towards organization performance in Abu Dhabi Public Sector. A total of 398 respondents were selected for the data analysis, where the ultimate step of data analysis is the employing appropriate analytical methods to understand and interpret the data collected. Prior to Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA), the Structural Equation Modelling (SEM) was conducted to check the hypothesis relationships of the variables to verify its factor structure. The findings of this study revealed that, strategic leadership style is positively related to organizational culture. Besides, laissez-faire leadership style is positively related to organizational culture, as well as autocratic leadership style is positively related to organizational culture. Result also indicated that, participative leadership style is positively related to organizational culture; transactional leadership style is positively related to organizational culture, transformational leadership style is positively related to organizational culture. Interestingly, the organizational culture is positively related to organization performance. Result also revealed that, strategic leadership style is positively related to organization performance; laissez-faire leadership style is positively related to organization performance. In addition, autocratic leadership style is positively related to organization performance; participative leadership style is positively related to organization performance. Then, transactional leadership style is positively related to

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organization performance. At the same time, transformational leadership style is positively related to organization performance. Besides that, it is also found that age is not related to organization performance, same goes to education. So, this research opens up some meticulous findings which will enhance the future research on the similar field.

Keywords: determinants, leadership styles, organizational culture, organization performance, Abu Dhabi, public sector, Structural Equation Modelling (SEM)

1. Introduction

In a historical perspective earlier the organizational leadership studies were originated and developed from effective organization research studies and later it was gradually changed as organizational leadership studies (Bass, 1997; Goleman *et al.*, 2004; Bush, 2013). As public sector still remains an important contributor to the national economy, with improved performance since independence it is interesting to measure the contribution the appropriate leadership style for a good management control systems implemented by these organizations have made for organizational growth and performance (Abdalla and Al-Homoud, 2001; Abdulkhaleq, 2006). Actually, the leadership and management are the essential parts of the management of any organization, whether a private or a public-owned business entity. However, it is more important for the public sectors since the public are directly related on this.

The economic performance of the UAE has been noteworthy particularly amid the last few decades (Ali, 1989; Abdulkhaleq, 2006). The UAE is typically considered as a fruitful economic illustration. There are many explanations for this noteworthy achievement. The political and economic security of the nation in a generally unpredictable district joined with a decent control framework (Azam *et al.*, 2014; Haur *et al.*, 2017; Tham *et al.*, 2017), which makes the leaders to apply the law; can be said as the fundamental reasons. The government has additionally been dynamic in actualizing approaches that can advance economic growth without an excessive amount of dependence on the primary wellspring of income which is oil. Among these expansion strategies, the principle one has been exchange advancement and openness to the world market (Azam and Moha Asri, 2015; Haque *et al.*, 2014; Tarofder *et al.*, 2017). Behind this, the leadership style and management controls play an important role for the government organizations. However, due to a lack of effective leaders an organisation may suffer tremendously in terms of efficiency, growth, competitiveness and proper guidance. In fact, leadership style and management controls include a wide variety of mechanisms designed to ensure that resources are utilized properly; fraud, mismanagement, and waste are minimized (if not eliminated); correct and up-to-date information is obtained on the organization and utilized for strategic decision making etc. However, it is possible for the organizations engaged in operation within Abu Dhabi to have common leadership style in exercise. Therefore, this study attempts to

identify the influence of leadership style commonly used by the public organizations in Abu Dhabi. Furthermore, the study also examines whether these organizations use any leadership style which are specific to these organizations within Abu Dhabi (Ali, 1989; Abdalla and Al-Homoud, 2001; Abdulkhaleq, 2006).

In Abu Dhabi, organizations can be divided into different categories based on a number of criteria, such as, the type of the organization, size of the organization and manager characteristics (willingness to share responsibility, willingness to share credit and recognition, efficient coaching skills, orientation towards long-term). These factors influence organizations, and through this study, the extent to which these factors influence the leadership style used by the government organizations in Abu Dhabi. Actually, leadership styles are formulated in organizations for a number of different reasons, ranging from, and changes in strategy of the organization to improvements in the performance of the organization to be competitive, eliminate waste, control and management of resources, productivity improvements, cost reduction management etc. Literatures over the years have confirmed the proposition that a proper alliance amongst leadership style has a significant affirmative impact on organizational growth and performance. There is a lot of literature out there that stresses on the fact that organizations have the potential to establish a sustainable competitive edge by proper investments into leadership styles, yet the research work was very limited in Abu Dhabi with that regards. This is a real gap in the literature.

The leadership style is thought as a crucial catalyst for novel products and business with orientations such as 'process-orientation'. This reveals the ability of the leadership style in enabling service differentiations and fuelling a more business orientation. The challenge is often to maintain the business orientation in order to keep pace with the leadership development and the emerging opportunities that arise, while maintaining internal alignment and linking leadership possibilities with expressed and latent business needs. Those organizations with service orientations that deploy leadership and managerial investments as real business enablers and to different parts of the business will be better aligned to generate both financial and nonfinancial performance indicators. However, the dearth of research on these issues has created a real gap in the business organizations in Abu Dhabi recently. This can be identified as a real problem in the current business settings in the country.

2. Literature Review

The strategic leadership of organisation managers' became popular during 1960s and 1970s among leadership researchers (Hallinger, 1992). He further stated that, in the strategic leadership context, the organisation manager's role was limited and he or she had to implement the decisions which were taken from the top level of the government. Laissez-faire leadership is defined as being a style of leadership where leaders refuse to make decisions, are not available when needed, and choose to take no responsibility for their lack of leadership ability. Laissez-faire leaders are non-existent and elude

leadership duties and responsibilities at all costs. Bass (1997) label the laissez-faire leader as not clarifying goals and standards that the followers must achieve or basically having no expectations for the followers in the organisation. Laissez-faire leadership may occur due to the avoidance of leadership behaviour altogether, which enables the followers to ignore assignments and expectations. The laissez-faire leader exudes an attitude of indifference as well as a non-leadership approach toward the followers and their performance. This kind of non-leader lacks responsiveness and refuses to check the performance of followers. In fact, this leadership style actually decreased the commitment levels of leaders to stay at a particular organisation. Bass (1997) also asserted that there is no transaction or transformation of any kind with the follower because laissez-faire leaders do nothing to affect either the followers or their behaviours.

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

The concept of participative leadership has emerged from North America and later it was spread all over the world. The participative leadership gets more attraction among scholars in the mid-1980s (Hallinger, 1992). The participative leadership wanted to emphasize the organisation performance in the organisation system. Also it was targeted the quality of teaching-learning process in the classroom through the organisation leadership and the leader always ensure the attainment of learning outcomes of organisation. Further, Hallinger (2003) developed a model for participative leadership which included three dimensions namely defining the organisation's mission, managing the participative programme and promoting a positive organisation-learning climate. Hallinger (2003) Participative leadership models emerged in the early 1980s from early research on effective organisations. This body of research identified strong, directive leadership focused on curriculum and instruction from the manager as a characteristic of elementary organisations that were effective at teaching children in poor urban communities. Although not without its critics this model shaped much of the thinking about effective manager leadership disseminated in the 1980s and early 1990s internationally. The influence of participative leadership role of managers must be acknowledged. However, it was not and will never be the only role of the organisation manager (Cuban, 1998). Managers play managerial, political, participative, institutional, human resource and symbolic leadership roles in their organisations.

Rewards and punishments, transactional leadership at one time was considered the predominant core component of effective leadership with regard to any organisation. Transactional leaders can further be described as controlling followers by means of psychological manipulation through the utilization of rewards and punishments or leaders who focus on needs and rewards to motivate followers. The

transactional leader has the ability to raise levels of rewards and punishments, while maintaining a key awareness of what the follower needs in order to achieve the goal and provide necessary support and clarification. Furthermore, although transactional and transformational leadership styles are considered separate and each uniquely different, they both require a sense of moral purpose on the part of the leader.

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

The conceptual framework that is shown in Figure 1 depicts the relationship between the variables used in this study. Based on established relationship found by previous scholars, conceptual framework is developed for these variables involved in this study, which consists of Leadership Style, Organizational Culture and Organization Performance. Based on the theoretical frameworks in the preceding sections and the literature review, the hypothesized research model and the key relationships to be tested in this study are illustrated in Figure 1.

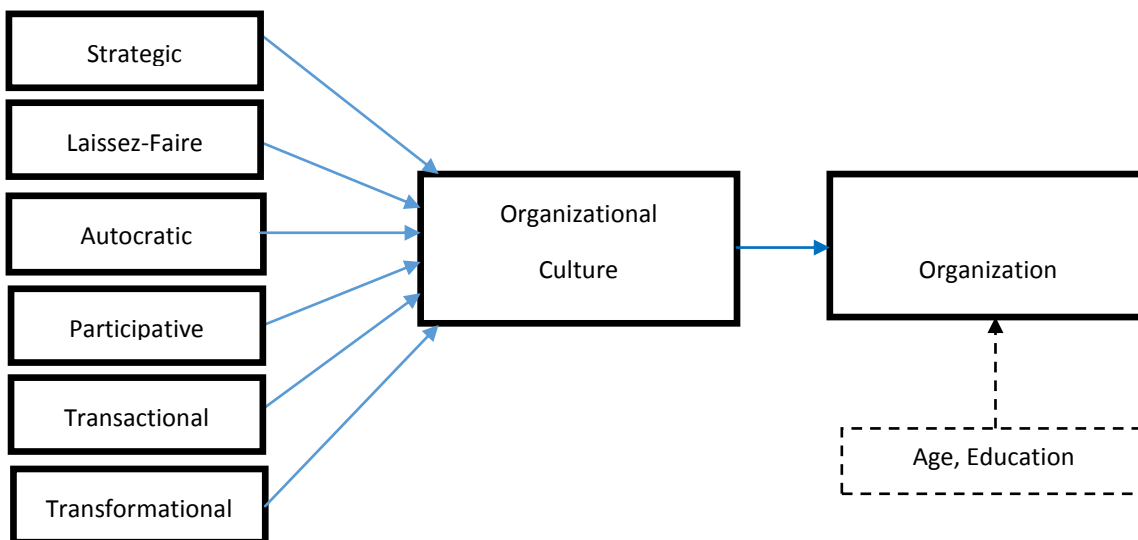


Figure 1: The Conceptual Framework

In this proposed model, few hypotheses are developed to test the relationships among the various variables. The following section presents an exhibition on the three hypotheses developed for this study.

Hypothesis	Hypothetical Path
	<u>Direct Effects</u>
H _{1a}	Strategic leadership style is positively related to Organizational Culture
H _{2a}	Laissez-Faire leadership style is positively related to Organizational Culture
H _{3a}	Autocratic leadership style is positively related to Organizational Culture
H _{4a}	Participative leadership style is positively related to Organizational Culture
H _{5a}	Transactional leadership style is positively related to Organizational Culture
H _{6a}	Transformational leadership style is positively related to Organizational Culture
H ₇	Organizational Culture is positively related to Organization Performance
	<u>Indirect Effects/Mediating Effects of Organizational Culture</u>
H _{1b}	Strategic leadership style is positively related to Organization Performance
H _{2b}	Laissez-Faire leadership style is positively related to Organization Performance
H _{3b}	Autocratic leadership style is positively related to Organization Performance
H _{4b}	Participative leadership style is positively related to Organization Performance
H _{5b}	Transactional leadership style is positively related to Organization Performance
H _{6b}	Transformational leadership style is positively related to Organization Performance
	<u>Demographic Correlations Analysis</u>
H ₈	Age is positively related to Organization Performance
H ₉	Education is positively related to Organization Performance

3. Research Methodology

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

4. Findings

The age stratified sampling method is used in this study. The minimum number of samples for each category as stipulated in the previous chapter is achieved. A total of 190 respondents were females while the remaining 208 respondents were males. The education level of the respondents differ as half of the respondents were pursuing a Master degree while 2.3% where PhD candidates. Almost a quarter of the respondents (23.6%) were degree students, 19.3 of the respondents were diploma students while, 4.8% of the respondents were pre-university students.

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

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

The Promax oblique rotations method unmasked a pattern matrix uncovers the very significant factor loadings which revealed that there are seven factors whereby absolute values above 0.5 are considered (Hair *et al*, 1995). As a matter of fact, eight factors were anticipated. Interestingly, items of organizational culture and organization performance loads together. The KMO value as shown in Table 1 is still superb and Bartlett's test of sphericity demonstrated that the factor model is also appropriate.

Table 1: Summary of Final KMO and Bartlett's Test

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

4.1 Reliability Analysis

The purpose of a reliability analysis is to test the internal consistency of the data set based on Cronbach's alpha value. The Cronbach's Alpha of the constructs was over 0.7 which, are inside the adequate greatness. Table 2 illustrates the reliability analysis (Nunnally & Bernstein, 1994).

Table 2: Summary of Reliability Analysis

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

4.2 Structural Model

After conducting the CFA for measurement models in each variable in the conceptual framework, the Structural equation modeling (SEM) was performed to test the fit between the research framework and the obtained data. The model fitting criteria of the structural regression model is shown in Table 3.

Table 3: Model Fit of the Structural Model

Index	Model Fit Indices' Threshold	Research Model	Decision	
Incremental fit indices	RMSEA (LO90, HI90)	p<0.08	0.067, 0.074	Satisfied
	CFI	≥0.90	0.918	Satisfied
	IFI	p>0.90	0.918	Satisfied
Parsimony fit indices	TLI	p>0.90	0.912	Satisfied
	Normed Chi Square	P<5	2.952	Satisfied
	PCFI	p>0.50	0.850	Satisfied

Hence, all the model fit indicators of the structural regression model is within the acceptable threshold. The Structural Model is constructed as in Figure 2.

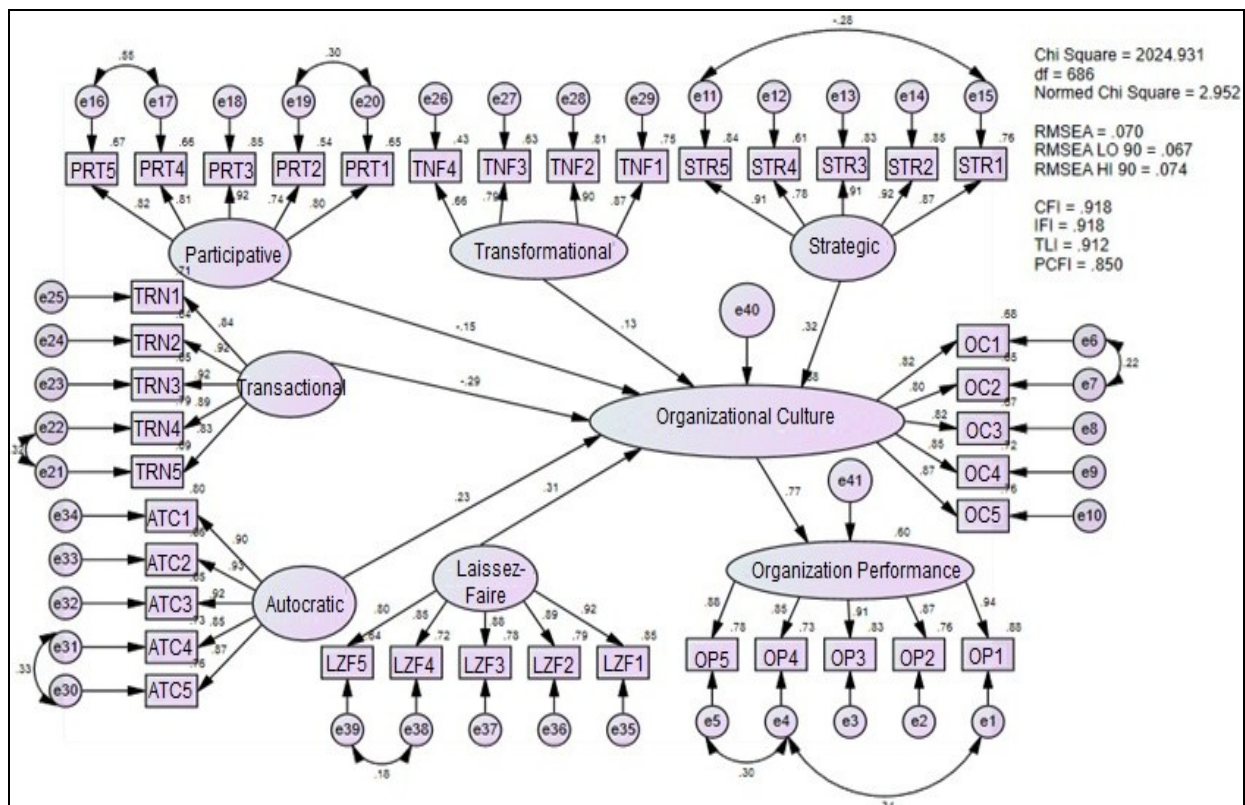


Figure 2: Structural Model

In testing for multivariate normality, Mardia's critical Ratio was 72.56 (more than 5). Hence, multivariate normality assumption is not met. Therefore, in the estimation of the coefficients, the bootstrap method was used.

Table 4 presents the statistics of structural regression model. There is a significant impact ($\beta = 0.321$, $p < 0.05$) of Strategic on Organizational Culture. The 95% confidence interval for Strategic is [0.141, 0.512] whereby the value 0 does not fall within the interval, again indicating Strategic is a significant predictor.

Table 4: Statistics of Structural Regression Model

Exogenous variable	Endogenous variable	Standardized regression weight	95% Confidence interval*		P-value
			Lower	Upper	
Strategic	Organizational Culture	0.321	0.141	0.512	0.002
Autocratic	Organizational Culture	0.233	0.084	0.361	0.004
Transactional	Organizational Culture	-0.288	-0.379	-0.173	0.002
Participative	Organizational Culture	-0.154	-0.267	-0.046	0.003
Laissez-Faire	Organizational Culture	0.312	0.118	0.506	0.002
Transformational	Organizational Culture	0.134	0.023	0.245	0.013
Organizational Culture	Organization Performance	0.773	0.702	0.839	0.002

*Based on 1000 bootstrap re-samples

Besides that, there is a significant impact ($\beta = 0.233$, $p < 0.05$) of Autocratic on Organizational Culture. The 95% confidence interval for Autocratic is [0.084, 0.361] whereby the value 0 does not fall within the interval, by and by indicating Autocratic is a significant Predictor.

In addition, there is a significant impact ($\beta = -0.288$, $p < 0.05$) of Transactional on Organizational Culture. The 95% confidence interval for Transactional is [-0.379, -0.173] whereby the value 0 does not fall within the interval, in like manner indicating Transactional is a significant Predictor. Furthermore, there is a significant impact ($\beta = -0.154$, $p < 0.05$) of Participative on Organizational Culture. The 95% confidence interval for Participative is [-0.267, -0.046] whereby the value 0 does not fall within the interval, further indicating participative is a significant Predictor.

Moreover, there is a significant impact ($\beta = 0.312$, $p < 0.05$) of Laissez-Faire on Organizational Culture. The 95% confidence interval for Strategic is [0.118, 0.506] whereby the value 0 does not fall within the interval, lay forward indicating Laissez-Faire is a significant Predictor. Homogeneously, there is a significant impact ($\beta = 0.134$, $p < 0.05$) of Transformational on Organizational Culture. The 95% confidence interval for Transformational is [0.023, 0.245] whereby the value 0 does not fall within the interval, persistently indicating transformational is a significant Predictor.

Intriguingly, there is a significant impact ($\beta = 0.773$, $p < 0.05$) of Organizational Culture on Organization Performance. The 95% confidence interval for Organizational Culture is [0.702, 0.839] whereby the value 0 does not fall within the interval, again indicating Organizational Culture is a significant Predictor.

On the whole, all the hypothesized paths in relation to direct relationships between the latent variables of the research model has p-value less than 0.05, hence, the significance of the related hypotheses is corroborated (Hair *et al*, 2006).

4.3 Intervening effect of Organizational Culture

Table 5 presents the indirect effect statistics of the mediating variable Organizational Culture. The 95% confidence interval for the indirect effect of Strategic is [0.108, 0.407]. The value 0 does not fall within this interval. Hence, Organizational Culture is a mediator in the Strategic to Organization Performance relationship. Allegedly, the 95% confidence interval for the indirect effect of Laissez-Faire is [0.094, 0.4]. The value 0 does not fall within this interval. Hence, Organizational Culture is a mediator in the Laissez-Faire to Organization Performance relationship.

Table 5: Intervening effect of Organizational Culture

Variable	Indirect Effects*	95% Confidence interval*		P-value
		Lower	Upper	
Strategic	0.244	0.108	0.407	0.002
Laissez-Faire	0.243	0.094	0.4	0.002
Autocratic	0.174	0.068	0.28	0.002
Transactional	-0.202	-0.284	-0.127	0.001
Participative	-0.123	-0.221	-0.043	0.002
Transformational	0.131	0.023	0.246	0.013

*Unstandardized regression weight

Interestingly, the 95% confidence interval for the indirect effect of Autocratic is [0.068, 0.28] whereby the value 0 does not fall within this interval. Hence, Organizational Culture is a mediator in the Autocratic to Organization Performance relationship. Moreover, the 95% confidence interval for the indirect effect of Transactional is [-0.284, -0.127] whereby the value 0 does not fall within this interval. Hence, Organizational Culture is a mediator in the Transactional to Organization Performance relationship.

Furthermore, The 95% confidence interval for the indirect effect of Participative is [-0.221, -0.043] by which the value 0 does not fall within this interval. Hence, Organizational Culture is a mediator in the Participative to Organization Performance relationship. Identically, the 95% confidence interval for the indirect effect of Transformational is [0.023, -0.246] by virtue of the value 0 does not fall within this interval. Hence, Organizational Culture is a mediator in the Transformational to Organization Performance relationship.

Comprehensively, all the hypothesized paths in regards to indirect relationships between the latent variables of the research model has p-value less than 0.05, hence, the significance of the corresponding hypotheses is substantiated.

4.4 ANOVA Analysis of Demographic Profile

Table 6 shows the ANOVA Analysis of demographic variables, Age and Education on Organization Performance.

Table 6: Summary of ANOVA Analysis

Demographic Factor	Levene's Homogeneity of Variances		ANOVA		Kruskal Wallis Test	
	Levene Statistic	Sig.	F	Sig.	Chi-Square	Sig.
Age	6.407	0.000	1.845	0.089	8.039	0.235
Education	1.133	0.340	1.992	0.095		

In the Levene's test for equality of variance, the p-value for Age is less than 0.05 which means the equality of variances is not assumed. ANOVA reveals p-value of more than 0.05, thus nonparametric test is performed. The p-value from the nonparametric test is 0.235 which is more than 0.05, hence, there is no difference between the age groups in relation to their Organization Performance.

On the other hand, for Education, the p-value for the Levene's test for equality of variance is 0.340 which is more than 0.05 thereby equality of variances assumed. In addition, ANOVA uncovers p-value of more than 0.05. Thus, there is no difference in the Organization Performance between the Users of different education levels.

In a nutshell, there is no association between Education and Age with Organization Performance. Hence, all the hypothesized paths in regards to Education and Age is not supported by the data, hence, the significance of the corresponding hypotheses is refuted.

4.6 Hypothesis Summary

Based on the results of the Structural Equation Modeling as discussed in the previous section, hypotheses that are developed in this study can be tested.

In the first phase, hypotheses concerning the direct relationships between latent variables are investigated. It is found that H_{1a}, H_{2a}, H_{3a}, H_{4a}, H_{5a}, H_{6a} and H_{7a} are supported by the data. Next is to scrutinize the indirect relationships. Interestingly, in testing the mediating effect of the intervening variable, It is discovered that H_{1b}, H_{2b}, H_{3b}, H_{4b}, H_{5b} and H_{6b} are supported by the data. Lastly, the correlations analysis of the demographic variables, age and education with regards to employees' Organization Performance is examined. However, age and education failed to correlate significantly with the employees' Organization Performance. Hence, the corresponding hypotheses are debunked as it's not supported by the data. Table 7 summarizes it.

Table 7: Research Hypothesis Validity

Regression Path	Hypothesis	Findings
<u>Direct Effects</u>		
Strategic → Culture	H _{1a}	Supported
Laissez-Faire → Culture	H _{2a}	Supported
Autocratic → Culture	H _{3a}	Supported
Participative → Culture	H _{4a}	Supported
Transactional → Culture	H _{5a}	Supported
Transformational → Culture	H _{6a}	Supported
Culture → Performance	H ₇	Supported
<u>Indirect Effects/Mediating Effects of Culture</u>		
Strategic → Performance	H _{1b}	Supported
Laissez-Faire → Performance	H _{2b}	Supported
Autocratic → Performance	H _{3b}	Supported
Participative → Performance	H _{4b}	Supported
Transactional → Performance	H _{5b}	Supported
Transformational → Performance	H _{6b}	Supported
<u>Demographic Correlations Analysis</u>		
Age → Performance	H ₈	Not Supported
Education → Performance	H ₉	Not Supported

5. Conclusion and Discussion

In spite of that, some management theories argue that effective strategy, culture, efficient work processes, and other management tools that determine organisation success but not leadership. For example, companies like Motorola, Compaq, General Electric, Toyota and many more have used Total Quality Management (TQM) initiatives or reengineering to achieve efficiency. However, without the involvement, commitment and active support of leadership, the implementation likely to be failed due to lack of leadership to manage the process. Organisation with weak leadership tend to be less effective and are prone to constant restructuring and downsizing in order to solve the problem.

Most companies have mission statements or vision statements, and most have strategic plans in place, all of which affect the company's culture to promote knowledge management. Fostering an organisational culture is an intentional effort to create a desired work environment. The culture will differ, depending on the time, the place, and those involved, but each culture has a powerful influence on how business is conducted and by what kinds of people. Therefore, leaders must be able to recognize the links between culture, community and realize that a strong culture unites people and provides them with a sense of purpose bigger than any product or service. Leaders treat employees as their greatest asset, investing in and motivating them. They expect high standards of employees' behaviour and values. However, organisational culture if left alone, can be deteriorate, resist change with the end result of unhappy or discontented employees and indirectly lead to the losses of knowledge in the organisation (Jeremy & Tom, 1999).

Human capital is a precious resource that cannot and should not be taken for granted, and certainly should not be ignored. If it is, sooner or later business performance suffers. Amid the sound and fury of today's workplace, some organisational leaders forget this human capital is the driving force behind their business success. Rather than taking employees for granted, it is essential to recognize and give back. The need for praise and recognition is inherent in human nature. An acknowledgement for a job well done or for initiating a new idea can go a long way toward motivating and positively reinforcing outstanding work, whether by individual or team.

In fact, this study has revealed that higher the perceived Strategic leadership style and Laissez-Faire leadership style of leadership, employees' Organizational Culture becomes higher. On that account, leadership service Providers and leadership app developers will have to realize the importance of knowing and understanding employees' perception on leadership as is vital in inducing employees' Culture. The Abu Dhabi market is an ever booming market whereby access to information is becoming easier and easier to the extent it has become a necessity. Hence, leadership service Providers as well as leadership app developers should advertise or promote the idea that leadership is a useful tool while advocating its Laissez-Faire of strategic. This will motivate employees' to think or have a good impression on the leadership strategies. Hence, marketers must place great importance in developing employees' perceived Strategic leadership style and Laissez-Faire leadership style of leadership.

In this study, it is proven that Autocratic leadership style is the vital factor that encourages more people to strategic leadership service. A service's Autocratic leadership style determines the customer's Organizational Culture. In other words, the Autocratic leadership styles of leadership have to be made known to the employees. Basically, leadership service Providers together with leadership app developers has to educate employees on the Autocratic leadership styles of leadership. Educating employees is something that can be carried out via Strategic leadership style positioned management. Contingent Reward required mutual exchange relationship between leaders and followers as hallmark characteristic. This leader clarifies what needs to be done and provide both psychic and material rewards to those who comply with his or her directives. It requires both party to compromise each other so that to reach cooperation and agreement. In short, these leaders style are individuals who exchange rewards for effort, performance and work on a "something for something" basis. In this materialistic world, most of the employees look forward to the reward given in exchange of the performance and achieve the goals.

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