

A Literature Review on the Impact of Work Environment, Leadership Styles and Resilience on Job Performance in UAE

Maktoum Alkaabi¹, Kudus, Norlia², Ab Rahman, Z.³

^{1,2}Institute of Technology Management and Technopreneurship, Universiti Teknikal Malaysia Melaka, Hang Tuah Jaya 76100 Durian Tunggal, Melaka, Malaysia,

³Centre for Theology and Philosophy, Faculty of Islamic Studies, University Kebangsaan Malaysia

DOI: 10.47750/pnr.2022.13.S06.304

Abstract

This research reviewed literature related to the impact of work environment, leadership styles and resilience on job performance in UAE. In the course of this review, it was figured out that, work environment tremendously affects the job performance of an employee in many ways, likewise leadership style. Both leadership style, work environment and resilience impacted on job performance in UAE based on the reviewed literature.

Keywords: Work Environment, Leadership Style, Resilience, Job Performance, UAE.

I. INTRODUCTION

Leadership is an essential part in any organizations. According to, leadership can happen anywhere, as long as someone shows his ability to influence the behaviour of others towards the achievement of a certain goal. In this respect, leadership is viewed as a key determinant of organizational effectiveness, but the causal effects of leader behaviour on the organizational process that ultimately determine effectiveness are seldom described in any detail, which resulting the overemphasis on dyadic processes¹. As such, leadership has become an important area of studies, especially in the context of organizational effectiveness due to its significant roles in determining the direction and success of any organization².

There has been a lot of understanding with respect to the term of leadership. Many studies^{1,2,3} have given various terms for leadership depending on its emphasis. In general, the various definitions of leadership that have the word "influence" are a central part of the notion of leadership itself. Further, leadership is not restricted by bureaucratic rules and is not bound by any particular organization.

“Considering its significant impact on organizational effectiveness, studies related to leadership has been conducted at various organizational contexts, including both public and private organizations. Studies related to school leadership have also been extensive and varied, covering various aspects such as the attributes or characteristics of effective leadership⁴, the impact of leadership to the organization and stakeholders as well as the leadership styles.”

“In society today, thousands of individuals are appointed or elected to shoulder the role and responsibilities of leadership. Leadership is practiced in schools and colleges, factories and farms, business enterprises, dispensaries and hospitals, in the civil and military organizations of a country and public life, at all levels, in short in every walk of life. These leaders should promote unity, harmony, strength, prosperity and happiness in society”.

“The challenges of coping with today’s uncertain business environment have put many organizations on their toes to struggle for survival in the heat of competition. The driver of such strategic move towards surviving the competition is the leadership provided by managers who are expected to influence others in achieving organizational goals and also boost employee’s

performance. Some researchers explain the importance of leadership in organizations and especially on human beings who are apparently the biggest asset of any firm;" "The main drivers of organizations are usually employees, they give life to the organizations and provide goals"⁵. "It is very paramount to provide workers with direction and psychological satisfaction to get the best from them, this direction can only come from leaders. In fact, leadership is very critical for all organizations in realizing their set objectives. Since leadership is a key factor for improving the performance of many if not all organizations and the success or failure of an organization depends on the effectiveness of leadership at all levels. Some researchers are in support of this" "Leaders play essential role in accomplishment of goals and boost employee's performance by satisfying them with their jobs" (p.55) Leadership is perhaps the most thoroughly investigated organizational variable that has a potential impact on employee performance. "It is a vital issue in every organization primarily because the decisions made by the leaders could lead to success or business failure". "Notably, it has been widely accepted that effective organizations require effective leadership and that employee performance together with organizational performance will suffer in direct proportion to the neglect of this⁶. Furthermore, it is generally accepted that the effectiveness of any set of people is largely dependent on the quality of its leadership effective leader behaviour facilitates the attainment of the follower's desires, which then results in effective performance."

"A number of recent studies examined the effect of leadership styles on employees' performance. Se for example^{7,8,9} examined the health sector in Pakistani and report that both transformational and transactional leadership styles affect employee performance but the effect of transformation leadership style is higher than that of transactional leadership Raja and Palanichamy (2015) report positive relationship between both transformational and transactional leadership styles but negative relationship between laissez-faire leadership style and employee performance from a sample of employees in public and private sector enterprises in India."

"Ipas (2012) reports that autocratic leadership to be the most used style by managers in the hotel industry arguing that it is perceived as a style that yields the most results. Aboshaiqah et al (2015) also looked at the link between leadership and employee performance among hospital nurses and report that the transformational and transactional leadership styles are significantly positively related to employee performance while laissez-faire is significantly negatively correlated to employee performance. Significant positive relationship between both transformational and transactional leadership styles and employee performance is also reported in banking industry and Ugandan local government authorities respectively. While Tsigu and Rao finds that the transformation leadership explained the variation in employee performance better than transaction leadership style, Gimuguni et al report significantly positive relationship between autocratic, laissez-faire and democratic and performance (Anyango, 2015).

"Therefore, although the literature on leadership and employee performance is scattered across countries and across industry, the evidence of the effect of leadership style on employee performance is also varied. While most of the literature reviewed is somehow consistent in suggesting that both transformational and transactional leadership styles are significantly positively related to employee performance and that transformational style's effect is more pronounced than that of the transactional leadership style¹⁰, the evidence on the relationship between laissez-faire and performance is not that straight forward. For example, while, some are reporting negative relationship, others like¹¹ have reported a positive relationship (Srinivasa, 2020). This suggests that the evidence on this leadership style is inconsistent. In addition, neither all industries nor countries are covered in the literature. Of those reviewed, the medical field is represented."

"However, working environment plays an important role towards the employees 'performance. Working environment is argued to impact immensely on employees' performance either towards negative or the positive outcomes. In the world, there are international organizations who debate the rights of employee (Zajak, & Piper, 2017). Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Ali, & Adan 2013). Better outcomes and increased productivity are assumed to be the result of better workplace environment. Better physical environment of office will boost the employees and ultimately improve their productivity. Various literature pertains to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Bushiri, 2014).

In the 1990's, the factors of work environment had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes (Avgerou,2001). When employees are physically and emotionally fit will have the desire to work and their performance outcomes shall be increased. Moreover, a proper workplace environment helps in reducing the number of absenteeism and thus can increase thee employees' performance which leads to increased productivity at the workplace (Bushiri, 2014).

“As the Economic and Social Council reported in 2007, global economic growth is increasingly failing to create the kinds of new and better jobs that can lead to a reduction in poverty (Bateman, & Chang, 2012). Despite high and sustained economic growth in many developing countries, unemployment is rising, a large proportion of the labour force is working below poverty level wages, and the majority of non-agricultural employment is situated in the informal economy. It is of little surprise that in recent years there has been a shift of focus from a singular interest in economic growth to an enlarged concern with improving the quality of work (Gibson-Graham, 2007).

Therefore, from the preview of literature it is evident that the research evidence on the effect of leadership style and work environment on employee performance that can explain significant number of performance outcomes at individual and organizational level. But the evidence is not evenly distributed across economies at large or even UAE economies. It is also evident that evidence from the public sector is lagging behind. It is these facts that have motivated this study in order to contribute evidence from the UAE public organizations”.

II. CONCEPTUAL DEFINITIONS

This subsection provides definitions of key concepts such as working environment, leadership style and employee performance from various sources.

A. Working environment

“Kohun (1992), defines working environment as an entirety which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee’s activities and performance. Working environment is the sum of the interrelationship that exists within the employees and the environment in which the employees work”.

Brenner (2004) was of the opinion that “the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge”. In addition, he argued that working environment designed to suit employee’s satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity.

“Opperman (2002) defines working environment is a composite of three major subenvironments: the technical environment, the human environment and the organizational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The technical environment creates elements that enable employees perform their respective responsibilities and activities. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management. This environment is designed in such a way that encourages informal interaction in the work place so that the opportunity to share knowledge and exchange ideas could be enhanced”. “This is a basis to attain maximum productivity. Organizational environment include systems, procedures, practices, values and philosophies. Management has control over organizational environment. Measurement system where people are rewarded on quantity, hence workers will have little interest in helping those workers who are trying to improve quality. Thus, issues of organizational environment influence employee’s productivity.”

B. Leadership and Leadership Style

“Although leadership has been well researched over the years, there is still lack of a definition that is universally accepted. Just like12 puts it, “There are almost as many definitions of leadership as there are persons who have attempted to define the concept”. The following are a few examples of such definitions Talat et al (2015) asserts that leadership is wide spread process, which calls for authority, responsibility and delegation of power. Leaders help to direct, guide and persuade their followers (employees) towards achieving their personal and organizational goals and objectives”. Thus, leadership styles cover all aspects of dealing within and outside of an organization, handling or dealing with conflicts, helping and guiding the workforce to achieve and accomplish their tasks and appearing as a role model for all. “According to Kumar (2014) “leadership is leadership is defined as a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent” (p. 441). These are accomplished through the application of leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Leadership is the integrated sharing of vision, resources, and

value to induce positive change. It is the ability to build up confidence and zeal among people and to create an urge in them to be led”.

C. Transformational Leadership Styles

“Transformational leadership style concentrates on the development of followers as well as their needs. Managers with transformational leadership style concentrate on the growth and development of value system of employees, their inspirational level and moralities with the preamble of their abilities. According to Bass, the aim of transformational leadership would be to „transform“ people and organizations inside a literal sense - to alter them in the mind and heart enlarge vision, insight and understanding clarify reasons make behaviour congruent with values, concepts and brings about changes which are permanent, self-perpetuating and momentum building.”

“According to Bass and Avolio, transformational leadership happens when leader become wider and uphold the interests of the employees, once they generate awareness and acceptance for the purpose and assignment of the group, so when they blend employees to appear beyond their own self-interest for the good of the group”.

“According to Bass and Avolio, transformational leaders encourage followers to view problems from new perspectives, provide support and encouragement communicates a vision, stimulates emotion and identification. Bruce et al said that transformational leaders are able to define and articulate a vision for their organizations and their leadership style can influence or “transform” individual-level variables such as increasing motivation and organization-level variables, such as mediating conflict among groups or teams. Podsakoff et al disclosed transformational leadership had active influence on individual and organizational outcomes such as employee satisfaction and performance. Higher levels of transformational leadership were associated with higher levels of group potency.”

D. Transactional Leadership Styles

“Transactional leadership relies more about "trades" between the leader and follower by which followers are compensated for meeting specific goals or performance criteria. The transactional leader will first validate the relationship between performance and reward and then exchange it for an appropriate response that encourages subordinates to improve performance. Transactional leadership in organizations plays an exchange role between managers and subordinates. Transactional leadership style is understood to be the exchange of rewards and targets between employees and management. Bass and Avolio explained Transactional leaders motivate subordinates through the use of contingent rewards, corrective actions and rule enforcement.”

“Bass Bernard et al explained that transactional leadership depends on contingent reinforcement, either positive contingent reward or the more negative active or passive forms of management-by-exception. Transactional leaders motivate followers through exchange; for example, accomplishing work in exchange for rewards or preferences. Kahai et al found group efficacy was higher under the transactional leadership condition. According to Burns, transactional leader tends to focus on task completion and employee compliance and these leaders rely quite heavily on organizational rewards and punishments to influence employee performance”.

E. Laissez Faire Leadership

“The main emphasis of laissez faire leadership style is neither on performance nor people; the philosophical assumption is that naturally human beings are unpredictable and uncontrollable and trying to understand people is a waste of time and energy. On this hypothesis, the leader tries to maintain a low profile, respects all constituencies within the organization, tries not to create waves of disturbance, and relies on the few available loyalists to get the job done¹³. Laissez-faire leader lives and work with whatever structure put in place without any suggestions or criticisms. Goals and objectives are established only when necessary and required. The leader is not control-frisk and abdicates controlling to employees. Such leaders shun decision-making as best as they can and would like to avoid communication, and converses only when needed. Thus, the business of employee development is not a concern to the laissez faire leader, as they believe that employees can take care of themselves. It is pertinent to mention here that in a study on the banking sector of Pakistan, laissez-faire leadership style revealed negative relationship with employee performance outcomes”.

“Based on the above, this study adopts the definition of leadership by Hill (2008). A well-directed employee is a focused employee in terms of expectations and organizational goals, such individual tend to understand product knowledge, procedures and processes, any time we develop our employees we give them the power and the ability to produce and give their best to the

organization hence increased productivity. Leadership style application is determined by leaders themselves. If leadership style applied is good and can give a good direction to subordinates, then it create confidence and work motivation to employees, thus increasing employee morale which also effects on better employee performance. Leaders must work together with subordinates/employees to achieve better performance. Sudi (2013) in his research, employee performance is very influenced by leadership style”.

III. WORKING ENVIRONMENT FACTORS THAT AFFECT EMPLOYEES PERFORMANCE

“An attractive and supportive working environment provide conditions that enable employees to perform effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality of organization service. Basing on this study the factors are explained below”.

A. Supervisor Support

“A supervisor is also known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management. Therefore, as an experience leader, the supervisors had always being involved in conducting a training program. The training program that is being conducted are such as establishing the objectives, selecting the trainer, developing a lesson plans, selecting the program method and techniques that is being used, preparing the materials, scheduling the program and also conduct a training needs analysis. Rabey, (2007) stated that, a supervisor could be a trainer to the employees, as the trainer will assist the employees in getting their job done by guiding employees on the operational process especially when it comes to a new operational procedure”. “A supervisor support could lead to the employees’ performance but there is a case that the supervisor had failed in supporting their employees. For example, the miscommunication between employees and the supervisor in term of delivering the information or process on the job to the employees”.

“In order to gain the employees performance, both party in between the employees and supervisor needs to play their part which is to commit with the relationship. If full commitment is given, it will lead to positive result to the performance from the employees”.

B. Job Aid

“Rossett and Gauier (1991) stated that, the purpose of job aid is to direct and guide as to enlighten the employee’s performance. Job aid also helps in order to support the employees’ performance. An example of a military performance had been reviewed by¹⁴ regarding the military reliance on job aids between 1958 and 1972 which is significant and positive contribution toward the military performance. He also stated that based on the results of military analysis, job aid saved money without jeopardizing employees work performance”. There are three ways to increase performance based on the job aid. The first way is through the external support which means that the employees need to take leave from work and look for the source as for their reference to their job. “The second way is through the extrinsic support. An extrinsic support means that the job aid is being given within the system itself”. “As for the third way, it is called the intrinsic support”. “An intrinsic support is an insider or software that is being used as for the efficiency of workflow”.

C. Physical Work Environment

“Physical working environment can result a person to fit or misfit to the environment of the workplace”. “A physical work environment can also be known as an ergonomic workplace”. “Researches on the workplace environment need to be done in order to get an ergonomic workplace for every each of the employees”. “By having this ergonomic physical workplace at their workplace, it will help employees from not getting the nerve injury”.

“Furthermore, McCoy and Evans (2005) stated that the elements of working environment need to be proper so that the employees would not be stressed while getting their job done”. “In their article, they also stated that the physical element plays an important role in developing the network and relationship at workplace”. “Result of the employees’ performance can be increased from five to ten percent depending on the improvement of the physical workplace design at their workplace”¹⁵.

“Further, Amir (2010) mentions elements that related to the working environment”. “There are two main elements which are the office layout plan and also the office comfort”. “Amir (2010) also stated that a physical workplace is an area in an organization that is being arranged so that the goal of the organization could be achieved”.

IV. EMPLOYEE PERFORMANCE

“Sinha (2001) stated that employees’ performance is depending on the willingness and also the openness of the employees itself on doing their job”. “He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees’ productivity which also leads to the performance”.

“Stup (2003) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target”. “By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance”. “Furthermore, a reward system should be implemented based on the performance of the employees”. “This is to motivate the employees in order to perform more on their task. There are several factors that being described by Stup (2003) towards the success of the employees’ performance. The factors are such as physical work environment, equipment, meaningful work, performance expectation, and feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes”.

“Franco et al (2002) defined performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence, employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards”.

“The main goal of any organization is to enhance the job performance of its employees so that it could survive in this highly competitive environment. Performance is a multidimensional construct and an extremely vital criterion that determines organizational successes or failures”. “3define performance as the attained outcomes of actions with skills of employees who perform in some situation. According to Pattanayak (2005), the performance of an employee is his/her resultant behavior on a task which can be observed and evaluated. To Pattanayak, employee performance is the contribution made by an individual in the accomplishment of organizational goals”.

“Here employee performance is simply the result of patterns of action carried out to satisfy an objective according to some standards. This means employee performance is a behavior which consists of directly observable actions of an employee, and also mental actions or products such as answers or decisions, which result in organizational outcomes in the form of attainment of goals. Ibrahim (2004) defined job performance as an important activity that provides both the goals and methods to achieve the organizational goals and also provide the achievement level in term of out-put. El-Saghier (2002) considered it as an effort of an employee to achieve some specific goal, the researcher will adopt this definition”.

The Aspect of Resilience in Overcoming Difficulties

Resilience is an individual’s capability to persevere, overcome, and self-adapt when overcoming difficulties in life (Holaday & Mcphearson, 1997; Bagar and Killacky, 2006; Walsh, 2003; (Connor & Davidson, 2003). Ogińska-Bulik & Juczyński (2008) defined resilience as an individual’s degree of adaptability based on the individual’s flexibility, diligence in pursuing personal aims, ability to practice tolerance when undergoing negative experiences, ability to face difficult situations, open to new experiences and being optimistic towards life.

Some of the characteristics of resilient individuals are the ability to withstand stress, can regulate emotions well, flexible when adapting to change, having close relationships with others and the ability to handle oneself well (Reivich & Shatte, 2002; Connor & Davidson, 2003). There are several factors that influence an individual’s resilience, such as feeling grateful (Listiyandini, 2016; Listiyandini, 2018), optimistic (Lamond, et al., 2009), a good personality, social intelligence (Andriani & Listiyandini, 2017), and having social support (Khabbaz, Behjati, & Naseri, 2012). Connor and Davidson (2003) defined the five characteristics of resilience as:

(1) Personal competence and high standards indicate that the individual feels capable of achieving his/her objectives in a difficult and failing situation;

- (2) Believe in one's own instinct and having tolerance in negative matters by exercising calmness, ability to easily cope with stress, think prudently, and the ability to focus when facing problems;
- (3) A positive attitude towards changes and the ability to forge good relationships with others, which refers to the ability to adapt to changes;
- (4) Good self-management can be used to achieve one's objectives and assist in requesting or obtaining help from others; and
- (5) Influences spirituality by instilling confidence in Allah SWT and believing in fate.

V. EMPIRICAL ANALYSIS AND CONCEPTUAL FRAMEWORK

“A large body of empirical evidences has demonstrated that leadership behaviors influence employee performance that strong leaders outperform weak leaders, and that transformational leadership generates higher performance than transactional leadership. Research in organisational behavior has identified transformational leadership as the most suitable for modern-day organisations”. “The current business environment requires this innovative kind of leadership style; a style that empowers employees and raises employee performance in an effort to improve organisational performance and continued existence”. “Evidence has been gathered in service, retail and manufacturing sectors, as well in the armed forces of the United States, Canada and Germany that points towards the marginal impact transactional leaders have on the effectiveness of their subordinates in contrast to the strong, positive effects of transformational leaders”. “Furthermore, in the Canadian financial industry it was found that transformational leadership is more strongly correlated with higher employee satisfaction and individual/organisational performance than transactional leadership¹¹. On the basis then of the literature, it could be proposed that transformational leadership as opposed to transactional leadership would be more effective in achieving higher levels of employee performance”.

“Under transformational leaders, employees may receive individualized attention from the leader. As a result, they tend to reciprocate by supporting the leader's agenda and performing beyond expectations”. “Hence, transformational leaders can develop high quality leader member exchange relationships with followers, through which they influence followers' performance. Although the initial stage of LMX may be transactional, it can be transformational if the last stage is reached. In both Bass's (1985) and Podsakoff et al.'s (1990) conceptualization, transactional leadership clarifies expectations toward followers' performance and provides rewards to followers contingently on the level of their performance”.

“Followers will be motivated to meet performance expectations and fulfill their end of the contract in order to be rewarded accordingly. A strong empirical support for the relationship between leaders' contingent reward and employee performance has been found. However, transformational leadership inspires followers with attractive vision, expresses optimism and high expectations for excellence and performance on the part of followers. It should be able to move followers beyond their normal level of performance”.

“A positive relationship between transformational leadership and employee performance has been found in both lab and field settings”. “Thus both transformational and transactional leadership are expected to have positive direct effect on employee performance”. “Raja and Palanichamy (2015) examined the effect of leadership styles on employee performance in public vs. private sector enterprises in India. From 43 middle-level managers and 156 subordinates, the study results indicate sufficient evidence, at the 5% level of significance, that there is a linear positive relationship between transformational leadership and employee performance, there is a significant positive relationship between transactional leadership employee performances”. “However, the study found that laissez-faire leadership had a negative relationship with the employee performance/outcomes”.

“Leaders and their leadership styles is one of the mostly researched topics in the recent past. A number of studies have been conducted on the effects of leadership styles on employee performance. Rassol et al (2015) studied leadership styles and its impact on employee's performance in health sector of Pakistan and concluded that transformational leadership styles have more positive effect on employee performance than transactional leadership. They found out that transformational leadership can perform better in highly organic environment where focus is on competitive advantages. Results of their study also explored that the impact of transactional leadership was not much stronger as compared to transformational leadership on job performance. According to Pradeep and Prabhu (2011), leadership is positively linked with employee performance for both transformational leadership behaviors and transactional contingent reward leadership behaviors. The managers, who are

perceived to demonstrate strong leadership behaviors, whether transformational or transactional, are seen to be engaging in increasing the employees' performance".

"In giving their summary it was found that the transformational leadership style has significant relationships with performance outcomes; viz. effectiveness in work, satisfaction, extra effort and dependability. Their study added some additional knowledge for a better understanding of the preferred leadership approach and appropriate style for using with subordinate in various professional levels. By using their results, leaders can adjust their behaviors in practical ways to enhance subordinates' job performance, thereby reaping increased productivity for their organizations as a consequence. They emphasize on the need of leaders to have the ability to attract / influence their subordinates, be able to set clear standards of performance to their peers and act as a best role model to the subordinates". "A study by Aboshaiqah et al (2015) on nurses' perception of managers' leadership styles and Its Associated Outcomes, demonstrated that staff nurses perceived that transformational leadership and its factors are utilized more often than transactional and laissez-faire leadership styles, again, further analysis showed that there was positive correlation between outcome factors (effectiveness, extra efforts and satisfaction) and transformational and transactional leadership styles and negative correlation with laissez-faire leadership style". "They concluded that a combination of transformational leadership styles and behaviors/factors contributed to an increase in extra effort, satisfaction and overall employee performance and perceived leader effectiveness among nurses. Ipas (2012) did a study on the perceived leadership style and employee performance in hotel industry, they found that autocratic leadership style is perceived as being the most used style by the managers that ensures expected results. They also stressed the fact that managers must find the good solution to help the employees to increase their individual performance16".

"Kehinde and Banjo (2014) also did a test of the impact of leadership styles on employee performance: A study of department of Petroleum Resources; The implication of their study was that "transformational leadership style" would bring effective results in organizations because it motivates employees to go beyond ordinary expectations, appeals to follower's higher order needs and moral values, generates the passion and commitment of followers for the mission and values of the organization, instils pride and faith in followers, communicates personal respect, stimulates subordinates intellectually, facilitates creative thinking and inspires followers to willingly accept challenging goals and a mission or vision of the future mission and objectives of organization, they recommend that transformational leadership style is good or appropriate for organizations that wish to compete successfully and mentor subordinates who will be managers of tomorrow to keep the flag flying for the firm". "Leadership has got a paramount attention in both the academia and practitioners since recent decades as a determinant factor on employee behavior and performance". "Rasool, (2015) "The measure of relationship between the job performance and leadership style draws the considerable attention of scholars. Leader and their leadership styles is one of the mostly studied topics of recent history. Chan (2010) points out that the many researchers who have done studies on leadership style have not come up with a specific style suitable for specific issue, however Chan advises that it is important to note that different styles are needed for different situations and leaders just need to know when to use a particular approach and by using appropriate leadership styles, leaders can affect employee job satisfaction, commitment, productivity and ultimately the organization's performance through its employees". The amount of direction and social support a leader gives to subordinates/ followers depend greatly on their styles to fit the situation.

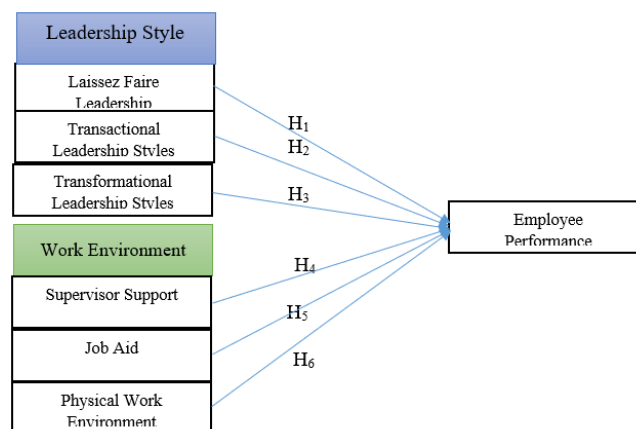


Figure 1: Conceptual Framework

H1: There is a relationship between *laissez faire* leadership and employee performance.

H2: There is a relationship between transactional leadership and employee performance.

H3: There is a relationship between transformational leadership and employee performance.

H4: There is a relationship between supervisor support and employee performance.

H5: There is a relationship between job aid and employee performance.

H6: There is a relationship between physical work environment and employee performance”

VI. CONCLUSION

“This research reviewed literature related to the impact of work environment and leadership styles on job performance in UAE. Two approaches to improving the overall effectiveness of an organization is to increase the effectiveness of the leader and to enhance job satisfaction levels of employees. In higher educational context for example, a faculty member plays an important role in providing quality teaching to the students, enhancing their skills and doing research. Thus, it is important for the organization to ensure that they have high job satisfaction. Also other staff should have high job satisfaction while they provide services and complete their job tasks. In the course of this review, it was figured out that, work environment tremendously affects the job performance of an employee in many ways, likewise leadership style. Both leadership style and work environment impacted on job performance in UAE based on the reviewed literature”.

REFERENCES

1. Ab Rahman, Z., Kashim, M.I.A.M.*, Mohd Noor, A.Y., Che Zarrina Saari, Ahmad Zaki Hasan, Abdul Rahim Ridzuan, Ashaari, M. F, Sayyid Buhar Musal Kassim, Norhayati Rafida, A. R. (2020). Critical Review of Religion in Coping Against the Covid-19 Pandemic by Former Covid-19 Muslim Patients in Malaysia, *Journal of Critical Reviews*. 7(5): 1145-1154 Doi: 10.31838/Jcr.07.05.219
2. Ab Rahman, Z., Mohd Noor, A.Y., Kashim, M.I.A.M., Hasan, A.Z., Saari, C.Z., Ridzuan, A.R., ..., Hussien, H.S. (2020). Critical Review of Reciting Al-Quran in Restoring the Resilience and Mental Health Among Quarantined Covid-19 Patients. *Journal of Critical Reviews*, 7(5), Pp. 1126-1135
3. Ab Rahman, Z., Kashim, M.I.A.M., Mohd Noor, A.Y., Saari, C.Z., Hasan, A.Z., Ridzuan, A.R., ..., Norhayati Rafida, A.R. (2020). Critical Review of Religion in Coping Against the Covid-19 Pandemic By Former Covid-19 Muslim Patients In Malaysia. *Journal of Critical Review*, 7(5), Pp. 1145-1154.
4. Ahmad Faizuddin Ramli, Jaffary Awang, Ab Rahman, Z. (2020). Buddhism According to Modern Muslim Exegetes, *International Journal Of Islam In Asia Lain-Lain: Brill*, 1 (2020) Pp. 1–18 Doi:10.1163/25899996-01010004
5. Asiri, S. A., Rohrer, W. W., Al-Surimi, K., Da'ar, O. O., & Ahmed, A. (2016). The association of leadership styles and empowerment with nurses' organizational commitment in an acute health care setting: a cross-sectional study. *BMC nursing*, 15(1), 38.
6. Ali, A. Y. S., Ali, A. A., & Adan, A. A. (2013). Working conditions and employees' productivity in manufacturing companies in sub-Saharan African context: Case of Somalia. *Educational research international*, 2(2), 67-78.
7. Anyango, C. A. (2015). Effects of leadership styles on employee performance at BOA Kenya Limited.
8. Avgerou, C. (2001). The significance of context in information systems and organizational change. *Information systems journal*, 11(1), 43-63.
9. Bushiri, C. P. (2014). The impact of working environment on employees' performance: the case of institute of finance management in Dar Es Salaam region. Unpublished Ph. D. Dissertation. Tanzania: The Open University of Tanzania. Available online also at: <https://core.ac.uk/download/pdf/33424874.pdf>.
10. Balan Rathakrishnan, Soon Singh Bikar Singh, Azizi Yahaya, Mohammad Rahim Kamaluddin, Fauziah Ibrahim, Ab Rahman, Z. Academic stress and life satisfaction as social sustainability among university students. *International Journal of Evaluation and Research in Education*, Vol. 11, No. 4, December 2022, pp. 1778-1786. DOI: 10.11591/ijere.v11i4.22682.
11. Bateman, M., & Chang, H. J. (2012). Microfinance and the illusion of development: From hubris to nemesis in thirty years. *World Economic Review*, (1).
12. Boamah, S. A., Laschinger, H. K. S., Wong, C., & Clarke, S. (2018). Effect of transformational leadership on job satisfaction and patient safety outcomes. *Nursing outlook*, 66(2), 180-189.
13. Chandra, T. (2016). The Influence of Leadership Styles, Work Environment and Job Satisfaction of Employee Performance--Studies in the School of SMPN 10 Surabaya. *International Education Studies*, 9(1), 131-140.
14. Darte-Baah, K. (2015). Resilient leadership: A transformational-transactional leadership mix. *Journal of Global Responsibility*, 6(1), 99-112.
15. Gibson-Graham, J. K. (2007). Surplus possibilities: Post-development and community economies. In *Exploring post-development* (pp. 155-172). Routledge.
16. Frankel, A., & PGCMS, R. (2019). What leadership styles should senior nurses develop?. *Hospital*, 6, 08.
17. Lin, P. Y., MacLennan, S., Hunt, N., & Cox, T. (2015). The influences of nursing transformational leadership style on the quality of nurses' working lives in Taiwan: a cross-sectional quantitative study. *BMC nursing*, 14(1), 33.
18. Hamjah, S.H., Zur Raffar, I.N.A., Rahman, Z.A., Rasit, R.M. (2020). Applying Spiritual Aspect of Parenting Skills To Adolescents In The Family. *Jurnal*

19. Holten, A. L., & Brenner, S. O. (2015). Leadership style and the process of organizational change. *Leadership & Organization Development Journal*, 36(1), 2-16.
20. Hu, Y. Y., Parker, S. H., Lipsitz, S. R., Arriaga, A. F., Peyre, S. E., Corso, K. A., ... & Greenberg, C. C. (2016). Surgeons' leadership styles and team behavior in the operating room. *Journal of the American College of Surgeons*, 222(1), 41-51.
21. Ismail, A.M., Mujani, W.K., Rahman, Z.A., Salahuddin, N.F. (2018). Maqasid Syariah and Safety Aspects in Infrastructure and Health of Education Practices in Malaysia. *International Journal of Civil Engineering and Technology (Ijciyet)*. Iaeme Publication. 9(10), 820-830.
22. Ismail, A.M., Mujani, W.K., Rahman, Z.A., Salahuddin, N.F. (2018). Liberalism, Extremism and Media in The Era of Convergence. *International Journal of Civil Engineering and Technology (Ijciyet)*. Iaeme Publication. 9(10), 831-840.
23. Iqbal, N., Anwar, S., & Haider, N. (2015). Effect of leadership style on employee performance. *Arabian Journal of Business and Management Review*, 5(5), 1-6.
24. Merrill, K. C. (2015). Leadership style and patient safety: implications for nurse managers. *Journal of Nursing administration*, 45(6), 319-324.
25. Mulki, J. P., Caemmerer, B., & Heggde, G. S. (2015). Leadership style, salesperson's work effort and job performance: the influence of power distance. *Journal of Personal Selling & Sales Management*, 35(1), 3-22.
26. Naseer, S., Raja, U., Syed, F., Donia, M. B., & Darr, W. (2016). Perils of being close to a bad leader in a bad environment: Exploring the combined effects of despotic leadership, leader member exchange, and perceived organizational politics on behaviors. *The Leadership Quarterly*, 27(1), 14-33.
27. Nawaz, Z. A. K. D. A., & Khan, I. (2016). Leadership theories and styles: A literature review. *Leadership*, 16, 1-7.
28. Popli, S., & Rizvi, I. A. (2016). Drivers of employee engagement: The role of leadership style. *Global Business Review*, 17(4), 965-979.
29. Trépanier, S. G., Fernet, C., Austin, S., & Boudrias, V. (2016). Work environment antecedents of bullying: A review and integrative model applied to registered nurses. *International journal of nursing studies*, 55, 85-97.
30. Rathakrishnan, B.; Bikar Singh, S.S.; Kamaluddin, M.R.; Yahaya, A.; Mohd Nasir, M.A.; Ibrahim, F.; Ab Rahman, Z. Smartphone Addiction and Sleep Quality on Academic Performance of University Students: An Exploratory Research. *Int. J. Environ. Res. Public Health* 2021, 18, 8291. <https://doi.org/10.3390/ijerph18168291>
31. Saleem, H. (2015). The impact of leadership styles on job satisfaction and mediating role of perceived organizational politics. *Procedia-Social and Behavioral Sciences*, 172, 563-569.
32. Srinivasa, E. (2020). Experiences of Self-Reported Bullying in Minority Nurses within Acute Care Hospital Workplace Settings (Doctoral dissertation, University of Massachusetts Boston).
33. Zajak, S., Egels-Zandén, N., & Piper, N. (2017). Networks of labour activism: Collective action across Asia and beyond. An introduction to the debate. *Development and Change*, 48(5), 899-921.