



**Faculty of Technology Management and Technopreneurship**

**LEADERSHIP BEHAVIOUR STYLES AND THE UAE  
MUNICIPALITIES EMPLOYEES MOTIVATION THROUGH  
ENTREPRENEURIAL MINDSET**

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UNIVERSITI TEKNIKAL MALAYSIA MELAKA

**Doctor of Philosophy in Technology Management**

**2023**

**LEADERSHIP BEHAVIOUR STYLES AND THE UAE MUNICIPALITIES  
EMPLOYEES MOTIVATION THROUGH ENTREPRENEURIAL MINDSET**

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**A thesis submitted  
in fulfillment of the requirements for the degree of Doctor of Philosophy**



**UNIVERSITI TEKNIKAL MALAYSIA MELAKA**

**2023**

## DECLARATION

I declare that this thesis entitled “Leadership Behaviour Styles and The UAE Municipalities Employees Motivation Through Entrepreneurial Mindset” is the result of my research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in the candidature of any other degree.



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## APPROVAL

I hereby declare that I have read this thesis and in my opinion, this thesis is sufficient in terms of scope and quality for the award of Doctor of Philosophy.

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Date

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## DEDICATION

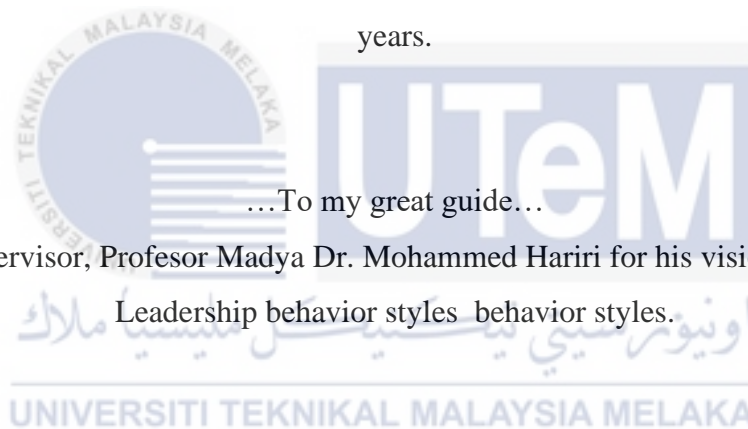
This work is dedicated to the inspiring persons in my life... my dear father and my dear mother who always wants me to have the best, for her love, and the prayers that she made for me.

...To my love...

My wife is a wonderful wife, a great companion and so much more in my life. She is always a source of love, courage, and strength at every tough instant throughout these years.

...To my great guide...

My dear supervisor, Profesor Madya Dr. Mohammed Hariri for his visions in the use in Leadership behavior styles behavior styles.



## ABSTRACT

The United Arab Emirates is looking to be one of the highly effective countries in the world. Therefore, creating programs to enhance a leader's capabilities and monitoring their progress can be beneficial for the overall effectiveness of a government and its leadership. Excellence awards can also serve as incentives and recognition for those who demonstrate outstanding performance. UAE organisations follow different leadership behaviour styles which are impactful on their performance standard. The UAE municipalities suffer from low employee motivation, which attributes to the leadership behaviour styles. This research aims to examine the impact of four leadership behaviour styles: directive style, supportive style, participative style, and achievement-oriented style. These four leadership behaviour styles are retrieved from the Path goal theory, which considers the employee motivation determinants by the expectancy theory. The association between the leadership behaviour styles suggested by the Path-Goal Theory primarily emphasizes leadership behaviors and their impact on employee motivation, it may not explicitly address certain factors like the entrepreneurial mindset, which stands on the thinking that enables the employee to overcome challenges, be decisive, and accept responsibility. The mediation effect of the entrepreneurial mindset factor is tested by this research to fill this gap and contributes significantly to the body of leadership behaviour styles knowledge. The study also validates the proposed conceptual framework using a structural equation modelling, then uses smart PLS with the data collected from 341 employees from the UAE municipalities to test the constructed hypotheses of this research. The finding of this research revealed a positive and significant relationship between achievement-oriented style and employee motivation in the municipalities of the UAE, a positive and significant relationship between entrepreneurial mindset and employee motivation in the municipalities of the UAE, a positive and significant relationship between participative style and employee motivation in the municipalities of the UAE, and positive and significant relationship between supportive style and employee motivation in the municipalities of the UAE. With regard to the mediation effect of the entrepreneurial mindset factor, there was a mediation of entrepreneurial mindset for the relationship between directive style and employee motivation, no mediation of entrepreneurial mindset for the relationship between achievement-oriented style and employee motivation, no mediation of entrepreneurial mindset for the relationship between participative style and employee motivation, and no mediation of entrepreneurial mindset for the relationship between supportive style and employee motivation. It is important for the employees to be appreciated verbally or in writing for their activities in the municipalities, to increase their powers and responsibilities and provide training and career development opportunities. All of these are the main leadership behaviour styles and motivational factors that provide employees with psychological and social support rather than just economic benefit. This research will add to the body of information regarding leadership behaviour styles in the Full Range Leadership behaviour styles Model by determining the preferred leadership behaviour styles in the municipal public sector from the employees' perspective. It can be stated that psycho-social motivation ties employees more. The findings can assist managers in determining which type of leadership behaviour

styles is most suitable in terms of outcomes, as well as how they can adjust their leadership behaviour styles to make them more successful and result-oriented.



# **GAYA TINGKAH LAKU KEPIMPINAN DAN PERBANDARAN UAE MELAKUKAN MOTIVASI MELALUI MINDA KEUSAHAWANAN**

## **ABSTRAK**

*Emiriah Arab Bersatu ingin menjadi salah satu negara yang sangat berkesan di dunia. Oleh itu, mewujudkan program untuk meningkatkan keupayaan pemimpin dan memantau kemajuan mereka boleh memberi manfaat untuk keberkesanan keseluruhan kerajaan dan kepimpinannya. Anugerah kecemerlangan juga boleh berfungsi sebagai insentif dan pengiktirafan bagi mereka yang menunjukkan prestasi cemerlang. Organisasi UAE mengikut gaya kepimpinan berbeza yang memberi kesan kepada standard prestasi mereka. Majlis perbandaran UAE mengalami motivasi pekerja yang rendah, yang dikaitkan dengan gaya tingkah laku kepimpinan. Kajian ini bertujuan untuk mengkaji kesan empat gaya tingkah laku kepimpinan iaitu gaya mengarahkan, gaya sokongan, gaya penyertaan, dan gaya berorientasikan pencapaian. Empat gaya tingkah laku kepimpinan ini diambil daripada teori matlamat Path, yang menganggap penentu motivasi pekerja oleh teori jangkaan. Perkaitan antara gaya tingkah laku kepimpinan yang dicadangkan oleh teori matlamat Path dengan motivasi pekerja yang tidak mempunyai peranan faktor minda keusahawanan, yang mempunyai pemikiran yang membolehkan pekerja mengatasi cabaran, bersikap tegas, dan menerima tanggungjawab. Kesan pengantaraan faktor minda keusahawanan diuji oleh penyelidikan ini untuk mengisi jurang ini, dan menyumbang secara signifikan kepada badan pengetahuan gaya tingkah laku kepimpinan. Kajian itu juga mengesahkan rangka kerja konseptual yang dicadangkan menggunakan pemodelan persamaan struktur, kemudian menggunakan PLS pintar dengan data yang dikumpul daripada 341 pekerja dari majlis perbandaran UAE untuk menguji hipotesis yang dibina bagi penyelidikan ini. Dapatan kajian ini mendedahkan hubungan positif dan signifikan antara gaya berorientasikan pencapaian dan motivasi pekerja di majlis perbandaran UAE, hubungan positif dan signifikan antara minda keusahawanan dan motivasi pekerja di majlis perbandaran UAE, hubungan positif dan signifikan antara gaya penyertaan dan motivasi pekerja di majlis perbandaran UAE, dan hubungan positif dan signifikan antara gaya sokongan dan motivasi pekerja di majlis perbandaran UAE. Berkenaan kesan pengantaraan faktor minda keusahawanan, terdapat pengantaraan minda keusahawanan untuk hubungan antara gaya arahan dan motivasi pekerja, tiada pengantaraan minda keusahawanan untuk hubungan antara gaya berorientasikan pencapaian dan motivasi pekerja, tiada pengantaraan minda keusahawanan untuk hubungan antara gaya penyertaan dan motivasi pekerja, dan tiada pengantaraan minda keusahawanan untuk hubungan antara gaya sokongan dan motivasi pekerja. Adalah penting bagi pekerja untuk dihargai secara lisan atau bertulis untuk aktiviti mereka di majlis perbandaran, untuk meningkatkan kuasa dan tanggungjawab mereka, dan untuk menyediakan latihan dan peluang pembangunan kerjaya. Penyelidikan ini akan menambah kepada badan maklumat mengenai tingkah laku kepimpinan dalam Model Kepimpinan Julat Penuh dengan menentukan gaya kepimpinan pilihan dalam sektor awam perbandaran dari perspektif pekerja. Semua ini adalah faktor motivasi kepimpinan utama yang menyediakan pekerja dengan sokongan psikologi dan sosial dan bukan hanya faedah ekonomi. Dapat dinyatakan bahawa motivasi psiko-sosial lebih mengikat pekerja. Penemuan ini boleh membantu pengurus dalam menentukan jenis gaya kepimpinan yang paling sesuai dari segi hasil, serta bagaimana mereka boleh menyesuaikan gaya kepimpinan mereka untuk menjadikan mereka lebih berjaya dan berorientasikan hasil.*



## ACKNOWLEDGEMENTS

Alhamdulillah, Praise to Almighty Allah (SWT) who blesses me for the successful completion of my thesis. This doctoral research was filled with challenges and unexpected turns and finally reached a satisfying end. Thank you to Allah (SWT) and the prayers from my family and friends. I would never have done this alone without the support from them.

Most of all, I intend to take this chance to express my sincere acknowledgement to my supervisor Profesor Madya Dr. Mohammed Hariri from the Faculty of Technology Management and Technopreneurship, Universiti Teknikal Malaysia Melaka (UTeM).

Secondly, I sincerely intend to show my greatest appreciation to my previous supervisor Professor Ahmad Rozelan Yunus from the Faculty of Technology Management and Technopreneurship, Universiti Teknikal Malaysia Melaka (UTeM) for his advice and suggestions in the evaluation of this research.

Besides that, a special thanks to UTeM and all the staff involved who provided various facilities and help towards the completion of this thesis. Next, an extremely evince my heartfelt appreciation to my beloved family and friends for their endless support, encouragement and care throughout the completion of this thesis. Finally, an honest heart to show my thankfulness to those who are involved either directly or indirectly towards this thesis. Hopefully, this thesis are a reference to future researchers.

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## LIST OF ABBREVIATIONS

AVE	-	Average Variance Extracted
AS	-	Achievement-Oriented Style
CFA	-	Confirmatory Factor Analysis
CR	-	Composite Reliability
DS	-	Directive Style
EFA	-	Exploratory Factor Analysis
EM	-	Expectation-Maximisation
EM	-	Entrepreneurial Mindset
EM	-	Employee Motivation
GDP	-	Gross Domestic Product
GoF	-	Goodness Of Fit
HBMPSLD	-	Hamdan Bin Mohammed Program for Sports Leadership behaviour styles Development
HDI	-	Human Development Index
IYLC	-	International Youth Leadership Conference
L	-	Leadership behaviour styles
MBRSG	-	Mohamed Bin Rashid School of Government
PLS	-	Partial Least Squares
PS	-	Participative Style
SDG	-	Sustainable Development Goals
SEM	-	Structural Equation Modelling
SPSS	-	Statistical Package for the Social Science
SQC	-	Statistical Quality Control
SS	-	Supportive Style
UAE	-	United Arab Emirates
UNDP	-	United Nations Development Program
VIF	-	Variance inflation factor
YAL	-	Young Arab Leaders

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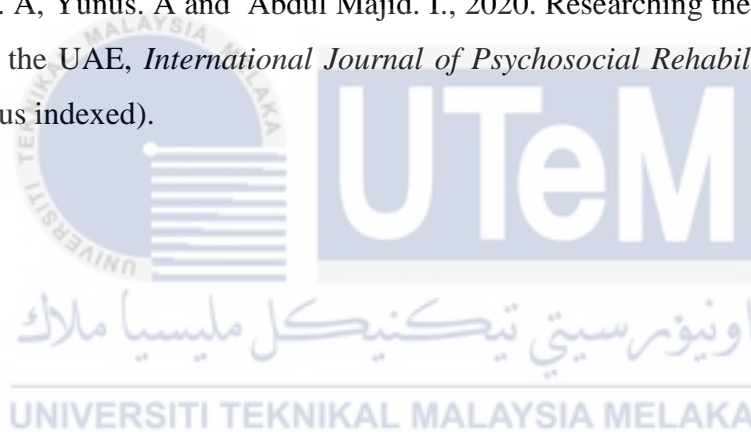


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Al Mazroui, A. A and Bakri. M. H., 2023. Leadership behaviour styles in the UAE: A Theoretical Analysis, *Quality Access to Success*, 24, 194, pp. 102-111.(Scopus indexed).

Al Mazroui, A. A, Yunus. A and Abdul Majid. I., 2020. Leadership behavior styles in the UAE: A Theoretical Analysis, *International Journal of Psychosocial Rehabilitation*, 24, 8, pp. 413-426.(Scopus indexed).

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# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

This chapter provides an insight to this thesis titled “leadership behaviour styles and the UAE municipalities employees motivation through entrepreneurial mindset” and discusses the background of the research, the problem statement, the rationale behind the research, the research aims and objectives, the scope of the research, and structure of the research.

### 1.2 Background

During the nearly forty-six years of its existence, the United Arab Emirates has achieved notable successes. In a larger measure, these successes are attributable to the country’s leadership behaviour styles and their leadership behaviour styles. Leadership behaviour styles in the UAE revolve around its constitution and the rulers of the seven constituent emirates (Sowmya et al., 2018). Each of the seven rulers’ leadership behaviour styles has played a vital role in the success of the country. Since its founding, one man stands out as having provided an unusual degree of leadership behaviour styles which has been the driving force in all major aspects of the country’s life in the first three decades. This man is the Abu Dhabi ruler and UAE president, Sheikh Zayed bin Sultan Al Nahyan. The creation of the union, growth, and development of the UAE was possible because of the visionary leadership behaviour styles of His Highness, the father of the nation, Sheikh Zayed (Ziyad, 1982).

Over the years, leadership behaviour styles development has emerged as among the fastest-growing sectors globally. The United Arab Emirates in particular has become the focus of an increasing interest in leadership behaviour styles development initiated by different players from the non-profit, private, and public sectors. This has seen the emergence and increase in different leadership behaviour styles programmes, especially towards young people in the region. As such, it can be indicated that the UAE is saturated with development programmes on leadership behaviour styles offered by governments, both local and international institutions, the private sector, for-profit consultancies, non-governmental organisations, and other agencies (Adekanbi, 2016). However, given the diversity of these players, a greater knowledge of leadership behaviour styles development for young people in the area is required to comprehend the region's difficulties, accomplishments, and other associated variables. It is because of this that this research will conduct a literature review focusing on the exploration of leadership behaviour styles development for the youth in the UAE (Al Sahi et al., 2016).

Leadership behaviour styles are vital to ensure the quality of an organisation's performance as it directly influences decisions and actions that enable changes in a work environment. Capable leaders who are given a good amount of opportunities and motivation would have the capacity of leading the organisation to the path of excellence. Slimane (2019) described leadership behaviour styles as an act of forming a group of individuals in achieving one common objective where an individual has the capacity of influencing others to work together to accomplish a specific task. Leaders are perceived as individuals responsible in determining the success of the organisations as they could be the one encouraging or constraining the organisations' innovation management (Bel, 2010 as cited in Łukowski, 2018). The decisions made by the leaders would influence the execution of innovation projects and any form of failure reflects ineffective leadership behaviour styles. Apart from

being a significant factor in any organisation, leadership behaviour styles are significant in employees management (Nguyen et al., 2018) as leadership behaviour styles are pivotal in the enhancement of an organisation's vision (Abudaqa et al., 2020), introduce and spearhead innovative developments (Bhargavi and Yaseen, 2017), implement advanced ventures, and overcome conflicts (Gilley et al., 2018).

Leaders are present in all companies at all levels, from CEOs and senior executives to CEOs and project managers. It can also use leadership behaviour styles skills as a starting point when training new staff or conducting meetings. Each leader can have a specific style of leadership behaviour styles or a combination of several, depending on the team and the situation. There are many types of leadership behaviour styles, including:

- i. Interoperability: Define predetermined incentives to achieve goals
- ii. Transformation: Focus on setting and achieving company goals
- iii. Autonomous: Focus on setting goals based on efficiency
- iv. Democracy: Listen and incorporate the ideas of team members.

Leadership behaviour styles are the ways and means of motivating, helping or encouraging a group of people to deliver high level of performance to meet the common goal in alignment with the values of the organisation.

Leadership behaviour styles are nothing but the skills and ability of individual or organisation to lead other individual, group or the organisation. It is important for the leader to have the qualities that can communicate organisational change and lead the organisation effectively in change. The important components of good leadership behaviour styles include assertiveness. This component makes the leader ambitious and competitive and they work hard to meet their goals and objectives (Akbari et al., 2017).

The personal capabilities that a person develops to be a good leader are to be ethical and honest which will influence the people to believe in the leader. Integrity is an important

part of personal capability of a leader. A leader has a vision sets goals and guide the team to follow the path to be successful in the future. He inspires the team so that they can take responsibilities and accountabilities. In addition, he has the ability to challenge situations, focus on bringing change for betterment, and lead the team by example. A leader has good communication skills and make the team aware of different information when working together so that they can effectively meet the goal (Akhtar et al., 2017).

Moreover, working with a leader who has effectively motivated a group indirectly creates a safe environment where team members are assigned to promote safe environment practices. To meet the goals or outcome, a good leader focuses on building and leading the team effectively by creating environment of leadership behaviour styles, making the team feel comfortable, being adaptable to change, developing one door communication system within the team, conducting meeting regularly, understanding the working style of each team members, motivating team members to participate actively, and monitoring the team performance. Thus, leadership behaviour styles are the art of getting others to want to do something that they believe should be done by managing people, supporting them, motivating them, and guiding them to meet the organisational goal (Al-Sada et al., 2017).

Adaptive Leadership behaviour style vs Authentic Leadership behaviour style: Both adaptive and authentic leadership behaviour styles concentrate on trust, respect, and open communication system. However, adaptive is more flexible as compared to authentic leadership behaviour style. Adaptive leadership behaviour style is more about helping subordinates and preparing them to face challenges. In situational approach, leaders change their leadership behaviour styles as per the situation to influence followers (Novel and Purbasari, 2017). In a servant leadership behaviour style, leaders work as a servant and enrich subordinates' knowledge whereas adaptive leaders prepare subordinates to face changes. Adaptive Leadership behaviour style vs. Transformational Leadership behaviour

style : These two leadership behaviour styles approaches are often confused with each other. However, there is a significant difference. Adaptive leaders prepare subordinates to face and adapt changes. The focus of transformational leadership behaviour styles is on the interaction with subordinates to encourage and motivate them to create or innovate change (Maria Stock et al., 2017).

Adaptive Leadership behaviour styles vs. Behaviour Approaches: Adaptive leadership behaviour style is follower-centred whereas concentration of behavioural approach is on leaders. An example of a celebrity who practices Adaptive leadership behaviour style is Barack Obama. He always encourages and prepares followers to adapt to change. He identifies new opportunities to change, motivates, organises, and focuses on adapting change. In organisational setting, adaptive leaders accommodate other people's views, hear them, and give them chance to come up (Pawirosumarto et al., 2017). Corporate leaders must be flexible to adopt new challenges of business world; this approach helps leaders to adopt new strategies and technique. An adaptive leader lays emphasis on emotional intelligence, justice, character, and development. It is a follower centric approach (Sacavém et al., 2017). Different leadership behaviors can create a positive work environment, boost employee morale, improve efficiency, and ultimately contribute to the overall success of the municipality.

### **1.3 Problem statement**

One of the important values in Federal Authority for Government Human Resources' (AHR) mission statement is to develop leadership behaviour styles excellence among employees in Federal Government institutions in the UAE. The FAHR aims to develop people's leadership behaviour styles skills in the UAE in the field of entrepreneurship, innovation, excellence, quality, asset policies, and laws to improve the quality of services

and achieve leadership behaviour styles in all aspects of the work system (Federal Decree Law No. 30, 2019). The Federal Authority for Government Human Resources (FAGHR) was established by Law No. 30 of 2019 and is the entity responsible for managing the urban planning and transport sectors, and three regional municipalities (DMT, 2021). As the entity responsible for supporting the growth and urban development of Abu Dhabi Emirate, the Department of Municipalities and Transport (DMT) guides, regulates, and monitors urban development activities. The expert authority improves municipal work to provide comprehensive services and creates higher living standards for residents through the supervision and management of the municipalities. The DMT ensures the highest standards of safety, security, sustainability, and technological developments of land, air, and maritime transport networks of the Emirate, in line with the highest international standards and UAE legislation (DMT, 2021).

Based on the economic vision 2021, the government focuses more on increasing the share of the local workforce and improving their knowledge and innovation level, which is considered as the main key of improving the country economy (UAE Cabinet, 2019). Thus, municipalities in the UAE require much improvement in several sectors, including staff skill and quality control and enhancing employees commitment (UAE Cabinet, 2019). These improvements will help municipalities become more efficient and effective and will also improve employees motivation.

The management style in the UAE emphasises visionary leadership. Executives and managers inspire their teams by setting ambitious goals, articulating a clear vision, and outlining a path to success (DMT, 2021).. They lead by example and encourage employees to think big, take risks, and pursue innovative solutions.

The leadership behaviour styles in an organisation is significant because it contributes to creating the vision and mission and establishing objectives, and the

development of the policies and strategies to effectively and efficiently reach organisation objectives involve of youth. In addition, the leadership behaviour styles helps in the organisational activities direction and coordination. Many organisations are currently facing unethical practices related problems, resulting in high labour turnover and poor performance. The ineffective leadership behaviour styles can be considered as one of the causes of these problems (Bhargavi and Yaseen, 2017).

According to Al-Obthani and Ameen (2019), the trusted personnel who work in the public UAE institutions in the face of various changes raised in the last decade state that there is uncertainty about the replacement elder leadership behaviour styles in the managerial positions of that public institutions. Although it is true that the Personnel Department meets the institutional objectives, these are not achieved with the enthusiastic participation of the collaborators who work there, since the tense and rigid work environment, the scarce possibilities of growth and the barriers to Interposed communication, permeate the passion and impetus with which the Trust Personnel carries out their tasks. Obviously, staff motivation is a necessary factor in the face of a scarce panorama of programmes that contribute to the improvement of the perceived organisational climate.

Undoubtedly, there are many factors that can cause anguish and displeasure in the trusted personnel of these public institutions agency and that must be addressed to improve working conditions, as well as ensure the achievement of particular and general objectives that the UAE government has in each one of the processes (Kaleem, 2019). Moreover, employees working in Al Ain municipality in the UAE under such leadership behaviour styles and structure tend to show low level of motivation and satisfaction due to poor promotions chances (Al-Hummadi, 2018). This often encourages a weak sense of commitment and loyalty to the municipality and increases employees intention to leave the