



Institute of Technology Management and Technopreneurship

**LEADERSHIP STYLE AND ORGANISATIONAL PERFORMANCE
THROUGH INNOVATION TECHNOLOGY WITHIN ABU DHABI
POLICE IN UAE**



Hamad Salem Saeed Al Derei

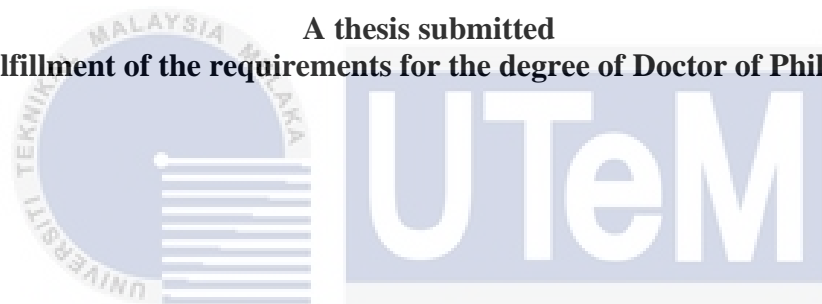
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**LEADERSHIP STYLE AND ORGANISATIONAL PERFORMANCE THROUGH
INNOVATION TECHNOLOGY WITHIN ABU DHABI POLICE IN UAE**

HAMAD SALEM SAEED AL DEREI

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



اونيورسيتي تیکنیکل ملیسا ملاک
Institute of Technology Management and Technopreneurship
UNIVERSITI TEKNIKAL MALAYSIA MELAKA

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

2023

DECLARATION

I declare that this thesis entitled “Leadership Style and Organisational Performance Through Innovation Technology Within Abu Dhabi Police in UAE” is the result of my own research except as cited in the references. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

Signature : 

Name : Hamad Salem Saeed Al Derei

Date : 9/06/2023.....
اونيورسيتي تيكنيك: كل ميسيا ملاك

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

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.

Signature : 
Supervisor Name : Associate Professor Dr. Haslinda Binti Musa
Date :11/06/2023.....

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DEDICATION

This work is devoted to who inspiring me for beloved dad and lovely mother, whose willingness always me to do the prayers for me, for their love.

To my wife,

My love is a great wife, an awesome friend, in my life so much more. In every hard moment over these years, she is always a source of love and strength.

To my great supervisor,

My dear supervisor, Associate Professor Dr. Haslinda Binti Musa for her visions in the use in leadership style to enhance organisational performance.

ABSTRACT

It is recognized that managers play a significant role in organizational performance, work improvement, and employee satisfaction. Leadership styles give managers the ability to make decisions, work collaboratively, or delegate tasks to their employees. The United Arab Emirates (UAE) aims to be one of the most effective countries in the world, and to this end, they have created various programs to encourage the government to develop leadership capabilities and enhance performance through monitoring and creating several excellence awards. The Abu Dhabi Police face unique challenges in terms of coordinating employee work effectively over the next few decades. This trend presents new problems for leaders, as they are expected to increase their innovativeness at the same time. This research discusses and analyzes the impact of leadership styles on organizational performance through innovation technology within the Abu Dhabi Police in the UAE. This study utilized simple random sampling to collect the data. The study validates the proposed conceptual framework using a second-order confirmatory factor analysis technique, namely, structural equation modeling, and then uses smart PLS with data collected from 320 employees in the criminal investigation and security sector in the UAE. According to the findings, transformational and transactional leadership have a positive and significant effect on organizational performance. Moreover, innovation technology has a partial mediation effect on the association between leadership styles and organizational performance. This research contributes to the academic understanding of the influence of transformational and transactional leadership on innovation technology, which may impact employee excellence and organizational performance, particularly in the context of the Abu Dhabi Police in the UAE. It is proven that leadership styles are significant for the police sector, benefiting the accomplishment of its goals and improving organizational performance. The study also recommends that regulatory bodies responsible for regulating Abu Dhabi Police in the UAE provide standard guidelines and encourage all police to implement leadership styles properly to achieve organizational performance.

GAYA KEPIMPINAN TERHADAP PRESTASI ORGANISASI MELALUI TEKNOLOGI INOVASI DALAM POLIS ABU DHABI DI UAE

ABSTRAK

Diketahui bahawa pengurus memainkan peranan penting dalam prestasi organisasi, peningkatan kerja, dan kepuasan pekerja. Gaya kepimpinan memberikan keupayaan kepada pengurus untuk membuat keputusan, bekerja secara berkolaborasi, atau menyerahkan tugas kepada pekerja mereka. Emiriah Arab Bersatu (UAE) bertujuan untuk menjadi salah satu negara yang paling efektif di dunia, dan untuk mencapai matlamat ini, pelbagai program telah dicipta untuk mendorong kerajaan untuk membangunkan keupayaan kepimpinan dan meningkatkan prestasi melalui pemantauan dan penciptaan beberapa anugerah kecemerlangan. Polis Abu Dhabi menghadapi cabaran yang unik dalam hal menyelaraskan kerja pekerja secara efektif dalam beberapa dekad akan datang. Trend ini membawa masalah baru bagi pemimpin, kerana mereka dijangka meningkatkan inovatif pada masa yang sama. Kajian ini membincangkan dan menganalisis kesan gaya kepimpinan terhadap prestasi organisasi melalui teknologi inovasi dalam Polis Abu Dhabi di UAE. Kajian ini menggunakan sampel rawak mudah untuk mengumpul data. Kajian ini mengesahkan kerangka konseptual yang dicadangkan menggunakan teknik analisis faktor konfirmatori peringkat kedua, iaitu pemodelan persamaan struktur, dan kemudian menggunakan smart PLS dengan data yang dikumpulkan daripada 320 pekerja dalam sektor penyiasatan jenayah dan keselamatan di UAE. Menurut dapatan kajian, kepimpinan transformasi dan transaksional mempunyai kesan positif dan signifikan terhadap prestasi organisasi. Selain itu, teknologi inovasi mempunyai kesan pendamatan separa ke atas hubungan antara gaya kepimpinan dan prestasi organisasi. Kajian ini memberi sumbangan kepada pemahaman akademik tentang pengaruh kepimpinan transformasi dan transaksional terhadap teknologi inovasi, yang mungkin memberi impak kepada kecemerlangan pekerja dan prestasi organisasi, terutamanya dalam konteks Polis Abu Dhabi di UAE. Terbukti bahawa gaya kepimpinan adalah penting bagi sektor polis, manfaatkan mencapai matlamat dan meningkatkan prestasi organisasi. Kajian ini juga mengesyorkan agar badan pengawalselia yang bertanggungjawab untuk mengawal Polis Abu Dhabi di UAE menyediakan garis panduan standard dan mendorong semua polis untuk melaksanakan gaya kepimpinan dengan betul untuk mencapai prestasi organisasi.

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LIST OF ABBREVIATIONS

ADP	- Abu Dhabi Police
AVE	- Average Variance Extracted
CFA	- Confirmatory Factor Analysis
CR	- Composite Reliability
EFA	- Exploratory Factor Analysis
EM	- Expectation-Maximization
GDP	- Gross Domestic Product
GoF	- Goodness Of Fit
IT	- Innovational Technology
LL	- Laissez Faire Leadership
OP	- Organisational Performance
PLS	- Partial Least Squares
SDG	- Sustainable Development Goals
SEM	- Structural Equation Modelling
SPSS	- Statistical Package For The Social Science
TL	- Transformational Leadership
TLe	- Transactional Leadership
UAE	- United Arab Emirates
VIF	- Variance Inflation Factor

LIST OF PUBLICATIONS

Al Derei, H.S., and Musa, H., 2022. The Effect of Leadership Style on Organisational Performance with Innovation Technology as a Mediating Within Abu Dhabi Police Force. *Journal of Positive School Psychology*, 6(3), pp.4694-4702.

Al Derei, H.S., and Musa, H., 2022. The Effect of Leadership Style on Organisational Performance: A review. *Journal of Positive School Psychology*, 6(3), pp.4703-4711.



CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter covers overview and purpose of the research, study background, problem statement, research questions, the significance of the study, and definition of terms and limitations of the research.

1.2 Background

Leadership is perceived as an important factor playing an essential role in organisations productivity and success (Nguyen et al., 2018). Leaders who lack the ability to effectively lead people will never succeed and hence will be unable to effectively lead their subordinates. Thus, having the proper sort of leaders to enhance organisation efficiency and productivity is highly recommended (Mussolino and Calabrò, 2018). Leadership styles in the UAE have been a subject of interest due to the country's rapid development and globalization efforts. One issue with leadership styles in the UAE is the lack of diversity and inclusivity. While the UAE has made significant strides towards gender equality and the inclusion of people with disabilities in the workplace, there is still a need for more diverse representation in leadership positions. According to a study by the Boston Consulting Group, only 8% of senior executives in the UAE are women, which is significantly lower than the global average of 25% (Boston Consulting Group, 2019). This lack of diversity can lead to a narrow perspective in decision-making and limit innovation and creativity in the workplace. Another issue with leadership styles in the UAE is the tendency towards a hierarchical and authoritarian approach. In traditional Arab cultures, there is a strong emphasis on respect for

authority figures, and this can be seen in the leadership styles of many Emirati organizations (Khaleej Times, 2021). While this approach can be effective in certain situations, it can also lead to a lack of engagement and initiative among employees, as well as a reluctance to challenge authority. As the UAE continues to evolve into a knowledge-based economy, there is a need for more collaborative and inclusive leadership styles that encourage open communication and innovation. Thus, there is a need for leadership development programs that are tailored to the unique cultural context of the UAE. Many of the leadership training programs available in the UAE are designed for a Western business environment and may not be applicable to the local culture. There is a need for leadership development programs that take into account the cultural norms and values of the UAE and provide leaders with the skills and knowledge to lead effectively in this context (Abdallah, 2016).

Furthermore, UAE has been investing heavily in technology and innovation in recent years, but there are still some challenges that need to be addressed to fully leverage the potential of these investments. One major issue is the lack of a comprehensive national innovation strategy that outlines clear objectives and priorities for innovation across all sectors. While the UAE has made significant strides in developing a knowledge-based economy, there is still a need for a cohesive and integrated strategy to guide innovation efforts and ensure their effectiveness (Al Khouri, 2017). Another issue is the limited availability of skilled workers in technology and innovation fields, particularly among UAE nationals. For example, UAE recognizes the significance of technology and innovation as the government is open to the idea of experimenting with innovative management and development strategies that enables economic diversification (Al Darmaki, 2019; Abudaqa et al., 2020). One of the ministries under UAE that uses most new technological advancements and strategic management in the Police Force of Abu Dhabi. It formed in 1957, opts for the use of technology and innovation in its daily operations as it strives to maintain the department's

effectiveness and efficiency (Abu Dhabi Police, 2019). However, managing an organisation like ADP's Future Police 1957-2057 would be challenging as a result of varying demands for different product designs, constant evolvement of the industry's economics, the need to change present firm competences and create new value networks allowing global completion and requirement for technology investments with exceedingly indeterminate results (Panigrahy and Pradhan, 2015). While the government has made efforts to increase the number of Emiratis in the workforce, there is still a gap in skills and experience needed to drive innovation forward (Alkhathlan, 2019).

Leadership styles and innovation technology have relationship on organizational performances in UAE. One of the major issues in organizational performance in the UAE is the lack of proper utilization of innovation technology. While the UAE has been at the forefront of technological advancements, many organizations still struggle to fully integrate technology into their operations. This can lead to decreased efficiency, increased costs, and a lack of competitiveness in the market. For example, a study by KPMG found that only 26% of companies in the UAE have a clearly defined digital strategy, and only 14% have a plan to develop and implement emerging technologies such as artificial intelligence and blockchain (KPMG, 2018). Another issue in organizational performance in the UAE is the lack of focus on innovation and creativity. Many organizations in the UAE tend to prioritize stability and security over innovation, which can lead to a lack of creativity and stifle growth. This is particularly important in a rapidly changing market, where businesses need to adapt quickly to stay competitive. According to a report by the Dubai Future Foundation, there is a need for a culture shift in organizations in the UAE to encourage innovation and creativity (Dubai Future Foundation, 2019). Furthermore, the lack of skilled workforce in innovation technology is also a major issue in organizational performance in the UAE. While the UAE has made significant efforts to attract foreign talent and develop local skills through education

and training programs, there is still a shortage of skilled workers in emerging technologies such as artificial intelligence, machine learning, and blockchain. This shortage can hinder the adoption and implementation of new technologies, leading to decreased efficiency and competitiveness in the market (Gulf News, 2021). Furthermore, there is a need for organizations in UAE to invest in the development of their workforce to ensure they have the necessary skills to operate and utilize innovative technologies effectively (Abdullah and Almarzooqi, 2021). Inadequate training and development programs lead to low productivity, poor performance, and employee dissatisfaction. It is essential for organizations to create a learning and development culture to ensure their workforce has the necessary skills and knowledge to keep up with the changing technology landscape (Al-Qaysi and Ali, 2020). Organizations can also invest in upskilling and reskilling programs to enable employees to acquire the necessary skills to operate and manage new technologies.

The aim of the present research is to investigate the effect of leadership styles have on an organisation's overall performance using innovation technology as mediating variable. Understanding the outcomes of certain leadership styles could help in enhancing an organisation's performance and achieve the organisation's targets. Moreover, this study seeks to examine the effect of leadership style on ADP through innovation technology on the organizational performance. Additionally, it seeks to examine the significance of investing in technological innovation to have a competitive edge in the industry and guarantee posterity and sustainability of the ADP as one of the internationally recognized police forces.

1.3 Problem statement

There is a growing recognition that leadership plays a critical role in fostering innovation, but there is little consensus on which specific leadership styles are most effective in this regard. Furthermore, the rapid pace of technological change and the increasing

complexity of innovation ecosystems create significant challenges for leaders in terms of navigating uncertainty and fostering creativity and collaboration (Huang and Cheng, 2016). Thus, there is a need for research that can provide insights into the leadership styles that are most effective in fostering innovation in organizations.

Previous research has provided some insights into the relationship between leadership styles and innovation, but there is still much that is not well understood. For example, some studies have found that transformational leadership is positively related to innovation, while others have found that a more hands-off, laissez-faire leadership style is more effective in fostering innovation (Zarei and Yazdanpanah, 2021). Another study by Zhang, Waldman, Han, and Li (2015) found that transactional leadership negatively impacts innovation technology. Moreover, research has shown that laissez-faire leadership has a negative impact on organizational performance, and it is associated with lower levels of innovation and creativity (Choi, Cho, and Lee, 2015; Hossain and Kumar, 2018). There is a need to understand how leadership behaviors and styles may vary across different cultural and contextual settings, as the challenges and opportunities associated with innovation technology may vary across organizations and regions. Thus, further research is needed to develop a more nuanced understanding of the relationship between leadership styles and innovation technology, for promoting innovation within organizations.

Recent studies have also highlighted the importance of exploring the relationship between leadership styles and organizational performance in the context of the rapidly changing business landscape. For instance, a study by Alhija and Ahmad (2021) investigated the impact of transformational leadership on organizational performance in the UAE. The study found a positive and significant relationship between transformational leadership and organizational performance, indicating that transformational leaders can enhance employee motivation, engagement, and commitment, ultimately leading to better organizational

performance. Another recent study by Al-Sharafi and colleagues (2021) examined the relationship between different leadership styles and organizational performance in the context of the COVID-19 pandemic. The study found that transformational leadership had the strongest positive effect on organizational performance during the pandemic, followed by transactional leadership. On the other hand, laissez-faire leadership had a negative effect on organizational performance during the pandemic. The study suggests that leaders who exhibit transformational and transactional leadership styles can help organizations effectively respond to crises like the COVID-19 pandemic and maintain high levels of performance. However, there is a lack of consensus on the most effective leadership styles for enhancing organizational performance, particularly in the context of different organizational cultures and industries.

Additionally, innovation technology has been identified as a significant driver of organizational performance in recent studies. However, it is not clear how organizations can effectively leverage innovation technology to achieve better organizational performance outcomes. For instance, according to a recent study by Ali and Khan (2021), the adoption of digital innovation technology has a significant positive impact on organizational performance, including increased productivity and profitability. However, the study also found that some organizations may not be able to leverage digital innovation technology effectively due to a lack of organizational readiness, such as a lack of technological infrastructure or employee skills. Another recent study by Almutairi, Alkhater, and Alzahrani (2021) examined the impact of innovation technology on organizational performance in the healthcare sector. The study found that innovation technology has a positive effect on organizational performance, including improved patient outcomes, reduced healthcare costs, and increased employee satisfaction. However, the study also noted that the adoption of innovation technology in healthcare organizations faces several challenges, including resistance to change,

lack of IT infrastructure, and inadequate training for healthcare providers. These findings suggest that innovation technology can significantly impact organizational performance, but there are still significant barriers to its adoption and effective use, especially in industries where the adoption of innovation technology has been slow. The UAE is not exempted from incorporating innovation technology in its government services. The e-Government introduced during the UAE Government Strategy 2011-2013 laid the grounds to enable UAE to achieve its vision 2021 (UAE Cabinet, 2019). For Abu Dhabi Police, the introduction of new technologies as part of their daily operations to curb crime may require more than just the officers' crime-fighting abilities. The use of innovation in all sectors of its activities requires the development of appropriate leadership behaviour to manage the uncertainty that is normally linked to use of technologies without compromising the organisation's overall performance.

The impact of leadership styles on innovation technology in the UAE context is not well researched. Despite the growing importance of innovation in the UAE economy, there is limited research on how leadership styles affect innovation technology. The UAE government has made significant investments in research and development to promote innovation technology, but the impact of leadership style on innovation technology is not well understood. Moreover, there is a growing need to investigate the relationship between leadership styles and organizational performance in the context of the UAE. Although studies have been conducted in other countries, there is a lack of research on this topic specifically in the UAE. The UAE is a unique cultural and economic environment with its own set of challenges and opportunities. Furthermore, as the UAE continues to strive for economic diversification and innovation, understanding the role of leadership styles in driving innovation and organizational performance is critical. Lastly, the UAE government has invested heavily in developing innovation and technology infrastructure, creating a supportive regulatory

framework, and providing incentives for businesses to innovate. Despite these efforts, the impact of innovation technology on organizational performance in the UAE is not well understood.

In conclusion, investigating the relationship between leadership styles, innovation technology and organizational performance in the UAE is crucial for informing policymakers, business leaders, and other stakeholders about the factors that drive organizational performance in the UAE's rapidly evolving economy. Such research can provide valuable insights into how innovation technology can be effectively leveraged to enhance organizational performance, stimulate economic growth, and promote sustainable development in the UAE.

1.4 Research questions

From the previous section, the main research question, the relationship between of leadership style and organisational performance in the Abu Dhabi Police in UAE. The following sub-questions have been introduced, based on the above main research question:

RQ1: Do perceived leadership styles significantly affect innovation technology in the Abu Dhabi Police Force?

RQ2: Do perceived leadership styles significantly affect organizational performance in the Abu Dhabi Police Force?

RQ3: Does innovation technology mediate the relationship between leadership styles and organizational performance?

1.5 Research objectives

To answer the research questions, specific research objectives are formulated. Research objective should be written as follows: